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*YouLead – Youth Employment and Business Start-Up Program Sri Lanka*

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AOR Name: Nihani Riza

Submitted by: Volunteers for Economic Growth Alliance (VEGA)

735 15<sup>th</sup> St NW, 11<sup>th</sup> Floor

Washington, DC 20005



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VEGA Contact: **Circey Trevant**  
Interim Director of Programs  
Volunteers for Economic Growth Alliance (VEGA)  
734 15th Street NW  
Suite 1100  
Washington, DC 20005  
Tel: (202) 367 9990  
Email: [ctrevant@vegaalliance.org](mailto:ctrevant@vegaalliance.org)

IESC Contact: **Andrea Patrick**  
Associate Vice President  
International Executive Service Corps (IESC)  
1900 M Street, NW Suite 500  
Washington, DC 20036  
Tel: (202) 589 2600  
Email: [apatrick@iesc.org](mailto:apatrick@iesc.org)

# CONTENTS

List of Acronyms .....	1
<b>1. Activity Overview.....</b>	<b>3</b>
<b>1.1 Program Introduction.....</b>	<b>3</b>
<b>2. Activity Implementation Milestones and Progress.....</b>	<b>5</b>
<b>2.1 Progress and Implementation Status Summary .....</b>	<b>5</b>
2.1.1 Program Operations and Administration .....	6
2.1.2 Technical Activities .....	9
Component 1: Increase Youth Employability Skills in Targeted Sectors.....	9
1.2 Improve Career Guidance and Counselling .....	14
1.3 Provide Foundational Skills Critical to Finding and Maintaining a Job .....	17
1.4 Increase Work-Based Learning Opportunities.....	17
Component 2: Improved Quality, Relevance, and Delivery of TVET .....	18
2.1 Improve Relevance of TVET Delivery .....	18
2.2 Introduce New Demand-Driven Courses .....	19
2.3 Improve Teaching Staff's Technical, Pedagogical, and Presentation Skills.....	19
Component 3: Increase Prospects for Successful Self-Employment.....	20
3.1 Update Entrepreneurship Course Contents.....	20
3.3 Improve Access to Affordable Finance.....	20
2.1.3 Status of Subawards and Subcontracts.....	23
2.1.4 Volunteer Assignments .....	23
<b>2.2 Implementation Challenges and Lessons Learned.....</b>	<b>24</b>
<b>2.3 Monitoring, Evaluation, and Learning (MEL) Update.....</b>	<b>27</b>
<b>3. Integration of Cross Cutting Issues and USAID Forward Priorities .....</b>	<b>29</b>
<b>3.1 Gender Equality and Female Empowerment .....</b>	<b>29</b>
<b>4. Planned Interventions for the Next Quarter .....</b>	<b>29</b>
<b>5. Financial Management .....</b>	<b>31</b>
<b>6. Cost Share and Leverage.....</b>	<b>32</b>
<b>Annex A: AMELP Progress Summary .....</b>	<b>33</b>
<b>Annex B: TraiNet Report.....</b>	<b>36</b>
<b>Annex C: Success Story .....</b>	<b>37</b>

## List of Acronyms

<b>AO</b>	Agreement Officer
<b>A2F</b>	Access to finance
<b>AmCham</b>	American Chamber of Commerce
<b>ASAP</b>	Accelerated Skills Acquisition Project (USAID)
<b>ASSET</b>	Advancing Specialized Skills for Economic Transformation project
<b>ASU</b>	Arizona State University
<b>AVP</b>	Associate Vice President
<b>BIZ+</b>	VEGA/Biz Plus Program (USAID)
<b>CCC</b>	Ceylon Chamber of Commerce
<b>CDD</b>	Career Development Director
<b>COP</b>	Chief of Party
<b>DCA</b>	Development Credit Authority
<b>DTET</b>	Department of Technical Education and Training (part of MSDVT)
<b>DVPT</b>	Development
<b>EAFD</b>	Entrepreneurship and Access to Finance Director
<b>ED</b>	Entrepreneurship Development
<b>ETD</b>	Extension and Training Division (Department of Agriculture)
<b>FEG</b>	Facilitating Economic Growth
<b>GC</b>	Global Communities
<b>GIZ</b>	German aid (Gesellschaft für Internationale Zusammenarbeit)
<b>GoSL</b>	Government of Sri Lanka
<b>GPW</b>	Great Place to Work
<b>HO</b>	Home Office
<b>ICT</b>	Information and communications technology
<b>ICTA</b>	Information and Communications Technology Agency
<b>IESC</b>	International Executive Service Corps
<b>IIT</b>	Informatics Institute of Technology
<b>ILO</b>	International Labor Organization
<b>ISSCs</b>	Industry Sector Skills Councils
<b>LIM</b>	Lebanon Investment in Microfinance
<b>JAFF</b>	Joint Apparel Association Forum
<b>M&amp;E</b>	Monitoring and evaluation
<b>MEL</b>	Monitoring, evaluation, and learning
<b>MOE</b>	Ministry of Education
<b>MSME</b>	Micro, small, and medium enterprises
<b>NAITA</b>	National Apprentice and Industrial Training Authority
<b>NOFO</b>	Notice of funding opportunity
<b>NVQ</b>	National Vocational Qualification
<b>NYC</b>	National Youth Corps (part of the Ministry of National Policies)
<b>PIRS</b>	Performance indicator reference sheet
<b>PM-VOTEC</b>	The PM's Committee on Vocational and Technical Education
<b>PD</b>	Project Director
<b>PRD</b>	Partnership Relationship Director
<b>PPP</b>	Public-private partnership
<b>RDB</b>	Regional Development Bank
<b>RFA</b>	Request for applications
<b>S4IG</b>	Skills for Inclusive Growth (Australian project)

<b>S4YE</b>	Solutions for Youth Employment
<b>SFL</b>	Skills for Life
<b>SLASSCOM</b>	Sri Lanka Association of Software and Service Companies
<b>SME</b>	Small and medium enterprise
<b>SOLID</b>	Supporting Opportunities in Livelihood Development
<b>SSDP</b>	Sector Skills Development Project (funded by ADB)
<b>TCP</b>	The Competitiveness Project (USAID)
<b>TDA</b>	Tourism Development Authority
<b>TITP</b>	Training Institute for Technology Professionals
<b>ToT</b>	Training of trainers
<b>TVEC</b>	Tertiary and Vocational Education Commission
<b>TVET</b>	Technical Vocational Education and Training
<b>USAID</b>	U.S. Agency for International Development
<b>VEGA</b>	Volunteers for Economic Growth Alliance
<b>VTA</b>	Vocational Training Authority (Part of MSDVT)
<b>WCF</b>	Women in Construction Forum
<b>WDS</b>	Workforce Development Specialist
<b>WDF</b>	Women's Development Federation (Hambantota, Sri Lanka)
<b>WUSC</b>	World University Service of Canada
<b>YBSL</b>	Youth Business Sri Lanka

## 1. Activity Overview

<b>Activity Name:</b>	YouLead - Youth Employment and Business Start-up Program Sri Lanka (YouLead)
<b>Activity Start Date and End Date:</b>	June 02, 2017 – June 01, 2021
<b>Name of Prime Implementing Partner:</b>	Volunteers for Economic Growth Alliance (VEGA) and International Executive Service Corps (IESC)
<b>Agreement Number:</b>	AID-383-LA-17-0001 LA#: EEM-A-00-04-00002-00
<b>Name of Subcontractors/Sub-awardees:</b>	International partners: Arizona State University (ASU), Global Communities, (GC) Local partners: American Chamber of Commerce (AmCham), Ceylon Chamber of Commerce (CCC), Skills for Life (SFL), and Verité Research (Verité)
<b>Government Counterpart(s):</b>	The Ministry of Science, Technology, Research, Skills Development and Vocational Training and Kandyan Heritage (Referred to as MSDVT)
<b>Geographic Coverage:</b>	Nationwide
<b>Reporting Period:</b>	From April 01 to June 30, 2018

### 1.1 Program Introduction

YouLead is a four-year program focused on enhancing employment and entrepreneurship opportunities for youth in Sri Lanka. YouLead’s key objectives are to:

- Work with the public and private sectors to improve the quality and relevance of vocational and technical training;
- Link youth to productive employment opportunities; and,
- Support the development of youth-led start-up enterprises in Sri Lanka.

The Ministry of Science, Technology, Research, Skills Development and Vocational Training and Kandyan Heritage (MSDVT) is the project’s counterpart ministry. YouLead coordinates across other government agencies that play a role in youth vocational education and employment, including the Ministry of Tourism, the Ministry of Youth Affairs, the Ministry of Education, and the Prime Minister’s Office.

YouLead’s core activities are designed to leave behind institutional level capacity that will align public and private sector incentives, generate greater investment, and improve competitiveness in sectors with high employment potential. YouLead’s regional focus for year-one is in the provinces with the highest youth unemployment, including Sabaragamuwa, Southern, Central, and Northern

provinces. Following the market assessment and review with local stakeholders, the priority sectors selected for year-one are tourism, construction, ICT trades, and healthcare. Given our demand-driven approach, YouLead may also engage in any sector or region where there is an opportunity to leverage the resources and commitment of other stakeholders to expand the achievement of core project objectives. One such area, food retail and processing, is rising to the surface as an important sector due to the need for a high number of trained employees. Thus far, YouLead is working with three leading companies in food retail and processing—Cargills, John Keells, and Ceylon Biscuits. The majority of anticipated employment for those companies will likely be outside the Western Province.

As part of our implementation approach, YouLead is committed to working with local public and private sector stakeholders to build the workforce they require to achieve long-term commercial success. YouLead works closely with public-sector stakeholders, as they provide the bulk of Sri Lanka's vocational training and have unmatched outreach and infrastructure. YouLead activities are focused on collaborating with specific Technical and Vocational Education and Training (TVET) authorities within the Ministry of Science, Technology, Research, Skills Development and Vocational Training & Kandyan Heritage (MSDVT.) These authorities are the Tertiary and Vocational Education Commission (TVEC) as well as the three largest training institutes—the National Apprentice and Industrial Training Authority (NAITA), the Vocational Training Authority (VTA), and the Department of Technical Education and Training (DTET). NAITA is a priority partner, as it has direct links with apprenticeship opportunities for youth employment.

YouLead is also working directly with emerging young leaders known as “youth ambassadors” from around the country to change perceptions on vocational education and careers in skilled trades. These emerging leaders are working with their peers, parents, and local community to help bridge the cultural differences that contribute to a widening skills gap between young people and the jobs available in the marketplace.

The skills gap is a complex problem which requires immediate attention. Sri Lankan youth strive for a life of purpose, dignity, and economic stability, while businesses clamor for employees with the right skills and attitudes. The result of inaction is a frightening prospect. Unprepared youth face significant barriers to enter the workforce and are often left with either informal sector jobs, underemployment, or unemployment.

Sri Lanka is growing rapidly and has plenty of employment opportunities in high-growth sectors. The tourism and construction sectors alone estimate a need for approximately 700,000 new employees in the next 5-10 years. Yet youth unemployment still stands at over 20%. Sri Lanka needs interventions to ensure a tight fit between the skills demanded in a competitive economy and the skills of its youth.



## 2. Activity Implementation Milestones and Progress

### 2.1 Progress and Implementation Status Summary

Verité Research completed the annual gender assessment on May 8, 2018 and entrepreneurship survey in June and submitted the first draft of the market assessment report on June 30. The report is under review at the time of this reporting. The Market Assessment will support the strategic development of YouLead's year two work plan.

- YouLead formed private sector Tourism Skills Committee (TSC) as requested by the Tertiary and Vocational Education Commission (TVEC). During this reporting period, the committee launched the [Tourism and Hospitality Workforce Competitiveness Roadmap 2018-2023](#). TSC will ensure that the skills Sri Lankan youth are learning will be aligned with the skills required in the tourism industry. The roadmap is an implementation guide that responds to the urgent need to meet workforce requirements over the next decade.
- YouLead together with CareerMe localized the [Holland Theory](#) based Vocational Personality Test into Sinhala language. The localized test was piloted amongst 36 youth from the Matara district in partnership with the Matara district chamber of commerce during this reporting period. These personality tests support youth to identify their aptitude for different careers and will also help youth and their parents to decide on possible career paths with regard to their vocational strengths. The test would also support career guidance counsellors to make appropriate career decisions to guide students following skills development training.
- YouLead signed an MoU with HeadStart Pvt Ltd. to localize Microsoft Youth Works platform in Sri Lanka. YouthWorks platform will provide services to youth, parents, teachers, and young entrepreneurs by providing career test support, vocational and entrepreneurship course content, information on careers, jobs, and financial support services. The platform will also host all content developed by YouLead.
- YouLead organized the third Public-Private Dialogue (PPD) in Jaffna, which was in attendance by 26 representatives from public and private sector institutions. These PPDs promote interactions between private sector employers and public vocational training institutes on skills demanded in the region as well as the opportunities for on-the-job training and apprenticeship for youth.
- YouLead conducted soft skills trainings for 23 NAITA inspectors in Anuradhapura. NAITA inspectors in Sri Lanka play a key role in placing youth in apprenticeships and on-the-job trainings with the private sector. YouLead-provided soft skills training is enhancing these inspectors' ability to effectively interact with the private sector companies.
- YouLead identified high demand curricula in program priority sectors and standardized 19 existing curricula in tourism, hospitality, construction, and ICT sectors. These curricula are focused on market-driven skills and will be

adopted by TVET institutions to improve and standardize vocational training and education in Sri Lanka.

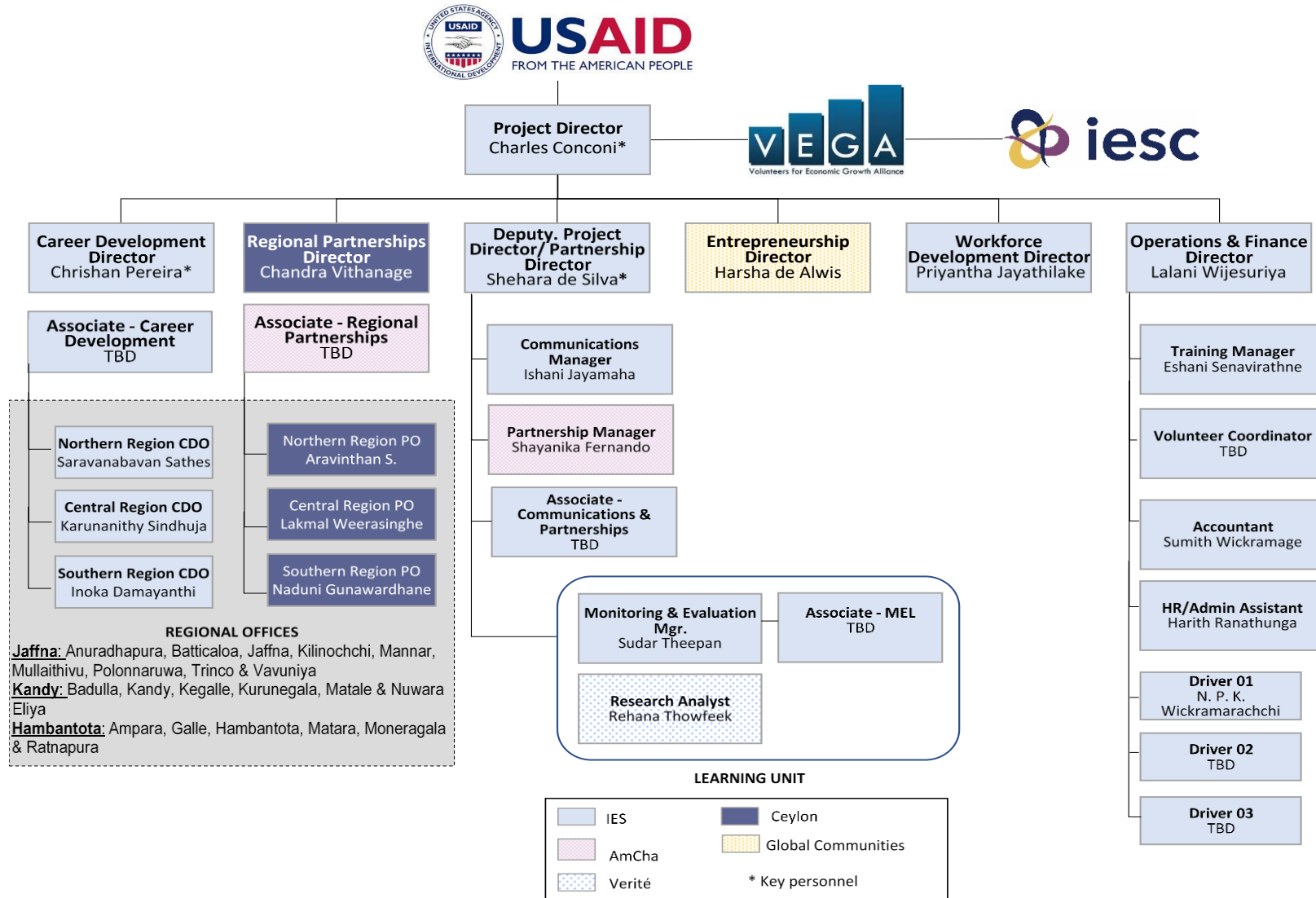
- Arizona State University (ASU)-trained local master trainers conducted five trainings with the participation of 100 (49 females and 51 males) TVET sector teachers, lecturers, and instructors on pedagogy skills. These pedagogy trainings are provided to ensure better teaching practices among educators in the vocational training institutions. This would further enhance learning experience for students.
- YouLead produced two radio talk shows in partnership with World University Service of Canada (WUSC.) The talk shows discussed the need for career guidance in the country and aimed to encourage female entrepreneurship. Local radio stations Shakthi FM (Tamil) and Neth FM (Sinhala) aired the radio shows live to an audience of approximately 500,000 island-wide.
- YouLead signed memoranda of understanding (MoUs) with the Bank of Ceylon (BoC) and Samurdhi Development Authority during this reporting period. These partnerships will facilitate improved access to finance for young entrepreneurs.
- YouLead delivered an Entrepreneurship Development Train- the-Trainer program to 24 bank managers from Samurdhi Development Authority (SDA.) Samurdhi Development Authority has more than 1400 field officers working with 1.4 million low income households to improve their standard of living. This training program was aimed to enhance capacity of SDA managers to further train field officers in supporting business start-ups and business expansions through Samurdhi Development Bank loans.
- YouLead conducted four bank trainings for 127 regional officers, branch managers, and credit officers from BoC, Sampath, and Commercial banks during this reporting period. These trainings are creating awareness among credit officers on cashflow-based lending.
- YouLead produced two commercials to encourage participation of women in tourism and construction sectors. YouLead also produced a documentary on *women in tourism* and screened during the launch of the tourism sector road map. The commercials and the documentary are part of YouLead's behavioral change campaign.
- YouLead met with newly appointed Hon. Dr. Sarath Amunugama, Minister of Science, Technology, Research, Skills Development and Vocational Training and Kandyan Heritage, and shared information regarding YouLead Project scope and activities.

### **2.1.1 Program Operations and Administration**

- YouLead has identified additional human resource needs for program technical implementation. The recruitment process for the new positions have been initiated. The new positions to be filled by IESC are i) monitoring, evaluation, and learning associate; ii) communications and partnership associate; and iii) career development associate. AmCham will be recruiting and hiring a new regional partnership associate for YouLead.

- Recruitment for the existing vacant positions of volunteer coordinator in the Colombo office and regional partnership officer in Jaffna is in progress at the time of reporting.
- The vacant position of training manager was replaced internally. Ms. Eshani Seneviratne had done an excellent job supporting the trainings in addition to her responsibilities as the volunteer coordinator hence she has been promoted to this training manager role.
- Project Finance and Operations Director, Ms. Lalani Wijesuriya completed systems training for the regional staff during this reporting period.
- During this reporting period, USAID Sri Lanka Mission approved the YouLead Quarterly Report for Fiscal Year 2018, Q2 on May 22, 2018.

# Revised YouLead Organization Chart



## 2.1.2 Technical Activities

### Component 1: Increase Youth Employability Skills in Targeted Sectors

The overarching objective of this component is to increase youth employability skills through the development of better curricula and better career counseling that is driven by private sector demand. To achieve this, YouLead is working closely with the private sector to create stronger linkages with public and private training institutions, and to ensure that the vocational training provided to Sri Lanka's youth is of high quality and is focused on the skills that are demanded by employers.

#### 1.1 Provide Sufficient Awareness of Market Trends, Demands, and Opportunities

- **Market assessment and gender assessment.** YouLead with support from Verité Research has compiled the year-two market assessment report that incorporates analysis and findings from the following four studies consisting of primary research:
  1. Youth Survey - A survey of 2,000 youth and key informant interviews. Over fifty percent of the respondents of the youth survey were female. The market assessment report includes analysis of the youth survey data and labor force data;
  2. Employer Survey – A survey of approximately 200 employers. The market assessment report includes analysis of the employer survey data;
  3. Gender assessment – The assessment proposes an evidence-based, differentiated approach to increase workforce participation and retention of women in Sri Lanka. The YouLead priority industry sectors reflect low female participation rates, especially in the tourism (8%) and construction (4%) sectors. The youth survey collected results from 1,008 female youth. Verité Research submitted this gender assessment at the end of April.
  4. Entrepreneurship survey - A survey of 400 youth who have completed entrepreneurship development training provided through TVET institutions. YouLead completed the implementation of an entrepreneurship survey to understand the challenges faced by youth entrepreneurs in setting up and operating businesses, and to validate the role vocational education can play in improving the environment in which they operate. The survey finds that the aspects related to "setting up a business" scored higher than those related to "operating a business", signaling that teaching institutions need to strengthen this component. Finance and funding-related activities of running a business scored the lowest in terms of the entrepreneur being able to handle such a task, again signaling an area to improve skills on. The survey finds an overall start-up rate of 28% among entrepreneurship students, and about 77% have already been operating a business when they took the

course – the assessment recommends having a curriculum that is segregated to cater to these varying needs of students, rather than focusing on business start-up alone. All analyses and conclusions from the survey were included in the year-two market assessment submitted at the end of June.

The market assessment report is inclusive of findings from all the surveys mentioned above and will be finalized in mid-July after incorporating feedback from the YouLead team and the results from the employer survey, which will be completed by the second week of July.

- **Facilitate, strengthen, and institutionalize public-private coordination for policy and vocational education development.** The Tertiary and Vocational Education Commission (TVEC) in Sri Lanka has established the Industry Skills Councils (ISCs) to address human resource challenges faced by the construction, ICT, tourism and healthcare, and light manufacturing sectors. All of these, except light manufacturing, are YouLead’s current priority sectors.

YouLead’s work focuses on strengthening and improving the functions of the four ISCs by facilitating increased private sector engagement in the development of curricula, access to industry-specific curricula development experts, and providing support for the articulation and implementation of a strategy or roadmap for the future workforce competitiveness of each sector. YouLead is currently supporting the construction and ICT skills councils. With the directive from TVEC, YouLead formed the private sector Tourism Skills Committee (TSC) during this reporting period.

- a) **Tourism Skills Committee (TSC).** In early May 2018, YouLead together with CCC formed the Tourism Skills Committee (TSC.) It is made up of ten private sector tourism and hospitality industry leaders, four ex-officio members representing Sri Lanka Tourism Development Authority (SLTDA), Sri Lanka Institute of Tourism and Hotel Management (SLITHM), TVEC and Ceylon Chamber of Commerce (CCC). An additional advisory sub-committee of ten human resource managers and trainers was constituted under the TSC. The HR advisory sub-committee was delegated the task of providing ground-level insights on human resources; new and revised curricula; and, training needs in the industry. During the months of May and June, both committees met on six different occasions and discussed initiatives that were deemed priorities. After discussions, eight initiatives were prioritized and are listed below:

1. Keep trainings focused, practical, and relevant;
2. Teach new skills;
3. Get young men and women involved in early skill development training programs;
4. Demonstrate the benefit and long-term prospects of a career in tourism and hospitality;
5. Engage the media for island-wide outreach on encouraging youth to join in the industry;
6. Entice skilled talent back to Sri Lanka;

7. Establish a research unit with support from SLTDA; and,
8. Make the workplace more youth- and women-friendly by improving workplace environments, employee benefits, work hours, and the availability of safe and affordable transport, housing, and child care.

The TSC, the HR advisory sub-committee, and YouLead team with support from YouLead local and international consultants for the tourism sector, Srilal Miththapala and James MacGregor respectively, created the "Sri Lanka Tourism and Hospitality Workforce Competitiveness Roadmap 2018-2023". YouLead launched the Roadmap to the public on June 28, 2018, in the presence of 120 leading private sector tourism and hospitality



**A panel discussion on Private Sector Support in Tourism Sector Workforce Development during the Roadmap Launch event on June 28, 2018**

personnel, government sector officials, USAID and other donor agencies.

During the event [a panel discussion with TSC along with local and international consultant](#) was held to discuss current issues and challenges in the industry. The event concluded with a vote of thanks delivered by two YouLead youth ambassadors who work in the tourism industry. The event received wide press coverage in all three languages and has revitalized the drive of the private sector to engage with YouLead and TVEC.

- b) **Construction Industry Skills Council (CISC).** The YouLead team is helping CISC to identify priority occupations within the construction industry, and to provide several international and local experts to assist with curricula development. YouLead held several discussions with CISC members during this reporting period regarding the skills-gap between skills available vs demanded in the industry and how YouLead can assist in bridging this gap. One of the outcomes from these discussions is to modularize current curricula based on in-demand skills, which will be provided by CISC. Four to five priority curricula will be identified and finalized by the next quarter. Expert(s) for this purpose will be recruited during the next quarter.
- c) **ICT Industry Skills Council (ICTISC).** In April 2018, YouLead commenced discussion with Diversity Collective Sri Lanka (DCLK) – a team of female ICT professionals who work towards increasing female representation in the industry – with the objective to identify possibilities for partnership with YouLead in improving female participation in the industry. The DCLK also works with schools providing mentoring for teenagers about careers in ICT.

- d) **Healthcare Industry Skills Council (HISC).** HISC has been provisionally set up but has not yet to be legally constituted like the other skills councils. YouLead has not been invited to support HISC despite offering to help on multiple occasions. Given the management changes at TVEC, the operations of the HISC seem to be delayed. YouLead has prioritised the work of the other three skills councils until the HISC expresses an interest in receiving YouLead's support and a commitment from its private sector members to co-fund program activities. Given the time and resource commitments of the other skills councils, YouLead will re-evaluate the priority sectors and how the project aims to serve them in the next quarter as part of the year-two work planning process.
- **Strengthen and institutionalize the analysis and communications function of MSDVT.** After a series of consultations with the Secretary to the Ministry, Mr. Ranepura, YouLead has initiated a three-month pilot program in April to embed resources from its sub partner, Verité Research (VR), into the Ministry. This pilot program is scoping out the mechanisms to institutionalize research and evidence-based decision making at the Ministry. During this period, a junior researcher, Ms.Sureni Weerathunga who is embedded at the Ministry, gathered qualitative information such as information-sharing practices within the Ministry. The researcher also interacts between the Ministry and planning units of NAITA and VTA to gather quantitative data on student numbers and job placement. The pilot will end in July 2018 with a formal report from VR on completed activities and recommendations.
  - **Coordinate with other USAID and Workforce Development Projects.**
    - a) **Working with WUSC.** YouLead is working with WUSC to build campaigns that encourage young women to join industries such as tourism and construction. In mid-June, YouLead completed two 45-second videos produced to attract women into the tourism and construction sectors. WUSC will promote those videos on television and in cinemas during the month of July. Partnership with WUSC also includes sharing of information, coordinating activities to implement a behavioral-change campaign intended to change public perceptions toward skilled careers and youth entrepreneurship. YouLead also produced four radio shows (two in Tamil, two in Sinhala) for slots that were purchased by WUSC.
    - b) **Working with S4IG.** During this reporting period, YouLead invited Australian-funded Skills for Inclusive Growth (S4IG) Project tourism consultant - Mr. Pascal, to participate in TSC and provide inputs for the Tourism Sector Workforce Competitive Roadmap. S4IG agreed to share their training videos with TSC for future initiatives. S4IG will be using the women in tourism documentary produced by YouLead in its Eastern Province outreach roadshows.
    - c) **Working with USAID/ Biz+.** YouLead also coordinates with the USAID-funded BIZ+ Project and has offered to support the workforce needs of some of BIZ+ key partners. Their partner companies have also participated in the regional public-private-dialogue sessions to identify



new employment opportunities and encourage more enterprises to take apprentices.

- d) **Working with ADB SSEP.** The ADB has recently announced the Skills Sector Enhancement Support Project that has significant overlap with YouLead and is scheduled to be awarded this summer. YouLead submitted a table to ADB detailing the substantial overlap between what that ADB project proposes and what YouLead is working on. ADB agreed to look again at the scope and to closely coordinate with YouLead once (if) the project is awarded.
- e) **Working with The World Bank.** The World Bank has announced its intent to support an initiative focused on the tourism workforce in Sri Lanka. Both YouLead and WUSC presented their Programs' interventions the Bank's senior tourism representatives. The World Bank representatives Shaun Mann and Moira McKerracher indicated that the Bank may route their assistance toward YouLead and WUSC activities to avoid duplication of efforts. The project director plans to meet with the World Bank team in Washington in the next quarter.

- **Private partnerships**

- a) **John Keells Holdings (JKH).** Following the training needs analysis meetings JKH Retail in the last quarter, the ASU instructional designers worked closely with JKH this quarter to customize and transition their current training programs and content from classroom-based to e-learning structures by updating their knowledge platform – the Keells Retail online learning management system.
- b) **Cargills.** The MoU between YouLead and Cargills was signed on April 17, 2018 to bring ASU's Thunderbird School of Global Management to deliver trainings related to two employee tracks: i) Executive Leadership, and ii) Non-Executive Leadership. The training will be focused on improving management capacity, particularly within the HR department, to effectively grow the organization. This includes the organization's top priority on the identification, recruitment, onboarding, and training of thousands of new employees. During this quarter Cargills and Thunderbird School of Global Management faculty held discussions to agree upon the scope of training. The training will commence in July 2018.
- c) **Lanka Sathosa Ltd.** Last quarter, YouLead and Lanka Sathosa (a public sector cooperative retail chain) agreed to the placement of a volunteer expert to carry out a training needs assessment, develop suitable curricula, and implement a Training of Trainers (ToT) that would help train both existing and new Lanka Sathosa employees. Due to the transition of YouLead Regional Partnership Director, Tuan Jamaldeen, who was the previous point of contact from YouLead to the firm, Lanka Sathosa asked YouLead to put a halt on the assignment until June 27, to determine whether they would move forward with this assignment. As Lanka Sathosa did not confirm their interest in continuing the assignment by that date, YouLead decided to reassign international volunteer expert,

Tom Davis, who was originally identified to assist Lanka Sathosa to another private sector client – Ceylon Biscuits Ltd.

- **National Youth Forum follow-up.** As a follow-up to the year 1 National Youth Forum conducted in December 2017 and to take advantage of proximity with each other, the youth ambassadors formed groups based on regions where they are located. Three regional groups proposed community projects that focus on developing youth economic empowerment and involving more women in the workforce. During the reporting period, two proposals were deemed responsive to YouLead’s main objectives. The two selected proposals were focused on career awareness for school-leavers and existing students. YouLead and the youth ambassadors were involved in preparing action plans and budget plans during the reporting period. The planned projects will be implemented in the next quarter.
- **National Youth Forum 2018/ 2019.** YouLead and AmCham have held several planning meetings this quarter to design the 2018 forum approach. The National Youth Forum for 2018/2019 will focus on creating awareness amongst school students, parents, vocational education students and educators about engaging in private sector careers where clear progression and opportunities for advancement exist. The Youlead and AmCham teams collectively decided to hold regional-level youth forum events with parents and local business for more impact rather than one national-level event. The first event is scheduled to be held in October 2018, followed by the private sector event in January 2019. Private sector participation will be sought for these events, focusing on the key sectors YouLead is working on.

## 1.2 Improve Career Guidance and Counselling

- **Establish sustainable, youth-friendly career counseling and train counselors.**

In this quarter, YouLead in partnership with CareerMe localized the Holland Theory-based vocational personality test to the Sinhala Language. The fully localized vocational personality test was piloted among 36 youths (24 female and 12 male) from Matara District in partnership with Matara District Chamber of Commerce and Industry. The program received 100



Youth from Matara District participating the CareerMe vocational personality test at Matara District Chamber of Commerce and Industry Career Guidance Workshop

percent favorable feedback from youth. The participants stated that the test provided accurate result of their vocational personalities. The YouLead co-branded [CareerMe’s website](https://careerme.lk/) (https://careerme.lk/) will remain open to any Sri Lankan youth who wish to get vocational personality identification test. YouLead team will promote the localized platform via eThaksalawa, the national eLearning portal of the Ministry of Education (MoE) by the next quarter. Based on observational studies and focus group discussions with youth during previous

career guidance sessions, parental influence and preferences when youth select their career were highlighted. Further, majority of the youth receiving career guidance was little aware or unaware about the importance of career guidance and career development aspects as it relates to their future. This was further explored with follow-up questions. During discussions YouLead found that career guidance was not commonly discussed or marketed in rural communities and gender stereotyping in careers was very common.

As a remedial action and pilot study YouLead invited the training unit and higher management of Women’s Development Federation (WDF) of Hambantota, the largest women headed organization in Sri Lanka, to observe the career guidance pilot workshops organized by YouLead on June 2-3, 2018. The observational study objective was to understand the importance of career guidance and conceptualize a regional intervention through WDF mobilizers to promote career awareness and parental vocational guidance within the local communities.

YouLead long term gender mainstreaming volunteer, Radhika Desai, conducted a gamified session with the support from a local facilitator to educate the youth about occupational stereotyping and the piloted lesson to be included the in YouLead-developed Career Guidance Toolkit.

- **Conduct a marketing campaign to engage career guidance centers and schools.** During this quarter, the YouLead team researched and identified that in addition to the YouLead line ministry, a number of other institutions conducted significant career guidance and awareness initiatives in communities



**Youth from Matara District participating the Pilot Career Guidance Workshop organized by YouLead in Partnership with CareerMe and Job Bank of Matara District Chamber of Commerce**

all over the island. During this reporting period, YouLead prepared a map of all institutions that provide career guidance programs to youth out of which five priority organizations were selected. The selected organizations included (i) Ministry of Education, (ii) National Youth Council, (iii) National Youth Corps (iv) Department of

Manpower and, (v) Berendina Employment Center. These organizations will provide ToT-based training on career

guidance (CG) and automated vocational personality tests. This would streamline the process of CG and will help maintain the sustainability of the developed CG curricula. YouLead shared the proposed CG approach to selected organizations to review and participate in the proposed inter-institutional career guidance forum and establishment of Vocational Career Guidance steering committee in partnership with TVEC and other stakeholders. The proposed approach will revamp the career guidance units of stakeholder organizations to transform them in to more youth friendly and objective driven workspaces.

- **Radio Talk Show on Career Guidance.** Five YouLead youth ambassadors, together with some career guidance resource personnel, spoke on live radio on Neth FM – a local Sinhala radio channel and Shakthi FM – a local Tamil radio channel – during this quarter. The discussion centered around the types of employment being generated by global markets and the challenges to meet skills demanded in the economy. The youth ambassadors also pointed out the need for improved career guidance for youth in the booming Sri Lankan economy and the importance of breaking down gender stereotypes in the



**YouLead Youth Ambassadors (seated on the left) participating in Radio Talk show at Shakthi FM on 11 May 2018**

workforce. Their discussion went out to approximately 500,000 Sinhala and Tamil listeners. It was live-streamed via the internet to an additional 350,000 viewers. While WUSC produced the radio shows by purchasing air time, YouLead provided resource persons for the talk show.

- **Provide comprehensive, evidence-based online resources.** During this reporting period, YouLead signed an MoU with HeadStart (Pvt.) Ltd. to facilitate the localization of the Microsoft YouthWorks platform in Sri Lanka. This partnership will support other digital initiatives related to career guidance, digital resources, entrepreneurship, and cross cutting themes such as gender and behavioral change communication.

HeadStart – the owner of www.guru.lk, and Sri Lanka’s largest MOOC – with an outreach of more than three million youth, will link all content used and developed by YouLead to the youth community free of charge and facilitate the revamping of the NAITA Inspector Mobile App. HeadStart will also develop a searchable and downloadable vocational course library put together by YouLead. The target is to develop a comprehensive national level vocational course database from both public and private sector vocational institutions by end of the next quarter.



**YouLead Project Director, Charles Conconi (right), exchanges MoU with Head Start and guru.lk Chief Executive Officer, Hasitha Dela (left)**



During this reporting period, YouLead also conceptualized the entrepreneurship model in digital space to provide seamless access to youth entrepreneurs. This model contains resources such as information on access to finance and market, processors, templates and one to one mentoring. YouLead and Dialog Axiata will sign a partnership in the next reporting period to enable the captioned entrepreneurship contents.

### 1.3 Provide Foundational Skills Critical to Finding and Maintaining a Job

- **Identify and tailor work-readiness curricula to strengthen employment skills.** Based on the suggestions made by the local consultant, Ms. Naima Markar, in the last quarter, YouLead is in the process of developing 10 soft skills modules which will cover more than 80% of curricula in the TVET system.

### 1.4 Increase Work-Based Learning Opportunities

- **Build or strengthen private partnerships to create more internships and apprenticeship opportunities**
- **Public-Private Dialogue (PPD).** YouLead organized the third Public Private Dialogue in Jaffna on 5<sup>th</sup> April 2018 at the NAITA District office in Jaffna. The



**Public – Private Dialogue at NAITA District office Jaffna brought together NAITA inspectors, regional chambers, and private sector employers to discuss work-based learning opportunities for youth**

session was conducted with participation of 14 private sector representatives and five representatives from NAITA, two representatives from Ocean University, two from VTA, two from college of technology and one representative from Vocational University College. Members of regional chambers brought forward their concerns related to outdated syllabi used by TVET institutes and lack of soft skills in youth pursuing vocational training and education.

They further stressed on higher pay demanded by youth during the training period, youth retention issues after industrial training and youth migration from Jaffna to other urban cities. Most of the industry participants from construction, tourism and ICT sectors accentuated that finding skilled youth for vacancies remain challenging.

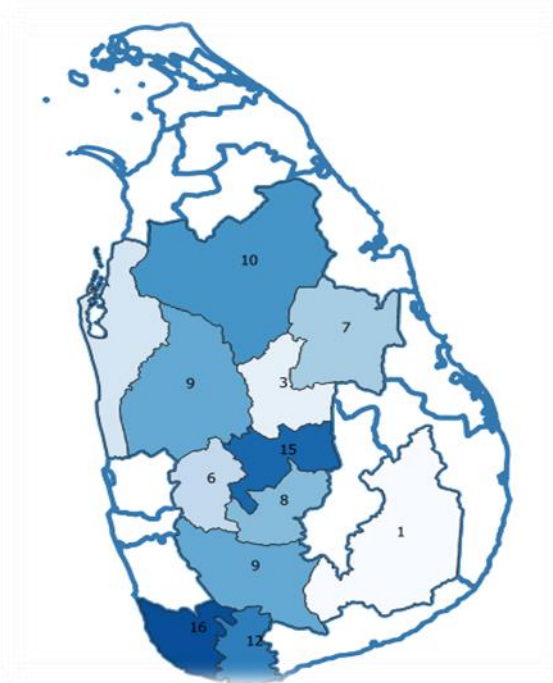
Based on the last three PPDs held in North, Central, and South, YouLead discovered the common challenges to be (i) lack of soft skills in youth; (ii) aspirational mismatch of youth perceptions about the employment; and, (iii) lack of career awareness among youth when entering vocational trade. To address these challenges YouLead will work with interventions such as Berendina Job Fair in their targeted divisions, The WDF's mobilizer trainings

program in Hambantota and the gem and jewelry industry in Kandy. YouLead will continue the PPDs where youth unemployment is high.

- **NAITA inspectors' training.** On April 4<sup>th</sup> – 6<sup>th</sup>, 2018, YouLead conducted another soft skills training program for NAITA inspectors bringing a total number of trainings to five. This training was attended by 23 inspectors (12 females and 11 males) from Anuradhapura, Puttalam, Kurunagala and Polonaruwa districts, who were trained this reporting period. To date, 118 (66 females and 52 males) NAITA inspectors have been trained by YouLead.

After successful completion of 1/3 of the targeted NAITA inspectors' training on soft skills, YouLead team has developed a NAITA Inspector post-training survey during this reporting period, to understand the impact of soft skills training in their day-to-day work activities. The analysis of survey results is in progress at the time of reporting. Findings from the survey will be incorporated in next batch of training. Figure 1 shows the distribution of NAITA inspectors, trained by YouLead,

**Figure 1: NAITA Inspectors Trained in Soft Skills by location**



## **Component 2: Improved Quality, Relevance, and Delivery of TVET**

The overall objective of this component is to work closely with the MSDVT and training institutions – both public and private – to improve the quality, relevance and delivery of vocational education in Sri Lanka.

### **2.1 Improve Relevance of TVET Delivery**

- **Review existing curricula and align to industry demands.** YouLead's local consultant for curricula development, Mr. Nihal Dias, has updated and revised

the 18 existing curricula below. MSDVT plans to form the validations committees to validate the curricula during the next quarter. Validation workshops are carried out with strong participation from private sector experts to ensure the relevance to market demand/ requirements. Curricula validation is done by NAITA and endorsement is done by TVEC. YouLead will continue to support the validation and endorsement process to help ensure the curricula is applied in the classroom as soon as possible, but the project is not in full control of the process. We expect the validation process to continue into the first quarter of year two as it is challenging to gather key curricula experts for review. The curricula cover following sectors:

1. Tourism and Hospitality – 05
2. Construction – 07
3. ICT – 04
4. Others (light engineering and general) - 02

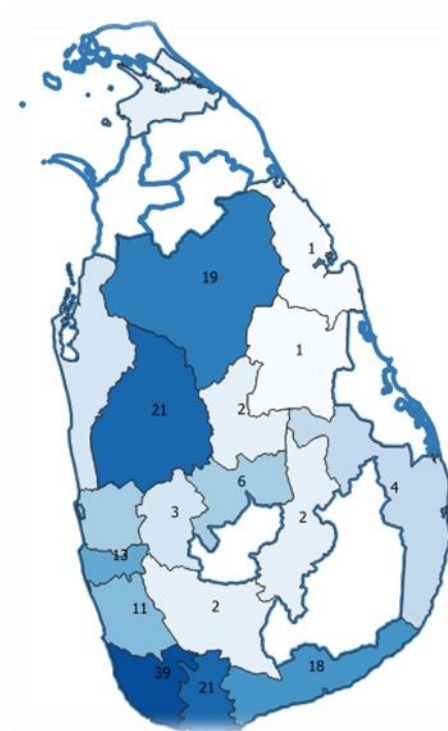
## 2.2 Introduce New Demand-Driven Courses

- **Adapt and update market-based TVET courses.** During this reporting period, six potential new curricula were suggested by TSC. Also, another eight new curricula have been identified by the TVEC. Depending on the availability of time and resources, YouLead will continue with all 14 identified curricula—or prioritize at least ten curricula for development. The TVEC new curricula would be in hospitality, ICT and construction sectors. Development of new curricula will commence once the validation of existing ones is completed.

## 2.3 Improve Teaching Staff's Technical, Pedagogical, and Presentation Skills

- **Institutionalize pedagogical teacher training.** During the preliminary focus group session led by YouLead and attended by participants from vocational training institutions, the need for pedagogy training for the TVET sector teachers and instructors was recognized as a priority area. The ASU trained master trainers continued the training programs during this quarter. During the reporting period, ten master trainers conducted five training programs with the participation of 100 (49 females and 51 males) TVET sector teachers, lecturers, and instructors. At the end of June 2018, 17 master trainers completed their Level II training and another 23 were trained at Level I. On average, each trained teacher/ instructors/ lecturer will further train 20 – 25 students per batch in their current training programs. From the inception of the project 174

Figure 2: Number of Trainers Trained in Pedagogy by location



teachers/lecturers/ instructors received pedagogy training. Figure 2 below shows the distribution of vocational school trainers by location, who have received pedagogical training from YouLead.

**Perform a needs analysis on equipment and materials needed.** During the previous reporting period, ASU completed a needs assessment of the Training Institute for Technology Professionals (TITP) facility and identified a need for both equipment and administrative support to convert the training center into a full-fledged teacher training institute. YouLead is waiting for the Ministry's approval for implementation. Due to the recent changes in the Ministry, this approval may be further delayed.

### **Component 3: Increase Prospects for Successful Self-Employment**

The overall objective of this component is to help young entrepreneurs in Sri Lanka through business mentoring and coaching services to establish new businesses as well as to link youth with financial institutions to access capital to grow their existing businesses. Project interventions also include activities such as improving loan officers' capacity to review loan applications on cashflow basis.

#### **3.1 Update Entrepreneurship Course Contents**

- **Evaluate courses and revise content to better prepare youth for self-employment.** During the reporting period, YouLead together with Global Communities (GC) had meetings with Business Development Center (BDC) to develop a common Entrepreneurship Development (ED) curricula. The need for curricula development/revisions were identified through a consultation discussion held with 11 public and private institutions. YouLead also held a follow up workshop with the representatives in the last quarter to identify additional perceived gaps in the curricula on the part of instructors. The entrepreneurship survey has also identified other areas (such as the need for more focus on operational issues for some entrepreneurs) that will be addressed by the BDC curricula development team next quarter.
- GC appraised BDC's proposal and signed the contract with them to complete the project in Oct 2018. The BDC will involve in updating/ developing ED curricula, conducting interim validation workshops with institutes offering ED courses, facilitating the curricula endorsement and providing TOT training for ED institutes.

#### **3.3 Improve Access to Affordable Finance**

- **YouLead support and agreements with financial institutions to support entrepreneurship opportunities.** During the reporting period, YouLead partnered with Bank of Ceylon (BOC), the state-owned bank offering a range of financial products to micro, small, and medium enterprises. The BOC's partnership will support to improve access to finance for youth entrepreneurs.

YouLead also built a partnership with the Department of Samurdhi Development, Sri Lanka's largest government authority focused on poverty alleviation and

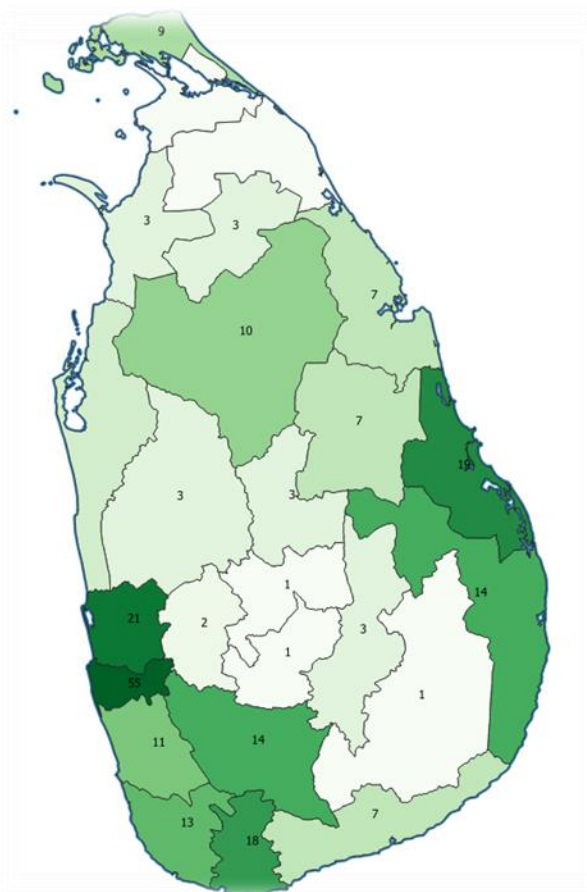


offering financial services through their financial arm – Samurdhi Development Bank. This partnership will support youth entrepreneurs in low income communities.

- Samurdhi Officers Training.** YouLead held its first “Entrepreneur Development Train-the-Trainer Program” facilitated by local consultant, Dr. Premasiri Gamage, for 34 bank managers on June 13 and 14 in Kandy. Samurdhi has a network of 158 managers overseeing 1,480 field officers all over Sri Lanka, who in turn work with nearly 1.4 million low-income families to identify pathways out of poverty, including the promotion of entrepreneurship and self-employment for women and youth. The trained managers will further train their field officers island-wide who lack training opportunities and exposure especially on entrepreneurship development. The train-the-trainer program supported to improve the technical skills of the field officers to assess their clients on entrepreneurship development. Working with YouLead, the department has mandated that its managers train all field officers by the end of 2019.
- Financial Institutes’ Credit Officers Trainings.** YouLead continues to encourage credit officers, via trainings, to consider adopting the project cash-flow method, instead of collateral-based assessment, when evaluating loans applications and accompanying business plans submitted by young entrepreneurs with the objective to promote the culture of entrepreneurship and access to finance.

YouLead arranged training programs for Bank of Ceylon, Sampath Bank, and Commercial Bank regional managers, branch managers, and credit officers, responsible to evaluate credit applications from young entrepreneurs. These trainings were focused to create awareness and build capacity of bank officers to better evaluate applications based on cashflow of the proposed projects instead of collateral. During this reporting period (GC) volunteer expert, Mr. Harris Berger, together with local consultant, Mr. Hasitha Wijesundara, facilitated four training programs for 127 (43 females and 84 males) bank officers on April 26-27; June 18-19; June 21-22, and June 25-26. From the inception of YouLead, 231 bank officers have received training. Figure 3 shows the

**Figure 3: Bank Credit Officers Training**



distribution of bank officers trained by YouLead, by location.

- **Support the development of a USAID Development Credit Authority (DCA):** YouLead is working closely with USAID DCA to support youth entrepreneurs who are unable to offer collateral for their credit request with a part guarantee to cover their credit exposure. DCA is finalizing a \$6 million guarantee to two Sri Lankan private banks (reportedly this has been increased to \$9 million). After extensive selection, DCA carried out its due-diligence over the two selected banks – Hatton National Bank and Sampath Bank. The DCA guarantee will mitigate banks' credit exposure to consider cash-flow of the project when appraising credit applications of entrepreneurs. YouLead will incorporate the DCA product into its training with credit and loan officers from Sampath and HNB and include the products back by the DCA in its efforts to support access to finance for young entrepreneurs.

### 2.1.3 Status of Subawards and Subcontracts

##	Sub Award/ Contract #	Sub Awardee/ Contractor Name	Period of Performance	Currency	Budget	Expenses as of June 30, 2018	%
01	175023	ASU	June 06, 2017 to April 30, 2021	US \$	704,518*		
02	175019	GC	June 06, 2017 to April 30, 2021	US \$	661,166.08*		
03	175020	Verité	June 6, 2017 to April 30, 2021	LKR	73,761,328		
04	175022	SFL	July 03, 2017 to April 30, 2021	LKR	19,098,074*		
05	175024	AmCham	June 20, 2017 to April 30, 2021	LKR	82,587,595		
06	175021	CCC	June 06, 2017 to April 30, 2021	LKR	37,440,275		

\*Budget amount excludes cost share commitment.

### 2.1.4 Volunteer Assignments

- **International volunteers.** YouLead completed two international volunteer assignments and fielded three additional international volunteers during this reporting period:
  1. Entrepreneurship volunteer expert, David Wagner, completed a portion of his assignment during this reporting period. He had to curtail his assignment on April 17, due to his wife's illness. He created a plan for the ministry to develop a sustainable entrepreneurship function within the Ministry. To continue this assignment, volunteer expert, Richard McAfoos, was recruited and he arrived in Sri Lanka on June 28, to continue the implementation plan.
  2. IESC recruited and deployed James MacGregor as a short-term volunteer and he commenced his work on June 19, 2018. His volunteer assignment focused on the implementation of initiatives incorporated in the Sri Lanka Tourism and Hospitality Workforce Competitiveness Roadmap 2018-2023, which includes keeping trainings focused practical and relevant to industry practices, and to teach new high-demand and sought-after skills in the hospitality and tourism sector. His assignment was concluded on June 28, 2018
  3. IESC recruited and fielded entrepreneurship volunteer expert, Richard McAfoos, who started his assignment on June 28, 2018. He will assist with designing a revenue model for the Ministry that could eventually make its entrepreneurship functions self-sustaining and provide recommendations for each assisted youth start-up/venture including draft action plans and business plans, where relevant.

4. IESC recruited and deployed gender mainstreaming volunteer expert, Radhika Desai, who commenced her assignment on May 13, 2018, she will assist in the development of gender sensitive curricula and support in streamlining and mainstreaming the project's gender-related activities.
  5. GC recruited and placed Mr. Harris Berger as a short-term volunteer to develop a training program for bank credit officers to appraise youth entrepreneur applications on startup and for ongoing micro, small and medium enterprise businesses. He conducted his follow-up visit on June 26, 2018 and assisted the commercial bank officers training.
- **Short term technical assistance (STTA).** The following consultants are continuing their short term technical support to YouLead during this reporting period:
    1. YouLead hired local consultant, Mr. Srilal Miththapala, to contribute his expertise in the formation of the TSC consisting of industry leaders, representatives from SLITHM, TVEC, SLTDA, CCC, and the HR Advisory subcommittee. Mr. Miththapala worked together with the international volunteer James MacGregor, to develop the workforce competitive roadmap that included actionable initiatives, targets, and a commitment from the participants on the skills committee to work towards implementing those set initiatives.
    2. IESC recruited and placed local consultant, Mr. Nihal Dias, to work with YouLead in the curricula development process. Mr. Dias' one-year engagement with YouLead commenced in January 2018. During the reporting period, Mr. Dias reformulated 21 existing curricula into TVEC-approved format. Mr. Dias will also support in leading curricula validation workshops and follow-up with the endorsement process.
    3. GC hired Mr. Hasitha Wijesundara for YouLead to deliver the Bank Credit Officers Training. Mr. Hasitha worked together with international volunteer, Mr. Harris. During this reporting period Mr. Hasitha facilitated four bankers training programs reported above.
    4. GC also hired Dr. Premasiri Gamage as a local consultant to conduct entrepreneurship development (ED) training of trainers for Samurdhi Development Bank managers. He commenced one training during the reporting period.

## 2.2 Implementation Challenges and Lessons Learned

- **Stakeholders.** There were three significant changes in the management of our key counterpart ministry. The departure of the previous minister, the secretary to the ministry (retired), and the chairman of TVEC have created upheaval and uncertainty within the Ministry that makes it challenging to push planned activities forward, particularly the creation of the centralized teacher training institute, efforts to institutionalize a research function at the ministry, and implanting a stronger entrepreneurship capability at MSDVT given that until this year, there was no individual tasked with encouraging or overseeing the Ministry's entrepreneurship efforts.

Learning. Given that politically appointed personnel may change rapidly in public institutions, developing strong relationships with technocratic personnel (department heads) is crucial to project implementation. YouLead has managed to build or is building such relationships, particularly in TVEC (which endorses curricula and oversees the work of the skills councils from the public-sector side); DTET (which oversees the preferred location for the teacher training institute); and, NAITA (which oversees the curriculum development and validation process).

- **Personnel.** The expansion of project activities and the complexity of collecting indicators on a project with significant ToT activities has exposed a need for more support to the project team members. The top priorities include the hiring of:
  - An M&E associate to support the collection of data from project partners (in particular including their onward trainees and the youth impacted by that training);
  - A communications associate to support the outreach campaign and reporting;
  - A regional partnership associate to support the coordination of private partnerships and help increase the number of enterprises offering apprenticeships;
  - A career development associate to support the rapid expansion of career development activities and the implementation of the YouthWorks platform.

Recruiting for these positions will begin in July.

Learning. As YouLead gains traction with its counterparts, the amount of day-to-day operational work is accelerating rapidly and project management team needs more support in order to sustain the accelerated pace of interventions and increase the likely impacts.

- **Survey scope and data validation.** Verité, at YouLead direction, planned an employer survey to be included in the annual market assessment. The contractor for the survey, however, failed to deliver the data on time and were given a deadline extension. However, independent data validation of the delivered data by the YouLead Learning Unit brought into question the validity of the data. As such, the survey needed to be re-done (employers proved somewhat unwilling to share information on employee headcount for fear of getting reported to the government). In addition, the wide scope of the survey (different departments would need to respond to different sections) added to delays. YouLead, however, had built a cushion into the deadline, so we anticipate that it will be completed in time to include the findings into the second draft of the market assessment and into the year-two work planning in August. The new deadline for the completion of all data collection is July 20.

*Learning.* Building in a cushion for the deadline has ensured that the data will be available when most needed—i.e. for the year-two work planning. The survey contained a number of “nice-to-have” data that Verité suggested. This contributed to a lengthier survey and difficulty in getting responses. In future iterations, YouLead will ensure surveys limit requests for non-essential data unless there is a compelling reason for including them.

- **Entrepreneurship curricula.** In the last quarter, YouLead reported that we did not move forward immediately with entrepreneurship training in the main training institutes as we discovered that the curricula the main training institutes were using had not been updated in 10-15 years.

*Learning.* This implementation challenge was addressed in this quarter by opting to produce a unified curriculum for the 11 institutions that participated in the entrepreneurship curricula workshops. YouLead developed a scope of work and identified a team of curricula development experts to create a unified set of curricula. Global Communities has contracted that team and is scheduled to receive three completed entrepreneurship curricula in September 2018 (at three different levels according to the complexity of the business.)

- **Sector specific curricula experts.** YouLead has been unable to recruit a curricula development expert for the construction industry due the multiple skill sets required for this role.

*Learning.* In the next quarter, YouLead will expand the search for volunteers and consultants with more specific occupational skill sets.

- **Training attendance.** Getting public sector training personnel to consistently show up for the trainings they are assigned to has occasionally been problematic. This was particularly the case for two trainings designed to give practical teaching experience to the master trainer candidates who had completed the ASU Level II certified master training. Two of four trainings scheduled to be held concurrently in April were canceled due to a lack of attendees.

*Learning.* YouLead has responded to this issue in two ways: 1) Delineating a rigorous step-by-step planning and coordination process for each unit within YouLead to be followed for every training event; and, 2) Setting up an additional process step to call and confirm attendance of every participant before the training commences. At YouLead’s request, MSDVT has also assigned a staff member to support the effort and hold ministry personnel accountable if they miss trainings. Subsequent trainings saw higher attendance rates.

- **Practical experience of master trainers.** Some of the master trainer candidates reported a lack of confidence to perform their practical trainings and asked YouLead for techniques to handle more experienced students.

*Learning.* This feedback has been reported to ASU trainers and some role-

playing and additional refreshment of the Level I training have been incorporated into the Level III training scheduled for July.

- **Construction sector skills council (CISC).** Despite repeated offers to help the construction sector skills council with a unified strategy or roadmap, responses have been slow. The fact that they are receiving some financial and administrative support from the ADB-funded SSDP Project within the ministry may, in part, be responsible for the lack of urgency.

*Learning.* To demonstrate YouLead’s commitment and capabilities, the project has put extra effort into ensuring a professional, high-quality intervention on behalf of the Tourism Skills Committee (TSC.) CISC contacted YouLead immediately following the launch of the TSC Roadmap to follow-up on the project’s offer of assistance. If the slow level of responsiveness continues, YouLead will review its options during the new work planning phase up to and including not working with CISC if we feel we can meet project indicators via other avenues.

- **Private sector experts.** Finding good quality subject-matter experts for the interventions with large private sector employers took longer than expected, but interventions with Cargills, John Keells retail, and Ceylon Biscuits are now scheduled in the next quarter. Lanka Sathosa has put a planned assignment for Q4 by one of IESC’s expert volunteers on hold.

*Learning.* Events happen outside the control of the project that can unexpectedly cancel or delay implementation of an activity such as Lanka Sathosa’s planned volunteer assignment. In this case, YouLead was fortunate to have two private partnerships in the queue as a back-up for the Lanka Sathosa assignment. Where possible, having a back-up should become standard operating procedure for private sector trainings.

- **Volunteers.** Long-term entrepreneurship volunteer expert, David Wagner, had to cut his assignment short by one month and travel back to the U.S, due to his wife’s untimely illness while she too was on assignment in Sri Lanka. He was able to create a plan for the to develop a sustainable entrepreneurship function within the Ministry but was unable to work on the implementation plan. To continue this assignment, volunteer expert, Richard McAfoos, was recruited and started his assignment on June 28, to continue and operationalize the implementation plan.

### 2.3 Monitoring, Evaluation, and Learning (MEL) Update

In this reporting period, YouLead has met or exceeded five performance targets for year 1 including four output indicators and one outcome. The detail on program targets and the achievement towards the targets is in Annex A.

YouLead selected a local company, Rainbow Resources Ltd, for conducting survey and assessment activities related to YouLead annual performance indicators. The scope of work includes telephone interviews, SMS surveys, focus group discussions,

and direct interviews with YouLead beneficiaries. The interviews will collect quantitative and qualitative information.

In the third quarter, YouLead continues to lay a strong foundation for future project success on the purpose-and outcome-level indicators. The main drivers of new and improved jobs will come from the public and private sector master trainers and training content that the project develops, and the application of those trainers and content to youth. YouLead does not have a lot of control over the second part of that process, so the project is pursuing two-tracks to maximize the likelihood that trainings and content will be effectively utilized.

Track one will focus on the development of curricula, new training processes and new master trainers in program year 1:

- The final training for 30-40 new master trainers is scheduled for July 2018. Once complete, these trainers can each train up to 100 other instructors per year creating the multiplier effect the project needs. YouLead is on track to train 1,600 instructors in year two;
- 18 curricula have been updated by the YouLead team.

Track two will build strong relationships within implementing partners and provide support to them to ensure the application of the trainers and content. The speed with which this is done has a large impact on the achievement of project results. Indications thus far are strong that MSDVT is receptive of YouLead's efforts to accelerate the validation of curricula and the enhanced training of all its instructors:

- MSDVT has appointed a person within DTET to support YouLead's ToT efforts. She is responsible for scheduling the onward trainings for the master trainer candidates;
- MSDVT given strong indications that, based on the recommendation of YouLead and its partner ASU, it is prepared to convert the Training Institute for Technology Professionals (TITP) into a centralized teacher training institute for all the ministry's vocational institutes;
- NAITA has agreed to start validation workshops for the 18 curricula YouLead has upgraded, in the next quarter;
- TVEC has agreed to quickly initiate the endorsement process once curricula are validated.

Similarly, the number of new businesses offering jobs and the number of microenterprises developed is dependent on laying a year one foundation of better trained NAITA inspectors with a broadened base of businesses to draw upon and provide training to financial institutions and their loan officers to support more youth-led start-ups. The NAITA inspector training is proceeding ahead of schedule with a goal to have all 350 inspectors trained by the end of the calendar year and the inspectors are being more directly linked to the local business community in each district with project support to link them more directly to the local chambers of commerce. Similarly, training was started in this quarter with six of eight partner financial institutions (Seylan, RDB, HNB, Sampath, BOC and Commercial Bank) and



discussions held with their management on institutionalizing policies that encourage more cash-flow-based lending.

## 3. Integration of Cross Cutting Issues and USAID Forward Priorities

### 3.1 Gender Equality and Female Empowerment

YouLead has taken the following steps to include gender in our activities during the reporting period:

- **Gender assessment.** YouLead completed the Gender Assessment in April 2018. The report focuses on providing evidence-based approaches to increasing female labor force participation.
- **Creation of videos on women in tourism and women in construction.** YouLead started a partnership with WUSC to create a campaign that changes mindsets about women's involvement in the workforce, especially in the construction and tourism sectors. YouLead produced two commercials to encourage more women to get into these two sectors. These videos were broadcasted prime time on four local channels and three Dish/ cable TV channels including Derena TV, Hiru TV, ITN, and Shakthi TV between July 4 – 17, 2018. These will be available on YouLead social media channels.

A documentary on women in tourism was also produced by YouLead that was screened during the launch of the Tourism Roadmap event on June 28, 2018. The documentary will be accessible through YouLead social media channels.

- **Concept developed for women in entrepreneurship video.** During this reporting period, YouLead has developed a concept to produce a video on women in entrepreneurship that features inspiring success stories of women entrepreneurs from Sri Lanka. The video will be disseminated through social media and will be used during entrepreneurship trainings as motivational stories.

## 4. Planned Interventions for the Next Quarter (FY18 Q4)

### 4.1 Program Operations and Administration

- Recruitment process for the new positions as outlined under Program Operations and Administration Section on pages 6 and 7.
- Year two work planning session in August 2018.

#### **4.2 Market Assessment, Entrepreneurship Assessment, and Gender Assessment**

- Feedback from the YouLead team will be incorporated and the market assessment will be revised. Data from the employer survey will be incorporated into the market assessment and re-submitted in July 2018. The market assessment includes both the entrepreneurship and gender assessments.

#### **4.3 Facilitate, Strengthen, and Institutionalize Public-Private Coordination**

- At the time of reporting, YouLead has identified a volunteer expert, Tom Davis, to conduct TNA and ToT program for Ceylon Biscuits Ltd. He will commence his assignment on July 24, 2018.
- YouLead will sign an MoU with Dialog Axiata (PLC) to provide guru.lk and Diriya platforms to facilitate TVET Learning Management System and digital entrepreneurship mentoring components of YouthWorks platform.
- ASU Thunderbird School of Global Management will train Cargills' leadership and the follow-up trainings will be continued by the trained Cargills master trainers in July.
- ASU's consultants will commence training support to the John Keells in July.
- YouLead will play a hands-on role driving the initiatives of the Tourism and Hospitality Workforce Competitiveness Road Map – 2018/2023. The next quarter's activities will focus on revising current curricula, developing new curricula, and also conducting a stakeholder validation process.

#### **4.4 Regional Partnerships and Increasing Apprenticeships**

- YouLead will continue PPDs in Galle, Nuwara Eliya, and Trincomalee districts in the upcoming quarter.
- YouLead will continue soft skills trainings for NAITA inspectors in Northern, North-Central and Eastern Provinces.
- YouLead will work closely with Yarlpanam, Central and Hambantota Chambers to correlate YouLead objectives with the Chambers' initiatives.

#### **4.5 Establish Sustainable, Youth Friendly Career Counseling, and Train Counselors**

- YouLead together with TVEC will develop a steering committee oversee the common career guidance curriculum development process.
- YouLead together with TVEC will publish the career guidance toolkit in print and digital form. The printed toolkit will be available at TVEC and YouthWorks will be used as the digital platform.
- YouLead will conduct trainings for 100 career guidance officers island-wide including other main stakeholders of national career guidance initiatives and select 10 master trainers to facilitate the study.
- YouLead will launch Microsoft YouthWorks platform together with the upcoming National Youth Forum as the YouLead Vocational Education Portal.

#### **4.6 TVET Training and Curricula Development**

- ASU-trained master trainers will continue training other teachers in the sector.
- ASU will complete the follow-up Pedagogy Master training program for the trained and identified master trainers in July.
- Revising the existing curricula and developing new ones will continue and subsequently, curricula validation workshops will be organized.
- Ms. Rashmi Mehra, the competency and standard curriculum development expert, will be recruited to conduct a master training program for NAITA officials who are engaged in curricula development.

#### **4.7 Entrepreneurship**

- YouLead will continue bank officers training with various banks and will follow-up on training impact from these sessions.
- YouLead will supervise the Entrepreneurship Development curricula development process.
- YouLead will conduct Sarvodaya youth entrepreneurship training.

#### **4.8 Media and public outreach**

- The commercials on women in tourism and women in construction will be broadcasted during prime time on local media channels, dish tv, and cinemas throughout the country. WUSC has invested airtime worth LKR 12 million. These videos will also reach a larger audience through YouLead social media platforms.
- YouLead will produce videos on entrepreneurship success stories and one video on Women in Entrepreneurship. The videos will be used for trainings, social media, and broadcast media.
- YouLead will work with MoE to carry out a poster campaign for career guidance in priority sectors of the project. The campaign will be co-branded with 13 years of education and will reach close to 200 schools.
- YouLead will publish a newsletter that would be available via print and online media.
- The Microsoft YouthWorks has a content page for media outreach related to skills development. Media outreach will also take place through the YouthWorks platform as vlogs, blogs and podcasts.

### **5. Financial Management**

During this reporting period, actual expenditure is lower than projected because of several delays in the approval to purchase the project vehicle; relatively low travel and transportation costs; finalizing the improvement plan with regard to teaching facilities related procurements; and, lower than anticipated burn rate from sub-partners. In addition, YouLead expects to receive US\$ 17,825.55 in VAT reimbursements during the next quarter which will result in cost savings for the project.

**Table 3: YouLead Project Spending\*****USD (\$)**

Budget Categories	Budgeted	Spent as of June, 2018	Balance Remaining
PERSONNEL	1,798,599.00		
FRINGE BENEFITS	509,397.00		
TRAVEL & PER DIEM	1,251,959.00		
EQUIPMENT	7,500.00		
SUPPLIES	263,969.00		
CONTRACTUAL/SUBAWARDS	3,687,276.00		
OTHER DIRECT COSTS	1,851,488.00		
INDIRECT COSTS	2,058,251.00		
COST SHARE	1,863,200.00		
<b>TOTAL PROGRAM VALUE</b>	<b>13,291,639.00</b>		

\* Without VEGA administrative costs.

\*\*Includes sub partners cost-share as well.

## 6. Cost Share and Leverage

The cost share and Leverage table below provides the *value* of cost share and leverage that YouLead was able to generate between June 2017 to June 2018. The total cost share generated was [REDACTED] and the total leverage was **\$0.00**. Cost share includes long-term and short-term volunteers from IESC, ASU, and GC, Project Director's donated time to YouLead, and the value of donated services by local partners including Hambantota Chamber of Commerce, Thissamarama Vocational Training Center, Chamber of Commerce and Industry – Central Province, and Ceylon Chamber of Commerce. The project anticipates adding substantial project leverage before the end of the fiscal year from Microsoft's donation of the YouthWorks platform and from WUSC's media purchases related to the women in tourism and the women in construction videos that YouLead produced.

**Table 4: Cost Share and Leverage****USD (\$)**

##	Sub Awardee/ Contractor/ Institution	Cost Share (cumulative)	Leverage cumulative
		(June 2017 to Jun 2018)	(June to Jun 2018)
01	Ceylon Chamber of Commerce		
02	IESC, ASU, and GC Volunteers Cost Share		
03	MSDVT		
04	Hambantota Chamber of Commerce		
05	Thissamarama Vocational Training Center		
06	Chamber of Commerce and Industry – Central Province		
	<b>Total</b>		

## Annex A: AMELP Progress Summary

YouLead #	USAID F Indicator #	Indicator	Indicator Type	USAID Reporting Frequency	Unit	Baseline		FY 2018			Results to Date and Timelines	Comments	LOP Target
						Year	Baseline Value	Target	Quarter/ Total	Result by FY Quarter			
P1	EG. 6-1	Number of individuals with new or better employment following completion of USG-assisted workforce development programs	Outcome	Annually	Nos	2018	0	478	Q1	-	NA (due Sep 30)	Anticipate being close to the annual target. Jobs will come from: 1. trainees who received training from newly skilled instructors; 2. trainees who receive training via JKH and Cargills regarding changes to their training and HR management systems; 3. employees of new enterprises funded by the loan officers trained, 4. Apprentices placed by NAITA inspectors trained who were eventually hired; 5. Introductions made to employers via interventions following the regional PPD sessions)	40,335
									Q2	-			
									Q3	-			
									Q4	-			
									<b>Total</b>	<b>-</b>			
O1.1		Number of participants obtaining full-time jobs six months after completing training	Outcome	Annually	Nos	2018	0	378	Q1	-	NA (due Sep 30)	Anticipate being close to the annual target. See P1 explanation, less those whose jobs come via access to finance.	39,165
									Q2	-			
									Q3	-			
									Q4	-			
									<b>Total</b>	<b>-</b>			
1.1	EG. 6-3	Number of individuals who complete USG-assisted workforce development programs	Output	Semi Annually	Nos	2018	0	2,125	Q1	-	NA (due Sep 30)	Anticipate being close to the annual target. Results to date do not yet include students who have completed training from trainers with updated pedagogy skills.	44,033
									Q2	-			
									Q3	-			
									Q4	-			
									<b>Total</b>	<b>-</b>			
1.2		Number of youth provided career and placement services	Output	Semi Annually	Nos	2018	0	0	Q1	-	36	Have exceeded the target. This target will accelerate rapidly once the career guidance toolkit is finalized and widely disseminated and the YouthWorks platform is set up.	97,025
									Q2	-			
									Q3	36			
									Q4	-			
									<b>Total</b>	<b>36</b>			
O2.1		Number of local businesses offering jobs to project beneficiaries	Outcome	Annually	Nos	2018	0	189	Q1	-	NA (due Sep 30)	Anticipate being close to the annual target. These count businesses working with the trained NAITA inspectors to place apprentices/ OJT, private businesses we are providing apprenticeship/ OJT to YouLead supported youth, new enterprises offering employment beyond just self-employment, and distinct businesses that offer employment to youth who received training from trainers with updated skills and updated courses	11,529
									Q2	-			
									Q3	-			
									Q4	-			
									<b>Total</b>	<b>-</b>			
O2.2		Percent of the trainers/ counselors with improved knowledge/ skills	Outcome	Semi Annually	%	2018	0%	80%	Q1	%	95%	Have exceeded the target.	80%

YouLead #	USAID F Indicator #	Indicator	Indicator Type	USAID Reporting Frequency	Unit	Baseline		FY 2018			Results to Date and Timelines	Comments	LOP
						Year	Baseline Value	Target	Quarter/ Total	Result by FY Quarter			Target
									Q2	-%			
									Q3	95%			
									Q4				
									<b>Total</b>	<b>95%</b>			
2.1		Number of technical curricula developed or improved	Output	Annually	Nos	2018	0	17	Q1	-	18	Have exceeded the target.	57
								Q2	-				
								Q3	18				
								Q4					
								<b>Total</b>	<b>19</b>				
2.2		Number of trainers receiving training by YouLead	Output	Semi Annually	Nos	2018	0	129	Q1	42	190	Have exceeding this target. This includes all master trainer candidates, instructors who have received training from the master trainer candidates.	1,435
								Q2	48				
								Q3	100				
								Q4					
								<b>Total</b>	<b>190</b>				
								19	Females	94	94		359
								110	Males	96	96		1,076
2.3		Number of counselors trained to better match students to careers	Output	Semi Annually	Nos	2018	0	45	Q1	-	-	Anticipate being close to this target. Counselor training did not commence until the third quarter.	1,263
								Q2	-				
								Q3	-				
								Q4	-				
								<b>Total</b>	<b>-</b>				
O3.1	EG. 5-3	Number of microenterprises supported by USG assistance	Outcome	Semi Annually	Nos	2018	0	100	Q1	-	NA (due Sep 30)	Anticipate being close to this target. Bank training started toward the end of the second quarter. Given a normal lag between training and its application to the assessment of loan applications, the results should start materializing in the 4 <sup>th</sup> quarter	1,170
								Q2	-				
								Q3	-				
								Q4	-				
								<b>Total</b>	<b>-</b>				
O3.2		Percentage of Micro-enterprises still operating six months after start-up	Outcome	Annually	%	2018	0%	80%	Q1	-	NA (due Sep 30)	Very few microenterprises will have been in operation for six months by the end of the first year, so this indicator will provide a more useful measure in the second year.	80%
								Q2	-				
								Q3	-				
								Q4	-				
								<b>Total</b>	<b>-</b>				
3.1	EG. 4.2-1	Total number of clients benefiting from financial services provided through USG-assisted financial intermediaries, including non-financial institutions or actors	Output	Semi Annually	Nos	2018	0	100	Q1	-	NA (due Sep 30)	Anticipate being close to this target. Bank training started toward the end of the second quarter. Given a normal lag between training and its application to the assessment of loan applications, the results should start materializing in the 4 <sup>th</sup> quarter	1,770
								Q2	-				
								Q3	-				
								Q4	-				
								<b>Total</b>	<b>-</b>				
3.2	EG. 4.2-2	Number of financial intermediaries serving poor households and microenterprises supported by USG assistance	Output	Semi Annually	Nos	2018	0	3	Q1	-	0 (due Sep 30)	While YouLead has signed MOUs pledging support to eight financial institutions and the Samurdhi Development Agency for the poor, we have thus far provide training to Sampath Bank, Samurdhi, Seylan Bank, Hatton National Bank, Bank of Ceylon, and the Regional Development Bank	9
								Q2	-				
								Q3	-				
								Q4	-				
								<b>Total</b>	<b>-</b>				
3.3		Number of youth trained in	Output	Semi	Nos	2018	0	260	Q1	-	-	YouLead will not achieve the year-one target for	3,480

YouLead: #	USAID F Indicator #	Indicator	Indicator Type	USAID Reporting Frequency	Unit	Baseline		FY 2018			Results to Date and Timelines	Comments	LOP				
						Year	Baseline Value	Target	Quarter/ Total	Result by FY Quarter			Target				
		entrepreneurship skills		Annually					Q2	-		this indicator. Anticipate exceeding the life-of-project total by a substantial margin  Upon completion of a workshop with 11 institutions that do entrepreneurship training, it was determined that the curricula needs to be redone first. This is in process. In the meantime, most of the 11 institutions and the Ministry of Education have said they will start utilizing the new YouLead unified curricula next year. This will allow the project to reach a far larger number of youth than expected over LOP.					
								Q3	-								
								Q4									
								<b>Total</b>									
CRS	GNDR-2	Proportion of female participants in USG-assisted programs designed to increase productive resources	Output	Semi Annually	%	2018	0%	15%	Q1	46%	48%	Have exceeded the target.	25%				
		Q2							48%								
		Q3							41%								
		<b>Q4</b>															
		<b>Total</b>		<b>48%</b>													
		Females					384	63	138	138		25,801					
		Total Participants					2,559	138	286	286		103,203					
CRS	YOUTH-1	Number of youth at risk of violence trained in social or leadership skills through USG assisted programs	Output	Semi Annually	Nos	2018	0	1,312	Q1	33	69		26,126				
		Q2							0								
		Q3							36								
		Q4															
		<b>Total</b>							<b>69</b>								
		Females 15 -24								112				10	34	34	1,960
		Males 15 – 24								20				12	24	24	654
		Females 25 - 29								1,003				5	5	5	17,634
Males 25 – 29		177	6	6	6	5,878											
Urban		590	14	14	14	11,757											
Rural		722	19	19	19	14,369											

## Annex B: TraiNet Report

### Programs Grouped by Activity with Funding

Report Parameters:

Activity: YouLead-The Youth Employment and Business Start-up Program.

Start Date Before: 06/30/2018

Start Date After: 04/01/2018

End Date Before: 06/30/2018

End Date After: 04/01/2018

Program Status: Completed

Training Program	Location	Start Date	End Date	Males	Females	Total Trainees	Budgeted Amount	Actual Amount
Activity: YouLead-The Youth Employment and Business Start-up Program.								
Bank Credit Officers Training	IC	04/26/2018	04/27/2018	23	2	25	\$ 1,700	\$ 1,517
Bank Credit Officers Training	IC	06/25/2018	06/26/2018	20	0	20	\$ 1,013	\$ 1,076
Pedagogy Training - By Master Trainers	IC	04/18/2018	04/20/2018	4	1	5	\$ 1,437	\$ 949
Bank Credit Officers Training	IC	06/21/2018	06/22/2018	33	3	36	\$ 410	\$ 410
Pedagogy Training by Master Trainers	IC	06/06/2018	06/08/2018	17	14	31	\$ 1,852	\$ 1,665
Bank Credit Officers Training	IC	06/18/2018	06/19/2018	12	34	46	\$ 50	\$ 31
Soft Skills Training for NAITA Inspectors	IC	04/04/2018	04/06/2018	11	13	24	\$ 5,729	\$ 5,880
Pedagogy Training - By Master Trainers	IC	04/18/2018	04/20/2018	8	9	17	\$ 1,437	\$ 1,461
Pedagogy Training by Master Trainers	IC	05/16/2018	05/18/2018	23	22	45	\$ 1,852	\$ 1,665
Pedagogy Training - By Master Trainers	IC	04/18/2018	04/20/2018	7	4	11	\$ 1,437	\$ 940
Totals for Activity:				158	102	260	\$ 16,917	\$ 15,594
Totals for Report:				158	102	260	\$ 16,917	\$ 15,594





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## Annex C: Success Story

### YouLead empowered unemployed youth with career guidance!



The YouLead Career Guidance and Soft Skills Workshops are among the key initiatives that support youth to find better employment opportunities that match best with their skills. Dedicated to creating a more skilled workforce, the project is empowering unemployed youth to undergo technical and vocational training and education by hosting workshops on career guidance and soft skills in regions with highest unemployment levels.

YouLead’s partner in this endeavor CareerMe – an emerging professional career guidance

service  
founded  
woman  
with the  
Commerce  
the first  
Skills

by a young Sri Lankan entrepreneur – together Matara District Chamber of and Industries (MDCCI) held Career Guidance and Soft Workshop on June 2 - 3, workshop brought together unemployed youth between – 29.

**Youth from Matara District participating the Pilot Career Guidance Workshop organized by YouLead in Partnership with CareerMe and Job Bank of Matara District Chamber of Commerce and Industry on June 2-3, 2018**

“I learnt a lot through this program. The digitized career test was extremely helpful in finding careers where I could best use my skills. The results matched perfectly with my career preferences. Now I have an idea on which career path I should choose”

-Binguni Oshadi, School Leaver from Matara

2018. The 37 the ages of 16

A key highlight was piloting YouLead and CareerMe’s localized vocational personality test among the youth who attended this

workshop. It was the first time these youngsters took a digitized career test allowing them to explore their vocational personalities and find tailored career options right at their fingertips.

24-year-old Malisha Sewandhi from Mirisa, Matara stated, "I was able to identify what I'm best at after participating in the program. Earlier I had no idea on how to make a resume or how to face an interview. But this program taught me a lot and now I want to do

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something that I'm actually good at".

The workshop also emphasized breaking gender stereotypes and encouraging young girls to join the workforce through a session facilitated by Radhika Desai – YouLead's Gender Mainstreaming Volunteer Expert.

YouLead will continue to host numerous Career Guidance and Soft Skills Workshops for unemployed youth around the country prioritizing on the districts with highest youth unemployment rates. The workshops will bring together regional chambers, private sector stakeholders, and organizations such as Berendina to support these youngsters gain employment opportunities.