

> A Program Model

Vocational Training and Job Placement

In many developing countries, the lack of skilled and specialized labor hinders private sector growth. Meanwhile, unemployed youth struggle to find and retain jobs because their skills and work ethic are inadequate. This gap between firms' needs and the realities of the labor market leads to high unemployment, which breeds dissatisfaction and hopelessness about the future.

To overcome these hurdles, CHF implements vocational training and job placement programs that can easily be replicated in a wide variety of contexts, for a broad range of vulnerable groups. The model focuses on bridging the gap by matching up employers and job seekers. We do this by identifying specific skills companies need, selecting marginalized youth with potential and motivation, and turning them into valuable, long-term employees for our private sector clients. We provide benefits and incentives to firms, and free training to carefully selected trainees. Currently applied in Bolivia and Colombia, the model is based on a multi-year eight step process:

1. Selection of a Target Zone

Areas selected are characterized by high unemployment levels, lack of basic social infrastructure, at-risk vulnerable groups, and the presence of foreign and domestic firms. In Bolivia, we selected the highly volatile city of El Alto in the outskirts of La Paz to implement a program entitled "Managing Conflict through Capacity, Leadership and Employment." In Colombia, our Economic Assistance Program targets internally-displaced people in Cali and Altos de Cazucá, Buenaventura, Barranquilla, Cundinamarca, Bogotá and Eje Cafetero.

2. Market Analysis

CHF partners with firms that have a need for specialized labor, and starts by designing new employee profiles. In Bolivia, firms



Information and Communication Technology (ICT) evolves on a daily basis. To respond to the industry's rapidly evolving needs, we design training modules in collaboration with our private sector partners. This trainee acquired skills that make her more marketable not only in the ICT sector, but in other sectors as well.

expressed interest in a broad range of technical and management skills, from manufacturing of clothing and shoes, to installation and maintenance of satellite communications. In Colombia, firms in the services sector requested candidates with food handling and warehouse management skills.

CHF's "Win-Win" approach

CHF International's Vocational Training and Job Placement Success Factors:

- > Identify the labor needs of private sector firms and of at-risk vulnerable groups.
- > Work directly with the employers to identify their labor needs and train the beneficiaries based on those specific needs.
- > Conduct a thorough pre-selection process that ensures that a large percentage of beneficiaries will complete training and find fulltime employment.
- > Offer life skills and business orientation training to prepare the most qualified beneficiaries for the demands of a full-time job.
- > Meet employers' specific labor needs by providing theoretical and practical training to participants.
- > Provide follow-up to and receive feedback from both the employer and beneficiary.

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3. Selection of Training Institutes

CHF analyses the availability of training entities and partners with the best ones, based on selection criteria defined with the companies and their job placement track record. Sometimes, representatives from the companies themselves design training modules and/or provide the training directly to ensure the best match possible between future employees' skills and employers' needs. In other cases, CHF works with business associations in a specific sector, like construction, to train a larger group of individuals who are then hired by several firms.

4. Trainee Selection Process

After advertising the program, a team of CHF staff and a representative from the firms evaluates applications and selects a pool of trainees based on how well they match or are able to meet the new employee profiles defined by participating firms. Applicants are then classified into two categories: employees and micro-enterprise leaders. To ensure the highest possible graduation from the program, the process is competitive. In Bolivia, one applicant out of three makes the cut.

5. Pre-Employment Contract

CHF only provides training to youth once potential employers have been identified. We negotiate "win-win" contracts with companies that plan to grow their business and need to hire additional staff. In turn, companies commit to hiring the trainees who meet their expectations.

6. Training

Trainees undergo theoretical and practical training over a period ranging from a few months to a full year. Specific courses offered in Bolivia include information technologies and communications, VSAT and optical fibers, basic electronics and networks, craftsmanship, sales and customer services.

We also have a partnership with a leading Bolivian university to provide moral leadership courses, emphasizing punctuality, initiative, self-esteem and perseverance. In Colombia, the life and business skills training teaches peaceful problem-solving techniques such as effective team work and dialogue. CHF covers at least 75% of the cost of employee selection and training. Companies cover up to 25% of expenses. Internships follow the same breakdown: at least 75% by CHF and up to 25% by the company.



7. Post-training Job Placement

As the graduation date approaches, trainees are interviewed by potential employers. In Bolivia, selected trainees must first undergo a three month probation period before moving on to more permanent employment. During that time, they are eligible for additional training funded by the program. In Colombia and Bolivia, the job placement rate hovers around 80%, with many projects reaching 100%. This is in part due to the fact that CHF does not disburse payments to training institutes unless they can place at least 70% of their graduates.

8. Client Satisfaction

CHF maintains a relationship with the new employees and firms to ensure the smoothest transition possible from the informal to the formal sector. In Colombia, thousands of jobs have been created and 25 Colombian businesses have directly benefited from the availability of employees with the skill sets they need to expand their businesses. In Bolivia we are working with more than 185 Bolivian businesses, 104 in manufacturing and craftsmanship and 84 in the information technology sector.

By targeting the root of domestic violence and social unrest – unemployment – our model directly improves the well-being of vulnerable groups and enables domestic and foreign firms to operate in a more stable environment.