
WEDNESDAY, AUGUST 27, 2014

11:45am–1:00pm

Creating Public Private Partnerships for Impact, Scale, and Sustainability

The public and private sectors can support and connect with young people who are seeking economic achievement—both as potential employees and as suppliers or vendors in a supply chain. By building multi-sector partnerships and collaborations, we can drive the scale, impact and sustainability of programs that enhance young people’s access to decent jobs. In this session, a panel of speakers will highlight successful examples of public-private partnerships working toward these goals and invite participants to engage in a meaningful dialogue around these critical youth employability strategies.

- Cindy Thomas, Regional HR Director (Africa & Indian Ocean), Hilton Worldwide
- Francis Graham, Director HR Talent, Barloworld Equipment
- Milagros Ruiz, Business Link Director, CONALEP
- Yao Li, Chairperson, BN Vocational Schools
- Moderator: Peter Shiras, Executive Vice President, International Youth Foundation

From various perspectives, what is the importance of these cross-sector partnerships in meeting the needs of employees/employers? What are the key success factors in creating these partnerships? What are some of the challenges in creating these partnerships?

- Yao Li, Chairperson, BN Vocational Schools (non-profit organization based in China)
 - Established in 2005 as a tuition-free, non-profit charitable vocational school in Beijing supported by the China Youth Development Fund. Currently, BNVS runs 10 schools, including one in Angola.
 - Focus on employment-targeted vocational training based on market demand and partners with businesses to participate and lead in the learning and teaching process.
 - Student profile: 16-22 years; middle school education; below the poverty line.
 - As of August 2014, BNVS has worked with more than 4,100 young people and 2,006 graduates have been employed.
 - Multi-sector partnerships with individuals, companies, foundations, bilateral/multilateral donors, and government to support in terms of internship, teaching, employment placement, cash donation, in-kind donation, and volunteer teachers.
 - Key factors for sustainability:
 - Sharing the same value and goal;
 - Awareness of expectations from different partners (skilled workers, CSR, etc.);
 - BNVS management, including external audit to China and international standards (clean, transparent, and effective); and
 - Quality education (outcomes/results).
 - Challenges:
 - Chinese government is encouraging and offering resources for vocational education institutions: BNVS is establishing itself as number one through partnerships;
 - Internet/Technology is necessary to allow ongoing learning and support to graduates.
- Maria Milagros Ruiz, Business Link Director, CONALEP (Public Sector Vocational Training, Mexico)
 - How we can better find job placement options:

- Work in technical/medium/high level education, at the national level;
 - Participation and taking into account needs of the companies and model has direct participation of the youth in the training program;
 - Number of partnerships with programs to pinpoint the needs for training and to host internships (specific program through Argentinean company);
 - Supporting us as private sector to improve infrastructure and worked together to improve curriculum to take into account the technical necessities of the sector: allow improved professional partnership;
 - Microsoft: technical requirements incorporate into programs and have MS certificate.
 - PPPs: MIF/IDB (NEO); companies across sectors provide capital and commitment to take interns to provide training/mentorship;
 - NEO across multi-countries, including Mexico;
 - Challenge: How to build trust and achieve transparency (under NEL: executive agency to manage resources)? How do we understand needs of the sectors and build a plan to monitor and see the impact that it is gaining regarding assurance? We need good governance and understanding of responsibilities;
 - Program assessed and evaluated by directors; align objectives with public sector to build relationship with private sector;
- Cindy Thomas, Regional Director of HR, Hilton Worldwide Africa and Indian Ocean
- WEF in January, Hilton Worldwide committed to have 1 million youth employed by 2019.
 - 100th year anniversary, 2019.
 - Hilton would like to connect, preparing, and employing young people
 - In 2015, Hilton will hire 80 percent of entry-level employees;
 - In 2012, established three-year strategic partnership (USD 3M) to provide young people access to life skills and qualifications (PTS adapted to hospitality industry); provide Hilton trainers/HR staff to serve as trainers to entry-level staff;
 - In South Africa, 8 certified PTS trainers to train 40 team members across 5 priorities (pilot program) with plans to grow across Africa and Middle East;
 - Chef's Apprenticeship program;
 - Team Member development through e-learning opportunities: within Hilton University, different colleges to oversee curriculum and content;
 - Elevator Program: Career guidance/training program for young people to become general manager (operations, business development, HR, and finance) by providing on-the-job training through two nine-month placements;
 - Hilton Engagement within local communities (campaign): Reached 73,000 in 2014 through 600 events in May; taking global vision to local solutions in South Africa by partnering with learning institutes as well as local NGOs, including Harambee and University of Johannesburg. Hilton adopted schools in Alexandra to partner and strengthen talent pipeline. Harambee provides bridging program to transition youth to employment;
 - 74M unemployed young people and hospitality industry able to provide economic opportunity; Hilton focused on young generation to build talent pipeline and build capacity of local communities.
- Francis Graham, HR Director, Barloworld Equipment (Equipment)
- Technical Academy Skills Sourcing, 2014

- 11 countries in Southern Africa; 5,452 employees;
- Markets include mining, construction, government infrastructure development, forestry, agriculture, industrial, rail, electric, gas, and marine: BWE provides equipment;
- Challenges in Partnering across Sectors: Need to provide equipment and up-skilling employees to maintain equipment to customers. Africa's rapid growth by 2025 (population of 1.4B and by 2040, a working age of 1.1B with 50 percent living in cities by 2030). Also, by 2020, average discretionary household income will be over USD 1,000; retail spending is to increase to USD 1.4tr. Need to develop skills based to meet the demands/supply.
- Megatrends:
 - Generational expectations across organizations (how to integrate);
 - Technology changes will influence the interaction between the technician and the equipment;
 - Poverty levels will decrease and there will be a need to find solutions for organizations that will grow;
 - Urbanization
- Programming: Technical Academy
 - R150M; R800,000-1M per trainer;
 - Apprenticeship in earthmoving equipment mechanic;
 - Partner with secondary schools (25 percent), universities (5%), colleges (50%), and walk-ins (20%) to identify young people
- Challenges:
 - Math, Science, and English not up to standard;
 - Teachers and educators not aligning theory and practical training;
 - Trade unattractive;
 - Peer pressure from family;
 - Financial constraints;
 - Internship vs. learnerships/apprenticeships
- Solutions:
 - Create better awareness;
 - Identifying schools to develop or invest in;
 - Upgrade math and English standards;
 - Use mentorship vocational program to introduce trade to secondary level;
 - Identify potential at secondary level;
 - Combining efforts to various specialized institutions (FET, SETA, etc.)

➤ Q&A

- Jordan Country Director, IYF
 - Question to Cindy and Francis: How do you create the balance between school drop-outs and university graduates as the investment is expensive? How are you creating awareness around the opportunities and career tracks within your organizations? How are you dealing with the training drop-outs?
 - Answer (Francis): Recruitment costs are expensive so BWE designed psychometric assessment tools to analyze potential trainees and also work with the schools to build capacity to implement the assessment. BWE and Harambee will be analyzing how to effectively source young people for the training partners to determine prerequisite capabilities and interest/drive to enter into the industry.
- QUEST India

- Question to Yao Li: How are you building instructor capacity to improve their ability to deliver content to young people and provide mentorship?
 - Answer: Most of BNVS funds are designated to teacher training around life skills development and technical training (related to market demand); Teachers are from the businesses within the relevant technical field whereas the life skills teachers are full-time qualified teachers (donations are used to pay the teachers); Quality control (ISO 9000) through evaluation of teachers.
 - Answer (Francis): BWE works closely with FET colleges and ask instructors to visit facilities to learn more about the required skills (capacity building). BWE working with 85 instructors through coaching and mentoring. Through St. Anthony's, BWE engaged in a 6 months training program for young people to enter BWE training center.
- QUEST India
 - Question to Yao Li: How do you manage alumni engagement for contributions?
 - Answer: Through life skills development, alumni know they have support from BNVS and understand importance of returning support to the organization to keep the program going. All students are required to volunteer time to provide service to the community (practices leadership qualities while addressing a social need).
- Zimbabwe Country Director, IYF
 - Question to Cindy Thomas: Find that young people are better absorbed on service front-line. From your experience, where is it that you see young people can find opportunity to move up within the unskilled structures?
 - Answer: Hilton brings young people in through Harambee and then Hilton invests in developing talent and mentoring young people. Hilton staff members are required to mentor interns to ensure exposure to key technical skills are build on-the-job. Hilton offers the Elevator Program and Hilton University to help young people advance within the Hilton family and hospitality industry.
 - Question to Yao Li: What is the formula BNVS uses to make young people fully employable?
 - Answer: BNVS engage businesses in teaching and they are asked to inform the content/qualifications of technical training. Young people are given exposure to businesses to receive on-the-job training. BNVS has a strong brand name based on its quality education and partnerships with the employers.
- YEA Singapore
 - Question to Francis: At what point, from a corporate perspective, did BWE invest in its own training center?
 - Answer: Investment in training is crucial given the training equipment costs and requirements for skilled workers. BWE spends R230M/year on learning and development
- IA, Brazil
 - Question to Maria: How do you monitor the partnerships? What is the degree of involvement, specifically, what is the contribution in partnerships?
 - Answer: Instituto Alianca: We have a collaboration agreement across all members; sign LOC (financial, technical, targets, etc.); M&E department evaluates the operating agency and supervise where funds are used; ensure financial compliance.