



Annex to the ScaleChanger evaluation report LP4Y's Response January 2022

THE CONTEXT OF THE EVALUATION

Life Project 4 Youth is an international movement for the social and professional inclusion of young adults aged 17 to 24 who are victims of exclusion, living in extreme poverty. LP4Y believes strongly that all young people have potential. As they develop an understanding of entrepreneurial values, they become actors in their own lives and are able to contribute to a more inclusive, sustainable and prosperous world. Between 2009 and the end of 2021, LP4Y accompanied over 5,000 youth towards finding decent work. The youth operated out of 30 centers in excluded areas of the Philippines, Indonesia, India, Nepal, Myanmar, Bangladesh and Lebanon. Five of the centers are in rural areas, while the majority are in poor urban areas. 80% of participants are young women.

In 2021, after 12 years in operation, LP4Y decided to fully re-evaluate its practices and impacts. This evaluation was entrusted to ScaleChanger, a consulting firm. It came on the heels of the South Asia development project which covers 5 countries (India, Nepal, Bangladesh, Myanmar and Sri Lanka). This project is being co-financed by the French Development Agency (AFD) over 4 years. ScaleChanger's evaluation was carried out online in a sample of 3 centers: the Training & Development Center in Bangalore; the Green Village Chhattisgarh in India; and the Training & Development Center in Kathmandu in Nepal. Each center represents a different stage in the project's development, all following a single pedagogy that is adapted to the specific cultural context.

Since its creation in 2009, LP4Y has focused its efforts on creating replicable educational models. During the early years, the centers developed pilot projects, capitalizing on them when they proved effective, allowing LP4Y to scale up. In 2015, across all countries in which

LP4Y was operating, 180 Youth were supported into decent employment. That figure rose to 670 for 2018, 1,115 for 2021 and in 2022 will pass the 2,000 per year mark.

In 2015, LP4Y began expanding the project in South Asia. Funding from the French Development Agency began in 2016 allowing replication of the model. Following development of the South-East Asia zone (2009 to 2015), pilot projects have been developed in the South Asia zone, for implementation, testing, capitalization and duplication in other zones. AFD's 4-year commitment allowed a longer-term operational development strategy and the improvement of project monitoring and evaluation tools.

For example:

- Key Impact Indicators,
- harmonized multi-country accounting,
- improved internal financial management control
- introduction of SAGA software on January 1, 2022. (SAGA is a centralized accounting management and expenditure consolidation automation tool that will facilitate the production of regular financial reports and thus better financial traceability and transparency between all local organizations),
- "talent pack" helping to improve the mission conditions of international and nationally-recruited Catalysts.

LP4Y capitalized on the improvements made in South Asia and has replicated them throughout the LP4Y Alliance.

As a result, the French Development Agency's support has had an impact beyond the development of the project in South Asia, providing support for the development of LP4Y as a whole and confirming the replicability of the project.

The evaluation has provided LP4Y with an opportunity to stand back and reassess its practices through the eyes of an impartial expert. It was also an excellent exercise for the Coordination Team, the Catalysts (the term used to designate all the committed professionals, international solidarity volunteers and nationally-recruited employees, on mission with LP4Y) and the youth (supported in the centers towards integration). A total of 124 people participated in the evaluation, including 27 Catalysts, 83 youth, as well as some of their families, and 8 partners.

LP4Y's objective was to anchor and give credibility to its experience working for the inclusion of excluded youth, to confirm the replicability of the model and to collect concrete recommendations to deepen the vision, the pedagogy and the impact. LP4Y has been constantly seeking improvement since the beginning, through a participatory model of youth working in teams to develop projects, and with a vision of innovation as a response to the needs of excluded youth. ScaleChanger's approach shed light on all strategic thinking, affirming certain positions and questioning others.

LP4Y would like to thank ScaleChanger for this evaluation and their recommendations. Isabelle Hoyaux, a consultant and the French founder of ScaleChanger, and Geetha Narayanan, an Indian consultant, conducted thoughtful and in-depth interviews with all participants. Thanks to the constructive exchanges at all phases of the evaluation, flexibility in the remote evaluation mode in response to mobility restrictions, and the written report, the evaluation provides transparency and clarity for external readers, an understanding of LP4Y

and its impact. For the LP4Y teams, these are new key areas of analysis for the operational strategy for the coming years.

CAPITALIZATION OF PRACTICES

LP4Y has been working with its partners, companies and institutions for 12 years, together developing innovative solutions for Youth inclusion. With an emphasis on sharing and openness, it was important to write down and formalize the good practices that have been developed with this rich ecosystem, in order to improve the conditions of thousands of young adults.

In 2020 and 2021, the LP4Y teams drew up a book entitled 55+ innovative solutions for Youth Inclusion. It is made up of 55 date sheets that follow a standardized format (initial challenges, raised issue, innovative solution), divided into 3 chapters: Ecosystem, Systemic Solutions and Talent Optimization. It provides a unique tool for anyone and everyone involved in promoting Youth inclusion.

ScaleChanger's evaluation, like 55+ innovative solution for Youth inclusion book, focuses on the fundamentals of LP4Y's mission:

- the importance of a strong local ecosystem: multi-player; win-win relationship; trust between members; sharing of knowledge and good practices; opportunities for employees to have direct involvement with the youth;
- the replicability of the pedagogy: the importance of learning skills and know-how through experience, ideally adapted for those who have had little access to education ("learning by doing");
- the effectiveness of Talent management: a volunteer spirit that is fundamental to commitment, frugal living conditions to be closer to the communities, transmitting knowledge and processes through capitalization and training, opportunities for internal mobility.

RESPONSES TO THE EVALUATION REPORT

1. YOUTH AND PEDAGOGY

1.1) The evaluation showed that in all LP4Y centers, accompanied youth are making significant changes in their lives. They make the decision to follow a training course in a professionalizing program (mobility and access to education, especially important for women who are usually expected to stay at home). At the same time, they acquire self-confidence, evolving in a professional setting with strong group dynamics and a sense of belonging that supports personal and professional progress.

LP4Y aims to develop qualitative indicators to assess the youth's development as they progress through the program. These indicators will then allow LP4Y to keep on adapting the pedagogy to ensure it meets the expectations of excluded youth.

1.2) The consultants observed a disconnect between what motivates youth to join the programs, and what they actually gain from the experience. Most seek primarily to learn technical skills that are generally very well-taught: mainly English and IT, and are unaware of the interpersonal skills that they will also be able to develop. LP4Y's method, which allows them to develop skills through the management of a micro-economic initiative, is proving effective, as learning by doing is particularly appropriate for youth who have had little access to education.

The youth often lack the perspective to properly present the experience they have gained. Hence, the final stage of training is dedicated to preparation for entering professional life. In Training & Development Centers, as in the Green Villages, in all centers and in all countries, the youth have difficulty recognizing that the experience they have gained is genuine, professional experience, through which they have developed the necessary skills for the jobs they are applying for. The training helps them develop their critical and analytical capacities. Preparing for job interviews requires self-assessment, whatever the graduate's background. However, excluded youth often lack self-confidence, and therefore rarely realize their full potential. LP4Y would like to adopt ScaleChanger's suggestion of transcribing the steps of the program according to the key skills developed, skills that the youth will be able to promote to employers according to the targeted occupations.

1.3) The report revealed that the youth have differences in starting level, comprehension and speed of learning, creating additional difficulties in following up individuals. The report stressed that having a regular explanation, in the local language, of the program itself and of the computer basics that are essential for their professional integration, would help ensure a better understanding of the program.

In its pedagogy, LP4Y has voluntarily dedicated all the learning time (80% of the time) to the management of the micro-economic initiative in project mode, with tasks in autonomy and group tasks, teaching the youth how to use digital tools, with everything done in English. The remaining time is dedicated to individual and collective personal development sessions.

LP4Y is aware that the youth do not all have the same technical skills, as some have received an inadequate education, or dropped out of school young. The goal is for each individual to progress and to achieve what they can, finding a decent job that suits them, and the disparity of levels does not therefore pose a problem in their professional integration. Some youth understand the goals of the program from the start, but do not know how to use a computer. Others come hoping to improve their English and IT skills, and do not understand why they are asked to fill out an attendance form (usual HR process, managed here by the youth as part of the micro-activity). As the program progresses, they learn to work independently, take on responsibility and coordinate a team and projects. Depending on their experience and their personality, they develop some skills more than others, as in any training.

With this observation and this confidence, LP4Y has structured the curriculum in a way that makes the program and the development of basic technical skills easier for the youth to understand.

The pedagogy is organized in rotation, so that rather than an entire new batch joining at once, there is staggered enrolment, with new youth arriving regularly, ensuring a smooth

transmission of knowledge between the more experienced youth and newcomers. In the Green Villages, the youth start the 3-month program with 2 weeks of training (including training workshops in business, IT, English and personal development). At the end of 2021, the teaching team developed a typical one-week program for use in the Training & Development Centers, designed to welcome new youth into programs. Previously the youth were often drawn directly into projects with other youth and gradually picked up the content and objectives of the program. This welcome week is delivered in the local language, by a more experienced youth from the team. Partner interventions are also frequent, particularly for micro-economic activities whose aim is to offer practical training to the local community.

1.4) Finally, in response to the new needs created by the pandemic, LP4Y has sped up the development of Digital Inc., an e-learning platform for the youth and their communities. The first objective is to allow the youth to develop their knowledge and skills at their own pace, according to their progress in the program and their own personal level. They use Digital Inc. for half a day per week and can log in from their phones in their spare time. More than 100 educational courses have been designed in line with the pedagogy of learning by doing. They are developed in response to demand (interpersonal skills, know-how, job descriptions).

In the medium term, this application will be available to members of the Youth 4 Change Network created and run by LP4Y, benefitting 72 civil society organizations in 32 countries.

2. SOCIO-PROFESSIONAL INTEGRATION

2.1) The objective of the LP4Y programs is to support excluded youth so that they develop the skills to integrate by themselves. With LP4Y, the youth create a life project, not just a short-term professional project. The report raised an interesting question about the objectives and the related indicators. We talk about “having the keys to independence”, and our indicator is the professional integration rate, namely, whether the youth find a job or not. However, finding a job is not the only thing that counts. We also need to consider how long the youth keep that job, and their ability to find a new job within a reasonable time frame if they leave or lose the job. We also need to consider whether the job can be described as a “decent” job.

Currently LP4Y organizes a formal follow-up with each youth three months after program completion. There is regular, less formal monitoring of youth who join the Stars Clubs, the alumni networks. Difficulties arise when youth change their address or phone number, or fail to inform of a change in their personal or professional situation, and regular contact is lost. Monitoring is currently carried informally, through feedback and testimonies, rather than by surveys or questionnaires.

To address this problem, LP4Y created an all-zones Stars Clubs project manager position in 2021, as well as 3 new Digital Stars positions whose goal is to keep in touch with alumni, renewing contact when necessary, and develop tools to boost involvement, collaborative work and the sharing of good practices.

On the recommendations of the report, LP4Y decided to develop qualitative impact measures, which should be harmonized across all countries of action, in order to better measure the youth's learning and the sustainability of their professional integration. This represents more sustained accompaniment of each youth. It is very important to track what the youth get qualitatively from their training and development, and not just whether or not they find a job. Another important element to track is the retention rate of youth in the program, i.e. how long they stay, and why some choose to leave the program. The indicators must reflect LP4Y's goal: to see the youth leave poverty behind and achieve their life project by developing interpersonal skills and know-how and self-confidence, reflecting on their life project, and acquiring an understanding of local job market opportunities.

2.2) One of the strategic questions raised by ScaleChanger concerns the theory of a change of the Green Village model (3 months of residential training in rural areas). The majority of Green Village graduates end up achieving professional integration in cities. And yet some of these youth would prefer to work in their village, managing or opening a business.

ScaleChanger recommended expanding training and developing the integration ecosystem in rural areas and integrating the entrepreneurial element, because many youth would like to create their own business.

The Green Villages Coordination Team had already started to think along these lines. The report gave LP4Y the green light to look at what constitutes decent work in rural areas, what type of job youth can apply for and how to include the purely entrepreneurial aspect in training (and not only for the Green Villages). More broadly, it also means new jobs have to take into account the digital component. If we consider rurality as a grouping of small towns that develop all sectors of activity, decent employment can relate to quality of life and access to services. In this way, working conditions and pay are no longer the only criteria taken into account when building a life project. Youth and partners will contribute to defining this subjective view as of 2022.

3. ORGANISATIONAL MODEL AND TALENT MANAGEMENT

3.1) The ScaleChanger evaluation recognized that LP4Y has developed an efficient way of managing talent without a head office. It recommends improvement in 3 areas: increased hiring of national Catalysts; enriched training for Catalysts, in particular Coaches; and giving more weight to local boards of directors.

LP4Y is an international movement, thanks to the 13 countries of action and the diversity of the actors who govern it. The organization was created in 2009 by Laure and John Delaporte, both French nationals, who had already developed a strong network of entrepreneurs and philanthropists. Since LP4Y's beginnings in the Philippines, in the biggest slums in Asia, there has been a strong belief at the heart of all actions: that multiculturalism is a vector of profound positive change. Foreigners who work in poverty zones of another country arrive with less preconceived ideas. They are more likely to spend time in the slums, lowering the barriers of established societal codes that can be a hurdle for someone from the same country. This often translates into positive credit with partners, intriguing them and resulting in cooperation (if a foreigner can work for the benefit of my country, I should too). A

youth who is accompanied by a foreigner expands his/her horizons, becomes more curious, and is challenged to speak English, a common language to which they otherwise have little access. The respective contributions are rich. It is a virtuous and mutual circle of openness, knowledge, resilience and meaning.

The Catalysts, who come from a variety of professional backgrounds, receive training in LP4Y's pedagogy and approach. This training allows Catalysts to evolve in the same professional setting and according to the same values as the youth: caring, tolerance, non-violent communication, self-confidence and taking responsibility, participatory work, critical thinking, solution-oriented approach and attitude. The centers are based in the slums, mainly for the sake of the youth and their feeling of belonging, but also for the Catalysts who live there too, so that they are as close as possible to the realities of the local community, and are part of it. They live frugally.

Today's Catalysts are covered by one of 3 contracts: an International Solidarity Volunteer contract (VSI); a Civic Service contract; or a local contract, with comparable conditions. The majority of international volunteers are French because the VSI (supported by the French Ministry of Europe and Foreign Affairs) is mostly promoted in France. In December 2020, LP4Y became an official VSI sending body, approved by the French MEAE. The Youth LABs developed by LP4Y, in Paris and New York, are responsible for training, sending and monitoring volunteers. In the long term, other organizations may also benefit from this preparatory training.

Developing intercultural exchanges.

Initially, national Catalysts were mainly hired to improve communication in missions based close to the local ecosystem of partners, for example as Community Mobilizers. Since 2016, Catalysts who are nationals of countries in which LP4Y operates have been carrying out missions outside their own countries: a Vietnamese Catalyst working in the Philippines, Filipino Catalysts carrying out missions in India and France. They now hold a variety of positions, including Coach, Project Manager, Coordination Support, Recruitment Manager. By the end of 2021, 40% of Catalysts working in Centers had been recruited locally and were nationals of that country. LP4Y's goal is to reach 50% by 2022-2023, while maintaining a multicultural balance. The ambition of LP4Y is above all to increase the possibilities of mobility of local Catalysts between the different countries of action. For example, hiring a Nepalese Catalyst as a Coach in Indonesia, or an Indian Catalysts to carry out a mission in Lebanon.

3.2) The report underlined the importance of enriching the training of coaches in supporting excluded youth.

As far as Catalyst training is concerned, the Talent team working with Paris *Youth LAB* in June 2021 started implementing bi-monthly personal development sessions to equip each type of mission for success, in addition to the 7 weeks of training and regular individual support by the Country Coordinators and the Talent team. Thus, we can separate the support of purely operational development from that of a personal sense of professional development. At the end of their mission, Catalysts sign up for a return-from-mission session to work on their own life project. They are mentored in their search for a new job by volunteers from the movement.

3.3)... and give more weight to local boards of directors.

In each local organization, the Board of Directors is made up of nationals from the implementing country. Members are key in defining and validating operations. LP4Y's objective is to harmonize practices and collaborative work with boards of directors to continue to enrich the points of view and further decentralize the management of operations while remaining aligned with the principles of the LP4Y Alliance: keeping the youth and long-term development (non-assistantship) at the heart of decisions. LP4Y strongly supports the proposal to form a local committee which would be consulted regularly on strategic matters.

ScaleChanger's recommendations on this organizational element reflect the direction taken by LP4Y and support the idea of structuring, harmonizing and deepening an already functional system. The idea is to continue to improve talent management while remaining faithful to LP4Y's fundamental methodology and values.

4. ECOSYSTEM OF PARTNERS

4.1) ScaleChanger highlighted the need for strengthening local ecosystems, including integration.

Working with diverse actors is one of the movement's building blocks and is an integral part of the pedagogy. The ecosystems built around each center constitute an essential bridge between the youth and the professional world. When they join LP4Y, the youth have little understanding of the formal employment economy and little or no work experience. When they collaborate with professionals in an environment they never expected to experience, new horizons open up for them. For committed professionals, this is the opportunity to better understand the youth they are supporting, to discover new talents and to understand what it means to grow up in extreme poverty. This gives meaning to their commitment and gives them a fresh understanding of Youth inclusion. In 2021, LP4Y collaborated with 446 partners.

The youth have been heavily impacted by the economic consequences of the Covid-19 pandemic. As most of them were hired in junior positions, many lost their jobs in 2020. The integration rate of youth who had been supported by LP4Y fell from 75% in 2019 to 62% in 2020. LP4Y has always focused on preparing youth to find a job on their own and not take short contracts in companies.

4.2) The report recommended improving the ecosystem in two specific ways: by developing a better understanding of the small and medium-sized companies which are most likely to consider applications from the youth; and by developing partnerships with specialized actors to better support the youth, in particular Young women, in relation to labor laws and the risks of discrimination or physical and/or psychological harm linked to the exercise of a professional activity. Indeed, while professional integration brings empowerment, it also brings increased exposure to societal risks and the youth must have the keys to understanding a new environment with confidence.

An awareness of the consequences of the pandemic, coupled with the recommendations of the evaluation prompted LP4Y to develop contacts with smaller, locally-established companies that might be interested in hiring the youth.

In August 2021, LP4Y created new Ecosystem Developer positions – one per city in all countries. These positions are open to national Catalysts who have a good knowledge of the local market and who can easily approach local companies. These Ecosystem Developers are part of the Partnerships and Fundraising team and are the local representatives of the partnership strategy, providing increased impact at the local level near the centers in which they will be based. As developed with all partners, the role of the Ecosystem Developers is to advocate on a local level for the inclusion of excluded youth, specifically to convince local employers of the advantages of recruiting these youth.

Each Center will put together a directory of specialist representatives from the domains in which LP4Y does not specialize. This approach is already encouraged but will be further developed and formalized: such domains include physical and mental health, including addiction (drugs), safety, environment in the broad sense, local authorities, legal support bodies, as well as specialized women's organizations (reproductive and sexual health, violence against women, early marriage).

The [Youth Inclusion Network](#) (YIN), created by LP4Y in 2016, is an international network of 50 companies that champion Youth inclusion. With the support of this network, LP4Y will continue to organize regular meetings between stakeholders.

It is important to convince the private sector, which predominantly recruits young people, of the potential of these youth from extreme poverty, who globally represent one third of the population and more than half in some geographical areas. Advocacy for their decent and sustainable integration into different types of businesses is crucial if attitudes and practices are to change. YIN companies share best practices, develop Corporate Social Responsibility, HR and business strategy programs for this purpose. The member companies organize activities with different civil society organizations that work with excluded youth. In 2022-2023, a Youth Inclusion Network will be developed in Europe and the United States with international workshops, with a view to leading an international and meaningful dialogue on Youth inclusion.

LP4Y has developed a similar network for civil society organizations since 2012: the [Youth 4 Change Network](#) (Y4CN) is an international network of civil society organizations that develop and share empirical practices and advocate for the social and professional integration of vulnerable youth. Members of Y4CN learn from others and improve their practices, think together about problem solving and take action to implement joint advocacy actions. At the end of 2021, Y4CN consisted of 72 member organizations of different sizes from 32 countries.

CONCLUSION

ScaleChanger's evaluation of the LP4Y movement has provided tangible observations for the organization, which will enable it to complete the main axes of its strategy for the years to come. The existing model has been given credibility by an expert outside perspective, and this credibility is essential if LP4Y is to scale up. LP4Y has always wanted to involve as many Youth inclusion players as possible and to expand the movement. The organization has tested and analyzed multiple projects, guided by one main objective: to provide excluded youth with the keys to social and professional integration.

Today, the operation and impact of the organization has been confirmed. The model is replicable.

The next step, to continue to feed the scaling up strategy, is to put together a working group to implement the recommendations of the evaluation. It will be made up of members of the coordination team, who will meet in March 2022, and for each recommendation they will agree an action plan to be adopted in line with the values, original missions and ambition of the movement.

LP4Y sees its change of scale in matrix form for the next 5 years with implementation steps for each aspect, to be defined by the working group:

- Optimizing the impacts of the current LP4Y movement
 - Regular monitoring of the Key Impact Indicators of professional inclusion and Implementation of corrective measures as soon as necessary on 4 axes:
 - Refining qualitative indicators
 - Developing digital training
 - Training and support for Coaches
 - Local integration ecosystems
- LP4Y's own development
 - Multiplication of the positive influence of LP4Y through the operational development of LP4Y resource centers in South-East Asia, South Asia, the Middle East and North Africa (solutions in poor urban and rural areas).
 - Professional integration
 - Advocacy with active and passive actors
 - Development of networks of influence near the centers (YIN and Y4CN)
 - Development of training methods, and providing support for any actors who wish to get involved (YouthLABs)
- Open-source development
 - LP4Y will endeavor to make its model available to new actors for inclusion who wish to duplicate operational solutions and innovations.
 - LP4Y will instigate the development of this ecosystem, by strengthening the capacities of actors and the development of initiatives in favor of excluded youth,
 - via the resource centers,

- via the development of the Digital Inc. platform,
- via and the development of good practice-sharing networks for businesses (Youth Inclusion Network), civil society organizations (Youth 4 Change Network) and support in operational advice (The Catalysts Co)

Mission: to increase opportunities for representing excluded youth on the local, national and international level by working collaboratively with the full range of actors, to build a more inclusive, prosperous and sustainable world.

TOGETHER WE CAN



For more information
[Visit our website](#)
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