



**Obra: Youth of the Americas Partnership
Public and Learning Event in South America**

Event Report

Hosted by:

International Youth Foundation

Center for Information and Education for the Prevention of Drug Abuse
(CEDRO)

and

the United States Agency for International Development (USAID)



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Section I: Executive Summary

As part of its ongoing efforts to increase education and employment opportunities for at risk-youth across the region, the *Obra* Program held a Public Event and Learning Conference in Lima, Peru from November 17-19, 2010. The three-day meeting was sponsored and organized by the International Youth Foundation (IYF), the Center for Information and Education for the Prevention of Drug Abuse (CEDRO) and the U.S. Agency for International Development (USAID). On November 17th over 100 organizations from more than a dozen countries – including 32 partner organizations and more than 30 youth leaders – joined senior officials from Peru and the United States, to highlight challenges facing young people, celebrate progress made to date in forming three *Obra* partnerships, and collectively recommit to the goal of creating real and tangible opportunities for youth at risk.

On November 18th and 19th, over 90 representatives – *Obra* partners, youth leaders, civic and business leaders, USAID officials, CEDRO and IYF leadership and staff, and special guests – met for the purpose of analyzing youth at risk dynamics in the LAC region. Together, they drew lessons from successful programs in replicating best practices, scaling up and advocating for improved public programs and policies; explored alliance-building and learnings from multi-sectoral partnerships which have had impact; increased participant understanding of *best and promising practices*; and worked to strengthen the *Obra* partnerships.

Obra is a U.S. Government initiative developed in response to President Obama's call at the 2009 Summit of the Americas, with the goal of creating and strengthening multi-sectoral alliances to expand job training and other opportunities for vulnerable youth. This was the third *Obra* regional conference, following similar events in Jamaica in April 2010, and Guatemala in July 2010.

All three *Obra* events have been key in building and strengthening *Obra* partnerships in the Caribbean, Central America and South America as they address significant issues facing young people across the region. The more than 50 partners now currently working within the three *Obra* alliances have developed joint initiatives to impact key areas such as low priority of youth in national policies, as well as innovative projects to directly train at-risk youth in marketable job and entrepreneurial skills. Civil society partners who have traditionally addressed the needs of youth are learning how to work more effectively with private and public sector actors. Business sector partners are also deepening their engagement in youth training and development, and broadening the exchange of lessons learned as a result of *Obra* activities. In addition, public sector agencies are reaching out institutionally to increase the impact of their wide ranging programs and services. Through *Obra* events and follow up encounters, this dialogue has been strengthened, local resources have been identified and mobilized, and youth are being engaged, highlighted (via videos) and trained in new and exciting ways.

Expanding the Conversation: Building on Lessons Learned

This Report is designed to keep policy makers, NGOs, government officials, business leaders, and young people themselves informed about *Obra*'s ongoing activities and achievements. We have thus sought to capture both the words and the spirit of the panel discussions, debates, and learnings gained during the event's proceedings. It is our hope that this report, as well as similar proceedings reports from the Jamaica and Guatemala events, will contribute to the growing body of knowledge about the challenges facing young people across the Latin American and Caribbean region, and help deepen our impact as we work together, in partnership, to address those needs.

Sharing learnings and best practices is a key component of the *Obra* program. Along those lines, it should be noted that *Obra* is identifying and documenting “best and promising practices” which have had an impact on youth, building on the Inter-American Development Bank’s competition in 2009 which focused on eight areas of youth development, as highlighted in the conference. *Obra*’s continuing efforts have resulted in the documentation of more than a dozen practices to date, which will be posted on the *Obra* site by January 2011.

Highlights of Proceedings

Public Event

Opening remarks by **Peru First Lady Pilar Nores** and **Vice Minister of Education Raul Diaz** underscored the need to continue striving towards a more collaborative approach to youth development among all sectors: civil society, business, government, academia, media as well as youth themselves. Currently the world is faced with the largest cohort of youth in history, and the growing demographic “youth bulge” presents both challenges and opportunities for economic development and positive social change. In order to seize this opportunity, it is imperative to build on high-impact initiatives in education, employment, entrepreneurship, leadership development, and skills-building in a comprehensive manner, through institutional alliances. “*Obra* is a program that goes beyond traditional assistance, and strengthens those alliances which will provide long-term, sustainable support,” noted **Bruce Williamson, US Deputy Chief of Mission to Peru**.

A lively panel discussion addressed the role of each sector in relation to youth development. Panelists debated how to work more effectively together to provide increased opportunities for young people at risk. It was agreed that all sectors must focus on education, as it is the basis for competitiveness, good governance, responsible citizenship and societal prosperity. Each sector should understand its distinct role, e.g. government (serving its citizens’ needs); civil society (innovation, complementary roles to the state); and international assistance (promotion, facilitation). Success comes with having common objectives, establishing a fluid dialogue and creating positive working synergies. Youth have a critical role to play by listening to experience, using their abundant creativity and energy, and sharing their contagious hope for a better future.

Learning Conference

Renowned Peruvian economist and **President of the Institute for Liberty and Democracy, Hernando de Soto**, set the stage by highlighting key fundamentals for society as it provides youth with the foundation for a positive future. “Resources are not lacking; rather we need laws and structures – organizational, judicial, and educational – which make investments in youth more effective.” A panel of inspiring young women leaders also contributed to the understanding of youth dynamics, noting that an intergenerational, gender-sensitive perspective is critical. They highlighted challenges as they become professionals and leaders, while facing traditional female stereotypes and gender role expectations. Subsequent panels and group work explored alliance-building, identification of best practices, achieving scale as well as advocacy.

Alliance building starts with a common vision among institutions as well as a strong commitment by partners to achieve a set of specific objectives. With clear aims, processes and methods for resolving differences, partnerships can move forward with a common voice. These principles were identified by IYF in its presentation on alliance-building experiences around the world, as well as by a local partnership formed by EnseñaPeru, the Government of Arequipa, Interbank and the Universidad Peruana Cayetano Heredia.

Participants heard from four successful “scale” and advocacy experiences – the Centro de Servicios Para la Capacitacion Laboral y el Desarrollo (CAPLAB)/Peru, *Reto Rural*/Ecuador, *Escuelas Abiertas*/Guatemala and IYF’s LAC-wide *entra21* Program – and took note of the synthesized lessons these experiences generated. These include: considering scale from the start of pilot initiatives to ensure that only strategies which hold wider potential are pursued; mapping of actors and ensuring political buy-in; and promoting technical co-development and co-responsibility. Visibility, participant testimonials, the presence of authorities, clear dialogue, mutual learning, all create an atmosphere of legitimacy and a sense of pressure to move forward in doing things differently and more effectively on a wider and larger scale.

Finally, with so many young people leaving school and entering the job market in the coming years, it is critical – now more than ever – to work more effectively together to educate and train youth. The potential for growth and the risks of missing this key opportunity are significant; the stakes are enormous. However, with a keener understanding of “what works,” increased and more effective collaboration among sectors, as well as clear strategies for training and educating youth and achieving scale, realizing the potential for young people is clearly within reach. *Obra* partners look forward to contributing significantly to this effort.

Section II: Description of sessions

Wednesday, November 17, 2010 – Public Event

Welcoming remarks

Speakers gave introductory remarks open to the conference, sharing reflections on the importance of building strong partnerships to overcome key societal challenges, especially those facing youth. They provided perspectives on the Summit of the Americas, commitments shared by the participating institutions, and a summary of progress made by the Obra Program.

- William S. Reese, President and CEO, International Youth Foundation (USA)
 - Pilar Nores, President of the Institute for Work and Family – Programa Sembrando (Peru)
 - Bruce Williamson, Deputy Chief of Mission, U.S. Embassy, Peru
 - Víctor Raúl Díaz Chávez, Vice Minister of Education, Republic of Peru
 - Moderator: Carmen Masías, Deputy Director, CEDRO (Peru)
- (left to right: William Reese, Carmen Masias, Pilar Nores, Bruce Williamson, Victor Raul Diaz)



Kate Raftery (Vice President, Learning and Citizenship, IYF) offered a warm welcome to conference participants: “We are here to celebrate the potential of youth and the power of working together, to create a better world for young people and for ourselves.”

As the moderator of the first panel, **Carmen Masías** (CEDRO, Peru) identified the participating institutions in the South American *Obra* Partnership: the Ministry of Education (Office for coordinating with civil society and the national youth secretariat, SENAJU), Alternativa, ASONEDH, CAPLAB, EnseñaPerú, Instituto Peruano de Acción Empresarial-IPAE, Empresarios por la Educación, Asociación Ferreyros, Cámara Junior Internacional-JCI, Gobierno Coherente, Red Jesuita por la Infancia y Juventud, SASE, TECSUP, and Fundación Restrepo Barco (Colombia). *Obra* also receives support from USAID and IYF.

At the end of her presentation, Ms. Masias used a metaphor comparing *Obra* to a “flock of geese in flight that allows for everyone to work as a team, complementing one other in the fulfillment of its

goals in education, health, and work; and seeks to promote a dialogue between young people and the state, businesses, community-based and other civil society organizations.”

William S. Reese (President /CEO, IYF) said that “we are a family of organizations that work all around the world to help young people.” He reported that *Obra* is a perfect example of the work that IYF wants to accomplish with strong partnerships around the globe. He added that youth represent the largest cohort worldwide and are a wonderful asset for society. He noted that the 2007 World Bank’s report: *Development and the Next Generation*, is still very relevant and provides countries with a roadmap for action. He also noted that “our government has repeatedly mentioned this topic throughout this year; President Obama stated that we need to focus more on youth and teenagers who are not receiving the investments they need.” He maintained that *Obra*’s objective is to initiate a regional dialogue on best practices for adolescents and youth in Latin America and the Caribbean. Those best practices must show results, include job skills and focus on good health. These are essential for youth development. “Our challenge, along with the commitment of the US President, is to overcome these difficulties through partnerships with governments, non-governmental organizations and businesses.”

Mr. Reese continued by saying: “We have to invest in best practices for young men and women in order to reach the citizenship model we want, with citizens who build families and uphold democracy.” He referred to youth as “part of the solution; we have to listen to them and see them as assets. Assets are meant to be protected and invested in. We want them to grow and then release them into the market in order to gain a return from the investment. We do not want to see young men and women in jails, facing early pregnancy or in the streets.”

Next, **Pilar Nores** (First Lady of Peru) presented the Sembrando program as a model for an efficient approach to development within the framework of globalization. She mentioned that although Peru has undergone sustained economic growth, poverty has only dropped to 17.2% in recent years. Sembrando is a comprehensive program with local development and training/capacity building components. The program responds to several Millennium Development Goals that seek to: reduce extreme poverty and chronic infant malnutrition, achieve universal primary education, achieve gender equality, reduce infant mortality rates (30% of these are children of adolescent mothers), improve maternal health (between 10% and 20% of maternal deaths are adolescent mothers), combat HIV/AIDS (50% of cases are under the age of 25), ensure environmental sustainability and reduce youth violence (the economic cost of violence is upwards of 14% of the country’s GDP).

In order to deal with these challenges, Sembrando uses the so-called “improved stoves” [*cocinas mejoradas*] to combat malnutrition and health disorders caused by air pollution, and to reduce the use of firewood. In addition to improved stoves, the program includes latrines and food strategies such as growing seeds and family orchards in order to improve family’s productivity. Over the last four years, the program has succeeded in helping 70,000 families and 380,000 rural residents, at the cost of US\$200 per family. She noted that the “thrust and success of the program are mainly through the comprehensive nature of this initiative, which combines working with mothers, improving family incomes and providing basic health care.”

Bruce Williamson (Deputy Chief of Mission of the US Embassy in Peru) continued by underscoring the idea that *Obra* is operating within the framework of President Obama’s decision. “It is a program seeking to improve the conditions of young people beyond the borders, in the areas of education, work and health.”

Finally, **Víctor Raúl Díaz Chávez** (Vice Minister of Education, Peru) referred to the need to improve the quality of education and reduce inequality in order to successfully deal with a global world with an increasing use of technology. He noted that “young people are closer to challenges than to threats”. He said that youth have recently been the object of new interpretations linking them to cultural consumption, media and in general terms, to a “scenario shaped by culture, globalization, modernity and consumption. The present scenario is creating a new kind of youth and new opportunities requiring more education, access to information and communication technologies, human rights values and more resources to make the shift.” He mentioned that there are negative conditions affecting young people such as “job placement challenges, exposure to violence and the higher environmental costs they will have to take upon themselves”. Mr. Díaz noted that, unfortunately, schools are not able to “face this new culture with new consumption trends” and that schools are “fragmented when coping with information and global knowledge necessary for youth”. However, the education sector has an “optimistic view of youth, as a guarantee, an investment and an opportunity to improve the country.”

**Video: testimonials by youth
“change agents”**

- Elohim Monard, Coordinator of Obra, CEDRO (Perú)

Following the opening remarks, **Elohim Monard** (CEDRO, Peru) presented two youth testimonial videos and reminded the audience that the goal of South American *Obra* Partnership is to “identify and visualize successful experiences, foster synergies and place youth in the national agenda.” The first video featured **Betsy Mallma**, a 24-year-old woman, native of the coastal district of Ica (400 km south of the capital city), who explained that coming from a large family with many brothers and sisters made it difficult for her father to cover her education expenses after she finished high school. But since her goal was to succeed in life, she had to move to Lima, where she found PROFORTEC (Children’s Workshop, JCI), and there she learned to “move forward.” Her main accomplishment was to bring her family to Lima and teach them what she had learned about dressmaking. Betsy trusts she can reach the dream one day to own a store where she will sell her own brand of clothes.

The second video featured the life story of **Luis Lagúrtegue**, a 28-year-old young man, married, father of three, and leader in his community of El Agustino (Lima), where he changed from being a gang member to a school coordinator at the Martin Luther King sports school for children and adolescents. Luis told how, in a neighborhood surrounded by violence, drugs, robbery and gangs, he was able to overcome a “hand-to-mouth, day-to-day” type of living, having to steal to feed his family and constantly fearing the police. Now, he feels that he is a “free, trustworthy person who belongs to society.” Next to his wife Judith, a school secretary, he thinks of a future, and of their children. He says they have already reached some of their goals, such as giving their children a family -- “something I never had and always wanted.”

Principal panel

Taking into account stark realities faced by youth – including high unemployment – as well as opportunities available to this creative, flexible, eager-to-learn segment of the population, one representative from each sector responded to a youth leader’s questions about what must be done to improve the prospects for young people.

- Álvaro Quispe, National Secretary for Youth (SENAJU), Ministry of Education (Peru)
- Cristina Olive, Chief of Education Office, USAID/Peru
- Pablo de la Flor, Vice President of Corporate Affairs, Antamina Mining Company (Peru)
- Adriana Carrasco, General Coordinator of the Red Jóvenes por la Educación (Youth Network for Education) (Peru)
- Moderator: Franco Mosso, Programming Director, EnseñaPerú

(left to right: Franco Mosso, Pablo de la Flor, Cristina Olive, Alvaro Quispe, Adriana Carrasco)



The Public Event continued with participants on the main panel addressing the issue of how to improve youth intervention strategies. In this respect, moderator **Franco Mosso** (EnseñaPerú), taking into account the high unemployment rate, the existing demographic dividend (60% of Peruvians are under the age of thirty), and young people’s creativity, flexibility, and learning capacity, asked the panelists to answer the following question: What should we do to improve young people’s lives?

Noting that “not everything we are doing is visible; we have to create a system to make it visible and scalable.” It’s important, he said, for people to trust decisions made by their institutions.

Pablo de la Flor (Antamina Mining Company, Peru), stated that the role of the private sector is to “conceive new opportunities, forge new frontiers, and create wealth and prospects for the future.” He pondered over how the country’s development has changed the expectations of young people who “are now receiving multiple job offers; a totally different situation from that of previous generations.” He stated that the task of improving the quality of education and human capital is “the responsibility of every sector and not just the government, since it may launch us into prosperity.” He said initiatives that offer good examples to follow include the Empresarios por la Educación (ExE), IPAE and Antamina, which seek to improve education, particularly in the Andean highlands with emphasis on bilingual education; and the ANCAY initiative promoted by the IDB which “selects young talented people with scarce resources and manages a scholarship program

based on a competitive examination to provide them with quality education, as well as volunteering opportunities.

Cristina Olive (Chief of Education Office, USAID-Peru) said that “in developing countries, cooperation works through resources, technical assistance and the strengthening of country initiatives to improve its economic, political and social prospects”. She reminded the attendees that USAID has been active in the region for nearly 50 years. Our role is “to facilitate and serve as a catalyst for structural change in order to improve the quality of life of the Peruvian population.” She believes that young people are “agents of positive change who need more resources in education, health and civic involvement to become responsible productive adults, and citizens of the world.” She underscored the fact that in addition to education, health and governance, we need a “crosscutting approach that identifies best practices in order to replicate them and impact public policy.” She said that public-private partnerships with the government (governance function), with civil society (complementary function) and cooperation (promoting function) must have a “common objective, an exchange of inputs and experiences, innovative methodologies, ongoing dialogue and work synergy.”

Following Ms. Olive’s remarks, **Álvaro Quispe** (National Secretary of Youth (SENAJU), Ministry of Education, Peru) stated that SENAJU’s role is to “formulate and channel youth policies along the various sectors of the three government levels (central, regional and local).” He noted that decentralized work is currently being done, having produced regional youth plans in at least five regions around the country, and that the Secretariat is designing the National Strategic Youth Plan: 2011 to 2021 [Plan Estratégico Nacional de la Juventud 2011 a 2021]. Mr. Quispe reported that more than seventy Núcleos Ejecutores Juveniles [youth circles] have improved the educational infrastructure over the past two years inside their communities. He suggested that “PROJOVEN, with more than 70,000 trained youth and 1,800 youth elected officials would find any input from private business very valuable.” Mr. Quispe said that the timing is right “because this effort coincides with the International Year of Youth” and he expected that *Obra* would bring public exposure to the efforts made by the government and the private sector in the area of youth.

Adriana Carrasco, General Coordinator, *Red de Jóvenes por la Educación* [Youth Network for Education] claimed that youth already have three strengths: “listening to people with experience, creativity and the capacity to hope in a better future.” Remembering the words of Jorge Melguizo (Secretary of Culture, Office of the Mayor, Medellín, Colombia): “It is important to search for other formulas, because there will always be another formula.” He said that “we believe in joining efforts to become a strong generation that can do interesting things.” Ms. Carrasco continued by saying that young people should “recognize, organize and join together in order to have a real impact through effective processes.” She mentioned that *Jóvenes por la Educación* includes 31 network organizations with different profiles and work methodologies (believe, so you can create; learn, so you can do; let’s join efforts to learn from each other; make an impact, so you can make a change). She concluded: “we need to showcase this network and make it known to the business world, use efficiency indicators, identify a cause to pull efforts together from all sectors and exchange mechanisms with public agencies.”

Closing Remarks

- Alejandro Vassilaqui, Executive Director, CEDRO (Peru) (at pódium)
- Kate Raftery, Vice President, Learning & Citizenship, IYF (USA)



Alejandro Vassilaqui (CEDRO, Perú) closed the session pointing out that “the essence of *Obra* is: youth come first.” He emphasized the relationship between youth and the modern world, which can be seen even in the rural areas, with cellular phones and computers, and he referred to migrants, who are mostly young people, as an example. “For the next ten years, we will have the largest cohort of young population in history of the world – this is a window of opportunity to make a better world.” He concluded by saying that “the big job in Latin America is to train youth so they can get employed or be self-employed” and that *Obra*’s goal is to become a space where efforts from the public sector, civil organizations, churches, the business world and corporations are joined.

Kate Raftery (IYF) made farewell remarks and thanked the audience. The morning ended with the presentation of a Peruvian regional dance (*marinera norteña*).

Welcoming remarks

Speakers welcomed participants, offered reflections on the realities youth face in the region, the Obra Program as a response, and the purpose of this learning event.

- Cristina Olive, Chief of Education Office, USAID/Peru
- Carmen Masias, Deputy Director, CEDRO (Peru)
- Kate Raftery, Vice President, Learning & Citizenship, IYF (USA)

(left to right: Cristina Olive, Carmen Masias, Kate Raftery)



Cristina Olive (USAID-Peru) welcomed participants to the learning conference and declared that the session would address the situation of youth in LAC. She noted, “Having 105 million youth in Latin America and the Caribbean can make a difference as they represent an opportunity for economic growth and democracy in the region. Therefore, *Obra*’s goal is to build partnerships and work on proposals for development with the private sector’s support, under the leadership of the State and with the active participation of young people.”

Kate Raftery (IYF) pointed out the presence of well-known economist Hernando de Soto and that of the following panel of young women. She summarized the events of the previous day, saying that “after celebrating, we will work for the next two days in order to learn and share experiences from Jamaica, Guatemala and Peru.”

Youth in Latin America and the Caribbean

An expert offered insights about the context and realities facing young people in Latin America, the challenges they confront in entering the formal labor market, and opportunities to obtain a good education, find a quality job and lead a healthy life.

- Hernando de Soto, Economist (Peru)
- Moderator: Alessandra Leverone, SASE (Peru)



Hernando de Soto, Economist and President of the *Instituto Libertad y Democracia*, Perú [Freedom and Democracy Institute] began his presentation by raising the question "What is the key to employment for everyone?" He described the experiences of countries which succeeded in generating employment and wealth (Switzerland, USA, Japan), and concluded by saying that this formula has two cornerstones. First of all, "the law must allow an individual to build business and have ownership over property. A business gives an individual security, identity and credibility. Also, there should be division of labor (according to Adam Smith and Karl Marx), work specialization and cooperation among individuals. Experience has shown that, at some point, developed countries provided the tools to self-organization (right to self-organization and right to identity).

Mr. de Soto mentioned that the tools to build business are: i) a hierarchical – pyramidal organization, ii) raising capital through shares (as equal parts of the whole), iii) access to credit, and iv) limited liability, guarantees and limited risk.

Further on, he stated that in order to be competitive, we need to overcome the obstacles that young people face in having poor quality education, and invest in human capital. "In order to achieve development, we need businesses, property, education and health. These are all key elements for development. We also need a strong justice system."

Mr. de Soto argued that those without any access to the abovementioned tools are bound to remain in poverty. He reminded the audience that one single mahogany tree in the Amazon costs \$10 dollars but in San Francisco it is worth \$200,000 dollars. He called on the peoples of the Amazon to fight for their right to own property and to build business, since that would allow them to gain access to higher prices. He ended his presentation noting that developed countries gave their youth tools to self-organization (right to self-organization and right to identity) – and that those instruments “must become formalized.”

A round of questions followed Mr. de Soto’s presentation. He was asked to explain how banks and public institutions deal with requiring “collateral” from the poor. The speaker answered that banks would only lend capital with a collateral backup, either property or some kind of guarantee. “Poor people in Peru are mostly young and they live in the cities; 75% of them have settled on a piece of land.” De Soto estimated that the value of those plots of land amount to close to \$70 billion dollars in real estate assets (20 times the investment made in Camisea, the largest investment project in the country). He explained that in our society titles granting property rights are reliable. “Peru does not lack resources; it lacks the laws that can give them a boost.” Regarding the reality of poorly educated youth and the role of education in relation to competitiveness, the speaker answered that “development requires entrepreneurship, property, consciousness, a justice system, a strong family system and human capital. This requires two key elements: education and health.” With regard to the country’s traditions (mostly oral communication and absence of property deeds), de Soto stated that a research study done in Bagua to 200 jungle communities, concluded that “houses, animals, and farms belonged to the individuals and not to the communities, as we used to believe.” There are many myths around this concept, he said, “And we found that the community may act as their government, but it does not own their property.” With regard to the oral tradition, he thinks that this practice can be overcome by relying on those “trustworthy individuals who know how to read and write.”

Youth panel

Panel of women as agents of social transformation. Young women shared their perspectives on the realities in their countries, reflections on priorities, and the most important actions their nations' leaders should take to address youth needs.

- Mónica Carrillo, Founding Director, Lundú (Peru)
 - Azucena Gutiérrez, Managing Director, Disfruta (Peru)
 - Tracie Méndez, Youth Leader, CUNSURORI Jalapa (Guatemala)
 - Trishauana Kimoya Barclay, Youth Intervention Field Coordinator, HIV/AIDS, Ministry of Health (Jamaica)
 - Moderator: Mariel Rentería, General Director, Coherencia (Peru)
- (left to right: Mariel Renteria, Azucena Gutierrez, Tracie Mendez, Monica Carrillo, Trishauna Barclay)



The Panel on *Women as Agents of Social Transformation* was moderated by **Mariel Rentería** (Coherencia, Peru). She asked young people from different areas of the Latin American and Caribbean region to share their opinions and thoughts about priorities and the best course of action that the leaders of each of their countries should take. The discussion began with **Trishauna Barclay**, who mentioned that she worked with youth inside and outside school. “We work with young talented people who lack resources, who don’t have any water, electricity or food and who want to make money quickly and easily.” She noted that her goal is to change these young people’s thoughts so that they can learn skills and develop their potential in order to become empowered, overcome exclusion, and earn the community’s trust.

Mónica Carrillo (Lundú, Peru) said that working with youth requires intergenerational and gender perspectives, follow-up strategies, as well as the elimination of racial and gender bias. “In order to include this topic in the national agenda and impact public policy, we have to overcome myths and stereotypes about women’s roles (for example, motherhood, which may not be for everyone). We need different kinds of policies due to the different roles we have.” She mentioned that it is important to examine the sexist and racist news broadcasted by the media. She referred to a study done over the course of one year that identified 350 examples of biased news coverage. She explained that this type of work often makes us question and confront our personal life and “often our ideals make us choose.” Therefore, sometimes psychological support may be needed for people working with violence.

Tracie Méndez (Jalapa, Guatemala), a young university leader and leader of a network of 150 organizations continued the discussion. She began her presentation by providing information about Guatemala, to better understand the country's challenges. "We have 13 million people, 4 million between the ages of 14 and 29 and 70% of the country's population is under 30." The main challenges young people are facing are lack of education (63% have no access to education) and health care (the 2007 budget showed health as 0.58% of the country's GDP). Other challenges, she said, included maternal mortality (which occurs mostly in young women under 25); increase of STD and HIV/AIDS; violence against youth (two thousand murder cases, missing people, crimes with impunity and widespread killing), and discrimination (particularly against indigenous and *mestizos* with little education or healthcare). During the past thirteen years, her agency has brought youth organizations together to work on development, with another coordinator and 150 member organizations. They seek the passage of a bill to protect youth rights.

After highlighting the qualities of the program *Escuelas Abiertas*, Ms. Mendez pointed out that in order to reach higher objectives we need a comprehensive and efficient approach to problems and to youth's strengths: "These approaches should be endorsed through legislation designed to protect youth and promote equity."

Regarding her own experience, she mentioned that she has been part of this youth movement for the past twelve years and that during college she witnessed how little involvement women had in the academic world. "We did it by breaking new ground, through raising awareness and empowering young women." With regard to her role as coordinator, she noted that "my role is to seek the well-being of youth, consolidate processes and become one with their struggle in order to allow for increased young women's participation and leadership."

As for how to deal with gangs and youth outside the school system, she answered that they are promoting a legislative bill ensuring better conditions in nutrition, health and education and finding employment. "We support processes that improve youths' life conditions and address the gang issue," she said.

Following those remarks, **Azucena Gutiérrez** (Managing Director, Disfruta, Peru) noted that the business world is not always fair to women: "Of the twenty best companies in the country, only two of them have women in their boards of directors." She mentioned that both pregnancy and family are discriminating factors against women. "Young women leaders are confronted by their own different roles (professional, social, political, family member and woman). Our challenge is to show that we can succeed in all of them." The main challenge she had to face in Disfruta (a juice making franchise/chain) was to earn a level of trust to show that she was able to do business and pay invoices.

Carmen Masías (CEDRO, Peru) pointed out that the women's terminology used by the panelists was positive. She remembered the role of feminism in the past decades and how it helped the cause of human rights. Ms. Masías gave an example of a stereotype: in the last electoral campaign, a candidate was harshly criticized for not being a mother and that was reason enough to argue that she didn't know about family matters.

Scott LeFevre (Program Director, IYF) wrapped up the morning session stating that the work done during the first half of the day provided information and context and that in the afternoon, the topic would be scalability, replication and the quest for a significant and greater impact. He noted there would be two working days with a seminar-workshop type of format.

Best practices panel: Scale, Replication, and Advocacy

This panel discussed how and when to consider replication, scale and advocacy for better public policies in order to impact youth in education, employment, youth violence and healthy living. IYF moderated a panel of representatives of institutions with a focus on scale, in order to synthesize lessons learned and to make recommendations to participants, partnerships and networks that seek to have a broader impact.

- Gladys Farje, Project Coordinator and Area Technical Specialist, CAPLAB (Peru)
- Saira de Del Valle, National Deputy Director, Escuelas Abiertas (Guatemala)
- Susana Araujo, Consultant, Reto Rural (Ecuador)
- Moderator/Commentator: Juan Carlos Hernández, Program Officer, *entra21*, IYF (Colombia)

(left to right: Susana Araujo, Saira de Del Valle, Gladys Farje, Juan Carlos Hernandez)



The afternoon session started with a *Best Practices Panel discussion: Replication, Scalability and Impact*. Representatives of several institutions with interesting approaches to scale summarized the lessons learned and made recommendations to institutions, partnerships and networks seeking to make a significant impact. The moderator, **Juan Carlos Hernández** (Program Officer, *entra21* IYF), suggested the approach for identifying strategies is to address “how” to do it: “What practices can be scalable? What learning have we gained from the experiences in Peru, Guatemala and Ecuador?” He added that a project that is expected to make a big impact “must have the potential to be scalable from its inception, must be able to preserve what has been achieved and apply it somewhere else, and must firmly implant and spread the lessons learned. Scale may be a quantitative improvement, an increase in the activities, or an increase of the impact made. He asked what the right way to scale would be, what the NGO’s roles were and what their relationship to public policy was. He also noted that we must identify the needs of the State. He requested the panelists to share their views on the key elements of the project cycle, in its various phases: i) design (actors involved, agreements, goals and strategies); ii) implementation (challenges, learning, results); iii) negotiating the scale (involved actors, agreements and costs); and iv) the impact (transfer, results, recommendations). A Power Point presentation followed, with a summary of the ideas presented by the three speakers.

Susana Araujo (Corporación Reto Rural, Ecuador) told the audience that she had been working for the past five years in three provinces of Ecuador, with financing from the Corporación Suiza

(\$380,000), advisory services from CAPLAB, and commitment from the government. “It [the project] was about designing a new model for rural education and our organization provided the technical assistance. “We never wanted to take the place of authorities and we told them so. We were transparent in every aspect: from the call for proposals through the management of funds. The model was innovative but at the same time, easy to replicate. It was meant to make an impact since its inception, so that some day it could become State policy.”

Stakeholders included beneficiaries of rural communities, members of academia who contributed to scientific thoroughness and technological progress, and the productive sector (those who contributed information on the type of skills needed and technology required for available jobs). “We asked *what* to the productive sector and *how* to the educators.” Results included 4,600 professional graduates (95% currently working on their field of expertise), who received between 900 and 1,200 hours of training, during a 9 to 13 month period, with flexible schedules. Forty executing agencies were selected through a competitive examination; all participants (financial entities, government, NGO, communities) were willing to adapt to the model. Finally, in order to work with youth, Ms. Araujo recommended formal and non-formal educational components focusing on job-related skills, an entrepreneurial component, the inclusion of individuals into the system and one basic skills component. Moreover, she noted that training and implementation strategies have to be consistent with ethical and financial transparency principles.

Saira de Del Valle (National Deputy Director, Escuelas Abiertas, Guatemala) noted that Guatemala is one of the ten most violent countries in the world. In Guatemala, most violent acts take place during the weekend and victims are mostly youth. The original Escuelas Abiertas program started in the *favelas* in Brazil and has been replicated in Guatemala, and has now become part of a social cohesion strategy under the leadership of Guatemala’s First Lady. The program started with funding from cooperating agencies but now receives financing and support from the Ministry of Education. It was initially implemented in four public schools and provided art, culture and sports workshops. Eventually agreements were reached with stakeholders to renovate the schools where workshops took place. Other workshops such as basketball, soccer, theater, karate, communications, youth leadership and youth counseling were added later on. The Escuelas Abiertas strategy implies that the participating school has to remain open during throughout the weekend. The program’s founders faced challenges in turning around preconceived ideas, but they soon demonstrated how school can also be part of a youth’s weekend activities. Results included increased learning and eventually some of the program’s participants became workshop instructors. Escuelas Abiertas operates in 22 departments, 155 municipalities and includes 217 Escuelas Abiertas in the country, serving more than 180,000 youth. Staff includes 35 supervisors, four regional specialists and 2,000 workshop instructors.

Gladys Farje (Project coordinator and specialist, CAPLAB, Perú) continued by explaining that CAPLAB seeks to provide employability to vulnerable youth through training and technical assistance. The initial program proposal included several sectors: education, work, and the business community. The program managed 800 public training centers by putting to use underutilized infrastructure and paying staff expenses and the support from the *Cooperación Suiza*.

A pilot project with the following three components was launched in eight centers: i) coordination between the training program and the job market demand (related to the social and productive environment, taking into account local development and technological progress); ii) comprehensive educational update (management, teaching methods, technology) with internships financed by businesses; and iii) the provision of information on the decentralized labor market to the youth.

Currently, the project provides ongoing technical assistance and follow-up. The goal here is to make the centers responsible for inserting the youth in the job market. The scalability strategy aims at creating fifty centers from the existing eight in 12 departments, and then to extend it to all public and private centers.

With regard to replication, the proposal is prepackaged but flexible and can be adapted to different realities, taking into account human resources teams and monitoring costs. In addition to the research done regarding trends in professional training, due to the project's impact, the topic has been added to regional agendas and public forums and the methodologies have been adopted by the state. Funding has been provided by national, regional and local sources.

As for recommendations, Ms. Farje noted that proposals should contain impact goals and involve key decision-makers, right from the start. This may help to gain a critical mass and reach consensus so that results can be sustainable beyond the regulatory framework. It is also useful to generate synergies during the implementation process, in addition to packaging products, services, and tools that can be transferred to other areas and other teams.

Workshop: replication, scale, and advocacy

Discussion of the conclusions and lessons put forth by the previous panel; examination of the partnerships' sub-regional plans and desired large-scale impacts; analysis of partnership strategies

- Moderator: Juan Carlos Hernández, Program Officer, *entra21* (Colombia)

Table Facilitators

- Carlos Gauto, Youth Coordinator, CIRD (Paraguay)
- Gladys Farje, Project Coordinator and Area Technical Specialist, CAPLAB (Peru)
- Susana Araujo, Consultant, Reto Rural (Ecuador)
- Saira de Del Valle, National Deputy Director, Escuelas Abierta (Guatemala)
- Elohim Monard, Coordinator of *Obra* South American Partnership, CEDRO (Peru)

Photo: Group work with the *Obra* Central American Partnership



Following the presentation, the moderator presented guidelines and recommendations to improve youth services in five different areas of work: i) Getting the attention of others and ensuring their cooperation (map of actors, highly participatory, transparent and efficient processes, inter-institutional efforts at different levels); ii) Gaining public exposure (visits and personal consultations, validation of tools, methodologies and products, public activities led by public officials, ongoing training and evaluation dialogue with public officials, provision of training and advice to partners and allies, knowledge management and dissemination of results); iii) promoting capacity-building (transferring vs. strengthening, ensuring participant's empowerment right from the beginning of the program, quality standards and monitoring system, networking, providing decision-makers with ideas, undertaking specialized research studies); iv) thinking outside the box (including authorities' priorities, supporting the development of other pilot programs, supporting high-level training for management level staff, improving processes of replication and/or scaling up and expanding of current successful experiences); and v) influencing public policy (adjusting to reality, making achievements known to the public as a mechanism for legitimacy and leverage, maintaining a dialogue with authorities).

After these introductory remarks, participants broke into work groups based on sub- region and led by representatives from Guatemala, Jamaica and Peru.

The **Central American Group** noted that their partnership had decided to undertake four courses of action, namely: i) to keep a record of best practices on youth violence prevention; ii) to promote the idea that the Dirección General de Educación Extraescolar should become a Vice-Minister's Office within the Ministry of Education; iii) to advocate for the idea that the Escuelas Abiertas program be maintained through the changing of administrations, namely, that it becomes public policy and not a particular government's policy; iv) to foster the implementation/adoption of strategies on primary, secondary and tertiary violence prevention efforts within the Poljuve(Guatemala) program's framework.

It was noted that in order to implement those actions, the Central American partnership would develop the following strategies: i) disseminate and communicate recorded best practices, ii) add new partners, through networking, supporting youth issues and creating the conditions for the development of a youth movement; and iii) make an impact in politics during election year 2011, seeking to contact candidates and influence youth-related agendas. The partnership agreed to give further thought to the lessons presented during the panel discussion in order to fulfill the partnership's goals. Particularly, they would like the government to establish mechanisms and guarantee supports for those young people outside of the system and in dangerous areas.

The **Caribbean Partnership** agreed on the following: i) to create an employment/job bank, where Obra's partners provide training and post job openings, ii) to establish themselves as an advocacy group in order to increase awareness about youth, and iii) to share information on a sustainable social model, with a strong and wealthy business community and under the leadership of the state. The partnership identified the following challenges: i) what should be done about the possible downsizing of businesses? ii) what will happen after the end of *Obra*'s first year of funding? iii) what should be done to have a greater impact on public opinion? iv) what should be done about the pilot project issue and to involve other countries in the region, such as the Dominican Republic, v) what should be done to make sure that a multi-sectoral and crosscutting approach is in place to get to the root of the problem, vi) with regard to the vulnerability to natural disasters: how to get ready and cope with the situation? The group's ideas about scale focused on how to expand what is being done with the YUTE program, with Innovation Projects and with commitment from the private sector. Many of the principles presented -- such as the decision to expand from the beginning and to become direct partners with the government -- are already part of their strategy. Some other elements are missing, namely an impact plan for the private sector and the government (for example, HEART/NTA, national training agency).

The **South American Partnership** described the following challenges: i) making successful experiences known to the public, through organized events that take place on important symbolic dates, ii) promote a networking culture to work with other partnerships/networks, iii) establish an internal communication plan among network members; iv) connect to youth organization networks seeking their support and legitimacy; and v) involve politicians, members of congress, adult spokespeople, leading figures, opinion leaders and businesses that employ young people. Challenges include the need to focus on specific subjects, during a specific period of time in order to generate a critical mass of interest. Also, the group noted that in order to be sustainable, financial and programmatic priorities must be established. Finally, the group recommended bringing indigenous (through AIDSEP), afro-descendent people, and people with disabilities into the *Obra* program. The results of this discussion will serve as the basis to start a dialogue about how to expand ongoing initiatives, and how to scale them up (for instance, bringing the new *Obra* Innovation projects to a larger scale).

Welcome and presentation of agenda

- Elohim Monard, Coordinator for the *Obra* South American Partnership, CEDRO (Peru)
- Patricia Flanagan, Advisor on ICT and Youth:Work Coordinator, USAID (US)



Patricia Flanagan (USAID, USA) started the day's agenda explaining that USAID works in 80 countries around the world and on areas such as health, sexually transmitted diseases and education. In Liberia, for example, USAID is working to strengthen the capacity of partner organizations, emphasizing the need to respond in a comprehensive manner to the communities. "We have global programs to improve the conditions of youth outside the education system and entrepreneurial programs for youth; we use web portals to learn skills and share experiences and lessons with peer groups."

Ms. Flanagan then explained how programs operate. In order to stay in touch and find new approaches, there are monthly meetings with online discussions to identify lessons learned. "Traditional approaches do not work anymore." She said that although working with governments is important, it is crucial that from a program's inception both impact and scale become priorities. If it is not done beforehand, it won't be possible to expand its influence later on. "To achieve this goal," she said, "we need leadership. In order to achieve a real commitment from decision-makers, there must a willingness to receive and to give, to be part of the family and work together."

"We, in USAID, have a vision of a global society; we promote comprehensive programs, understand that good jobs require basic education, and that a health care system requires regulations that allow access to medicines." She also explained that there is a map of all USAID programs around the country. This map identifies the most important topics, the main elements in the communities that need intervention and the areas that need strengthening.

Her recommendation is that interventions include all levels of government but on a smaller scale basis. "In the United States Agency for International Development, we are strategic partners; we

work with different interest groups. We help design and follow up the process as well as the project implementation.”

Elohim Monard (CEDRO, Peru) concluded the opening remarks by explaining that helping youth social movements can generate a critical mass through networks of networks and without any single person or institution in particular being at center stage.

Best practices panel: Public-Private Partnerships

With the stage set by IYF’s PPP experience around the world, “Case Study” is presented- successful partnership: three institutions that have worked together as a public-private-civil society partnership. Each one explained why it partnered with the other two sectors, and its criteria and methodologies for collaboration and then offered conclusions and suggestions.

- Bill Reese, President and CEO, IYF (US)
- Lucía Benavides, EnseñaPerú (Peru)
- Carlos Leyton, Principal Advisor to the Regional President, Regional Government of Arequipa (Peru)
- Zelma Acosta-Rubio, Interbank (Peru)
- Fabiola León Velarde, Rector, Universidad Peruana de Cayetano Heredia (Peru)
- Moderator: Brindis Ochoa, Education Specialist, USAID-Peru

(left to right: Brindis Ochoa, Carlos Leyton, Lucia Benavides, Fabiola Leon Velarde, Zelma Acosta-Rubio, Bill Reese)



Brindis Ochoa (USAID-Peru) continued the morning as moderator of the *Panel on Best Practices: Public-Private Partnerships* and invited the panelists to reflect on the following questions: What motivates institutions to become partners? Who are the actors? What does the value added of partnership mean to my institution? What methodologies are being used? How can we create a sustainable partnership?

The panel began with the presentation of **Bill Reese** (IYF) referring to the experience that IYF has gained over the past twenty years. He noted that the IYF “supports a worldwide network of institutions committed to help young people lead healthy, productive and responsible lives.”

Working with a network of 175 non-profit partner organizations in 78 countries, IYF maximizes knowledge, resources and experience in order to promote efficiency, scalability and sustainability. IYF's guiding principles are: impact, scale, measurable results, innovation, co-creation with the business community and local partners, and sustainability.

Mr. Reese emphasized the need to consider scale and sustainability in order to reach the window of opportunity that the youth demographic provides us in this part of the world. He noted that "today we have the highest concentration of youth between the ages of 15 and 25 in Latin America and the Caribbean" and that this situation could bring about better living conditions for every nation. Work conditions could be improved, with lower taxes and less corruption. With regard to the situation that the region's youth is experiencing, he mentioned that more than 20 million school age youth are outside the school system, one in every four is unemployed (twice the rate for adults), more than half are considered youth at-risk and the Latin American and Caribbean region shows the highest homicide rate in the world for men between 15 and 19 years of age.

Among the challenges to overcome, he noted that we should identify and promote best practices, include measurement to interventions in order to encourage a culture of evaluation and learning, and avoid mediocrity. "We learn when we compare and we identify what works best. Figures provide information to make better decisions and better designs." He also noted the need to identify where and how investments should be made. Both governments and NGOs must work on a common design geared towards a "win-win" situation. He also reminded the group that in Trinidad and Tobago in April 2009 at the Summit of the Americas, President Obama asked for all countries to work together to create the structures needed to create the opportunities youth need.

Mr. Reese reported that the experience of *entra21* which IYF pioneered together with Enrique Iglesias at the IDB eighteen years ago aims to promote public-private partnerships. Sergio Fajardo, the then-mayor of Medellin, "wanted to remove the incentives for young people to join up with the guerrillas in Colombia. We started with a goal of reaching 500 young people in Medellin and ended up working with 70,000 youth during the first two phases of the *entra21* Program." The target population of *entra21* included unemployed young men and women outside the school system. He wondered aloud about what these young people could do for their future, for their families and their communities with two hundred dollars a month.

He described some of the lessons learned in working in partnership: that it is important to have strong alliance members (with qualities and strengths of their own), common visions and differences that complement each other, common evaluation mechanisms and clear-cut objectives. It is also necessary to have a strong commitment of all members under the motto: win-win. A memorandum of understanding or a similar kind of protocol would be useful to determine how partners would operate from the start, how decisions will be made and how daily conflicts and problems would be solved. He concluded that to build partnerships is complicated and takes time. He also said that the more complex conditions of our present world and the challenges of globalization make our youth "lifelong apprentices". Mr. Reese ended his presentation by saying that youth's future is in our hands and invited the audience to work together in order to maximize the talents of young people.

Lucía Benavides (EnseñaPerú) explained that the EnseñaPerú program recruits young talented men and women who are passionate about education and hold the potential for revolutionizing the Peruvian public schools system. She pointed out that the goal is to pull together the most talented people to confront the challenge of quality education. This model, she explained, was tried out in

India, China and England. The program focuses on extreme poverty areas and/or areas with high violence rates and falls under the local and regional development plans.

Each one of the 26 selected young leaders invests two years of his/her life working to improve the quality of education and to transform the student's life. This is done with the regular salary of a public school educator and guidance and training from the EnseñaPerú program. Twenty-three percent of these young leaders belong to the tertiary education sector, come from the 15 best universities in the country, show leadership and a clear social commitment. Eighty percent of them are professional educators and the remainder 20% come from related areas, such as psychology and engineering.

The young leaders believe in the power of change; hoping to transform the educational system through a new generation of leaders committed to education. "We are convinced that committed and passionate teachers can make a difference in the student's performance." However, this is only the beginning, because EnseñaPerú believes in creating a generation of long-term committed leaders trained in the classroom.

The educational goal of the program is to impact more than 2,000 children in mathematics, communication and English. However, the main purpose is to develop with the students the most basic underlying attitudes that support learning, such as self-esteem, ambition, and recognition of emotions; based on the concept that the individual who does not love him/herself cannot learn. The EnseñaPerú program has increased students' learning level from 20% to 60% in 45% of the students in educational institutions in which it is working.

The program is working in Lima and Arequipa, and will start in Cajamarca in 2012. It has several partners including: 15 businesses, 20 committed philanthropists, partnerships with academic centers and local governments in the intervention areas, international partners in 18 countries, USAID and IYF. It relies on a list of successful professionals (in the areas of gastronomy, economics and ecology among others) and partners with institutions like the IDB, BDO Peru, and Miranda and Associates, all contributing to the program's transparency, audits, conscientious, and results-oriented performance.

Ms. Benavides explained the program in detail. "We have 26 youth in training, all have a clear sense of belonging to a family; and we offer one month long onsite training based on teaching existing best practices." The Universidad Cayetano Heredia provides advice together with APOYO Institute on the methodology in mathematics, with Empresarios por la Educación. During the preceding six months they work with directors and educators in order to increase the young leaders' acceptance level.

Ms. Benavides continued, noting that the program has partnerships with both El Callao's (in Lima) and Arequipa's Regional Governments in order to open doors. She also said she has an ongoing dialogue with the *Consejo Nacional de la Educación*; with *Interbank* to look for financial sustainability strategies; with Minera Cerro Verde to create better opportunities in Arequipa; with *Banco de Crédito* because of its interest in the value of human resources; with *Deutsche Bank* because of its interest in corporate volunteering; and with IBM to create a virtual platform to learn and improve the English language. She informed the participants that they also have an agreement with Universidad San Pablo de Arequipa, and after their second year of work, young leaders will be awarded a Bachelor's degree in Education.

She played a promotional video from EnseñaPerú, produced by Universidad de Lima and featured in all movie theaters of the Interbank Group, and concluded by saying that “big changes are possible when we have long-term public-private partnerships.”

Carlos Leyton, (Regional Government of Arequipa, Peru), started his presentation by explaining that the regional government has two sayings. First, that youth are not just the future: they are the present; and that without them there will never be change. He also stated that youth who participate in the EnseñaPerú experience, both students and teachers, will gain hands-on knowledge of their country's reality by facing and going through difficult situations which in turn will make them stronger citizens. He also noted that alliances with a common goal look for solutions and those solutions and the necessary sustainability are attained when all members participate--it is not just the state's responsibility. To conclude he stated that the regional government is working toward the improvement of education, implementing physics, chemistry and computer science labs.

Fabiola León Velarde, (Universidad Peruana Cayetano Heredia, Peru) pointed out that her University has 50 years of experience, and consists of a group of committed professionals with ample experience in public-private sectors partnerships to prepare teachers, in the Andean region, and are experts on the topics of women, rural areas and science, and also train them to be teachers and on how to apply teaching methodologies. Moreover, this University works with ten other public and private universities. They decided to support this initiative to bring enthusiasm to college students who –according to them – are very motivated to work for a cause. She added that can they can later return to the University to either continue in the education field or in their previous professional interests. She posed the question: “What is the added value? To be an example in leadership for other young people and for the academia to take this opportunity to start and evaluate new partnerships between the state, the private sector and businesses and fulfill our social responsibility.” She emphasized that her work style implies trust among partners, shared knowledge and commitment to responsibilities. Regarding sustainability, President Velarde noted that partners and beneficiaries must take this project to heart and the “partnership will grow on its own.”

Zelma Acosta-Rubio (Interbank, Peru) is in charge of coordinating the issue of social responsibility for Interbank. She started her presentation by pointing out that Interbank has 22,000 beneficiaries, averaging 28 years of age, working towards the development of their abilities, in terms of time and money.

Even though it is difficult for Interbank to decide which initiative to support, it was pointed out that among their motivations to support EnseñaPerú is their own strategic model of action aimed at developing abilities. “We sponsor Peruvian Schools and we would like to see that those acquiring the skills through EnseñaPeru will work later in our schools or the Bank,” she explained. Moreover, Interbank has a program of competitive examinations called *Maestro que Deja Huella* (teachers that make a difference) aimed at recognizing teachers' innovations in the country. She emphasized the bank's interest in building public-private partnerships, measuring the social impact and also gave a positive glimpse at the possibility of other banks joining this initiative. In conclusion, she mentioned that Interbank is part of the board of directors of EnseñaPerú.

Referring to work styles, she pointed out the importance of the partners' contributions, according to their skills and qualities. Interbank firmly counts on a network of partners and platforms in *Facebook* and *Twitter* that ensure the dissemination of information. In order to implement and maintain the partnership, she emphasized that it was important to work with a common goal in mind, responsibility and spirit of ongoing improvement, relating Interbank's brand name with

education. That social intervention should also reflect results for the business. Figures and information can provide measurements of the return on investments.

Moderator Brindis Ochoa summarized the components of a successful partnership: a shared vision, previous partnership experience, intervention within the framework of business strategies, creation of confidence, decision making, clear boundaries of participation, sustainability built on buy-in by partners, and the need to clearly show the results to those who have invested resources in the projects.

Work in sub-regional groups

Participants were divided into sub-groups by Obra Partnerships (South America, Central America and the Caribbean), and focused their discussions on: Which lessons highlighted in the presentations might be useful for their partnerships? What actions are needed to strengthen the participation of all major sectors in the sub regional partnership?

Photo: Group work, *Obra* South American Partnership



Participants were divided into sub-regional groups to discuss the following two questions: What lessons learned stood out in the presentations that could be useful in the *Obra* subregional partnerships? And, what actions are necessary to strengthen the participation of all sectors in the partnership?

The **Caribbean Sub Regional Partnership's** *rapporteur* indicated they had decided to seek the commitment of leaders and authorities from the education, health and agricultural sectors. The group also noted that it was necessary to understand the political framework and environment to overcome gaps, carry out research, involve the academia, and focus on the added value of the multi-sectorial societies, while being able to introduce new components that differed from other similar programs. The group made a commitment to focus, in the next few months, in expanding the participation of the private sector within the partnership and in its regular activities. The same would apply to the public sector.

The **Central American Sub Regional Partnership** noted that in terms of strategy they already made progress identifying partners and promoting the partnerships' goals. The group noted that it is advisable to introduce actors with common goals, courses of action, and responsibilities and goals should be clearly defined. The partnership also noted that to promote and support these actions, the private sector requires concrete figures. On the other hand, the public sector could contribute to the private-public partnerships by showing how the programs of the state and the civil society can complement each other, recognizing expertise and assets of each one of the actors. They also made a commitment to work more closely with the private sector in particular so as to enrich the partnership in terms of dialogue and get them interested in joining forces.

Lastly, the speaker for the **South American Sub Regional Partnership** pointed out that commitment and cohesion among the partners and sustainability are all key components to achieve progress in the consolidation of private-public partnerships. The speaker also noted that in order to reach an agreement it is necessary to have a solid, strong and shared dream. Moreover, it is necessary to have very clear goals, an organization structured by topics and regions, and well-defined responsibilities and functions within a reasonable framework of time to achieve them. The group stressed the importance of identifying people willing to participate, always working under the institutions. The process also requires short and long- term goals. He mentioned the significance of cohesiveness, and that it is advisable to get to know each other and understand what the other partners' interests are, so as to build trust and a sense of belonging. The group noted that the panel suggested that the actors should work as equals and participate in building together so that the results can be attributed to each organization. Regarding sustainability, the group noted that the state, civil society and businesses should be equally committed, counting on maintaining ongoing communication with long-lasting institutions. The final goal is to create a critical mass and then disseminate the partnerships' accomplishments.

Process for identifying, selecting and documenting best practices in the *Obra* program

Criteria for identifying and systematizing best practices, examples/experiences, and presentation of the Obra guide and established format

- Isabel Álvarez, Coordinator for the IDB Youth Network, IDB (USA) – connected via SKYPE-video
- Moderator and Presenter: Dani Roziewski, Program Director, Youth:Work, International Youth Foundation (USA) (pictured)



The next session addressed the *Identification and Documentation of Best Practices*, starting with the example of the IDB Youth Network. **Dani Roziewski** (Program Director, IYF) introduced **Isabel Álvarez** (IDB, USA) who joined the meeting via video conference from Washington DC. She stated that the IDB created its Youth program in 1995 to support the needs of youth and promote youth participation to the region's development, with the approach that adolescents and youth between the ages of 15 and 30 are more than beneficiaries; they are partners in development.

The IDB Project “*Best Practices in Youth Policies and Programmes in Latin America and the Caribbean*” started in January 2009 with the support of UNESCO and the Youth Secretariat of Colima (Mexico), with the purpose of identifying civil society and government programs' best practices. During the year, key partners joined the effort: the OAS, PAHO, OIT, UNFPA, ECLAC, UNICEF, OECD, IPPF, University of Colima, and the Government of Jalisco (Mexico). The Fundación SES (Argentina) was in charge of the coordination, official announcements and the pre-selection of experiences.

The project's goal was to find successful youth policies and programs in the region; to strengthen interaction, dialogue and exchange of experience among the actors; to consolidate working networks and alliances between the participants; and to identify and issue recommendations on basic conditions for the development and strengthening of policies and programs for youth in Latin America and the Caribbean.

The topics to be covered were education, employment, sexual and reproductive health, violence prevention, poverty reduction, integral development, volunteering, and participation and leadership. Each topic had an institution as a focal point. The meeting took place between April 20 and May 20, 2009. During this time, 808 institutions registered (156 governmental, 494 from the civil society and 158 of various types). At the same time, the institutions registered 606 best practices (135 policies and 471 programs).

In order to participate in the competition, the institutions were required to: have been in existence for three years, have monitoring and evaluation systems for the intervention and be legally registered in their own countries. The countries from the Andean sub-region were the most active, namely Colombia, Argentina, Mexico, Peru, and Brazil, bringing in over 56% of the best practices received. The English-speaking Caribbean sub-region presented the smallest number of best practices. The pre-evaluation carried out by SES Foundation of Argentina took 389 practices (71 policies and 318 programs), which were evaluated by the ad-honorem group of 65 experts in different fields. A total of 330 practices were accepted by the group of experts and each practice was evaluated at least 3 times, with an average of 30 hours per evaluator.

Finally, 30 practices were selected and another eight received honorable mention or special mention. The practices were presented during a regional forum held between April 4 and 6, 2009, in Puerto Vallarta (Mexico), aimed at learning about the selected practices, listening to the presentations made by experts in youth development and promoting dialogue about youth as a tool for the region's development. It was also an opportunity to exhibit the material, build partnerships, and establish contacts. For information, please visit the following website: <http://youthpractices.ucol.mx/inicio.php>

Dani Roziewski explained that part of the strategy of *Obra* is to compile an inventory of best or promising practices. She pointed out the importance of strengthening the dialogue and exchanging experiences among the members, similarly to the work done by the IDB, in order to make good use of the partners' expertise. She also stressed that a good practice is one that shows good results and does not just ask "what" but "how" and "why". Those practices may be part of a global program, a specific project, a particular methodology, or a specific component of a project and must have the approval of a third party (donor, a study, evaluator, in a competition, etc.).

Next, Ms. Roziewski presented the analytical format designed by *Obra* to make the inventory. The format consists of four categories: i) background (information on the practice, target population: beneficiaries, ages, gender, risk factors, organization responsible for the implementation, multi-sectoral partners); ii) source of information (recognizing donors or other organizations, awards, outstanding reports, evaluation analysis, or recognition given by a researcher); iii) required criteria (methodological aspects, work with multi-sector partnerships and/or alliances, quantitative and quality results, quality-relevance-effectiveness, programmatic and financial sustainability, replication and scale); and iv) optional criteria (appropriate environment, commitment of those interested, inter-sector approach, efficiency and strengthening of abilities).

The audience was then invited to ask questions which were answered by **Isabel Álvarez**. To the question of how the IDB reaches those young people who do not have access to Internet, she responded: "In general, the electronic bulletin is printed and shared". Regarding the topics selected for the call for proposals, she responded: "Topics were selected by all the organizers based on their commitment to find expert evaluators for each single category"; as to the future of the 30 identified experiences and possible follow-up, she explained that the initial goal of the call for proposals was to promote learning, exchange experiences and strengthen the monitoring and evaluation capacity,

and that the IDB wished to continue strengthening and further the learning process. By the summer of 2011, a publication with a section on how to strengthen monitoring and evaluation will be issued. A question was raised about how many of the selected projects were comprehensive and if there was any agreement with the United Nations regarding the indicators on youth development noting that for indicators of supply there are also indicators of demand. She replied that “the comprehensive projects were coordinated by UNICEF and that they were very attentive and took into consideration local realities.” Finally, she was requested to give a recommendation to work in an environment with limited resources (financial and human). She responded: “We were a group of twelve international organizations providing our own human resources, experience, knowledge and contacts.” She reminded everyone that the IDB and UNESCO lead the process without delays, and that the most important issue “besides time investment, was to recognize and value everyone’s support and efficiency.”

Lastly, Dani Roziowski, suggested that the working groups and secretariats review the format, and requested that they identify any gaps in categories presented, and/or the components that could be eliminated or modified.

Presentations by the partnerships

The Secretariats presented their plans for next year (November 2010-October 2011), highlighting their priorities, how they plan to strengthen the partnership and strengthen their Partnership Action Plans.

- Elohim Monard, Coordinator of the *Obra* South America Partnership, CEDRO, Perú
- Eugenia Rodriguez, Coordinator of the *Obra* Central America Partnership, Demos, Guatemala
- Kashta Graham, Coordinator of the *Obra* Caribbean Partnership, PSOJ, Jamaica
- Moderator: Scott LeFevre, *Obra* Program Director, IYF
(left to right: Elohim Monard, Eugenia Rodriguez, Kashta Graham)



After lunch, the **Sub Regional Secretariats** presented their *Work Plans for 2011*, highlighting their main priorities and strategies to strengthen partnerships and key activities.

The **Central American** partnership, represented by **Eugenia Rodríguez** (DEMOS-Guatemala), presented the Alliance's plan. She pointed out that the main challenges will be to take inventory in El Salvador and Guatemala and systematize and promote best practices; promote an initiative to integrate youth networks; create a space for violence prevention to deal with the "maras" (gangs); and press for public policy proposals on youth violence prevention in the Central American region. She stated that they are determined to get involved in a process of political advocacy with key actors for violence prevention and to improve work among the sectors. "We want to transform the Dirección General de Educación Extraescolar (DIGEEX) into a Vice-Minister's Office." Likewise, meetings will be held to turn the Escuelas Abiertas program [Open Schools Program] into a formal institution. Lastly, they proposed to strengthen the partnership by incorporating new partners. She said that government and civil society are already participating and now the challenge is bring the private sector on board. Ms. Rodríguez concluded: "To earn the trust of other social networks that work on youth-related issues is a must."

Members agreed to create a communication strategy to promote the partnerships' actions through dissemination and public exposure. Within that framework, a National Youth Meeting will be held with the main youth networks in order to establish priorities to advocate for. After meeting with

representatives and general secretaries of the political parties with a higher voter turnout, the youth networks must win their commitment and support. Additionally, DEMOS is interested in launching a youth studies program at the university level, and they will promote the partnership's goals through five radio programs.

The South American partnership's coordinator, **Elohim Monard** (CEDRO, Peru), stated that they will work to promote youth as a higher political priority, and more visible in the media in order to inform society about young people and the work they do for their communities and for themselves. They will work with groups of young leaders to bring other youth into action. Additionally they agreed to keep a record of successful experiences and disseminate them through the media and social networks, in an effort to provide useful information on the topic of youth (successful experiences, strategies) and carry out joint activities to increase public exposure on key dates such as the International Youth Day. Best practices would be recorded as testimonial videos, with a goal of producing twenty videos by the end of the year. Some of the videos will likely become models to achieve greater impact.

The partnership is also interested in creating a culture of networking through partnerships with other "Mesas de Trabajo". The purpose is to create networks of networks and accomplish multidisciplinary work with public-private partnerships already in place. Lastly, they agreed to work within a framework of cooperation/assistance in order to generate more opportunities for youth and create spaces where organized youth groups can strengthen their skills.

In general, they will try to involve politicians, on a permanent basis, in youth-related matters and make good use of pre-electoral periods to create dialogue and regional forums. They are determined to work with regional municipal committees, local, regional and national governments, so that they will take the subject seriously. He related a recent experience during the campaign Vota Bien-Lima (campaign 2.0, where citizens asked questions to candidates at the Metropolitan Municipality of Lima) and pointed out that it was his intention to incorporate those ideas in the presidential and congressional campaigns in the coming months.

Mr. Monard also said that the partners need to get to know each other better, through learning visits among the persons in charge of project design. The goal is to support the regionalization of the partnership and to that end, a visit to Colombia is planned with IYF for January, and other countries, like Paraguay, are being considered as well.

Speakers from the Caribbean were the last ones to make a partnership presentation. **Kashta Graham** (PSOJ- Jamaica) said that, in addition to Jamaica, they were also speaking for the Dominican Republic and for Saint Lucia. The group agreed to focus in the following specific areas: i) to strengthen and offer sustainability to the partnership, with emphasis on government structure, ii) to work on youth development projects; and iii) to work on youth policy impact and become lobbyists working on the implementation of such policies. To that end, it is important "to record and share empirical data from best practices, case studies and key learning experiences."

Ms. Graham highlighted the need to learn about the activities carried out by each partner and to know their strengths and weaknesses, and each member's profile. Later on, they proposed the creation of a memorandum of understanding to define each other's role and responsibilities and gauge their contribution to the partnership. They expressed interest in sending delegations to other countries in the region and that they would visit Saint Lucia in January 2011.

Closing session

- Andrew Herscowitz, Deputy Mission Director, USAID-Perú
 - Carmen Masías, Deputy Director, CEDRO, Peru
 - Kate Raftery, Vice President, Learning & Citizenship, International Youth Foundation, USA
- Left to right: Andrew Herscowitz, Kate Raftery, Carmen Masías



Andrew Herscowitz (USAID-Peru) closed the learning conference stating that shared knowledge and the proposed work will strengthen *Obra*'s partnerships. He reminded us that *Obra* started as a result of President Obama's interest, in 2009, to "have more and better opportunities to support youth at risk." He emphasized that the ultimate goal is to involve more young people as agents of change. He acknowledged the importance of including a variety of actors in the partnership, requiring a wide range of people with room for government, civil society, young people and businesses. "The goal is to work together as a network and share successful models (in education, health, peace-building, development and entrepreneurship) so that they can be replicated and brought to a larger scale."

Mr. Herscowitz complimented *Obra*'s initiatives: EnseñaPerú (to reduce school dropout), Acción Esperanza of IPAE (hope for enterprise, to make young entrepreneurs' dreams – from 4th and 5th grades in high school – come true) and the Jesuit Network for Children and Youth (focused on Jesuit restorative youth justice). After these congratulatory remarks he thanked the commitment, enthusiasm and energy put forward during those three days of work. He concluded by saying: "We have to get to work, so that more young people can make their dreams come true".

Carmen Masías (CEDRO) thanked CEDRO, USAID and IYF teams. She pointed out that she trusted US support and partners such as IYF. "It is all about trustworthy networks and people". She concluded with a message of deep gratitude and wished all the best to everyone and to keep in touch as always. .

Kate Raftery (IYF) expressed her appreciation to IYF for its support and the work of the entire team during the event. She stressed that "the partnerships will last much longer than two years" and reviewed the list of distinguished guests, including Hernando de Soto among others. In conclusion, she said: "Our work is based on the dreams of those who seek to improve the lives of young people in the Americas."

Section III: Annex

Evaluation Results

Upon conclusion of the *Obra* public event and learning conference, participants were asked to complete an evaluation form and provide feedback about the sessions and the speakers. The results showed that the most useful sessions during the conference included the panel led by Hernando de Soto, *Youth in Latin America and the Caribbean*, the youth panel, the partnership presentations and the closing remarks provided by Andrew Herscowitz, Carmen Masias and Kate Raftery. The majority of respondents (75%) thought that there was an appropriate combination of presentations and group work. Ratings of the overall conference were positive – half the respondents rated it an 8 out of a 10 point scale; and over half the respondents said that their overall learning experience was “excellent.” Some comments included: “The perspective of Hernando de Soto was very useful and I found the model described during the Public-Private Partnership panel to be replicable” and “I think that the event was well organized and the topics were well selected, especially the panel facilitated by Juan Carlos Hernandez”.

Finally, the evaluation allowed for participants to comment on topics they would like to see addressed at future conferences. These suggestions included: the promotion of youth entrepreneurship, monitoring and evaluating, examples on how the private sector collaborates with youth, and presenting a specific model on replication and scale. Partners also listed suggestions for future trainings that might be helpful for the partnership such as advocacy; fundraising; site visits to observe successful projects in action; and partnership development and sustainability.

A complete review of the results is available upon request. Please contact Jenna Balkus at j.balkus@iyfnet.org.

Media Summary and Meeting Resources

Daily Papers

11/18/2010 – Article in The Peru daily newspaper “Los jóvenes ponen manos a la Obra”
<http://www.elperuano.com.pe/edicion/noticia.aspx?key=5nYN6c2gtRw=>

11/20/2010 – Article in El Comercio daily newspaper “Oportunidades para los jóvenes garantizan el crecimiento económico”
<http://elcomercio.pe/economia/671872/noticia-oportunidades-jovenes-garantizaran-crecimiento-economico-coinciden>

11/24/2010 – Editorial in El Comercio daily newspaper “Los jóvenes: Agentes de cambio” (by Silvia Miró Quesada)
<http://elcomercio.pe/impresas/notas/jovenes-agentes-cambio/20101124/673682>

Other related postings/articles – Web

11/16/2010 Perú Buena Voz “Obra: Alianzas para la Juventud”
<http://perubuenavoz.blogspot.com/2010/11/obra-alianza-para-la-juventud.html>

11/17/2010 Willax.tv “Educación a través de la nutrición”
<http://sites.agenciaperu.tv/entretenimiento/educacion-a-traves-de-la-nutricion/>

Other – Meeting resources, testimonial videos and social networking sites

IYFlive website with meeting resources and testimonial videos
<http://www.iyflive.net/events/14>

Youtube “Obrajuventud”
<http://www.youtube.com/user/obrajuventud>

Facebook “Obra: Alianzas por la Juventud – América del Sur”
<http://www.facebook.com/pages/Obra-Alianzas-por-la-Juventud-America-del-Sur/173354442676583>

Twitter “Obrajuventud”
<http://twitter.com/obrajuventud>

Agenda

Wednesday, November 17 – Public Event

[Salon Exclusive]

8:45–9:15 am **Registration and coffee**

9:30–10:10 am **Welcoming remarks**

Introductory remarks to the conference, sharing reflections on the importance of building strong partnerships to overcome society’s challenges, especially those facing youth. Speakers will provide perspectives on the Summit of the Americas, commitments shared by the participating institutions, and a summary of progress made by the Obra Program.

- William S. Reese, President/CEO, International Youth Foundation (US)
- Pilar Nores, President of the Institute for Work and Family – Programa Sembrando (Peru)
- Bruce Williamson, Deputy Chief of Mission, U.S. Embassy to Peru
- Víctor Raúl Díaz Chávez, Vice Minister of Education, Republic of Peru
- Moderator: Carmen Masías, Deputy Director, CEDRO (Peru)

10:10 – 10:20 am **Video: testimonials by youth “change agents”**

- Elohim Monard, CEDRO (Peru)

10:20 – 11:20 am **Main panel**

Taking into account the reality, including high unemployment faced by the important youth demographic and opportunities for this creative, flexible, eager-to-learn population, one representative from each sector will respond to a youth leader’s questions about what must be done to improve the prospects of youth.

- Álvaro Quispe, National Secretary for Youth (SENAJU), Ministry of Education (Peru)
- Cristina Olive, Chief of Education Office, USAID/Peru
- Pablo de la Flor, Vice President of Corporate Affairs, Antamina Mining Company (Peru)
- Adriana Carrasco, General Coordinator of the Red Jóvenes por la Educación (Youth Network for Education) (Peru)
- Moderator: Franco Mosso, Programming Director, EnseñaPerú

11:20 – 11:30 am **Closing words**

- Alejandro Vassilaqui, Executive Director, CEDRO (Peru)
- Kate Raftery, Vice President, Learning & Citizenship, IYF (USA)

11:30 – 12:00	Coffee and dance by young performing artists
12:00 / Noon	End of the public event
1:00 – 2:30 pm	Lunch
2:30 – 6:00 pm	Meeting of <i>Obra</i> Secretariat organizations: DEMOS, PSOJ and CEDRO (Sala 1)

Thursday, November 18, 2010

[Salones 1,2,3]

8:30 – 9:00 am	Registration and coffee
9:00 – 9:15 am	Welcoming remarks <i>Welcome to participants. Speakers will offer reflections on the realities youth face in the region, the Obra Program as a response, and the purpose of this learning event.</i> <ul style="list-style-type: none"> ▪ Cristina Olive, Chief of Education Office, USAID/Peru ▪ Carmen Masias, Deputy Director, CEDRO (Peru) ▪ Kate Raftery, Vice President, Learning & Citizenship, IYF (USA)
9:15–10:15 am	Youth in Latin America and the Caribbean <i>Ideas about the context and realities facing young people in Latin America, the challenges they confront in the formal labor market, and their possibilities to obtain a good education, find a quality job and lead a healthy life. Plenary Presentation followed by questions and answers.</i> <ul style="list-style-type: none"> ▪ Hernando de Soto, Economist (Peru) ▪ <u>Moderator</u>: Alessandra Leverone, SASE (Peru)
10.15 - 10.45 am	Logistics and coffee
10:45-12:00 am	Youth panel <i>Panel of women as agents of social transformation. Young women will share their perspectives on the realities in their countries, reflections on priorities, and the most important actions their nations' leaders should take into consideration in order to address youth needs.</i> <ul style="list-style-type: none"> ▪ Mónica Carrillo, Founding Director, Lundú (Peru) ▪ Azucena Gutiérrez, Managing Director, Disfruta (Peru) ▪ Tracy Méndez, Youth Leader, CUNSURORI Jalapa (Guatemala) ▪ Trishauna Kimoya Barclay, Youth Intervention Field Coordinator, HIV/AIDS, Ministry of Health (Jamaica) ▪ <u>Moderator</u>: Mariel Rentería, General Director, Coherencia (Peru)
12:00 - 1:30 pm	Lunch

1:30 - 3:00 pm

Best practices panel: Scale, Replication, Advocacy

This panel will discuss how and when considering replication, scale and advocacy for public policies in order to impact youth in education, employment, youth violence and healthy living.

An experience professional from IYF will moderate a panel of representatives of institutions with a focus on scale, in order to synthesize lessons learned and to make recommendations participants, partnerships and networks that seek to have a broader impact. Presentations followed by questions and answers.

- Gladys Farje, Project Coordinator and Area Technical Specialist, CAPLAB (Peru)
- Saira de Del Valle, National Deputy Director, Escuelas Abiertas (Guatemala)
- Susana Araujo, Consultant, Reto Rural (Ecuador)
- Moderator/Commentator: Juan Carlos Hernández, Program Officer, *entra21*, IYF (Colombia)

3:00 – 5:00 pm

Workshop: replication, scale, and advocacy

Discuss the conclusions and lessons put forth by the previous panel; examine the partnerships' sub-regional plans and desired large-scale impacts; analyze partnership strategies

- Moderator: Juan Carlos Hernández, Program Officer, *entra21* (Colombia)

Table Facilitators

- Carlos Gauto, Youth Coordinator, CIRD (Paraguay)
- Gladys Farje, Project Coordinator and Area Technical Specialist, CAPLAB (Peru)
- Susana Araujo, Consultant, Reto Rural (Ecuador)
- Saira de Del Valle, National Deputy Director, Escuelas Abierta (Guatemala)
- Elohim Monard, Coordinator of *Obra* South American Partnership, CEDRO (Peru)

Coffee will be served while the working groups are discussing and preparing presentations

Plenary presentations, public feedback, dialogue and recommendations.

5:00–5:15 pm

Summary and closing remarks

- Scott LeFevre, *Obra* Program Director, IYF (US)

Friday, November 19, 2010 [Salones 1, 2, 3]

- 8:30 – 9:00 am **Coffee**
- 9:00 – 9:15 am **Welcome and presentation of agenda**
- Elohim Monard, Coordinator for the *Obra* South American Partnership, CEDRO (Peru)
 - Patricia Flanagan, Advisor on ICT and Youth:Work Coordinator, USAID (US)
- 9:15 – 10:15am **Best practices panel: public-private partnerships**
- "Case Study" of a successful partnership: three institutions that have worked together as a public-private-civil society partnership. Each one will explain why it partnered with the other two sectors, its criteria and methodologies for collaboration. They will offer conclusions and suggestions:*
- Bill Reese, President and CEO, IYF (US)
 - Lucía Benavides, EnseñaPerú
 - Carlos Leyton, Principal Advisor to the Regional President, Regional Government of Arequipa (Peru)
 - Zelma Acosta-Rubio, Interbank (Peru)
 - Fabiola León Velarde, Rector, Universidad Peruana de Cayetano Heredia (Peru)
 - Moderator: Brindis Ochoa, Education Specialist, USAID-Peru
- 10:15 – 11:00 **Work in sub-regional groups**
- Participants will be divided into sub-groups and will focus their discussion on: Which lessons highlighted in the presentations might be useful for their partnerships? What actions are needed to strengthen the participation of all major sectors in the sub regional partnership?*
- Coffee with work group while preparing presentations*
- 11:00 – 12:30 pm **Building and strengthening *Obra* partnerships**
- Partners have time to develop their final presentations of the afternoon, which should include the Action Plan: scalability strategy for public-private partnerships and lessons learned.*
- Moderators: Elohim Monard, Coordinator of the *Obra* South American Partnership, CEDRO y Scott LeFevre, *Obra* Program Director, IYF
- 12:30 – 2:00 pm **Lunch**
- 2:00 – 3:00 pm **Process for identifying, selecting and documenting best practices in the *Obra* program**
- Criteria for identifying and systematizing best practices, examples/experiences, and presentation of the guide and established format.*
- Isabel Álvarez, Coordinator for the IDB Youth Network, IDB (US)

	<ul style="list-style-type: none"> ▪ <u>Moderator and Presenter:</u> Dani Roziewski, Program Director, Youth:Work, International Youth Foundation (US)
3:00 – 3:30 am	<p>Small groups: best practices</p> <p><i>Share descriptions, analyze cases and decide whether or not the established criteria satisfy the points outlined for identifying Obra best practices.</i></p> <p><u>Table Facilitators:</u> Elohim Monard, Coordinator of the <i>Obra</i> South American Partnership CEDRO (Peru)</p> <ul style="list-style-type: none"> ▪ Jose Manuel Delgado, Adjunct Coordinator of the <i>Obra</i> South American Partnership CEDRO (Peru) ▪ Ivan Mifflin, Manager of Special Project, IPAE (Peru) ▪ Alessandra Leverone, CSR Management Specialist and Consultant, SASE (Peru) ▪ Brindis Ochoa, Education Specialist, USAID-Peru
3:30 – 4:00 pm	Coffee
4:00 – 4:45 pm	<p>Presentations by the partnerships</p> <p><i>The Secretariats will present their plans for next year (November 2010-October 2011), highlighting their main priorities, how they plan to strengthen the partnership, activities / events / milestones, etc., lessons learned, etc.</i></p>
4:45 – 5:00 pm	<ul style="list-style-type: none"> ▪ <u>Moderator:</u> Scott LeFevre, IYF <p>Closing session</p> <ul style="list-style-type: none"> ▪ Andrew Herscowitz, Deputy Director, USAID-Perú ▪ Carmen Masias, Deputy Director, CEDRO ▪ Kate Raftery, Vice President, Learning & Citizenship, International Youth Foundation
5:30 – 7:00 pm	Reception