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# youth

PARTNERSHIPS  EMPLOYABILITY

FROM INNOVATION TO SCALE

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Lessons from *entra21* and *Obra*

WASHINGTON, DC

JUNE 21–22, 2011





entra21 programs



Obra programs



## WELCOME

Dear Friends and Colleagues,

It is a great pleasure to welcome you to the *Youth Partnerships Employability Conference*, hosted by the International Youth Foundation in partnership with the Multilateral Investment Fund of the Inter-American Development Bank, the United States Agency for International Development, and the United States Department of State.

Over the next two days, we will share proven practices and innovative solutions for tapping into the full potential of today's young people from Latin America and the Caribbean, as they seek quality education and training, make the often challenging transition into the world of work, and become civically engaged. A key goal of our work together will be to identify the lessons we have gained over the years that will help us scale up successful education and employability programs across the region.

Critical issues on the agenda include collaborating with the public sector to increase the scale of youth programs; improving the transition from school to work; engaging the business community in youth employment programs; promoting job training and engagement strategies for youth living in violence-affected communities; and measuring the long term impact of youth programs. We are pleased many of the organizations and institutions with whom we work in Latin America and the Caribbean will be lending their insights and expertise to these discussions.

To lead this two-day dialogue we have assembled a remarkable group of speakers and panelists from the private, public and civil society sectors. Participants include top officials from USAID, IDB, MIF, Organization of American States (OAS), and the State Department, and well as corporate, NGO, and youth leaders from across the region. Their mission: to challenge us to deepen our knowledge and increase our effectiveness and impact as we engage with youth at risk in their communities.

Youth unemployment and social exclusion are global issues that urgently need to be addressed. We trust this conference will strengthen our understanding of how to meet this commitment to the young people in Latin America and the Caribbean. We also hope that our collective experience in addressing these challenges will be valuable to donors, business leaders and implementing organizations not just regionally but around the world.

**William S. Reese**

*President and CEO*

International Youth Foundation

JUNE 21 2011

**8:00 – 8:45 AM**     **Registration —** *Second Floor*

**9:00 – 10:00 AM**     **Introductory Remarks —** *Root Room*

WILLIAM S. REESE

President and CEO, International Youth Foundation (IYF)

MARK LOPES

Deputy Assistant Administrator for Latin America and the Caribbean, United States Agency for International Development (USAID)

NANCY LEE

General Manager, Multilateral Investment Fund (MIF) of the Inter-American Development Bank (IDB)

**10:10 – 10:30 AM**     **Coffee Break**

**10:30 – 12:20 PM**     **From Innovation to Scale: Strategies to Provide Youth at Risk with Access to Youth Employment Training and Services**

NGOs in the region have made strides in designing innovative ways to prepare youth at risk for the world of work; however, making the transition from a pilot project to influencing larger systems and policies is difficult, and it has eluded many organizations' best intentions. Looking at the evidence base from IYF's 10 years of work in Latin America and the Caribbean through the *entra21* Program, this panel will examine which types of innovative practices are being taken to scale, how this is being done, and where we should focus our efforts in the future.

SUSAN PEZZULLO

Program Director for Latin America and the Caribbean, IYF

HERNÁN ARANEDA

Director, Center for Innovation in Human Capital, Fundación Chile

SUSANA BARASATIAN

National Director of Employment and Professional Development, Ministry of Labor, Argentina

ADRIANA DE ALMEIDA MARIANO

Manager, Walmart Institute, Brazil

**Moderator**

SANDRA DARVILLE

Development Effectiveness Unit Chief, MIF, IDB

**12:30 – 1:50 PM**     **Lunch**

**2:00 – 4:00 PM**     **Alliances for Youth Development: the Power of Partnerships in Responding to the Needs of Youth at Risk**

According to the World Bank, youth at risk make up nearly half of the current cohort of young people in the Latin America and Caribbean region. Given the numerous and interrelated challenges they face, such as violence and crime, low educational attainment and unemployment, a comprehensive approach that brings together the talents, resources and perspectives from different sectors of society is required. Experiences in Latin America and the Caribbean have highlighted the potential of alliances to create an enabling environ-



ment for youth at risk to gain better access to opportunities to learn, work and become engaged in their communities and society in positive ways. This session will examine alliance-based approaches to positive youth development, what has been achieved through these approaches, and the untapped opportunities for creating synergies among civil society, public sector and businesses to respond to the needs of youth at risk.

KAREN HILLIARD  
Mission Director, USAID, Jamaica

PABLO DE LA FLOR  
Vice President of Corporate Affairs, Antamina Mining Company, Peru

ELENA DE ALFARO  
President, Fundación Empresarial para la Acción Social (FUNDEMAS), El Salvador

**Moderator**  
JIM THOMPSON  
Deputy Special Representative, Global Partnership Initiative, Department of State

## **4:15 – 4:50 PM**    **Reflections on the Day**

MAXSALIA SALMON, Youth Leader  
Co Founder, M&N Foundation for Aspiring Youth, Jamaica

GUILLERMO ASIAIN, Youth Leader  
Youth Liason, Todos Somos Juarez, Mexico

PETER SHIRAS  
Executive Vice President, IYF

## **5:00 PM**    **Adjourn for the Day**

JUNE 22 2011

**8:30 – 8:55 AM**    **Opening Remarks — *Root Room***

LUIS MENDOZA, Youth Leader  
Youth Liason, Pacto por Juárez, México

AMBASSADOR CARMEN LOMELLIN  
Permanent U.S. Representative to the Organization of American States, Department of State

**9:00 – 10:30 AM**    **Concurrent Sessions**

**Session 1: Engaging the Private Sector in Youth Employability — *Root Room***

It is widely accepted that the engagement of businesses in the design and delivery of programs to increase youth employability and productivity is key to ensuring youth are well prepared for the world of work. Involving the private sector in meaningful ways, however, has proved challenging for many organizations and entities seeking to reduce youth un- and underemployment. Panelists from Jamaica, Argentina and Peru will present three different models of private sector engagement, exploring lessons learned, incentives for businesses to support youth, and what is required from the private sector to increase employment opportunities for youth at risk. The audience will be asked to comment on how the ideas presented can be used to increase private sector involvement in the future.

SANDRA GLASGOW  
CEO, The Private Sector Organisation of Jamaica (PSOJ)

SILVIA RUEDA DE URANGA  
Director, Fundación Pescar Argentina

KARINE GRUSLIN  
Director, Empresarios por la Educación, Peru

**Moderator**  
AWAIS SUFI  
Vice President for Programs, IYF

**Session 2: School to Work Transition — *Shotwell Room***

One of the most critical challenges facing young people in the region is their lack of relevant competencies for securing a job or developing their own business ideas once they finish their formal education. This session will focus on how formal education can become more attuned to the needs of the marketplace so youth are better equipped to find work when they leave high school and/or higher education. Experts in the field of education will give their perspective on how to create better bridges between the classroom and the world of work so that youth, particularly those from low income households, are better prepared to find decent work when they graduate from secondary school.

CYNTHIA HOBBS  
Senior Education Specialist, World Bank, Jamaica

LILIANA GONZÁLEZ ÁVILA  
Executive Director, QUALIFICAR, Colombia

CARLOS HERRÁN  
Education Lead Specialist, Education Division, IDB

**Moderator**

WENDY ABT

Deputy Assistant Administrator, Bureau of Economic Growth, Agriculture and Trade, USAID

**Session 3: Creating an Evidence Base for Youth Employment Programs and Policies**— *Choate Room*

This session will present the methods used by the *entra21* program to measure youth employability and promote learning among youth-serving organizations as well as experiences from other youth employment programs. The challenges of collecting and interpreting data will be discussed as well as how to create an evidence base so that organizations learn and continue to improve their practice. Issues of rigor, cost and time will be addressed as well as lessons for future program evaluations.

MARÍA LAURA ALZÚA

Director, Center for Distributive, Labor and Social Studies (CEDLAS),  
Universidad Nacional de la Plata, Argentina

MATTIAS LUNDBERG

Senior Economist, Social Protection Unit, World Bank

SUSAN PEZZULLO

Program Director, Latin America and the Caribbean, IYF

**Moderator**

MARIA ELENA NAWAR

Senior Specialist, Development Effectiveness Unit, MIF, IDB

**10:30 – 10:45 AM****Coffee****10:45 – 11:00 AM****Reflections and Commentaries from the Concurrent Sessions — *Root Room***

MAXSALIA SALMON, Youth Leader

Co Founder, M&amp;N Foundation for Aspiring Youth, Jamaica

LUIS MENDOZA, Youth Leader

Youth Liason, Pacto por Juárez, México

CRISTINA RAMIREZ, Youth Leader

Administrative Coordinator, Juventud Agraria Rural y Católica del Peru, Peru

**11:00 – 12:30 PM****Plenary Session: Overcoming Barriers for “Harder to Hire” Youth To Become More Employable — *Root Room***

While some countries in Latin America are experiencing strong growth and unemployment figures are beginning to drop, youth employment continues to lag behind adults and the number of youth looking for decent work remains in the millions. For youth who come from poor households and have other risk factors — being from rural areas, early school leavers, or with disabilities, etc. — the probability of finding decent work is even lower. Looking at the experience of *entra21*’s Phase II, this session will examine whether, in fact, the youth targeted were “harder to hire” and whether through second chance programs they became more employable.

JUNE 22 2011

MARTIN DELLAVEDOVA

Director, Monitoring and Evaluation Systems, Argentina

MARIO RIVERA

Director, Asociación Promotora de Institutos Tecnológicos Superiores (TECSUP), Peru

MARK HANNAFIN

Director and Senior Conflict Advisor, Office of Conflict Management and Mitigation, USAID

**Moderator**

WENDY CUNNINGHAM

Director, Youth Unit, World Bank

12:45 – 1:50 PM

**Lunch**

2:00 – 3:30 PM

**Concurrent Sessions**

**Session 4: Pathways to Scale — Lessons from *entra21* — *Root Room***

Under *entra21*/Phase II civil society organizations formed partnerships with their respective governments—at the municipal, state or national level — to scale up best practices aimed at improving youths' employability. In Argentina, municipal employment offices were strengthened, high school students in rural Peru and northern Brazil had greater access to employment training, and government employment programs in Colombia and Chile added new components. This session will examine findings from *entra21* related to creating the conditions for scale, the pathways used, and challenges encountered.

CLARA INÉS RESTREPO

Deputy Director, *entra21* Program, IYF

NORMA AÑAÑOS CASTILLA

Executive Director, Centro de Servicios para la Capacitación Laboral y el Desarrollo, Peru

MARCELO PIZARRO

Director, Hexagono, Chile

**Moderator**

ELENA HEREDERO

Senior Specialist, MIF, IDB

**Session 5: Helping Youth Associated with Violence Reintegrate into Community Life — *Choate Room***

This session will explore how to respond effectively to the needs of youth who have been associated with violent groups and wish to reintegrate in positive ways with peers, their communities, school and work. What have we learned about the types of services and support they need, sequencing these services and utilizing community resources to help youth redefine their identities, values and life goals to take concrete steps in a positive direction? Panelists will draw from their experiences working in Peru, El Salvador, and Jamaica in helping youth make this transition from violence to positive engagement so they can take full advantage of second chance employability programs such as *Obra* and *entra21*, among others.

PADRE JOSÉ MANTECÓN

Executive Director, Red de Niños, Adolescentes y Jóvenes (RedNAJ), Peru





CLAUDETTE RICHARDSON-PIOUS  
Executive Director, Children First Agency, Jamaica

MAURICIO FIGUEROA  
Executive Director, Fundación Quetzalcóatl, El Salvador

**Moderator**

PALOMA ADAMS-ALLEN  
Senior Advisor, Bureau for Latin America and the Caribbean, USAID

**Session 6: The Role of Technology in Helping Youth at Risk Gain Access to Information, Skills and Resources — Shotwell Room**

The question is no longer if or when to integrate technology into education and employability programs, but how. Based on recent research conducted on the use of technology to enhance the education and employability of youth at risk, the panelists will engage the audience in a discussion on how we can adapt and apply lessons learned through practice and research to ensure technologies are used more effectively in equipping youth at risk with critical skills and information they will need to make a successful transition to the world of work. The role of social media to enable youth to network with one another and connect with employers or markets will be explored.

TROY ETULAIN  
Senior Advisor for Media Development, USAID

JAVIER LASIDA  
Director, Department of Education Management and Policies, Catholic University of Uruguay

MARCO CASTILLO  
Executive Director, Grupo CEIBA, Guatemala

**Moderator**

CHRIS COWARD  
Director of Technology & Social Change Group, Information School, University of Washington

**4:00 – 4:50 PM Closing Remarks: "Where Do We Go From Here?" — Root Room**

JUANA BARRERA, Youth Leader  
Youth coordinator, DEMOS, Guatemala

GUILLERMO ASIAIN, Youth Leader  
Youth Liason, Todos Somos Juarez, Mexico

FERNANDO JIMÉNEZ-ONTIVEROS  
Deputy Manager, MIF, IDB

WILLIAM S. REESE  
President and CEO, IYF

**5:00 PM Adjourn**

## SPEAKERS

### **Wendy Abt** *Deputy Assistant Administrator, Bureau of Economic Growth, Agriculture and Trade, USAID*

Ms. Abt joined USAID in 2010 as the Deputy Assistant Administrator for the Economic Growth, Agriculture and Trade Bureau. Previously, she completed a national scale-up of a low-cost approach to remedial education in Ghana on behalf of JPAL, a center in the economics department of Massachusetts Institute of Technology (MIT). She had 10 years of public policy research experience before becoming a commercial and investment banker. Ms. Abt has extensive experience in bank privatization and restructuring in Sub-Saharan Africa as founder and president of WPA, an investment banking and consulting firm, and as adviser to Ministers of Finance and Central Banks of five Sub-Saharan African countries.

### **Paloma Adams-Allen** *Senior Advisor, Latin America and Caribbean Bureau, USAID*

Ms. Adams-Allen is Senior Advisor in USAID's Latin America and Caribbean Bureau, where she coordinates the Bureau's public outreach and communications, partnerships with the private sector, and work on citizen security. Prior joining USAID, Ms. Adams-Allen worked for 10 years at the Organization of American States (OAS), where she served as Special Advisor in the Integral Development Secretariat; Regional Manager for the Organization's Caribbean projects; and most recently, Advisor to the Secretary General. In that role, she provided policy and program guidance on the OAS' hemispheric social and economic development agenda and served as the liaison with the OAS' Caribbean member States. She has also served as program manager for the DC-based NGO, Caribbean-Central American Action.

### **Elena de Alfaro** *President, Fundación Empresarial para la Acción Social (FUNDEMAS), El Salvador*

Since 1982, Ms. Alfaro has been the General Manager of Exporsal, a Salvadoran crafts export company that connects over 200 rural handicraftsmen to the larger world market. She has boosted not only exports and investment opportunities, but also access to specialized studies through FUSADES and USAID. In addition, Ms. Alfaro co-owned NENUCO, a handmade children's outfits company, and served as a specialist for the Ministry of Education. She has also served as President of FUNDEMAS, President of the Chamber of Commerce and Industry of El Salvador, Director of the "Millennium Challenge Account" (MCA), and Director of the Salvadorian Institute for Professional Training.

### **Adriana de Almeida Mariano** *Manager, Walmart Institute, Brazil*

Ms. Mariano was named manager for the Walmart Institute in Brazil in May 2010, and leads the Social Retail School program. With a master's degree in Social Sciences from Pontifícia Universidade Católica de São Paulo and an extension in Corporate Social Responsibility at Fundação Getúlio Vargas de São Paulo, she brings with her over 10 years of experience in the private sector. She also worked at the Center for Third Sector Studies at Fundação Getúlio Vargas, Institute for the Development of Private Social Investment (IDIS), and ibi Institute, managing countrywide projects involving multisectoral partnerships.

### **María Laura Alzúa** *Director, Center for Distributive, Labor and Social Studies (CEDLAS), Universidad Nacional de la Plata, Argentina*

Dr. Alzua is a Senior Researcher for the Center for Distributive, Labor and Social Studies (CEDLAS) at the Universidad Nacional de la Plata in Argentina. An expert in applied econometrics and program evaluation of social programs, she has performed various consultancies throughout Latin America and the Caribbean, including the evaluation of the first phase of IYF's entra21 program and the impact evaluation of an entra21 scale project in Argentina. Dr. Alzua has co-authored various publications including "Supply Side Subsidies, Educational Outcomes and Child Labor Supply in Honduras" and "Does More Schooling in Developing Countries Help Later in Life? Evidence for Argentina." She holds a PhD in Economics from Boston University.

### **Norma Añaños Castilla** *Executive Director, Centro de Servicios para la Capacitación Laboral y el Desarrollo, Peru*

Ms. Añaños Castilla is the Executive Director of the Center for Labor Training and Development [Centro de Servicios para la Capacitación Laboral y el Desarrollo, CAPLAB] in Lima, Peru. She has held executive positions as Vice-Minister of Education and Vice-Minister of the Ministry for Women and Development. She has also worked for UNESCO, UNFPA and COSUDE. Ms. Añaños Castilla has extensive experience in design, management and evaluation of social development projects in education, employment, population and development, and has been an international consultant in education and professional training in Ecuador, Bolivia and Nicaragua.

### **Hernán Araneda** *Director, Center for Innovation in Human Capital, Fundación Chile*

For 23 years, Mr. Araneda has led workforce development in Chile and Latin America. He has consulted for the Inter-American Development Bank, the World Bank, the OECD and the International Labour Organization in vocational education and training, labour market information systems and competency-based national training systems. He has assisted in developing a national skill certification system in partnership with 12 sectors of the Chilean economy and the Ministry of Labour. In 2009 he was appointed by the President of Chile to a committee to create new public policies for vocational education and training. Currently, Mr. Araneda is part of a panel appointed by the Ministry of Labour for Chilean workplace training policy development.

**Guillermo Asiain** *Youth Liason, Todos Somos Juárez, México*

Mr. Asiain moved to Ciudad Juárez-El Paso when he was 17, where he graduated from Cathedral High School with honors. He was a member of the "Think College" program for middle and high school students and has a degree in Business Administration with a specialization in Human Resources. Mr. Asiain has committed 6,500 service hours to his community, with a focus on providing counseling to vulnerable youth. He was appointed as a youth liaison for the government initiative "Todos Somos Juárez" by Mexico's President Felipe Calderon and is an advisor to five local youth organizations, including Red de Agrupaciones Juveniles.

**Susana Barasatian** *National Director of Employment and Professional Development, Ministry of Labor, Argentina*

Ms. Barasatian has served as the National Director of Employment and Professional Development in the Ministry of Labor of Argentina since 2006. In this position, she is responsible for the design and implementation of policies related to continuing education and training and is dedicated to developing national programs focused on combating unemployment, particularly through microenterprise and community development. Previously, she led the design of micro-enterprise development and job creation projects in cooperation with the Inter-American Development Bank, the Spanish Agency for International Cooperation, USAID, among others. Ms. Barasatian has authored various publications related to youth, job training, competitiveness and economic growth and holds a master's degree in Social Sciences of Labor.

**Juana Barrera** *Youth Coordinator, DEMOS, Guatemala*

Ms. Barrera is a law student at the Universidad de Guatemala and since 2003 has been working for several institutions in the areas of youth, childhood, adolescence and gender equity. In 2007, she became involved in activities for the Youth Violence Prevention Plan in Guatemala related to conflict transformation, historical memory and values, human rights and citizenship, sexual and reproductive rights, and justice and political education. Over the past five years, she has used theatre as a tool to promote a culture of peace in her country. As part of her work, Ms. Barrera has also been in charge of coordinating youth groups for electoral observations since 2003.

**Marco Castillo** *Executive Director, Grupo CEIBA, Guatemala*

Dr. Castillo is the Executive Director of Ceiba Group, and is a consultant on topics of youth, violence, and drugs in Central America. He serves on the board of directors of the National Coalition for the Prevention of Youth Violence, an umbrella institution for 132 organizations in Guatemala. Dr. Castillo previously served as Deputy Director of the presidential program Escuelas Abiertas. He has extensive experience working with vulnerable and at-risk social groups, and has researched gang violence and the maras phenomenon in Central America. Dr. Castillo holds a PhD in Social Research from FLACSO-Argentina.

**Chris Coward** *Director of Technology & Social Change Group, Information School, University of Washington*

Mr. Coward is the Founder, Principal Research Scientist, and Director of the Technology & Social Change Group (TASCHA) at the University of Washington Information School. Under his leadership, TASCHA has grown in size and scope over the last decade, encompassing research in 50 countries. He specializes in designing research programs that improve policy and practice, with a focus on examining the social and economic impacts of information and communication technologies (ICTs), with particular attention to the role of libraries and nonprofit organizations in developing countries. Mr. Coward holds a Master of Public Administration and a Master of Arts in International Studies, both from the University of Washington.

**Wendy Cunningham** *Director, Youth Unit, World Bank*

Dr. Cunningham is currently an Economist in the Latin America Poverty Reduction and Economic Management Group of the World Bank. In this position, she manages the research agenda of the Region's Gender Team. Her work focuses on labor supply decisions of women, informal labor markets, household economics, and household risk management. She has worked extensively in Latin America, particularly in Mexico, Brazil and Argentina. Dr. Cunningham obtained her PhD in labor economics from the University of Illinois at Champaign.

**Sandra Darville** *Development Effectiveness Unit Chief, Multilateral Investment Fund, Inter-American Development Bank*

Ms. Darville was named Chief of the Development Effectiveness Unit of the Multilateral Investment Fund in July 2010. She is responsible for implementing measures to improve the efficiency, effectiveness and knowledge assessment of MIF programs, including the implementation of an evaluation strategy for a portfolio of over 600 operations supporting private sector development in Latin America and the Caribbean. Ms. Darville previously built and led MIF's financial inclusion activities for 12 years. Under her leadership, the MIF became the region's most important donor and investor in microfinance and early stage equity investing. Ms. Darville has served on the Boards of microfinance banks, investment funds and on the investment committee of the Consultative Group to Assist the Poor (C-GAP).

**Martin Dellavedova** *Director, Monitoring and Evaluation Systems, Argentina*

Mr. Dellavedova holds a Master of Arts degree in Project Design and Evaluation from the Universidad Nacional de Córdoba. Since 1997 he has worked as a coordinator, regional manager, consultant and project evaluator for various programs financed by international organizations in more than 15 countries in Latin America and Africa. Mr. Dellavedova is a specialist in the identification of production chains and cluster development and in the evaluation of ICT-related projects, local development and tourism. Fluent in five languages, he has diplomas in both business coaching and integrated territorial development. Mr. Dellavedova was responsible for designing one of the programs in Phase I of *entra21*.

## SPEAKERS (CONT.)

### **Troy Etulain** *Senior Advisor for Media Development, USAID*

Since joining the USAID Office of Democracy and Governance in 2007, Mr. Etulain has focused on applying technology to support media development and freedom in repressive and remote programming environments. He is the technical lead on USAID's work in supporting Internet freedom and information security. Previously, he served as Internews Network's Country Director in Tajikistan from 2005-07, overseeing projects ranging from founding community radio stations to training and equipping private TV stations. From 1996-98, Mr. Etulain served as a Peace Corps Volunteer in the Russian Far East. He has reported for numerous publications both within the US and abroad. Immediately prior to joining USAID, he covered Georgia and Armenia for Bloomberg News.

### **Mauricio Figueroa** *Executive Director, Fundación Quetzalcóatl, El Salvador*

Mr. Figueroa is the Founder and Director of the Ideas y Acciones para la Paz Quetzalcóatl foundation [Ideas and Actions for Quetzalcóatl Peace]. He completed his undergraduate studies in social communication at the Universidad de El Salvador and his graduate studies in social anthropology, educational management and personal and organizational development with a systems approach. Mr. Figueroa is currently studying the assessment of outcomes and impact of public programs and organizations, in both domestic and foreign institutions. He has provided services as a consultant and advisor in the fields of education and communication for several institutions and programs being carried out in Central America.

### **Pablo de la Flor** *Vice President of Corporate, Antamina Mining Company, Peru*

Starting his career as an economist at the First National Bank of Chicago, Dr. De la Flor holds master's degrees from Harvard and Yale Universities, and a PhD from the University of Chicago. As Vice-minister of International Trade he headed the reintegration of Peru into the Andean Community of Nations, negotiated to launch the Free Trade Area of the Americas (FTAA), and was Head of the Delegation for the U.S. Free Trade Agreement negotiations. He has also served as Vice President of the Consumer's Defense Commission of INDECOPI, investment coordinator of PROMPERU, Program Officer of the Andean Office at the Ford Foundation, and designer of the Fondo Minero Antamina.

### **Sandra Glasgow** *CEO, The Private Sector Organisation of Jamaica (PSOJ)*

Mrs. Glasgow is the CEO of The Private Sector Organisation of Jamaica, the umbrella organization for business interests in Jamaica. She is also the Founder of the Technology Innovation Centre, the Caribbean's first technology business incubator. Mrs. Glasgow has facilitated training programs in entrepreneurship, business development, strategic planning and corporate governance in the Caribbean. She has been certified by the Commonwealth Association for Corporate Governance and the World Bank/ International Finance Corporation. In addition, she has served on the Board of Directors of the National Commercial Bank Jamaica Limited, the National Export-Import Bank of Jamaica (EX-IM), the Grace Kennedy Foundation, the Planning Institute of Jamaica, the Jamaica Productivity Centre, and the Credit Enhancement Fund.

### **Liliana González Ávila** *Founder and Executive Director, QUALIFICAR, Colombia*

Ms. Gonzalez is a Colombian psychologist who specializes in planning and regional development management. She has experience in public policy and project design/implementation, in the development of general and specific work competencies, and educational issues. Throughout her career, Ms. Gonzalez has produced several competency-based curricula as well as materials and tools to train teachers and students. She has also served as an ILO virtual competency-based trainer of trainers. Ms. Gonzalez is the Founder and Executive Director of QUALIFICAR, a company that specializes in working with educational authorities, private foundations and other private entities.

### **Karine Gruslin** *Director, Empresarios por la Educación, Peru*

Ms. Gruslin is currently the Director of Empresarios por la Educación (ExE). Through her leadership, ExE's programs have experienced increased participation in various regions throughout Peru, and several projects have been implemented in rural areas to boost quality education. As a specialist in the fields of communications and business administration, Ms. Gruslin has held management level positions for more than fifteen years, and has broad experience leading the consolidation, organization and reorganization of national and international communications companies.

### **Mark Hannafin** *Director and Senior Conflict Advisor, Office of Conflict Management and Mitigation, USAID*

Mr. Hannafin is the Deputy Director and Senior Conflict Advisor in the Office of Conflict Management and Mitigation at USAID. He is currently co-chairing the development of the new policy on youth in development for USAID and researching how development activities can assist diaspora groups towards promoting peace in their homelands. He has worked over ten years overseas on youth development, conflict, economic development, local governance, trafficking in persons and political processes with USAID, the International Finance Corporation/World Bank and the International City Management Association. He is an adjunct professor at The George Washington University's Elliott School of International Relations teaching a course on Conflict Programming and Analysis.

### **Elena Heredero** *Senior Specialist, Multilateral Investment Fund, Inter-American Development Bank*

Ms. Heredero is a project specialist at the MIF, where she has specialized in projects developing human capital, youth employment and micro-, small, and medium-sized enterprises. Her responsibilities in the MIF franchise and micro-franchise program include establishing strategies, conceptualization, supervision and implementation of franchise and investment projects. Ms. Heredero holds a Licentiate degree in Economics from the Autonomous University of Madrid and has ten years of experience working exclusively in the field of economic development for Latin America and the Caribbean.

**Carlos Herrán** *Lead Specialist, Education Division, Inter-American Development Bank*

Mr. Herrán is Lead Specialist in the Education Division of the Inter-American Development Bank. An Economist by training, he has 20 years of experience on social policy issues, particularly on education and poverty reduction. He has coordinated the design and execution of education and social development programs in several LAC countries and was principal advisor to the Ministry of Education of Colombia. Prior to the IDB, Mr. Herrán worked at the World Bank and at the National Planning Department of Colombia. He is the author of “Secondary Education in Brazil: Time to move forward” (IDB/WB, 2000), “Why do youngsters drop out of school in Argentina and what can be done against it?” (IDB, 2001), and “Reducing Poverty and Inequality in Brazil” (IDB/IPEA, 2005), among others.

**Karen R. Hilliard** *Mission Director, USAID, Jamaica*

Dr. Hilliard began serving as USAID Mission Director in Jamaica in 2007. Previously, she served as Deputy Director of USAID’s Regional Mission for Ukraine, Belarus and Moldova with programs valued at more than \$100 million; she was responsible for the agency’s \$1.8 billion global health program; and during a 20 year period, she managed health, family planning, food security, environmental, education, democracy and economic development programs in Haiti, Nicaragua, Malawi, Oman and Egypt. Before joining USAID, Dr. Hilliard completed her PhD in Political Science, was a Fulbright scholar and taught public administration at Florida State University.

**Cynthia Hobbs** *Senior Education Specialist, World Bank, Jamaica*

Ms. Hobbs has been working in the field of international education for nearly 30 years. She has a degree in Psychology and a master’s from Harvard University in International Education. She has been working at the World Bank for 15 years and has managed projects in early childhood development, primary and secondary education. She has worked for nearly 10 years in the Caribbean and is now living in Jamaica, where she works closely with the Ministry of Education and the Early Childhood Commission. Ms. Hobbs’ work includes discussions with Ministries of Education and Finance to develop policies and programs to provide equitable access to education and training opportunities.

**Fernando Jiménez-Ontiveros** *Deputy Manager, Multilateral Investment Fund, Inter-American Development Bank*

Mr. Jiménez-Ontiveros has developed most of his professional career at the Trade and Economy Departments in Spain. He has served as Secretary of the Tariff Commission in the General Directorate for Imports, has managed the Spanish Commercial Office for Central America and Panama, and was a technical advisor in international economics for the Office of the President of the Government. In 1999, Mr. Jiménez-Ontiveros joined the Inter-American Development Bank in Washington, where he was the Chief of the Programming and Priorities Unit of the Multilateral Investment Fund. In September 2005, he was appointed Deputy Manager of the Department of Strategy and Development Effectiveness at the Multilateral Investment Fund.

**Javier Lasida** *Director, Department of Education Management and Policies, Catholic University of Uruguay*

Mr. Javier Lasida has a Bachelor’s degree in Education and a master’s degree in Social Science. He is currently Director of the Educational Management and Policy Department of the Catholic University of Uruguay. He was involved in the design of the Projoven Program of the Ministry of Labor and Social Security of Uruguay and managed two program initiatives. As a researcher, he has published several books and research papers and has served as a consultant for international organizations, governmental and non-governmental organizations in several countries, in areas such as quality of education, employment policies, education and work.

**Nancy Lee** *General Manager, Multilateral Investment Fund, Inter-American Development Bank*

Dr. Lee is the General Manager of the Multilateral Investment Fund at the Inter-American Development Bank. A laboratory for development, the MIF provides innovative support for micro, small, and medium enterprises and is the largest provider of technical assistance for private sector development in the LAC region. From 2009-2011, she was Deputy Assistant Secretary for the Western Hemisphere at the U.S. Treasury Department, responsible for managing Treasury’s engagement on economic and financial issues with Latin America, the Caribbean, and Canada. She has also served as Treasury’s Deputy Assistant Secretary for Europe, Eurasia and the Western Hemisphere. Dr. Lee is a member of the Council on Foreign Relations and received the Meritorious Executive Presidential Rank Award in 2001. She holds a PhD and an MA in Economics.

**Carmen Lomellin** *Permanent U.S. Representative to the Organization of American States, Department of State*

Ambassador Lomellin was appointed Executive Secretary of the Inter-American Commission of Women (CIM) for the OAS in 1998. She provided guidance on hemispheric policy advancing issues affecting women in human rights and gender equality. She also served as Director for Outreach within the OAS Department of External Relations. During the Clinton Administration, Ambassador Lomellin held the position of White House Liaison for the U.S. Office of Personnel Management, and was an Advisor on Hispanic Affairs to the White House Office for Women’s Initiatives and Outreach. She also has experience in local government as Director of the Private Industry Council of Chicago and previously worked for the Chicago-based Inland Steel Company in sales and marketing.

**Mark Lopes** *Deputy Assistant Administrator for Latin America and the Caribbean, USAID*

Mr. Lopes is the Deputy Assistant Administrator for the Latin America and Caribbean Bureau at USAID. He was formerly the Senior Foreign Policy Advisor/Staff Director for the Chairman of the International Development and Foreign Assistance subcommittee of the Senate Foreign Relations Committee. Prior to that he served on detail to the House Appropriations, State, Foreign Operations subcommittee where he was responsible for all Title II programs including the Export-Import Bank, Overseas Private Investment Corporation, U.S. Trade and Development Agency, and global democracy and governance programs. Mr. Lopes entered government as a Presidential Management Fellow and has consulted overseas in a variety of capacities.



## SPEAKERS (CONT.)

### **Mattias Lundberg** *Senior Economist, Social Protection Unit, World Bank*

As a Senior Economist, Dr. Lundberg is currently leading research on the school-to-work transition; financial capability and decision-making; preference formation and risk-taking; economic crises and human capital investments; and youth voice and violence. He was one of the principal authors of the 2007 World Development Report: Development and the Next Generation. While his PhD research was on agriculture, he has worked more recently on impact evaluation, income distribution, and human development. Dr. Lundberg has published research focused on such topics as the impact on households of crises such as HIV/AIDS and flood exposure; the relationship between income distribution and growth; public service delivery; and the upgrading of impoverished communities.

### **Padre José Mantecón** *Executive Director, Red de Niños, Adolescentes, y Jóvenes (RedNAJ), Peru*

Father Mantecón is a Jesuit priest who studied philosophy and theology at the Universidad Pontificia de Comillas in Madrid. He worked at the Nazaret School (Ciudad de los Muchachos) in Alicante, Spain, a center for the protection of youth at risk. He first came to Peru to support the “Fé y Alegría” campaign [Faith and Joy] and has lived in Peru since that time. Cognizant of the violence, crime, unemployment and hopelessness that exist in Peru among youth, he founded the El Agustino Martin Luther King Youth Association in 1997. This program provides opportunities for young people through a series of educational activities, professional training and employment programs, psychological counseling, promotion of sports and community service activities.

### **Luis Mendoza** *Youth Liason, Pacto por Juárez, México*

Mr. Mendoza is a young professional actor and dancer. For more than seven years, he has actively collaborated with NGOs such as Arte en el Parque; Cehlíder (Human Leadership Center), where he was Director of Youth Programs; Juárez Limpio, an environmental organization; and Pacto por Juárez. In 2010, he was nominated for a National Award granted by the Universidad Del Valle de Mexico (Mexico City's Valley University) for his accomplishments as a young leader. He is frequently invited as guest speaker by non-profit organizations, universities, the US Consulate in Ciudad Juárez, social foundations and international programs to talk about youth, leadership and social participation. Mr. Mendoza is currently the Director of Chassé Dance Studio, a dance academy in Ciudad Juárez.

### **Maria Elena Nawar** *Senior Specialist, Development Effectiveness Unit, Multilateral Investment Fund, Inter-American Development Bank*

Ms. Nawar is Lead Specialist in the Development Effectiveness Unit of the MIF, with 15 years experience designing and monitoring projects in workforce development, skills standards and certification, youth training, labor relations and modernization, accounting and auditing, strengthening of microfinance institutions and business development services. She is currently designing a more rigorous monitoring and evaluation framework for the projects and products financed by MIF, as well as working to enhance results and risk management and streamline fiduciary procedures to better serve MIF executing agencies. Prior to joining the MIF, Ms. Nawar worked at the U.S. Labor Department and provided consulting services to UNICEF.

### **Susan Pezzullo** *Program Director, Latin America and the Caribbean, International Youth Foundation*

Ms. Pezzullo joined IYF in 1996, as Director of Technical Support for its Global Partner Network, and left five years later to serve as Country Director for Nicaragua for the Peace Corps. She returned to IYF in 2005, to lead the development of a monitoring and evaluation system for its largest employability program, entra21. Today, she directs that \$45 million program, serving over 45,000 youth in Latin America and the Caribbean and also oversees its learning and evaluation system. Prior to joining IYF, Ms. Pezzullo worked for USAID and the Inter-American Foundation where she was responsible for the Mexico portfolio.

### **Marcelo Pizarro** *Director, Hexagono, Chile*

Mr. Pizarro has over fifteen years of experience in designing, implementing, managing and evaluating public programs and policies. Currently, he is partner and director of Hexagon Consultores Chile, a part-time professor at the School of Medicine, and associate researcher at the School of Economics of the Universidad de Chile. He was the Coordinator of the Technical Assistance Project for the Chilean government social protection system “Chile Solidario”, and was full professor at the Universidad Técnica Federico Santa María and at the Universidad Tecnológica Metropolitana. Mr. Pizarro is an international consultant in such areas such as education, employment, training, nutrition and health.

### **Cristina Ramirez** *Administrative Coordinator, Juventud Agraria Rural y Católica del Perú*

Ms. Ramirez is currently the Administrative Coordinator of Juventud Agraria Rural y Católica del Perú, JARC [rural agricultural and Catholic youth of Peru]. She studied Accounting at Bellavista and took courses at the Líderes para el Desarrollo Hugo Echegaray school (Leaders for Development Hugo Echegaray school), a social ethical leadership school promoted by the Centro de Acción Social (CEAS). She has belonged to JARC for fifteen years and has held the position of area, regional and national team Coordinator. In addition, she has worked at the Municipalidad Distrital de San Rafael, Riego District Huallaga Central, the Comisión de Regantes Perras del Huallaga and at the French Association for Youth Development in Peru.

### **William S. Reese** *President and CEO, International Youth Foundation*

Mr. Reese was appointed President and Chief Executive Officer of the International Youth Foundation in 2005, having joined IYF in 1998 as its Chief Operations Officer. Previously, he was President and CEO of Partners of the Americas. He served with the Peace Corps, first as a volunteer in Brazil, and later in Washington as deputy director of the Latin American and Caribbean region. He currently sits on the boards of the Basic Education Coalition and InterAction as well as Encore International Service Corps and Global Citizen Year. Mr. Reese has joined the Alcatel-Lucent Foundation Board and serves on the board of two organizations committed to certifying best practices in global supply chains: W.R.A.P. and ICTI Care Foundation. Mr. Reese received his BA in Political Science from Stanford University and in 1995 graduated from the Business School's Executive Program.

**Clara Restrepo** *Deputy Director, entra21 Program, International Youth Foundation*

Ms. Restrepo joined IYF in 2001 as Deputy Director for the entra21 Program, working in project development in several countries and being responsible for technical assistance activities of the Program. Before joining IYF as a visiting Hubert Humphrey Fellow, she worked in Medellín, Colombia in youth and peace issues as the executive director of Corporación Paisajoven, a public-private organization working on behalf of youth. She also served as an advisor for the Consejería Presidencial para Medellín. Ms. Restrepo has a Bachelor's degree in Social Work and received her master's degree in Social Planning Administration as a Fulbright Scholar from Boston College. She is a native of Medellín, Colombia.

**Claudette Richardson-Pious** *Executive Director, Children First Agency, Jamaica*

Ms. Richardson-Pious is a child rights and HIV/AIDS activist, counselor, teacher, actress and comedienne from Kingston. She is currently the Executive Director of Children First (CF), the internationally-recognized and largest youth organization in Jamaica. CF is a unique community action organization providing life-changing social, educational and training programs for children and young people (ages 3-24) at risk. One of its programs is the Environmental Protectors group where youth at risk are trained to specialize in the use of creative methodologies to create awareness and improve the quality of life in their communities. CF also empowers parents and guardians to overcome poverty through a successful skills training and small business project.

**Mario Rivera** *Director, Asociación Promotora de Institutos Tecnológicos Superiores (TECSUP), Peru*

A mechanical Engineer, Mr. Rivera graduated from the Pontifical Catholic University of Peru with a specialty in Educational Technology and from Delaware Technology, in the United States. He also received computerization and professional training from Max Eyth Schule in Stuttgart, Germany. Mr. Rivera holds a master's degree in Business Administration from INCAE and Universidad Adolfo Ibáñez. As Head of Heavy Equipment of C. Tizón P. Ingenieros and superintendent of Planta de Cables de Acero PROLANSA, he gained industry-related experience. He is a member of the Foro Educativo NGO and a member of the Consejo Nacional de Educación del Estado Peruano [National Education Council of Peru]. Currently, he is the Executive Director of Tecsups in Lima.

**Silvia Rueda de Uranga** *Director, Fundación Pescar Argentina*

For over 30 years, Ms. Rueda de Uranga has been working with nonprofit organizations in youth education, promoting life skills and development for disadvantaged communities. She is currently the Director of Fundación Pescar Argentina and President of Fundación Desarrollar, which specializes in the exchange of knowledge through the use of information and communications technology. Former President of Asociación Conciencia, she founded the Argentinean Dialogue and Partners of the Americas in Argentina, and was the Executive Secretary of The InterAmerican Democracy Network. Ms. Rueda de Uranga is a member of Civitas International and has worked with IYF for over two years.

**Maxsalia Salmon** *Co-Founder, M&N Foundation for Aspiring Youth, Jamaica*

Ms. Salmon is a 23-year-old Jamaican who recently completed her master's degree in Clinical Psychology at the University of the West Indies, Mona Campus. She is involved in the Jamaica Youth Advocacy Network (JYAN) where she has participated in advocacy workshops and lobbying visits both locally and internationally. Ms. Salmon is also a Jamaica Youth Ambassador to the Commonwealth and cofounder of the M&N Foundation for Aspiring Youths, which provides young Jamaicans with opportunities for scholarships as well as mentorship and social skills training.

**Peter Shiras** *Executive Vice President, International Youth Foundation*

Mr. Shiras joined IYF in 2005 as the Vice President for Employability, and was appointed to Executive Vice President in 2008. Prior to IYF, he held a number of leadership positions, including Senior Vice President at Independent Sector, Vice President of InterAction, and Deputy Regional Director of Latin America and Caribbean at Catholic Relief Services. Mr. Shiras has extensive international experience in Latin America and Africa related to public policy, ethics, and partnerships among business, foundations and NGOs. He serves on the boards of CIVICUS and Casa de Maryland, and holds Master and Bachelor of Science degrees in Agricultural Economics from Cornell University.

**Awais Sufi** *Vice President for Programs, International Youth Foundation*

Mr. Sufi joined IYF in 2005 and currently serves as Vice President for Programs. In this role, he also serves as Global Director of IYF's Youth:Work program, a USAID-supported partnership between development agencies, the private sector and civil society to promote employment and entrepreneurship opportunities for disadvantaged youth worldwide. Prior to joining IYF, Mr. Sufi served as Managing Director of the Education for Employment Foundation. A licensed attorney, Mr. Sufi worked in the corporate and securities practice of Arnold & Porter, a Washington, D.C. law firm, and as Law Clerk to the Honorable Judge John Sprizzo of the United States District Court for the Southern District of New York.

**Jim Thompson** *Deputy Special Representative, Global Partnership Initiative, Department of State*

Mr. Thompson serves as Deputy Special Representative for Global Partnerships the Global Partnership Initiative within the Office of the Secretary of State. He served as the Acting Director of the U.S. Department of State's Global Partnership Center and is the former Acting Director of the U.S. Agency for International Development's (USAID's) Global Development Alliance, which is the Agency's business model for the replicable use of public-private alliances. Mr. Thompson previously served at USAID as a Food for Peace Officer and a Program Officer in the Europe and Eurasia bureau. He also was a Contracting Officer at USAID and at the U.S. Department of Energy, where he created new public-private partnership models.

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