

YUTE

YOUTH UPLIFTMENT THROUGH EMPLOYMENT

Report 2011-2013

CHAIRMAN'S MESSAGE
PSOJ PRESIDENT'S MESSAGE

BASELINE
MONITORING &
EVALUATION
FINANCIALS

ALL NEW PHOTOS!

YUTE
GOAL



PHOTO: Rohan Hamilton, YUTE Phase 1 participant



Strategic Goals and Objectives

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Dannette Lawrence, Top Performer - Entrepreneurship



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IMPACT AT A GLANCE

1616

Youth Participants

2621

Opportunities for training, coaching and employment/job placement provided

850

Opportunities for employment provided

533

Mentor relationships ongoing



"Of particular note has been the response of our private sector partners in providing work experience opportunities for our participants..."

A MESSAGE FROM THE **CHAIRMAN**

A CRITICALLY IMPORTANT INITIATIVE



Joseph M Matalon, CD

I am pleased to place on record our sincere appreciation, to the many private sector donors as well as the multilateral development partners who have responded with such generosity.

It has now been almost three years since implementation began on the Youth Upliftment Through Employment (YUTE) programme. We have enjoyed many successes, and suffered a few disappointments. Today, we are even more convinced of the critical

importance of this initiative in rescuing our at-risk young people and placing them on a path towards productive citizenship.

The current programme ended formally in December 2013 and we are examining strategies to sustain some of the most impactful elements of YUTE beyond that date. YUTE represents one of the most significant programmes ever undertaken by the private sector in the youth development arena. However, the resources mobilised to date represent only a very small fraction of what is necessary to tackle the daunting challenges faced by unattached youth in our inner city communities. We are determined therefore that YUTE should "live on" beyond 2013, and we look forward to the continuing support of all stakeholders in this critically important endeavour.

I am pleased to place on record our sincere appreciation, to the many private sector donors as well as the multilateral development partners who have responded with such generosity to our requests for financial and in-kind assistance. Of particular note has been the response of our private sector partners in providing work experience opportunities for our participants. Thanks too must go to the many implementation partners within the NGO community and those government agencies who have worked with us on the ground to ensure the successful implementation of the various programme streams. And of course we cannot say enough about the generosity of the hundreds of volunteers who have acted as mentors to YUTE protégés. Their participation has made a huge difference in the lives of our young people and no doubt will have also provided a fulfilling experience for the mentors themselves.

Many, many thanks.

Joseph M Matalon, CD
Chairman
YUTE Limited

"The PSOJ is extremely proud of YUTE's successes to date..."

A MESSAGE FROM THE PSOJ PRESIDENT PAVING THE WAY FOR GROWTH

"Mentoring provides an excellent mechanism for persons to demonstrate |
valuable leadership and skills "

In the aftermath of the social and societal upheaval caused by the West Kingston debacle, the PSOJ began to look for ways to reach those communities that had been neglected by the State and the larger society.

In 2010, in the aftermath of the social and societal upheaval caused by the West Kingston debacle, the Private Sector Organisation of Jamaica (PSOJ) began to look for ways to reach those communities that had been neglected by the State and the larger society. The main goal was devise a programme that would target the high numbers of unattached youth, ages 14-29, which according to STATIN, is approximately 127,000. With 75% of all crimes in Jamaica being committed by persons under the age of 30, the PSOJ felt that a programme focused specifically on this age group, would go a long way in addressing the needs our unattached youth.

Thus, the Youth Upliftment Through Employment (YUTE) initiative was born. The programme has now completed its third year, and the PSOJ is extremely proud of its successes to date. A total of 1616 persons have been actively engaged in the programme. More than 500 have received remedial or pre-skills training; nearly 400 received skills training, and nearly 500 benefited from entrepreneurship



Chris Zacca, JP

training. Access to employment is a critical element of participants' experience in the programme, and a total of 850 persons have gained work experience ranging from two-day placements to full-time employment. In addition, 80 at risk youth received intensive social intervention under the U-Turn programme.

Mentoring provides an excellent mechanism for persons to demonstrate valuable leadership and skills development training and also provides a supportive foundation on which participants can rely as they navigate the programme. The PSOJ acknowledges that along with strategies that support and enhance Jamaica's economic development, social involvement such as mentorship is also critical for our society to prosper and for development to be sustainable. We are proud to note that

under the YUTE programme more than 612 volunteers have trained as mentors, more than 500 of whom were matched with protégés.

The YUTE programme has demonstrated that if we provide the necessary services and access to economic, entrepreneurial and training opportunities, our youth will take advantage of them. We believe that this initiative will go a far way in reducing the numbers of unattached youth, which will ultimately reduce our high crime rate, help to restore business confidence and re-engineer the growth of our economy.

Chris Zacca, JP
President
The Private Sector Organization of Jamaica

We look forward to dynamic partnerships in this critical effort.

To Our Stakeholders

“As we prepare to embark on an exciting new phase of the YUTE, under YUTE Limited, I recognize the many stakeholders who have given enormous support to the Programme during its first three years.”



Alicia Glasgow | Executive Director, YUTE Limited

It is indeed an honour and a pleasure to take up a new leadership role in this groundbreaking initiative to empower Jamaican youth to overcome the serious challenges so many continue to face.

As we prepare to embark on an exciting new phase of the Youth Upliftment Through Employment (YUTE) programme, under YUTE Limited, I recognise the many stakeholders who have given enormous support to the Programme during its first three years. This has involved the provision of financial and technical resources, valuable time and selfless voluntary

service. Life-changing opportunities have been provided to more than 1600 at-risk youth in Kingston's most impoverished and marginalised communities.

Special thanks to:

The Private Sector Organisation of Jamaica, for its vision, conceptualisation and oversight of this ambitious initiative;

The management and employees of Development Options Limited, the Project Management Office of YUTE who were integral to the successes achieved between 2011 and 2013;

Our Funders and sponsors, including public and private sector organisations, local and international development and aid agencies, and

More than 800 Mentors and other volunteers who gave so generously of their time and effort.

As we prepare to implement the next major phase of the YUTE Programme, our strategic planning will be focusing on strengthening and expanding the established programmes for greater impact. We will also be developing new, targeted programmes in non-traditional growth sectors. Also critical to the development of the YUTE programme, will be mitigation of challenges encountered so far, and application of important Lessons Learned.

We will be challenging not only our enthusiastic YUTE team members, but also the wider Jamaican and international communities. We invite our established supporters, as well as new public, private and international stakeholders to support YUTE in the coming years. This is a strategic partnership which can impact the lives of all of us, and move Jamaica forward to a brighter future. We look forward to dynamic partnerships in this critical effort.

**Alicia Glasgow
Executive Director
YUTE Limited**

YUTE

YOUTH UPLIFTMENT THROUGH EMPLOYMENT

SPONSORED BY



“Unattached youth includes those who are not in an academic or training programme, or in any form of employment or entrepreneurship.”

Highlights of Achievements

“In 2010, unemployment among young persons in inner city communities was estimated at an average of 38%. This was higher than the national unemployment rate of 12%.”



Participants in YUTE BUILD I, a General Construction programme implemented by Youth Upliftment through Employment in collaboration with the National Housing Trust, HEART Trust NTA and the Jamaica Emergency Employment Programme.

In response to the sustained levels of antisocial behaviour, violence and crime within inner-city communities

and consistent with the national agenda to roll out an aggressive programme of inner-city renewal, a PSOJ-led Coalition of private sector bodies came together in 2010 to work with young persons in inner city communities. The Coalition was committed to focus on building technical and social skills, increasing employability, providing long and short term economic and entrepreneurship opportunities for young persons. The programme, Youth Upliftment Through Employment (YUTE) was rolled out in eight communities during the first phase, November 2010 - December

2011. It was extended to include an additional 15 communities in the second phase January 2012 - December 2013. The major communities were:

Denham Town
Drewsland
Jones Town/Rose Town
Kingston Gardens
Mountain View
Olympic Gardens
Parade Gardens
Rockfort
Tivoli Gardens
Trench Town
Whitfield Town

The original target was to reach 2,200 young men and women, ages 16- 29. A total of 1,616 young persons had been positively impacted by the end of the first phase at December 31, 2013, having benefited from a total of 2669 opportunities. Specifically:

- 514 youngsters received remedial or

pre-skills training

- 383 received skills training
- 470 received entrepreneurial training
- 80 at risk youth benefited from intensive social intervention under the U-Turn programme
- 612 volunteer mentors were trained,
- 518 of whom were matched with individual participants.

YOUTH UNEMPLOYMENT

In 2010, unemployment among young persons in inner city communities was estimated at an average of 38%. This was higher than both the national unemployment rate of 12% and that of all youth in Jamaica, which was 27%. Many of the unemployed young persons in inner cities fall into the category of ‘unattached’ youth, which includes those who are not in an academic or training programme, or in any form of employment or entrepreneurial activity. Data indicates that 70% of these young persons are unemployable, because they lack critical academic skills and have not been exposed to any post secondary training which would give them the requisite skills to enter the workforce.

Youth unemployment continues to almost triple the national unemployment rate. Compounding the challenge are the socio-economic realities of the unattached inner city youths seeking to enter the labour market.

“The provision of lunch at the Pre-Skills classes has been one of the major attractions for participants. The motivation for some students was not merely to get a free meal; it was to get their only meal for the day.”

INNER CITY YOUTH: THE REALITIES OF SERVING YUTE'S PRIMARY CLIENTS

When the YUTE Programme commenced in 2011, the primary objective of the implementation process was to facilitate vocational skills training and negotiate access to employment and entrepreneurial opportunities for some 2000 young persons aged 16 to 29. A stakeholder base consisting of non-governmental organisations, community development committees and other concerned citizens was to be activated to provide complimentary psycho-social support services to participants living in the targeted communities, supporting a sustainable transition of the young persons into the working world. However, YUTE has had to deal with significant barriers to the employment of its primary clients.

Failures of Jamaica's Education System

YUTE participants were primarily attracted to the programme to access employment opportunities. They left the first round of orientation sessions keen to work, and believed themselves ready for the workforce. However, following basic literacy and numeracy testing by Jamaica Foundation for Lifelong Learning, over 60% of participants were deemed in need of remedial classes as they were functioning

at or below the grade 6 level. Yet, YUTE's baseline data shows that 71.5% of all participants surveyed had completed grade 11.

CXC subjects, widely accepted as the basic qualifications for formal employment had been sat by only 54.8% of participants surveyed. When disaggregated by sex, less than half of the males surveyed, 45.5%, had actually had the opportunity to sit any subjects. Participants pointed to the lack of funds to pay for exam fees, and the unwillingness of the schools' administrations to recommend them for subjects as reasons for not having sat any formal exams. Given the lack of functional literacy and numeracy skills, the actions of the schools may seem justifiable. However, this is a gross injustice to the children and youth attending the institutions, who believe that going to work is the next step after leaving school, yet are woefully ill equipped for the workforce. This contributes to the frustration and belligerence of the clients served by YUTE, who cannot reconcile their need to earn to provide for themselves and their dependents, with the fact that no sustainable employment options exist for them at their current levels of qualification.

Special Challenges

While participants look forward to earning, they have demonstrated a lack of understanding of what it means to work, particularly in the formal workforce. Tardiness, unexplained absences and the need for time to attend to personal

emergencies have been exhibited by participants across all programme activities. While in most instances this could be attributed to the lack of acceptable working habits, a number of other factors have required careful consideration.

Caregiving Responsibilities

Young people's roles as parents and caregivers often go unnoticed. YUTE's baseline data reveals that 30.9% of respondents are parents, and 18.9% of those surveyed have financial and other responsibilities to persons other than their children. This translates into a need to provide money, time and support at various intervals, and impacts particularly on participants' ability to attend classes consistently. Arranging childcare for babies and toddlers, ensuring pick-ups from school, taking ailing relatives to the hospital and visiting incarcerated loved ones are all activities undertaken by participants. When faced with the fact that training provided no or little immediate financial benefit, participants sometimes chose to not to complete programme elements.

YUTE COMMUNITIES

August Town	Maxfield
Bushy Park	Mountain View
Callaloo Mews	Olympic Gardens
Cassia Park	Parade Gardens
Coburn Gardens	Portmore
Cumberland	Rockfort
Denham Town	Rollington Town
Drewsland	Rose Town
Fletchers Land	Salisbury Plain
Franklyn Town	Spanish Town
Gordon Town	Tivoli Gardens
Grants Pen	Trench Town
Hannah Town	Waltham Park
Hampton Green	Waterhouse
Homestead	Whitehall
Jones Town	Whitfield Town
Majestic Gardens	

VULNERABILITY TO UPHEAVALS

Communities served by the YUTE programme often have a legacy of violence and social malaise. Gang warfare, tense relationships with the police and military and the frequency of serious domestic disputes are all realities for the majority of YUTE's primary clients. Participants have been absent from classes and work due to gun violence in their communities, unplanned detention by the police and by serious cases of assault, including stabbing and rape. Three participants are known to have been killed by criminals or the security forces, all of them young men who were actively engaged in work or training activities. For those who have no immediate option to relocate, falling behind or dropping out is often the safest option, as participants choose between their immediate safety, and an uncertain future reward.

INAPPROPRIATE SOCIAL SKILLS

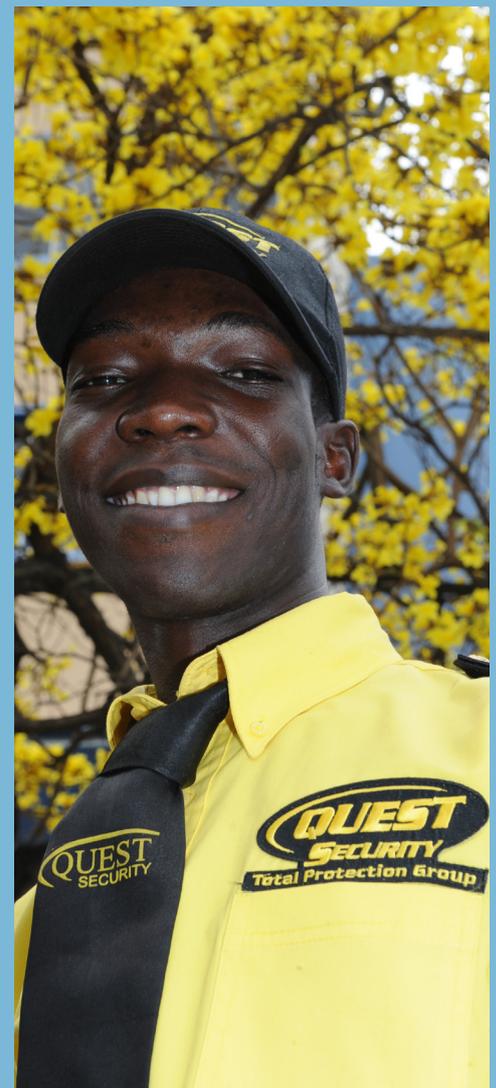
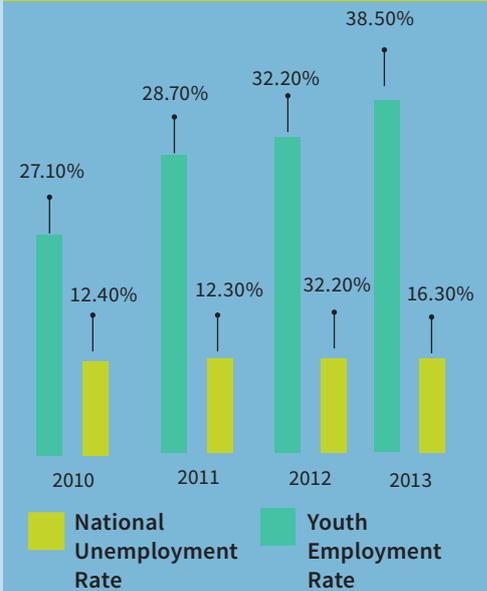
YUTE participants have the skills they need to function in their communities. Their mannerisms, language, dress and behaviours are culturally acceptable within those boundaries. It is their interactions with the world outside of the inner cities which present particular challenges, as some participants struggle to understand what is appropriate in a sometimes hostile environment. While effective mentorship can assist greatly in easing this transition, it requires more. Trainers, employers and potential co-workers must also be willing to support the young person's efforts to integrate. YUTE has found that simply fitting participants with appropriate work clothes for their placements supports a positive transformation in their attitudes and promotes the chances of a successful placement. Appropriate sensitisation of co-workers, and the commitment to facilitating the participants' learning are also important to making participants' transitions into the world of formal work a success.

CONDITIONS OF CHRONIC POVERTY

The provision of lunch at the Pre-Skills classes has been one of the major attractions for participants. The motivation for some students was not merely to get a free meal; it was to get their only meal for the day. According to YUTE's baseline data, 58.2% of youth self-identify as poor or extremely poor. This means that they and their families experience challenges in meeting their basic needs. These challenges are compounded by the limited availability and inconsistency of support services including housing, food aid, and high levels of unemployment (16.5% of participants' households did not have a working member). Poor service delivery by public healthcare facilities and subsidised legal aid services exacerbates the situation, resulting in greater instances of ill health and lengthy engagements with the criminal and juvenile justice system. Spurred by the gravity of their situation, some male and female YUTE participants were known to engage in transactional sex and other risky behaviours, putting themselves and their hopes for a sustainable future at risk.

“Youth unemployment continues to almost triple the national unemployment rate. Compounding the challenge are the socio-economic realities of the unattached inner city youths seeking to enter the labour market.”

DISTRIBUTION OF YOUTH AND NATIONAL UNEMPLOYMENT IN JAMAICA, 2010-2013



YUTE participant Odean Stevens is now employed with Quest Security.

“YUTE takes responsibility for the outcomes of each of the young persons, ages 16 - 29 who participate in the programme.”

GOALS

“Of the original target of 2200, a total of 1616 young persons had benefited from 2669 opportunities under the YUTE programme by the end of 2013.”

THE NATIONAL 2030 VISION

YUTE was designed to be a part of a solution consistent with the national agenda as expressed first through the National 2030 Vision document and more recently through the PIOJ Community Renewal Plan.

YUTE seeks to provide a total solution that works with the YUTE participant from entry through to the final desired outcome. This is a young person who is integrated into the social and economic fabric of the society. This takes into account the challenging realities of unattached youth in the inner city, and addresses both the demand and supply needs for economic empowerment.

Of the original target of 2200, a total of 1616 young persons had benefited from 2669 opportunities under the YUTE programme by the end of 2013.

SUSTAINABLE PARTNERSHIPS

YUTE takes responsibility for the outcomes of each of the young persons, ages 16 - 29 who participates in the programme. Through an electronic database, each young person is tracked from the point of entry into the programme and beyond placement in a job or work experience. In addition, for higher risk young persons, YUTE provides for appropriate resources to do in-the-field follow up.

YUTE builds sustainable partnerships at the national level between the implementing NGOs it contracts, as well as between NGOs and the private sector. In addition, YUTE plays an important role in fostering stronger partnerships between NGOs and related government organisations.

YUTE requires that the implementing NGOs focus on building positive self esteem; increasing decision making skills; introducing an appropriate moral system of belief and promoting self-control.

YOUTH

Improved education (attendance and attainment) | Entry to skills training | Securing Employment opportunities

UPLIFTMENT

Improved self-confidence and self-esteem | Improved domestic environment and management | Improved social and personal skills | Raised aspirations

THROUGH

Reduction or cessation of risky behaviour (involving drugs, alcohol, sex) | Reduction and cessation of anti-social or criminal behaviour | Prevention of entry into the criminal justice system | Alternative Engagement techniques (U-Turn).

EMPLOYMENT

Exploring of entrepreneurial opportunities | Business Start Ups | Financial management

"...no young person participating in the programme is left behind."

KEY YUTE COMPONENTS

| "Designed to increase participants' employability skills and access to employment opportunities."

YUTE APPRENTICESHIP

A programme within the YUTE Works Stream that targets engagement in on-the-job training activities. In partnership with the National Youth Service, YUTE orients selected participants and provides technical and soft skills training and on-the-job training. They are placed in schools and trained as teacher assistants and business administrators. Successful participants are certified by the HEART Trust/NTA.

YUTE BUILD

A skills training component offering training, certification and practical work experience in construction at the HEART / NCTVET Level 1, and personal development coaching. Monthly workshops offer soft skills such as financial literacy, time management, anger management, drug abuse prevention and work-life balance. A seven day residential immersion programme introduces candidates to fundamental construction and/or related skills, and assesses their aptitudes for these. Successful participants acquire NQVJ Level 1 certification in General

Construction. In this initiative, YUTE partners with the National Housing Trust, HEART, and JEEP.

YUTE ENTREPRENEURSHIP

Designed for young persons interested in establishing and operating their own micro businesses. Through workshops and practical business development exercises, participants can develop their business ideas, while learning key entrepreneurial skills. YUTE helps them to develop business plans and micro franchises.

YUTE MENTORSHIP

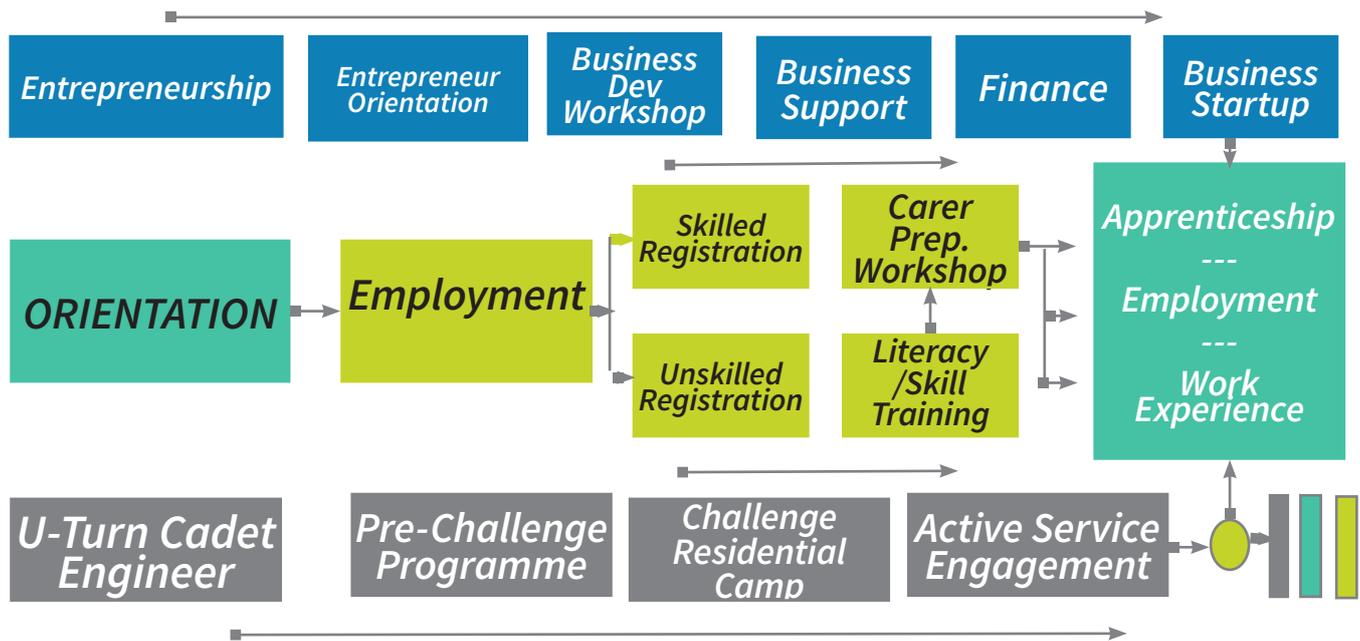
Provision of a supportive foundation on which participants can rely as they go through the programme. In partnership with Youth Opportunities Unlimited, YUTE trains mentors and matches each with a participant.

YUTE PRE-SKILLS

Provides literacy and numeracy training for participants to improve their competencies so that they can enroll in post-secondary training or be provided with a job opportunity.

YUTE BUILD

Certification and practical work experience in construction



YUTE Skills Training participants were placed in community-based training institutions certified by HEART Trust NTA. These include the Caribbean Maritime Institute, Jan's School of Catering, St. Patrick's, FullGram and The Institute of Workforce Education & Development. Participants were trained in electrical engineering, mechanical engineering, food and beverage preparation, housekeeping, hospitality management and customer care, and took part in economic empowerment sessions. Successful trainees received NQVJ Level 2 certification.

YUTE U-TURN

A behavior modification programme designed to engage the most at-risk young persons. Through a combination of residential camps, life coaching, counseling, skills upgrading, training and certification, U-Turn aims to increase participants' life management and employability skills.

YUTE WORKS

A programme stream designed to increase participants' employability skills and access to employment opportunities. Participants with varying levels of academic qualifications are assessed and trained. Employment opportunities provided include 5 week job placements, internships, apprenticeship, long term employment and special assignments.

Y.U.T.E DESIGN & SUCCESSES

YUTE was designed to incorporate and leverage the good practices of existing regional and local programme interventions. The design recognizes the potential risks – the dropout rate, the need for jobs and the overall funding of the programme. YUTE has as its focus the reduction of anti-social behaviour and violence through economic empowerment of unattached young persons in targeted communities.

THE OPPORTUNITIES

YUTE features three streams, offering a range of opportunities to engage the target group:

- Through employment - YUTE Works;*
- Through entrepreneurship - YUTE Entrepreneurs, and*
- Ensuring that the highest risk participants had an alternative - through U-Turn.*

These streams and their tributaries ensure that no young person participating in the programme is left behind.

PHASE 1 IMPACT

YUTE set out to reach 2200 underserved and at-risk youth in inner-city communities

- 1616 Participants
- 2621 Opportunities for training, coaching and employment/job placement
- 850 Opportunities for employment provided
- 514 Received Pre-Skills training
- 383 received skills training
- 470 received entrepreneurship Training
- 26 Completed YUTE Build 1 (NHT)
- 80 Participated in U-Turn
- 54 Mentors Trained
- 533 Mentor/protege relationships managed

YUTE GOVERNANCE

“YUTE’s Leadership is comprised of experts across various industries within Jamaica’s private sector, public sector and civil society.”



(L-R) Richard Chen,; Senator Imani Duncan-Price; Joseph M. Matalon, Chairman; Sandra Glasgow and Keith Duncan

YUTE Limited was registered as a charity in July 2011 with a Board of Directors, chaired by Joseph M. Matalon. An Advisory Council, comprised of noted personalities from the public, private and non-governmental spheres, met to review the project on a quarterly basis. A Project Board met monthly and guided and monitored all YUTE activities. The Board was supported by three main committees – Finance and Governance, Programme Development and Implementation and Communication and Fundraising – which convened regularly to examine all operational and financial project matters.

YUTE Limited’s Corporate Secretary, Cristina Matalon, attended all meetings of the Advisory Council and the Project Board and took formal minutes, as well as ensured the full compliance by YUTE Limited on all taxation and corporate registration matters.

Given that the PSOJ’s Secretariat did not have the resources to manage a project of YUTE’s magnitude, The PSOJ contracted Development Options Limited to act as the Programme Management Office (PMO) and manage the project’s implementation.

ADVISORY COUNCIL

Project Board

Finance & Governance

Programme Development & Implementation

Communication & Fundraising

TECHNICAL MANAGEMENT TEAM

PROGRAMME MANAGEMENT OFFICE

COMMUNICATIONS

RISK MANAGEMENT

WEBSITE AND CRM TOOL

PROGRAMME IMPLEMENTATION

SOME ADDITIONAL ASPECTS OF PROJECT SUCCESS

PROJECT SUCCESS	FACTORS THAT SUPPORTED SUCCESS
<p>Training of more than 600 volunteer mentors at 25 training sessions, and management of more than 500 mentorship relationships.</p>	<p>Promotional efforts by the PSOJ and the Project Board to recruit volunteers to serve as mentors.</p> <p>A series of planned events to increase interaction between mentors and their mentees. Ongoing follow-up and reviews to assess relationships, provide review sessions and/or rematch when necessary.</p> <p>A monthly e-newsletter kept mentors informed of programme activities.</p>
<p>Production of a resource guide booklet titled “Services for Urban Youth”. Book launch was held on January 15, 2013 at the Olympic Gardens Civic Centre.</p>	<p>Funding was received from the National Health Fund and the CHASE Fund to support the production of the resource booklet. Additional resources were committed to expand the topics covered.</p>
<p>To date 850 participants have had work opportunities, ranging from 6 weeks to full time.</p>	<p>Commitment of the PSOJ to identify the work opportunities. The decision by the Project Board to hire a full time resource person to build relationships with private sector firms to make ‘deposits’ into the Job Opportunity Bank.</p>
<p>Placement of 383 participants in skills training institutions for training and certification.</p>	<p>The PSOJ, through the Project Board made budget adjustments to ensure that training spaces could be secured at community based training institutions certified by HEART Trust/NTA. Support was also received from the PetroCaribe Development Fund.</p>
<p>Successful partnerships forged with two relevant state agencies which will result in the institutionalization and therefore sustainability of elements of the YUTE Programme. MOUs signed with the National Housing Trust and with the Ministry of Youth & Culture.</p>	<p>Partnerships have been pursued which will enhance the YUTE Programme, through funding, access to in-kind support and the adoption of additional programme elements. The YUTE programme has also recently engaged PSOJ Sponsors on the “Making School Count Tour”.</p>



YUTE-BUILD I participants join other construction workers on a work site as part of the Jamaica Emergency Emergency Programme

The majority of participants with permanent job placements were employed with companies such as Fullgram Solutions Limited, Jamaica Money Market Brokers Limited and a number of restaurants across Kingston and St. Andrew.

YUTE WORKS

Participants receiving internship placement opportunities expressed 100% satisfaction with the experience.

This programme stream is tasked with increasing participants' employability skills and their access to employment opportunities. Young people enter the programme stream with varying academic competencies which reflect their readiness for employment.

The YUTE Works Stream comprises pre-skills training, skills training and job placement for qualified participants. Over the period, participants were offered short, medium or long term job placement opportunities, primarily in customer service, landscaping, food and beverage, manufacturing, entertainment and sales.

Key tasks of the PMO:

Preparation of requests for bids from eligible NGOs to implement elements of the YUTE Works Stream for the following:

Firms to develop and deliver Career Preparedness Workshops

Remedial learning opportunities for YUTE Participants

Skills Upgrading opportunities for YUTE Works Participants

Follow up and ensuring placement of commitments into the Job Opportunity Bank (JOB)

In conjunction with the Fund Raising Committee, the development and execution of strategies for engaging small and medium enterprises to deposit jobs and provide in-kind support to YUTE.

YUTE JOB PLACEMENT ACTIVITIES

The process of working with qualified participants ready for immediate employment involved:

Identification of participants for the employment stream

Identification and procurement of service providers for Career Preparedness Workshop

Participant Development- Career

Preparedness Workshop

Job Development

Monitoring & Evaluation

IDENTIFYING PARTICIPANTS

The majority of participants recruited were assigned to the employment stream and were involved in the process of participant and job development in preparation for internships of three to six months, and permanent placement opportunities.

JOB PLACEMENT TRAINING

Twenty four Career Preparedness Workshops (CPWs) were conducted between June 2011 – November 2012, with five hundred and sixty-two (562) participants. The CPW was initially designed for "job ready" participants who were embarking on internship or permanent placement opportunities to prepare them for the world of work. The Career Preparedness Workshops were reshaped in March 2012 to include Entrepreneurship Preparedness and Study Preparedness in a bid to increase the likelihood of participants becoming economically empowered. Leachim T. Semaj & Company was selected to develop and deliver the CPWs.

An additional three Career Preparedness Workshops (CPWs) were conducted in 2013 for participants engaged in Pre-Skills and Skills Upgrading. These additional sessions were conducted with the support of HEART Trust/ NTA. National Commercial Bank Foundation was the sponsor of the CPWs.

THE JOB BANK

Two hundred and nineteen private sector companies and government departments and agencies deposited jobs into the job bank. YUTE participants were then identified and shortlisted for interviews. Job placement opportunities that afforded the payment of a stipend or salary to participants was an

added enhancement for the project.

PERMANENT PLACEMENT OF EMPLOYEES

A review of participant evaluations showed that more than 80% of the participants employed in permanent placements earning between J\$4,000 and \$6,000 as their starting salary, went on to earn up to \$10,000 per week.

The majority of participants with permanent job placements were employed with companies such as Fullgram Solutions Limited, Jamaica Money Market Brokers Limited and a number of restaurants across Kingston and St. Andrew.

The job placement survey showed that 86% of the participants were happy with their work experience, their supervisor, their work schedule and relationships with their co-workers. Fifty percent were satisfied with their salary, 17% with their benefits.

INTERNSHIP PLACEMENTS

Participants receiving internship placement opportunities expressed 100% satisfaction with the experience. Seventy-five per cent expressed dissatisfaction with their salary (\$5,000-\$6,000 per week) and 25% were unhappy with their job benefits. A significant number ended their placements prematurely because of lack of social support at home and inadequate salaries.

EMPLOYERS' EVALUATION

The Employers rated the participants favourably in the areas of dependability (74%) and communication and listening (65%). Eighty percent of the participants were recommended for future employment and 16% were evaluated as needing additional training. In terms of job knowledge, employers commented that

“Our strategic planning will be focusing on strengthening and expanding the established programmes for greater impact.”

Alicia Glasgow | Executive Director

the participants were “eager to learn” and “showed interest”. On average, employers evaluated attendance favourably (63%) but were particularly concerned with punctuality, noting that participants arrived late most of the time.

YUTE PRE-SKILLS TRAINING

Working with Pre-Skills participants to attain Grade 6 certification in English and Numeracy for Survival by Jamaica Foundation for Lifelong Learning (JFLL LENS) and to participate in other elements of the YUTE Programme included the following:

There were three (3) cycles of the YUTE Pre-Skills Training Programme with centres established in vulnerable communities such as Drewsland, Parade Gardens, Rockfort, Trench Town, Olympic Gardens, Mountain View, Denham Town, Jones Town, Tivoli Gardens and Whitfield Town. The final cycle of the pre-skills training programme offered specialised training in First Aid, Customer Service, Entrepreneurship (Junior Achievement) and Financial Literacy. Participants also got the opportunity to tour the campus of the University of Technology, Jamaica and the Whitfield Town group was visited by the First lady of Belize during a “YUTE Inspire” session.

The selection of the Pre-Skills Trainers was done through requests for résumés and shortlisted applicants were interviewed by a panel of two Programme Management Officers, a Community Development Council Representative and a YUTE Participant.

YUTE SKILLS TRAINING

The Skills Training Programme involved the engagement of participants directly with HEART Trust NTA and HEART/NTA based training institutions. The latter were Golden

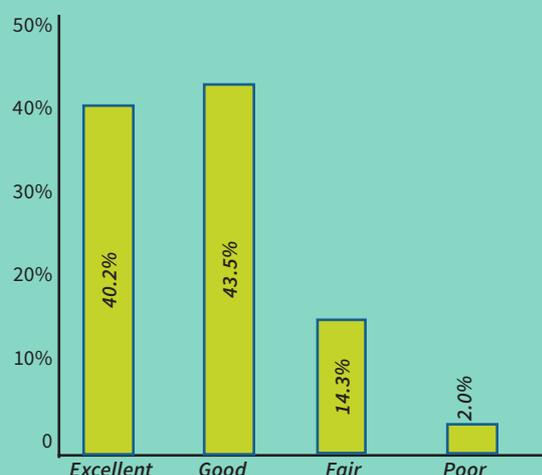
Opportunities Training Centre (GOTC), Garmex, Girls Town and Boys Town. In cycle two of the programme, Jan’s School of Catering, Caribbean Maritime Institute (CMI), Bars to Go Training Institute, Institute of Workforce Education and Development (IWED) and St. Patrick Foundation were the institutions contracted.

The skills training programmes at IWED and CMI were incomplete as at December 31, 2013. The estimated date of completion of the IWED training is March 2014 following assessment of the housekeeping cohort and May 2014 following further training and assessment of participants engaged in welding and automotive engineering.

The YUTE Pre-Skills Training Programme had centres established in vulnerable communities such as Drewsland, Parade Gardens, Rockfort, Trench Town, Olympic Gardens and Mountain View, Denham Town, Jones Town, Tivoli Gardens and Whitfield Town.

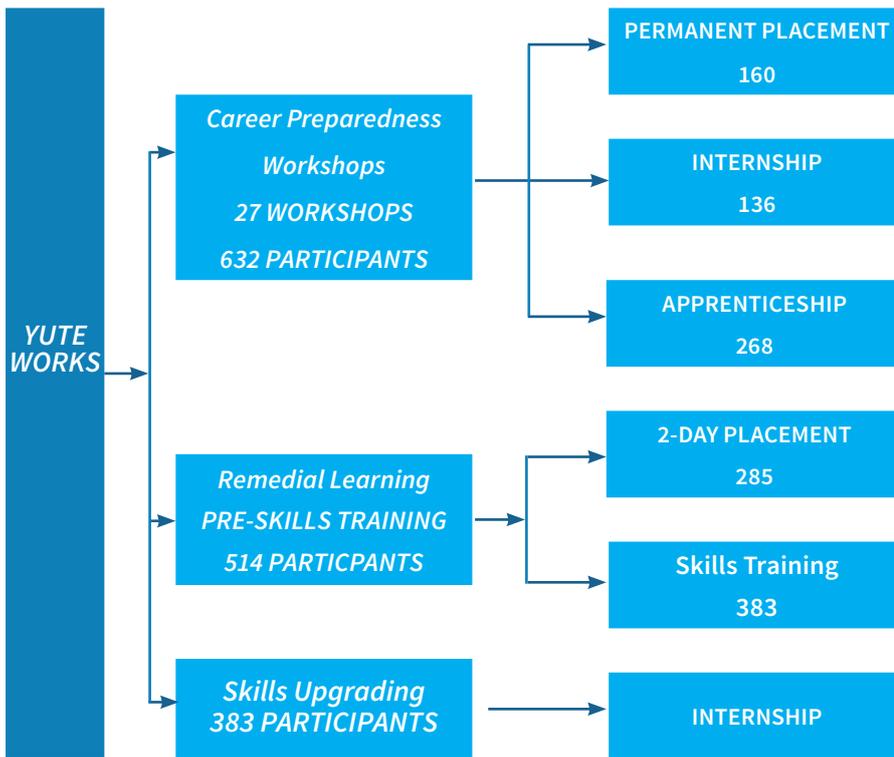
The final cycle of the pre-skills training programme offered specialised training in First Aid, Customer Service, Entrepreneurship (Junior Achievement) and Financial Literacy. Participants also got the opportunity to tour the campus of the University of Technology, Jamaica and the Whitfield Town group was visited by the First lady of Belize during a “YUTE Inspire” session.

THE OVERALL QUALITY OF THE Y.U.T.E. PROGRAMME WAS:



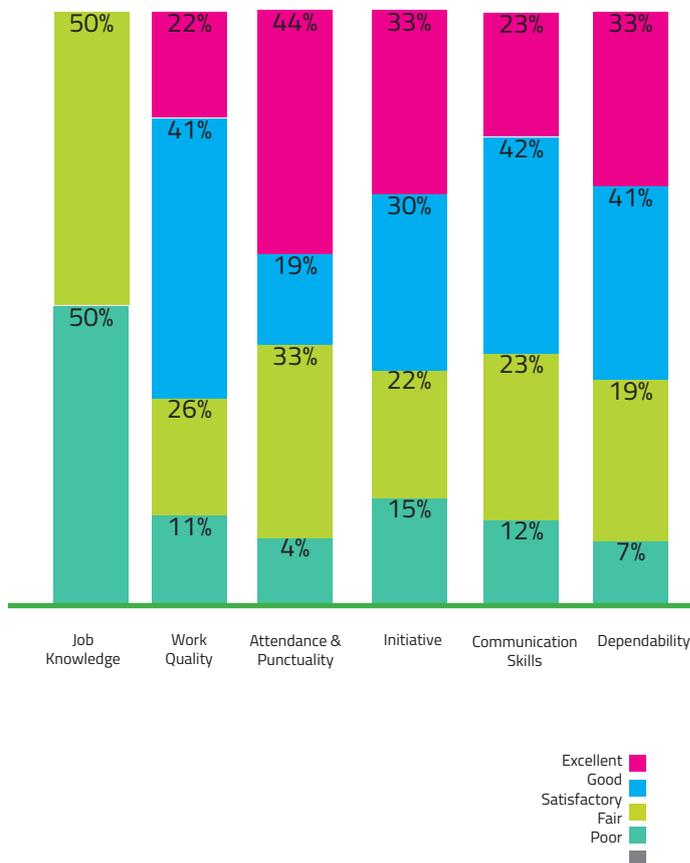
The overall quality of the YUTE Programme was rated Excellent and Good by the majority of participants in Phase 1 of the programme.

SUMMARY OF OPPORTUNITIES IN THE YUTE WORKS STREAM



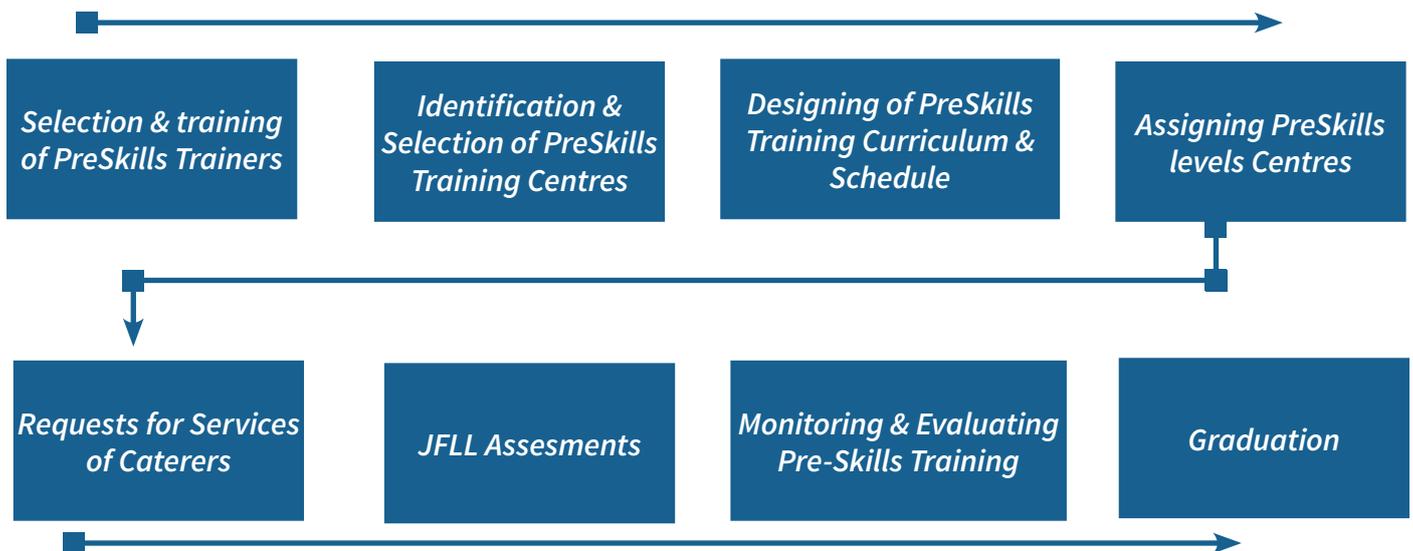
(Above) YUTE participant Devon Mason participates in the Food Preparation course at Boys' Town Vocational Training Centre, HEART NTA

SUMMARY OF EMPLOYERS' EVALUATION OF YUTE PARTICIPANTS



Orlando Sharpe participates in the auto mechanic programme in collaboration with the Caribbean Maritime Institute

PRE-SKILL TRAINING PROCESS



“Good habits formed at youth make all the difference.”

Aristotle

SUMMARY OF THE NUMBER OF PARTICIPANTS ENGAGED IN THE YUTE PRE-SKILLS PROGRAMME									
Pre-Skills Centres									
			# of Participants Completing Training						
	Participants Assigned	Participants Actively Engaged	Level 1	Level 2	Level 3	Level 4	JFLL	Successful Completion Rate (%)	Attrition Rate (%)
CYCLE 1									
Denham Town	55	36	8	15	32		17	47	53
Tivoli Gardens	40	27	13	6	21		16	59	41
Jones Town	37	20	6	8	23		11	55	45
Olympic Gardens	28	11	4	9	15		7	64	36
Trench Town	37	17	13	9	15		4	24	76
Rockfort	60	31	14	14	32		16	52	48
Parade Gardens	50	29	8	15	27		15	52	48
			Levels 1&2	Level 3	Level 4				
CYCLE 2									
Drewsland	41	39	9	0	32		23	59	41
Olympic Gardens	7	7	0	0	7		7	100	0
Parade Gardens	92	79	24	22	46		35	44	56
Rockfort	86	75	16	20	50		42	56	44
Jones Town/Rose Town/Trench Town	123	85	34	52	37		45	53	47
CYCLE 3									
Whitfield Town	62	51	-	8	43		48	94	6



(L-R) YUTE participants Chavando Thompson and Mishka Logan - Pre-Skills and Annalise Hutchinson, IWED - Business Administration

TABLE 2.2 SUMMARY OF THE NUMBER OF PARTICIPANTS ENGAGED IN THE YUTE SKILLS TRAINING PROGRAMME								
Skills Training Institution								
			# of Participants Completing Training					
	Participants Assigned	Number of Participants Enrolled	Number of Participants Completing Training Level 1 Certification	Number of Participants Completing Training Level 2 Certification	Number of Participants Completing Training Certification of Participation	Total Number of Participants Completing Training	Successfully Completion Rate (%)	Attrition Rate (%)
CYCLE 1								
Heart Trust NTA	15	15	12	12	12	12	80	20
Excelsior Community College	1	0	0	0	0	0	0	100
GOTC	86	86	30	30	30	30	35	65
Fullgram Solutions Limited	120	120	0	0	120	120	100	0
Bars to Go	34	34	N/A	N/A	34	30	100	88
CYCLE 2								
Jan's School of Catering	50	43	20	8	33	33	66	34
Bars To Go Training Institute	40	36	32	8	32	32	80	20
Institute of Workforce Development (IWED)	72	72	-	-	-	-	-	-
Caribbean Maritime Institute	100	98	-	-	-	-	-	-
St. Patrick Foundation	10	10	10	-	10	-	100	0

Four weeks of training was followed by a one week Career Preparedness Workshop

Specialised Train & Place Programme

Fullgram Solutions

YUTE signed a Memorandum of Understanding with Fullgram Solutions on September 13, 2011, for participants to obtain training, job exposure and permanent employment opportunities. One hundred and sixty participants were to be considered for training under the YUTE/Fullgram Solutions partnership. Agencies in partnership with the YUTE Programme, such as Children First, RISE Life Management Limited and the National Housing Trust (NHT) recommended young persons to participate in this programme.

Twenty young persons were trained monthly in the areas of anger management, conflict resolution, life and behaviour skills, basic computer operations, bookkeeping and customer service operations. Training for YUTE participants was consistent with the standards and practices of the Fullgram Solutions Job Preoperational Program ("FSPP") which seeks to maintain high attendance standards provides real-time verification and feedback, frequent participant evaluations, and quality assurance protocols.

TRAINING AND JOB PLACEMENT PROCESS

There were quarterly screenings for young persons interested in participating in the YUTE/ Fullgram Training Programme. Individuals were assessed in the areas of voice and speech, deportment and career interest. Successful applicants usually began training within three months.

During training, participants were given access to the requisite training materials and equipment. In addition, arrangements were generally made to establish bank accounts with the Bank of Nova Scotia (BNS), for participants without existing accounts, to facilitate the weekly direct deposits of stipend payments in the amount of J\$1,000. Participants were also given daily coffee or tea breaks and lunch during training.

Four weeks of training was followed by a one week Career Preparedness Workshop (CPW) and a week of work experience. Eighty-five percent (85%) of the participants in the Fullgram

programme usually receive immediate permanent job placements. They typically received entry level positions with a starting salary of \$6,000 per week. Each was assigned a mentor to assist in the design and actualization of a life plan.

THE JOB PLACEMENT EXPERIENCE

One hundred and thirty one YUTE participants were trained at Fullgram Solutions. Sixty three percent of them were employed by Fullgram Solutions in positions including call centre agents, switchboard operators and security personnel.

Other participants were employed in customer services positions.

The train and place experience with Fullgram Solutions Limited brought to the forefront the issue of job retention. Of the 131 participants trained, 71% (94 participants) received job placement opportunities, of whom only 55% (52) were still employed after 3 months.



YUTE participant Davie Peters enrolled in the Auto Mechanic programme in association with the Caribbean Maritime Institute

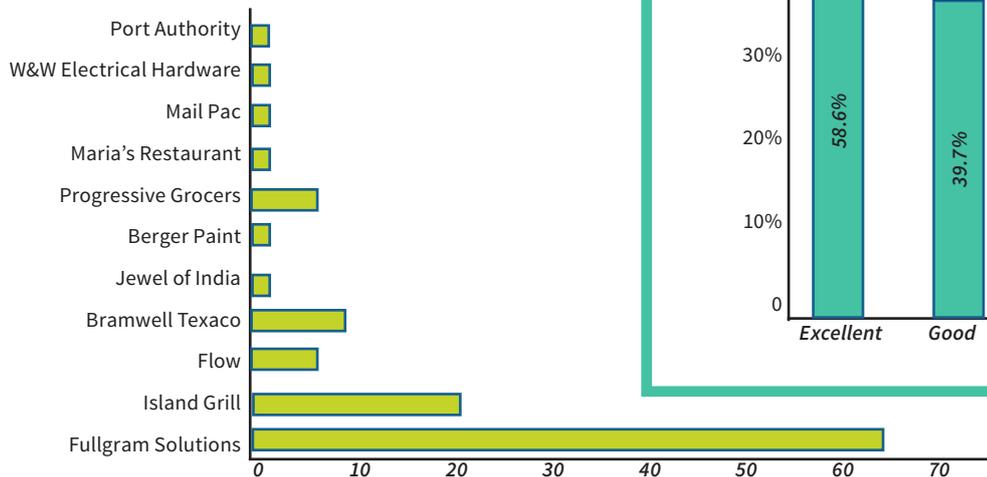
Twenty young persons were to be trained monthly in the areas of anger management, conflict resolution, life and behaviour skills, basic computer operations, bookkeeping and customer service operations.

One hundred and sixty participants were to be considered for training under the YUTE/ Fullgram Solutions partnership.

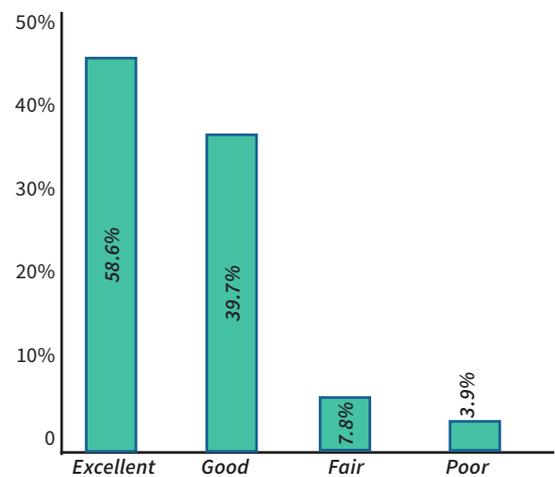


YUTE participant Renee Bennett (2nd left) was named the Top Performer in the food preparation programme at Jan's Catering. Here she poses with the team at Red Bones Restaurant in Kingston, where she is employed.

DISTRIBUTION OF COMPANIES EMPLOYING YUTE PARTICIPANTS UNDER THE YUTE/FULLGRAM SOLUTIONS TRAINING PROGRAMME.



IN YOUR OPINION, THE QUALITY OF THE PLACEMENT WAS:



The graph above represent the responses of YUTE participants to the quality of their job placements through the YUTE programme.



YUTE participants Davie Peters (2nd left), Orlando Sharpe (2nd right) and Dameon Collins (right) work alongside other students in the Auto Mechanic programme at CMI.

SUMMARY OF PRE-SKILLS TRAINING GOOD PRACTICES

PRE-SKILLS TRAINING GOOD PRACTICES

Qualified Teachers - Trainers

The use of trained teachers with primary or secondary school teaching diplomas who were also trained to deliver the JFLL LENS curriculum resulted in greater success of the participants in their assessments. A few individuals who started the programme at Level 2 were able to successfully matriculate from the Pre-Skills training programme.

5 Week Job Placements

The provision of stipends by means of a five week job placement gave the participants who completed Pre-Skills training a sense of accomplishment. Also, the job placement, though temporary, gave participants an opportunity to gain valuable work experience.

Constant Participant Engagement

Constant engagement of the pre-skills training participants via activities such as outings and the JA50 Legacy Showcase, jewellery making workshops and community engagement via YUTE community engagement officers fostered good results.

Soft Skills Training

Soft skills training helped to 'refine' the participants over a period of time. They were made aware of how to improve self-esteem, personal grooming hygiene, group development, how to manage money, etc. This resulted in vast improvements in attitude. Participants were able to view things from new perspectives and developed greater self-confidence.

Career Preparedness Workshops

Career Preparedness workshops helped to improve the participants' attitudes towards the working world. They were coached on how to prepare for an interview, conduct themselves on the job and attain their goals.

External Assessments - JFLL Assessments

Through external assessment, pre-skills trainers were able to determine whether or not participants had improved their literacy skills. In addition, the participants felt a great sense of accomplishment when they were successful.

Meal Procurement

The provision of lunch for the participants for each day of class was an essential element of the Pre-Skills training programme. It was found that the lunch provided was the only meal that some of the participants had for the day. Some would take home their lunches have them for their dinner.

Pre-Skill Training Centres in Communities

The setting up of Pre-Skills Training Centres in the YUTE targeted communities allowed for easy access to classes for the majority of participants.

Reviewing of Registers on a monthly basis

Monthly reviewing of registers helped to track participants active in the programme as well as those who had stopped attending classes. This was important for reporting purposes and to also ascertain the number of participants in the programme at any one time.

Monitoring and Evaluating Pre-Skills Training

The monitoring of the pre-skills trainers every three to four months gave an indication of how they were performing from the participants' perspective. This allowed for adjustments to be made.



Keziann Bartley, Top Performer - Pre-Skills



Dannette Lawrence, Top Performer - Entrepreneurship

SUMMARY OF JOB PLACEMENT GOOD PRACTICES

<p>Career Preparedness Workshops (CPWs)</p>	<p>The CPWs were useful in helping the participants focus on key employability skills.</p> <p>The key sessions were : “Making the shift – why work?”, “ Customer Service” , “ The Workplace Today”, “Professionalism at the Workplace”, “Conflict Resolution at the Workplace” and “The immutable laws of money management”.</p> <p>These sessions helped to develop competencies in the areas of job attainment, survival, retention, self-development and career preparedness. The session was delivered through a mix of classroom presentations and activities.</p>
<p>Diverse Employment Opportunities</p>	<p>The programme sought to provide employment opportunities for all participants, regardless of their level of work experience and education. The employment opportunities ranged from short term placements such as 2-day or 5 weeks Job placements (for participants in Pre-Skills Training), internship and the occasional days’ work (special placement) to long term opportunities in apprenticeship and permanent placements.</p>
<p>Financial Incentives</p>	<p>The programme provided stipends to persons engaged in 5-week and apprenticeship training. This allowed companies to engage more persons, recognize their added value abilities and consider them for permanent employment.</p>
<p>Follow Up Services</p>	<p>YUTE participants were continuously engaged in activities such as: job fairs, health fairs, church services, personal and professional development seminars. This fostered a greater sense of belonging to the YUTE group, which in turn facilitated interactions with peers, reinforced lessons learned and encouraged knowledge sharing.</p>

REASONS FOR PARTICIPANTS’ NON-ATTENDANCE OF CLASSES OR INCOMPLETION OF THE YUTE PRE-SKILLS TRAINING PROGRAMME

One of the main and consistent reasons for the participants leaving the programme was that they were seeking and gaining employment. Being gainfully employed was a major need for many of them. Some participants had wanted immediate job placement (albeit part/full time) at the pre-skills training. When this was not forthcoming, they stopped attending classes.

Some of the participants had learning challenges and were therefore not suited for the programme as they were unable to keep up with the classes.

Community warfare did impact attendance. Some participants are afraid of crossing ‘borders’ to attend classes. One participant was threatened that he would be killed if he was found crossing a particular border to attend classes.

Some participants found it easier to stay home and earn a living by informal means rather than to attend classes. They felt that when they attend class, they receive nothing, while they were able to provide for themselves and their families when they engaged in informal activities.

Despite living in major communities where a pre-skills training centre was located, some participants had to commute or walk to classes on a daily basis. Over time they become tired and frustrated and stopped attending classes or attended irregularly.

Female participants with one or more children without a caregiver had stay home as they did not have support to monitor their children while attending classes and could not afford day care. This resulted in them stopping classes or attended irregularly.

When a pre-skills training class was terminated due to having less than 15 participants, the pre-skills trainer would be dismissed. The programme lost many participants in this manner as they had become attached to their original trainer.

Over a period of time, some participants began to lose sight of the value of the programme. This was reflected in attitudes and attendance patterns. They became nonchalant and started attending irregularly. In addition most of the cycle two participants wanted stipends for attending classes.

Some of the participants felt the Pre-Skills Training Programme was too long; they became uninterested and stopped attending classes. In addition, some participants opted for other programmes with a shorter time span to complete training.



YUTZ
EMPLOYMENT THROUGH EMPLOYMENT

Mishaka Logan, Top Performer - Pre-Skills

Young persons expressing an interest in entrepreneurship could choose from one of two training options

YUTE Entrepreneurship

This training also afforded participants the opportunity to receive on-the-job training for the business model they selected.

The YUTE Entrepreneurship programme was designed to prepare participants to own and operate a successful sole or joint enterprise as an alternative to employment. Young persons had the opportunity to select the option that would best suit and meet their own personal needs.

Key Programme Stream Objectives:

To introduce at least 430 YUTE participants to a discussion on entrepreneurship as an option for employment

To provide a structured appropriately designed workshop which would allow potential entrepreneurs to develop their business ideas.

To provide critical support in the start-up and initial operation of micro enterprises by YUTE participants

To build community capacity to provide support to community based enterprises.

The Programme for young entrepreneurs was rolled out in three phases:

PHASE 1

Titled Entrepreneurship Orientation, a 2-day event to determine if a participant had indicators which made her/him a suitable candidate to go forward to the extended business development workshop.

PHASE 2

As a follow on to the Entrepreneurship Orientation, participants would engage in a 7-day Social Skills for Entrepreneurs Workshop that was intended to provide young persons with the skills necessary to integrate effectively into the social and economic fabric of Jamaica.

Requests for proposals were published, with four companies submitting proposals.

PHASE 3

This involved Entrepreneurship Training utilising the Junior Achievement Curriculum or the micro-franchise business model.

PROGRAMME STREAM ACTIVITIES

Activity Dates: February 2011 to December 2012

Young persons expressing an interest in entrepreneurship could choose from one of two training options/opportunities for entrepreneurship: Junior Achievement or Micro-franchise. Persons interested in pursuing entrepreneurship were invited to an Entrepreneurship Orientation; at the end of the Orientation participants were asked to choose the training option of their choice.



YUTE Participants, trained in Auto Mechanical

IN THE FIRST PHASE

In the first phase of the Project, the Fairbourne consulting team with support from the targeted communities of the YUTE Programme



Andre Johnson and Shaneka Maxwell, Most Outstanding Performers, YUTE BUILD IT.



Members of the YUTE team conducted focus group sessions and individual interviews in



Tiffany Absolam and Tafreca Robertson participates in the Bars to Go mixology programme.

RECRUITMENT OF PARTICIPANTS

At the start of the YUTE programme, participants were recruited from the targeted communities during the Pre-Orientation phase.

ENTREPRENEURSHIP ORIENTATION

A total of eleven Entrepreneurship Orientation Sessions were conducted since as indicated below:

Subsequent sessions have been conducted through the sponsorship of CitiFoundation. Five of the 10 sessions with 182 persons in attendance were conducted between January and December 2012.

The sessions were aimed at :

Identifying, strengthening and applying entrepreneurial competencies

Assisting participants in developing entrepreneurial strategies

At the end of the orientation sessions, participants could choose between Junior Achievement and Micro-Franchise training. Those selecting Junior Achievement were invited to begin training in February 2012.

JUNIOR ACHIEVEMENT

Through the sponsorship of Citi Foundation, Junior Achievement Jamaica was contracted on January 16, 2012 to train 467 young persons utilising the Junior Achievement curriculum. The first group of 20 began training in February 2012 at the Duke Street United Church; the venue was changed to the St Andrew Scot's Kirk in April 2012. The original number decreased over time and eight of the 20 persons completed training in June 2012. In the same month, the Pilot Group participated in the Junior Achievement Exposition at Devon House on June 30, 2012. There received satisfactory responses about their all-purpose meat seasoning from persons who visited their

booth.

Eight of them have decided to continue with their business idea and are in the process of registering their business.

Based on the challenges experienced with the Pilot Group and to minimise significant fall out, it was decided to have the Junior Achievement curriculum delivered to the participants attending pre-skills training.

In March 2012, 15 Pre-Skills trainers received a crash course in the delivery of the Junior Achievement curriculum as they were expected to assist in the delivery of the training. Six Pre-Skills groups were targeted and training commenced in April 2012 on a staggered basis.

The groups were:

Rockfort – Level 4

Parade Gardens – Level 3 and 4

Trench Town, 2 Level 4

Drewsland, Level 4

Training sessions were incomplete as at January 2013 as there were various interruptions in the training process.

Contact with the participants indicated that they are interested in completing the sessions as they have ‘nothing to do’ at this time’ (their words).

It was observed that most of the participants were not interested in operating their own business. They were more interested in “getting a work” or working in an office.

In 2012 October, the PMO began conversations with the Caribbean Maritime Institute to have the Junior Achievement curriculum delivered to the YUTE participants attending the institution. Delivery of the curriculum began to interested participants but was later interrupted and discontinued following the summer holidays in 2013.

MICRO-FRANCHISE

Following much deliberation, the Entrepreneurship Stream was re-scoped and support was sought from the Inter-American Development Bank through their grant arm, the Multilateral Investment Fund (MIF) which supported the launch of a micro-franchise project.

The Jamaica Micro-franchise Project (JMP) began in 2011 October with the signing of the contract between The Private Sector Organisation of Jamaica and Fairbourne

Consulting. The Jamaica Micro Franchise Programme (JMP) was designed in 4 phases:

Market Research

Development of Business Models

Live Market Test (of the Business Models) and

Dissemination of Lessons Learned

Market Research

In the first phase of the Project, the Fairbourne consulting team with support of the YUTE team conducted focus group sessions and individual interviews in the targeted communities of the YUTE Programme. At the end of the research, they reported that 3 business opportunities were potential micro-franchise businesses: grocery distribution, ice cream distribution and selling of hot dogs. This information was published at a workshop at the PSOJ on October 28, 2012

Development of Business Models

This phase focused on:

designing the business models for the 3 ideas,

continuing discussions with potential micro-franchisors (Jamaica Broilers, Wisyngo and the Musson Group comprising T. Geddes Grant Ltd. and Facey Commodity) and

recruiting and training young persons (micro-franchisees).

This phase of the Project, which began in November 2011 and ended January 2012, presented many challenges in the recruitment process and engaging with the potential micro-franchisors. As a result, the consultants visited Jamaica in February 2012 to continue the discussions with the Micro-franchisors.

Recruitment of Micro-franchisees

This process began in November 2011. The PMO, following on the advice of Fairbourne Consulting, began recruiting persons who at a minimum, were functioning at the Grade 6 level. Thirty six persons were recruited between November 2011 and April 2012. They were recruited from the communities targeted by the YUTE Programme.

This recruitment process was revised in

June 2012 and the eligibility requirements were modified to target young persons who were:

Between 18 – 35 years

Living in Kingston and St Andrew

Had at least 2 CXC passes, including English and mathematics

Not working or going to school

Two advertisements were placed in the Sunday Gleaner which generated over 100 responses. At the end of September 2012, 56 persons indicated an interest in pursuing one of three business ideas: cosmetics (25), grocery distribution (12), and hot dogs (19).

Micro-franchise Training

Two micro-franchise training sessions were conducted in 2012. The first session took place May 14 and 15, 2012 at the JBDC Incubator and Resource Centre. Twenty young persons attended the two-day event. The training was facilitated by Fairbourne Consulting and incorporated team members from T. Geddes Grant, Facey Commodity and Transaction E Pins. The micro-franchise training event was designed to make participants more aware of the concept and principles of micro-franchise. This training also afforded participants the opportunity to receive on-the-job training for the business model they selected. The topics covered in the sessions were:

Basics of Micro-franchising

Information on statutory deductions and the General Consumption Tax (GCT)

Call Credit Training

13 Rules of Micro-franchising

Basic Book-Keeping

Briefing with Micro-franchising

The second phase of the micro-franchise training involved ‘job-shadowing’. The participants received on the job training in their area of choice. Those interested in grocery distribution were taken to their community to approach grocery shops and to get their support. Persons interested in selling hot dogs were taken to the Jamaica Broilers Spring Village plant for food and safety training, and also to the JB manufacturing plant in Bog Walk.

In May 2012, the grocery micro-franchise was launched in four communities: Kingston Gardens with one person, Parade Gardens with two persons, Jones Town with five

A second micro-franchise training session took place at the JBDC Incubator and Resource Centre over four days: November 26 – 28, 2012

persons and Trench Town with four persons.

A second micro-franchise training session took place at the JBDC Incubator and Resource Centre over four days: November 26 – 28, 2012. The first three days of training covered the following topics:

Day 1

- Basics of Micro-franchising*
- 13 Rules of Micro-franchising*
- Customer Service*

Day 2

- Basic Book-keeping*

Day 3

- Briefing with Micro-franchising*

On Day 4, 21 participants travelled to Canco Limited in Seaforth St. Thomas, a manufacturing company canning ackees, calaloo and other products under the “Linstead Market” brand. They were met by Mr. Patrick Buchanan who briefed them on the operations. He highlighted the different career paths in the manufacturing industry (consultants, farmers, transporters, managers etc.). He also told them about the HACCP (Hazard Analysis Critical Control Point) which helps to monitor and maintain sanitary conditions in the food industry. Participants had a chance to interact with the staff members at the factory.

LIVE MARKET TEST

The Live Market Test (LMT) began with 12 micro-franchisees in the communities of Kingston Gardens (1), Parade Gardens (2), Jones Town (5) and Trench Town (4). The micro-franchisees were monitored on a monthly basis. The majority (82%) had particular challenges in carrying out their businesses. These challenges included:

- Violence in their communities*
- Price changes made to several products as a result of GCT being added to some products or the reduction of GCT on others*
- Delays in getting the new price list*
- Reluctance of route van salesmen/drivers to visit some of the communities*
- Consumers were not interested in the products offered by T. Geddes Grant. This*

meant that some of the products were left over or not sold

Consumers were mostly interested in drinks or drink mixes such as “Trix” and “De Bom”.

Consumers indicated that the prices were more expensive than when the goods were purchased downtown

Using the point of “saving on transportation” as a marketing tool was not working

Taxi operators also had a business of purchasing, picking up, delivering goods to shop keepers

Participants needed carts for easier transportation of goods to consumers

The general structure of the programme limited some of the micro-franchisers to particular products while consumers wanted a wider range of products.

The participants felt that no more than 2 persons should be assigned to the Jones Town community.

As a December 2013, only one participant (in Kingston Gardens) remained in the programme.

PROJECT EXTENSION

A request was made to the IDB/MIF to extend the life of the Jamaica Micro-franchise Project. This approval was granted and the Project was extended September 7, 2013. The request was made against the background of the challenges faced by the Project:

- recruiting interested and eligible young persons*
- delays in preparing business models, and*
- the reluctance of the consulting firm to take into consideration certain concerns by the YUTE team.*

FAIRBOURNE CONSULTING

In light of the challenges with the consulting firm, the decision was made to terminate their services. A Termination Agreement was sent to Fairbourne Consulting which was accepted and signed by the firm. This took effect on November 1, 2012.

ENTREPRENEURSHIP PREPAREDNESS WORKSHOPS

The Entrepreneurship Preparedness Workshop component was added to the overall programme offering of the Entrepreneurship Stream. The sessions were designed to help participants navigate daily life as well prepare them for the issues/challenges that can arise in managing a business.

In April 2012, the first Entrepreneurship Preparedness Workshop (EPW) was held with ten participants attending the session over three days (one full day and two half days). Between May and September 2012, three other EPWs were conducted:

The second workshop took place at the College of Insurance and Professional Studies (CIPS); 24 persons attended the 2-day event.

On August 20 and 21, 2012, 23 persons who expressed an interest in pursuing micro-franchise businesses attended the third workshop, a 2-day event held at the CIPS.

The fourth workshop was held at CIPS September 26 -27, 2012. Seventeen persons attended this session.

At the beginning of each EPW, participants were expected to sign a contract aimed at providing them with the ‘Rules of Engagement’ for the sessions.

The EPWs were titled ‘Unleashing the Entrepreneurship In You’. The following components were discussed:

- Were you born for business? Are you willing to learn the lessons?*
- Do you have the motivation? Do you have the aptitudes? Do you have the attitudes?*
- Do you understand customer service?*
- Identifying the resources required*
- Honing the essential skills*
- Getting to market*
- Putting it all together.*



Renee Bennett, Top Performer - Jan's Catering

“Entrepreneurship participants exhibit poor work habits and ethics.”

LESSONS LEARNED

FROM THE IMPLEMENTATION OF THE ENTREPRENEURSHIP STREAM

LESSONS LEARNED - MICRO-FRANCHISE

CONTRACTING INTERNATIONAL CONSULTANTS

In contracting International Consultants (ICs), care should be made to include at all levels the support of other stakeholders to provide guidance.

The Market Analysis conducted did not reflect the ‘buy in’ of the potential micro-franchisors or the time required to get buy-in from the organisations. Therefore, the engagement of the micro-franchisor should be one of the first activities undertaken before attempting to develop and prepare a business launch plan. This will require information meetings with all levels of team members who will be involved in the support of micro-franchisees. This will enable more involvement and buy in of team members in the process.

A step by step guide to the process and expectations would be useful to the micro-franchisor.

Another issue noted concerning the Market Analysis was the reluctance of the Fairbourne Consulting team to consider informal micro-franchise opportunities that existed, such as the business model of Jamaica Producers. In their own words, the team wanted to consider models that were new.

Pilot projects should target small numbers.

RECRUITMENT OF MICRO-FRANCHISEES:

Young persons seem to be more interested in seeking and obtaining a job or being trained than in owning and operating a business. This is evident by the numbers that have requested to be transferred to skills training.

Unattached young persons are in pursuit of ANY opportunity. As a result they will register in multiple programmes. The first programme/project to contact them will be the one to which they respond.

Persons recruited for micro-franchises

should be functioning at the Grade 11 level, at a minimum. The comprehension skills of a participant functioning between grade 7 and 9 levels may be inadequate for entrepreneurship and in particular the micro-franchise model: specifically as they will be expected to keep records.

More mature young persons should be targeted for this stream. Persons recruited should be at least 21 years old. Some of the micro-franchisees did not have the capacity necessary to make the business a success.

It was noted by Dr. Leachim Semaj, in his report on the first Entrepreneurship Preparedness Workshop, that:

Entrepreneurship participants exhibit poor work habits and ethics. They would benefit from first working in a structured environment and developing good work ethics

Some young persons, who were interested in owning a business, had their own ideas that they preferred to pursue.

The micro-franchise ideas were not attractive to young persons. Some young persons were not enthusiastic about the ice-cream micro-franchise model. Based on the responses to an advertisement placed in one of the local newspapers, persons who indicated an interest in ice cream changed their minds when they were advised that they would be required to sell the product utilizing a bicycle.

Young persons are not comfortable with the concept of entrepreneurship. They are more familiar with and understand the terms: “start a ting’ or start and “operate their own business”. The term entrepreneurship is perceived as a ‘big’ word which they don’t readily comprehend.

The perception of young persons towards entrepreneurship or starting an operating their own business was that the business should be earning enough money for them to take care of their bills. They are not interested in ‘waiting’.

Young persons indicated a preference

for working together. The idea that there is safety in numbers explains the fear of failing the participants experienced when they considered working alone.

Micro-franchise training should be extended to include business skills training.

From the initial stages of the project it was suggested (to the Fairbourne Consulting team) that 2 days of training in this area would not be sufficient (although 2 weeks of training was allocated). They assured the team that 2 days would be sufficient. It was explained that more would be required as some of the participants had challenges of literacy and numeracy. The Office was advised that FC would prepare easy-to-use forms for the participants. These forms did materialized.

LESSONS LEARNED - JUNIOR ACHIEVEMENT

The Junior Achievement curriculum was designed to be delivered to young persons in a formal and structured education system. Many of the young persons who registered with the YUTE Programme had not been a structured environment for at least 2 years.

The training material was developed for young persons at the Grade 10 or 11 levels. Many of the young persons were functioning at Grade 9 level or lower. In addition, the sessions were not very interactive or activity filled. The Junior Achievement curriculum should be customized to meet the need of the target group and should include additional activities so that the target group may grasp the concepts easily.

Training should be accompanied with social skills training that will aid the participants to respond more positively to issues of conflict.

Participants were reluctant to attend and participate in training. They did not view ‘owning and operating a business’ as a viable option. They were more interested in job opportunities.

“The strong relationships with the life coaches were credited with keeping cohort two participants focussed on completing the programme.”

YUTE U-Turn

“Of some concern were the literacy and numeracy classes, which saw participants functioning at the lowest levels being taught alongside those who demonstrated more advanced competencies”

The U-Turn Programme stream was designed for applicants to YUTE deemed in special need of a more comprehensive re-socialisation programme. Over a one year period, selected participants were guided through a series of residential camps and counselling and life coaching sessions, while being engaged in core YUTE activities such as Pre-Skills training, skills training and work placements.

Key Programme Stream Objectives:

Prepare MOUs and/ contracts for all implementing partners for the U-Turn stream

Ensure registration and tracking of U-Turn participants

Following the first cycle, facilitate a review session to determine the need for re-scoping any element of this stream

U-TURN PROGRAMME STREAM ACTIVITIES: COHORT ONE

Activity Dates: March 2011 to February 2012

RECRUITMENT OF PARTICIPANTS

Preparatory activities related to the U-Turn programme stream commenced in February 2011. Applicants to the YUTE programme had initially self-selected themselves for participation in the stream. The YUTE team then undertook an exercise to identify applicants who could benefit from the activity. This was done with the assistance of the Community Development Committee (CDC) members. Parents and pre-skills tutors also recommended candidates who were engaged in the programme but not streamed for the U-Turn programme.

ENGAGEMENT OF COHORT ONE PARTICIPANTS	
ACTIVITY / OPPORTUNITY	NO. OF PARTICIPANTS
Commenced Pre-Skills	35
Completed Pre-Skills	27
Commenced Skills Training	1
Completed Skills Training	0
Commenced Train and Place (Bars to Go / FullGram)	6
Completed Train and Place	6
Obtained work experience / internship / long term placement	18
Commenced Entrepreneurship Training	1

Pre-Residential Preparatory Activities.

In an effort to ensure that family members, CDC members and stakeholders were aware of the programme’s aims, a social event was held on March 11, 2011. Stakeholders were apprised of the objectives of the programme, and guided through the activities in which their wards / family members would be engaged. Participants had the opportunity to gain a more in-depth understanding of what their participation entailed, and were provided with a schedule of the field trips, and the proposed camp dates.

A total of forty two participants were identified for the first cohort. Activities commenced with two social outings, which served to familiarise participants from the various communities with each other. The first event, a hike to Holywell National Park on March 17, was well received by participants. This was followed by a trip to Charles Town, an historic Maroon village in St. Mary, on April 4.

Logistics and Protocol Services Limited, LAPS, was selected to provide camp management services for the U-Turn residential camps. The company had managed similar residential programmes for the Jamaica Combined Cadet Force and had adequate experience working with the target group.

The team assembled by the company possessed the relevant skills and expertise required for effective engagement of the participants and execution of all activities. The inclusion of an introductory technical skills training component was favourably considered, as it would provide participants with some experience of select vocational disciplines which they could opt to pursue upon completion of the camp.

THE RESIDENTIAL CAMPS

Various non-governmental partners were contacted and invited to contribute to the creation and delivery of the residential camp curriculum. Following a formal meeting in February 2011, proposals were requested from the various organisations. The management of the residential camps was contracted to the Peace Management Initiative (PMI), a quasi-governmental organisation with demonstrated experience in working with the target group. In addition to ensuring the consistent running of the camp’s activities, the management team was also charged with overseeing the production of the participants’ life plans and undertaking group and individual counselling sessions. Two organisations, Sistren and A Ganar, were contracted to deliver soft skills training during the camps. These covered topics such as identity, team-work, financial management, preparing for employment and

conflict management. Following the camps, PMI was to provide life coaching support to the participants.

The Pre-Challenge Camp took place from May 24 to 30, 2011. The venue was the Eltham Training Centre, a Ministry of Agriculture run facility. Forty two participants attended.

This was followed by the four week Challenge Camp. Forty participants returned for this second residential phase, which was held June 4 to July 1, 2011. The more robust programme included a work placement element, where participants worked offsite at various hotels and green-housing sites for two days each week. Other participants who were not able to work offsite were assigned roles under the supervision of the camp manager. The delivery of literacy and numeracy classes, soft skills workshops and the counselling sessions continued for the duration of the camp. Various supplementary activities, including a field trip, sports day, and a formal dinner were also executed. Family members had the opportunity to witness the camp's activities, having been invited to observe the sports day.

The participants were generally satisfied with the execution of the camp, particularly the venue, meals and the group counselling sessions. They were also satisfied with the delivery of the soft skills curriculum by A Ganar and Sistren. Of some concern were the literacy and numeracy classes, which saw participants functioning at the lowest levels being taught alongside those who demonstrated more advanced competencies. Participants also voiced concerns regarding the behaviour of some members of the camp management team, whom they saw as not being as effective in maintaining order and discipline among the group.

Upon completion of the residential camp, all participants were streamed to attend pre-skills classes, according to their levels of the literacy and numeracy skills.

ACTIVE SERVICE PERIOD

No life coaching support was available to participants in cohort one, due to a cancellation of the contract with the PMI. Participants were instead monitored directly by the programme officer with responsibility for the stream. The unavailability of adequate numbers of community engagement personnel made this an onerous task. Thirty five participants streamed for the pre-skills programme commenced classes. Three persons from Mountain View refused to attend classes at the Rockfort location, citing safety concerns. One participant was referred to the entrepreneurship stream, another opted to go directly into skills training, and one relocated outside of Kingston to pursue an employment opportunity. The Table below gives a summary of the engagement of the cohort. Persons who dropped out of pre-skills were kept engaged through 'train and place' and facilitation of short term work experience opportunities.

There was significant attrition of participants engaged in the Pre-Skills programme. This was due to two primary factors:

On-going gang violence in Parade Gardens

The flare up of violence in the Central Kingston community saw all but two of seven participants streamed for Pre-Skills attending classes on an irregular basis.

Participants obtaining employment

Harsh economic circumstances necessitated engagement in income generating activities,

and the abandonment of classes.

U-TURN PROGRAMME EVALUATION

Interviews with participants, parents and Community Development Committee members revealed generally positive views of the U-Turn programme, following its completion.

One hundred percent of participants in both cohorts considered the residential camps highly beneficial to their personal and professional development. Parents and family members interviewed noted that there were positive changes in the behaviour of the young men from camp. These included:

Greater focus on training and certification

Less smoking of cigarettes and marijuana

Reduced time being 'on the corner'

Less likelihood of engagement in conflicts

The strong relationships with the life coaches were credited with keeping cohort two participants focussed on completing the programme. Having the physical support of a life coach, especially during times of crisis, was highly valued by the participants. In addition to providing a listening ear and practical advice, life coaches supported in meeting some of the urgent material needs of participants, including the sourcing of food and clothing, and providing bus fare for classes. Coaches also supported participants in their dealings with the judicial system, accompanying them to court, updating parole officers and ensuring their attendance at mandatory drug counselling.

U-TURN STREAM: GOOD PRACTICES AND STRATEGIES

There is little doubt that the U-Turn programme made a positive impact on the lives of the young men across the two cohorts. The list below outlines the good practices which contributed to the success of the programme.

Ensure that family and community members are appropriately sensitised as to the objectives and structure of the programme, as well as to available resources.

Participants often turn to persons in their community for information and guidance on the programme prior to engagement. It is therefore important for local persons to understand what the programme offers, so

ENGAGEMENT OF COHORT TWO PARTICIPANTS

ACTIVITY / OPPORTUNITY	NO. OF PARTICIPANTS
Commenced Pre-Skills	31
Completed Pre-Skills	16
Commenced Skills Training	10
Completed Skills Training	0
Commenced Train and Place / Apprenticeship (Bars to Go / FullGram)	4
Completed Train and Place	4
Obtained Work experience / Internship / Long term placement	3
Commenced Entrepreneurship Training	1

they can assist the youth in making informed decisions about participating.

As much as possible, ensure participants are of comparable literacy and numeracy competencies prior to the residential camp.

When participants from various communities start to become a cohesive group, there is great reluctance to be considered in special need of assistance, particularly concerning literacy and numeracy skills. While camaraderie is established through the pre-camp activities, trust is not, and participants are unwilling to be seen as lacking in the eyes of their new colleagues. By having a large grouping of participants with similar literacy and numeracy skills, a more homogenous programme can be developed and delivered, rather than having sub-groups for different competencies.

Engage participants and assess their needs prior to confirmation of their participation in the programme

The profile of candidates for this programme indicates that they often come from severely disadvantaged backgrounds, with low to no family support. Fundamental needs, such as a place to live and access to regular meals must be addressed in tandem with engagement. Potential participants must first be linked to available social support services to access these basic needs.

The building and maintenance of open and supportive relationships between life coach and participant was greatly aided by engaging coaches during the recruitment phase. Participants thus had sufficient time to build bonds with their coaches prior to the residential camps, and were more open to heeding their advice and guidance.

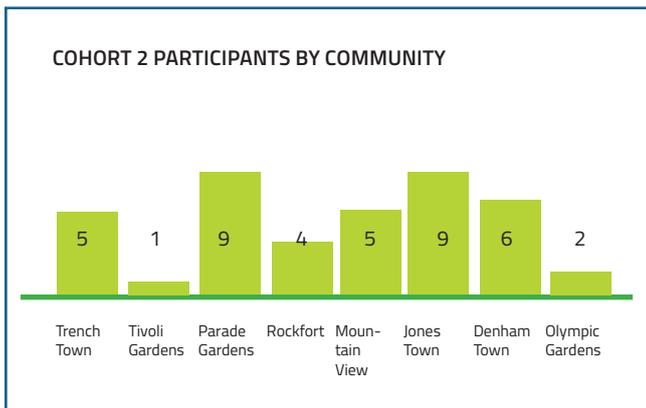
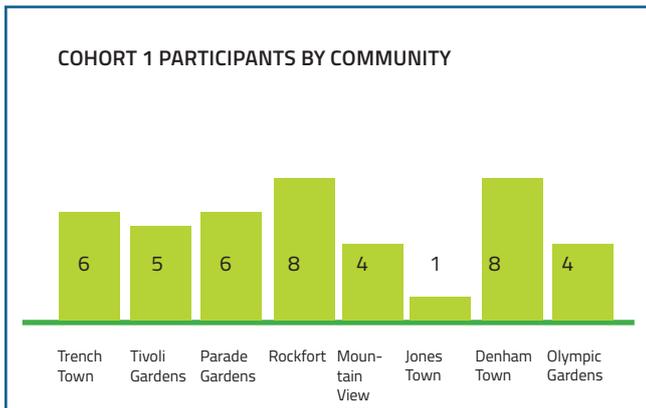
Include detoxification as a programme activity

The level of marijuana addiction displayed by participants in both cohorts was significant. This was a pervasive problem which impacted their participation in the residential phase, and

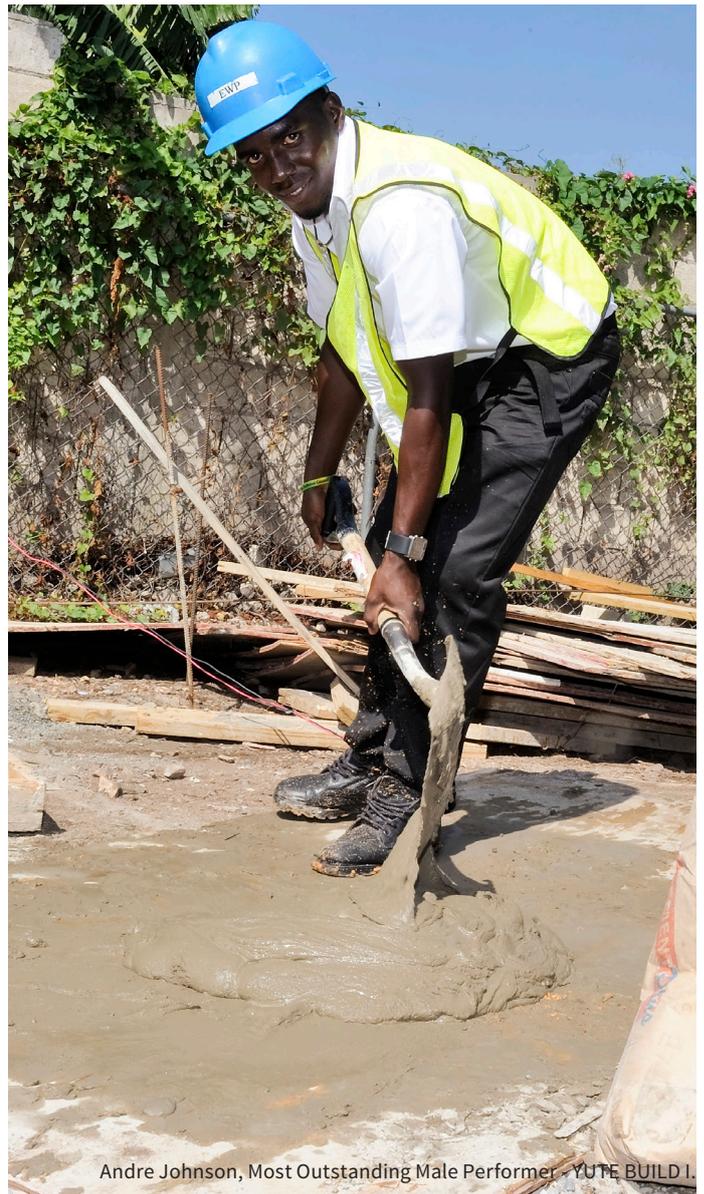
limited their potential for progress post-camp. It is strongly recommended that significant counselling and clinical detoxification be included in any programme for this profile of youth.

Work with Community Development Committees to build capacity to continue support to participants after the programme ends

Young people need on-going support and engagement beyond a programme such as U-Turn to attain full sustainability. Consideration must be given to providing community leadership with the capacity building skills and resources to assist participants to continue their growth.

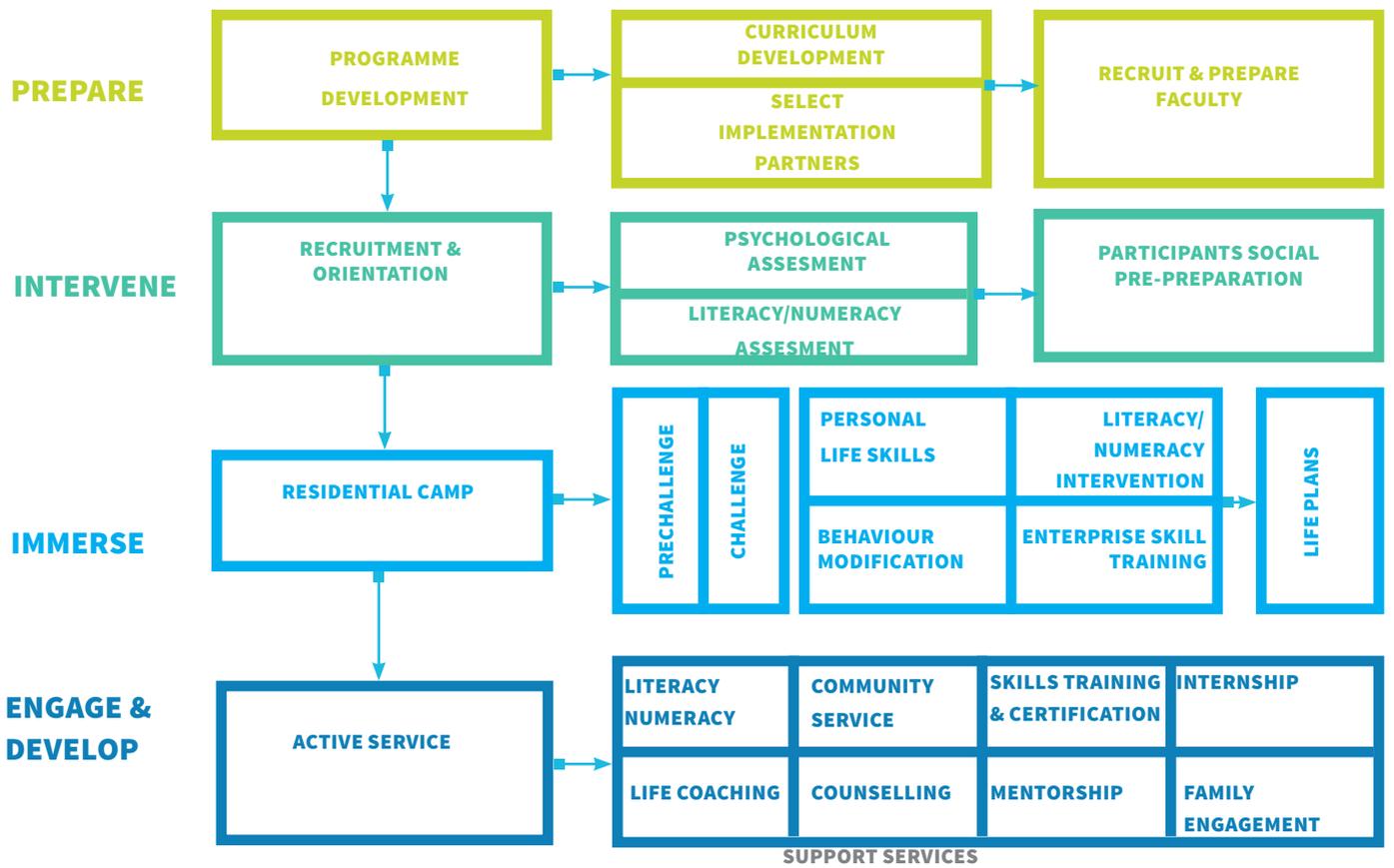


“The profile of candidates for this programme indicates that they often come from severely disadvantaged backgrounds, with low to no family support. Fundamental needs, such as a place to live and access to regular meals must be addressed in tandem with engagement.”



Andre Johnson, Most Outstanding Male Performer - YUTE BUILD I.

YUTE U-TURN PROCESS FLOW



Chavando Thompson, Top performer - U-Turn

“Both mentors and mentees reported a desire for more training...”

Mentorship Programme

Even with the best of intentions, mentors and mentees require ongoing training and support on key areas such as communication, goal setting and dispute resolution.

Mentors

As at December 2013, 1377 persons had applied to become YUTE mentors. Females accounted for 74%.

Young Mentors

There was a strong tendency for young adults to want to become mentors: 31% of applicants were between the ages of 18 and 25.

Active

Just over 60% of mentors and mentees surveyed reported their relationships as being active, i.e. they were meeting and working towards specified goals.

Awards

Recognition to highlight the efforts of outstanding pairs will motivate the others to make their relationships a priority.



Hackeem Barrett and his mentor Mr. Stephen Meghoo

Volunteers provide advice, support and encouragement to YUTE participants

The engagement of volunteers was envisioned as a critical element for the successful implementation of the YUTE programme. Primarily through their participation as mentors, volunteers would be able to provide advice, support and encouragement to YUTE participants as they worked towards completing training and employment assignments. By providing an additional support structure for participants, mentors would facilitate their mentees' successful transition into training and employment opportunities.

Prospective mentors completed an extensive application and screening process. Those approved were required to be:

Residents of Jamaica

Of good moral standing

At least 21 years of age (except in exceptional circumstances)

Able to commit to mentoring for a period of at least a year

Willing to provide continuous support to their mentees towards the accomplishment of the mentees' goals

As at December 2013, 1377 persons had applied to become YUTE mentors. Females accounted for 74%. There was a strong tendency for young adults to want to become mentors: 31% of applicants were between the ages of 18 and 25. Applicants also came from communities across the island, testifying to the national appeal of youth mentorship.

TRAINING OF MENTORS

Training of mentors commenced in April 2011, following the identification of two training providers: The Leadership Institute Limited and Youth Opportunities Unlimited. Each organisation was contracted to deliver 10 sessions. The YUTE team undertook



responsibility for the identification of suitable venues, provision of refreshments, coordinating transportation for mentees and managing the matching of mentors and mentees.

A third trainer, the National Youth Service Limited, commenced delivery of training in June 2012, following the signing of a Memorandum of Understanding between YUTE and the Ministry of Youth and Culture. Twenty five training sessions resulted in the training of 654 volunteer mentors.

Attendees were generally pleased with the content and format of the training by all providers. Sessions which included a mentor-mentee pair sharing their experiences were particularly welcomed.

In matching of trained mentors and mentees, the team did its best to identify mentees meeting the preferences of trained mentors. Care was also taken to consider the career and personal objectives of the mentees.

MANAGEMENT OF MENTOR-MENTEE RELATIONSHIPS

The YUTE team played a critical role in supporting both mentors and mentees following the matching process. In addition to reviewing monthly reports submitted by mentors, the team also:

Responded to various queries

Followed up on requests for new contact information

Provided information on training and placement opportunities

Advised and mediates on relationship challenges

Provided updates on mentees' progress

Arranged for termination of mentoring relationships and rematches when necessary

As at December 31, 2013, 533 mentorship relationships had been facilitated through the YUTE programme.

The initial design of the mentorship programme included a quarterly meeting, and the coordination of social events for mentors and mentees. Two mentor workshops were held, along with four social, including the showing of the film "Ghet-A-Life", a picnic to Castleton Gardens, and an outing to the National Gallery.

During an audit exercise carried out in July and August 2012, mentors and mentees were asked to report on their experiences within the mentorship programme, and to make recommendations for improvement. Just over 60% of mentors and mentees surveyed reported their relationships as being active, i.e. they were meeting and working towards specified goals.

Mentors surveyed reported having generally good relationships with their mentees, with 75% ranking their relationships as very good or good.

Mentees surveyed reported that having the support of mentors helped them to accomplish their goals.

Both mentors and mentees reported a desire for more training and sponsored social activities to enhance the mentoring experience.

YUTE MENTORSHIP: GOOD PRACTICE AND STRATEGIES

Effective mentorship does help to support the successful transition of participants into training and employment opportunities. However, as with most volunteer driven activities, mentorship requires significant and ongoing structural support.

Provide ongoing training to mentors and mentees

Even with the best of intentions, mentors and mentees require ongoing training and support on key areas such as communication, goal setting and dispute resolution. Planned quarterly workshops may be affected by funding constraints.

Identify a monthly venue where mentors and mentees can meet

In a less structured mentorship programme, the onus is on mentors and mentees to identify times and places for meetings. Much use has been made of public parks and offices by mentors to facilitate meeting with their mentees. However, mentors themselves have voiced a need for a specified location for mentor-mentee meetings.

Contract a dedicated mentorship officer

Effective planning of training and matching activities, tracking relationships and coordinating mentoring events requires specific resources. YUTE currently oversees over 500 mentoring relationships, which need consistent monitoring and person-to-person engagement.

Create opportunities to recognize mentors and mentees

Mentoring can be a time-consuming and expensive undertaking for both mentors and mentees. Recognition can highlight the efforts of outstanding pairs, motivating others to make their relationships a priority.

Provide mentors with resources to address critical concerns of their mentees

Mentors often find it overwhelming to support mentees whose domestic and economic conditions are particularly challenging. Efforts must be made to provide them with resources to guide their mentees to providers of support services, such as counseling, dispute resolution and poverty relief.

Social/ Community Engagement & Marketing

Community engagement is focused on developing partnerships, its end result is trust and understanding from which expanded reach can be pursued.

Community engagement enables continuous interaction with participants and community stakeholders throughout the programme.

Key Programme Stream Objectives:

Initiate engagement with potential YUTE participants

Undertake the management of all orientation sessions

Undertake the validation of qualifications of participants to confirm placement

Following assessments and consultations,

recommend placement of all YUTE participants in streams and place them

Advise YUTE participants of their placement and all the steps through the YUTE process

Track all YUTE participants through the YUTE Programme

Ensure on-going engagement of all YUTE Participants

RECRUITMENT OF PARTICIPANTS – CYCLES 1, 2 & 3

Since the implementation of the YUTE

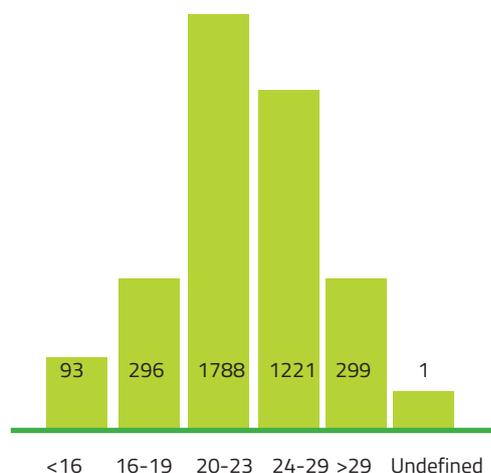
programme in 2010, a total of 3698 young persons have been recruited. The Figure below shows that 11.2% more females than males completed YUTE entry forms.

The unemployment rate as at July 2012 for individuals aged 20 - 24 years was 29% . The YUTE programme saw the highest recruitment, 48.3%, from that category as shown in Figure 6.2.

YUTE PARTICIPANTS' RECRUITMENT BY GENDER



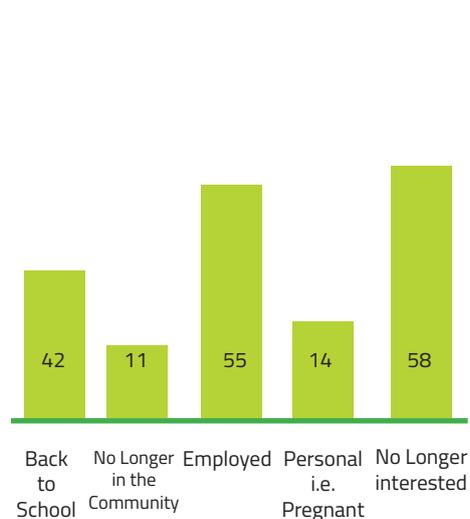
RECRUITMENT BY AGE



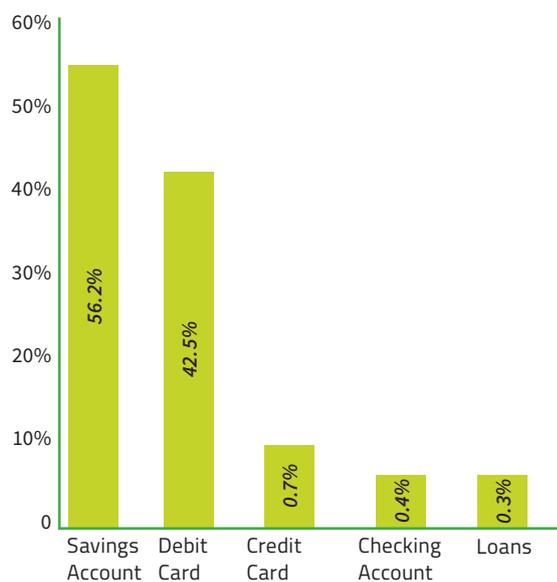
SUMMARY OF PROGRAMME ENGAGEMENT AS AT DECEMBER 31, 2013

TARGET	STD	CYCLE 1	CYCLE 2	CYCLE 3	QUARTER (MAY – AUG)	QUARTER (SEPT-DEC.)
Long Term Placement (6-12 Months) 500	160	52	84	0	2	24
Internship/ Work Experience (3- 6 Months) 400	136	119	12	0	1	9
Apprenticeship/ OJT (6 Months) 250	268	3	247	0	88	26
Learn & Earn (2 Day Placement) 482	285	107	173	0	59	53
Short Term Special Assignments 100	84	43	20	20	20	1
Career Preparedness Workshops 30	27	2	21	0	2	2
Pre-Skills 482	514	171	285	58	0	0
Skills Training 420	383	125	258	0	0	0
YUTE Build 40	41	0	0	41	41	0
Mentorship 1000	733	472	202	59	39	0
Junior Achievement 276	198	0	123	75	0	0
Micro-Franchise Training 100	54	0	54	0	0	0
Entrepreneurship Orientation 476	470	0	279	166	25	0

SUMMARY OF REASONS GIVEN FOR LEAVING THE PROGRAMME



SINCE JOINING THE YUTE PROGRAMME, HAVE YOU HAD ACCESS TO THE FOLLOWING BANK SERVICES?



SUMMARY OF ENGAGEMENT ACTIVITIES CONTINUED

DESCRIPTION OF MAIN SOCIAL ENGAGEMENT ACTIVITIES	RATIONALE	ACTIVITY LOCATION/S	DURATION	KEY STAKE-HOLDERS	KEY OUTPUTS
<p>PRE-SKILLS TRAINING ORIENTATION</p> <p>Discussion of Programme objectives and roles and responsibilities of participants. Orientation also included a hiking trail and team building activities.</p>	To engage the participants outside of their respective communities and reinforce the programme objectives.	Sun Coast Adventure Park, 12 Miles, Bull Bay, St. Thomas.	March 30, 2012.	PSOJ, AusAid, Community Development Councils (CDCs).	A group trip was held for 65 participants from Drewsland and Rockfort.
<p>CAREER PREPAREDNESS WORKSHOPS (CPWS)</p> <p>Topics include: “Making the shift, why work”, “The Workplace Today”, “Yes you have a job but can you keep it?”, “Him diss mi soh fight ah bruk”, “Customer Service”, “Working in a structured setting, what changes will you make?”, “Professionalism at the workplace: grooming and deportment”, “Communication”, “Conflict Resolution at the workplace”, “What are your services worth?” and “The immutable laws of money management.</p>	To provide professional development training prior to placement.	Drewsland Parade Gardens Trench Town Rockfort Whitfield Town	August 2012 – Sept. 2013.	PSOJ, AusAid, CDCs.	Over 500 participants from cycles 2 & 3 were engaged in CPWs, with some 300 of them receiving work experience.
<p>DRESS FOR SUCCESS</p> <p>Provision of new or gently used clothing to young women seeking employment.</p>	To provide office attire to women young who will be in receipt of job placement.	Drewsland Parade Gardens Trench Town Rockfort.	August 2012 – June 30, 2013.	PSOJ, AusAid, CDCs.	7 female pre-skills participants received clothing to wear to work.
<p>SOCIAL WELFARE SUPPORT</p> <p>Distribution of groceries and clothing to participants and their children.</p>	To provide social safety net support to the most vulnerable participants, particularly those affected by flooding, theft or fire.	Drewsland Parade Gardens Trench Town Rockfort.	August 2012- Nov. 2012.	Food for the poor.	
<p>MENTEE TRAINING AND MENTORSHIP</p> <p>Yearlong guidance for mentees.</p>	To provide motivational support to participants with respect to their personal and professional development.	Drewsland Parade Gardens Trench Town Rockfort.		Private and public sector employers and employees.	
<p>SPELLING BEE COMPETITION</p> <p>There were 2 groups of spellers with 6 participants each from both the Parade Gardens and Rockfort Pre-Skills Training Centres. A total of 78 participants were in attendance.</p>		Institute of Jamaica.	July 11, 2012.		Orlando Brown from the Parade Gardens Pre-Skills Training Centre won 1st place by spelling the word “guerrilla”. Tamika Wilson placed 2nd, followed by Lottanya Blake in 3rd place.

SUMMARY OF ENGAGEMENT ACTIVITIES CONTINUED

DESCRIPTION OF MAIN SOCIAL ENGAGEMENT ACTIVITIES	RATIONALE	ACTIVITY LOCATION/S	DURATION	KEY STAKEHOLDERS	KEY OUTPUTS
<p>THE YUTE JA50 EVENT</p> <p>Pre-skills participants were the main performers, with skits, dances, recitations, and dub poetry. 1st, 2nd and 3rd place winners were treated to field outings on October 20, 2012. 1st place winners went to Negril, where they toured the conservation park, lighthouse and the beach; 2nd place winners went to Sommerset Fall; 3rd place winners toured the Fort Charles Museum in Port Royal, as well as the UWI Marine lab.</p>	To train the participants in different performing arts activities and to actively include them the Jamaica 50 celebrations.	Louise Bennett Garden Theatre.	August 2, 2012 -September 6, 2012	Jamaica Cultural Development Commission (JCDC), Kingdom Life Advancement Centre, PSOJ, CHASE .	<p>Engendered cultural awareness and increased knowledge of heritage. Participants have expressed an interest in continuing a performance group.</p> <p>A video of the cultural performance was produced.</p>
<p>YUTE PRE-SKILLS TRAINING RECYCLING PAYS WORKSHOPS.</p> <p>The National Environmental Planning Agency (NEPA) and the Jamaica Business Development Corporation were invited to conduct workshops on recycling.</p>	To cultivate environmental stewardship sensitisation and impart knowledge on use of materials usually thrown away.	Drewsland, Trench Town.	November 12, 2012- November 28, 2012.	(NEPA, Jamaica Business Development Corporation.	Participants engaged in jewellery making activities featuring recycled materials.
<p>SERVICES BOOKLET</p> <p>Production and distribution of a services booklet.</p>	To advise the participants on their rights and how to use essential services, for example to access birth certificates, tax registration numbers, National Insurance Service, etc.)	All YUTE communities.	November 1- Dec. 3, 2012.	Housing Agency of Jamaica, CHASE, National Health Fund (NHF), National Youth Service (NYS), Kingston and St. Andrew Corporation (KSAC).	
<p>SOFT SKILLS TRAINING</p>	To provide soft skills training sessions in the following areas: conflict management, drug abuse, grooming and hygiene, financial literacy, parenting skills, anger management and the importance of showing up (for studies and work).	Drewsland Trench Town Rockfort Parade Gardens.	July 1, 2012- Sept. 30, 2012	Jamaica Money Market Brokers Limited (JMMB), RISE Life Management, Counsellors, CEOs, Trainers etc.	Seven sessions were completed across the four centres. Topics: financial literacy, and grooming and hygiene.

"In youth we learn; in age we understand."

- Marie von Ebner-Eschenbach



Renee Bennett, Top Performer - Food Preparation

SUMMARY OF ENGAGEMENT ACTIVITIES CONTINUED

DESCRIPTION OF MAIN SOCIAL ENGAGEMENT ACTIVITIES	RATIONALE	ACTIVITY LOCATION/S	DURATION	KEY STAKEHOLDERS	KEY OUTPUTS
Healthy Life Style Expo	To engage participants in a series of activities geared towards improving their social, economical and physical health.	To engage participants in a series of activities geared towards improving their social, economical and physical health.	Breezy Castle, Harbour Street, Kingston.	Jamaica Cultural Development Commission (JCDC), Kingdom Life Advancement Centre, PSOJ, CHASE .	Some 500 participants attended. Possible opportunities for employment and funding for entrepreneurship ventures were additional features.
International Girls' Day	<p>On December 19, 2011, the United Nations General Assembly adopted a resolution to declare 11 October as the International Day of the Girl Child, to recognize girls' rights and the unique challenges girls face around the world.</p> <p>On Friday October 11, 2013, YUTE joined the United Nations in celebrating the girl child by hosting an empowerment session for the young ladies in our programme under the theme: "Breaking down the Barriers...".</p>	Girls Guide Headquarters, Kingston.	October 11, 2013.	<p>United Nations Development Programme (UNDP)</p> <p>United Nations Population Fund (UNFPA)</p> <p><i>Dr. Joy Callender</i></p> <p><i>Dr. Kareema Daley</i></p> <p><i>Dr. Glenda Simms</i></p> <p><i>Ms. Laura Butler</i></p> <p><i>Mrs. Sandra Glasgow.</i></p>	The day provided a platform to highlight the continued importance of girls' education. Important features included examples of successful, scalable and innovative approaches for tackling lingering challenges related to access, keeping girls in school and ensuring that their education is relevant and meaningful to their future.
YUTE Inspire Tour	Empowerment Session for YUTE Pre-Skills and Skills Training participants.	Whitfield Town Pre-Skills Centre & IWED.	June 6, 2013.	First Lady of Belize, Kim Simplis Borrow, JMMB, Councillor of Whitfield Town, Councillor for Trafalgar Park Division.	Delivery of creative arts performances by participants.
YUTE Closing Ceremony	To recognize the contributions of participants, mentors and sponsors throughout the programme.	Emancipation Park, Kingston	November 28, 2013.	All YUTE sponsors, mentors, and participants.	Awards ceremony. 4 editorial features on YUTE



LILLIFIELD
Lillifield
PEACH SCHNAPPS
LIQUEUR
PRODUCT OF JAMAICA

Kevein Dunn, YUTE participant in the mixology programme in collaboration with Bars to Go



YUTE participant Rohan Hamilton is now employed at the Half-Way-Tree Fire Station of the Jamaica Fire Brigade.

“Due to the sensitive nature of several of the questions asked, community engagement officers and other field staff administering surveys...”

Baseline, Monitoring and Evaluation Programme

“Recognition to highlight the efforts of outstanding pairs will motivate the others to make their relationships a priority.”

Development of the methodology for the baseline study commenced in mid-2011, following a review of the structure of the programme. The baseline instrument is to provide a snapshot view of the participants’ socio-economic conditions, their perceptions of the future, and their views on key actors and topical issues in their community and the wider society. Baseline surveys were administered at the point of engagement in a programme activity. Points of engagement included:

- Pre-skills training*
- Skills Training*
- U-Turn Residential Camps*
- Entrepreneurship orientation sessions*
- Apprenticeship pre-training.*

Exit surveys were to be administered within four weeks of a participant completing or choosing to discontinue his or her assigned programme activity. Community engagement officers and life coaches assessed attendance records where possible to determine if an exit survey was to be administered.

CONTRACTING OF SERVICE PROVIDER

Preliminary efforts were made to identify a resource with demonstrated expertise in the design and administration of baseline, monitoring and evaluation activities, to support the development of the methodology and to assist in the design of the survey instrument and the training of field interviewers to

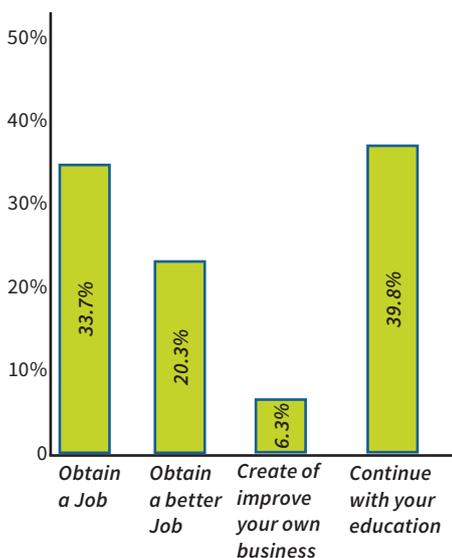
administer the activity. Funds for this activity were identified in a grant application to the United States Agency for International Development (USAID). International Youth Foundation (IYF), which provided similar support to YUTE partners under the OBRA Initiative, was identified as a service provider. A Scope of Work for the activity was developed and approved in November 2011.

The YUTE team worked closely with the IYF team to develop and customise baseline and exit survey instruments for the YUTE Programme. Due to the often sensitive nature of the information being collected, and the high degree of interaction among participants from all communities, the decision was taken to trust the administration of the surveys to field staff, consisting of community engagement officers and life coaches. Amy Zangari, a member of the IYF team, conducted a workshop with all field staff on January 18 – 19, 2012. Effective strategies for administering the surveys were covered, including good practice in requesting sensitive information. Field staff then tested their skills and the instrument with a group of participants, and submitted their feedback for the further refinement of the surveys.

A further review of the survey instruments and the administration process was done in March 2012, following the roll out of the activity. Further refinements were made to the processes and the PMO conducted an additional training session with the field team.

It should be noted that the funding anticipated for this activity did not materialise through USAID. YUTE made a request for costs to be

DO YOU BELIEVE THE Y.U.T.E. PROGRAMME HELPED YOU (OR WILL HELP YOU)?



covered by Australian Aid, which necessitated a change in the contract with that organisation.

DATA ENTRY

The Data Entry process was managed by the YUTE team for the baseline, monitoring and evaluation activities. Following the recommendation of the IYF personnel, Survey Monkey, a reputable online data management company, was selected to serve as the database for all survey instruments. Funding for the subscription was identified by the YUTE team, following a successful proposal to the European Union / Jamaica Social Investment Fund's Poverty Reduction Programme II. Competent data entry personnel were identified through the YUTE team and contracted to enter instruments on a scheduled basis. Data entry personnel were paid per instrument entered.

OUTCOME

As of December 31 2013, a total of 846 exit surveys and 824 baseline surveys had been entered in the online database. This represents participants who commenced programme activities as of January 2012.

GOOD PRACTICES AND STRATEGIES

The YUTE team has identified several good practices for the administration of the baseline and exit surveys, and developed strategies to deal with the challenges of conducting the activity with our clientele. These include:

Administer instruments at the point of engagement, not at general orientation

There may be a time delay between the participant's application to the programme, and the commencement of his or her engagement. Participants are normally more open to answering questions when they are looking forward to the imminent start of their programme activity. Information collected at this stage also allows for a better understanding of the programme's impact on the participant.

Emphasise confidentiality

Due to the sensitive nature of several of the questions asked, community engagement officers and other field staff administering surveys should emphasise that the information collected will only be shared in aggregated format.

If administering to a group, brief the entire group prior to doing individual interviews

Mistrust of data collection activities is widespread amongst YUTE's clientele. It is critical to brief participants on the function of the baseline surveys, and facilitate questions in a group setting. This supports group buy-in, and makes participants more amenable to completing the exercise.

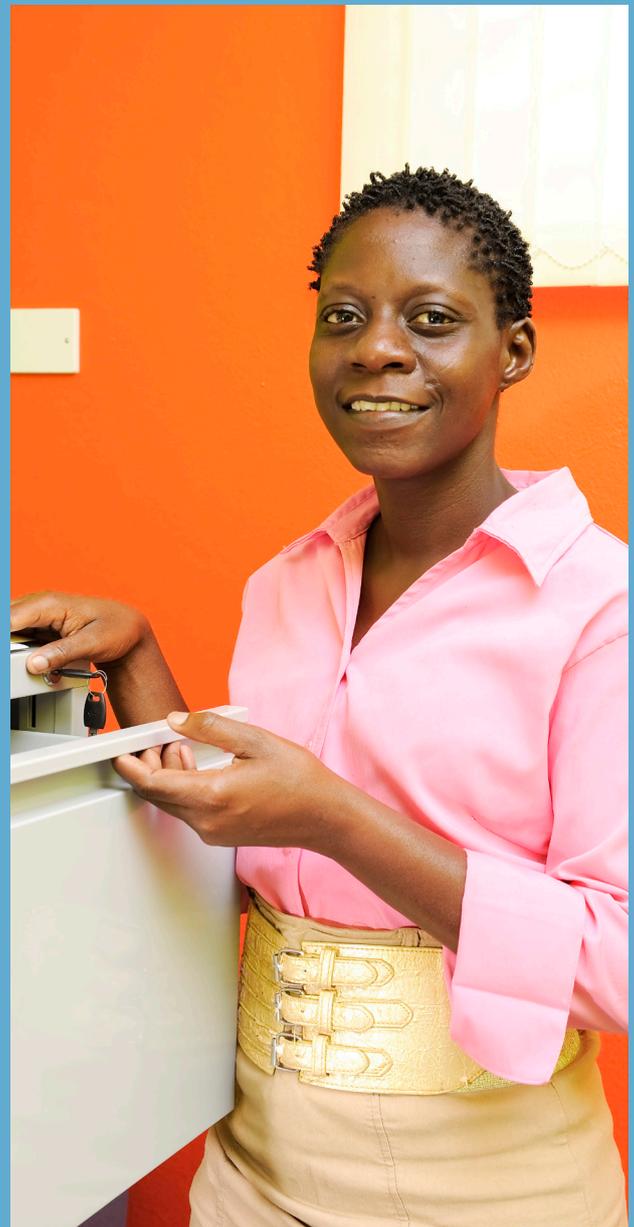
Cultivate good relationships with participants to enable completion of exit surveys

Participants may choose to exit the programme at any time, and sometimes with little warning. Regular monitoring of participants by Community Engagement Officers and the fostering of strong relationships allow for quick identification of participants to whom exit

surveys are to be administered. The low staff to participant ratio and the unavailability of financial resources for dedicated baseline and exit interviewers means that exit surveys may not be administered within the recommended 4 week time period. However, they are more likely to be done if the participants are in close contact with their field officers.

Provide field team with periodic lists of participants to whom surveys are to be administered

For tracking engagement of participants in programme activities, community engagement officers should be provided with bi-monthly lists to facilitate the administration process and to record their submissions. This allows for a more concerted effort by the field team to complete the activities for the various groups they oversee, and promotes greater accountability for the deliverables.



Keziann Bartley, Top Performer - Pre-Skills





Financial Statements

YOUTH UPLIFTMENT THROUGH EMPLOYMENT LIMITED (YUTE)

FINANCIAL STATEMENTS

31 DECEMBER 2013

YOUTH UPLIFTMENT THROUGH EMPLOYMENT LIMITED (YUTE)

FINANCIAL STATEMENTS

31 DECEMBER 2013

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Chartered Accountants
26 Beechwood Avenue
P.O. Box 351
Kingston 5, Jamaica

INDEPENDENT AUDITORS' REPORT

To the Members of
Youth Upliftment through Employment Limited (YUTE)

Report on the Financial Statements

We have audited the financial statements of Youth Upliftment through Employment Limited (YUTE) set out on pages 2 to 18, which comprise the statement of financial position as at 31 December 2013, and the statements of profit or loss and other comprehensive income, changes in reserves and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with International Financial Reporting Standards and the Jamaican Companies Act, and for such internal control as management determines is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with International Standards on Auditing. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the company's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the company's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.



INDEPENDENT AUDITORS' REPORT (CONT'D)

To the Members of
Youth Upliftment through Employment Limited (YUTE)

Opinion

In our opinion, the financial statements give a true and fair view of the company's financial position as at 31 December 2013, and of its financial performance and cash flows for the year then ended in accordance with International Financial Reporting Standards and comply with the requirements of the Jamaican Companies Act.

Report on additional requirements of the Jamaican Companies Act

We have obtained all the information and explanations which, to the best of our knowledge and belief, were necessary for the purposes of our audit.

In our opinion, proper accounting records have been kept and the financial statements are in agreement therewith, and give the information required by the Jamaican Companies Act, in the manner so required.

A handwritten signature in black ink that reads 'BDO' in a stylized, cursive font.

Chartered Accountants

22 May 2014

YOUTH UPLIFTMENT THROUGH EMPLOYMENT LIMITED (YUTE)
STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
YEAR ENDED 31 DECEMBER 2013

	<u>Note</u>	<u>2013</u> \$	(18 Months) <u>2012</u> \$
INCOME:	5		
Grants		30,846,126	96,665,603
Contributions - PSOJ Members		34,587,500	156,160,758
Contribution - Other		-	1,200
Gifts in kind		<u>7,114,180</u>	<u>45,864,180</u>
		72,547,806	298,691,741
GCT recovered		9,070,712	-
Other		100,000	-
Foreign exchange gain		3,287,138	-
Interest		<u>86,307</u>	<u>632,174</u>
		<u>85,091,963</u>	<u>299,323,915</u>
EXPENSES:			
Project expenses		76,030,483	194,674,670
Sub-projects - OBRA		-	9,095,892
Programme Management Office		30,474,732	67,654,152
Administrative and other expenses		<u>1,356,434</u>	<u>2,236,710</u>
		<u>107,861,649</u>	<u>273,661,424</u>
TOTAL COMPERHENSIVE (LOSS)/INCOME		<u>(22,769,686)</u>	<u>25,662,491</u>

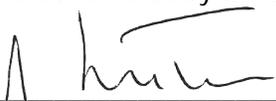
YOUTH UPLIFTMENT THROUGH EMPLOYMENT LIMITED (YUTE)

STATEMENT OF FINANCIAL POSITION

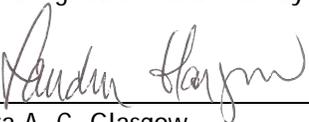
31 DECEMBER 2013

	<u>Note</u>	<u>2013</u> \$	<u>2012</u> \$
<u>ASSETS</u>			
NON-CURRENT ASSETS:			
Property, plant and equipment	7	<u>633,374</u>	<u>1,009,262</u>
CURRENT ASSETS:			
Receivables		-	20,000
Taxation recoverable		1,459,454	1,261,736
Cash and cash equivalents	8	<u>5,359,314</u>	<u>23,371,493</u>
		<u>6,818,768</u>	<u>24,653,229</u>
		<u>7,452,142</u>	<u>25,662,491</u>
<u>RESERVES AND LIABILITIES</u>			
RESERVES:			
Accumulated surplus		<u>2,892,805</u>	<u>25,662,491</u>
CURRENT LIABILITY:			
Payables		<u>4,559,337</u>	<u>-</u>
		<u>7,452,142</u>	<u>25,662,491</u>

Approved for issue by the Board of Directors on 22 May 2014 and signed on its behalf by:



 Joseph M. Matalon - Director



 Sandra A. C. Glasgow - Director

YOUTH UPLIFTMENT THROUGH EMPLOYMENT LIMITED (YUTE)

STATEMENT OF CHANGES IN RESERVES

YEAR ENDED 31 DECEMBER 2013

	Accumulated <u>Surplus</u> \$
Balance at 1 July 2011	-
Total comprehensive income	<u>25,662,491</u>
Balance at 31 December 2012	25,662,491
Total comprehensive loss	<u>(22,769,686)</u>
Balance at 31 December 2013	<u><u>2,892,805</u></u>

YOUTH UPLIFTMENT THROUGH EMPLOYMENT LIMITED (YUTE)

STATEMENT OF CASH FLOWS

YEAR ENDED 31 DECEMBER 2013

	<u>2013</u>	<u>(18 Months)</u> <u>2012</u>
	\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES:		
(Loss)/surplus for the year/period	(22,769,686)	25,662,491
Item not affecting cash resources:		
Depreciation	<u>388,678</u>	<u>452,062</u>
	(22,381,008)	26,114,553
Changes in operating assets and liabilities -		
Receivables	20,000	(20,000)
Taxation recoverable	(197,718)	(1,261,736)
Payables	<u>4,559,337</u>	<u>-</u>
Cash (used in)/provided by operating activities	<u>(17,999,389)</u>	<u>24,832,817</u>
CASH FLOWS FROM INVESTING ACTIVITIES:		
Purchase of property, plant and equipment	<u>(12,790)</u>	<u>(1,461,324)</u>
Cash used in investing activities	<u>(12,790)</u>	<u>(1,461,324)</u>
NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS	(18,012,179)	23,371,493
Cash and cash equivalents at beginning of year	<u>23,371,493</u>	<u>-</u>
CASH AND CASH EQUIVALENTS AT END OF YEAR/PERIOD	<u>5,359,314</u>	<u>23,371,493</u>

YOUTH UPLIFTMENT THROUGH EMPLOYMENT LIMITED (YUTE)

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2013

1. IDENTIFICATION AND PRINCIPAL ACTIVITIES:

- (a) Youth Upliftment Through Employment Limited (YUTE) is a company limited by guarantee without share capital. The company was incorporated in Jamaica on June 9, 2011 and its registered office is 39 Hope Road, Kingston 10.
- (b) YUTE operates a two and a half year programme led by The Private Sector Organisation of Jamaica (PSOJ) and designed to reach young persons between the ages of 16 and 29 years, who are experiencing high degrees of disconnection from the society. The programme is managed by Development Options Limited, a company with expertise in the area of social programme design and management, capacity building and social research. The programme's board constituting members of the PSOJ and Development Options Limited provides overall direction to the YUTE Programme, approves plans and products, makes critical decision and reports to the Advisory Council of the YUTE Programme.

The objective of YUTE is to facilitate the economic empowerment of unattached young persons in vulnerable communities. Studies show that one of the key challenges faced by the Jamaican Youth is unemployment. This is due primarily to their lack of the required academic skills to enter post - secondary training institutions.

To achieve the objective of the programme, three (3) programme streams were introduced:

- YUTE Work - skills upgrading/training, apprenticeship/internships and job placement.
- YUTE Entrepreneurship - development of entrepreneurial skills.
- U-Turn - re-socialization of the most at - risk youth.

YUTE is financed from corporate contributions from the members of the PSOJ in partnership with local agencies such as Jamaica Social Investment Fund (JSIF), Petro Caribe and the National Housing Trust and international donor agencies such as Australian Aid (AusAID), United States Agency for International Development (USAID), Inter-American Development Bank (IDB) and Citi Foundation.

To date over 1616 young persons have been engaged in the programme. Participants have been involved in various activities across the three streams including the mentoring aspect.

YOUTH UPLIFTMENT THROUGH EMPLOYMENT LIMITED (YUTE)

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2013

2. REPORTING CURRENCY:

These financial statements are presented in Jamaican dollars which is considered the currency of the primary economic environment in which the company operates ("the functional currency").

3. SIGNIFICANT ACCOUNTING POLICIES:

The principal accounting policies applied in the preparation of these financial statements are set out below.

(a) Basis of preparation -

These financial statements have been prepared in accordance with International Financial Reporting Standards (IFRSs), and have been prepared under the historical cost convention. They are also prepared in accordance with provisions of the Jamaican Companies Act.

The preparation of financial statements in conformity with IFRSs requires the use of certain critical accounting estimates. It also requires management to exercise its judgement in the process of applying the company's accounting policies. Although these estimates are based on management's best knowledge of current events and action, actual results could differ from those estimates. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the financial statements are disclosed in Note 4.

Amendments to published standards effective in the current year that are relevant to the company's operations

IAS 1 (Amendment), 'Presentation of Financial Statements' (effective for annual periods beginning on or after 1 July 2012). This amendment changes the disclosure of items presented in other comprehensive income (OCI) in the statement of comprehensive income. In particular, items of other comprehensive income are required to be classified into those that will and will not be reclassified to profit or loss. As the amendment only affects presentation, there is no effect on the company's financial statements.

IFRS 13, 'Fair Value Measurement', (effective for annual periods beginning on or after 1 January 2013). IFRS 13 aims to improve consistency and reduce complexity by providing a precise definition of fair value and a single source of fair value measurement and disclosure requirements for use across IFRSs. The requirements do not extend the use of fair value accounting but provide guidance on how it should be applied where its use is already required or permitted by other standards. The requirements are similar to those in IFRS 7, 'Financial Instruments: Disclosures', but apply to all assets and liabilities measured at fair value, not just financial assets and liabilities. The adoption of this standard has no significant impact on the company's financial statements.

YOUTH UPLIFTMENT THROUGH EMPLOYMENT LIMITED (YUTE)

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2013

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):

(a) Basis of preparation (cont'd) -

Standards and amendments to published standards that are not yet effective and have not been early adopted by the company

IAS 32 (Amendment), 'Financial Instruments: Presentation' (effective for annual periods beginning on or after 1 January 2014). Amendments relating to the offsetting of assets and liabilities.

IAS 36, 'Impairment of Assets' (effective for annual periods beginning on or after 1 January 2014). Amendments arising from Recoverable Amount Disclosures for Non-Financial Assets.

IFRS 9, 'Financial Instruments', (effective for annual periods beginning on or after 1 January 2015). IFRS 9 addresses classification and measurement of financial assets and liabilities and replaces the multiple classification and measurement models in IAS 39 with a single model that has only two classification categories: amortised cost and fair value.

Classification of financial assets under IFRS 9 is driven by the entity's business model for managing the financial assets and the contractual characteristics of the financial assets. IFRS 9 also removes the requirement to separate embedded derivatives from financial asset hosts. It requires a hybrid contract to be classified in its entirety at either amortised cost or fair value.

For financial liabilities IFRS 9 retains most of the IAS 39 requirements including amortised cost accounting for most financial liabilities and the requirement to separate embedded derivatives. The main change is where the fair value option is taken for financial liabilities, the part of a fair value change due to an entity's own credit risk is recorded in other comprehensive income rather than in profit or loss, unless this creates an accounting mismatch.

The directors anticipate that the adoption of the standards, amendments and interpretations, which are relevant in future periods, is unlikely to have any material impact on the financial statements.

(b) Foreign currency translation -

Foreign currency transactions are accounted for at the exchange rates prevailing at the dates of the transactions.

Monetary items denominated in foreign currency are translated to Jamaican dollars using the closing rate as at the reporting date. Non-monetary items measured at historical cost denominated in a foreign currency are translated using the exchange rate as at the date of initial recognition; non-monetary items in a foreign currency that are measured at fair value are translated using the exchange rates at the date when the fair value was determined.

YOUTH UPLIFTMENT THROUGH EMPLOYMENT LIMITED (YUTE)

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2013

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):

(b) Foreign currency translation (cont'd) -

Exchange differences arising from the settlement of transactions at rates different from those at the dates of the transactions and unrealized foreign exchange differences on unsettled foreign currency monetary assets and liabilities are recognized in profit or loss.

(c) Property, plant and equipment -

Items of property, plant and equipment are recorded at historical cost, less accumulated depreciation. Historical cost includes expenditure that is directly attributable to the acquisition of the items.

Depreciation is calculated on the straight-line basis at annual rates estimated to write off the carrying value of the assets over the period of their estimated useful lives. Annual rates are as follows:

Furniture and office equipment	10 years
Computer equipment	3 years

(d) Financial instruments -

A financial instrument is any contract that gives rise to both a financial asset for one entity and a financial liability or equity of another entity.

Financial assets

The company classifies its financial assets in the following categories: loans and receivables. The classification depends on the purpose for which the financial assets were acquired. Management determines the classification of its financial assets at initial recognition and re-evaluates this designation at every reporting date.

Loans and receivables

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market.

The company's loans and receivables comprise receivables and cash and cash equivalents in the statement of financial position.

YOUTH UPLIFTMENT THROUGH EMPLOYMENT LIMITED (YUTE)

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2013

3. SIGNIFICANT ACCOUNTING POLICIES (CONT'D):

(e) Cash and cash equivalents -

Cash and cash equivalents are carried in the statement of financial position at cost. For the purposes of the cash flow statement, cash and cash equivalents comprise cash at bank, in hand, deposits and short term highly liquid investments with original maturities of three months or less, net of bank overdraft.

(f) Payables -

Payables are stated at amortized cost.

(g) Revenue recognition -

Contributions and grants are recognised when received.

Grants and contributions to specific programmes/projects are recorded in specific project fund accounts and bank accounts when received.

Interest income is recognised in the income statement for all interest bearing instruments on a cash basis.

YOUTH UPLIFTMENT THROUGH EMPLOYMENT LIMITED (YUTE)

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2013

4. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY:

Judgements and estimates are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

(a) Critical judgements in applying the company's accounting policies -

In the process of applying the company's accounting policies, management has not made any judgements that it believes would cause a significant impact on the amounts recognized in the financial statements.

(b) Key sources of estimation uncertainty -

The company makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

(i) Fair value estimation

A number of assets and liabilities included in the company's financial statements require measurement at, and/or disclosure of, fair value.

Fair value is the amount for which an asset could be exchanged, or a liability settled, between knowledgeable, willing parties in an arm's length transaction. Market price is used to determine fair value where an active market (such as a recognized stock exchange) exists as it is the best evidence of the fair value of a financial instrument.

The fair value measurement of the company's financial and non financial assets and liabilities utilises market observable inputs and data as far as possible. Inputs used in determining fair value measurements are categorized into different levels based on how observable the inputs used in the valuation technique are.

YOUTH UPLIFTMENT THROUGH EMPLOYMENT LIMITED (YUTE)

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2013

4. CRITICAL ACCOUNTING JUDGEMENTS AND KEY SOURCES OF ESTIMATION UNCERTAINTY (CONT'D):

(b) Key sources of estimation uncertainty (cont'd) -

(i) Fair value estimation (cont'd)

The standard requires disclosure of fair value measurements by level using the following fair value measurement hierarchy:

Level 1	Quoted prices (unadjusted) in active markets for identical assets or liabilities.
Level 2	Inputs other than quoted prices included within level 1 that are observable for the asset or liability, either directly (that is, as prices) or indirectly (that is, derived from prices).
Level 3	Inputs for the asset or liability that are not based on observable market data (that is, unobservable inputs).

The classification of an item into the above level is based on the lowest level of the inputs used that has a significant effect on the fair value measurement of the item.

Transfers of items between levels are recognised in the period they occur.

The fair values of financial instruments that are not traded in an active market are deemed to be determined as follows:

The face value, less any estimated credit adjustments, for financial assets and liabilities with a maturity of less than one year are estimated to approximate their fair values. These financial assets and liabilities include cash and bank balances, receivables and payables.

(ii) Depreciable assets

Estimates of the useful life and the residual value of property, plant and equipment are required in order to apply an adequate rate of transferring the economic benefits embodied in these assets in the relevant periods. The company applies a variety of methods in an effort to arrive at these estimates from which actual results may vary. Actual variations in estimated useful lives and residual values are reflected in profit or loss through impairment or adjusted depreciation provisions.

YOUTH UPLIFTMENT THROUGH EMPLOYMENT LIMITED (YUTE)

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2013

5. FINANCIAL AND CAPITAL RISK MANAGEMENT:

(a) Financial risk factors -

The Board of Directors has overall responsibility for the determination of the company's risk management objectives and policies and, whilst retaining ultimate responsibility for them, it has delegated the authority for designing and operating processes that ensure the effective implementation of the objectives and policies to the company's finance function. The Board provides principles for overall risk management, as well as policies covering specific areas, such as foreign exchange risk, interest rate risk, credit risk and investments of excess liquidity.

The overall objective of the Board is to set policies that seek to reduce risk as far as possible without unduly affecting the company's competitiveness and flexibility. Further details regarding these policies are set out below:

(i) Market risk

Currency risk

Currency risk is the risk that the value of a financial instrument will fluctuate because of changes in foreign exchange rates. The company manages its foreign exchange risk by holding foreign currency balances.

The Statement of Financial Position at period end includes net foreign assets of US\$6,303 (2012 - US\$28,407).

(ii) Interest rate risk

Interest rate risk is the risk that the value of a financial instrument will fluctuate due to changes in market interest rates. As the company has no significant interest bearing assets or liabilities, the company's income and operating cash flows are substantially independent of changes in market interest rates. The company's interest rate risk arises from deposits and short term instruments.

YOUTH UPLIFTMENT THROUGH EMPLOYMENT LIMITED (YUTE)

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2013

4. FINANCIAL AND CAPITAL RISK MANAGEMENT (CONT'D):

(a) Financial risk factors (cont'd) -

(iii) Credit risk

Credit risk is the risk that one party to a financial instrument will fail to discharge an obligation and cause the other party to incur a financial loss. The company has policies in place to ensure that transactions are made with clients/organisations with an appropriate credit history. Cash transactions are made with high credit quality financial institutions. The company manages its credit risk by screening its clients, rigorous follow-up of receivables/commitments and ensuring investments are low-risk or, are held with reputable financial institutions.

(iv) Liquidity risk

Liquidity risk is the risk that an enterprise will encounter difficulty in raising funds to meet commitments associated with financial instruments. The company manages this risk by keeping committed donors interested in the activities of the company.

5. INCOME:

Revenue comprise the fair value of the consideration received in the ordinary course of the company's activities and is made up of cash and in-kind.

In-kind comprise goods received and jobs made available to youths participating in the programme. Goods are valued at the invoiced value of the items received. Jobs are valued at the rates at which payments are made to the participants.

6. TAXATION:

The company is an approved charitable organisation for purposes of Section 13(i)(g) of the Income Tax Act, and its income is exempted from tax under Section 12(h) of the Income Tax Act.

YOUTH UPLIFTMENT THROUGH EMPLOYMENT LIMITED (YUTE)

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2013

7. PROPERTY, PLANT AND EQUIPMENT:

	Furniture & Office Equipment	Computer Equipment & Software	Total
	\$	\$	\$
Cost -			
1 July 2011	-	-	-
Additions	<u>426,261</u>	<u>1,035,063</u>	<u>1,461,324</u>
31 December 2012	426,261	1,035,063	1,461,324
Additions	<u>-</u>	<u>12,790</u>	<u>12,790</u>
31 December 2013	<u>426,261</u>	<u>1,047,853</u>	<u>1,474,114</u>
Depreciation -			
1 July 2011	-	-	-
Charge for the period	<u>42,434</u>	<u>409,628</u>	<u>452,062</u>
31 December 2012	42,434	409,628	452,062
Charge for the year	<u>42,626</u>	<u>346,052</u>	<u>388,678</u>
31 December 2013	<u>85,060</u>	<u>755,680</u>	<u>840,740</u>
Net book value -			
31 December 2013	<u>341,201</u>	<u>292,173</u>	<u>633,374</u>
31 December 2012	<u>383,827</u>	<u>625,435</u>	<u>1,009,262</u>

YOUTH UPLIFTMENT THROUGH EMPLOYMENT LIMITED (YUTE)

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2013

8. CASH AND CASH EQUIVALENTS:

The following bank accounts are held at the National Commercial Bank Jamaica Limited:

	<u>2013</u>	<u>2012</u>
	\$	\$
United Way International - Citibank J\$- current account	1,505,439	2,780,298
YUTE Main Account J\$- current account	218,511	5,542,747
YUTE Imprest Account J\$- current account	47,211	222,140
PetroCaribe - current account	471,029	2,325,263
YUTE Build J\$ - current account	2,418,995	9,999,989
IDB (US\$267) - savings account	28,262	1,001,175
AusAID (US\$6,035) - savings account	639,722	372,553
YUTE Build (US\$1) - savings account	145	1,097,328
Petty cash J\$	<u>30,000</u>	<u>30,000</u>
	<u>5,359,314</u>	<u>23,371,493</u>

The average effective interest rate on savings account balances was 0.45%.

9. IN-KIND TRANSACTIONS:

In-kind contributions of \$7,114,180 comprise the value of goods and jobs received from PSOJ members.

The related expenditure is allocated to work experience and long-term employments classified under the project expense heading, "Job Bank".

YOUTH UPLIFTMENT THROUGH EMPLOYMENT LIMITED (YUTE)

NOTES TO THE FINANCIAL STATEMENTS

31 DECEMBER 2013

10. DETAILED BUDGET:	<u>Budget</u>	<u>Accumulative Actual</u>	<u>(Adverse)/ Positive Variances</u>
	<u>\$</u>	<u>\$</u>	<u>\$</u>
INCOME			
Grant:			
JSIF	11,053,055	11,053,058	3
AusAID	62,637,600	63,199,560	561,960
IDB MIF	12,751,700	7,186,223	(5,565,477)
USAID	33,988,355	1,946,888	(32,041,467)
PetroCaribe	30,000,000	30,000,000	-
Citi Foundation	4,126,000	4,126,000	-
National Housing Trust	-	10,000,000	10,000,000
	<u>154,556,710</u>	<u>127,511,729</u>	<u>(27,044,981)</u>
Contributions - PSOJ Members	148,789,608	190,748,258	41,958,650
Gifts in Kind - Goods PSOJ Members	49,718,216	4,793,929	(44,924,287)
Gifts in Kind - Jobs PSOJ Members	366,500,000	47,119,165	(319,380,835)
Gifts in Kind - Government	134,847,006	1,065,266	(133,781,740)
Other	-	13,177,531	13,177,531
	<u>699,854,830</u>	<u>256,904,149</u>	<u>(442,950,681)</u>
	<u>854,411,540</u>	<u>384,415,878</u>	<u>(469,995,662)</u>
EXPENSES:			
Project expenses:			
Programme Marketing	20,057,707	13,008,105	7,049,602
Community Enrolment & Engagement	21,421,680	18,351,914	3,069,766
Employment Stream	95,912,457	52,969,270	42,943,187
Career Preparedness Workshop	19,687,500	4,136,303	15,551,197
Mentors	10,000,000	5,188,900	4,811,100
U-Turn	65,582,643	30,530,420	35,052,223
Entrepreneurship	142,752,024	11,360,336	131,391,688
Job Bank	419,760,000	87,565,696	332,194,304
Programme Baseline & Evaluation	12,500,000	8,721,096	3,778,904
Project Design	2,868,576	2,859,514	9,062
Formation	100,000	-	100,000
YUTE Implementation Resource	21,170,986	36,013,599	(14,842,613)
	<u>831,813,573</u>	<u>270,705,153</u>	<u>561,108,420</u>
Sub-projects - OBRA			
RISE	3,345,000	3,335,892	9,108
Children First	3,485,000	3,485,000	-
Area Youth Foundation	2,275,000	2,275,000	-
	<u>9,105,000</u>	<u>9,095,892</u>	<u>9,108</u>
Other -			
Programme Management Office	49,208,000	98,128,884	(48,920,884)
Administrative and other expenses	-	3,593,144	(3,593,144)
	<u>49,208,000</u>	<u>101,722,028</u>	<u>(52,514,028)</u>
	<u>890,126,573</u>	<u>381,523,073</u>	<u>508,603,500</u>
	<u>(35,715,033)</u>	<u>2,892,805</u>	<u>38,607,838</u>

INDEPENDENT AUDITORS' REPORT

To the Directors of
Youth Upliftment through Employment Limited (YUTE)

The supplementary information presented on pages 20 to 21 has been taken from the accounting records of the company and has been subjected to the tests and other auditing procedures applied in our examination of the financial statements of the company for the year ended 31 December 2013.

In our opinion, this information, although not necessary for a fair presentation of the company's state of affairs, results of operations, changes in reserves or cash flows is fairly presented in all material respects in relation to the financial statements taken as a whole.



Chartered Accountants

22 May 2014

YOUTH UPLIFTMENT THROUGH EMPLOYMENT LIMITED (YUTE)

DETAILED STATEMENT OF PROFIT OR LOSS

YEAR ENDED 31 DECEMBER 2013

	<u>2013</u>	<u>2012</u>
	\$	\$
INCOME		
Grants:		
JSIF	-	11,053,058
AusAID	17,829,780	45,369,780
IDB MIF	-	7,186,223
USAID	-	1,946,888
PetroCaribe	13,016,346	16,983,654
Citi Foundation	-	4,126,000
National Housing Trust	-	10,000,000
	<u>30,846,126</u>	<u>96,665,603</u>
Donations and Direct Public Support:		
Contributions - PSOJ Members	34,587,500	156,160,758
Gifts in Kind - Goods PSOJ Members	-	4,793,929
Gifts in Kind - Jobs PSOJ Members	7,114,180	40,004,985
Gift in Kind - Government of Jamaica	-	1,065,266
Individual contribution	-	1,200
	<u>41,701,680</u>	<u>202,026,138</u>
GCT recovered	9,070,712	-
Foreign exchange gain	3,287,138	-
Interest	86,307	632,174
Other	100,000	-
	<u>12,544,157</u>	<u>632,174</u>
Total income	<u>85,091,963</u>	<u>299,323,915</u>
EXPENSES: (Page 21)		
Project expenses	76,030,483	194,674,670
Sub-projects - OBRA	-	9,095,892
Programme Management Office	30,474,732	67,654,152
Administrative and other expenses	1,356,434	2,236,710
	<u>107,861,649</u>	<u>273,661,424</u>
NET (LOSS)/SURPLUS	<u>(22,769,686)</u>	<u>25,662,491</u>

YOUTH UPLIFTMENT THROUGH EMPLOYMENT LIMITED (YUTE)

SCHEDULE OF EXPENSES

YEAR ENDED 31 DECEMBER 2013

	<u>2013</u>	<u>2012</u>
	<u>\$</u>	<u>\$</u>
Project Expenses:		
Programme Marketing	1,526,297	11,481,808
Community Enrolment & Engagement	5,390,400	12,961,514
Employment Stream	7,010,853	45,958,417
Career Preparedness Workshop	32,000	4,104,303
Mentors	456,331	4,732,569
U-Turn	7,024,573	23,505,847
Entrepreneurship	1,619,182	9,741,154
Job Bank	39,190,231	48,375,465
Programme Baseline & Evaluation	564,929	8,156,167
Project Design	-	2,859,514
YUTE Implementation Resource	<u>13,215,687</u>	<u>22,797,912</u>
	<u>76,030,483</u>	<u>194,674,670</u>
Sub-projects - OBRA		
RISE	-	3,335,892
Children First	-	3,485,000
Area Youth Foundation	<u>-</u>	<u>2,275,000</u>
	<u>-</u>	<u>9,095,892</u>
Programme Management Office	<u>30,474,732</u>	<u>67,654,152</u>
Administrative and other expenses:		
Bank charges	233,831	267,386
Facilities	46,100	654,722
Bearer service	10,325	224,620
Security	260,786	66,945
Printing, stationery and supplies	34,670	444,935
Telephone	43,975	-
Website hosting	36,169	-
Travel and meeting	1,900	32,868
Formation	-	36,000
Audit	300,000	-
Depreciation	388,678	452,062
Other	<u>-</u>	<u>57,172</u>
	<u>1,356,434</u>	<u>2,236,710</u>
TOTAL	<u>107,861,649</u>	<u>273,661,424</u>

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YOUTH UPLIFTMENT THROUGH EMPLOYMENT

YOUTH UPLIFTMENT THROUGH EMPLOYMENT (YUTE)

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