



**External evaluation of  
“ SOCIAL AND PROFESSIONAL INTEGRATION OF YOUNG  
ADULTS FROM EXTREME POVERTY AND EXCLUSION  
THROUGH ENTREPRENEURSHIP IN INDIA AND NEPAL”**

**EXECUTIVE SUMMARY**

Led by



November 2021

## Context and objectives

Life Project 4 Youth Alliance is a federation of 17 organisations in 13 countries whose mission is the development of innovative solutions for the professional and social inclusion of young people (17-24 years old) from extreme poverty and victims of exclusion. LP4Y is convinced of the potential of all young people. By experiencing entrepreneurial values with them, they become actors in their own lives and contribute to a more inclusive, sustainable and prosperous world. Since its inception, LP4Y has supported the decent inclusion of thousands of young people and their families in 57 programmes, 4 Life Project Centers, 15 Training Development Centers, 4 Little Angels Academies, 4 Green Villages, 2 LP4Y Labs in Asia, the Middle East, Europe and America.

LP4Y launched this evaluation with the support of F3E, in order to:

- Have an in-depth analysis of the methodology used and understand its essentials, in order to be able to improve pedagogy and ensure the sustainable professional integration of excluded young women and men;
- Appreciate the progress made in recent years as well as its functioning in order to strengthen itself and stimulate new projects, particularly in new geographical areas;
- Be able to share best practices with other local and international players.

Three centers were selected by LP4Y and F3E for this evaluation in India and Nepal. The evaluation was structured around 5 phases: i) framing, ii) documentary analysis, interviews with key people in the organisation and participation in online events, iii) a virtual field visit in 3 centers and a visit to the center of Chennai, iv) analysis of the data collected and v) preparation of the report. The field visit was to be carried out face-to-face, but because of the sanitary conditions, it had to be carried out at a distance.

The evaluation was conducted by a team of evaluators, consisting of Isabelle Hoyaux, founder of ScaleChanger and Geetha Narayanan, assessor based in India.

### Training and Development Centers in Bangalore (India) and Kathmandu (Nepal)

Two "Training and Development Centers" were evaluated: that of Bangalore, located in the slum of Devarajeevan Halli (DJ Halli), welcoming young people since March 2019 and that of Kathmandu, located in Tinkune near a slum, welcoming young people since July 2019. The pedagogy currently used is entitled "Professional Training for Entrepreneurs", which is a 6-month program based on the "doing" approach, in order to develop skills and know-how useful for professional integration. 80% of the time is dedicated to the "Micro Economic Initiative". In Bangalore, these activities take the form of organising computer training for young girls in the neighborhood; in Kathmandu, there were previously 2 MEIs on health awareness and computer training, but only the latter is planned since the reopening following the Covid. 20% is dedicated to "guidance", collective and individual time to build your individual career plan and to obtain tools to develop your autonomy. Both centers are exclusively for young women. Since its launch 150 young women have participated in the program in Bangalore, 62 in Kathmandu.



### Green Village Center of Saragaon, Raipur (India)

The Green Village of Saragaon is 25km from Raipur, and has been welcoming young people since the end of 2018. It is a 3-month residential program, welcoming young girls and boys from all over the Chhattisgarh region, recruited in cohort of 20. Since the launch 375 young people have followed the Green Village program. A first pedagogy was implemented in 2019, then changed at the beginning of 2020. This pedagogy is based on microenterprises internal to the Green Village 80% and 20% of the time in "guidance". The center emphasises sustainable development, particularly in terms of construction and recycling within the center.

### The key findings

#### The program enables young people to develop their mobility and their power to act.

Many of the women joining the program come from traditional families, where girls rarely go out and where few women work. The program is a significant step for these young women who are considering a career, developing new skills and considering their independence. At the end of the program, they dare to go out and project themselves into a future different from the one they initially envisioned (this is particularly the case in Bangalore). They also developed greater self-confidence and a professional posture and appearance. This is also the case for young men and women coming to the Green Village, with a particularity coming from the fact that many young people come from rural areas; it may be their first experience of mobility and life outside their home.

#### A "learning by doing" approach, allowing young people to develop new skills

The main skills developed by young people entering the LP4Y programs are **English and digital skills**, which are the skills that young people look for when joining the program. These skills are developed mainly through exchanges with coaches and with other young people.

LP4Y also enables young people to acquire or develop **life skills**, such as the **ability to manage a project, solve a problem, speak in public, organise and work in a team**. Micro-Economic Initiatives (MEI), which are concrete projects that young people implement in the service of the community, are particularly efficient for the acquisition of these skills by young people who have a low level of education. This is especially the case for MEIs working with people outside the program. MEIs in connection with other young people are a little less professional.

#### The developed approach allows feedback and develops a feeling of belonging and inclusion

LP4Y has an empowerment and continuous improvement approach with a strong feedback culture. This allows young people to develop a strong sense of belonging and a perception that the center is theirs. Decisions can be made with and by young people, which puts them in a leadership position. This approach is a little less the case in the Green Village where the rules have to be stricter because it is a residential program. On the other hand, the Green Village develops a strong feeling of inclusion, because the program welcomes people with a disability (deaf, mute, reduced mobility) who are very well integrated by the collective. In fact, many people learn sign language.



### **A program allowing professional integration of young people; but the question arises of the sustainability of this insertion**

**More than half of young people find a job after the program** (65% in Bangalore, 68% in Raipur, 50% in Kathmandu). Employers are often local MSEs. The Covid had a strong impact on this rate, which was 82% in Bangalore before the crisis, for example.

In 2020, LP4Y conducted a survey to find out the needs and expectations of employers and adjusted its program accordingly, focusing more on the skills that emerged as the main needs. This work carried out at the Asian level would benefit from also being done at the local level in order to better understand the challenges of the structures in each of the cities.

LP4Y promotes **integration into decent work** (according to the ILO definition). The team educates young people about these concepts. However, some of the employers do not offer decent jobs, especially in terms of pay. In this case, LP4Y is advocating to encourage the creation of decent and secure jobs within organisations. However, many young people still face issues of gender-based violence, on the streets or in the workplace.

One of the challenges that arise with regard to professional integration is the **ability of young people to keep a job over time**. Young people often change jobs. LP4Y develops their ability to seek employment during the program. This will be useful to them for the future. However, in some centres the ability and / or willingness of young people to stay in their jobs is not very strong. The Stars Club allows young people to meet and discuss their employment experiences.

### **A program with an influence beyond the direct beneficiaries**

LP4Y wishes to have an impact beyond its direct action on young people entering its programs. Thus, MEIs make it possible to have an impact on members of the neighbouring community in the centre: for example in Bangalore, the “Connect 4 Change” approach works particularly well and has enabled more than 72 young people from the slum in 2021 to receive an education. basic computer training, reducing the digital divide in the neighbourhood.

In addition, LP4Y promotes 2 international networks Youth 4 Change Network and the Youth Inclusion Network to share practices and encourage the professional integration of excluded young people with professionals and other NGOs. These networks are very relevant and have the potential to amplify the action of LP4Y.

### **An original organisation based on volunteering**

The LP4Y teams are young volunteers, who are recruited as a cohort. LP4Y has structured an integration and training program for these young volunteers, the vast majority of whom are French young people sent to the field to be in direct contact with young people but also for support functions. This approach allows everyone to be as close as possible to the beneficiaries. Even if young people commit to their position for a year, many anticipate a longer term.



Since turnover is structurally important given the nature of the contracts, LP4Y has developed numerous manuals and tools to capitalise on the experience of past volunteers and keep track of the stages of the project. Different templates are also used so that volunteers can animate the different support times of the program (planning template, support template for collective support sessions, etc.). This allows new teams to rely on consistent support for the entire organisation. The volunteers and the young people carry out all the missions to manage the centre and the programme, which is an efficient approach.

## The main recommendations

In order to strengthen the effects of the programme and its efficiency, several recommendations can be formulated.

### Strengthen the pedagogy

One of the greatest added values of the programme being the contribution of interpersonal skills, it would be useful for volunteers to be trained in more depth on the various skills and on how to transmit them in a participatory manner. While the level of English is not always very high, it would be useful to conduct **these workshops in the local language**. There are also modules in local languages that could be useful to LP4Y. Including **emotional intelligence** in these skills would be a plus.

**More structured educational content** could allow young people to develop certain skills more strongly, such as English. Indeed, having recourse to trainers speaking English and the local language would allow young people to develop a basic foundation. Likewise for computer training, having a trainer who can also teach in the local language and local language input is a plus for young people. The Kathmandu centre adopts this approach which could be replicated elsewhere. These training sessions should always be in the "learning by doing" approach. **Recognition of skills acquired through a certificate** explaining the skills acquired would be an asset for job search.

### Enable long-term professional integration for all

To increase the rate of professional integration after the programme, LP4Y would **benefit from developing much stronger links with the ecosystem** to better understand the local labour market, create lasting links with local employers who would be made aware of the employment of excluded young people as well as respect for labour law (especially in TDCs).

In addition, **greater awareness of LP4Y's partner companies on the employment of young people in a situation of exclusion** would make it easier for young people to find decent work.

LP4Y should develop **more precise monitoring of young people in employment after the programme** in order to better qualify the sustainability of professional integration and to ensure their integration over time.

As one of the challenges faced by young people is gender-related violence, it would be useful to include sessions on the **prevention of sexual harassment in particular as well as on labour law in the programme**.



**A more in-depth reflection on professional integration for the Green Villages** would be useful to carry out: indeed, even though young people come from rural areas, the programme is mainly oriented towards urban jobs, while this is not necessarily the aspiration of these young people.

### Strengthen the organisation to allow it a stronger local anchoring

LP4Y has a modelled approach for all territories and the volunteers come from abroad (especially from France). LP4Y would benefit from strengthening its local roots and its knowledge of the local context.

**Recruiting local volunteers** would provide important support to the centres, in terms of supporting skills development, connecting to the local network and understanding needs. LP4Y has planned to make such recruitments at the end of 2021, which seem relevant to the evaluators.

The **creation of local advisory committees** would make it possible to better integrate partners and other actors of the local ecosystem into the project and enrich the strategy locally.

### Reinforce the local vision

As the documents and tools are very prolific, it could be useful to have programme summary documents and help the catalysts navigate through the different media / tools to identify "mandatory" and "useful".

National strategy workshops could be regularly conducted to adapt the global approach and adapt it to national and local specificities.

## Conclusions on scaling

Scaling can take different forms: going further on the impact on each beneficiary, reaching more beneficiaries per territory and reaching new beneficiaries in new territories.

We believe it is important that **LP4Y deepens its impact on every young person in order to enable more young people in the programmes to have decent sustainable employment**. This will go through

- i) more precise post-programme monitoring of young people and their employment situation to understand what causes young people to leave their jobs;
- ii) stronger partnerships with various companies so that they are made aware of decent employment and the employment of young people in situations of exclusion (multinationals as well as local companies).

**Training of trainers** can also help spread the impact more widely in each country.

**The Green Village model should be tested more strongly in its new version**, with the health situation less critical, **before being replicated more widely**.

When expanding into new territories, the **specificities of employment and gender issues should be analysed in detail**. **Strong networking with partners is an essential preliminary step to position the programme**.