

### **Dual-client Approach to Youth Employment Programming: Tip Sheet**

- A dual-client approach to youth employment programming requires understanding both: a) the *characteristics and aspirations of target youth*; and b) *local labor needs and hiring practices*.
- *Define your target population* based on economic data and institutional mission/program priorities; design your program around youth realities.
- To assess market needs, *create a multi-disciplinary group* (labor experts, private sector, manpower planners, regional planners, educators, workforce training experts) *to advise your research* and then:
  - Set goals of the assessment
  - Review and select key sectors in your target country / locale
  - Develop instruments
  - Conduct field research and collect employer data
  - Review and vet findings
  - Design your program intervention based on your findings
  - Recheck your data! (Validate to make sure you are on the right track)
- Look broadly at a whole labor market and think long-term: try to forecast future labor market needs and growth sectors; focus on occupational categories and competencies rather than specific job openings.
- Key questions to consider, based on assessment findings, in program design:
  - What hard skills do we need to build?
  - What soft skills should we build?
  - What are realistic expectations for target youth as they look for work?
  - What aspects of labor rights do we need to reinforce?
  - What specific employment and enterprise development opportunities are available for target youth in target sectors? Do we need to search other sectors?
  - Do the characteristics of our target populations match up with these occupational areas?
  - What training and other support do these youth need to take advantage of these opportunities?
  - Which companies / employers do we need to cultivate, and how?
- Dual-client principles can be translated and applied in different country / market situations, though assessment approaches may need to be adapted to different circumstances.
- Once a program is being implemented, program monitoring is required to recheck whether the program is making a “match” (whether program design is matching “youth at program exit” with what employers are seeking). If not, determine ways in which the program can be altered to better meet both youth and labor market needs.



- Assessing the needs of dual customers is not a one-time event. Continual assessment, rechecking is key!

**IYF Resources:**

- Building on Hope: Findings from a Rapid Community Appraisal in Jordan
  - Executive Version: <http://www.iyfnet.org/document/1410>
  - Full Report: <http://www.iyfnet.org/document/1059>
- YouthMap Senegal Assessment Report: <http://www.iyfnet.org/youthmap-senegal>
- YouthMap Uganda Assessment Report: <http://www.iyfnet.org/youthmap-uganda>
- Youth Assessment – Kyrgyz Republic: <http://www.iyfnet.org/document/2106>
- IYF Labor Market Assessment Guide: <http://www.iyfnet.org/document/2294>