

Youth to Youth Version 2 (Y2Y2)

What

The Youth to Youth Version 2 (Y2Y2) is designed to assist youth to create new jobs for themselves where there are few good jobs offered in the labour market. It is an entrepreneurship and employment model that is based on work done by the ILO and its partners who developed the original Youth to Youth model (Y2Y) and piloted projects in 9 countries over 7 years for over 9000 African youth and generated approximately 3500 long-term good jobs.

Y2Y2 is an iteration of this model and takes into account the ILOs experience and reflection's along with the World Vision operating models, capabilities and typically its established national footprint.

Y2Y2 maintains the same principles as the original ILO model¹:

1. To build the capacity of youth-led organizations and enable youth to move from being passive recipients to become active participants in the promotion and creation of youth employment.
2. To facilitate the testing of new innovative ideas and approaches that enable young people to gain experience and decent employment as start-up entrepreneurs.
3. To learn from lessons and significantly expand on approaches and innovative business ideas that work.

Why

In most countries, especially developing ones there are simply not enough jobs for youth entering the workforce and many of the jobs that are available are not good jobs. Not good meaning that they are part time, casual, temporary, seasonal, underpaid or involve migration. In the competition for existing jobs, preference is mostly given to over qualification, such as Masters Degrees and or to candidates who have some prior work experience. It is a Catch 22. If you don't have experience you can't get a job and you can't get experience if you don't have a job. Job matching programs are generally expensive and don't generate an increase in net jobs. Training for individuals on its own does not increase the job pool and individuals lack the attitudes or knowledge to start a small business on their own.

The Youth to Youth Version 2 (Y2Y2) is designed to assist youth to be part of a solution and to create new good jobs for themselves.

How

There is an extensive promotion to reach existing youth clubs and groups and advise them of the opportunity to turn their club into a business group or cooperative. And that they can enter a supported competitive process to gain access to a "package" of resources. This package

¹ The Youth to Youth Fund in West Africa Report; United Nations Industrial Development Organization and the Youth Employment Network, *Tendai Pasipanodya, Sharon Kennedy, Manuel Mattiat, Boubacar Diallo*(August 2011)

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would generally cost between \$20,000 – \$30,000 for an 18 month period and include some kind of startup resources of between \$5000 – \$10,000

The total package is made up of:

1. **Business training** including soft skills and legal knowledge
2. **Technical training** specific to the idea that they have come up with.
3. Support and assistance for **registration** their entity and meet local and national legal requirements
4. Development of a full **business plan**
5. Assistance with developing and implementation of a **marketing plan** including networking, trade fare engagement etc
6. Intensive support and **business counselling** over an extended period
7. **Monitoring** of progress and coordination of the elements
8. A **seed grant** that may include a mixture of machinery, supplies, materials, or working capital

The steps in the process are:

1. Decision as the geographic area in focus
2. Preparatory reconnaissance by paid fulltime Project Assistants of groups, resources and opportunities
3. Promotion of the project widely within communities to attract Skye Clubs and other youth clubs, groups and associations
4. Select an expert panel of professionals to review proposals
5. Accept application templates from as many Groups as possible
6. Conduct prescreening of proposals and choose approximately double the final number sought.
7. Conduct a week long mentoring event to assist each group refine their proposal for judging.
8. Successful proposals should be based on:
9. A viable idea and business model
10. Evidence of market demand
11. Case for why the group has the requisite capabilities
12. Demonstration of common goals and intents of the group
13. Requisite social intelligence for group sustainability and external communications
14. Selection of Final Groups (FG)
15. Each final group is supported with a specific “package”, tailor made for their proposal , overseen by one Project Assistant (PA)
16. Each Project Assistant can manage 5 Final Groups
17. General business training can be delivered by internal or external training providers
18. Technical training would typically be outsourced to specialists.
19. Coordination including the arrangement of venues, along with the coordination of the overall package is overseen by a coordinator who can manage the needs of no more than 7 Final Groups.

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20. FG's receive intensive, (sometimes daily) mentoring by the PA over around a 9 - 12 month period and then less intensive but consistent monitoring and support for at least another 6 months (18 months total)
21. At approximately the 12 month point there is a formal "Graduation" for each FG where there is a formal handover from any ongoing formal connection with the programming. For example any assets held in trust are returned, loans repaid, formalized or forgiven, or guarantees by the program to support start up like property leave guarantees are normalized.

Possible variations to the core model above:

Options for seed or resource funding of Final Groups:

- Cash grant
- Loan at regular interest
- Loan at subsidized interest
- Profit sharing based on success
- Materials given in-kind
- Partial repayment
- Microfinance, with or without 'project' guarantee
- Members make some kind of upfront co-payment contribution
- Membership fee
- Purchase main asset from profit
- Lease machinery to buy/hire purchase
- Financial partnerships/investments with local or overseas investors (angels – al la sharks tank or dragons den)

Options for Proposals:

- Can be call for addressing local issues with sustainable business solutions – eg reforestation, trash, childcare, issues with road maintenance.
- Participants themselves could increase participation and learning by voting on the proposals (with or without experts) and selecting the top 20 or top 10.

Options for Support:

Can use the process to create value beyond the Final Groups. So for example if there were 100 initial applications and from these 50 were promising from which 20 shortlisted and 10 chosen to receive the package. There could be an international effort to provide support at different levels to all 50. For example only 10 receive the full package including seed funding, 10 are given intensive support on their business plans, and 30 are provided with ongoing mentoring.

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History

The Youth to Youth Fund was developed as a grant scheme for youth-led² development developed by The United Nations Industrial Development Organization (UNIDO) and the ILO auspiced, Youth Employment Network.

The Fund was initiated as a laboratory of ideas that come from youth – from beginning to end – and promote local economic development. The Youth to Youth Fund focused on learning lessons of hundreds of youth employment programmes consolidated through the ILOs Youth Employment Inventory to create greater impact on the outcomes of young people's lives. At its core, the Fund was aimed at meaningful youth participation. By seriously engaging youth in finding solutions, significant value can be added to the youth employment challenge. The Fund enabled youth-led organizations to come up with innovative youth employment projects that target young people aged 15 - 35 years.

Due to the fact that most of the projects are targeting necessity entrepreneurs rather than opportunity entrepreneurs, organizers encouraged the grantees to help their beneficiaries to form cooperatives. This way, they can pool their competencies, resources and risk.

The Fund offered grants and capacity-building support to youth-led organizations that had innovative youth employment proposals. The youth-led organizations were selected through a grant competition that was open to all registered non-profit and youth-led organizations. During the grant competition, innovative youth employment project ideas are screened in three rounds of selection and those which are most likely to lead to a new and viable business idea are ultimately funded.

The selected grantees received funding as well as capacity-building support and training on project design and implementation. During the capacity building training seminar for finalists, specialist staff ensured that the project proposals were sufficiently comprehensive and viable. The process selected projects that aimed for a young person to go into the funded project and come out with a decent and long term job rather than just a skill which may lead to a job. In addition, there was a network of project assistants in each region that support and monitor the organizations as they implemented their projects.

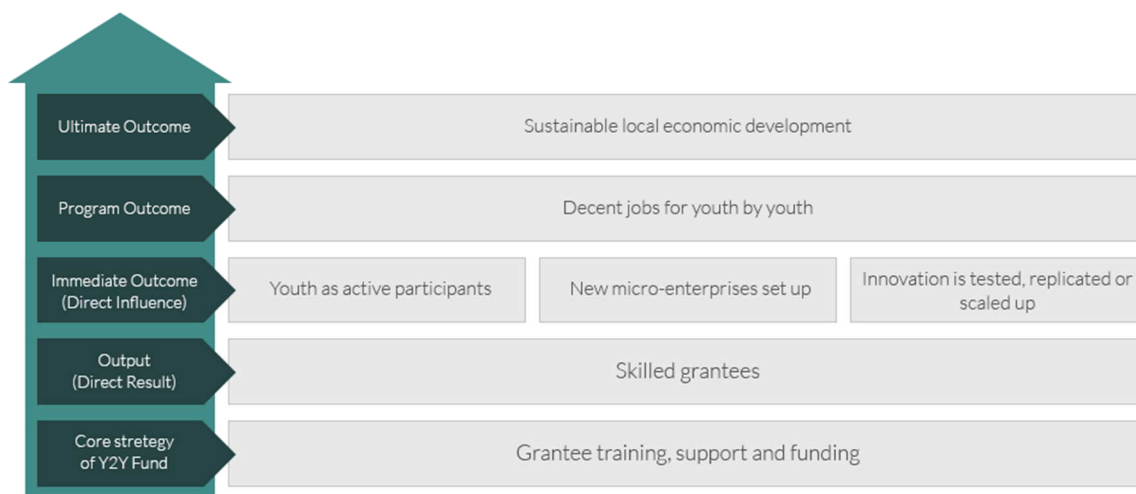
The grantees typically provided their final beneficiaries with a comprehensive training programme that includes soft skills, technical skills and entrepreneurship. Successful projects were also supported by a network of project assistants who work to monitor the projects and serve as a first point of contact for the grantees and as an early warning system in the case of problems with projects implementation. They help the projects start up the micro-enterprises by endowing them with the tools and materials to begin their business.

² By “youth-led” organization, we mean an organization in which young people aged between 15 and 35 represent the majority of the management and/or decision-making body (i.e. trustees' board, board of directors, management team, etc.) as well as the majority of members or employees.

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The Youth to Youth Fund was originally piloted in West Africa as a joint programme of the Youth Employment Network (YEN) and United Nations Industrial Development Organization (UNIDO) and was aimed at enabling youth-led organizations to actively participate in employment generating projects for young people.

The pilot round of the fund was launched in December 2008, in the four countries of the Mano River Union (MRU), namely Côte d'Ivoire, Guinea, Liberia and Sierra Leone. It was funded by the Government of Japan, the World Bank and Swedish SIDA as part of the "Multi-stakeholder Programme on Productive and Decent Work for Youth". The success of the pilot round of the Fund led to subsequent rounds of the programme in Guinea, through the support of the United Nations Peace Building Fund (PBF), the International Olympic Committee and the World Bank and in Sierra Leone, through the support of the German Federal Ministry for Economic Cooperation and Development (BMZ) and the Austrian government. YEN has also expanded the programme to East Africa, in Kenya, Tanzania and Uganda through the support of the Danish-led Africa Commission.



8 GUIDING PRINCIPLES

These 8 guiding principles listed below are there to guide the Fund manager and the rest of the team in making decisions on the implementation of the Y2Y Fund.

1. Innovation

The Fund seeks to promote innovative projects; these are projects that introduce a new approach, process, or technology that has the potential to enable youth to create viable enterprises.

2. Viable business ideas

All entrepreneurship projects supported by the Y2Y Fund should ensure that they fund viable business ideas. Business ideas should not be set up in saturated markets, a market study must

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be carried out and a clear case for demand should be established. Viable businesses that are in a niche market or provide enterprise solutions to development challenges are encouraged.

3. Replicability

The Fund aims at identifying solutions that can be replicated by other organizations in other countries and regions.

4. Test and understand funded ideas

The fund operates as an idea laboratory. The aim is to fund small pilot projects that have significant potential to create employment. During the implementation phase it is crucial for the fund staff to be continually assessing and documenting to what extent and under which circumstances an idea can create sustainable decent jobs. Enabling and prerequisite factors for a projects success should be noted as well as factors that are likely to hamper progress and potential solutions.

5. Meaningful youth participation

ILO believes enabling youth to becoming active participants in tackling the youth employment challenge can have significant benefits and increase progress in this area, therefore the Fund gives young people a chance to come up with solutions to the problems they themselves and their peers encounter. Proposals are to come from young people. The proposals also have to target young people.

6. Decent and sustainable jobs for youth

The ultimate goal of the Fund is to create decent and sustainable employment for young people. Where a choice arises to either create many temporary jobs versus fewer long term jobs, the Fund would favor creating fewer long term jobs.

7. Strengthening youth-led organization's capacity

The fund aims to significantly increase the organizational capacity building of youth led organizations. This is done through the theoretical training and the practical experience of implementing the project with the support and guidance of the Fund staff. The Fund hopes to offer the youth led organizations one of their first large grants and help them become stronger so that they are ready to move onto greater projects after their year as Y2Y Fund laureates.

8. Young women's participation

The Fund seeks to ensure that young women are well represented in the funded projects both at the youth led organization (grantee) level and the end beneficiary level. This goes beyond just ensuring that young women are targeted by projects. Instead this includes taking into account the various barriers that may prevent young women from successfully accessing the opportunities the Fund creates and ensuring that necessary allowances are made to remove or reduce these barriers.

(The history , graphics and guiding principles above (pages 4-6) have all been copied and in some cases slightly edited, from the Y2Y Toolkit: <http://www.y2ytoolkit.org/>