

Workforce Development

Preparing the next generation for the workforce worldwide



Global Communities' workforce development approach is demand-driven, focusing on market-led employment opportunities and entrepreneurship. We work with the private sector to customize technical training programs, provide soft skills and entrepreneurship training, and place trained youth in internships and apprenticeships for on-the-job learning and skills development.

Comprehensive workforce needs assessments ensure that interventions equip the unemployed with the skills needed to meet real workforce opportunities. Global Communities' approach to workforce development is also flexible and responsive, facilitating the development of short and long-term training opportunities in partnership with private firms, governmental and non-govern-

mental local vocational training providers, as well as addressing entrepreneurship opportunities for those who choose self-employment. Our interventions are designed to be comprehensive, including technical skills training, literacy and numeracy education, life skills building, and business management training for the unemployed, and curriculum development, capacity building in placement services, and facilitation of private sector linkages for workforce development providers.

West Bank

In the West Bank, Global Communities has been supporting workforce development for young engineers since 2007. First introduced under the **USAID**-funded Emergency Jobs Program and continuing under the Local Government and Infrastructure initiative, the Engineering Fellows Program helps recent engineering/architecture graduates gain practical, on-the-job work experience designed to help them successfully enter the job market. On-the-job and workshop training includes design preparation, site supervision, quality control and assurance, GIS mapping, labor intensive construction methodologies, incorporation of building features for disabled access and utilization, urban planning, construction management, engineering software programs, green building, and environmental impact assessments.

The program also provides a unique entry point for female engineers into the male-dominated construction sector. As a result of Global Communities' flexibility and responsiveness to female interest in the program, female-friendly adaptations were made which increased women's participation, including arranging formal transportation to and from work sites, pairing female Fellows for joint supervision and ensuring access to female sanitary facilities at work sites.



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Jordan, Lebanon and Yemen

While the unprecedented transitions taking place in the Middle East and North Africa (MENA) have been stimulated by the activism of youth seeking a better future for themselves and their societies, the region has the highest youth unemployment rate in the world, estimated in 2010 at 25% overall, and 30% for young women. Through the MENA Youth Empowerment Strategy (MENA-YES), Global Communities, in partnership with the **Caterpillar Foundation**, has launched a three-year, \$4.5 million program to prepare vulnerable youth in Jordan, Lebanon, and Yemen for the labor market and job placement. Youth are receiving demand-driven vocational training, business and entrepreneurship training, as well as internship and apprenticeship opportunities.

The partnership emphasizes building solid linkages with the private sector and potential employers to determine the precise nature, scale and timing of needed skills to ensure placement of youth trainees. By collaborating with the Caterpillar Foundation and by building upon its Global Communities' 15-year presence in the region, we aim to provide nearly 2,000 youth with demand-driven training. Youth are also receiving training in financing, market development and business management skills in order to promote entrepreneurship and self employment.

The program is being implemented in phases, beginning with identifying target industries and sectors with employment opportunities and building relationships with the private sector. It is creating linkages between the private sector and training institutions to ensure that youth are trained in the skills that are needed in each industry, and training and placement will increase throughout each year of the program.



Training in the repair and maintenance of hybrid cars is just one of the trades being offered under the MENA-YES program. Other trades include: hospitality and tourism, food preparation and culinary arts, solar panel installation, wiring, refrigeration, tailoring and advanced sewing, video game development and computer applications.



Colombia

Together with **BHP Billiton Sustainable Communities (BSC)**, Global Communities developed the ANDA program, a \$28.6 million, five-year program specifically designed to address the needs of internally displaced persons and vulnerable communities to complement poverty reduction efforts by the national government. ANDA, a Colombian Spanish word meaning “to go forward” and an exclamation of positive surprise, is targeting poor communities in seven municipalities in the department of Cordoba, northern Colombia.

Decades of conflict have left these areas impoverished and without access to vital public services such as health care, water, sanitation, and education, as well as economic opportunities. The program

provides training to individual entrepreneurs and business associations, such as in sales, business management and competitiveness, as well as, providing subsidized internships, CV writing and presentation skills training to those outside the labor market seeking re-entry. At the end of its five-year span, the program aims to have assisted 59,000 of Colombia's most vulnerable people.

India

With funding from the **Bill & Melinda Gates Foundation**, Global Communities supported an initiative to connect India's informal labor sector workers to jobs using cellular technology. In 2008, Global Communities met with LabourNet, a Bangalore-based social enterprise whose goal is to help informal workers access jobs, services and other benefits. LabourNet uses mobile technology, such as automated, multilingual SMS messaging, GIS and GPS applications, to announce daily job openings. It also provides access to training, skill certification and services such as banking, health insurance, identification cards and other social benefits which are often impossible to access for the estimated 400 million informal workers across India.

Recognizing the promise of their innovative business model, Global Communities began working with LabourNet to build their capacity. Initially, the start-up had registered 3,000 workers. At the end of our four years, they had registered 44,000 workers. Global

Communities' grant funding and technical support gave LabourNet the flexibility to take risks, fine tune their business model, and professionalize their systems to enable them to scale up. To date, LabourNet operates more than 50 centers throughout India, all of which operate on a fee-based sustainable enterprise model, and has trained more than 100,000 informal sector workers.



Sandhya Vishal Ghatge (center) is a graduate of the beauty and hair care course set up by LabourNet. Her husband works in a factory, and she now plans to start her own beauty parlor using her new skills to increase their household income.

With funding from the **John Deere Foundation**, Global Communities' Samruddhi Program is working to extend vocational training to villages around the John Deere factory in Pune. The communities in this peri-urban landscape, where almost 300 factories are now located, are experiencing a dramatic increase in manufacturing and industrial activity. To meet the increased demand for skilled workers, Global Communities once again partnered with LabourNet to set up a training center and provide vocational training to the villagers. LabourNet also brought additional value-added partnerships with private companies like **Schneider Electric** and **Godrej Consumer Products**, who helped set up and certify the training materials and curriculum.

Brazil

Global Communities, along with the **John Deere Foundation** and the **John Deere Brazil Foundation**, are working in partnership to identify opportunities for expanding community development activities that catalyze meaningful change for communities in need located near John Deere's Brazil operations. The Sowing Futures program will help vulnerable communities in Horizontina measurably improve their economic and social well-being. The mission of this three-year program is to build the capacity of communities and local institutions to prioritize needs and mobilize resources that improve socio-economic conditions, particularly for at-risk youth.

This will be accomplished by partnering with the private sector, vocational training associations, local government, universities and local chambers of commerce to undertake a workforce gap analysis to identify growth sectors and firm requirements for technical skills and vocational training needs, with attention to gender, age, and ability differences; determine the gaps between labor demand and existing skillsets and vocational training curriculums, equipment and technology offerings; and work with partners to close gaps. Global Communities will team up with Brazilian vocational training institutes and government subsidized training programs to provide Sowing Futures program participants with demand-driven skills. Whereas many programs focus on just technical skills training, the Sowing Futures program will match vocational training with life skills and job-readiness training for at risk youth. We will also facilitate partnership agreements with firms for participants to obtain on-the-job training and internships.

Based on the workforce gap analysis results, Global Communities will explore opportunities with partners to create social enterprises or work with existing SMEs to offer apprenticeship opportunities to aspiring entrepreneurs. Lastly, the program will provide mentorship and psychosocial support during the first several months of employment to work with firms who are committed to providing employment opportunities for at-risk youth and other vulnerable participants.



Rwanda

In Rwanda, as part of the **USAID** Higa Ubeho program, Global Communities is facilitating access to technical and vocational training for Rwandan youth, providing them with life skills and workforce entry support, and linking them with internships in the private sector. In partnership with the Rwanda Workforce Development Agency, using information from the National Skills Audit and consultations with key stakeholders, Global Communities identified skills gaps in eight marketable trades and selected Technical and Vocational Training (TVET) institutions to provide training. Technical courses are complemented with career counseling, study tours to local businesses, life skills training, and assistance with workforce readiness, including training in professional communication, preparing curricula vitae, and interviewing skills. To facilitate increased job placement, partnerships have been developed

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with the private sector to provide youth with industrial attachments.

To more efficiently select and place students in the most appropriate programs, Global Communities developed a database using open source software, which for the first time established a comprehensive list of all the schools in Rwanda offering technical training, the types of trades being offered and the applicants interested in training. During the first year of the program in 2010, 200 students were assisted in completing TVET programs. Due to the increased efficiency of having a centralized database, in 2014, 2,777 students received scholarships and support to complete TVET courses. To date, the program has supported more than 7,000 youths to access technical training in 53 technical colleges across the country.

Haiti

Before the 2010 earthquake, Global Communities was working in Haiti on the completion of the **US-AID**-funded KATA program which aimed to enhance stability through a community-based approach to job creation, training and strategic infrastructure investments. KATA's workforce development initiatives included vocational training, life skills development, work-study programs and entrepreneurship. Following a comprehensive Workforce Gap Analysis, Global Communities worked with nine private vocational training institutes to deliver high-quality services in five urban centers. Global Communities also established public-private partnerships for the development of specific skills in key industries, including the creation of a heavy equipment operator training facility with **HayTrac (Caterpillar)**, cement block making with **CEMEX**, and independent coffee vending with **Rebo**. In total, 4,695 Haitians participated in workforce training programs.



Judette Leurbours was one of 30 women who completed training at the HayTrac Center just prior to the 2010 earthquake. She and her fellow graduates were among the first heavy machine operators working to remove rubble and debris after the earthquake.

Currently, Global Communities offers vocational training to youth under the **American Red Cross**-funded Neighborhood Reconstruction Program. Working with local partner Build Change, we have established a training center in the target neighborhood of Carrefour-Feuilles in Port-au-Prince, where masons are trained. Build Change's methodology for home-owner driven housing retrofit will provide training graduates with opportunities to utilize their skills.

Previous Programs

Mexico and Honduras

With the **Alcoa Foundation** in Honduras and Mexico, Global Communities provided vocational training in parts of Honduras and Mexico where youth face extreme difficulty in finding long-term employment and are highly susceptible to joining gang violence. Global Communities worked with the private sector to identify gaps that could be filled by newly trained youth. Working with our local vocational training partners, Global Communities trained students in programs focused on textile manufacturing and electrical and industrial mechanics, preparing them for mid-level managerial and technician jobs. We also organized extra-curricular events and job fairs to position students for local jobs and entrepreneurship. Of 745 graduates in Mexico, 87% found employment as a result of their training. Of 579 trainees in Honduras, over 70% obtained jobs after graduation.



Yemen

Through the **US Department of Labor**-funded Alternatives to Combat Child Labor through Education and Sustainable Services (ACCESS) program in Yemen, Global Communities facilitated the withdrawal of more than 2,800 children from the worst forms of child labor (WFCL) and prevented 4,900 children from entering the WFCL. Furthering our work in Yemen with the ACCESS-Plus program, Global Communities prevented another 3,000 at-risk youth from entering the worst forms of child labor by providing them with vocational training and linking trainees directly to markets through job placements, entrepreneurship trainings, and provision of other skills needed for youth to gain employment and income.



Armenia

The **USAID**-funded Building and Rehabilitating Infrastructure for Development and Growth in Employment (BRIDGE) Program in Armenia facilitated greater self-reliance among vulnerable populations through market-driven skills-building and links to employment opportunities in the construction and tourism sectors. Global Communities created opportunities for short- and long-term jobs for members of the most vulnerable households by systematically integrating them into BRIDGE's public works projects. In total, BRIDGE employed 1,240 vulnerable individuals for public works projects. Global Communities provided vocational training in construction trades to 734 vulnerable individuals, 70% of whom found work with private firms in the construction sector, thanks to the training and Global Communities collaboration with local employment centers. Further, the program worked with the Ministry of Education to develop curriculum and certification standards in the construction sector, and worked with several local vocational training institutes to carry out an institutional capacity assessment, and provided institutional development and support to help them improve the quality and sustainability of their services.

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. To learn more, please visit: www.globalcommunities.org

