

“There is no more important issue on this continent than improving the lives and prospects of Africa’s youth.”

— U.S. Ambassador to Senegal Lewis Lukens, speaking at the January 2013 Ideas4Work conference in Dakar, co-sponsored by IYF, USAID, and the World Bank

Aligning Programs with Policies to Empower Africa’s Youth

Building partnerships, developing multi-sector alliances, and strengthening the capacity of organizations on the ground are all central to the International Youth Foundation (IYF)’s model of positive youth development. And nowhere is this collaborative, multi-stakeholder strategy demonstrated more robustly than in our work in Sub-Saharan Africa. Over the past few years, as a result of numerous alliances forged with a growing sense of urgency to address the region’s estimated 60 percent youth unemployment rate, IYF has deepened its efforts to expand employment, education, and leadership opportunities among Africa’s younger generation.

IYF’s focus on empowering Africa’s youth is currently aligned with key elements of the U.S. government’s foreign policy strategy. These include the 2012 “U.S. Strategy Toward Sub-Saharan Africa,” which outlines President Obama’s vision for “strengthening the democratic institutions and boosting broad-based economic growth” across the region, and the Administration’s “Young African Leaders Initiative” (YALI) that aims to support the region’s young leaders as they work to spur economic growth and strengthen

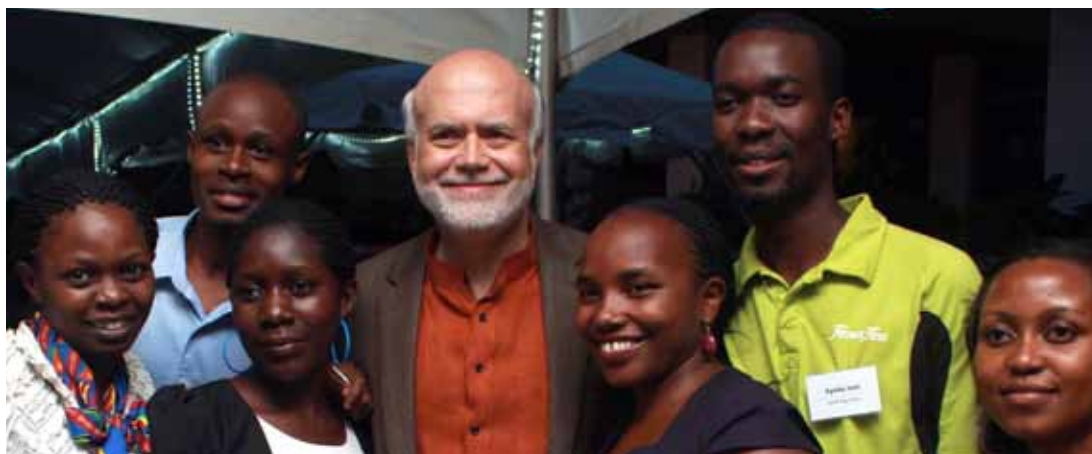
democratic governance. IYF’s programs in Africa are also supporting USAID’s “Forward” strategy that emphasizes developing public private partnerships while building the capacity of local organizations—both core strategies for our work.

ADDRESSING YOUTH UNEMPLOYMENT IN SUB-SAHARAN AFRICA

Today, IYF is implementing programs in fifteen countries in Africa, through expanding alliances with the private sector, governments, and local youth-serving partners. These partnerships are helping us to expand youth employment and leadership opportunities while laying the foundation for more sustained efforts in the future.

YouthMap, a multi-country associate award for Africa established under *Youth:Work*, exemplifies our efforts to build multi-stakeholder relationships. This four-year program assesses youth circumstances; builds the capacity of youth-serving agencies; and supports innovative youth development programs in countries across Sub-Saharan Africa.

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U.S. Ambassador Scott DeLisi with young people who participated in IYF’s *YouthMap* internship program in Uganda at a September 2013 reception in Kampala. “Your enthusiasm, your determination and your vision energize me and give me confidence in Uganda’s future,” he told the young leaders. “Please share what you have learned from the opportunity with others.”

ABOUT YOUTH:WORK

Youth:Work is a Global Development Alliance Leader with Associates assistance mechanism that USAID and other U.S. government agencies can utilize to access the youth employability programs, services and expertise of the International Youth Foundation (IYF).

Through the central Leader award, *Youth:Work* also promotes cross-project learning; targeted training and capacity building; rigorous monitoring and evaluation; support for partnership and leverage development; and other special initiatives.

USAID bureaus and missions may develop an Associate Award in a straightforward and rapid manner through the steps below:

- **Designate an Activity Manager** who will serve as AOR when the award is signed;
- **Develop a Program Description**, in collaboration with IYF, as desired;
- **Clear the Program Description** with *Youth:Work* Leader AOR (Patricia Flanagan, USAID/I&E, pflanagan@usaid.gov);
- **Send the Program Description to IYF** for proposal development (Missions may continue collaboration with IYF during process if desired);
- **Review and Approve IYF’s Proposal** and provide comments to the Agreement Officer. (Missions may continue collaboration with IYF during this process); and
- **Make an Associate Award to IYF.**

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YouthMap's work in Uganda is a good example of how IYF collaborates with local stakeholders. As with all *Youth:Work* initiatives, IYF worked closely with the USAID Mission in Uganda and other key U.S. and local government, NGO, and private sector stakeholders, to co-design the program so that it was aligned with the Mission's priorities to expand employment opportunities for under-served, unemployed youth.

As a direct result of Uganda's *YouthMap* assessment of local conditions, opportunities and challenges, IYF joined with local NGO partner, Restless Development, to launch an internship program that offers the initial 50 youth participants employability, leadership and life skills training, a six-month internship, and mentoring and professional development support. Funded through the program's *Innovation Fund*, the internship initiative has gained significant support from the private sector. To date, some 24 national and multi-national companies, including Pricewaterhouse Coopers, Aramex, MTN [a regional company], and Barclays Bank; 11 NGOs; Ugandan government agencies; and the Parliamentary Forum on Youth Affairs, are supporting IYF's efforts. According to Kyateka F. Mondo, Assistant Commissioner for Children and Youth Affairs at Uganda's Ministry of Gender, Labor and Social Development: "This [internship] program is fostering a sense of community among business leaders and spurring them to support our disadvantaged youth."

In Senegal, *YouthMap's Innovation Fund*, designed jointly with the USAID Mission, is supporting an agricultural livelihoods training project for the country's young men and women, an important contribution to USAID's global and the Mission's local "Feed the Future" food security initiatives. Based in part on market research carried out with joint funding from the World Bank, "Jeunes Agriculteurs" will work with local agricultural institutes to provide 400 Senegalese youth, ages 16 to 29, with IT and entrepreneurial training to support their families and contribute to the region's agriculture-based economy. In addition, IYF is building the capacity of local Senegalese organizations to deliver strong, effective, and outcomes-based youth programs.

PROMOTING THE NEXT GENERATION OF YOUTH LEADERS

In addition to expanding job training and entrepreneurship opportunities, IYF is also responding to President Obama's call to empower the next generation of African Leaders through its YALI initiative—by supporting several new youth leadership institutes, based on IYF's global *YouthActionNet®* program. The first, a regional institute based in Senegal and hosted by local NGO Synapse Center, is designed to support young social entrepreneurs in Francophone Africa. A second regional institute, hosted by Makerere University Business School in Uganda, will benefit Anglophone social innovators across Africa. These two institutes are a collaboration between IYF, The MasterCard Foundation, USAID's *YouthMap* program, and local implementing partners, and will provide advanced leadership training, networking and funding opportunities to selected Fellows. In addition to the regional institutes, national level institutes are being planned in both Nigeria—in collaboration with IYF's long-term partner LEAP Africa—and Senegal. All Fellows selected through these programs will join IYF's larger global network of 16 national/regional institutes and over 880 young social entrepreneurs worldwide.

IYF's leadership training institutes are also supporting the YALI strategy by strengthening leadership skills and networks for young African innovators. In addition, the young leaders participating in these programs are potential candidates for the U.S. State Department's youth exchange programs. Beneficiaries of YALI programs could also access IYF's local and global networks of young social innovators, as well as our internship, entrepreneurship, and job placement programs. There is growing support for such efforts from the private sector, local governments, and U.S. officials who are excited about the prospect of working with IYF to help empower Africa's emerging leaders.

SUPPORTING THE REGION'S EMERGING ENTREPRENEURS

Every year in Africa, an estimated 10 to 12 million new workers seek employment, resulting in a fiercely competitive job market that leaves the majority of the region's youth without work or underemployed. There is thus growing interest in entrepreneurship as an alternative strategy for engaging young people in the economic life of their communities. IYF's *Build Your Business* (BYB) curriculum and training program, developed through a partnership between IYF and Microsoft, is one entrepreneurship-focused effort being rolled out to provide greater learning opportunities for budding young entrepreneurs in the region.

The program provides youth, ages 16 to 35, with training in the fundamental aspects of entrepreneurship and offers a hands-on, interactive approach to learning. Since April 2013, BYB has trained more than 140 facilitators from 76 organizations in Africa and the Middle East—including Botswana, Ivory Coast, Kenya, Liberia, Mauritius, and Nigeria. This past month, trainings took place in Senegal, South Africa, and Uganda. "BYB is a great initiative because it gives hope to those who have been hopeless from lack of opportunities in Uganda," says Gerald Karuhanga, Youth Member of Parliament in Uganda.

BUILDING ALLIANCES FOR LONG-TERM IMPACT

In addition to the examples above, IYF is building relationships and implementing programs through *Youth:Work* associate awards in several other African countries. Working closely with USAID in-country missions, we are currently providing vocational education, entrepreneurship, and life skills training to orphans and vulnerable children (OVC) in Tanzania; improving livelihoods through life and employability skills training for OVC and HIV-infected/affected youth in Mozambique; equipping 6,000 young Zimbabweans with job and life skills training and entrepreneurship support; and working in Liberia to support youth entrepreneurship training efforts with co-funding from Chevron Corporation.

Taken together, these multi-sector alliances are contributing to an important paradigm shift in these countries. The private sector, in particular, is stepping forward to become a real partner with governments and NGOs to expand investments in youth job and leadership programs. IYF will continue to leverage the power of these public/private partnerships to promote youth empowerment efforts across Africa and build the capacity of local organizations to implement even more effective and impactful programs for the region's young people in the years ahead. ➤

In addition to USAID, IYF's funding partners in Africa include...

The Caterpillar Foundation



PROGRAM UPDATES

CARIBBEAN **YOUTH** EMPOWERMENT
A YOUTH:WORK PROJECT

Launched in 2008, the *Caribbean Youth Empowerment Program* (CYEP) equips vulnerable Caribbean youth, ages 17 to 25, with the technical, vocational, and life skills needed to develop sustainable livelihoods. The US\$5 million associate award has supported activities in Antigua and Barbuda, Grenada, Jamaica and Saint Lucia.

On June 25–26, CYEP held *Investing in the Future: Empowering Young People*, a youth employability conference in Saint Lucia that drew attention to the importance of successfully reintegrating youth at risk into society, particularly the workplace, as the region faces growing rates of crime and violence. More than 110 key stakeholders from international and Caribbean public, private, and civil society sectors came together to discuss “what works” in skills development for youth at risk; hear from young people about their perspectives on youth employment; and exchange experiences and lessons learned from public and private sector engagement in youth employability initiatives. His Excellency Dr. Larry Palmer, U.S. Ambassador to Barbados and Eastern Caribbean gave welcoming remarks, and the Prime Minister of Saint Lucia, the Honorable Dr. Kenny D. Anthony, was the keynote speaker. Other speakers included USAID Director of the General Development Office, Walter Doetsch, and Mansfield Blackwood, USAID Senior Technical Specialist, as well as business and

NGO leaders, and representatives from multilateral and regional entities.

A follow-up study of youth who graduated from the first CYEP vocational training project implemented in Saint Lucia found the project had a formal job placement rate for youth beneficiaries of 56%, well above the target of 40%. Positive changes were also noted in the quality of employment secured by the youth, which included work-related benefits. The report further notes that 100% of employers were satisfied or somewhat satisfied with CYEP interns and employees, and that they are all interested in continuing to support CYEP and its trainees.

The program has developed two products to enhance the capacity of CYEP partners as well as other youth-serving organizations. *Learning by Doing* is an instructional strategies handbook to equip instructors responsible for delivering training to youth at risk with tools and youth-centered methodologies that will enhance the quality of training and improve learning outcomes. The *Youth Entrepreneurship Quality Assurance Tool* was created to help organizations assess their youth entrepreneurship programs against established standards. This assessment tool will allow youth-serving institutions in the Caribbean and beyond to improve the delivery of entrepreneurship services to young people.

For more information on the CYEP program, please visit www.iyfn.net.org/CYEP. ➤

idmaj

Working in cooperation with the U.S. Embassy in Algiers, USAID and stakeholders from the public, private, and civil society sectors in Algeria, IDMAJ [formerly *Algeria Youth Opportunity Program*] offers youth opportunities in the areas of employability, entrepreneurship, and civic engagement training.

The program hoped to build on initiatives developed by the Algerian government to provide youth access to comprehensive and inclusive programs and services, while better preparing government agencies with the tools necessary to interact positively with the young people they serve. Unfortunately, technical issues made it impossible to establish an MOU with the appropriate Ministries and the U.S. Embassy requested in August that the program be redesigned to work through NGOs instead.

Three Algerian NGOs have now been identified and IYF will conduct a field visit to better define the involvement of each organization and the way the program could be implemented through a combination of grants and capacity-building efforts. ➤

Jasa.kg

Launched in March 2011, *Jasa.kg* is a four-year US\$4.2 million civic engagement and workforce development project designed to catalyze a generation of young people to actively engage in building a stable, prosperous and democratic Kyrgyzstan.

In 2013 *Jasa.kg* has made significant progress under the workforce development component of the program, particularly through activities focused on entrepreneurship development and employability. *Jasa.kg* partner organization Y-Peer has reached 622 migrant youth with its employability project. Y-Peer organized job fairs in each of the program's target areas, which brought together local employers with project participants. The program also facilitated on-site master classes in preparing documents for employment and interview skills for youth that



Representatives from the government, private sector, and civil society in Antigua were among the participants at the *Investing in the Future: Empowering Young People* youth employability conference in St. Lucia in June.

attended the event. Y-Peer has worked diligently to engage employers throughout the project, and by the end of Year one, they had placed 29% of youth participants in internships.

Within the entrepreneurship track of the program, local partner Instream has worked with 27 youth entrepreneurship clubs in secondary schools to further develop a positive culture around entrepreneurship. Over 400 youth have been involved in trainings and events provided by Instream, offering them financial literacy and time management skills, networking and use of social media. For the 31 youth who started businesses under *Jasa.kg* in 2012, Bishkek Business Club (BBC) has facilitated a mentorship program with successful business leaders. Mentors were matched with the young entrepreneurs, providing them support through financial and legal training.

This spring, *Jasa.kg* also began work in social entrepreneurship, a nascent field in Kyrgyzstan. The local implementing partner, Association of Social Entrepreneurs (ASE), is receiving support from IYF's *YouthActionNet*® program. IYF Program Director, Ashok Regmi, led a Training of Trainers for ASE trainers in June and guided ASE's development of their social entrepreneurship curriculum to be used for the project. Through a "School of Social Entrepreneurship" course, ASE will support the development of 15 social enterprises. News of the launch of the project can be found here: library.iyfn.net.org/library/new-school-social-entrepreneurship-benefit-young-innovators-kyrgyzstan.

For more information please visit www.iyfn.net.org/jasa.kg or for regular program updates visit www.facebook.com/jasa.kg. ➤



PREPA [formerly *Youth:Work Mozambique*] is a three-year US\$1.2 million initiative, launched in January 2012, to provide livelihoods training and opportunities for orphans and vulnerable children (OVC), HIV-positive youth who are receiving anti-retroviral treatment, and caregivers who are supporting HIV-affected households.

The first **PREPA** grantee, selected in May 2013, is local NGO *Unidos para Ajudar* (UPA). UPA is targeting 700 youth in four peri-urban neighborhoods of Maputo (a high-prevalence province for HIV infection). All youth will



Students from the *Jasa.kg* Summer Business Leadership Camp in Koi Tash village, Kyrgyzstan, organized by the Bishkek Business Club, prepare to present their business plans to successful entrepreneurs and business leaders for their feedback.

receive life skills training, complemented by livelihoods interventions to include technical and entrepreneurship training, internship placement, IT training, and career guidance. A second **PREPA** grantee has been identified and is awaiting final approval.

Please visit www.iyfn.net.org/program/2394 for more information on **PREPA**. ➤



Tanzania Youth Scholars (TYS) is a five-year US\$3.6 million program that seeks to equip 1,800 orphans and vulnerable children (OVC) with educational scholarships and livelihood opportunities to help them reach their full potential.

TYS is providing scholarship support to 300 female OVC enrolled in their second year of secondary school education, through a partnership with Camfed. An additional 171 OVC are participating in their second of a three-year vocational training program at Vocational Education and Training Authority (VETA) centers around the country through **TYS** scholarships. In June-July 2013, through VETA and in collaboration with the Ministry of Health and Social Welfare, 278

other OVC were enrolled in short-term vocational training courses at five regional VETA centers.

Improving the capacity of IYF's partners, including VETA and Camfed, to implement employability and education programs for OVC remains a priority. On August 21, 2013, IYF organized a two-day event in Dar es Salaam to kick off annual work planning activities, with a focus on showcasing **TYS** accomplishments to date and strengthening partnerships. The meeting included a practical workshop for **TYS** implementing partners to identify best practices and solutions to program challenges to be incorporated into the FY 2014 annual work plan. In addition to **TYS** partner organizations, attendees included representatives from USAID-Tanzania; Ministry of Education and Vocational Training; Ministry of Health and Social Welfare; and Ministry of Information, Youth, Culture and Sports as well as other key stakeholders. The audience heard testimony from a current **TYS** youth participant at the close of the day. "I really appreciate the scholarship support received from VETA and IYF. After joining VETA, I found a new purpose in life. Apart from gaining technical skills, VETA has trained me in life skills and entrepreneurship, which enabled me to develop self awareness and set good goals in life."

For more information on the program, please visit www.iyfn.net.org/tys.

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YOUTH ENTREPRENEURSHIP DEVELOPMENT | برنامج تعزيز الريادة الشبابية

Launched in September 2010, *Youth Entrepreneurship Development* (YED) is a four-year US\$15 million program created to improve employability and entrepreneurship opportunities for young Palestinians and support the Palestinian National Youth Strategy 2011-2013.

YED reached over 5,100 youth between January and June of this year, making a total of 7,562 beneficiaries to date. In order to increase Palestinian organizations' capacity to counsel young people about their careers, implementing partners were trained and certified to deliver Silatech's Tamheed Career Guidance program. Counselors from the Ministry of Education, the League of Vocational Training and Education Institutions, and USAID's Center for Development Information and Evaluation were trained on a new School to Career (STC) curriculum for high school students. In addition, four of YED's programs have been expanded to offer Palestinian youth more internship opportunities.

To date, more than 550 youth have completed internships, of whom over 400 have found a job, started an enterprise, or decided to return to school. Also, a new grant was awarded to Jouhoud for Community Development to provide employability training and internships to youth in the northern West Bank. Finally, YED is pleased that ten young women trained by YED partners participated in the USAID Young Women

Entrepreneurs Event in early April in Ramallah. The event facilitated dialogues between aspiring and established entrepreneurs, and provided an opportunity for these women to gain exposure for their start-ups through media coverage.

Please visit www.iyfnet.org/YED to learn more. ➤



Youth for the Future (Y4F) [formerly *Youth:Work Jordan*] is a five-year initiative that seeks to improve the life and job prospects of highly vulnerable youth in partnership with USAID, the Government of Jordan, and well-respected national and local organizations.

Y4F has been working with community-based partners to integrate sustainability plans into community youth referral systems and youth strategies in partnership with key actors at the local level, including the municipality, the Ministry of Labor employment offices, the Ministry of Social Development field directorates and the Youth Higher Council (YHC) youth centers.

To celebrate the successful building of community youth hubs, in June, USAID, TAG, the British Council, public sector partners and youth came together to officially launch the youth empowerment and employment services on the premises

of That al Nitaqain, an NGO located in a highly disadvantaged neighborhood in the Jordan Valley.

Y4F builds partnerships with the public sector to integrate and scale IYF's youth development models at the national level. In March, employees of the YHC's youth centers and central ministry were trained on communication skills and leadership skills, and Y4F's best practice model for community youth hubs (including youth-friendly services, civic engagement, and professional youth worker development). In addition, the YHC will host and implement Y4F's I-SERVE youth engagement program in YHC youth centers nationwide.

Y4F is also building the capacity of 28 trainers from vocational training centers (VTC) and the Ministry of Labor to deliver IYF's *Passport to Success*® (PTS) life skills program as part of Y4F's plans to integrate life skills training into 19 vocational training and employment centers. IYF is also providing capacity building for the integration of Y4F's career guidance models into those systems. Sustainability plans are in development to transfer ownership of these initiatives to the ministries and ensure their long-term viability.

Finally, IYF has forged a strategic partnership with the Ministry of Labor, the King Abdullah Fund for Development, and the Ma'an Development Company to implement a youth empowerment and employment program. The program will lay the groundwork for a comprehensive National Employment Strategy in the south of Jordan. To build momentum for this intervention, IYF trained over 800 youth from the Ma'an region in PTS as part of a vocational training and employment initiative in partnership with the National Phosphate Company and the VTC.

For more information Y4F, please visit www.iyf-net.org/youth-work-jordan. ➤

YOUTH:WORK

trabajando con los jóvenes de México

Launched in 2010, *Youth:Work Mexico* (YWM) is a three-year US\$3 million initiative that helps build resilient communities in Ciudad Juárez and Tijuana by creating safe spaces for disadvantaged young people, strengthening and expanding after-school and summer programs, integrating life skills programming and preparing youth for viable futures through technical training, jobs, and entrepreneurship opportunities.



Mr. Fidel Pérez Romero, Chihuahua State Secretary of Labor (left) shares information with a local TV station about state-led youth employment initiatives during an interview at the *Building a Community of Change* event, organized by YWM in Ciudad Juárez on August 22.

"I have already heard of the great work you are doing. These are exactly the kinds of outcomes a program like YouthMap can create. They are not miracles, they are not dropped by parachute from donors; they are authentic, original, and most importantly, Ugandan."

— U.S. Ambassador to Uganda Scott DeLisi at reception for YouthMap interns in Kampala.

Over the summer in Ciudad Juárez, a consulting firm began evaluations of the second group of three cohorts of youth who graduated from the YWM employability programs. Preliminary findings suggest that placement levels attained by these three cohorts are in line with the 70% of youth working or studying found in a random sample from the first three cohorts studied earlier. In total 1,030 youth graduated from the employability program in Ciudad Juárez. In Tijuana, preliminary findings from an external evaluation reveal that nearly 80% of the 112 graduates in cohorts one and two have been placed in employment or returned to pursue their studies at accredited education institutions.

The program completed a *Youth:Work Mexico* life skills and employability manual in mid August, which will serve as a curriculum for scale up of the program. Additionally, YWM held an event, *Building a Community of Change*, on August 22nd in Ciudad Juárez, to showcase the program's impact and linkages to the youth movement. It was attended by over 100 partners and supporters, including Thomas Delaney, USAID Mexico Mission Director, the State Secretary of Labor in Chihuahua and IYF President, William Reese.

For more information on the YWM program, please visit www.iyfn.net.org/youth-work-mexico. ➤

YOUTHMAP

YouthMap is a US\$10 million program, supported by USAID, that assesses youth circumstances and supports promising programs and practices in positive youth development in Sub-Saharan Africa (SSA). Launched in October 2010, the program will run through 2014.

To date, *YouthMap* has completed assessments in Senegal, Uganda, and Mozambique and is finalizing studies in Tanzania and the Democratic Republic of Congo (DRC). IYF will conduct the sixth assessment in Zambia starting late Oct, with fieldwork to be completed in November.

Following the assessments, the *YouthMap Innovation Fund* (YMIF) supports critical programs that respond to the research findings. In Senegal, the Synapse Center continues to work on *Innovation Fund* activities, with job training taking place in three locations: Dakar, Thiés, and Saint Louis. Overall, 160 youth are enrolled in the program that promotes entrepreneurship, ICT, and life skills training. The Uganda YMIF's internship program, overseen by Restless Development, has placed 50 young people in positions around the country. In mid-August, IYF facilitated a *Build Your Business* (BYB) entrepreneurship TOT in Kampala with 29 participants from 16 organizations. In Liberia, a three-week BYB training conducted by the Business Start-up Centre (BSC) for the first cohort of youth (18 aspiring entrepreneurs) was completed in July. Additionally, ten staff from the BSC completed IYF's *Passport to Success* (PTS) life skills TOT conducted in late July. The six week PTS implementation began July 29 in Buchanan, targeting 25 youth. In Mozambique and DRC, YMIF activities are currently being designed in partnership with USAID and other stakeholders. [Please see Spotlight article for more information on *YouthMap*'s activities.]

To learn more about *YouthMap*, please visit www.iyfn.net.org/youthmap. ➤

ZIMBABWE:WORKS

Launched in June 2012, *Zimbabwe:Works* (ZW) is an 18-month program that aims to improve the employment and life skills status of young Zimbabweans by increasing the number of youth initiating enterprises; improving youth skills for the job market; and empowering youth to become engaged civic advocates for their communities. Working in coordination with ten local NGO and microfinance partners, ZW will directly reach over 6,000 Zimbabwean youth in a cross-section of urban, peri-urban and rural communities.

By June 2013, the ZW initiative had engaged over 3,400 young Zimbabweans in vocational, life skills, and entrepreneurship training; in youth-led civic engagement projects; and corporate and SME internships. To further youth entrepreneurship, the ZW initiative supported the establishment of two microfinance funds—one targeting youth start-up businesses, and the other supporting the expansion of existing youth-owned enterprises—which together will strengthen the ability of young Zimbabweans to initiate and grow their own businesses. IYF also trained three local NGOs to deliver IYF's flagship *Passport to Success* life skills curriculum—the first time the curriculum has been offered in Zimbabwe. To ensure quality implementation, IYF has continued to build the technical, M&E and operational capacity of all ten local partners, by hosting regular training workshops with partners' staff.

Positive results from the ZW initiative, are already apparent through the voices of participating youth. Remarkd one post-trainee who has developed a business plan to expand his client base: "We now endeavor to produce quality products, paying particular attention to our finish." ➤



USAID
FROM THE AMERICAN PEOPLE

