



## PROGRAM DEVELOPMENT

### Planning Stage

This stage focuses on the following activities:

#### **First step exchanges with locally-based institutions:**

The genesis of the YouthBuild proposing in the 20+ countries where the model is currently operating, begins with a single conversation between a locally-based public or private sector institution who has heard about YouthBuild and a member of the YBI team. These local institutions may have been referred to YBI by one of YBI's existing public and private sector partners. To date, the expansion of YouthBuild to other countries has been entirely demand-driven. If there appears to be a strong intersection between the interests of this partner and the work of YouthBuild, then additional exploratory exchanges are scheduled where:

- YBI provides an overview of the YouthBuild model, how it is implemented, the role of implementing partners, and impact and sustainability strategies.
- Partners describe features of the local context: education/livelihood/social conditions of youth; political and economic context; and provide background information on their institutions: mission, history of work, existing programs, track record of work with the YouthBuild youth constituency; fundraising and financial management capabilities.
- YBI tests the following crux questions with the local institution:
  - How do local stakeholders see the adapted YouthBuild model either complementing existing programming already being provided to at-risk/marginalized youth, or filling a key gap in the continuum of livelihood programs provided to youth?
  - How would the YouthBuild program model need to be adapted for implementation in the local context? And what core outcomes would the locally implemented model aim to achieve?
- Is there a financing scenario that could support both a piloting and scaling of the YouthBuild program model?

## Scoping/reconnaissance visit(s) to host country

Ideally, YBI and the local partner will identify funding to carry out a scoping visit by 1-2 YBI technical advisors to the host country. The objectives of this visit include the following:

- Introduce YouthBuild to key stakeholder groups: young people, community members, NGO leaders (local, national and international NGOs with local operations), religious leadership, government officials, in particular Ministries of Labor, Education, and Housing and Human Settlements, leadership from the education and technical training sectors, private sector companies and employer groups, the investment sector (banks and development finance institutions);
- Testing and concluding the need for and fit of YouthBuild in the local context as defined by local leadership and key stakeholder groups, either as a key complement to existing efforts, and/or a new response to unmet needs;
- Working out the main areas of adaptation of the model that would need to take place to ensure the resulting model is relevant, of high quality, and aligned in ways to achieve essential outcomes for young people, partners, and donors;
- Identification of the lead implementing partner (or partners) who may be operating in one location, multiple locations within an urban or rural area, or working nationally;
- Develop an overall program plan, ironing out all questions related to: Program design, partners' roles in implementation, clarification of the youth target population and their aspirations and needs, identification of project sites and location, development of a project timeline;
- Develop a Pilot Stage Budget: Cost per student; staffing requirements; stipends; transportation costs; building materials costs, etc.
- Mapping the employment landscape and identifying high growth, high demand industries and skills requirements that map to those industries (Market scans);
- Research the development finance landscape to underwrite youth lending;
- Test the concept with potential investors;
- Review of the MOU and Licensing Agreements with YouthBuild International.

### Key scoping visit outcomes:

- Lead partner(s) are identified who will either provide technical expertise, institutional support, or take the lead on program implementation;
- A **Concept Note** is developed outlining all elements of the initiative: Partners, Program Design, Location of project sites, Community assets to be created by youth, Youth to be served, implementation timeline, budget, critical project outcomes;

- Creation of the project's monitoring and evaluation framework and support system;
- Active testing of the early phase pilot concept with potential in-country investors: government, development investors, foundations, corporations, etc.;
- A signed MOU is executed between the Lead Implementing Partner in-country and YouthBuild International.

### **Resource development to support first pilot program implementation**

- Further honing of the concept note/and pilot design.
- Meetings with possible donors to review the concept note and secure support for first stage pilot implementation: The local partner may carry out its own meetings/YBI will mobilize its donor base/the local partner and YBI may jointly approach donors. (Donors to YBI programs include USG and national country donors, Inter-American Development Bank, US and European foundations; National Governments; Corporations with business interests in the host countries).
- Ongoing planning work (email, skype) with local partners to set the stage for pilot implementation.

### **Piloting Stage**

With the YouthBuild pilot program fully developed, implementing partners' roles and responsibilities clear, and first stage financing in place, the local partner and YBI are ready to move to pilot program implementation. The goal of this pilot phase is to run a well-organized, high quality YouthBuild program that can be fully evaluated (both in terms of impact on young people and local communities) and set the stage for an expansion of the model to other country locations.

During this phase the implementing partner is actually running its first YouthBuild cycle serving young people at one or more sites. This stage involves:

- Running anywhere from 1 – 5 pilots programs over a 1-2 year period; with program cycles varying in length from 6-12 months. (A single cycle would be working with between 15 and 75 young people;
- Implementation of a capacity building program to assist implementing partners with all aspects of program implementation. This program is designed by the implementing partner and YouthBuild International.
- Identifying and following through on a manageable period of follow up tracking and support services that will be provided to graduates of the program;
- Monitoring and evaluating the pilots in order to codify the local program design and performance standards;

- Working out, through practice, the myriad program management and implementation challenges that emerge in this first pilot stage; troubleshooting these issues as they emerge;
- Strengthening all partnership arrangements, with institutions who are playing a direct role working with the lead implementing partner in running the program; reworking articulation agreements with partners as needed and based on practice;
- Presenting the emerging track record of success to institutional investors to help underwrite expanded activity in the Full Implementation Stage;
- Designing and implementing a comprehensive debriefing of the first phase pilot implementation, involving all stakeholder groups; coupling this debrief with the launch of planning for the second stage of program cycles.

### **Full Implementation**

In this stage, the implementing partner is either expanding the program to serve more young people in more locations, or is keeping the program size and reach at the same level of the pilot stage. Depending on the institutional arrangements that the lead implementing partner has in place, it is often the case that new partners will 'pick up' the model, based on the pilot stage and expand the program model through their existing networks. As new implementing partners emerge, YBI will license these institutions as "Direct Affiliates". Alternatively, YBI may select a single organization to serve as a national intermediary and license this institution to play this role. The licensed intermediary is then able to grant sub licensees in country to new implementing partners.

This stage focuses on the local partner and YBI designing a growth strategy based on an assessment of the need for the program in additional locations. The lead partner might orchestrate the eventual scaling plan, but the actual engine(s) for scaling the program could be government, a network of existing NGOs, a global development NGO, a private sector partner or associations, or an existing training and education entity.

YouthBuild International makes a long term commitment to work with local implementing partners to ensure that the YouthBuild program and network of programs remains a permanent resource to young people and local communities. The main objectives of the ongoing engagement of YBI with local partners include the following:

- Building the lead implementers knowledge of the YouthBuild program design, implementation and management so they are fully equipped to train new organizations on the model and its implementation;
- Assisting the implementer with all challenges that will come up related to implementation of the first pilots;
- Developing a comprehensive sustainability plan for the YouthBuild network, drawing from international donor networks, and in-country public and private resources;

- Assisting the lead partner to develop a clear and compelling 'proof of concept' case statement for the YouthBuild program to be used to influence policies affecting the YouthBuild youth constituency and to make the case for funding;
- Designing with local partners the M and E system, knowledge management platforms, fiscal, IS/IT, and HR infrastructure that will need to support a scaled network of operating YouthBuild programs;
- Designing a national network of YouthBuild graduates;
- Forging links with the implementing partner and the global network of YouthBuild operators focused on learning, exchange, sustainability and global policy impact.

Please email [htsopelas@youthbuild.org](mailto:htsopelas@youthbuild.org) to find out more about starting a YouthBuild program internationally.