

tương lai của bạn! Vậy, tại sao ứng dụng này lại quan trọng đối với bạn và tại sao bạn nên sử dụng nó? Vâng, kỹ năng nghề nghiệp hoặc kỹ năng mềm,



YOUTH EMPLOYMENT AND ENTREPRENEURSHIP

in Brazil and the US

An International Specialised Skills Institute Fellowship.

SARA AMARAL

Sponsored by Jobs Victoria

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- » Rosiane Kochhan, Sebrae Mato Grosso
- » Wilson, Rock Burger
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- » Larissa Gontijo de Souza Guimarães, Analyst Institutional Relations, Sebrae
- » Rejane Risuenho, Development Unit of Entrepreneurship Products and Culture, Sebrae
- » Cristina Mieko Costa Bando, Innovation Unit, Sebrae
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2. Executive Summary

Sara Amaral, the Fellow, was awarded in 2018 the Jobs Victoria and International Specialised Skills Institute Fellowship which saw her travel to Brazil and the United States of America to research innovative pathways for disadvantaged youth into employment and entrepreneurship. She spent three weeks in Brazil exploring entrepreneurship programs targeted at disadvantaged youth and another three weeks in Washington DC immersing herself in innovative and cutting-edge youth employment programs.

During her Fellowship, Sara visited 14 organisations including community organisations, international not-for-profits, training organisations, social enterprises, universities, government bodies, tech companies and private companies and attended two international fora, including the Research to Action Forum: the Future of Work for Deprived Youth, hosted by Save the Children US; and Global Youth Economic Opportunities Summit, developed by Making Cents International.

The Fellowship highlighted the need for the introduction of entrepreneurship components into employment programs and for the integration of education pathways in employment programs. In addition, the use of technology and innovation in employment programs is one of the key recommendations as it would allow for an automation in processes, the capacity to reach more youth and engagement in alternative ways and ultimately empowering youth with the skills needed for the future.

3. About the Fellow - Sara Amaral

At the time of receiving the Fellowship, Sara Amaral was the Youth Employment Project Officer at The Bridge Employment. She began her career in the youth development sector seven years ago and has a commitment to fostering collaboration between young people from different parts of the world. Prior to coming to Australia, Sara worked in Europe with a range of organisations including the Council of Europe, the Portuguese National Youth Council and the Iberoamerican Youth Organisation. When Sara first arrived in Australia in 2016, she worked for the Department of Economic Development, Jobs, Transport and Resources as a program manager and then joined The Bridge Employment.

Sara holds a Bachelor of International Relations and has always been passionate about working to connect global perspectives with local realities in order to achieve better outcomes for youth. The Jobs Victoria and ISS Institute Fellowship enabled her to combine her passion and expertise in employment programs and youth cooperation.

4. Fellowship Background

Aim of the Fellowship

The goal of this International Fellowship was to investigate emerging approaches to effective employment models for young disadvantaged jobseekers. The International Fellowship took place in both South America and North America, namely in Brazil and in the United States of America.

The objectives were to:

- » research entrepreneurship and innovative job creation models and policies,
- » observe employment challenges faced by youth in hosting countries,
- » survey innovative employer engagement approaches,
- » understand the youth employment ecosystem in hosting countries and globally,
- » build a strong collaborative network between local and overseas organisations to exchange good practices during and after the fellowship, and
- » put recommendations forward for employment policies and programs to be developed in Victoria.

Fellowship Methodology

This Fellowship identified good practices designed to significantly improve the employability of disadvantaged youth, by the use of technology, innovation and entrepreneurship models.

Both countries, the United States of America and Brazil, present some similarities with Australia, but also differences in the way they support disadvantaged youth into employment or as creators of their own company.

The Fellowship applied research and findings development were undertaken throughout 2018. This involved preliminary meetings with the youth services of the City of Greater Dandenong, City of Frankston and the City of Melbourne; South East Community Links; Job Prospects Frankston and Foundation for Young Australians. These took place between May and August 2018. The purpose of the meetings was to confirm the specific areas of learning the organisations were keen to see the Fellowship address. In addition, the Fellow believed it would be beneficial for these organisations to identify the main barriers they experienced when attempting to build the capacity of youth and also identify dissemination possibilities post the Fellowship travel.

In addition, before undertaking the Fellowship, the Fellow conducted research to identify relevant stakeholders, organisations, conferences and sites in Rio de Janeiro, Cuiabá, Brasilia and Washington DC. The Fellow's aim was to visit programs delivering best practice outcomes in the fields of youth employment and entrepreneurship for disadvantaged youth.

The Fellow visited Rio de Janeiro, Cuiabá and Brasilia in August 2018 and Washington DC in September 2018 and conducted a series on-site visits, meetings, job shadowing opportunities, face-to-face interviews with beneficiaries of programs and attended two International Forums to learn from experts in innovative youth employment and entrepreneurship programs around the world.

The Fellow explored two different applied research methodologies. In Brazil, the Fellow visited several organisations, convening meetings with program managers and political stakeholders. In the US, the Fellow opted to embed herself into Save the Children US for a period of three weeks, becoming a team member with the Skills to Succeed Program, while having side meetings with external organisations.

Dissemination activities commenced at the start of the Fellowship through social media - in particular Facebook, Twitter and Instagram and also through the development of a blog. Upon return from the Fellowship international travel, a presentation on the findings and recommendations was delivered at the Jobs Victoria Conference and meetings with relevant stakeholders convened to present on the main findings and explore possibilities of collaboration in piloting programs at the local level. Dissemination efforts will continue throughout 2018 and 2019.

The Australian Context

Australia never had so many young people as it has now: 4.3 million.¹ Unfortunately, of those, almost one-third are unemployed or underemployed. Moreover, a disturbing 38% of youth have indicated that they do not have a trusted adult in their lives.² The fact that they lack a role model that positively influences their decisions often leads them to exclusion, disengagement and subsequent involvement in crime, drugs and alcohol. Parallel to this, the job market is becoming increasingly more flexible, through the emergence of shared economy business models, which threaten job security. On average, it takes a young person 4.7 years to obtain full-time work.³ It is expected that young people will have 17 jobs in five different industries during their lifetime.⁴

The concept of a career has been replaced by the need to acquire transversal skills that would allow youth a smooth transition from job to job. It is in this context that this Fellowship research focused on two main themes;

1. How existing employment programs can be improved by adopting international best practice
2. Exploring the entrepreneurship pathway that facilitates the opportunity for young people to use their potential to not only become self-employed, but also provide employment opportunities for their peers.

The Victorian State Government, through the Jobs Victoria program, has acknowledged that there are vulnerable groups, such as young people, who need tailored and targeted support to overcome their barriers and enter the workforce. It has also been recognized that there is scope to introduce innovation into the employment service provision, through the Jobs Victoria Innovation Fund. This Fellowship took the economic scenario into account but also the strategy of the State Government in supporting youth into employment and leveraging on alternative and innovative models for young people to become economic change makers.

1 https://www.fya.org.au/wp-content/uploads/2016/04/The-New-Basics_Update_Web.pdf

2 <http://www.greaterdandenong.com/document/18464/statistical-data-for-victorian-communities>

3 <https://www.fya.org.au/wp-content/uploads/2015/11/How-young-people-are-faring-report-card-2015-FINAL.pdf> (page 2)

4 <https://www.fya.org.au/report/new-work-order-summary/#0>

5. Fellowship Learnings: International Best Practices

The Fellow visited Brazil, namely Rio de Janeiro, Cuiabá and Brasília, from the 20th of August until the 7th of September and then went to North America, specifically to Washington DC, where she stayed from the 10th until the 28th of September 2018.

For the purpose of this report, the international best practices identified will be categorized into programmatic observations, entrepreneurship programs and the use of technology in employment programs.

5.1. Programmatic best practices

In the following section, the Fellow describes what she considered to be programs that are innovative in tackling youth unemployment and bringing new solutions to the table. These programs are being delivered either by training providers, governments, private companies or social enterprises. It covers aspects such as training, mentorship, tools and program components.

1. Combination of alternative education and employment pathways

In Brazil, having come to the conclusion that some young people drop out of school due to pressing economic disadvantages and the need to start supporting their family, a program - "Jovem Aprendiz" - has been created that allows for young people to enrol in alternative education and complete Year 12, while doing a paid traineeship. This program is part of Government efforts to provide further education to young people and involve companies in being part of the solution.

The program combines specialized training for 4 hours a week, a traineeship with an employer who pays at least the minimum wage, meal and transport allowance and mandatory school attendance, often at night. This program addresses two issues faced by young people: school dropouts and re-engagement in education and transition from school to the workforce, by giving youth professional experience while completing their education.



Sara with Cintia and Tatiane, Brazilian Institute for Education, Jobs and Development, (SBET) Location: Brasília, Brazil



Sara and Tiago, a participant of Jovem Aprendiz at the Integrated Center for Sustainable Development Studies and Programs (CIEDS) Location: Rio de Janeiro, Brazil

The US also presented a similar combination, through the program delivered by the Latin American Youth Centre, where young people have an in-house alternative schooling system, while they acquire job-readiness and life-skills training and enrol in a paid internship program.



Sara with Kynai Johnson at the Latin American Youth Centre Location: Washington DC, United States of America

2. Wrap-around service for disadvantaged youth

The Department of Labor of the US Government, through the Jobs Corps program, provides a residential employment program for low income youth, where young people can access further specialized training, alternative education pathways, accommodation and meals, mental health support and basic health care. Often young people face multiple barriers to employment and this comprehensive program allows them to have a coordinated approach in overcoming those and obtain and sustain employment.

3. Digital Competencies Training

Digital competencies are needed for every job and this requirement will only increase in the future. Young people, despite being the Generation Z, often consider that they lack the basic digital skills to perform an administration job. Byte Back, located in Washington DC, delivers in house courses for disadvantaged people, so they become more digitally skilled and therefore more employable.



Sara with Robert W. Pitulej Office of Job Corps, Employment and Training Administration, U.S. Department of Labor. Location: Washington DC, United States of America

4. Use of an employability assessment tool

The Skills to Succeed Program, delivered by Save the Children US in four countries, has developed an employability assessment tool - a set of questions - that allows measurement of a young person's likeliness to succeed in the job market, while at the same time identifying the gaps, which ensures a tailored training pathway can be developed.

5. Business people as mentors

Often disadvantaged young people lack a role model in their families that would allow them to break the intergenerational cycle and receive guidance and support for their future career. Some programs are engaging employers as mentors for young people, which provides both career prospects and networking opportunities. These mentorship programs are in the form of online platforms or face-to-face engagement.

6. Tailored training to support the recruitment of large companies

It is a well-known fact that training does not always match employers' needs which results in long term vacancies and no reduction in unemployment levels. Therefore, there are some organizations, like FedEx in Mexico, who are delivering tailored training programs for large corporations. The training is co-designed by the company and the training provider in order to deliver the required level and type of training. In addition, teachers are invited to spend a week on site to gain hands-on experience which they can then share in the classroom environment.

7. Impactful social enterprise

While visiting CUFA (a Confederation of Slums), the Fellow got to visit purpose designed recreational spaces that provide a safe environment for youth away from the slums.

These spaces also build young people's capacity, through the delivery of practical workshops, in areas such as sewing, social media and marketing, English and theatre. Through these, they build practical skills for people to start creating their own business and become more employable.

A social enterprise linked to CUFA is Favela Holding, which the Fellow also visited. It is a holding of smaller companies that empowers those living in slums in Rio de Janeiro and breaks their poverty cycle. The implementation of these services generates employment opportunities for its residents, which leads to the emergence of potential entrepreneurs that directly influence the local economy.

An example of a successful and impactful social enterprise was the creation of parcel deliveries in slums. Previously the national post would not deliver parcels to the slums for security reasons. Favela Distribuição (Distribution Favela) partnered up with a cosmetic company and employed slum ex-offenders to make parcel deliveries in slums. This project enabled, not only the economic inclusion of these disadvantaged job seekers but also the social inclusion of slum residents, who are now able to get parcels delivered to their homes.

On another note, the Fellow also visited "Jovem de Expressão", which provide workshops in media production that empower marginalized youth to freelance and slowly build up a client base and become self sufficient.



Sara with Mariana Nery and Priscila Machado of Favela Holding. Location: Rio de Janeiro, Brazil



Sara with Rayane Soares, Jovem de Expressão. Location: Brasília

5.2 Entrepreneurship programs

This section covers programs that foster the entrepreneurship spirit among youth, from specific entrepreneurship projects to a combination of employment and entrepreneurship skills training. In addition to the programs themselves, it showcases a set of models that enable an environment where becoming an entrepreneur is encouraged and supported.

1. Combination of Employment and Entrepreneurship Pathways

Save the Children US, through the Skills to Succeed program, delivers a set of training modules in soft and entrepreneurship skills, so that young people are empowered to both choose to create their own company or become an employee of an existing company. Young people therefore become business creators and can possibly employ their peers or alternatively bring innovation and an entrepreneurial mindset into an existing company.



Sara with Save the Children staff during the Research to Action Forum. Location: Washington DC, United States of America

2. Entrepreneurship targeted at disadvantage youth

Derived from the Youth Vulnerability Index of 2017, which showcased alarming data on the obstacles faced by African-descendent youth, the National Youth Secretariat (SNJ) of the Brazilian Federal Government, put in place the program Innovate Youth (Inova Jovem). It is specifically aimed at youth from highly disadvantaged backgrounds and particularly targets African-descendent youth, with the goal of reducing the criminality rates and increasing social and economic inclusion by encouraging entrepreneurship and innovation. Using the methodology “By Necessity”, this intensive entrepreneurship training combined with mentoring support, is generating income and autonomy for the youth most affected by the lack of employment and education and exposure to high levels of violence.

The training is based on the By Necessity methodology, which takes into account the constraints that are often imposed on those who undertake endeavours out of



Sara with Andrew Diniz da Costa and Gustavo Robichez, Apple Developer's Academy, Pontifical Catholic University of Rio de Janeiro. Location: Rio de Janeiro, Brazil

In addition to that, Sebrae have developed a set of programs to boost entrepreneurship. Empretec is a program whose methodology was developed by the United Nations. It builds the capacity of want-to-be entrepreneurs by providing intensive training. The Entrepreneurship Training Workshop (ETW) aims to foster the motivation and self-confidence of participants who have chosen to start or expand their businesses. It is based on a behavioural approach, designed to unleash personal entrepreneurial potential. The methodology has proved to be effective for a vast range of target audiences in both advanced and less developed economies. Tailor-made adaptations are made for vulnerable groups such as woman, youth, retired people and participants with low literacy levels. The program also promotes small supplier development and social and green entrepreneurship.

In addition, Sebrae has created start-up weekends, supported by major tech companies, such as Google; Hackazones (sometimes in specific industries, such as agro-business); incubators within Universities; a mentorship program such as MT Wave, acceleration programs which include online mentorship and a coordinated approach between different Government departments for the internationalization of existing companies.

4. The use of an entrepreneurial mindset index

During the Global Youth Economic Opportunities Summit, the Network for Teaching Entrepreneurship presented the entrepreneurial mindset index as a useful tool which was developed to measure how likely young people are to create their businesses, prior to enrolling in entrepreneurship training.

5. Entrepreneurial ecosystem

Sebrae Mato Grosso has a set of initiatives that support small to medium enterprises. By recognising that there is a significant number of companies who operate in the informal market, they provide a service that supports companies to legalise their business.



Sara with José Guilherme Barbosa Ribeiro, Sebrae Mato Grosso. Location: Cuiabá, Brazil



Sara with Suleima Metelo, Ninete Maria Pereira and Rosiane Kochhan from SEBRAE Mato Grosso and Wilson from Rock Burger. Location: Cuiabá, Brazil

In addition, while visiting CIEDS, the Fellow got to know about Juventude Empreendedora (Entrepreneurial Youth), which is a cost-free program delivered in four disadvantaged communities for youth aged 18-25 where their business' capabilities are built throughout a period of four months. After the training, participants have to pitch their business idea and the ones selected will receive seed funding and mentoring. Part of the program is also building partnerships with local communities so their businesses can thrive.

Another program, Shell Iniciativa Jovem (Shell Young Initiative) is sponsored by Shell's Social Performance and supports youth who have business ideas in the areas of social, environmental and financial impact areas. Every year, it builds the capacity of 80 youth in areas such as strategic planning, legislation, marketing, financial planning and human resources management.

Throughout the process, the participants are supported by tutors (business people), mentors (professionals in the same business area as the one they are launching) and a support network of previous participants. At the final stage, young people pitch their idea at an Expo and are given a Shell quality label to certify their business as socially impactful.

The National Confederation of Young Entrepreneurs (CONAJE) is also developing a set of entrepreneurship programs and advocating for a more innovative enabling environment by negotiating accessible credit fees for young people who want to open their own business. The Congress of National Young Entrepreneurs is building young people's capacity through panels and workshops. A flagship program is "My First Company", which involves up to two months of training and then assesses those who have the capacity to move towards creating their business. These young people are then provided with intensive business-oriented training; support to open and formalize their companies; guidance and access to credit through a partnership with a major bank; and support and mentoring throughout a year.



Sara with Priscila Dias, from the National Confederation of Young Entrepreneurs (CONAJE)

5.3 Use of technology in employment programs

During her Fellowship, the Fellow observed that a wide range of programs use technology either to engage with youth or empower them with cutting-edge skills that enables them to thrive in their future. These technologies vary from the creation of tech hubs, use of blockchain, use of Virtual and Extended Reality, development of Apps and websites and automatization.

1. Youth Tech Lab / Hub

Save the Children in Mexico, through the Skills to Succeed program, has developed a tech lab where young people can learn cutting-edge skills such as 3D printing, programming in a raspberry pi and graphic design. Through this Hub, young people were able to create their own products, sell them and move towards economic independence.

2. Use of blockchain to certify acquired competencies

TechChange is utilizing block chain as a decentralized credentialing system, as it provides a secure platform for issuing educational records, which is independently verifiable and traceable.

3. Use of Virtual Reality and Extended Reality for training and mentoring purposes

Save the Children US is utilizing Virtual Reality and Extended Reality as a means to engage with young people, build their capacity but also as a mentoring tool. BecaXR, a virtual avatar, interacts through VR goggles with a young person, building their interview skills and providing them feedback after a mock interview. In addition, it also allows young people to virtually see how a workplace looks like, giving them the perspective of what a certain job in a specific industry would mean.

TransfrVr is utilizing Virtual and Extended Reality in training, such as barista training, and also specific skills needed for any trade profession like precision measurement.



Sara experimenting with BecaXR developed by Save the Children US and TransferVR showcasing the use of VR for training purposes during the 2018 Global Youth Economic Opportunities Summit. Location: Washington DC, United States of America

4. Use of online platforms to engage and communicate with young people

It costs a lot for a young person to locate and secure employment. To address this issue Harambee Youth Employment Accelerator has created an online platform that allows young people to virtually engage with an employment coach, reducing the need and cost of commuting to the office. In addition, it has automated the way communication is done. Vacancies are sent by a text message to young jobseekers, who either opt in or opt out. When an interview is scheduled, jobseekers receive an automatic phone call which provides them with interview skills and tips.

5. Digital Lock Box App for refugees and asylum seekers

Making Cents International developed a blockchain App that allows refugees and asylum seekers to store their identify, professional experience and credit history. When relocating to other countries, it is often observed that forced migrants do not possess documents, which hinders their settlement and access to rights. This digital lockbox allows for hosting stakeholders to have a verifiable track history, making their transition smoother, for instance, in accessing credit.

6. Website for career pathways

Often young people lack the knowledge of what is needed to achieve a certain career. Therefore, USAID in Morocco, developed a website where young people can assess their existing skills, learn about each profession through factsheets and infographics, videos which explain the skills needed for each job and a mapping of the courses that provide the required skills for a certain job.

6. Personal, Professional and Sectoral Impact

Personal:

Being a Jobs Victoria and ISS Institute Fellow was a milestone that meant the culmination of the Fellow's professional pathway in the youth and employment field. Being able to combine her passions and go overseas to learn, grow and be empowered through observing insightful programs and ideas, has renewed the Fellow's commitment to working with young people to achieve their enormous potential. The networks built overseas will continue being a useful resource and will be called upon to act as professional mentors and role models.

The Fellow feels honoured and privileged to have had the opportunity to immerse herself into this pool of knowledge, creativity and innovation.

Professional:

The Fellowship has enabled the creation of a powerful network of employment stakeholders, nationally and internationally. It exposed the Fellow to innovative ideas that she will take with her throughout her working life.

Travelling to Brazil and the US allowed the Fellow to observe first-hand the different cultural approaches to up-skilling young people to have a better transition into the job market. A valuable network of youth employment experts was built and exchange of good practices will benefit the sector both in Australia and overseas.

Professional benefits include:

- » Expansion of a global network of youth employment experts
- » Linkage between alike organizations in Australia and overseas to explore collaboration
- » Invitations to share the learnings at conferences and meetings
- » Exposure of Jobs Victoria programs overseas

Professionally, the Fellow has now the desire to give substance to the ideas gathered overseas, pilot them in Victoria and influence policy within the Victorian Government to adopt some of the good practices and policies being implemented overseas.

Sectoral Impact:

The Fellow intends to use and share the learnings and outcomes of the Fellowship among the employment and youth ecosystem and is confident both the theoretical learnings and implementation of best practice in a Victorian context will influence the way we work across the sector. The Fellow will seek opportunities to positively change the sector and influence policy at regional, state and national levels. Furthermore, it is also the Fellow's intention to advocate for the good practices being delivered in Australia to be implemented overseas.

The results of this Fellowship are particularly relevant for incorporating new technologies into existing employment programs and also for exploring entrepreneurship pathways, in particular among disadvantaged youth.

7. Recommendations and Considerations

The Fellow has drawn on her research and findings and presents the following recommendations and considerations for various stakeholders within the employment and youth sector:

Considering the Fellow's findings, the employment stakeholders are encouraged to:

1. Recognize business creation as an employment outcome
2. Consider a broader recognition of outcomes, such as a disengaged young person re-engaging with education
3. Foster and support the use of technology into programs and training
4. Include corporations as part of the solution and consider the creation of traineeship quotas for youth within medium to large companies
5. Create an online mentorship program, both for businesspeople to engage with youth, but also for peer-to-peer support between young people
6. Foster an enabling environment for business creation among youth, for instance by simplifying the creation of businesses and access to credit
7. Assess if programs are creating a displacement or redistribution effect
8. Inclusion of entrepreneurship education in school curricula
9. Consider the development of a wrap-around and residential program
10. Foster articulation between education and employment
11. Create a program combining employment and entrepreneurship pathways
12. Use of positive language about youth by referring to youth as “opportunity youth” and not disadvantaged youth
13. Include youth in program design and implementation

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ISS Institute
Level 1, 189 Faraday Street
Carlton VIC 3053

T 03 9347 4583
E info@issinstitute.org.au
W www.issinstitute.org.au

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