GLOBAL COMMUNITIES’ APPROACH TO WORKFORCE DEVELOPMENT

Global Communities is an internationally recognized leader in workforce development thanks to our uniquely successful approach which facilitates systemic change by fostering lasting business relationships between the private-sector, training providers and other stakeholders to build sustainable demand-driven new training capacity within existing institutions. By promoting private sector driven change, and by working through and building the capacity of existing institutions rather than offering stand-alone training products, Global Communities’ workforce development programs are distinguished by:

- Training offerings that are highly responsive and relevant to current and evolving private sector needs.
- A high degree of post-program sustainability based on the institutionalization of new linkages between the private sector, training providers and other stakeholders.

Assessment Phase

A Workforce Gap Analysis identifies private sector manpower needs and trends, entrepreneurial opportunities, and gaps in local training provider offerings. The analysis is conducted in consultation with the private sector, training providers, government, local chambers of commerce and other stakeholders, many of whom are subsequently recruited to support and carry out program activities under the “Implementation” phase described below. Through this analysis and in consultation with program stakeholders target sectors are identified. A gap analysis may be carried out at different times throughout the life of the program to ensure program activities meet the needs of the evolving labor market.
Implementation Phase

To bridge the gaps in workforce supply and demand, Global Communities initiates implementation with the formation of sector specific committees. These committees, composed of employers, training providers and government, serve to improve sector alignment and coordination. A key to program success is the buy-in and active participation of the private sector. By providing a leading role to employers actively seeking employees, we effectively align program activities to meet the current and evolving labor demands for the private sector.

Through the inclusion of local government officials in these committees, we help facilitate strategic thinking and planning on the policies needed to improve the overall business and investment climate to help employers grow and create more jobs. Most importantly, robust and enduring partnerships are formed through committee participation ensure that the momentum created by Global Communities workforce development programs achievements continue indefinitely beyond the life of the programs. Global Communities spurs committee engagement and facilitates the following program activities:

Realigning Curricula: Businesses work directly with training institutions to develop and expand training offerings to meet the technical skills, literacy and numeracy education requirements of the labor market. This approach has two results—employers who are invested in the program and jobseekers that have been trained based on employer needs.

Our programs also offer a component for individuals who are more suited to self-employment providing business management, finance, market development and other entrepreneurship-related training skills classes. To complement technical curricula, local NGOs provide life and soft skills training to assist participants in their development.

In the interests of sustainability, Global Communities places a special emphasis on working with training partners on ways to finance their expanded offerings through a combination of employer support, modest user fees, etc.

Workforce Engagement and Screening: Global Communities designs targeted sensitization and marketing campaigns to promote training and skills development opportunities for ideal program enrollees. We develop screening criteria, with input from the private sector, to identify the potential trainees appropriate for and interested in the program. Additionally, potential trainees may be screened by lead businesses and local NGOs to ensure they possess certain basic work and life skills to be successful. Mobilization and enrollment take place throughout the life of the program.

Opportunity Linkages: Global Communities promotes internships, apprenticeships and mentoring relationships for on-the-job learning and skills development, provides job placement services and facilitates business linkages and referral networks. Wherever possible, we help our partners match program enrollees with mentors to help them navigate the job search process, understand career paths, and develop career goals and realistic expectations. For new entrepreneurs, Global Communities helps partners offer more intensive mentorship over a longer period of time, including special help in identifying and targeting new capital and markets.
Impact Evaluation: To achieve maximum impact, our program can be adjusted based on continuous monitoring and evaluation of all components. Partners, stakeholders and program enrollees are also involved in monitoring. Global Communities teams monitor the performance of trainees going on to internship or employment through scorecards provided by their employers, enabling continuous assessment of the program's impact and successes. Importantly, all of the feedback is used to make ongoing adjustments to ensure maximum program effectiveness.

GLOBAL COMMUNITIES

Since 1952, Global Communities has been a worldwide leader in bringing together communities, government, and the private sector in expanding employment and economic development opportunities for youth, the poor, conflict-affected, food-insecure, and other vulnerable and at-risk groups. Today, Global Communities manages $522 million in programs: 54 diverse initiatives in 21 countries, including several major workforce development projects active in nine countries in Africa, Asia, the Caribbean, the Middle East and South America.

Caterpillar Foundation MENA Youth Empowerment Strategy: The $4.5 million program prepares vulnerable youth in Jordan, Lebanon, and Yemen for the labor market and job placement.

John Deere Foundation Samruddhi Program: The $3.4 million program includes vocational training to villages around John Deere operations in Pune, Dewas and Sirhind, India.

John Deere Foundation Sowing Futures: The $3.1 million program in Brazil matches vocational training with life skills and job-readiness training for at risk youth.

BHP Billiton Sustainable Communities ANDA Program: The $28.6 million program in Colombia includes a component which provides subsidized internships, CV writing and presentation skills training to those outside the labor market seeking re-entry.

American Red Cross Neighborhood Reconstruction Program: The $9.5 million program in Haiti established a masonry training center and employment opportunities in development projects.

USAID Higa Ubeho: As part of the $50 million program Rwandan youth are provided access to technical and vocational training, life skills and workforce entry support and links to internship.

Global Communities is an international non-profit organization that works closely with communities worldwide to bring about sustainable changes that improve the lives and livelihoods of the vulnerable. Development is not something we do for people; it is something we do with them. We believe that the people who understand their needs best are the people of the community itself.

Please visit our website at www.globalcommunities.org for more information.