LIFE PROJECT 4 YOUTH
FEEDBACK IN THE COVID-19 RESPONSE
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* Find here a lexicon
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Conclusion & next steps
Introduction
A. LP4Y Context

Life Project for Youth is an international movement specialized in the development of innovative solutions for the professional and social integration of excluded Youth living in extreme poverty. **LP4Y Alliance unites the locally established entities around 3 missions:** Advocate on behalf of excluded Youth in poverty, accompany the most excluded Youth towards professional and social integration through entrepreneurship and encourage all innovative entrepreneurial initiatives that support Youth inclusion.

LP4Y is in **13 countries** (US, England, France, Belgium, Luxembourg, Lebanon, India, Népal, Bangladesh, Myanmar, Vietnam, Indonesia, Philippines) with **20 Life Project Centers** (LPC*), **3 Green Villages*** (GV), **4 hostels**, **4 Little Angels Academies***, **2 LABS***. **41 programs** are currently running.

Before the beginning of the Covid-19 crisis, **140 Catalysts*** (Coaches, Project Managers*, Country coordinators*, Administrators) were operating horizontally by region and by project.

Since 2009, **2 493 Youth** have been accompanied and already **813 of them are STARS***.

The different centers welcome the Youth from Monday to Friday for 8 hours everyday. The team comes all day long to assist diverse training and run the micro-economic initiatives* (MEI) of their program during 9 months long. After 9 months, the Youth is professionally integrated.

→ Rapport annuel 2019
B. Context Coronavirus

The 2020 coronavirus outbreak had different consequences but three of them directly impacted LP4Y activities:

- Interruption of international travel;
- Lockdown and social distancing measures;
- Economic crisis.

First, LP4Y staff, called “Catalysts” were mostly impacted by the interruption of international travel. End of February and beginning of March are the end of the handover period for LP4Y and some Catalysts* could not reach their new country of mission. To another extent, the support team was also not able to visit and support the centers for several months.

The fact that the crisis began during the handover period also meant that part of the Catalysts* had to discover and adapt their mission at the same time.

Then, the lockdown and social distancing measures had a direct impact on the training centers of LP4Y because most of them had to physically close for weeks or even months.

Finally, the economic crisis affected the targeted Youth; some of the former Youth lost their job and some had more difficulties to find a first job.

Find a timeline below or here for a full view to see the evolution of the situation within LP4Y.

* Find here a lexicon
C. Methodology

In May 2020, while the heat of the first Covid-19 wave was starting to flatten and the phase of adaptation to new working conditions was over, LP4Y decided to start a feedback process in order to acquire and circulate knowledge on the ongoing situation.

As this situation required LP4Y to act quickly, the objective of this work was to keep track of the good practices as well as difficulties the organization encountered.

The process started by the preparation of two surveys that the Catalysts sent to the coordination team in May and all the Catalysts in June. While writing the two surveys, they highlighted the crisis organization, key decisions as well as communication and follow-up tools used during this crisis.

All the information collected in the survey and during its creation served to write the outline of this report.
The two first parts, which focused on LP4Y decisions and actions, were completed by experts on the subject within LP4Y and coordinated by a dedicated task force. Those parts were designed in the form of questionnaires in order to guide these experts but also to ease reading.

The final part called “Assessment and Action Plan” highlights the main good practices, difficulties the team encountered and offers solutions to put in place to improve LP4Y organizations.
PART I
Strategy and decision: how did LP4Y react to the crisis?
1. Safety of the Youth and Catalysts

What was the context?

By the end of February 2020, the world was beginning to worry about the spread of the virus and the first measures of lockdown and social distancing were put in place in many countries. LP4Y promptly responded to the situation by reinforcing safety measures in the centers and finally decided to suspend the training sessions.

What were the main decisions made by LP4Y?

- Communication of WHO guidelines to the coordination team to be transferred to all the Catalysts (29th of February and 10th of March).
- Creation of LP4Y Guidelines Covid-19 (14th of March), reference document on the conducts to be followed in the centers regarding the epidemic (hygiene, equipment, travel, communication, MEI* & events). This document was sent by email each time there was an important change, and updated regularly.
- Suspension of training (16th of March in the Philippines, Vietnam, Bangladesh, India and 19th of March in Myanmar, Nepal and Indonesia).
- LPC*s and GVs* remain open in case of need/emergency.

Why were these decisions important?

Taking notes of the rising cases worldwide and the measures implemented in LP4Y countries of mission, the decision of closing the centers soon imposed itself. First because it was LP4Y’s responsibility to follow the authorities guidelines. Secondly because the Catalysts on the field needed to receive clear guidelines in this climate of growing uncertainty. Consequently, LP4Y decided to simultaneously close the centers in the Philippines, Vietnam, India and Bangladesh and then Myanmar, Nepal and Indonesia. This global decision allowed all the centers to be aligned and know exactly what they had to do.

What challenges did LP4Y face?

Suspension of the training affected LP4Y activity directly because it is at the heart of LP4Y action. This meant that the Coaches had to find new ways to accompany the Youth and adapt the mission and task of the Catalysts which were on the field.

Useful drive documents:
LP4Y Safety Guidelines
2. Youth action oriented

What was the context?

Covid-19 made LP4Y mission towards the excluded Youth difficult when they are one of the most affected by the situation. As the UN DESA Policy Brief #67 on “Protecting and mobilizing Youth in Covid-19 responses” highlighted “Young people are particularly vulnerable to the disruptions the pandemic has caused, and many are now at risk of being left behind in education, economic opportunities, as well as health and well-being.”\(^1\) According to UNESCO (2020), so far 191 countries have implemented nationwide or localized school closures, resulting in over 91 per cent of enrolled students, or 1.5 billion people, not being able to go to school.\(^2\)

What were the main decisions of LP4Y?

Keep the focus on the Youth by:
- Keeping the link as much as possible: calls, visit in the center when possible
- Continuing to give allowance*
- Reconnecting with all LP4Y former Youth, called STARS*
- Reconnecting with the Youth who didn’t finish LP4Y training
- Providing exceptional Crisis Fund for the ones in need (STARS* without job, cyclone damage, fire damage, …)
- Doing Remote training sessions
- Empowering the Youth through Mobilization Action

Why were these decisions important?

It was necessary for the teams to continue LP4Y’s initial mission: professional inclusion of the excluded Youth. All of LP4Y actions must continue to serve this mission.

This decision was mainly shared by all the Catalysts who acknowledged that being there for the Youth during this difficult time gave a purpose to their mission and helped them to cope with the situation. Catalysts recognized the reactivity and adaptation of LP4Y even if it implied sometimes to adapt to guidelines that were evolving very quickly and a feeling of lack of step back.

Quote “The objective of LP4Y was maintained throughout the crisis: online training and crisis funds. The Coaches kept supporting the Youth and the support even extended further than what we usually do with relief efforts (via task force mobilization), crisis funds, fire funds etc.”


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* Find [here](#) a lexicon
What challenges did LP4Y face?

The main challenges identified by the Catalysts are the following:

- **Logistics**: physical distance from the Youth and Digital distance for the ones who had no access to a smartphone or signal. The teams however succeeded to overcome this difficulty by organizing training on Facebook live, by remotely loading the phone of the Youth, making bank transfer.

- **Redefinition of LP4Y’s mission**: the emergency of the Covid-19 crisis led LP4Y to sometimes expand its activity to emergency support instead of development. The Catalysts had to deal with a huge increase in demand for financial help and some Catalysts felt they were seen as “bankers”. As a consequence, we had to find the right balance between support and the relation to money. After a few weeks, the Coaches adapted their actions and focused more their support on training and attendance and not only on financial support.

- **Workload**: being present for the Youth required a lot of energy from the Catalysts on the field who were also living the effect of the lockdown and social distancing. Whereas some Catalysts found room for creativity and sharing time, others felt that there was no space for individual consideration and individual choices in this uncertain context.

**Useful drive documents:**

2020 Covid-19 Crisis - Youth, Trainers & Families Follow-up
3. Agility to adapt to new field conditions

What was the context?

The lockdown and the suspension of training sessions had a direct effect on the mission of the Catalysts because they are at the core of LP4Y activity. To the question “Has your mission changed/evolved due to the Covid-19 Crisis?” 64% of the Catalysts responded “yes” and 11% answered “partially yes”. Some of the Catalysts had to adapt to remote coaching and some were even unable to reach their country of mission. When the French Foreign Affairs Ministry (speech on March, 17th) confirmed that French expatriates and so volunteers should remain on the field, we had already started to adapt to find new ways of working together efficiently.

What were the main decisions made by LP4Y and why was it so important?

- Encouraging volunteers to stay on the field
- Creating task forces
- Reassignment of some Catalysts
- Keeping volunteers who have returned to France under contract
- Postponing Lebanon, Sri Lanka and closing of Vietnam projects

It seemed important to stay on the field for two main reasons:

- It was more secured to stay home than travelling and risking spreading or catching the disease;
- The LP4Y mission to support the Youth had to be done on the field in order to stay in contact with them, understand their problems and be able to react if needed.

The Catalysts were able to stay in most of LP4Y countries of mission but Covid-19 also forced the organization to make important decisions regarding LP4Y development in some countries:

- The opening of Lebanon and Sri Lanka was postponed either because not enough volunteers could reach their location of mission or because the conditions were not in place to open up these countries.
- In Vietnam, as new projects encountered administrative difficulties, and the main cities closed down slums, it was decided to refocus LP4Y actions where the Catalysts could have more impact and so to terminate activities in this country. Moreover, Covid-19 and the closing of the centers encouraged LP4Y to make this decision.
What challenges did LP4Y face?

The departure of Catalyst was the main challenge of this period from several aspects:

- For the one leaving, it was a difficult decision and some Catalysts felt a “pressure to stay” because of the lexical used during the conf calls. All the Catalysts did not find room to express fears, and feelings. The difficulty was to find the sufficient number of listeners (who were in the good condition to listen without being impacted) and the room for expression which would suit the largest number of Catalysts.
- For the ones managing these departures, everything was happening fast, the situation was evolving daily, and the communication with different actors (three different sending organisations with different strategies, and inside different actors managing different aspects) made it difficult. The communication around the departure of Catalysts is a main area for improvement: How to announce these departures without de-stabilizing the rest of the team? What to say, how and when? Some Catalysts heard about the departures of others through different and non official channels, sometimes not in a positive way. This resulted in an impression of a lack of transparency for some Catalysts (particularly during the first week and especially by the Catalysts not in the Coordination team).

In March, 8 Catalysts decided to return home in only a few days. Amongst these departures, 6 were concentrated in India and left 2 centers empty right before the lockdown. A Catalyst at the end of her mission accepted to extend it and go to one of these centers enabling her to keep it open to support the Youth. LP4Y feared the contagion of emotions and wondered what would happen if most of the Catalyst suddenly decided to go home.

To the first few Catalysts, it was said that their departure could mean the end of their contract. However, once they were in France, and the departures stabilized, it was decided that LP4Y would not take the initiative of ending their contracts.

In the end, LP4Y has never in the crisis taken the initiative of ending the contract of a Catalyst. This decision is important because LP4Y knew that this period was difficult personally for the Catalyst. Those who returned home were proposed a mission to do from home and given the opportunity to stay under contract for 3 months as allowed by the derogation from the French Ministry of Foreign Affairs.
It was clear however that LP4Y could not promise this measure to all the Catalysts. It indeed depended on the number of people leaving the field. Keeping the possibility to adapt to the context was an important choice.

**Useful drive documents:**

[link to Catalysts Taskforces - Crisis 2020]
4. Global thinking for more local impact

What was the context before the crisis?

In LP4Y, Catalysts are actively participating in the decision making process. All of them are on the field, close to the Youth who are at the heart of LP4Y missions. The spirit of LP4Y pedagogy is shared in a Handbook* and general guidelines however agility is key to adapt to the local contexts. Usually, the Coaches, that are the main interlocutors of the Youth, share information and questions through a Whatsapp group to Country coordinators*, PL and Boosters*. It means that most decisions are made collegially. However managing an international crisis such as the Covid-19, LP4Y decision process had to evolve in order to be able to face the many challenges encountered on the field. LP4Y strategy was to think globally to adapt to the new situation, stay organized all along the crisis in order to continue to support the Youth.

What were the main decisions made by LP4Y and why was it so important?

As the situation was evolving fast and the consequences of the pandemic had direct effect on LP4Y activities, it became necessary to align LP4Y’s answers to the situation. Early March, a daily conf call (called C4*) was created with the Country coordinators*, Boosters*, PL*, PM* and Task force Leaders to discuss issues raised by the Coaches or by the coordination team (money, organization, follow up documents). The Coordinators were then responsible to transmit the information to the Coaches who themselves had to transmit it to the Youth. All the decisions or questions of the Coaches were checked by the Coordinators who had the global view. Capitalizing the discussions between a limited number of people allowed to save time, have an overview of the situation and have more local impact.

What challenges did LP4Y face?

- All the Catalysts did not agree with all the decisions taken globally. Talking as one voice was not easy.
- Communicating the guidelines and information to the Catalysts was challenging for the Country coordinators* especially when it had an impact on their personal or professional life.
• The changes in the decision making process were very fast and difficult to understand for some Catalysts who did not feel free and felt under pressure.
• As there were many people in the C4* conf call, some coordinators felt they were not taking part in the decision making process.
• As the decision making process changed, some Catalysts felt a lack of transparency from the coordination team. For example, not having the same daily report as the others (without the evolution of the Covid-19 cases) may have been misunderstood by some people.
PART II

Actions: what solutions have been developed to continue working during Covid-19?
1. New way of working together: creation of task forces

The global covid-19 crisis pushed LP4Y to re-think and re-organize its ways of working together. The coordination team, the Coaches, the catalysts on the field mainly had to find new ways of getting involved toward youth social and professional inclusion... online.

Thus, following the coming projects of LP4Y and the creative ideas of some catalysts, 8 task forces have been created to overcome current challenges and to mobilize the teams on the field, from India, Vietnam, the Philippines, Nepal, Myanmar, Bangladesh, Indonesia and France.

Impactful projects have raised up from these youth and catalysts oriented task forces : LP4Y is now able to capitalize on the great inputs that have been shown for the past months, such as the development of the Green Village Pedagogy 2.0, the launch of the e-learning platform Digital Inc., the creation of the LP4Y Stories...
A. Taskforce Digital

Why was it created?

The Digital TF was created to play a part in the e-training creation for Digital Inc. Digital Inc. is a collaborative platform which keeps connections between the excluded Youth, LP4Y ecosystem and the corporate world, allowing e-learning training from anywhere, and encouraging the professional inclusion of these Youth. The project was in a test phase before the coronavirus outbreak. The different lockdowns and difficulties to gather the Youth in the center made this project even more relevant.

Why was it useful during this crisis time?

Before the Covid-19 situation, the Catalysts had 26 created courses on the platform. Nowadays, LP4Y has 166 courses. Thanks to the involvement of some Catalysts, different e-trainings were assigned to the Youth during the lockdown situation. In this way, LP4Y kept connexion with Youth and continued to empower their skills remotely.

How did it work?

Firstly, a meeting was planned with all the Catalysts in the task force to introduce them to the project, the objectives, and the task force process. Then, they created a Whatsapp group: “Taskforce Digital Inc.” to transmit project information easily.

To succeed with content creation, Catalysts had to be trained first on a training platform to learn how to make engaging courses. Then, they had to create a draft of their training before implementing it on Digital Inc.

The emergence of the digital taskforce helped the team to build efficient tools to follow up the content creation on the platform. The team capitalized all the useful information in three documents:

- **Follow up - Digital Inc.**: a document that gathers all courses and training details available on the platform. In this document, content creators chose the topic they wanted to digitalize.

- **Digital Inc. Tips Pedago**: a document that gathers all the pedagogic information on Digital Inc. (tips about the content format, how to gamify an e-training, process of validation...)

- **Creative tools**: a document that summarizes all the tools used to create dynamic and interactive content.
You will find any additional information in the Handbook Digital.

What worked well?

The follow-up document enabled notification of the progression of every creator. Hence, it helped to know in which step of the creation they were and to support them better.

To the question “How do you evaluate the impact of the Task Force Digital?”, 94% think it was really effective. The crisis helped to “fast forward this project” and “progress rapidly” according to the coordination team.

What challenges did the task force face?

The main difficulty was to review a large amount of content. In the process of validation, it is essential that all the contents on Digital Inc. are checked and corrected if necessary.

The Catalysts on the field identified two challenges:

- Even if the members of the task force followed a training on how to create new content on the platform, they found it was difficult to handle the technical part and to create training sessions from scratch without any template.

- A room for feedback: a conf call to gather all the questions and feedback between co-creators was missing according to the Catalysts. They would also have wanted to have more feedback on the testers first training and first thought of the application.

What could be improved?

The process of validation needs to be improved. The creators must transmit their draft to the pedagogical experts before creating content on the platform. This way, it will avoid late changes and creators will gain time on the digitalization step.

According to the Catalysts and the coordination team, this project requires a good and strong internet. As a consequence there is a strong probability that some Youth may not have access to the platform. Another improvement could be to have better access and a global view of all the training sessions, as editors, to maintain consistency.
What could have been done differently?

It would be necessary to fix a deadline for creating content, to encourage Catalysts to be organized on their workload.

What are the lessons/useful insights that you/LP4Y learned from this task force?

No need to be a “geek” or a “pedagogical expert” to create dynamic, interactive content adapted to Youth. With all the useful tools and clear guidelines, Catalysts have the power to create engaging courses.

How LP4Y will use the work of the task force in the future?

LP4Y will use the training done by the task force to develop the digital pedagogy. In October 2020, these training sessions will be tested in some pilot centers to verify their efficiency.
B. Taskforce Mobilization

Why was it created? / Why was it useful during this crisis time?

It was created for several reasons:
- The Covid-19 led to a time of crisis, where the population and its “usual life" were impacted, with hard consequences in terms of health, economics, etc.
- LP4Y was willing to be actors of the resolution efforts + enable the Youth to be actors in their communities!
- Can be created in any of the following situations: typhoons, tsunamis, earthquakes, but also pandemic (with specific requirements in terms of safety measures to avoid spreading a disease).

It was also very useful for the following aspects:
- Getting knowledge about what happened on the field during the crisis.
- Getting benefits for the Youth (if food distribution, raise awareness among the Youth themselves and among their community)
- Used a motivational tool for the Youth that took part in initiatives because they are motivated to feel part of an initiative and can feel useful!
- Used it a professional experience the Youth will be able to use in interviews
- Give the chance to Catalysts to take action and not only to feel powerless.
- Creation of links in the ecosystem that can be useful in the long-run.

How did it work?

The taskforce gathers:
- The Youth: main actors since they will take part in civic activities in their communities.
- Catalysts on the field, mainly are Coaches and directly related with the Youth, taking into account:
  - Good to have Catalysts from all the countries and different cities (not two Catalysts from the same LPC* / GV*).
- Taskforce leaders including:
  - One person who can focus on the task force full time (especially in the beginning).
  - PL partnerships who can follow the contacts that are created to build new partnerships if interesting to do so.

You will find any additional information in the Handbook - Mobilization.
What worked well?

The following points worked well in the task force:
- Contact with a lot of structures active in the field that can be possible partners in the long run!
- Good communication and exchanges with the Catalysts
- Numerous files created that can be a good basis for a future task force
- Implementation of actions with the Youth = boost of motivation for them who felt actors of the community in a period, during which not a lot was happening

To the question “How do you evaluate the impact of the Task Force Mobilization?”, 44% think it was really effective. Indeed, it permitted “to support the coordination team by coordinating local initiatives and sharing best practices”. It was really interesting to develop this task force in terms of LP4Y “pedagogy and partnerships”: many activities to do with the Stars, a good way to develop LP4Y and NGOs ecosystem.

What challenges did the task force face? (Identification of negative points to be reinforced)

We had to face challenges internally,
- Work on the mobilization and try to develop actions without being the full priority of the Catalysts.
- Communication challenges in the beginning (who should validate what with who): the team should have clarified the communication and validation process from the beginning. The Catalysts did not do it right away and had some communication challenges at some points.
- Keep the Catalysts motivated and taking part actively to the conf call

And also externally:
- A lot of partners were not reachable: either too busy with their own work, or not really active on the field
- Push for actions in a context where the social contact needed to be limited and secured (cf. pandemics)
  - Fear of some people (partners + Catalysts to take actions in a tensed context)
  - Need of strong hygiene guidelines
- Different actors’ involvement: complicated to give the same opportunity to the Youth and the STARS* who wanted to join in the activities, especially as it was difficult to keep in touch with all of the Youth
- Local and international staff: Some of the NGOs contacted were only focusing on their beneficiaries. Sometimes, being a foreigner made it even more difficult, as local organizations didn’t need outside help
- Health risk while organizing outside distributions

**What could be improved? What could have been done differently?**

- Clarify communication process regarding who is in direct contact with the Catalysts on the TF (TF leader or Country Coordinator?).
- Planification of the conf call to be sure that it is relevant. Less conf calls? different kinds of animation? different conf call depending on the country where the Catalysts are in order to have small groups and more exchange between them?
- Clarify the process at the beginning with the Catalysts: who are the Youth who can take part of the actions? Clear rules regarding the allowance* (volunteering or no).

**What are the lessons/useful insights that you/LP4Y learned from this task force?**

- Push until you have an answer and ask a lot of people: the success return rate is low but when it is positive, it can be HUGE!!!!
- The actions in the community were very motivational and good experiences for their resumes and developing new skills!
- Need to have a clear and precise communication and validation process.
- Sometimes, so many opportunities but need to be able to say NO if it is not aligned with LP4Y strategy and does not respond to the needs of the center.

**How LP4Y will use the work of the task force in the future?**

Capitalization of the work done in the ecosystem: better knowledge of the actors of the environment and creation of partnership opportunities (cf. doc future_of_the_taskforce and handbook).

* Find [here](#) a lexicon
C. Task Force LP4Y Stories

Why was it created? / Why was it useful during this crisis time?

At the beginning of the lockdown, when the centers had to suspend training and MEI* activities, the Catalysts needed a way to reinforce the bounds and the motivation of every one! Not to panic, but to have faith in everyone’s actions remembering why the Catalysts all were where they were: Catalysts, Youth and STARS*.

Also a good way to involve the Youth even if they could not come to the centers. This internal shape has been the first step. Then the second : sharing some of these stories to the entire LP4Y network. A new way of communication and mobilization of All LP4Y contacts: partners, donors, members, or even prospects. These testimonies, because they are directly from the Youth, are really precious. They are the first Voices of LP4Y.

How did it work?

Find below the useful drive link:

- Folder LP4Y Stories
- Follow-up table (Catalysts main tool)
- Folder by countries
- We create the LP4Y Stories NL on MailJet, a professional emailing tool.

What worked well?

As soon as it started, a lot of Catalysts were motivated to participate with the Youth. Youth always have some good stories to share.

The format of the NL with direct links to a special page of the website has been a good idea, because it’s easy to communicate by email, as on the social network.

To the question “How do you evaluate the impact of the Task Force Stories?”, 35% think it was really effective. “A bit of fresh air every week!” as it was an opportunity to e-meet more Youth and Catalysts, or even partners. It was a motivation tool as well for the Catalysts, and an easy one to forward to their families.

What challenges did the task force face?

- Find a way to make the publication of the Stories viable. To have a good article, we need sincerity and then diversity. Risk to have always the same article. How to keep the reader’s attention?
- It is complicated to get Catalysts testimonies. Some of them during the lockdown but now this is more and more rare.

* Find here a lexicon
What could be improved? What could have been done differently?

- Maybe the team could push more because too many people didn’t participate because of shyness or because they didn’t have the idea of participating.
- The Catalysts started to create a survey to have feedback but it has never been the right time to launch it. Perhaps the team will try if the LP4Y Stories continues.
- The team observed that it was not a good idea to publish too many articles at the same time.

What are the lessons/useful insights that you/LP4Y learned from this task force?

- Power of a great testimony is huge! A new form of sharing for LP4Y.
- Also a new kind of communication with the LP4Y Stories sent to all LP4Y’s contacts, LP4Y offers a complete new offer because 1) this is fresh news from the field and directly created by the Catalysts or the Youth (the fact that this the voice of a specific person, that this is personal story is really important) 2) this not an invitation to an event, a fundraising or membership campaign, LP4Y ask to the contacts something maybe even more important, TO LOOK AT THESE YOUTH, to pay attention to their own stories, pictures, words etc.
- The Youth are so proud of themselves when they see their articles published!

How LP4Y will use the work of the task force in the future?

LP4Y hopes it will continue. Every two weeks for the internal NL and every month for the external one. The external version will probably have a specific theme (#special Solidarity / #special Partnership / #special Vietnam etc.)
D. Task Force Stars

Why was it created? / Why was it useful during this crisis time?

Sometimes STARS** potential is underestimated, they represent one of the main advantages of LP4Y. During this crisis, they can be particularly useful to help the Catalysts to organize all the projects, to assist the Catalysts in project leading and to give a constant follow up of their status. Since they have a special bond with the Youth, they can also act as a support for them, with the fact that they may be aware of things that LP4Y doesn't know yet and inform the Catalysts. So, to reconnect all the STARS* to LP4Y project, remobilize and involve them in solutions and actions against this crisis. The goal is also to create reusable and useful tools for later use to keep them connected and active with all LP4Y and future projects.

How did it work?

Try to contact each Star by any means using any social media, Facebook Messenger, Whatsapp, mails, phone messages, calls, etc.

1. Contact STARS*: It is like an Individual talk that the coach would do with the Youth, getting to know them, what their life is like, retracing their journey after LP4Y, their successes, trials, challenges, etc..
2. Update the CYDB* with the info the coach has collected from the STARS*/ES*
3. Update the Youth Information Form for each STARS**/ES* in the CYDB* and put all the information the coach got.

Useful drive documents:

TaskForce Stars presentation concept TF4 STARS
General Survey for all the Stars Clubs, Survey
From Stars to Catalysts concept note, English version / French version
Group listing Stars, Listing
Survey Stars Clubs Analysis file, Analysis
Task Force Stars Inclusion file, Stars inclusion
Follow up file for a center PaharGanj Follow up

What worked well?

Since the last count on the Covid Follow up file, more than 840 STARS* have been contacted with a positive answer. This allowed LP4Y for the first time to monitor and support them daily. It gave the Catalysts the opportunity to experiment new projects, send surveys, make interviews/analysis, collect testimonies and lead them during the actions against the Covid-19 crisis.
CYDB* and Covid follow up files were really useful as a support and database to find data and update it.
Testimonies of STARS*, actions of them on the field and working with TF Mob (food distribution, update of the situation, help the Coaches in their LPCs*/GVs* etc.)

To the question “How do you evaluate the impact of the Task Force Stars?”, 47% think it was effective. It was interesting for the Catalysts to have the opportunity to discuss with STARS*, being a “strong network of alumni”.

What challenges did the task force face?

According to and in conjunction with the measures of the respective countries facing this crisis, the centers had to close for a longer or shorter time. So, without the possibility to meet the STARS* in the LPCs*/GVs*, it brought LP4Y to find effective solutions to provide funds support.
The Coaches noticed that just a few STARS* had a bank account. It gave the Catalysts the possibility to implement bank transfer regulation for most of them for better speed and ease of their needs. In the future, a systematic creation of their own bank account needs to be done.
In addition, the second challenge was finding the missing STARS* from the database due to a lot of reasons like a CYDB* not always updated or veterans STARS* who changed their phone number and didn’t give news. Some solutions have worked well like asking the other STARS* to find them again (STARS* are always connected with each other and they can always have some updates about all of them). Their former Coaches are also a good solution.

In the fields, the Catalysts identified the following challenges:
- Money management: difficulty to deal with the money distribution especially to STARS*: some of them were even aggressive regarding the amount of money.
- Links with other projects: it would have been interesting to link it more with the mobilization taskforce sooner.

What could be improved? What could have been done differently?

The collaboration & insertion of the STARS* with the other TF mainly.

What are the lessons/useful insights that you/LP4Y learned from this task force?

- Stars Clubs can be coordinated with all the LP4Y staff.
- Make a global point of the Stars Clubs situation
- Realize the “limitation” of this ecosystem and gave LP4Y new solutions to work on it
- Open for others projects
- Create useful coordination tools
How LP4Y will use the work of the task force in the future?

Like the other TF, the majority of the Catalysts concentrate now on their center and Youth programs. But for now, the projects of Task Force Stars evolve all the time, despite the fact that the work in progress is carried out by a reduced team, all the Catalysts of this TF remain available to propagate the messages and the evolutions in their respective Stars Club.

With all the tools created and the new solutions found with this TaskForce, It’s the first time that all the Stars ecosystem have the possibility to be connected and interact with each other. LP4Y now has the possibility, according to the Catalysts in charge of their Stars Club, to have a global view and give a useful daily follow up.

In this continuity, this Task force has enabled LP4Y to open two main projects:
Firstly, the “From Stars to Catalysts” project, which aims to train and create clear guidelines to allow the role of the STARS* to evolve, and to offer them a transition to become themselves Catalysts.
Secondly, the “Stars Clubs Events Improvement” project, which consists in thinking about new solutions to improve the events and to implement new activities in order to retain and perpetuate the participation of the Stars Clubs members.
This Task Force led LP4Y to create a whole new position for Catalysts, the Stars clubs Project Manager who will continue to supervise these projects from September onwards. Also, a re-adaptation of the STARS* board is to be expected to allow a better fluidity in the internal functioning.
All these objectives have the final goal to guide the STARS* to be more autonomous and entrepreneurial in the life of their Star Club, to give them the possibility to propose projects and to invest in all the ecosystem of LP4Y.
E. Task Force GV Pedagogy 2.0

Why was it created? / Why was it useful during this crisis time?

A new project, the Green Village* pedagogy was created in 2018. After one year and a half, it was time with all the experience gained from the pilot, to shape the model. After a 3-days seminar in February 2020, gathering the coordination team and project leaders* of LP4Y, a 3-month, replicable, and adapted to the Youth professional needs’ pedagogy was born. The content’s goal was to be structured, simplified to be transmitted to local organisations and government schemes, in order to reach more Youth trained and integrated.

How did it work?

The Green Village* Catalysts, located in Vietnam, India, Nepal and Myanmar were introduced to the main structure worked on during the seminar (slide 1 to 14). Thus, they organized themselves in different workshops inside the task force. The main task above it all was to assess what tools were already existing in Green Villages* and improve them for the betterment of the project, on subjects such as:

- the redefinition of the micro-companies tools, with which the Youth in training work 5 days out of the week
- the guidance content and flow
- the organisation of STAR clubs
- The mobilisation projects and ways to share LP4Y open source pedagogy with Train the Trainers new content
- Above all, the retranscription of it all in an attractive, illustrated Handbook*.

What worked well?

- Change management: The Task force, by its collaborative essence, enabled the joined improvement of tools in an agreeable way. The Catalysts who were working with the pilot pedagogy were listened to, and accompanied the change to ensure all the team members’ adhesion
- Leadership: For each sub-group, a clear leader was assigned to the follow-up of each part of the Task Force, who was responsible to organize calls and well-organized teamwork
- Collaborative participation and LP4Y growing understanding of Green Villages*: one of the Green Village pedagogy pilot’s flaws was its isolation. For round 2, it was made clear that the same ways will not be repeated. Involved from the shaping of the model until the end, the Project leaders* and Coordination team were included, understood the project’s needs and shared their guidance. Hence, a better comprehension of the Green Villages* was targeted for all the Catalysts from Life Project Centers, through conf calls, LP4Y Stories about the tasks force work.

* Find here a lexicon
To the question “How do you evaluate the impact of the Task Force G.V Pedagogy 2.0?”, 73% think it was really effective. “Sharing our skills and experiences will make this pedagogy even better and relevant!” according to most of the GV* Catalysts involved in this project.

**What challenges did the task force face?**

- Alignment and diversity of experiences: newly joining Catalysts, along with pilot-experienced ones, worked jointly on the task. The still fruitful mix was challenging fresh Catalysts who could not get inspired by an experience that called for change and sometimes had difficulties to shape tools to use on the field, when their knowledge was still “theoretical”. Meanwhile, the experienced ones were challenged in the old ways that may not have been relevant in the new pilot pedagogy some and could have difficulties to think always out-of-the-box with fresh-eyed ideas.
- Teleworking: the Green Village* team, scattered throughout the Asian continent, managed its best to work together on the common projects of the task force. Working from distance, added the different mindsets, made it sometimes challenging to stay aligned and push in the same direction.
- Organization: Although the leader always remained the same, through the variations of the sub-projects, the number of people involved may have variated to adapt to the workload and the team had to pinpoint the moments where the sub-project was reaching its completion.

**What could be improved? What could have been done differently?**

- Capitalisation of the Handbook*: Even if it was done regularly, not all information has been written.
- End of the taskforce: The team could have sent an email or a nice message to thank and close the tasks force officially.

**What are the lessons/useful insights that you/LP4Y learned from this task force?**

**How LP4Y will use the work of the task force in the future?**

Through the ups and downs of this Task force, that aimed at providing a worldwide replicable, short pedagogical model to local organizations, the main lesson is probably that everyone can and must be involved in big changes. The Catalysts were, during all those months true actors of their future work set-up. The very diverse skills, views and questionnements of each nourished and empowered the work being done and made the project fruitful, for it not being unilateral and applicable and deeply agreed on.

Aiming to start their training centers in September 2020, the Task force and its volunteers will apply the new pilot pedagogy concretely. It hopes to inspire the new Life Project Center 6 months pedagogy, with a focus of learning by doing professional management in a micro-company.
**F. Task Force Situation, Anticipation and Monitoring**

*Why was it created? / Why was it useful during this crisis time?*

In early March, many countries, including LP4Y countries of operations, started to implement measures to fight the pandemic. Those measures had direct impacts on LP4Y missions (Catalysts could not join their country of mission, Youth could not gather in the center, etc.). The pace of the evolution of those measures made it difficult to follow. The coordination team realized they needed tools to gather all the important information and to monitor it.

The main objectives of this task force were to:
- Monitor and collect information about the ongoing situation
- Verify and consolidate the sources of information
- Synthesize and spread the right information for the coordo team, Catalysts and Youth
- Create useful tools to support the safety of the Catalysts and the Youth facing the situation

*How did it work?*

The main activity of the task force was monitoring news in each country. The task force had members from all of LP4Y Asian countries responsible to monitor information such as measures taken by the authorities and embassies, local initiatives and financial aid, etc.

The task force also worked on different side projects linked with monitoring and crisis management such as writing emergency checklists, anticipation scenarios and sharing useful posters to communicate with the Youth about the situation.

Find all the useful documents and more description about the task force in the handbook TF 6.

*What worked well?*

- Having Catalyst from all countries
- Making the information directly available to Catalysts in their mailboxes
- Sharing good practices to all the Catalysts (how to reopen a center, poster bank)
To the question “How do you evaluate the impact of the Task Force Situation and Monitoring?”, 82% think it was really effective as it answered a “collective need”. This taskforce was really useful to be “aware of the latest information regarding the progress of covid, the measures taken by the governments etc”: in a few words, to have an overview of the situation all over LP4Y countries.

What challenges did the task force face?

- Finding the right pace of publication (daily, weekly)
- Finding the right sources of information for specific and local information (visa, flight, etc.)
- Gathering all the information in document and making it easy to read
- Involving all the countries of missions (we should have added France & US)
- Difficult to find the correct details which are relevant for everyone, to know if we should share the same information with the coordination team and the rest of the teams.

For example, we debated on how relevant were the numbers of new cases and death for all the Catalysts. We believed that growing numbers could be stressful and decided to share it only with the coordination team to help with decision-making. With hindsight, it is not certain that the figures were really useful. Additionally some Catalysts did not understand why they did not receive the figures when they were easily accessible on the internet. Finally, it was decided to share a link to a reliable site in the daily report.

What could be improved? What could have been done differently?

- Develop the sources of information. Not only focus on media but develop the link with local sources such as local authorities
- Be more selective and rigorous on the type of information the task force shares

What are the lessons/useful insights that you/LP4Y learned from this task force?

Access to checked and clear information is crucial during crisis time. As World Health Organisation director general Tedros Adhanom Ghebreyesus said “we’re not just fighting an epidemic; we’re fighting an infodemic, fake news spreads faster and more easily than this virus, and is just as dangerous.” If people believe misinformation rather than facts, “we are headed down a dark path that leads nowhere but division and disharmony.”

The creation of a tool to share information is therefore very useful but also need to be managed carefully in order to avoid converting more stress to the team on the ground.

How LP4Y will use the work of the task force in the future?

Go back to top
* Find here a lexicon
Some tools created during this crisis will certainly be useful for the future, in particular for emergency procedures to complete the work already done on the subject: emergency contact procedure, Angel LPC*/GV*, Anticipation, etc.
G. Task Force Catalyst Book

Why was it created? / Why was it useful during this crisis time?

The first and last version of the Catalyst Book started to be outdated. The Catalysts who renewed their mission could have the feeling that they had covered the content. The content was a bit with too much text, not enough free space to let the Catalysts express himself. So the goal was also to make it more attractive through a new design, new testimonies, new inspirations. Moreover, with the new technology, the team wanted to add digital content as testimonies through videos, audio etc.

It was the perfect time with the decline in face-to-face activities in all LP4Y centers to start this substantive work. Everything could be done remotely, and the task force has been able to gather Catalysts from different centers and different missions at the same time (Coaches, Country coordinators*, Project Leaders*, Lab team*).

Moreover what a better time than a global challenging period like the COVID-19 crisis to work on a tool that accompanies the Catalysts on their personal development ?!

How did it work?

The stages of work:
● 1st Step: Proofreading (or 1st reading for some) of the old Catalyst Book => Catalysts were invited to comment on it, to express what they would like to keep, delete, improve etc.
● 2nd Step: The feedback comments have been grouped together in a table in order to have an overview.
● 3rd Step: After having had an overview of the work to be accomplished, teams were formed for each session with a leader per team.

Tools:
● 1 Weekly Call: with the 9 Catalysts part of the taskforce, coordinated by the Taskforce leader.
● 2 Whatsapp groups: 1 full team + Boosters* & 1 LTF + Boosters*

What worked well ?

The distribution of work by sessions with leaders for each of them. Then the TFL could coordinate directly with the leader of each group.

To have a mixed team composed of new and “old” Catalysts, from different projects (GVs*, LPCs* etc), on missions in different countries, and with different positions (Coaches, coordinators, Lab team*, communication team, etc). It allowed
the team to have content that fit what all Catalysts in LP4Y could face, depending on their countries of mission, the LP4Y projects which they realise their mission and their volunteering position.

To the question “How do you evaluate the impact of the Task Force Catalyst Book?”, 50% think it was effective. It was interesting to make the most of the lockdown “to take time to prepare the new version before the fresh Catalysts arrived on the field”.

**What challenges did the task force face? (Identification of negative points to be reinforced)**

The team wanted to digitize some content on the 360 Learning application but the Catalysts realized maybe a bit too late that the format was not suitable for the Catalyst Book. So the Task Force Catalysts changed their plan and adapted the digital content to a Drive folder.

The participants of the task force identified the following challenges :
- Overview : it was challenging to keep a global picture of the project, to read all the parts that needed to be improved.
- Impact : difficult to see the impact for now.

**What could be improved? What could have been done differently?**

The Digital content could have been more original if the team had more time.

**What are the lessons/useful insights that you/LP4Y learned from this task force?**

The team learned that including as much as possible of Catalysts in this task force makes the tool more relevant.

**How LP4Y will use the work of the task force in the future?**

For the next version of the Catalyst Book that could be adapted to the Catalyst who renew their mission. Also for the Talents Committee and the Lab team* on their mission to accompany the Catalysts after their missions, when they will be back in their country.
H. Task Force Reconnect

Why was it created? / Why was it useful during this crisis time?

The goal of this taskforce was to reconnect with all the Youth who left the LP4Y program before being graduated. Given the circumstances with the Covid-19 crisis, LP4Y decided that the urgent matter was to contact all the former Youth, even the ones who drop-out. Also, the final goal of this taskforce was to offer to these Youth a new chance to re-integrate LP4Y current programs and to complete LP4Y teams who may reduce after the lockdown.

How did it work?

The steps of this work:

- 1st step: the Catalysts brainstormed on how to articulate this taskforce and how to reconnect with the Youth: [doc]
- 2nd step: the Catalysts set up a weekly call to work on their action plan
- 3rd step: they communicated to all the Coaches and coordination team the tools to use for reconnecting with the Youth: [CYDB] and [Covid-crisis] to follow up the savings/allowances* given during the lockdown
- 4th step: feedbacks from the task force's team during the weekly call and [weekly action plan] sent by the Task Force Leader

Tools:

- One weekly call, one weekly action plan in Docs, one Whatsapp group

What worked well?

A good implication of the taskforce members coming from different countries and having different positions. What worked well was the diversity of point of view: new Catalysts, 3 to 4 years experience Catalysts, coming from Green Villages*, LPC* etc. Also, it was almost only a team of Coaches that already experienced drop out Youth in their programs.

To the question “How do you evaluate the impact of the Task Force Reconnect?”, 37% think it was effective. It was a good initiative to take the advantage of the crisis to “reconnect with the drop-outs”.

What challenges did the task force face?

The main challenge that the Catalyst faced was to concretely recontact the Youth. Many of them did not reply to the messages, have several accounts on Facebook with a different name or the cellphone number was not right. There is a lack of information in the CYDB about the Youth.
The other challenge was to have a follow-up of the Youth contacted. Thanks to the covid-crisis document, LP4Y knew how many Youth were positively reconnected but the team did not know if all the Coaches contacted all the drop-out Youth. Many of them had a long list and did not have the time to contact all of the drop-out Youth.

From the perspective of the participants the main challenge is the future of this task force and if the reconnect will stay involved after the period of the lockdown and when there will not be financial support.

**What could be improved? What could have been done differently?**

As soon as the lockdown has been more relaxed in some countries and that some Coaches started again to open the centers, it has been hard to motivate them to reconnect with the Youth. Also, as most of the taskforce members were Coaches, it was also difficult to keep the rhythm of the taskforce. Maybe the team should have assigned some specific tasks to each of the Catalysts in order to dispatch more work than only the task force leader sending all the documents and the messages to the Coaches.

**What are the lessons/useful insights that you/LP4Y learned from this task force?**

**How LP4Y will use the work of the task force in the future?**

LP4Y will use the work of this taskforce by having more information about the drop out Youth, they will know why the Youth left the PTE* and maybe understand more about the environment of the LPC*/GV* thanks to the information gathered in the CYDB*. They will also send to the future Catalysts a Coach toolbox for the newcomers to know that the drop out Youth are Youth that should not be left apart, and that they can have a second chance. The Coach toolbox can be found [here](#).
2. Situation follow-up by implementing new communication tools

A. A regular link between volunteers via audio conference

a. C4*

When was it implemented? (If there were evolutions in the rhythm of the calls, when did it change and why?) Who was present in the C4*?

The Crisis Coordination Conf Call (C4*), was implemented for the first time on the 13th of March and took place everyday for over two months. All the Boosters*, Country coordinators*, PL* and PM* attended this daily call. Quickly, on the 18th March, the concept of Task forces emerged (Document Catalysts-task forces - Crisis 2020 here) and the Catalysts leaders of each task force also attended this C4*. In total, around 30 Catalysts participated. It was led by John or one of the Boosters* but everyone could talk and interact, asking questions or sharing news.

After some time, the rhythm and the attendees changed a little bit to allow the Catalysts to be more efficient and focus on different topics according to everyone’s missions.

- On Tuesday, there is the “usual” C4* will Boosters*, Country coordinators*, PL*, PM* and Task Forces leaders.
- On Thursday, tasks place the Country coordinator* conf call with Boosters*.
- On Friday, it is the conf call for PL* and PM*, with Boosters*.
- On Saturday (until beginning of June), the conf call with Country coordinators*, PL*, PM* and Boosters*. This last call has been delayed as it remained not essential according to the situation as lots of centers had reopened and the Catalysts were less available to take part in it.

What was the purpose of the C4*?

From the very beginning of the crisis, as all the countries decided to implement a lockdown, LP4Y started to think on a different way to work together remotely. The purpose was to be able to continue to share information and coordinate on LP4Y projects wherever the Catalysts are, and be ready to adapt quickly according to the crisis evolutions.
Everyday, the Catalysts met altogether online to discuss some specific topics, to share news about the situation of the Youth, STARS* and Catalysts, the reglementation of LP4Y countries, the latest updates, achievements and challenges in each Task force...

What worked well?

It was great to have frequent meetings with all the members of the coordination team in order to make sure they all received the same information and stayed aligned on the strategy in the different pillars, among the different countries but also in each task force as lots of projects were developed. The C4* helped the team to be coordinated during the whole crisis time and to define together the objectives and the direction.

The adaptation of the attendees according to the days was good also as all the topics didn’t concern everyone all the time. This allowed the team to focus on subjects related to its own missions and to save time.

31% of the coordinators who answered the survey assess their ability to transmit information around 7 on 10 // 25% 8 on 10 // 18% 9 on 10.

What challenges did it face? (Identification of negative points to be reinforced)

One of the challenges was that many people were taking part in the C4* and not everyone had the time to speak.

Besides, a lot of information was shared during the C4* but to spread them to the teams (and especially the Coaches) it was not always easy for the coordinators to handle the flow of information. There was a lot of content everyday, delay, many changes from a day to another as the context changed very fast etc. The good balance between giving the good quantity of information and not over giving information to the team has also been mentioned in the coordination team feedback.

Miscommunication has also been an issue. As new positions, the TF leaders, were created for the crisis, the communication flow was quite complicated to understand. It was not clear from the beginning how the communication should be done. The fact that the TF leaders were added to the call helped to improve it.

What could be improved? What could have been done differently?

In the survey given to the coordination team some ideas to improve in the future were mentioned :

- Why not draw a map of the Catalysts to visualize and not forget anybody when passing the information?
• Create tools explaining the communication process and to whom the information should be communicated?
• Creation of a report with all the discussion of the conf call sent by Whatsapp for those who couldn’t attend the calls (like the LAB in Paris because of the time difference).
b. Conf call zone

When was it implemented?

In order to allow all the Catalysts from different countries to share news and experience with others, to offer an expression plateforme, from April 1st, LP4Y launched the “Conf Call zone”.

At the beginning, it was a daily conf call. Until the 30th of April, there were daily calls. Then, LP4Y decided to change the rhythm of the conf calls zone the 1st of May and to maintain it twice a week, on Thursday and Saturday.

The 3rd of June, as all the Catalysts were working on the coming reopening of the centers, LP4Y decided to stop the conf calls zone.

Regarding the timing, it used to be a one-hour call at the beginning. Then, the team reduced it to 30 minutes as the Catalysts all had many other calls and tasks in their respective missions.

Who was present in the Conf call?

There were two conf calls: One for South Asia (Catalysts from India, Nepal, Myanmar and Bangladesh) and the other one for South East Asia (Catalysts from the Philippines, Indonesia and Vietnam).
In each conf call, all the Catalysts from the zone were present: Coaches, supports, CM*, Country coordinators, Boosters*.

A third Conf call was then created, starting on the 30th of April, for Catalysts in France and in the US.

What was the purpose of the Conf call?

The purpose of this tool was to spend time with others Catalysts, share everyone’s feelings, learn from others, spread a positive mindset and see that everyone faced challenges during this crisis, be able to talk about the Catalysts difficulties, get good energy from others, be able to step back from everyone’s mission and talk about other topics, have fun, get best practices from other LPCs* and GVs*… It was a free moment, to listen and respect each other.

What was the organization of this Conf Call?

To make this meeting more dynamic and interesting, and to make sure to involve everyone (Coaches, supports, Community Mobilizers*, Boosters*...), all the Catalysts, center by center, took part in the preparation and animation of two conf calls.
One Country coordinator* per zone was in charge of planning the agenda, and mobilizing the Catalysts of different centers, by providing them support or help to organize their call.

What were the different subjects raised? The different formats?

The format was quite different from other conf calls as the Catalysts who organized it were invited to be creative and they chose their topic. There were some inventive presentations, scenarios, TV games, sharing times, interviews, participation of Youth, LPC* visits, videos, challenges, general knowledge and interculturality...

Among all the topics raised, the team talked about: how they managed their emotions during lockdown, how they would see LP4Y in 2030, being a coach during the crisis, anticipation in crisis time, the main challenges...

Find here a list of the topic of all the conf calls.

What worked well?

The conf call zone was a great innovation in this crisis organization. From the beginning, the feedback from the Catalysts were very positive. LP4Y created this new tool from the observation that Catalysts needed more time to speak, share and listen to others. The conf call zone allowed the Catalysts to experience sharing in another way.

Besides, the global investment of all the Catalysts in the preparation and animation of these calls was great. This was positive especially for the Catalysts who did not use to lead a conf call, as they could feel more involved in their zone by being part of the organization. The format allowed everyone to develop the team’s creativity as well as other skills. The common investment in the preparation was also beneficial for the Coordination team who could attend these calls as participants and not always organizers.

It was a moment during which all the Catalysts from different zones could talk and listen to each other, have contact with the outside, discover the other centres, other projects, other Youth. Without this conf call, they would have never been able to do so.

What challenges did it face?

After some weeks, these conf calls became time consuming and the motivation of some Catalysts declined a little bit. There was a feeling of losing some time everyday regarding all the work to be done. As the situation in everyone’s respective countries was evolving, people had less time and less ideas to continue to create new formats for animating these calls.
What could be improved? What could have been done differently?

It might have been good to do some global conf calls with both South Asia and SouthEast Asia together. Actually, the Catalysts did it once and it was appreciated.

Also, LP4Y should have capitalized sooner between the two zones and created a common document on which they could have written the ideas and feedback from former conf calls to share them with the other zone, especially for those who were out of new ideas.

Otherwise, anytime the Catalysts had some improvements or new ideas, they were implemented. That way, LP4Y adapted the rhythm, the length, the formats, the organizers...
B. Specific tools for monitoring the situation

A. Covid Follow-up

When was it implemented?

It was implemented at the very beginning of the crisis, when the Coaches started to interrupt training in reaction to the first announcements of lockdowns (in the Philippines) on March, 16th 2020.

What is this document and how is it organized?

The Covid Follow-up is a single document, one tab per country, where all the information about the Youth’s situation was gathered during the lockdown. There were 2 parts: one fixed part, one updated part every week.

- **Fixed part:** Name, internet access, family, phone number, Stars club members, gender.
- **Updated part each week:** Situation of the Youth, allowance* / saving out request, allowance* / saving out validation by the Country coordinator*, the pedagogical activities given by the coach.

Weekly, each coach was in charge of filling in this tab, by updating the situation of all the Youth, Entrepreneurs and STARS* they had been in contact with. Besides, the Coaches added information regarding the amount of allowance* or crisis funds requested by the Youth, and tagged the Country coordinator* on the cells to get validation when it was needed.

What was the purpose of the Covid Follow-up?

The purpose was evolving along the Covid-19 crisis. But basically it was to follow each Youth of LP4Y in one single document, for the coach, the coordinator, the Booster*. Then it was used for the CFP Team to have some statistics and be able to communicate properly with LP4Y donors and partners.

What worked well?

46% of the coordination team assesses 7 on 10 the efficiency of this document.

There was no table where to write all this new information. It would have been difficult to follow the situation of each Youth through the other tools, and it would have been time consuming for the Coordinators especially. Indeed, normally the Catalysts should have looked in three other documents (CYDB*, Coaching follow-up, LPM). Everything was gathered in only one which was time saving and easier to properly understand and answer to the Coaches.
It allowed LP4Y to realize that other tools that existed were not working effectively. For example, some Catalysts realized that the Budget Balance, the Cashbook and the LPM* had different figures whereas it should have been the same. It also allowed LP4Y to work better on some topics because the Catalysts put all this new information that usually was not gathered at the same place and it raised some issues: LP4Y worked on improving the vocabulary (impact on other tools, such as CYDB*), changing the LPM* (first time the LPM* of the centres are compared on the same sheet).

**What challenges did it face?**

The Drive is a good tool but it is sometimes difficult to handle, when you have many people working on the same document. Not everyone knows how to use “filter views” properly as well. So at the end, it was difficult to manage.

People wanted to put too much information for too many different purposes and the Catalysts got lost into the numerous details. LP4Y also didn’t imagine the crisis would have lasted so long. At the end, it became too heavy and a mess, both for the Coaches and the coordination team.

It was not clear who managed this table. It took a long time to communicate with the CFP team before the Catalysts understood the CFP team would use these numbers a lot.

Having the same table for everyone is good for calculation and template, but probably not all the countries had the same needs and maybe some columns were useful for one country and not for all (Ex : Bank account).

**What could be improved? What could have been done differently?**

Maybe fastly assess what the team needed and what they did not. For example, the part on the pedagogical activities were completely useless but nobody deleted it, same for the account number and phone number, quite useless.

Then, be sure the information about the Youth on this document is capitalized thereafter the crisis in the other documents. Perhaps someone should have put a link to go to the existing documents such as the CYDB*, the LPM* and coaching follow-up.
B. Safety and Emergency Guidelines

When was it implemented?

At the beginning of the crisis, the first instructions were sent through Whatsapp to the country coordinators, the fastest and most direct communication tool. Each Country coordinator* was then in charge of transmitting the instructions to the catalysts in the field.

When we realised that the guidelines were evolving as the crisis unfolded and as governments took action, a new format was developed. A Google document called LP4Y Guidelines - Covid-19 was created because it was easier to modify and share.

What is this document and how is it organized?

The document gathered several types of guidelines including hygiene guidelines (WHO guidelines), specific guidelines to operate and equip the centers, guidelines to move around, etc.

At the beginning the document was updated regularly and sent to the Catalysts weekly to adjust to the new evolution of the situation. The date of the last update was written in the title and in the document to ensure follow-up.

As we entered new phases of the crisis, the document and its layout continued to evolve. After one month, the most recent updates were highlighted in colors for easy reading. New chapters were added such as communication or reopening of centers.

What was the purpose of the Safety and Emergency Guidelines?

At first the objective was to ensure that the hygiene guidelines were shared with all the Catalysts. Then it appeared that it was a good tool for the coordination team to ensure we followed and shared the same guidelines.

What worked well?

70% of the catalysts responded that this document was effective and very effective.

This document gave a clear idea of the global guidelines. This has certainly helped to limit the multiplication of questions and contradictions. It was reassuring to have shared and general guidelines.

This document was also a good summary of the measures implemented that we could share with our institutional partners.

The Google Document format proved to be suitable because the guidelines really needed to be updated according to the different phases of the crisis.

* Find here a lexicon
No correction was added to the given guidelines except on the use of face masks as it has received varying and evolving recommendations from different public health agencies and governments.

The variety of subjects tackled by the document was also very helpful. The question of mental health in times of lockdown was addressed quite early. That’s how the idea to create another document offering a list of activities to do during lockdown emerged: **What to do during my free time?**

**What challenges did it face?**

The biggest challenge was to ensure that the catalysts consulted the document regularly. At the beginning, the document was sent weekly to announce the most important changes and the rest of the time it was available on the drive.

It was not sent too often to avoid an anxiety-provoking effect by sending updates too frequently and at the same time make the document available for Catalysts who had questions. It meant that it was not possible to verify that Catalysts checked it regularly, it was the role of the Country coordinator* to ensure the guidelines were implemented.

**What could be improved? What could have been done differently?**

Regarding follow-up it was good to write the date and to highlight the update in colors. However it would have been also good to save versions before making changes.

In the future, this document could be useful in case of a new phase of lockdown in some countries. It can also be for a new global or country crisis to ensure the coherence of our measures.
C. Daily report

When was it implemented?

The first daily report was sent on the 20th of March. It was the first document produced by the task force Situation Monitoring and Anticipation. All the members of the task force participated in the report and it was coordinated by two members.

There were two versions of the report, one for the coordination team and one for the Catalysts. A version was also shared to the Alliance Members on May, 9th. [Here](#)

What is the daily report and how is it organized?

This daily report is composed of an update on the last measures in operating countries and a press review. The press review is a compilation of interesting articles to understand the situation and positive articles. The coordo report also included data on the number of cases and deaths in the mission countries and in the most affected countries in the world. The aim was to highlight more positive information and not to impose figures that may cause concern.

Little adaptation was made at the beginning to improve the presentation (figures at the end, classification of the press review). During Covid-19 crisis, the frequency changed several times:

- 20th March: The first daily report was sent to the coordo team.
- 27th March: The daily report was sent to all the Catalysts (without the figures)
- 22nd April: The press review was sent only three days a week
- 2nd June: The daily report became a weekly report.
- 25th July: Last weekly report

[Daily report template](#)
[Weekly report template](#)

What was the purpose of the Covid Follow-up?

The purpose of this report was to gather verified and synthesized information about the ongoing situation and share with the coordination team and the Catalysts.
What worked well?

- Making the information available in the Catalyst mailboxes.
- Time saver for the Catalysts as they didn’t have to go and check themselves in the newspaper everyday. It also helped to avoid the anxiety it induces.

At the question “How do you assess the impact and effectiveness of the Daily Report?” 31% think it was 9/10 effective and 25% 10/10.

What challenges did it face?

- Gathering all the information in the document and making it easy to read.
- The production of the daily report is really time consuming and requires good staffing.

What could be improved? What could have been done differently?

- Help the Catalysts to look and understand the information (find the balance between fake news and governmental news, find more specific information about the area of the center)
- The purpose of the Handbook Covid-19 made by the Task Force Mobilization was to explain the risks of the crisis with checked information. Organizing a call animated by its coordinators to relay it more with a special time for question and answer of the Catalysts could have been interesting?
C. Maintaining links and transparency with LP4Y ecosystem

a. On the field

How has the link & transparency with the Youth been maintained?

The link with the Youth (Youth currently in the program, the alumni and the ones who had not completed the program) was maintained through the Coaches of the programs. They regularly checked on the Youth to see how they were doing and if they needed anything.

What were the tools used for it?

The main channels of communication were the Whatsapp groups / Messenger / Facebook depending on the application mostly used by the Youth in their country. On their emails, the Catalysts also sent them the LP4Y Stories and news updates as well as hygiene guidelines.

What worked well?

The fact that the coach was the one managing the communication with the Youth was very important since the Youth had developed trust and confidence throughout the program before the crisis. It was thus easier for the coach to maintain the link. Communicating on platforms widely used by the Youth (Whatsapp and Messenger) was also efficient to keep the link.

What challenges did it face?

The Coaches realised that the Youth were not checking their emails and that the information that was sent to them through this channel was not read. They also realized that it was difficult to mobilise the Youth at a distance for digital training. For example, many of them had issues with data and the Coaches had to be inventive to find solutions to maintain them connected.

What could be improved? What could have been done differently?

The Coaches could better train the Youth to use their emails. They could also focus on having all the Youth quickly equipped with a smartphone during the program in order to better keep the link. Getting the Youth used to digital training will ensure that they are used to this type of training.

How has the link & transparency with the Community been maintained?

The link with the LP4Y ecosystem is very important in the LP4Y pedagogy. For the professional inclusion of the Youth to be successful, the Centers need to be
surrounded by partners who will support our project. That is why LP4Y thought of ways to keep mobilising its ecosystem during the crisis.

What were the tools used for it?

Very early on, LP4Y set up the task force dedicated to mobilising LP4Y NGO partners. The Catalysts and Youth offered some help in their relief and solidarity actions. The aim was to have the Youth participate in these actions and to keep them mobilised during the crisis.

On top of that, LP4Y also maintained the links with the corporate partners by sending them regular updates on LP4Y situations and by adapting digitally the way the Catalysts interacted with them. Many of them were indeed eager to help during the crisis even though most of them were badly hit by the crisis. For example, LP4Y set up a big campaign of digital mock interviews done by partners to keep helping the Youth from a distance to be ready for the job market. With some partners, the Coaches organised online company visits or training.

What worked well?

The work of the mobilisation task force was a success. It allowed LP4Y to connect with many organisations LP4Y had never been in touch with before and to create even more links. The Youth participating in these actions felt valued and learnt many soft skills along the way such as project management, team work etc as well as hard skills such as implementing a survey in the community, the logistics of packing and delivering food etc. In the end, 257 organisations were contacted which led to 34 initiatives organised in 6 countries. More than 23,000 people were impacted by the relief activities set up by the mobilisation task force. REPORT HERE.

As for the companies, despite the crisis, LP4Y managed to still mobilise them through the online mock interview sessions - more than thirty mock interviews already organised with LP4Y partners.

LP4Y also ensured that best practices were shared. The Youth 4 Change Network (Y4CN), a network of NGOs working on Youth inclusion initiated by LP4Y, organised several webinars for organisations to share their best practices during the crisis. Similarly, the Youth Inclusion Network (YIN), a network of companies championing Youth inclusion also initiated by LP4Y, also organised a webinar in the Philippines for the companies to share their experiences of the crisis.

What challenges did it face?

The challenge was really to try and maintain some sort of professional exposure for the Youth during the crisis when everything was taking place online.

The coordination of all the initiatives set up by the mobilisation task force could sometimes be a challenge. Since participating in such emergency relief actions was
a novelty, LP4Y had no prior experience and had to set rules as the Catalysts were facing different situations. LP4Y was also challenged in its core principle of “no assistance” when, in times of emergency, many Youth were in need of food rations for example.

**What could be improved? What could have been done differently?**

Now that LP4Y has this experience in times of crisis, it will be easier to replicate the efforts and to know which directions to take or not to take to keep LP4Y “no assistance” identity.
b. With LP4Y partners

What special communication has been done during the crisis?

- Videos of the Coordination Team on the LP4Y website to explain the first decisions and the situation in the field countries.
- Statements and situation reports of the situation sent to all partners
- Video conferences with corporate partners
- LP4Y Stories
- Contacts with the expatriate community, especially regarding the Tondo fire during the Covid-19 pandemic

What worked well? (Identification of positive points to capitalize on)

The internal communication flow with the Coordination team (CFP Team was attending all the morning calls) helped the whole organization to anticipate the measurement of the impact on Youth, STARS* and families. Since then and thanks to the more global Key Impact Indicators consideration, the mutual understanding of needs in terms of indicators between CFP and Coordination has improved. A unique Youth support follow-up table was created and both operational and CFP members used it. The CFP Team communicated with these numbers basis, proof of the total transparency. Cross-missions and team project management increased between Partnership Project Leaders*, Alliance Coordination and CFP Team members. The Coaches were part of the whole strategy, relaying key information and fundraising campaigns to their partners.

The regular communication with LP4Y external partners (companies, institutions and individuals) via; situation point releases on the website: LP4Y Stories that made the voices of the Youth and the Catalysts to be heard; the reports on situations sent by emails and the oral communication organized through direct calls enabled to maintain the links with LP4Y supporters and partners and show that LP4Y is present on the field helping to relieve the effects and the consequences of the pandemic.

The response of the partners was overall positive. For example, it enabled visits of three Ambassadors of France in Life Project Centers in India, Nepal and Myanmar (no Ambassador had visited a LPC* or GV* before). The image of LP4Y has been fostered.

In terms of fundraising, the whole LP4Y community has been mobilized, in Asia and in Europe by Catalysts on the field and Catalysts-volunteers in Alliance countries. The initiatives that have been undertaken enabled LP4Y to raise some funds to cover part of the crisis expenses of the organization (increased amount of Life Project Money, special Savings out, support to Entrepreneurs* and STARS*, alumni of the program). The “daring” and the “Together We Can” approaches of LP4Y paid off to overcome the financial aspect of the crisis.
From the individuals, it was impressive the way people gathered and reacted quickly together to launch initiatives such as solidarity activities or fundraising initiatives - clothes collected by the Youth for the fire in Tondo, Up in lock down (sports challenges on the field to raise funds from the relatives), diner and apéro solidaire for the crisis funds in a global way. These initiatives were organized in Asia and in Europe thanks to Catalysts, local members of LP4Y ecosystem, and the Catalysts-volunteers from Alliance countries.

The corporates already belonging to the LP4Y ecosystem showed their support. Based on the experience, knowledge and relationship with partners that already funded LP4Y actions' development, the Corporate pole shared concrete news, exposed needs and discussed the opportunities of receiving funds for LP4Y crisis management. The detailed proposals by email came up with videoconferences to answer questions and deepen LP4Y approach. Moreover, thanks to the mobilization of the Catalysts on the field relaying the exceptional call for funds to the local partners, corporates or their collaborators donated for the first time and new links were created with potential more long-term corporate partners.

**What were the challenges of the communication? (Identification of negative points to be reinforced)**

In terms of philanthropy partnerships, the individuals were so interested in supporting the Youth that it was difficult to handle and coordinate all the ideas and the initiatives offered by all the Catalysts and local individuals.

The Corporate pole focused on the known partnerships. However, a lot of Foundations or companies created special funds for emergency relief, health research, giving power to the social sector to adapt to the crisis. LP4Y “missed” these special funds as it is not its core mission.

**What could be improved? What could have been done differently?**

In terms of Institutional partnerships, the situation showed LP4Y the limits of its links with local governments. Numerous funds have been coming to the countries LP4Y operates in. These funds are managed by the governments and their bodies. If LP4Y had stronger ties with these units, LP4Y could have supported the Youth and their families and communities even further. This confirms the long term strategy of the Institutional team of establishing stronger links with local authorities.

The strategy for the philanthropy partnerships started one year ago and the team is still building it. Through the Covid-19 pandemic, the potential of the individuals was highlighted and it shows how much people can get involved in Youth inclusion during hard times. After some time, the philanthropy team was more efficient in the follow-up of this individual, especially for the local members of LP4Y ecosystem. This period helps the philanthropy pole to develop strong local partnerships, to develop the number of individual donors and to boost the amount of donations. It gave LP4Y the opportunity to think and to put in place a better follow-up process and to
improve the link between the donors and the Youth (LP4Y Stories, a clear thank you process, follow-up of the donors in Initiatives...). For the philanthropic pole, the team could have been more organized, but all the inputs received by this crisis will help LP4Y to reinforce its strategy, our organization and to challenge the Catalysts to organize more and more initiatives.

The Corporate pole adaptation to the crisis reflected the needs and ways of improvement targeted for the coming years: a stronger strategy of prospecting new partners with local and global fundraising opportunities. Even facing the crisis situation, LP4Y had no choice but to adapt and that the results were satisfying. The reaffirmed objective is to work more in anticipation.
c. With the sending organization and French actors of development and solidarity.

**How the relationship with the sending organization works? How did it evolve during the crisis?**

Sending organisations are associations accredited by the French Ministry of Foreign Affairs to send volunteers for international solidarity or civic service which are the main legal status of LP4Y Catalysts on the field. LP4Y is usually in contact with it's three partners organization (Délégation Catholique pour la Coopération, La Guilde Européenne du Raid and Service de Coopération au Développement) for recruitment and in case of emergencies linked to the Catalysts.

The three organizations had different ways to communicate; some organized regular meetings to have updates with LP4Y on the catalysts, some did not organize specific meetings, some sended information directly to the Catalysts. On its side, LP4Y tried to keep them informed as much as possible; sending statements, situation reports and security guidelines to the sending organization as well as France Volontaire (French platform for International Exchange and Solidarity Volunteers) and French Consulate of our countries of mission.

**What were the tools used for it?**

The documents sended to keep the sending organization updated are available on LP4Y website.

**What worked well?**

Sending the reports each time there were updates to sending organization but also France Volontaire and consulates had strengthened our links with French actors of development and solidarity. It highlighted the fact that having a link with local diplomatic representation is crucial for the security of the Catalysts. Indeed our good relations with consulates on the field was very efficient when we had to organise the urgent return of two Catalysts to France for health reasons (unrelated to Covid).

**What could be improved? What could have been done differently?**

The main challenge was to stay coordinated in the uncertain times. The following point has to be taken into account for a next crisis:

- Communication to the Catalysts was not coordinated enough between the sending organization and LP4Y, which may have caused stress for the volunteers.
The message on the risks and opportunities of returning to France given by some sending organisations, prompted LP4Y to communicate more positively on why it was important to continue activities on the field.

- In order to share good practices on the situation, it could have been interesting to have meetings with other local organizations on the field.
- A stakeholder map should be created and added to the crisis toolbox to give a clear picture of the contact persons.
3. Pedagogical innovation to adapt to the crisis context

A. Remote pedagogy

How did Covid-19 impact the pedagogy of the centers?

The LP4Y pedagogy is based on 3 pillars:

- The development of a microeconomic activity (MEI*)
- Training on English, communication and computer skills (LEARN)
- Individual follow-up of Youth to help them defined their life project / professional project (GUIDE)

Covid-19 had therefore a real impact on the pedagogy of the Centers by making it impossible for Youth to come five days a week as it was done before. At the height of the crisis, the Youth continued to come to their centers to allow the Coaches to follow-up their situation. The “GUIDE” part has therefore been able to remain relatively in place but had to evolve considerably. They would also come to receive what LP4Y calls their allowance*. Normally, it is only used to cover their needs for a week so that they can come to the center. However, during the first part of the crisis, LP4Y decided to grant it more depending on the particular case encountered by the families (loss of work for both parents, for example).

The two other pillars were mostly affected. On the one hand, the "LEARN" training part has quickly evolved and put in place tools to restore a certain "routine" of training with THE Youth. On the other hand, the microeconomic activities of each center have been completely stopped.

LP4Y pedagogy is mainly based on the idea of learning by experience and in constant sharing with the other members of the team. Therefore the closure of the centers also had a heavy impact on the possibility of keeping these two dynamics.

What were the main decisions/actions made to adapt to this new situation?

In order to continue to help the Youth to develop their personal projects and to develop their skills, the decision was taken to establish a remote link with them, and also to keep one “face-to-face” meeting (moment of discussion) with their coach once a week.

As it was challenging to engage the Youth in remote training, and was a completely new experience of coaching for our Catalysts, this gave rise to the creation of a document "Weekly activities". This latter offered different activities depending on the level of each Youth as well as the constraints they might encounter (no phone, no internet connection). This tool was intended to help Coaches to set up a new dynamic of personalized distance training according to the needs of each Youth.

* Find here a lexicon
All the documents created during the crisis are in this folder. The most important are:

- **Weekly activities**: 12 weeks of pedagogical activities offer, each one following one important topic to help the Youth to build their professional and personal project. Also, practice and help them to improve their English
- **Pedagogical activities**: list of additional activities to inspire the Coaches
- **Remote pedagogy: good practices**: document which compile all the good practices put in place during the closure of the centers
- **Action plan reopening**: planning to help the organization of the reopening of the Centers

**What worked well during this period?**

The follow-up, exchange of good practice and teamwork! If the dropout/demotivation of Youth during this complicated period wasn’t too high, it is thanks to the involvement of all the Catalysts and mostly the daily exchanges that they were able to have with the Coaches as PL Pedagogy. If the Weekly Activities document has been so successful, it was because it has continued to evolve every week thanks to their feedback as well as the participation of some of them in its preparation.

The Catalysts perceived this new approach to pedagogy as a good initiative to continue the Youth learning process. It gave a good and reliable framework to continue the activities and keep the link. It helped the Coaches to gain time while preparing their training and be more creative. With the contempt already created, they could focus on finding the best medium to reach the Youth in their center: Whatsapp or Messenger Group, Facebook Live, printed document distributed once a week.

This document was quoted as one of the tools having worked best in the management of Covid-19 within LP4Y.

**What challenges did the pedagogy faced?**

One of the biggest challenges has been that many Youth had difficulty to access some of the activities because they had no phones, no internet or a poor connection. It was therefore necessary to create a Weekly activities document capable of offering activities for these Youth as well.

The other difficulty was to maintain the motivation of the Youth to do training activities during the pick of the crisis, when they only went to the Center to collect their money. Unfortunately sometimes the Coaches had to emphasize commitments and put in place coercive measures (the allowance* is perceived only if the Youth participates in the training and completes the exercises).

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* Find [here](#) a lexicon
The main difficulty of the Catalysts was to adapt the template of activities to the specificities of their program (level of English, attendance, etc.). A majority found that the level of the exercise was difficult for the Youth to do in complete autonomy.
Also because the document was collaborative (each week a new center was in charge of doing it), the design was not always clear and homogeneous. Catalysts expressed a need for a clearer presentation of the document to really differentiate what is pure theory and what are the questions and things to do.

What has been done and will be useful in the future?

What was very well done by all the volunteers was the realization of a really regular and individualized follow-up of the Youth. The crisis allowed them to have more time than in normal operating to support the Youth in building their project, as well as working on their English. The will for the future is therefore to go as far as possible towards this kind of follow-up.

What are the lessons/useful insights that you/LP4Y learned from this period?

In order to adapt in such a situation, it is important to be able to count on a solid team. Nothing could have been possible without everyone’s involvement!
In terms of training, digitization is what LP4Y is going to strive more and more towards, as well as remote work.
B. Digitalization

How did Covid-19 impact the project Digital Inc.?

Fortunately for LP4Y, the Covid-19 situation had a positive impact on the Digital Inc. project. Initially, LP4Y was supposed to launch the Phase Test period on April, 7th with two pilot centers, in Delhi (India) and in Payatas (Philippines). Because of the lockdown situation, and the closed centers, LP4Y decided to deploy the phase test to all volunteers Youth from all centers on April, 14th. LP4Y took advantage of their eagerness to learn, especially during this situation, to involve them in this great project. Actually at this time, Digital Learning was the only way to reach some Youth since they do not live all close to the centers.

What were the main decisions/actions of the project made to adapt?

38 Youth from 7 countries answered positively to become testers on this project. So, the task force fixed an organization considering the geographical zone (South Asia and SouthEast Asia), to manage as much as possible the assignment of e-trainings to all the Youth.

All the documents created during the crisis are listed here:

- **Report of the Phase Test n1**
- **Follow up - Digital Inc.**: a document which gathered all course and training details available on the platform. In this document, content creators could choose the topic they wanted to digitalize.
- **Digital Inc. Tips Pedago**: a document which gathered all the pedagogic information on Digital Inc. (tips about the content format, how to gamify an e-training, process of validation...)
- **Creative tools**: a document which summarized all the using tools to create dynamic and interactive contents

You will find any additional information in the [Handbook Digital](#).

What worked well during this period?

We splitted the group of testers into two different groups (South Asian and SouthEast Asian) to communicate with them easily. Each group was managed by the
concerned Project Leader* Pedagogy to ensure a more efficient and reactive follow-up.

**What challenges did the project encounter?**

The more time passed, the less the Youth were motivated with the e-training. They were less completed training. So, the task force had to involve the Youth’s Coaches, to help to boost their motivation.

In the form the Coaches expressed the will to have more information about the work on digital Inc. for example know more about the achievements of the Youth, and the contempt of the training available. These informations are necessary for the coach to feel included in this project.

Secondly, the logistics is a critical point to this project. It requires a strong internet connection, access to a good quality smartphone or computer, and a Youth familiarity with the LP4Y mailbox. Those conditions are sometimes difficult to meet next to the centers and will require constant attention from the team on the field to make sure the Youth can access the platform properly.

**What has been done and will be useful in the future?**

In the future, the task force could involve Coaches from the beginning of the project to follow up more efficiently the e-trainings. LP4Y noticed that it is important for the Youth to be encouraged and to be personally accompanied.

**What are the lessons/useful insights that you/LP4Y learned from this period?**

Youth are not reluctant to participate in a project with other Youth from all LP4Y centers. They generated an LP4Y spirit even remotely (they helped each other to connect on the platform). We noticed that Youth don’t need to be accompanied for the use of a new digital tool, but, they must have a regular follow-up to keep them motivated by doing the remote training.
PART III
Assessment, Evolutions and Solutions: how can we improve LP4Y crisis management?
1. New way of working together

A. What was positive?

- **Efficient and creative use of this uncertain time**: The creation of the task forces (TF) has enabled the teams to remain effective despite the physical closure of the centres. The balance between task force related to the crisis (TF Stars, Reconnect, Mobilization, Situation and Monitoring) and long-term projects (Digital Inc., Catalyst Book, GV Pedagogy 2.0) was a good way to face the situation but also not to focus too much on the crisis. Thanks to the TF, LP4Y succeeded in being creative and launched new projects in uncertain times.

  “Witnessing the great changes happening with such energy and resilience on the field made me regain motivation and strength”

- **Transversal work**: The organization of the task forces was mixing Catalysts from different countries and positions. The transversal approach was appreciated by Catalysts and allowed to reinforce LP4Y team spirit.

- **Reallocation of tasks**: Thanks to the task forces, all the Catalysts whose missions were affected by the crisis were able to be active.

- **A time to step back**: Some Catalysts used this time to step back from their mission, better understand the organization, and take the time to plan.

B. What was difficult?

- **Intense and sometimes unbalanced repartition of tasks**: The repartition of the tasks was not always balanced. The multiplication of subjects, conference calls and interlocutors (Boosters*, coordos, PL, PM) at the beginning was intense. The focus on the task force was sometimes too much for Catalysts who had difficulty prioritizing with their work in the center and the situation.

- **Distance with the Youth and new working habit**: The difficulty was to find a meaning in the actions with the Youth away, behind a computer. This being unprecedented, finding new work habits and rhythm was tricky.

- **Frustration with rapid decision making and the need for alignment**: Some Catalysts had a feeling of a “rush” to do things, and needed more stepback. They also felt they had to do more reporting.

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*Find [here](#) a lexicon*
• **Difficulty to share individual emotions**: Some Catalysts expressed the need for more individual and psychological support. Confinement sometimes made community life more difficult, especially for newcomers who had not totally settled yet in their centres. Meanwhile, during conf calls some Catalysts had a feeling of not being able to share “negative points” only to keep focusing on positive points.

• **Departure of Catalysts**: Outside of the mission itself, some Catalysts did not feel they could continue the mission because of the conditions and the health risk. LP4Y had to face departures. The decision process and communication around those departures were sensitive during the crisis.

### C. What solutions could we develop?

• **Capitalize and enhance the launch of the Task Force**
  Action plan to set up the task force when comes a time of crisis
  ○ Take more time during the set up to assess the need
  ○ Regularly assess the availability of the staff
  ○ Define the roles (TF Leader, Support, etc.)
  ○ Capitalize on Handbook* created

• **Put in place a Monthly Country Crisis Call to assess the situation in each center, formalize needs and reallocate tasks if needed.**
  ○ Monthly meeting with all the PL and the Country coordinator* to point out all the best practices and difficulties of the month.
  ○ Make sure to prioritize the work in each LPC*/GV* and find the right balance between the Task Force and work in the LPC*/GV*.
  ○ Make sure that the dynamic in the center is good.
  ○ This could be used to organize meetings between two centers and exchange information/practice/mood...

• **Develop new and existing individual support tools**
  ○ Recall the importance of the LPC*/GV* meeting in the individual support sooner in the crisis.
  ○ Reinforce the responsibility of the coordo in the well-being of the Catalyst. Provide Training to the coordo team to listen and support, while preserving themselves.
  ○ Promote the use of the Catalyst book to the Catalysts.
  ○ If needed, put in place a dedicated group of listeners (not only the Booster* Talent but other Catalysts on the field). This would help to monitor and stay available for those who feel the need to talk to somebody (outside of the co-catalyst in the LPC*/GV* or coordinator). It would help to offer personal support. If a psychological attention is needed, the listeners will redirect the Catalyst to a psychologist. This solution should be taken only knowing the risk of harming the good energy of the Catalyst who are listening.
- Develop a network of psychologists familiar with the LP4Y ecosystem.

- Create a checklist on the communication around Catalyst departure:
  - Have a graphic of who needs to be informed when a Catalyst wants to leave (coordo, PL, sending org, co-Catalyst)
  - Create a decision sheet to avoid any omissions and/or missteps depending on the context, timeline, and condition of the departure.
2. Tools for monitoring the situation

A. What was positive?

- **Strong communication and team spirit** due to many tools: LP4Y Stories, Conf call Zone, etc.
- **Creation of useful tools** during the crisis. This allowed LP4Y to have a good overview of the situation: Youth Database, crisis procedures, follow-up of the Youth and their LPM, exceptional funds follow-up.
- **Gain in institutional visibility**: The Catalysts presence on the field in these uncertain times has allowed LP4Y to gain visibility and has strengthened its ties with diplomatic and development partners.

B. What was difficult?

- **Lack of structure of the crisis organization**. Only the C4* were set in place to align. The Catalysts had no prepared document (Logbook) and the communication flow with each other was not really determined (way to communicate between the TF leader, the PL, the coordo, the Coaches etc).
- **Hard to keep track**. Lots of information was shared during the conference calls, and through many Whatsapp groups. It was hard to keep track and spread news to the teams and especially the Coaches. The coordinators encountered difficulties to relay information (lots of content, delay, many changes from a day to another as the context changed very fast, etc.).

> “Depending on the information, I did not know at first how to transmit it to the team so that it is impactful, read, not forgotten or lost in the mailbox: email, Whatsapp, face to face, comment in a document? How to keep track of the information I have given, how not to give too much information at once?”

- **Lack of capitalization on the created tools during the crisis**. A lot of follow-up and monitoring tools were developed during the crisis. Keeping and capitalizing on all the gathered information and created tools remains a challenge. Indeed lots of information is very useful for LP4Y proper functioning.
- **Format of the conf calls not always suitable to all the Catalysts needs**. There were a lot of conference calls but it was perhaps not adapted to the needs of all the Catalysts. Indeed, some Catalysts would have needed sometimes smaller groups to discuss, sometimes global conference calls to pass on general information.

C. What solutions could we develop?

- **Encourage the formalization of the need and the creation of tools to face the situation**. This would require an assessment of the tool before launching the

### Footnotes

* Find [here](#) a lexicon
Designation of the person in charge of the creation of new tools. Each member of the coordination team can be responsible for one tool. In times of crisis, it is better to boost creativity, rather than putting a frame in the creation of new tools.

- Test the efficiency.
- Make sure there is no loss of information.
- Check and control of evolutions by the Boosters*.
- Global conference calls should be established to communicate on the tool, explain the use and the functioning. This would ensure the alignment.

- Create a Crisis toolbox to help having an overview of each situation and facilitate the communication flow.
  - 1 checklist assessment of the situation.
  - 1 checklist for the first crisis meeting. This would integrate a template of meeting notes and situation updates. For example this could help to keep track of the decision during the C4*.
  - A map of the teams and actors (external & internal) to make sure not to forget to pass the information.
  - 1 Guide/Information flow explaining to whom people have to communicate depending on the information. This would also be a methodology for the future to make it easier to share.
  - Template of checklists available to be able to react quickly and communicate quickly regarding unfamiliar situations. For example: How to close a center?

- Formalize and list the different types of conf calls to be organized according to the different needs and stage of the crisis.
  - Organize global conference calls more often to reinforce the team spirit between both zones.
  - Organize one conference call at the beginning of the crisis to do a situation report.
    Promote a handbook on the situation and explain how to get more information (so that anyone who wants info/facts can go find them.). The objective should be to reinsure Catalysts and evacuate any doubts.
  - Capitalize on the conf call zones: share good practices and ideas between the two zones. Those conf calls should also not only focus on team spirit but dedicate a part to questions related to the crisis.
  - Organize more LPC*/GV* conf calls to understand each individual situation. Use the good practice of speed coaching: when the country coordonator had a call with each center one time per week.
• **Improve the information flow:**
  
  ○ Designate someone responsible for taking notes during C4* to keep track of the decisions.
  ○ Create a short Whatsapp message to communicate on the updates of the day, and underline what has to be shared to the whole team.
  ○ Clarify the role and posture of Booster*, Country coordinators*, PL* and Task Force Leader in times of crisis, what needs to be validated by whom.

* Find [here](#) a lexicon
3. Pedagogical innovation to adapt to the crisis context

A. What was positive?

- **No disruption of the activity towards the Youth.** The Youth are at the center of LP4Y actions. LP4Y accompanied 939 Young adults financially during the crisis.
- **Momentum for The Digital Inc. project.**
- **Mobilization with The Youth.** In this uncertain time, the Youth took actions and the lead on several volunteering and mobilization activities that happened in the LPC*/GV* neighborhood and in their neighborhood. This pushed them to be active for their community.

B. What was difficult?

- **Adapt LP4Y activity, without alienating from its mission.** Finding the balance between supporting the Youth and being careful not to alienate LP4Y role with the provided financial support was a challenge LP4Y didn’t want to be mistaken with an emergency NGO.
- **Adapt LP4Y training for autonomy.** Adapting the content for beginners in English, so that they could do it independently at home was a challenge.
- **Keep the motivation** especially in the long run.
- **Finding the role of Digital Inc. in the PTE* and the role of the coach.** It was difficult to include the Digital Inc. project in the programs and to keep the Catalysts updated about Digital Inc. situations and updates.
- **Reach and accompany all the Youth,** the one far from the center, and who had no access to digital. Handling all the Youth situations as well as the one from the STARS* was not easy.

C. What solutions could LP4Y develop?

- **Development of the new pedagogy (TDC, GV, Digital Inc.)**
- **Creation of Project Manager STARS*.**
- **Make an assessment on the distribution of allowances* and the crisis fund and review its purposes and guidelines.**
  The distribution of allowance* without training should perhaps not be done again.
  Review all the issues/difficulties encountered.
Redefine how LP4Y gave crisis fund

- **Strengthen the role of Mobilization in pedagogy in times of crisis.**
  Development of advocacy MEI*. The action of the Youth during crisis has to be oriented towards the community.
Conclusion
& next steps
The outbreak of the Covid-19 last March has led to global disorganization. Successive lockdowns, social distancing and interruption of international travel has hastily altered the course of our activities.

Day after day, we had to implement different strategies to best meet the needs of excluded Youth coming from areas of poverty where we work.

In June 2020, after three months of intense work we decided to start this feedback process in order to acquire and circulate knowledge of all the good initiatives that have emerged during these uncertain times. All the suggested improvements are now included in an action plan that will be put in place in the coming months.

However, since we started this process, the effect of the pandemic continues to impact our organizations. In order to adapt and meet our needs, new actions and innovations have been put in place regarding the beneficiaries, the catalysts and the organization in order to continue to evolve in the right direction.

After the long period of lockdown and online meetings, the Catalysts were able to meet physically during the annual Country Seminars. Those seminars were a good opportunity to share about the crisis on the theme of Agility.

A majority of our centres were also able to resume their activities within the limits of barrier gestures and the resumption of lockdown in certain countries (in Indonesia, Nepal, Myanmar). It means that the new pedagogy developed in Green Villages, in the new Training Development Center and in Digital Inc. is now starting to be implemented. See here for more information.

In order to continue to develop those projects, two new Task Forces (MEI tool standardisation and Content creator on Digital Inc.) have also been created.

August and September being key months because of the turnover of the catalysts, the period of handover led to new innovations in terms of digital training for the Catalysts. In August, LP4Y Lab* created and hosted the first digital Welcome Weeks* for newcomers. It was followed in September by a period of digital handover between the Catalysts still on the field and the newcomers.

The uncertainty regarding the mobility of volunteers requires important work by the Talent team in cooperation with the sending organization and embassies to prepare and try to facilitate the arrival of newcomers. Additionally it also requires new agility on the field to adapt in this period of transition.

As you can see, the pandemic still presents us with challenges. And while this report focused on the first months of the crisis, the following months were equally rich in terms of innovative solutions to adapt to the “new normal”.

Feel free to contact LP4Y to have more detail about the experiences.
Lexicon

- **Allowance or Life Project Money (LPM)**: Weekly allowance* paid to the Youth allowing them to focus on training and make savings essential to their professional integration.

- **Booster**: Supporting team to the coordination of Projects. In direct relation with the operations coordinator, they are the booster forces to the 20 Catalysts of the coordination team (PL, PM, Country coordinators)

- **C4**: Crisis Conference Calls of the Coordination team.

- **Catalysts**: All staff on the field: Coaches, Project Managers, Project Leaders, Country coordinator, Administrators.

- **Community Mobilizer (CM)**: local catalyst whose mission is to enhance local partnerships and develop the link with the local communities, facilitate the relationship with the youth and enhance the relationship with the administrative ecosystem.

- **Country coordinator (CC)**: One per country, supporting Catalysts on the field and transferring information to the Asian coordinator.

- **Central Youth DataBase (CYDB)**: A tool used to keep track of all LP4Y Youth since LP4Y creation. From 2020, there is one CYDB per country.

- **Entrepreneurship step (ES)**: Youth who has finished the LP4Y program.

- **Green Village (GV)**: A GV is an eco-responsible training center developed in rural areas, where Young adults follow a 3-month residential program focused on entrepreneurship.

- **Handbook (HB)**: Handbook, reference document with all the best practises and guidelines.

- **Hostel**: Hostels are residences for Youth from rural areas who are following the training in the Life Project Centers or the Green Villages*.

- **LAB**: Labs are training and innovation spaces, incubators for initiatives relating to Youth inclusion.

- **Life Project Center (LPC)**: A LPC is located close to or in urban areas of extreme poverty. Excluded Youth attend a 6-month training program to accompany them to the decent professional world.
- **Little Angels Academy**: LAA’s are for the children of Young mothers who are following the training or have a job. Educational activities and child care, including infants.

- **MEI (Micro-Economic Initiatives)**: The Youth contribute collectively to the development of a small business which is organised in departments like a company.

- **PTE**: Professional training for entrepreneurs.

- **Project Managers (PM)**: Project Managers are in charge of developing transversal projects in LP4Y such Digital Inc., talent recruitment, STARS mobilization.

- **Project Leader (PL)**: 8 project leaders supporting the catalysts of the field about the 4 LP4Y pillars: partnership, pedagogy, MEI, organisation and management.

- **STARS**: LP4Y alumni network of Youth.

- **Welcome weeks**: a two weeks training followed by all the new Catalysts at the beginning of their mission.