



PRIVATE SECTOR TOOLKIT FOR WORKING WITH YOUTH



United Nations

This technical paper has been produced jointly by Restless Development and the United Nations Programme on Youth of the United Nations Department of Economic and Social Affairs.



Technical note: The United Nations defines “youth” as those between the ages of 15 and 24. Unless otherwise indicated, we will use this definition for the purposes of this technical paper. The term “young people” may be used interchangeably with the word “youth” in the text.

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INTRODUCTION

In September 2000, World Leaders came together to sign the Millennium Declaration, setting out eight anti-poverty goals to be reached by the year 2015.

Over the past decades, considerable progress has been made towards achieving the Millennium Development Goals. However, major challenges still remain, such as the unequal distribution of resources, goods and services across hemispheres, regions, countries and even communities.

One of the major challenges for achieving the Goals is the current and forecasted state of many countries' youth populations. Indeed, in some parts of the world, youth outnumber all other groups.

Over 85 per cent of the world's approximately 1 billion youth live in developing countries, of whom half work in the agricultural sector. The International Labour Organization's Global employment trends for youth report points out that the recent worldwide economic crisis has severely affected youth employment, as youth have suffered disproportionately from un- and under-employment. Moreover, in 2009, an estimated 152 million young workers were living on less than US\$1.25 per person, per day.

In an increasingly globalized world, only with a holistic approach will we be able to address these challenges. While Governments are responsible for enacting the types of laws, policies and programmes that will help to achieve the internationally agreed development goals and foster youth development, the private sector should not be left out of the equation. Given the private sector's dynamism and unique ability to generate growth, it should work in partnership with other actors and stakeholders. Particularly in light of the harmful effects of the recent economic crisis, both Governments and the private sector should reflect youth considerations in their recovery plans.

The recognition of the necessity of private sector engagement in public-interest partnerships for development is not new. For example, this was widely promoted by Kofi Annan, former Secretary-General of the United Nations, in his report to the 56th session of the United Nations General Assembly in 2001 entitled "Cooperation between the United Nations and all relevant partners, in particular the private sector" under the agenda item "Towards global partnerships". In 2009, through resolution 64/223 under same agenda item, the General Assembly formally recognized the importance of the private sector, reinforcing the mandate of the United Nations to engage in partnerships with the private sector which advance development and humanitarian objectives.¹

Although the concept of building partnerships for social progress is by and large accepted, the notion of integrating youth is not as widely appreciated, and deserves to be explored and put into practice. Undoubtedly, this will lead to more equal and sustainable development strategies.

¹ United Nations, *Global Compact (2010). A global compact for development. New York: United Nations. June.*



PURPOSE OF THE DOCUMENT

The purpose of this document is to explore cooperation between youth and the private sector, both in principle and in practice, in order to:

- highlight the role of youth as social actors, and increase general understanding of young people's great potential as development partners;
- inspire the private sector to partner with youth by showcasing several case studies and demonstrating the economic advantage of investing in youth, in contrast to the cost of underinvestment; and
- provide initial guidance on facilitating private sector engagement with young people, and the formation of meaningful partnerships, to better influence development processes worldwide.

This technical paper has been produced by the United Nations Programme on Youth in the Division for Social Policy and Development of the Department of Economic and Social Affairs, and the NGO Restless Development, in the context of the International Year of Youth.

The *Private sector toolkit to working with youth* is part of a series of technical papers aimed both at strengthening youth participation at all levels through cooperation among various stakeholders, as well as at highlighting the role of youth as agents of development. Building on Youth participation in development, which provides guidance to development agencies and policymakers, and the Activities kit, which provides guidance to young people on celebrating the International Year of Youth, this technical paper is a tool geared towards enhancing partnership between youth and the private sector.

On 18 December 2009, the United Nations General Assembly adopted a resolution A/RES/64/134 proclaiming the year commencing on 12 August 2010 as the International Year of Youth: Dialogue and Mutual Understanding.



Launch of the 8th edition of the We Care Film Fest. (Photo Credit: United Nations)



THE PRIVATE SECTOR AS ECONOMIC STAKEHOLDER AND SOCIAL ACTOR

The concepts of corporate citizenship and corporate social responsibility have gained legitimacy in recent years, and continue to be integrated into business practices around the globe. They reflect a recognition that private sector entities are not only actors in society, but also stakeholders with the capacity and responsibility to contribute to social and economic development. Businesses increasingly realize that earning profits and doing good need not be mutually exclusive, and they appreciate the value of demonstrating their commitment to social responsibility and to building inclusive economies.

The private sector has assumed tremendous power and influence in society. Private businesses are key sources of economic growth, employment and investment, which can benefit their local communities and often extend into the global realm. Decisions made by firms can resonate both through supply chains to affect broader production trends, as well as through recruitment channels to influence hiring levels. The notion of corporate citizenship reflects the social responsibility that accompanies this influence, in particular to future generations over the long-term.

United Nations Global Compact: the main United Nations instrument for promoting corporate social responsibility

The United Nations Global Compact is the main United Nations instrument for promoting corporate social responsibility. It was conceived by former United Nations Secretary-General Kofi Annan, who proposed a global compact on human rights, labour and environment while addressing the World Economic Forum in Davos in 1999. It was formally launched in 2000. With more than 6,000 businesses of all sizes taking part, and more than 3,000 non-business signatories, the Global Compact is the world's largest corporate responsibility initiative.²

The Global Compact defines corporate responsibility – or corporate sustainability – as “a company’s delivery of long-term value in financial, social, environmental and ethical terms – covering all ten principles of the Global Compact”.³ The initiative is voluntary and has two main objectives: to mainstream the core principles – in the areas of human rights, labour, environment and anti-corruption – into business activities around the globe; and to catalyse actions for the support of broader United Nations goals, including the Millennium Development Goals. For example, Principle 6 is concerned with the elimination of discrimination with respect to employment and occupation. In support of the profit-based argument case for corporate social responsibility, a growing evidence base demonstrates that the greater representation of women on corporate boards is closely correlated with higher returns on equity.⁴

Business strategies can contribute to socio-economic development

Corporate social responsibility is sometimes viewed as a marketing strategy rather than a concept backed by actual and effective actions. However, there are countless examples of meaningful business initiatives that are currently achieving a social impact, from expanding access to critical medical products and services among people living in poverty, to the provision of skills training among disadvantaged youth. As such examples multiply and inform marketing efforts with specific results, the real value of corporate social responsibility will be more fully realized.

Businesses have a range of resources to contribute towards development efforts, including those financial, technical, innovative and logistical. They also have various interests in investing in corporate social responsibility. Locally,

² United Nations, *Global Compact (2011). Corporate progress on Environmental and Social issues is tangible, but far from sufficient, global survey shows. News & Events, 7 June.*

³ *Ibid.*

⁴ United Nations, *Global Compact (2011). Employing more women, good for business, but faster change needed. News & Events, 9 March.*



Robert Moses park (Photo Credit: United Nations)

The Ten Principles

Human Rights

Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and

Principle 2: make sure that they are not complicit in human rights abuses.

Labour

Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining;

Principle 4: the elimination of all forms of forced and compulsory labour;

Principle 5: the effective abolition of child labour; and

Principle 6: the elimination of discrimination in respect of employment and occupation.

Environment

Principle 7: Businesses should support a precautionary approach to environmental challenges;

Principle 8: undertake initiatives to promote greater environmental responsibility; and

Principle 9: encourage the development and diffusion of environmentally friendly technologies.

Anti-Corruption

Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.

Source: United Nations Global Compact. The Ten Principles.

Available from <http://www.unglobalcompact.org/AboutTheGC/TheTenPrinciples/index.html>



The Global Compact offers several platforms and tools for businesses to advance United Nations development goals. These platforms, linked to the ten principles, are focused initiatives and resources that leverage expertise so that it might best contribute to development objectives.

The website business.un.org was launched in 2010, and it is a joint effort of more than twenty United Nations organizations, coordinated by the Global Compact and the Office for the Coordination of Humanitarian Affairs (OCHA). The site allows companies willing to partner with, or contribute to the United Nations, to browse a catalogue of development needs and partnership opportunities, or submit ideas for collaboration. Based on shared interests, the site flags potential matches that are then connected directly. As the first central resource of UN system needs, the site is well-positioned to contribute to UN goals by connecting development needs and interested private sector entities.

Source: United Nations Global Compact (2010). A global compact for development. New York: United Nations. June.

investments in community development can improve living standards for staff, build human capital, and attract new talent and further investment. At the global level, the developing world has tremendous market potential; businesses can access research and development opportunities, build brand awareness, invest in employee development, and leverage cost efficiency. Increasingly, the private sector faces an expectation to adopt corporate social responsibility practices and principles, and recognizes the business interest in doing so.

There are numerous ways in which companies can support social and economic development. For one, at the level of core business operations, companies can implement the ten principles. Across all levels of management, they can adopt a long-term perspective on investment and growth by developing inclusive business models that engage the poorest population segments, an approach shown to be commercially viable. At the level of philanthropy and social investment, companies can provide financial support and/or engage in product donations or in-kind giving. They can also encourage their staff to participate in giving, including by offering their time and expertise as volunteers. At the level of advocacy and public engagement, companies can build upon their influence and clout to draw attention to development issues in political arenas. This includes, but is not limited to, engaging with governments, and actively participating in public policy forums. Additionally, across all of these levels, firms can participate in partnerships and collective action, with actors from industry, the United Nations, non-governmental organizations, donors and others.

Partnerships are a key condition for the achievement of development goals

Partnerships are crucial for the achievement of development goals. They can leverage comparative advantage, resources, shared interests and diversity to enhance the impact of individual partners' efforts. At the same time, as social demand has grown for businesses to assume greater responsibility for the externalities they levy, the private sector has demonstrated that it is a vital partner in worldwide socioeconomic development. Whereas the public sector's competitive advantage lies in its broader accountability and constituent-based legitimacy, the private sector's key attributes include its resources, drive and managerial efficiency.

The number of partnerships between the private sector, the United Nations and non-governmental organizations has been increasing since 2005, particularly in the area of education. A recent implementation survey of the Global Compact revealed that over half (56 per cent) of respondents indicated engagement in cross-sector partnerships to further United Nations development goals.⁵ Such cooperation on social action generates multiple advantages for firms by:

⁵ *Corporate progress on Environmental and Social issues is tangible, but far from sufficient, global survey shows. News & Events, 7 June.*



Defining partnerships

“Voluntary and collaborative relationships between various parties, both public and non-public, in which all participants agree to work together to achieve a common purpose or undertake a specific task and, as mutually agreed, to share risks and responsibilities, resources and benefits”.

*United Nations (2006). Towards global partnerships. 29 March.
General Assembly resolution A/RES/60/215, para 2.*

- enabling a favourable social environment for a firm's activities;
- reinforcing a firm's reputation among investors and business partners as well as customers and potential employees; and
- fostering exchanges and relationships with civil society.

Where partnerships focus on young people's education and training, business investment effectively contributes to research and development, and supports economic growth. Youth development is a smart investment, generating both short-term and long-term returns.

Other Global Compact platforms and tools

- Business Call to Action (BCtA)
- Local Networks
- The Women's Empowerment Principles
- Caring for Climate
- The CEO Water Mandate
- Guidance on Anti-Corruption Reporting
- Business and Peace

Please refer to annex 2 for details.



YOUTH AS PARTNERS FOR SOCIO-ECONOMIC PROGRESS

For a number of different reasons, it is incumbent upon today's private sector to form close partnerships with youth around the world. The private sector should conceive of young people not only as programme beneficiaries and corporate social responsibility targets, but also as partners in development and fellow leaders in the pursuit of the Millennium Development Goals.

The current global "youth bulge" makes these imperatives even more pressing. Indeed, today's large working-age populations do present something of a challenge for many countries, but with proper policies and initiatives in place, Governments and private sector actors can turn this challenge into a powerful force. A country with a growing workforce must not necessarily be relegated to high levels of unemployment and widespread misallocation of human capital. Rather, by working proactively to form meaningful partnerships with young people, duty bearers can make the type of enduring, long-term investment that fosters social cohesion, and reduces economic and political volatility.

However, if this does not happen, the impact of withholding investment from the largest youth population in the history of the world might be irreversible. Because human capital is something that must be acquired steadily and cumulatively, its development must begin at an early age, before the window of opportunity closes. Moreover, the current state of global demographics means that such investment must be made soon, before the current youth population yields to a smaller following generation.

Youth as a smart economic investment

Encouraging constructive youth participation across different segments of society is a necessary step towards ensuring the growth and sustainability of a country's business operations and general macroeconomic environment.



A group of young men and women practice capoeira on the beach in Dili, Timor-Leste, preparing for upcoming events such as International Youth Day, 12 August. (Photo Credit: United Nations)



Countries that emphasize the education, job training, and health of their populations are almost always better positioned to compete in the global economy than those that do not. Therefore, it is safe to suggest that more effective youth-targeted social expenditure will, in the mid- to long-term, increase a population's productive capacity and overall economic welfare.

This should not imply, however, that engaging young people is the responsibility of Governments alone, nor should it connote that the myriad benefits of increased youth participation can only be reaped at the national level. The private sector, for one, not only has an important role to play in this process, but it also stands to gain amply through it. After all, young people are important stakeholders for businesses; they represent customers, future customers, trend-setters and employees.

Firms therefore have a vested economic interest in ensuring that their young workers and consumers are healthy, skilled, well-educated and creative. When this is the case, firm-level innovation and profitability tend to rise exponentially, and all economic actors enjoy increased macro-level stability and sustainability.

Furthermore, when companies invest in youth, they strengthen their public image, which in turn leads to greater consumer and investor interest. Recalling the extremely important role that young people play as market-shapers and trend-setters, it is clear that firms would be wise to invest in youth, not only as a means for bolstering their reputations, but also as a way to drive sui generis economic growth.

The private sector's approach to engaging with youth must also extend beyond conventional corporate social responsibility. While such efforts can, to an extent, be aimed at expanding philanthropy or visibility, it is more important that firms truly incorporate young people into their core business strategies. Doing so will yield high economic returns, both for individual companies and society at-large.

"Young people should be seen as engines of growth rather than a problem to be addressed." — Dr. Mamphela Ramphele, former Managing Director, the World Bank

The cost of not investing in youth

In spite of the reality presented above, many countries still under-invest in young people. Although social investment tends to yield higher returns when it is implemented among younger population groups, many countries still focus most of their social spending on programmes such as pensions and social security.

Underinvestment in young people's human capital development leads directly to the replication of socio-economic inequalities, which almost always extend into adulthood. Moreover, when youth potential goes underutilized, it can become quite costly, not only for the individual, but also for society. This, in turn, may levy high costs and implications upon the private sector, as the ensuing potential for higher crime rates, social unrest and political instability compromise the wider economic environment.

While it is admittedly very difficult to quantify the negative externalities that stem from underinvestment in youth, some studies have found links between this fiscal misstep and underperformance in macro-level economic growth, a necessary precondition for development. The World Bank, for one, estimates that for Latin America and the Caribbean as a whole, this type of underinvestment costs the region 2 per cent of annual growth. The International Finance Corporation has also reported on this issue, stating that, "if youth employment rates [in Jordan] were equal to adults, the country would generate additional output equivalent to 1.8 percent of current GDP." Perhaps more shockingly, they also found that in Uganda, teen pregnancy alone results in a 19.2 per cent loss of annual gross domestic product (GDP) potential.



It is also worth noting that because many of the other negative externalities related to underinvestment in youth (e.g. stress, poor health, less civic participation, intergenerational effects) remain largely unquantifiable, the economic impact of this might be even greater.

Youth as partners for development

Youth as a resource for the private sector

In fields such as art, science and politics, young people have not only thrived but have also actually begun to set the standards of excellence. From the playing field or concert hall to the laboratory or courtroom, young people around the world are making tremendous contributions to global development.

Undeniably, today's youth has incredible potential. They offer new views for shaping current and future policies, strategies and activities. Today's young people are also great communicators, with the capacity for influencing policies, trends and mentalities.

Youth as private sector actors and social and business entrepreneurs

Beyond making these fundamental contributions to society, young people are passionate advocates of volunteerism and activism, not only in their own communities, but also across the globe.

Young people are making great headway in pursuit of the Millennium Development Goals. They are fighting poverty and hunger in both urban and rural communities. They are playing a pivotal role in the fight against HIV and AIDS by creating awareness through peer education. They are actively engaged in advocacy for environmental protection, by way of educating the public, starting initiatives to plant trees, promoting renewable energy and adopting energy-saving technology. They are continuously seeking innovative ways to apply their education and resources towards making our world a better place.



(Photo Credit: United Nations)



Today's youth also work tirelessly for social and economic development. As entrepreneurs, information technology pioneers and business developers, young people not only drive job creation and growth, but they also extend their skills into the realm of social entrepreneurship. In doing the latter, they also make profound contributions towards addressing both local and global needs.

By observing the young people who are presently making these types of positive impacts, it becomes clear that with adequate education, training and financial and other support, all youth populations have the capacity to spur sustainable growth and development.

Moving youth-led development forward

The United Nations system is well-attuned to the importance of fostering a sense of stakeholdership among youth. The World Programme of Action for Youth⁶ framework strongly encourages youth participation in development, and the United Nations Human Settlements Programme (UN-HABITAT) has set up the Youth Opportunity Fund to support youth-led development in a concrete manner.

It must be understood, however, that the burden of engaging the largest youth population in the history of the world in the process of global social and economic development does not fall solely upon one type of actor. Instead, key partnerships must be formed with this end in mind. Governments, employers, educators and civil society groups alike must all come together to ensure greater youth participation, knowing that if they do not, the consequences and opportunity costs could be grave.

⁶ United Nations (1995). *World Programme of Action for Youth to the Year 2000 and Beyond*. General Assembly resolution 50/81 of 14 December 1995. A/RES/50/81.



CASE STUDIES

Introduction to case studies

Given the increasing role of the private sector in social justice and development, this section explores the tangible ways in which companies can contribute to social programmes affecting young people, and practically engage young people for the benefit of their core business strategies -- both now and in the future. The selection of case studies that follows is designed to offer learning tools and potential models for replication. Practical applications of these sorts of initiatives will, however, require individualized adaptation, depending upon the particular social, economic, political or cultural context.

These case studies are designed to inspire and encourage private sector leaders to view youth not as a problem, but as part of the solution, to begin to recognise the capacity of youth, and to work in partnership with young people not only as agents of change, but also as future employees or customers.

The studies are organized around three key themes, detailed below, and provide just a few examples of how the private sector can engage practically with young people.

Fostering entrepreneurship

Because young people bring new and dynamic ideas to the table, fostering their entrepreneurship and business skills is critical to global development. There are many ways in which a company can contribute to this, and also benefit from it. By ensuring that young people are an integral part of designing and shaping business practises, the private sector can create a more sustainable future. Practical ways for companies to set about engaging young people toward this end might include the provision of education, mentoring, financing and encouragement.

The private sector is also well-positioned to support young people with small- and medium-sized enterprise (SME) development. In burgeoning economic sectors, SMEs often form the backbone of growth, and as such, they are indispensable partners for multinational corporations.⁷In this context, the private sector can develop initiatives that build skills and reduce barriers to youth entrepreneurship. For example, firms can work to support knowledge in the field of information and communication technology, an increasingly critical component of business development in today's interconnected world.

Beyond the provision of job skills training, the private sector should also take steps to create concrete employment opportunities for young people. One way to do this is through microfranchising, a business model that affords companies the opportunity to easily spread their innovative ideas throughout a country, while at the same time reducing the risks facing young people in starting a new business. The section that follows will explore such a model that was launched in Sierra Leone.

Increasing market awareness

Young people also play an important role in the implementation and delivery of core business strategies. Companies need to engage not only with their existing customer base, but also with their future patrons. Therefore, there is tremendous value in identifying the appropriate means for reaching hundreds of thousands of young people in a cost-effective way. Doing so will offer the private sector ample opportunities to exert its influence, and to ensure that young people become market-literate.

⁷ *The Second EU-Africa Business Forum, Working Group on Entrepreneurship in Africa (2007). Discussion paper based on private sector input. Accra, 21-22 June.*



One way of expanding a firm's market reach is through the use of technology. The world is becoming more complex and interconnected, and young people are at the forefront of this change. With the emergence of social networks and the widespread access to and use of mobile phones, it is easier than ever before for firms to engage young people. By exposing young people to information, companies have the power to inspire youth -- including their future customer base -- on a massive scale, as well as to influence change and raise awareness of critical issues. The creation of networks can be a powerful way to share experiences, stories, products and knowledge, and it can reduce geographical barriers for many multinational corporations.

In addition to supporting their business objectives, companies can explore how to use their existing business models to effect social change positively. MTV, for example, has launched an initiative that has successfully reached nearly 600 million households worldwide, inspiring and enabling young people to combat human trafficking. The section that follows will reveal how the company achieved this.

Training is another key method for increasing market literacy. For example, one of Zambia's leading banks, Zanaco, is now investing in financial literacy training to develop a more informed and financially literate customer base. By focusing on its target customer base, Zanaco's approach has been both successful and cost-effective. The company provides its instructors with the appropriate skills and knowledge to train others to become market-aware. The following case study on Zanaco demonstrates how this model can reap large rewards for companies with similar goals.

Leadership and employment

Companies can adopt various strategies that not only contribute to the availability of local workers with marketable skills, but also work to build healthier economies. For example, they can create meaningful internship and fellowship programmes that offer young people the opportunity to develop meaningful professional experiences, which, in turn, will assist them in securing successful and sustainable future employment. Moreover, internships can also be outward-oriented. Current employees can gain practical experience by taking up placements with local youth or community-based organizations inside their target markets. In doing so, they can offer technical skills and capacity-building, while gaining valuable insight into their potential customers or market base.

Mentoring programmes are another means for experienced professionals to enhance the confidence and abilities of young people toward improving their access to gainful employment. In many cases, mentors also benefit considerably from this type of dynamic relationship. Mentoring is particularly valuable in fostering entrepreneurship, and it can provide a great means for transferring know-how and expertise. The Linklaters case study to follow describes how the company designed a programme in the United Kingdom that connects directly with its graduate recruitment programme, and helps young people to pursue their ambitions.

The collection of case studies below provides a cross-section of different sectoral and geographical foci, and it has been selected by way of our partners and our own desk research. It should be noted that the programmes presented have not been independently evaluated by either the United Nations Programme on Youth or Restless Development, although in some cases, evaluations may be available upon request or are listed below. These case studies do not represent an exhaustive list of examples of youth participation in the private sector; they instead provide a foundation for companies to consider when developing both their business strategies and corporate social responsibility policies.



FOSTERING ENTREPRENEURSHIP

Splash

Splash out: young people enabling the expansion of mobile banking

Splash, a Sierra Leonean mobile banking business, with the help of the International Rescue Committee, is enabling young people to build their own businesses, earn income and create a future for themselves. This is generally considered to be a positive occurrence anywhere in the world, however, in a country like Sierra Leone, the effects of empowering young people economically are particularly profound. A quarter of the Sierra Leonean population is between 15 and 24 years of age, 60 per cent of whom are unemployed, and all have been deeply affected by a civil war that has lasted for much of their childhoods.

The ten-year-long civil war, which ended in 2002, killed 50,000 people and displaced 2.5 million people internally and externally. Children and young people were affected in a devastating way. Through coercion, deception or desperation, they formed the manpower for the rebel insurgency, becoming both victims and perpetrators of violence, rape and mutilation on a huge scale. Currently, over half of the population lives on less than US\$1 per day, and Sierra Leone has some of the poorest health and education indicators in the world.

Beyond improving self-esteem and material opportunities, economic empowerment of young people can also have a stabilising effect on society, and on long-term peace building. It has been argued that having large numbers of unemployed young people can increase crime, trigger intergenerational conflicts, raise HIV infection rates and fuel the risk of civil war.⁸



Microfranchise youths are ready for entrepreneurship. (Photo Credit: Splash)

⁸ United Nations Peacebuilding Commission (2010). Executive Summary: Joint Progress Report on the Agenda for Change, 9 September 2010. Available from http://www.un.org/peace/peacebuilding/Country-Specific%20Configurations/Sierra%20Leone/Executive_Summary.pdf.



In this context, youth employment is a top priority for national development in Sierra Leone, and microfranchising is a high-potential initiative that focuses on market needs. Instead of concentrating on market supply, microfranchising focuses on the demand side, by taking an existing, successful business and providing the human resources needed to allow it to expand. In return, young people receive a tried-and-tested business and brand, allowing them to keep up with pre-existing demand, and forge a future for themselves and their business.

In April 2010, Splash, in partnership with the International Rescue Committee (IRC), began a programme for hiring and training young people to engage in microfranchising of the company's products and services. The IRC has been working in Sierra Leone since 1999 on programmes centred around child protection, education, youth, livelihoods, health and gender-based violence. Since 2002, they have focused on long-term peace building, of which youth employment is a key strand.

This model complimented the expansion strategy of Splash, one of the first mobile banking technologies in Sierra Leone. A venture-backed company, Splash offers customers the ability to transfer cash through their current mobile network. In 2009, Splash had over 45,000 customers, and was conducting US\$3,000 worth of transactions each month.

Objectives

For young people

- Enable young people to earn an income, improving their self-worth and internal resilience, goal setting and independence
- Allow young people to integrate into their local business environments, changing external attitudes towards young people, who have previously been seen as violent and dangerous
- Create leaders who will be positive role models, allowing their peers to see young people who are empowered by skills, hard work and enterprise, rather than by weapons or violence

For Splash

- Capture the new mobile banking market by building vital fast growth to capitalise on first-mover advantage before potential competitors such as M-PESA move into the market
- Increase the visibility of the brand and build a loyal customer base quickly
- Reduce fixed operating costs by using the micro-franchising model to offset the need for a large national sales team
- Use microfranchise agents as resources for customer surveys and other market research
- Create a well-trained pool of candidates for full-time staffing needs as the business expands
- Extend the reach and strength of the private sector in this fragile State, boosting employment nationally

Processes

- 154 young people were recruited by the International Rescue Committee (IRC) in Freetown, and in the regional centres of Bo, Kenema and Kono. They were selected with the support of a network of small, youth-serving organizations, by answering questionnaires gauging their interest in starting a business.
- The participants had to have some literacy and numerical abilities, and 40 per cent were female



- IRC tested the participants on their business knowledge before running comprehensive training on basic business skills, customer service, problem-solving, legal responsibilities, marketing, pricing, budgeting, personal money management, saving and microfranchise theory. The participants were tested again post-training.
- IRC provided support to the youth in opening and accessing savings accounts
- Splash provided specific training on company history and operation, as well as logistical issues, such as creating accounts and sending and receiving “Splash cash”
- The entire budget for the programme was US\$444,428. This included both programme and operating costs for the IRC for one year as well as training, start-up support (see below) and continued mentoring.
- Splash facilitated a youth-led marketing campaign at schools, offices, businesses and other institutions to kick-start the businesses and allow them to find customers immediately
- A midline and endline assessment was carried out by IRC at four months and eight months into the programme

The young people were given start-up support by both Splash and the International Rescue Committee (IRC). Splash gave them each a Nokia 1208 mobile phone and 100,000 in Splash cash (approximately US\$15). The IRC provided kiosks or bikes and 200,000 (approximately US\$30) in Splash cash, as well as mentoring (a total package of US\$100 per youth).

Results

- Prior to training, 63 per cent of young people had strong or adequate knowledge of business skills. After training, 97 per cent of young people had strong or adequate knowledge of business skills.
- At the midline assessment, 83 per cent of participants were keeping financial records. With refresher training and encouragement, this had grown to 91 per cent at the endline.
- Young people mainly reinvested their profit in diversification, with much of this occurring after four months, by which point most participants had acquired kiosks, allowing them to stock refreshments, charge mobile phones and provide other services
- 67 per cent diversified their product offering; selling credit top-ups and charging phones were the most popular forms of diversifications
- The average amount that young participants earned in the first four months of the project was approximately US\$4 per month from the Splash commission alone (based on Splash electronic records), in addition to other diversified income. This should be considered in the context of a country in which the majority of the population lives on less than a dollar a day.
- 38 per cent of youth reported being able to support themselves with no dependence on others by the endline assessment
- One young person earned 622,819 LE or US\$145.18 in one month
- Young people began to develop broader support systems, forming a peer support network, and engaging the wider business community to help with their business decisions and operations
- At the baseline, 62 per cent of youth were saving in some way - formally or informally, regularly or irregularly. By the end, 98 per cent of youth were saving, 50 per cent of whom were saving formally, starting the process towards accessing loans.



- There remained a strong commitment to improving upon the microfranchise model from Splash throughout the project, as evidenced by their provision of additional trainings, new marketing strategies and new products throughout the project

“Before this time, I used to have problems with money, and before this time I was without a bank account... Now, people can no longer bother me in the community... people cannot disrespect me again, my position in the community is now as a businessman.” - Young person involved in the youth microfranchising scheme

Future and challenges

One of the challenges faced in the project was the variation in the commission that the participants earned. Though some youth have made substantial earnings from their commissions, there were still a good number of them that made very little commission. This was largely attributed to the fact that since Splash was a new product/service, it was not that easy to market. However, commission earnings have been rising as Splash becomes better-known and more trusted as a service.

To assist in raising awareness of Splash, the company introduced the sale of airtime. Youth are now using this airtime-selling opportunity to earn additional income, as well as to meet and talk to people about the use of Splash. This was also tackled through a youth-led marketing campaign at schools, offices, businesses and other institutions that had the potential to use Splash products. This made an impact on the youth businesses, as a lot of them were able to meet the transaction volume required to earn them a commission.

The International Rescue Committee is intending to scale up the programme next year, to reach 2,000 new youth and additional businesses. Support will be provided to both businesses and youth to develop and refine more workable and sustainable franchise models. In addition, they will be starting an all-girls microfranchise model in Nairobi at the end of 2011.

Related resources

An excellent introduction to microfranchising by Acumen Fund, with a particular focus on India and Kenya
http://www.acumenfund.org/uploads/assets/documents/Microfranchising_Working%20Paper_XoYB6sZ5.pdf

A 2011 summary of a more extensive report on various microfranchising initiatives, theory and practise
http://www.greenleaf-publishing.com/content/pdfs/microfranchising_ch1.pdf

A 2010 report on the interrelationship between microfranchising and microfinance
http://www.microfinancegateway.org/gm/document-1.9.46208/Access%20to%20Franchise_August_2010%20v2.pdf

A 2006 report on the potential for health franchising in Ghana
<http://marriottschool.byu.edu/selfreliance/workingpapers/library/1020.pdf>

A blog with a range of information on microfranchising
http://microfranchising.blogspot.com/#h_531#p_home



INCREASING MARKET AWARENESS

MTV

Inspiring and enabling young people to combat human trafficking

MTV, the world's largest television network and premier youth brand, is using its influence and global presence in nearly 600 million households to inspire and enable young people to combat trafficking in persons.

The campaign is called MTV EXIT: End Exploitation and Trafficking. Its overall aim is to build a movement of young people armed with the information and awareness necessary to protect themselves and to contribute to changing public understanding and opinion about trafficking and victims of trafficking. EXIT was launched in Europe in 2004, and it expanded to Asia in 2007, where it remains focused particularly on East Asia and the Pacific. It is the world's largest anti-trafficking in persons campaign, and it harnesses the power and influence of music, film and celebrities to create interactive, youth-focused content on-air, on the ground and online.

It is estimated that 12.3 million people are currently living in slavery as a result of having been trafficked.⁹ They are deceived, coerced and forced into exploitative situations, including forced prostitution, domestic servitude and forced labour.

MTV started EXIT in response to the reality of the trafficking in persons crisis, realising that most trafficked persons are young people, MTV's core demographic. MTV recognised that it could utilize its position as the cultural home of the millennium generation to expose young people to critical messages, and to empower them to take action within their communities to prevent trafficking in persons.

Objectives

- Harness the power of music, film and celebrity to shift knowledge, attitudes and behaviour towards trafficking in persons and its victims



MTV EXIT volunteer handing out information cards in Jakarta. (Photo Credit: MTV)

⁹ United States, Department of State (2010). *Trafficking in Persons Report*, 10th ed. June.



- Inspire young people on a mass scale to take action in their communities against trafficking in persons
- Encourage an open forum for young people to showcase their creativity, ideas and pro-social pursuits
- Engage and train youth advocates on the issue of trafficking in persons and increase their capacity to conduct awareness-raising activities
- Create a network of MTV EXIT youth ambassadors and support their awareness-raising activities
- Encourage multi-sectoral government and community leaders to collaborate with youth leaders in anti-trafficking activities
- Demonstrate MTV's commitment to social issues, which are viewed as important to its audience of young people

"MTV EXIT aims to not only educate youth across the world with cutting-edge, informative programming and events, but also to inspire and encourage them to take action in their communities to fight human trafficking." — Simon Goff, MTV EXIT Chief Executive

Processes

There are three main processes for engaging with young people:

On-air

- Documentary, drama and music videos voiced and presented by local and international celebrities delivering calls to action for youth to protect themselves and their peers
- Content is specifically created for different markets – Eastern Europe, East Asia and the Pacific, and South Asia – and is available in 32 languages, serving more than 50 countries
- Programming is distributed rights-free and free-of-charge to anti-trafficking in persons (TIP) non-governmental organizations, university groups, government agencies and up to 40 non-MTV broadcasters globally

Online

- A website with content in 31 languages includes streaming and downloads of programmes, safe migration advice, information on trafficking and links to local anti-trafficking organizations and helplines
- The style and tone is designed to appeal to young people, and they are able to take part in online photo and video competitions and to contribute to the social network
- Profiles on social networking and video sharing sites including Facebook and YouTube allow further engagement with young people

On the ground

- 32 awareness-raising concerts featuring local and international artists, across 15 countries in Asia and Europe including Cambodia, the Philippines, Nepal, Thailand and Timor-Leste. Musicians and government and civil society speakers relay important information to mitigate the risks associated with trafficking in persons in their communities, e.g. safe migration practices or relevant hotlines
- At each concert, 30-50 youth volunteers participate in a short training session on trafficking in persons, and are then tasked with disseminating information cards and speaking with concert-goers



- These young people are selected through non-governmental organizations, youth groups and universities. Following the event, they form part of the youth network, and MTV continues to reach out to them, encouraging them to continue working on the issue
- Four day-long creative youth forums, preceding the MTV concerts, engage and train youth advocates, and increase their capacity to organize awareness-raising activities in their own communities. The inaugural youth forum took place in Thailand in 2011, and brought together 40 young participants from across Thailand.
- At the forum, young people undergo skills training, including videography, interviewing techniques, campaign planning and editing. Young people produce their own public service announcements – short awareness-raising videos typically 30 to 60 seconds in length
- Multi-sectoral government and community leaders are encouraged to collaborate with youth leaders in anti-trafficking activities
- Cross-sectoral collaboration with local non-governmental organizations, e.g. extra road show screenings to target youth audiences with entertaining educational materials, and key localized information on how they can protect themselves and their peers

MTV EXIT was created with seed funding from MTV Networks, which was also used to establish the MTV EXIT Foundation, an independent but closely affiliated United Kingdom-registered charity. MTV Networks has donated over US\$50 million in airtime to MTV EXIT over the past 6 years.

Results

- An estimated 70,000,000 viewings of EXIT programming, including long-form programmes, music videos and public service announcements through MTV and non-MTV channels
- 500,000 young people engaged through on-the-ground events



MTV EXIT Live in Hanoi; (Photo Credit: MTV)



- 4.4 million people engaged through EXIT online
- Approximately 50 per cent of people spoke to someone else about trafficking in persons after attending an affiliated concert
- A reduction of approximately 30 per cent of those considered at high risk of being trafficked after being exposed to an MTV EXIT programme/event¹⁰
- At the first Thailand Youth Forum, delegates from local government and community groups from five provinces attended and participated with young people in training sessions, creating a dialogue and interaction between these groups. In addition, government representatives have been invited to the large concerts, and the Secretary-General of the Association of Southeast Asian Nations (ASEAN), Dr. Surin Pitsuwan, attended one of the concerts in Thailand.
- A network of hundreds of youth volunteers and advocates who are trained to take action in their communities
- A significant improvement in knowledge of trafficking in persons, with some improvement in attitudes towards victims of trafficking

“Many (people) may think that to start with one person’s voice or action may sound weak and powerless, but one person can influence another person, a third and a fourth person and so on and so forth. The growth can multiply. Never underestimate one person’s strength. We will continue our efforts and, in the future, move on to lobby policymakers.”
— Richard, Youth Ambassador from Taiwan Province of China

Challenges and future plans

There is a strong social stigma attached to the women, children and men who have been trafficked, and changing this to create a more positive, supportive view of them has been the biggest challenge of the campaign so far. Future engagement will focus more deeply on the changing attitudes, and increasing the empathy and understanding displayed by young people towards victims of trafficking.

The youth forums represent an area with particular plans for expansion – MTV EXIT will be producing another five forums over the next 18 months in the Philippines, Cambodia, Viet Nam, Indonesia and Malaysia. EXIT plans to continue its work combating trafficking in persons in Asia, and hopes to expand in the future to new regions.

Related resources

MTV EXIT’s campaign site with information, actions and links in a youth-focused style
www.mtvexit.org

United States Department of State 2010 report on human trafficking
<http://www.state.gov/documents/organization/142979.pdf>

¹⁰ MTV EXIT works with an independent monitoring and evaluation consultancy that has developed the methodology behind the KAP Barometer, which combines ratings on knowledge, attitude and practice into a weighted one number score. For this campaign, all the KAP measures have been developed according to input and recommendations from trafficking in persons experts across the region before each MTV EXIT intervention. The evaluation itself takes place in three stages, with a pre-intervention stage, a post-intervention stage, and a second post stage (usually one month after the programme/event). At each stage in the evaluation process, respondents are segmented into high-, moderate- and low- risk groups to gain an understanding of how developed the issue of human trafficking is within the mindset of different people and how it shifts post intervention.



(The large report can be downloaded in sections at:

<http://www.state.gov/g/tip/rls/tiprpt/2010/>)

An excellent blog on many aspects of human trafficking

<http://www.traffickingproject.org/>

A wide range of tools and publications of the United Nations Office on Drugs and Crime on human trafficking

<http://www.unodc.org/unodc/en/human-trafficking/publications.html?ref=menuside#Reports>

A United States-based campaign to end trafficking and modern-day slavery

<http://www.notforsalecampaign.org/>

An international campaign run by ECPAT (End Child Prostitution, Child Pornography and Trafficking of Children for Sexual Purposes) and The Body Shop

http://ecpat.net/TBS/en/About_Campaign.html

An online international campaign in multiple languages to stop human trafficking

<http://www.stopthetraffik.org/default.aspx>



ZANACO

Changing attitudes, knowledge and behaviour: Sub-Saharan Africa

Young people's financial literacy promoting long-term economic development

Zambia National Commercial Bank Plc. (Zanaco), one of Zambia's leading banks, aims to give young people an understanding of, and confidence in, basic finance. Zanaco's programme was started in February 2011, in partnership with Restless Development, the youth-led development agency, which has been running a highly successful peer education model in Zambia since 2003, alongside the Ministry of Education. The simple premise is that young people learn best from each other and, given the appropriate skills and knowledge, can act as inspiring peer leaders.

Financial literacy amongst young people can make a drastic difference in less developed countries, both at an individual and societal level. Moreover, enabling young people to gain broad, basic knowledge of financial skills, and instilling a desire to save, can have multiple positive effects at every level.

Young people are often vulnerable during the transition to adulthood, and without financial literacy, they are less likely to save or to have formal access to finance. This can make them more exposed to the shock of unexpected events, such as illness or natural disasters. Young people can also be more susceptible to fraud or unclear marketing amidst the widespread and rapid expansion of financial products and services in Africa. These factors mean that young people can quickly find themselves in opportunity-crippling debt, massively impacting their other life chances, such as education or starting a business.

At a national level, financial literacy is vital to reducing the risks to which banks are exposed, as well as to encouraging the informal sector and the "unbanked" population to use regulated services. This in turn improves tax collection prospects in the long-term. In addition, well-informed consumers are better able and more likely to build national savings, monitor the banking market, demand improved legislation and oversight and recognise and report bad-practise, which compels companies to be more transparent and efficient.

This programme was jointly developed by Zanaco and Restless Development, following in the footsteps of a pilot in Lusaka that fuelled public demand for financial education.

"At Zanaco, we believe in laying the seed by teaching youth how to manage money. Just as children need to be educated about such topics as healthy eating and the value of school, Zanaco thinks lessons about money should be added to the list." — Caroline Handia, Manager, Corporate Social Responsibility, Zanaco

Objectives

For young people

- Improve young people's knowledge of monetary concepts, personal finance management and broader financial services, and allow young people to apply this knowledge practically
- Change young people's attitudes towards formal financial services, boosting their confidence, trust and positive perceptions of banks, and the opportunities they offer to individuals
- Transform young people's financial behaviour, bringing about better budgeting, planning and higher levels of saving



For Zanaco

- Compliment and develop Zanaco's overall expansion strategy in three ways:
- Increase Zanaco's general brand recognition in previously untapped communities, which is important because it is expanding through Zambia's national post office branches, and needs to maintain an identity separate from the State-run mail company
- Enrich Zanaco's corporate profile, specifically amongst young people, by communicating a message of corporate responsibility and co-operation with potential customers
- Create informed customers, who make better decisions, thus reducing risk and allowing Zanaco to improve the services and products it offers. Informed clients also articulate their needs more clearly, which allows Zanaco to respond better and expand its portfolio of products, thereby gaining an advantage over its competitors while building loyalty among a customer base with long-term banking needs

Process

- The sessions are carried out by 40 young people who are skilled volunteer peer educators, in Restless Development's core direct delivery programme in rural Zambia
- The volunteers are recruited through a well-established process of outreach, applications and selection tasks. They are then given rural placements in Central Province and teacher training at the Colleges of Education, which are nationwide.
- The curriculum includes:

Planning	Savings	Bank services	Borrowing
Setting financial goals	Value of saving	Using cheques	Why and when to borrow
Making a budget	How to save, discipline	Using ATMs	How much to borrow
Using a budget	Where to save and interest rates		Loan terms and interest rates
Creating personal financial fitness plan	Understanding savings products		

- The interactive curriculum uses non-formal pedagogy, such as music, drama and dance, and also includes life skills and sexual and reproductive health and rights training, in addition to financial literacy
- Zanaco's corporate social responsibility department has an active role, from preparing the printing of the Zanaco training packages to the training of volunteers
- Zanaco's corporate social responsibility department has witnessed training on the ground, and in the future, local Branch Managers will be assisted to see the training in action
- A television and press campaign also generated further public interest
- Zanaco produces and distributes a series of comic books, which follows a group of fictional characters making financial decisions. The series is published in the media and on the website, and is also mass-printed. The comic books allow young people, and those with limited literacy, to access messages in an informal way.
- The initiative was spearheaded through Zanaco's corporate social responsibility department, and the bank donated US\$5,000 in initial support for the one-year pilot project.



Results

The programme has been running for 3 months. Initial feedback from students, prior to a full mid-line survey, indicates that the training has had a significant impact:

- Reaching 10,500 young people, 4,500 of whom are student teachers, while the remainder are grade 8 pupils, aged 14 to 16 years
- Grade 8 pupils said they had a better understanding of money
- Students can now compile a budget - and use it
- Students understand the difference between investing in an asset or a liability
- Students have changed their spending habits because they have a financial goal
- Some pupils have started exercising the concept of saving at a level that is attainable for them

As a result of this partnership, Restless Development and Zanaco have provided inputs for the Bank of Zambia's consultancy on a national financial education strategy.

Challenges and future plans

This programme has arrived at a time when there is a dramatic rise in the number of financial services and products available to young Africans, and it allows them to make informed choices for themselves.

Zanaco intends to roll out the programme to communities as the first step towards building more sustainable livelihoods for young people, and it intends to develop entrepreneurial clubs for youth to make concrete use of the financial literacy skills acquired.

"This excellent example of a local NGO and corporate partnership has also fed directly into the Bank of Zambia's forthcoming National Financial Education Strategy. Not only does it reach out to young Zambians who require these skills, but it is also helping to coordinate financial skills training nationally with the Government and other interested partners." Tom Cadogan, Country Director of Restless Development, Zambia



(Photo Credit: United Nations)



Related resources

Restless Development and Zanaco

www.restlessdevelopment.org/news/2011/05/11/finance-training-zambia

Youth Inclusive Financial Services Portal

www.yfslink.org

Financial Education Fund, a multi-donor fund with a pro-poor, low-income market focus that works with policymakers, regulators and industry associations to support national policymaking and coordination on financial education
<http://www.financialeducationfund.org/index.php?nav=resources>

A comparative report by Microfinance Opportunities on financial education in Kenya

www.globalfinancialed.org/documents/Financial%20Education%20in%20Kenya%20Scoping%20Exercise%20Report.pdf



ADOBE

Creating with purpose: young people producing, learning and expressing

Adobe, one of the world's leading software companies, is enabling young people in underserved communities to use cutting-edge multimedia tools so that they can "create with purpose". Adobe Youth Voices, the Adobe Foundation's signature global philanthropy programme, has had a tremendous social impact since its inception in 2006. The programme leverages powerful technology and supportive learning environments in order to support young people between the ages of 13-18, both in and out of the classroom, as well as educators. This allows young people to gain critical technology and life skills by creating media that capture the passions and concerns that matter to them.

Target issues

Prior to the launch of this initiative, Adobe spent eighteen months not only researching what matters to young people, but also assessing the impact of other youth programmes addressing these issues. Adobe first found today's youth to be largely disengaged from the traditional education system. The company concluded that this disconnect compounded issues of low student achievement by failing to relate to young people's everyday lives. Secondly, Adobe found that young people felt they lacked appropriate channels for expressing and communicating the issues that were important to them, and that as a result, they had little faith in their ability to bring about meaningful change. In addition, the company found that there were very few programmes focusing directly on this problem in a way that young people responded to.

Objectives

For young people

- Empower young people to use technology to explore and express their perspectives on the issues impacting them and their communities
- Enable young people to demonstrate their potential, and build their confidence in their ability to create change
- Re-engage young people in education, not only to boost student achievement, but also to enable them to develop skills such as teamwork, negotiation, communication, problem-solving and project management
- Transform external attitudes towards young people and give communities essential insight into what matters for today's youth
- Give educators the training and tools they need to inspire youth to become active and engaged participants in learning

For Adobe

- Lead a unique and sustained signature social programme that is deeply aligned with Adobe's core values and competencies
- Express the personality, values and uniqueness of Adobe as a company
- Afford employees world-wide the opportunity to engage in a genuine and authentic corporate philanthropy programme, which will enrich their belief in the brand and company
- Engage with educators to show them the power that technology can have in transforming their teaching practice and re-engaging youth in learning



Processes

- Build strong partnerships with educators and community organizations to gain access to young people, and to structure the initiative
- With Adobe's support, the Adobe Foundation provides training, mentoring, online collaboration, educational materials, exhibitions and software to educators and young people
- Young people are given the support and knowledge to allow them to story-board and use technology to create compelling videos, animations, photo essays, presentations, music and other media pieces that include real-world footage and images of their peers and communities
- "Adobe Youth Voices Live!" takes place annually and allows young people across the globe to show their work to their peers, family and local community
- Adobe Youth Voices Summit gathers together 100 young people and educators to share their experiences and learn cutting-edge media skills
- This creative content is shared through a network of strategic partnerships and activities, such as the Human Rights Watch International Film Festival, educational conferences and the United States Department of Education's National Youth Listening Tour

The Adobe Foundation invests more than US\$7 million annually through training, educational resources and grants. The programme also leverages software donations and employee volunteers from Adobe Systems Incorporated.

Results

- 76,700 young people engaged since 2006
- 700 Youth Voices sites in classrooms, after-school programmes and community organizations in 45 countries
- 4,400 educators participated since 2006
- Thousands of pieces of original, thought-provoking content have been created, dealing with topics as diverse as environmental degradation in the southern United States, the impacts of terrorism in India and gender disparity in science in Uganda

Adobe commissions the Education Development Center to carry out an annual independent evaluation of the Adobe Youth Voices initiative. The evaluation has found it to have had a significant positive impact, not only on young people's academic skills, but also on their "softer skills" such as negotiation, teamwork and problem-solving, all of great importance in the labour market.

- 84 per cent of young people reported learning more about important issues of their own choosing, and 86 per cent felt they could influence others with their ideas
- 86 per cent of participating youth said that they believed their work could make a difference, with 91 per cent saying that their opinions matter
- 90 per cent of educators said that the participating young people increased their ability to express themselves and learned new media skills, and 83 per cent of educators said they gained the skills necessary for supporting youth in media creation
- 90 per cent of youth reported that they are interested in continuing their education after high school



“Adobe Youth Voices has created an opportunity for my voice to be heard in a sophisticated way. I have learned a lot about digital media. My favourite is directing and making movies. From story-boarding to scripting, to filming and editing, I really enjoy it all. The process is time consuming, and there is a lot to manage, however completing such an intense project gives me a feeling of accomplishment.” — Amanda Nguyen, Participant of Adobe Youth Voices, Boston, USA

Future and challenges

The main challenge to date has been to scale and allow for local customisation of the programme, while maintaining consistent quality. For example, the dissemination of materials into multiple languages could have resulted in educational and training materials of lesser quality. Adobe overcame this challenge, however, by partnering with strong non-profit organizations and educational institutions, integrating them fully into the Youth Voices network.

The Adobe Youth Voices programme was started before the creation of the Adobe Foundation and was due to run only for five years, but it has been so successful that senior executives recently agreed to continue the initiative as an ongoing flagship programme. The aim of this is to continue to reach increasing numbers of young people, and also to create a greater audience and voice for the already involved youth by extending online delivery and providing more conferences and local events.



Jakarta youth reading anti-trafficking materials at MTV EXIT Concert. (Photo Credit: MTV)

Related resources

Adobe’s website on the initiative
<http://youthvoices.adobe.com/>

The extensive array of material that has been created through the programme in an easy-to-watch format
<http://tv.adobe.com/show/adobe-youth-voices/>

More information on the Adobe Youth Voices initiative
http://www.youthvoices.adobe.com/pdfs/AYV_Ovw_11_09-09.pdf

The Black Eyed Peas Peapod Foundation
<http://www.peapodfoundation.org/>

A report into the value of creative learning techniques by Ofsted, the United Kingdom’s Office for Standards in Education, Children’s Services and Skills
<http://www.ofsted.gov.uk/Ofsted-home/Publications-and-research/Browse-all-by/Documents-by-type/Thematic-reports/Learning-creative-approaches-that-raise-standards>



An academic discussion on the role of digital storytelling as a means of empowering marginalised youth
http://seminar.net/images/stories/vol6-issue2b/Podkalicka-Campbell-Understanding_digital_storytelling.pdf

Left Behind in America: the nation's dropout crisis, by the Center for Labor Market Studies, Northeastern University, and the Alternative Schools Network in Chicago, USA, May 2009
http://iris.lib.neu.edu/clms_pub/21/

The Economic Impact of the Achievement Gap in America's School, by McKinsey & Company, April 2009
http://www.mckinsey.com/app_media/images/page_images/offices/socialsector/pdf/achievement_gap_report.pdf



LEADERSHIP AND EMPLOYMENT

Linklaters

Enabling young people to enhance their aspirations and educational attainment

Linklaters, a leading global law firm with a strong presence in London, is engaging with thousands of young people in underprivileged areas of Hackney, London to elevate their aspirations and capabilities. Initiated in September 2007, to date this three-year project has invested in young people, from primary school students to graduates, with more resources being allocated towards the higher age groups.

In the United Kingdom, social class remains the strongest indicator of educational achievement. Although there are indeed other factors at play such as gender and ethnicity, the country's class-based educational attainment gap is one of the most significant in the developed world.¹¹ It is reflected quite clearly through Hackney's measurable social indicators: Hackney is the second most deprived local authority area in England, and only 12.9 per cent of 18 year olds go on to higher education, compared to 21.4 per cent nationally. One in three people in Hackney have no qualifications, and it has the seventh lowest employment rate in the United Kingdom.

Other key factors that make a difference for educational attainment are students' belief in their own ability at school, and their understanding that events result primarily from their own behaviour and actions. With this in mind, Linklaters has created an in-depth and broad programme called Learn for Work (formerly Linking Work with Learning). It is designed to give young people guidance and exposure to new careers, varied social situations and positive adult role models. Young people not only have the opportunity to learn practical professional skills, but also to imagine, describe and address their ambitions.



(Photo Credit: Linklaters)

¹¹ Perry, Emma and Becky Francis (2010). *The Social Class Gap for Educational Achievement: a review of the literature*. The Royal Society of the Arts, December. Available from www.thersa.org/_data/assets/pdf_file/0/1/RSA-Social-Justice-paper.pdf.



Objectives

For young people

- Excite young people about the working world
- Support young people to develop the key skills and behaviours that will help them to succeed academically and professionally. These include:
 - Career awareness and aspirations
 - knowledge and understanding of work and employment
 - behaviour and attitudinal changes, including increased confidence and self worth, teamwork, time management, punctuality and positive attitudes towards learning
 - Information technology, presentation and communication skills
- Enable disadvantaged youth to access potential employment in the City of London
- Give young people, who may not have had wide exposure to life outside Hackney, tangible experiences to talk about in job and university interviews

For Linklaters

- Driven by long-term social objectives, these are:
- Apply the firm's values of teamwork, integrity and excellence to support the local community just as thoroughly as would be done in commercial matters
- Demonstrate the company's belief in the value of its staff, which reflects the make-up of the local community and increases recruitment pools
- Provide staff with varied, exciting and challenging volunteer opportunities
- Forge new and closer client relationships in the medium term

"Background should not influence one's future, but for this to be true, we recognise a responsibility to develop the skills and aspirations of the many young people for whom a city or legal career may seem unachievable, but is most definitely possible." — Matthew Sparkes, Global Head of Community and Environment

Processes

- Innovatively, a deputy headteacher from a Hackney secondary school was seconded to Linklaters for one year to design the programme and to bring credibility and local buy-in
- Interviews and an extensive matching process are used to pair 60 young people with 60 Linklaters staff, who provide in-depth mentoring throughout the year
- 40 students from year 10 and year 12 (15 and 17 years old) benefit from a highly structured and supportive work experience programme, which includes workshops on interviewing and presentation skills and techniques, presentations from lawyers about career paths, the delivery of presentations by students to an audience of lawyers, and business services and visits to the Old Bailey and Royal Courts of Justice
- In addition, over 700 young people visit the firm's City of London office every year for a range of full-day or half-day activities



- In 2010, a bespoke placement was created for five young people, between 15 and 16 years old, who are outside of mainstream education. They were given 1.5 hour “taster” placements in different service departments, and then returned for one week of work experience in their chosen placement. These ranged from information technology, mail room, print room, catering and health and safety. This will be repeated in future years.
- Enterprise events hosted at the London office or in schools
- Staff time is highly flexible, ranging from one-off commitments to several hours a week or month

Linklaters devotes 0.5 per cent of its pre-tax profits to community investment globally, and one-third of this is directed towards Learn for Work, resulting in a £1million investment over three years. Around £100,000 per annum is donated through staff time.

Results

“When you go there it helps to vanish the thing in your mind that people there are a higher social class – yes there are some...but there are normal people as well – so it makes you think that you can be in the City environment as well.”
— Student from Hackney

For young people

- 2,500 students were reached at 45 schools and through 120 events
- 7 per cent of the project’s funding has been invested in an independent evaluation by the University of Warwick, which found that:
 - Learners clearly articulated the added value provided by volunteers to their own learning
 - Participation in the programme enhanced curriculum provision, made a marked difference in terms of specific skill development and increased knowledge and understanding of the working world
 - The programme provided new opportunities, experiences and learning contexts for young people

The study was reluctant to draw a direct causal relationship, but noted that *“Linklaters volunteering has had a material impact in schools...where in the past three years those achieving above the expected level in English and Maths have risen from 30 to 48 per cent.”*

For Linklaters

- 500 volunteers gave over 2000 hours to the programme
- 71 per cent of the employees engaged in Learn for Work saw increased job satisfaction, and 76 per cent saw an improvement in their commitment to the company
- In 2009, the learning and development department within Linklaters began using Learn for Work volunteering opportunities as training resources, and this is set to expand
- Learn for Work formed a significant recruitment tool, as evidenced by the decision to centre the 2009 graduate recruitment milk round around the programme
- The programme was cited as excellent practice in two United Kingdom Government Taskforce reports, and it gave Linklaters the opportunity to be presented in a positive light before influential decision-makers, key clients and potential clients



- Learn for Work enabled more direct engagement with civil society as whole, as well as with the Office of the London Mayor, the City of London and the London Development Authority

Challenges and future plans

A challenge for Linklaters is to be able to measure the direct results of the programme, given its range of influences on a young person's educational achievement, and the long timescales involved. While they may not be able to identify one individual's achievement, such as getting into a prestigious university, as the direct result of their programme, there is plenty of anecdotal and statistical correlation to suggest that this engagement with young people is having a significant positive impact on their lives.

In September 2010, the programme reached the end of its first phase, and Linklaters is now investing in another three years of funding and running the programme. There will be an emphasis placed on sustainability and creating a project partnership with nine bodies passionate about education in Hackney. These bodies will be Linklaters, two local educational charities and six young people's organizations, which will provide expertise and knowledge to shape the programme further. They will develop more outcome-led objectives and form closer relationships with schools in Hackney. Additionally, some of Linklaters offices across the world are being encouraged to adopt similar programmes.

Related resources

A 2010 concise summary of academic papers on class and educational attainment in the United Kingdom
http://www.thersa.org/_data/assets/pdf_file/0019/367003/RSA-Social-Justice-paper.pdf

Joseph Rowntree Foundation discussion on class and educational attainment
<http://www.jrf.org.uk/publications/educational-attainment-poor-children>

Clare College, Cambridge has a relationship with Linklaters and is responsible for school liaison activities in Hackney to raise aspirations, encourage pupils to plan for university at an early stage and support the most able to apply to Cambridge
<http://www.clare.cam.ac.uk/Hackney/>

The girls' school with which Linklaters will form the closest ties within the next stage of the project
<http://www.clapton.hackney.sch.uk/>

A United Kingdom Government Building Stronger Communities taskforce paper, "Business and the third sector: Innovation in tough times", noting the work of Linklaters in Hackney as impressive
http://www.hertscvs.org.uk/userimages/LAA%20Business_VCS%20in%20recession.pdf



(Photo Credit: Linklaters)



CISCO

Opening the doors to democracy: peer-to-peer information technology skills training

Cisco is a worldwide leader in networking, transforming how people connect, communicate and collaborate. Currently, the company is leveraging its core competency to provide young people with the opportunity to learn the tangible skills needed to thrive in the twenty-first century knowledge-based economy and job market.

Cisco constantly looks for the social and business benefits in its corporate social responsibility (CSR) activities. The Networking Academy, launched in 1998, is one such initiative. The impetus for this programme came from Cisco employees, who wanted their children and communities to benefit from the same technology and learning that they experienced at Cisco. The Networking Academy is now a global community that merges classroom environments and online materials to deliver up-to-date technical knowledge as well as information technology, networking and business skills. The programme has expanded into 165 countries and has engaged four million students globally. Cisco's in-kind value contribution via Networking Academy is US\$1.6 billion globally to date.

This study focuses on one programme within Networking Academy, SPARK: Youth Movement in Informatics, which started in 2006.

A quarter of Turkey's population is aged 15 to 29, yet this population segment comprises as much as 52 per cent of the unemployed population.¹² Moreover, 38 per cent of the country's 15 to 24 year olds are not engaged in education, employment or training. While the economy is growing rapidly, there has not been an equivalent rise in employment rates, particularly amongst those young people with limited skills. In addition, the information and communication technology literacy rate in Turkey is 42 per cent, compared to the European Union average of 62



(Photo Credit: Cisco)

¹² European Commission, Directorate-General for Employment, Social Affairs and Inclusion (2011). *European Employment Observatory Review: Youth employment measures, 2010*. Luxembourg: Publications Office of the European Union.



per cent. Together with the economic downturn, a decline in the number of people employed in agriculture has particularly affected low-skilled young men, and young women who have migrated from rural to urban areas. Their lack of basic skills makes them less able to respond to government interventions, such as active labour market policies. Concurrently, the information technology market in Turkey is worth US\$27.5 million, and is expected to grow by 8 per cent annually for the foreseeable future.

Objectives

For young people

- Improve the level of information technology expertise amongst young people
- Encourage volunteerism and allow young people to realize their full potential and gain skills through peer education and teaching others
- Develop the social capacities of youth, and help them participate in the new information-based global economy

For Cisco

- Foster information technology skills development among young people, who will form the future labour force
- Establish Cisco's core competencies – information technology, communications and global networking – as vital ingredients in the economy of this rapidly growing country
- Position Cisco as the leading provider of these services to the Turkish Government, academic institutions and the private sector
- Provide opportunities for employee engagement and pro bono volunteering

Processes

- Young people aged 16 to 25 from across Turkey participate in 40 to 50 hours of Cisco Networking Academy's IT Essentials Instructor training
- The trainers are also volunteers who are called "master instructors," and who are highly respected in the SPARK community and by their students
- The trainings are flexible and can take place during evenings and weekends to allow the young people to fulfill other commitments, such as their other studies, jobs or caretaking responsibilities
- SPARK volunteers are encouraged to develop relationships with local bodies such as government institutions, non-governmental organizations and universities, in order to benefit from the use of resources like computer labs
- When the training is complete, some candidates are invited to become volunteer instructors. This is based on their level of computer knowledge, letters of intention and resumes.
- Upon graduation, the instructors earn a graduation certificate from the Networking Academy that is valid globally. They are also given a SPARK Programme graduation certificate, signed by Cisco and its programme partners, the United Nations Development Programme, and Youth Association for Habitat. Instructors are further able to add tangible skills and experiences to their CVs.
- Following the Cisco Networking Academy curricula, these newly qualified peer educators hold 60 to 80 hours of classes with socio-economically disadvantaged youth in their community



- Volunteer instructors spend one-on-one time with each student, asking questions, encouraging participation, and providing guidance on homework and assignments. On average, SPARK peer educators dedicate more than 100 hours to training students.

The value of the in-kind contribution from Cisco to the Networking Academy programme in Turkey is approximately US\$8.9 million to date.

Results

- 2,200 young people have graduated from SPARK
- More than 75 young people have completed training to become peer instructors
- Young people's skills and career prospects are transformed, such that they become advocates for the programme with policymakers
- A strong sense of community is created, whereby alumni remain connected through networks such as Facebook and iPortal (a portal for Networking Academy Instructors)
- One of the advantages of peer-to-peer training is that young people feel more comfortable asking questions and actively participating in classes

A 2011 impact assessment found that:

- 92 per cent of participants stated that they used the information learned in the programme in their everyday life, and 65 per cent wanted to continue their information technology training
- 70 per cent of participants stated that they wanted SPARK to be duplicated and generalized
- 34 per cent of participants said that the SPARK training helped them find a job
- More than half of the participants strongly agreed that SPARK was beneficial to them in areas such as teamwork, time management, self-confidence and outlook, self-expression and improved understanding of social responsibility and volunteerism

"The volunteer training contributed a lot to my personal development. I continued to learn along with the participants, and together we solidified our knowledge. It is a great joy to learn while teaching. Following my IT Essentials training, I started to work in a small technical service company in Istanbul, and after my experience there, I became an intern for a major IT company." — Serdil Demir, SPARK Peer Educator

Challenges and the future

An early challenge for the programme was the fact that training content was only available in English. This was overcome, however, through the translation by Cisco of the Networking Academy IT Essentials curricula and final exams into Turkish.

Another issue was the need for communication amongst volunteer instructors around the country. It was important for them to be able to share stories and learn from one another's experiences. To address this challenge, SPARK now holds annual meetings at which volunteer instructors come together, share, learn and bond. The volunteers also now make active use of Facebook as well as iPortal groups, which create a sense of community.

While the programme continues to grow and to reach more young people, it is also developing in other ways. To date, all SPARK trainings have been for the Cisco Networking Academy IT Essentials curriculum, which enables people to become network technicians. In 2011, this will evolve so that the instructors can reach the Cisco Certified Network Associate (CCNA) level. These intensive trainings represent a major step in becoming a networking professional.



"I was visiting the SPARK training centre in Diyarbakır, which was a vibrant flat managed by the volunteer instructors, in the centre of the city, donated by the municipality. In the kitchen I saw this little cookie jar, and on the jar it said: 'Take some if you need, put in some if you have more than you need'. I think this summarizes the spirit of SPARK!" — Deniz Sungurlu, Cisco Networking Academy Programme Manager

Related resources

Recommendations on improving the labour market for young people in Turkey and Sweden

http://youth-partnership-eu.coe.int/youth-partnership/documents/EKCYP/Youth_Policy/docs/Employment/Policy/Inlaga-ENG-3.pdf

Case study of SPARK instructor Serdil Demir

www.cisco.com/web/learning/netacad/success_stories/studentImpact/DemirTurkey.html

Some information on SPARK from Youth for Habitat, one of the delivery partners

www.habitaticingenclik.org.tr/en/bilisimdegenc.asp

A detailed discussion on youth unemployment in Turkey, including female participation, the skilled and unskilled divide and urban-rural breakdowns

www.eu-employment-observatory.net/resources/reviews/NationalArticles/Turkey-YMRvw2010.pdf

The Facebook group for volunteer peer educators

www.facebook.com/bilisimdegenchareket

The implementing non-governmental organization partner, Youth Association for Habitat

www.habitaticingenclik.org.tr/en/



STARWOOD HOTELS AND RESORTS

Tackling employment and skills: Latin America

Breaking the cycle: enabling young people to gain professional and personal skills

Starwood Hotels and Resorts Worldwide, Inc., one of the world's leading hotel and leisure companies, gives young people from disadvantaged backgrounds the chance to break the ruinous cycle of unemployment and underemployment by providing youth with in-depth training and tangible work experience in the hospitality industry. The Youth Career Initiative (YCI) was first established in 1995 and is currently managed by the International Business Leaders Forum (IBLF). YCI brings together a number of traditionally competitive hospitality companies in order to share knowledge, develop policies and actively implement initiatives that will have a positive impact on young people. Starwood takes part in the YCI in a number of markets, one of which is Mexico.

Young people in Latin America make up 50 per cent of the region's unemployed population,¹³ which presents the possibility for increased violence, crime and rebellion, and poses a potential threat to the democratic values that have recently taken root. Mexico's youth unemployment rate is double that of adults, putting pressure on young people to either take up positions in the insecure underground economy, or to migrate to the United States. In recognition of this, the Mexican Government's response has included the launch of the Youth Employment Summit in 2004, and the First Employment Programme, which encourages companies to hire first-time job seekers. The results of these initiatives have been mixed, however, and have demonstrated the need for a cross-sectoral approach to address youth unemployment and underemployment. In recent years, Starwood has acknowledged this need and launched programmes aimed at engaging with young people.

Starwood first implemented these programmes in its Mexican hotels in 2008, beginning with the Sheraton Maria Isabel, and the W Mexico City. The impetus came from the International Business Leaders Forum's International Tourism Partnership, which brings together leading hospitality companies to demonstrate that social and environmental responsibility make good business sense. Under this programme, Starwood has displayed a serious commitment to all the young people involved, and to the Forum as a whole. Improvements have been made to the programme year after year, and it is now a core aspect of the hotels' operation.

Objectives

For young people

- Give young people the opportunity to improve their long-term employability and enhance their lifetime social and economic opportunities, by providing a structured programme that allows them to improve upon a variety of personal and professional skills
- Empower young people to make informed career choices, and to break the negative cycles of un employment and underemployment
- Offer relevant and tangible training opportunities within highly reputable hotel companies, which may lead to job opportunities inside or outside the hospitality industry

For Starwood

- Provide Starwood with a recruitment pipeline of high-quality, committed staff
- Enable Starwood to fulfil the strategic priority of enriching the communities in which they work by fostering opportunities for growth and development

¹³ Ha, Byung-jin and others. (2010). *Youth employment in crisis*. Discussion Paper, DP/201/2010. Geneva: International Institute for Labour Studies. Available from <http://www.ilo.org/public/english/bureau/inst/download/dp201.pdf>



- Broaden the range of personal and professional development opportunities for existing staff

Processes

- Local non-governmental and public organizations identify suitable candidates. The young people, typically aged 18 to 21, must have completed high school or its equivalent, and must have limited or no means to find, legitimate employment or to continue further in education.
- Young people undergo 750 training hours, with a combination of theoretical and practical instruction, including mentoring in life and work skills. Most of this teaching is carried out by senior managers and highly experienced hotel employees.
- 40 per cent of the programme is devoted to classroom-based training, and it includes sessions on job preparation, career development, personal finance and self-management, as well as transferable skills, such as telephone techniques, customer service and work safety
- 60 per cent of the training focuses on practical vocational instruction in over 15 hotel departments on a rotational basis, including culinary, events, maintenance and human resources
- Upon graduation, the Youth Career Initiative provides a certificate endorsed by all participating properties in the given location, as well as other supporting partners. Young people benefit from the value inherent to the approval of the top brands that are involved in delivering the programme.

Each participating Starwood hotel makes an important in-kind investment consisting of 24 weeks of on-duty meals and transport stipends, uniforms, training facilities and materials, as well as the time commitment of hotel staff and management in the organisation and delivery of training. Starwood also provides function rooms and banqueting support for key events such as graduation ceremonies.



Photo Credit: United Nations)



Results

- Surveys have shown that 85 per cent of young people who graduate from the programme either go on to gain employment in the hospitality industry or another industry, or pursue further education
- Participants experience a professional work environment for the first time, which makes a real difference in their overall attitude, confidence and aspirations
- Starwood associates gain experience as teachers and mentors, boosting their skills in project management and coaching, and increasing their engagement with their local communities
- Starwood gains an effective recruitment tool, as graduates of the Youth Career Initiative understand the hospitality business, and tend to be more loyal to the company
- Starwood is able to raise the profile of the hospitality and tourism industry by demonstrating a tangible, measurable and high-impact corporate social responsibility initiative that contributes to tackling social issues, and enables staff to connect with their local communities

"We have been equipped with the necessary tools and skills that will enable us to perform in an ever-demanding and competitive labour market. Once we are able to secure a job, we'll reap the benefits of all the effort that went into our education over the past six months." — Yhajaira Zúñiga Abrego, 2011 graduate of the Youth Career Initiative, Mexico City

Challenges and future plans

The young people involved must work hard and demonstrate commitment in order to make full use of this opportunity, as well as to overcome some of the inevitable challenges that arise. For example, many of the young participants are not yet used to a business environment with high standards of operation, and may struggle at the beginning of the programme with time management, responsibility, rules and discipline. Hotel staff members help these young people to adapt, and reinforce the key messages conveyed during the programme's orientation and soft-skills training sessions.

Starwood will extend this programme to its Westin Santa Fe Hotel in Mexico City in September 2011. There is also the possibility of further expansion within Mexico, including into Starwood's Cancun and Puerto Vallarta properties. The Youth Career Initiative is additionally planning worldwide expansion.

"YCI is an extremely worthwhile programme, which provides young people from disadvantaged backgrounds with life and vocational skills to give them better opportunities to survive." — Roeland Vos, President, Starwood Hotels and Resorts – Europe, Africa and Middle East

Related resources

The Youth Career Initiative website
<http://www.youthcareerinitiative.org/>

A fact sheet on the Youth Career Initiative
http://www.ilo.org/youthmakingithappen/PDF/11_International_Youth-Career-Initiative_26Nov07_.pdf

International Business Leaders Forum
<http://www.iblf.org/>



CONCLUSION

With the publication of this toolkit, we at Restless Development and the United Nations Programme on Youth hope to have provided a useful roadmap for effective collaboration and cooperation between youth and the private sector. We firmly believe that we must work to strengthen this important relationship if we are to achieve our broader socio-economic development goals, like the Millennium Development Goals.

Throughout, the toolkit has argued that for the private sector, partnering with youth makes sound economic sense. Firms should conceive of young people not only as appropriate corporate social responsibility targets, but also as co-stakeholders in the process of global development. Because today's youth displays unparalleled levels of creativity, energy and entrepreneurial spirit, the private sector would benefit from greater engagement with this large population group.

This should not suggest, however, that there are no active alliances between young people and the private sector. The case studies provide just a glimpse of the efforts that some companies and organizations are making to incorporate young people into both the present and trajectory of the world economy. It is our hope that these examples inspire and encourage companies to think creatively about how to involve and support young people. At the same time, and more importantly, they are intended to demonstrate the significant economic value that young people can add, a reality that often goes underestimated, or neglected entirely.

There is ample evidence to indicate that when young people are more engaged economically, particularly in the private sector, the benefits resonate throughout society. As such, it is incumbent upon today's private sector actors not only to harness the underutilized potential of youth, but also to spur the type of sustainable human capital development that will ensure a prosperous future for all.



ANNEXES

Annex 1: Case study: Un Techo para mi Pais (UTPMP) rallies the private sector



Un Techo Para Mi Pais (UTPMP) was founded in 1997 in Santiago de Chile by a group of Civil Engineering University students, along with Felipe Berrios SJ.

Mission: Un Techo para mi Pais (UTPMP) strives to improve the quality of life of impoverished families through the construction of transitional houses and the implementation of social inclusion programmes. UTPMP denounces the often-precarious realities presented by the slum neighborhoods that are home to millions of Latin Americans. UTPMP works to involve the general public in the building of a more united, poverty-free continent.

International presence: Argentina, the Plurinacional State of Bolivia, Brazil, Chile, Colombia, Costa Rica, the Dominican Republic, Ecuador, El Salvador, Guatemala, Haiti, Honduras, Mexico, Nicaragua, Paraguay, Peru, Uruguay and the Bolivarian Republic of Venezuela.

Volunteers: 400,000 youth volunteers across the region

Employees: 388 young professionals

Un Techo para mi Pais (UTPMP) is an international non-profit organization led by students and young professionals. Each day, the organization pools the resources, knowledge and volunteering spirit of an array of different actors in order to improve the lives of underprivileged families throughout Latin America and the Caribbean. By constructing transitional homes and designing social inclusion programmes, UTPMP works to stem the vicious cycles of poverty and socioeconomic inequality that have plagued Latin America for centuries.

Since its inception in 1997, Un Techo para mi Pais (UTPMP) has played a fundamental role in the construction of more than 78,000 homes for the region's marginalized and impoverished. Through volunteer-driven construction projects, the organization has set about raising the standard of living for thousands of the families that endure sub-standard housing conditions on the outskirts of large Latin American cities. Moreover, having relied upon the hard work of some 400,000 volunteers, and supported by international organizations such as Multilateral Investment Fund (MIF) of the Inter-American Development Bank (IDB), UTPMP has fostered an important new sense of social and economic stakeholdership among Latin Americans from all walks of life.

Apart from involving more than a quarter million individuals in the process of regional development, Un Techo para mi Pais (UTPMP) has also been able to form key, mutually beneficial partnerships with private sector companies. These relationships have not only proven beneficial for thousands of disadvantaged Latin Americans, but they have also brought about measurable gains for participating companies. This case study summarily explores how UTPMP has furthered region-wide development by facilitating multi-sectoral cooperation, to the benefit of firms, individual volunteers and local communities alike.

The UTPMP strategy: building private sector partnerships

In order for Un Techo para mi Pais (UTPMP) to carry out its agenda of reducing poverty and structural inequality in Latin America, the organization relies heavily upon the support of private companies, at both the local and



regional levels. UTPMP has been forging strategic partnerships with the private sector for nearly 15 years, and to date, it has developed alliances with such high-profile companies as: LAN, Chevron, Coca Cola, Banco Santander, S.A., Scotiabank, DHL, Bank of America, Merrill Lynch, JPMorgan, Chase & Co., Colgate-Palmolive, Celulosa Arauco y Constitución, S.A., Caterpillar Inc., Kellogg Company, and General Electric Company. These relationships are essential for the day-to-day operations of UTPMP, as private sector sponsorships and donations comprise as much as 80 per cent of the organization's annual operating budget.

Beyond offering direct financial support, however, firms also participate in the home construction and social inclusion projects of Un Techo para mi País (UTPMP) in a number of other ways. Employee volunteering forms an integral component of most UTPMP initiatives, and this type of partnership has been expanding quite rapidly in recent years. For example, as part of its initial alliance with UTPMP, DHL employee volunteers contributed to the construction of 10 homes in El Salvador, and they have since gone on to build 20 homes in both Guatemala and Uruguay.

Some partnering companies have also launched internal fundraising campaigns. Banco Santander, for one, contributes US\$500,000 annually to Un Techo para mi País (UTPMP), 80 per cent of which is funded through client and employee donations. Certain firms have donated a percentage of their sales from a specific product in order to support certain UTPMP projects, and others have offered their own services free of charge. These important contributions have included Simpson Thatcher & Bartlett's, and Akerman Senterfitt's pro bono legal representation, Deloitte's financial auditing, Young & Rubicam's advertising services, Burson-Marsteller's public relations assistance, and consultation from Boston Consulting Group.

While Un Techo para mi País (UTPMP) does receive backing from some individuals and international organizations, it is the private sector that truly forms the backbone of the organization's initiatives. Whether they make contributions in the form of financing, employee volunteering, logistical support, legal services or advertising, companies operating throughout the region are spearheading local development by working in concert with UTPMP.



DHL Employees volunteering for Un Techo Para Mi País. (Photo Credit: Un Techo Para Mi País)



Understanding the benefits of corporate participation in development

When businesses partner with Un Techo para mi Pais (UTPMP) to support development initiatives, the residual benefits are not felt solely by local impoverished populations. Rather, the process inevitably produces a number of other positive externalities, both social and economic.

At the firm level, companies such as LAN Airlines, DHL, and Arauco have buttressed their corporate social responsibility strategies by making Un Techo para mi Pais (UTPMP) one of their key beneficiaries. Even beyond corporate social responsibility, nearly all partnering companies have been able to strengthen their wider brand images by working on the ground to benefit Latin America's most vulnerable communities. Participation in local community development has allowed private firms to increase their overall appeal among current and future customers. Moreover, firms that have engaged their employees in UTPMP home construction programmes have witnessed a strengthening of inter-company teamwork, integration, communication and camaraderie.

Meanwhile, the private sector's many alliances with Un Techo para mi Pais (UTPMP) have also wrought gains at a broader level. There is little doubt that increasing social cohesion and reducing poverty and inequality make macroeconomic sense. Because most all Latin Americans struggling with poverty are forced to spend most all of their limited resources satisfying immediate their needs, like food and shelter, they do not have the option to invest their resources profitably, or to purchase many value-added goods or services. Understanding that there is a diminishing marginal utility of wealth is an important first step for all economic actors to take towards addressing this issue.

In this sort of context, firms miss out on the purchasing power of a large customer base. The private sector undoubtedly has a vested interest in reducing poverty and inequality, especially if it hopes to broaden its market share while enjoying the stability afforded by steadily increasing growth rates. It should not be considered coincidental that in Brazil, for example, recent years of great economic growth have been accompanied by steady reductions in most all indicators of inequality.



Annex 2: Other Global Compact platforms

Business Call to Action (BCtA) is a multi-stakeholder, global partnership that challenges companies to adapt business models and apply their core competencies in innovative, commercially viable ways to accelerate progress towards the Millennium Development Goals (MDGs). BCtA provides its members with opportunities to share expertise, knowledge, and best practices for market-based approaches to development; advice and linkages with companies, donors, and other key stakeholders; and access to a high visibility leadership platform.

Local Networks advance the Global Compact and its principles within particular geographic contexts. They perform important roles in rooting the Global Compact within different nations and cultures, and help to manage the organizational consequences of the initiative's rapid expansion.

The over 90 Local Networks throughout the world conduct awareness-raising events, provide guidance and training programmes and convene multi-stakeholder events to address relevant regional development concerns.

The Women's Empowerment Principles area set of seven principles offering practical guidance to businesses on how to empower women in the workplace, marketplace and community. The MDGs emphasize the important role of equal opportunity and full participation by women in society to development. The Principles seek to point the way to best practice by elaborating the gender dimension of good corporate citizenship and business' role in sustainable development. They also aim to guide business' interaction with government, civil society and other stakeholders in their work on gender equality.

Caring for Climate is a voluntary and complementary action platform that provides a framework for business leaders to advance practical solutions and help shape climate change policy as well as public attitudes. Recognizing that ensuring environmental sustainability is addressed by the MDGs, Caring for Climate offers an interface for business and governments at the global level, with the aim of transcending national interests and responding to the global nature of the issue with pragmatic business solutions.

The CEO Water Mandate is a public-private initiative designed to assist companies in the development, implementation and disclosure of water sustainability policies and practices. It is increasingly clear that lack of access to clean water and sanitation in many parts of the world causes great suffering in humanitarian, social, environmental and economic terms, and seriously undermines the UN development goals. The CEO Water Mandate recognizes that the business sector, through the production of goods and services, impacts water resources – both directly and through supply chains.

Guidance on Anti-Corruption Reporting provides practical guidance on a broad set of reporting elements and is rooted in existing reporting practice. Corruption is recognized to be one of the world's greatest challenges. It is a major hindrance to sustainable development, with a disproportionate impact on poor communities. This practical resource will become integral to scaling up efforts in the fight against corruption.

Business and Peace initiatives of the Global Compact focus on enhancing the capacity of the private sector to make a positive contribution to peace and development. Conflict-affected countries around the world are the furthest behind in achieving the MDGs and yet a prerequisite for development progress is peace and stability. The Global Compact provides participants with a platform for sharing experiences and lessons-learned with a view to assisting companies in implementing responsible business practices in conflict affected and high-risk areas consistent with the Global Compact ten principles. Recently launched resources in this area include the report "Guidance on Responsible Business in Conflict-Affected and High-Risk Areas: A Resource for Companies and Investors" and "Doing Business While Advancing Peace and Development



The Global Compact is also currently working together with UNICEF and Save the Children on an important new initiative. They intend to launch a set of principles, the Children's Rights and Business Principles, which will help bring private sector, civil society and governmental actors together to become a more positive force for children around the world.

Source: United Nations Global Compact (2010). A global compact for development. New York: United Nations. June.



Annex 3: Additional resources

Ashley, Caroline (2010). Accelerating progress towards the Millennium Development Goals through inclusive business: achieving impact, moving towards scale. New York. Available from http://www.unglobalcompact.org/docs/issues_doc/development/Delivering_Results_Moving_Towards_Scale.pdf.

Barrington-Leach, Leanda, and others (2007). Investing in Youth: an Empowerment Strategy. Bureau of European Policy Advisers, European Commission. April.

Chabaan, Jad (2010). Costs and benefits from investing in youth in the CARICOM Member States: a quantitative assessment of the youth development strategy, manuscript.

Committee on Integrating the Science of Early Childhood Development. Shonkoff, Jack P. and Deborah H. Phillips, eds. (2000). *From Neurons to Neighborhoods: The Science of Early Childhood Development*. Washington, D.C.: National Academies Press.

Cunningham, Wendy and others (2008a), Youth at risk in Latin America and the Caribbean: understanding the causes, realizing the potential. Directions in Development, human development. Washington, D.C.: World Bank.

Cunningham, Wendy and others (2008b). *Supporting youth at risk: a policy toolkit for middle-income countries*. Washington, D.C.: World Bank.

Hempel, Kevin and Wendy Cunningham (2010). Investing in your country's children and youth today: good policy, smart economics. Child & Youth Development Notes, vol. IV, No. 1 (August). Washington, D.C.: World Bank.

International Labour Organization. The ILO and Corporate Social Responsibility (CSR). ILO Helpdesk, No. 1. Available from http://www.ilo.org/wcmsp5/groups/public/@ed_emp/@emp_ent/@multi/documents/publication/wcms_116336.pdf.

Knowles, James C. and Jere R. Behrman (2005). The economic returns to investing in youth in developing countries: A review of the literature. HNP Discussion Paper. Washington, D.C.: World Bank, January.

La Cava, Gloria; Carine Clertand Paula Lytle (2004). Investing in youth empowerment and inclusion: a social development approach. Social Development Paper, No. 60 (February). Washington D.C.: World Bank.

Larsen, Julie (2010). The case for investing in young people as part of a national poverty reduction strategy, Second Ed. United Nations Population Fund.

United Nations (2000). United Nations Millennium Declaration. 18 September. General Assembly resolution 55/2. Available from <http://www.un.org/millennium/declaration/ares552e.htm>.

United Nations (2007). Report of the Secretary-General on enhanced cooperation between the United Nations and all relevant partners, in particular the private sector. 14 September. A/62/341. Available from http://www.unglobalcompact.org/docs/news_events/9.1_news_archives/2007_11_08/Towards_Global_Partnerships_2007.pdf.

United Nations Development Programme. Private Sector Focus Area.



http://www.undp.org/poverty/focus_private_sector.shtml.

United Nations Global Compact. Business for Development Guidance Material. Available from http://unglobalcompact.org/Issues/partnerships/Guidance_Material_Partnerships.html.

United Nations Global Compact. UN / Business Partnerships Guidance Material. Available from http://unglobalcompact.org/Issues/Business_Partnerships/tools_publications.html.

United Nations Office for Partnerships
<http://www.un.org/partnerships/>.

World Bank (2006). *World Development Report 2007: Development and the Next Generation*. Washington, D.C.: World Bank.

Youth Employment Network, Office for West Africa (YEN-WA) (2009), Building the case for business collaboration on youth employment: good practice from West Africa, Dakar: YEN-WA. Available from www.ilo.org/public/english/employment/.../the_business_case_for_ye.pdf.



Annex 4: United Nations publications

The following publications are useful for enhancing understanding of youth development and serving as tools to support related work.

United Nations, Department of Economic and Social Affairs, Division for Social Policy and Development, Programme on Youth (2010). World Programme of Action for Youth. New York, New York. Available at:

<http://www.un.org/esa/socdev/unyin/library.htm#publications>.

This publication was prepared in response to numerous requests by youth non-governmental organizations, youth policy practitioners and young people for a ready reference to the World Programme of Action for Youth, its 15 priority areas and their corresponding proposals for action. It also includes the means for implementation at the national, regional and international levels.

United Nations, Department of Economic and Social Affairs, Division for Social Policy and Development, Programme on Youth (2010). Guide to Youth Delegates to the United Nations. New York, New York. Available at:

<http://www.un.org/esa/socdev/unyin/library.htm#publications>.

The purpose of the guide is to provide Member States with information on national youth delegates to the United Nations and practical guidance on developing youth delegate programmes. The Guide presents the many avenues through which young people may take part in the work of their national delegations, including some examples of how Member States have enabled youth participation in the United Nations.

United Nations, Department of Economic and Social Affairs, Division for Social Policy and Development, Programme on Youth (2007). World Youth Report 2007. Available at:

<http://www.un.org/esa/socdev/unyin/library.htm#publications>.

The report provides a regional overview summarizing the major youth development trends in the fifteen priority areas of the World Programme of Action for Youth and explores major issues of concern to youth development, including employment, education, health, poverty and violence.

United Nations (2005). Report of the Secretary-General on global analysis and evaluation of national action plans on youth employment. 19 July. A/60/133.

This report was prepared in response to General Assembly resolutions promoting youth employment and for supporting policies and programmes involving youth.

United Nations, Department of Economic and Social Affairs, Division for Social Policy and Development, Programme on Youth (2006). Guide to the implementation of the World Programme of Action for Youth. New York, New York. Available at: <http://www.un.org/esa/socdev/unyin/wpayguide.htm>

This Guide focuses on what Governments can do to implement the World Programme of Action for Youth. It looks at mechanisms and specific policies that may enhance the political, cultural and socio-economic opportunities for youth.

United Nations, Department of Economic and Social Affairs, Division for Social Policy and Development Programme on Youth (2005). Making Commitments Matter: A toolkit for young people to evaluate national youth policy. New York, New York. Available at: <http://www.un.org/esa/socdev/unyin/untoolkit.htm>

This toolkit provides a starting point for determining what Governments and civil society have done to better the lives of young people. In addition to providing methods for evaluating progress, the toolkit also contains concrete tools to further related work.

