Building a Better Tomorrow
A Life Skills and Employability Skills Training

GUIDELINES TO USE *"BUILDING A BETTER TOMORROW"*
A LIFE AND EMPLOYABILITY SKILLS TRAINING

WORLD BANK GROUP

WASHINGTON, DC

2016

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The comics-based Workbooks' narrative and artwork, booklet graphic design and e-Learning version were produced by Creative Frontiers, LLC – www.cfrontiers.co –, on behalf of The World Bank.

Both the Techniques of Training Guide and the Techniques of Training Workbook were produced by The Lighthouse Coach SARL and delivered to the World Bank as parts of the life and employability skills training and in the framework of a nation-wide youth volunteerism program in Lebanon sponsored by the World Bank Social Protection and Labor Global Practice and the State and Peace-Building Fund. The National Volunteer Service Program, into which the training is integrated, is implemented under the stewardship of the Lebanese Ministry of Social Affairs and in partnership with NGOs, academic institutions, and the private sector.

The User's Guidelines were developed by Anne Genin, Youth in Development Consultant.

Background

"*Building a Better Tomorrow*" is a brand new life and employability skills training which can be:
- Face-to-face
- Self-paced
- eLearning

Life and employability skills trainings address youth's needs across the world as they develop into adulthood, actively participate in their communities, transition from school to work, and seek to enter the job market to build up sustainable and fulfilling livelihoods.

"*Building a Better Tomorrow*" is a life skills and employability skills training program for 15 to 25 year olds developed by the World Bank. It is based on the experience of the World Bank in supporting young women and young men, especially the ones most vulnerable to poverty, disfranchisement, and radicalization. Through expected cross-fertilization effects, this life and employability skills training helps young people tackle the issue of identity and keeps them actively engaged with their communities by increasing their sense of belonging and resilience and by mending the skills gap between what employers need and what youth bring to the table.

"*Building a Better Tomorrow*" was originally designed by the Leadership, Learning and Innovation Group of the World Bank as the life and employability skills training component of a nation-wide youth volunteerism program in Lebanon sponsored by the World Bank Social Protection and Labor Global Practice and the State and Peace-Building Fund. The National Volunteer Service Program, into which the training is integrated, is implemented under the stewardship of the Lebanese Ministry of Social Affairs and in partnership with NGOs, academic institutions, and the private sector. [Please click here to access examples of the World Bank projects launched under the Youth in Development Program.] Please click here to access the website of the National Volunteer Service Program (NVSP) in Lebanon. The training has been implemented to scale in Lebanon and well received by both youth practitioners and by youth themselves.

"*Building a Better Tomorrow*" is now made available online, free of charge or license fee to all Youth in Development practitioners at www.youthindev.org to address the needs of youth in their own country. As a public good, it is now open for re-use by all who wish to provide quality life skills training to the youth they serve, and/or are in the process of scaling up their youth interventions.

What are the advantages of the "*Building a Better Tomorrow*" training?

"*Building a Better Tomorrow*" meets the needs of youth, their communities, youth in development practitioners, and employers:

- Practitioner-friendly: Entirely accessible online under the Creative Commons 3.0 license, the package is free of charge and free of license fees. As it can be delivered in three different formats (face-to-face; self-paced; and eLearning), it gives youth serving institutions the flexibility to define the scale of their intervention as well as the method of training delivery which suits best their youth policy, interventions' objectives, and the size of the audience they wish to reach. Moreover, youth in development practitioners know their audience best and will be able to localize the content of this training to adjust the demands of the youth and communities they serve.

- Youth and community needs-based: This methodology focuses on core, universal and transferrable social-emotional life skills, and helps youth get a better sense of self, strengthen their sense of community belonging, participate more actively in their community, and expand and improve their employability skills.

- Demand-driven: By focusing on soft business and entrepreneurship skills, "*Building a Better Tomorrow*" addresses employers' concerns about the skills-gap existing between youth's skills and companies' and public sector agencies' needs.

What are the overarching principles of this methodology?

"*Building a Better Tomorrow*" uses a methodology built upon three overarching principles:

1) <u>First Principle: One single core curriculum content</u>: All tools use the same core content of universal and transferrable skills. The curriculum methodology is interactive and integrates best practices in life skills training by taking into account current research outcomes on experiential learning and lessons-learned from interventions and programs utilizing existing life skills training methodologies. The program formally trains youth on (i) social-emotional skills to enhance their sense of self and reinforce their contribution to their community, as well as on (ii) career planning, soft business skills and entrepreneurship, to increase their employability skills. A customizable layer of local content can been added on top of this training's universal core curriculum.

2) <u>Second Principle: Module-based</u>: Throughout the materials, the lessons are organized in four main learning themes for a total of twenty modules. On top of this universal content, each lesson can be customized and adapted to the local context.

   a. Theme 1: "Exploring My World, Your World and Our World"; youth learn about themselves as well as resolving conflicts and fostering inclusiveness in their community.
      i. Module 1.1: Identity, Values and Aspirations
      ii. Module 1.2: Encountering the Other – Fostering Empathy
      iii. Module 1.3: Conflict Management – Understanding the Emotions
      iv. Module 1.4: Valuing Diverse Perspectives and Finding Win-win Approaches
      v. Module 1.5: Cultivating a Sense of Belonging and Accountability

   b. Theme 2: "Building Pathways to a Purposeful life"; this theme allows youth to explore and identify their personal goals, and learn and practice how to present themselves to others, especially to potential employers.
      i. Module 2.1: What is a Purposeful Life?
      ii. Module 2.2: What is My Purpose in Life?
      iii. Module 2.3: Presenting your Best Self: The Resume
      iv. Module 2.4: Presenting your Best Self: The Interview
      v. Module 2.5: My Pathway – Review and Practice

   c. Theme 3: "Prepare to Enter a Professional World"; this soft-business skills-based theme helps youth become change agents by understanding 21st century skills, developing creativity skills and by practicing effective communication and collaboration.
      i. Module 3.1: Transformative Change and 21st Century Skills
      ii. Module 3.2: Creativity
      iii. Module 3.3: Communication and Advocating - Active Listening and Assertiveness
      iv. Module 3.4: Teamwork and Collaboration
      v. Module 3.5: Being Responsible and Time Management

d. Theme 4: "Creating Values in Your Ideas"; in this entrepreneurship skills theme, youth are required to get hands-on by learning how to design, share with stakeholders, receive feedback and improve their own business plan, financial plan and marketing plan.
   i. Module 4.1: Sharing your Idea and Gathering Support
   ii. Module 4.2: Improvement through Feedback
   iii. Module 4.3: Financial Management: Opportunity/Costs Trade Off
   iv. Module 4.4: Mission Statement and Business Plan
   v. Module 4.5: Marketing and Persuasion

3) Third Principle: Three delivery formats: The content of "*Building a Better Tomorrow*" can be delivered to youth in three different formats, and therefore reach different target audiences: face-to-face training; self-paced training using comics-based workbooks, or as a self-paced eLearning training.

   a. This offers practitioners greater flexibility and allows them to reach out to a specific youth cohort or a wider youth audience, depending on the intervention and the level of scale targeted.

   b. Modular toolkit: "*Building a Better Tomorrow*" is made of a pool of both youth training tools and Training of Trainers tools declined in various formats and file types. Depending on the delivery format used, a different combination of materials will be drawn from the main pool of tools.

How to use "*Building a Better Tomorrow*"? – Guidelines for practitioners

➔ First, practitioners will choose the delivery format best suited to their youth intervention or a mix of those (face-to-face; self-paced Comic-based Workbooks; and/or eLearning training).
➔ Second, based on that selection, they can then use the combination of materials suggested below.

Please find the suggested material under each of the three following delivery format with a detailed list of all the tools making up the "*Building a Better Tomorrow*" training with, for each:
   a. A brief presentation of their objective and content.
   b. Guidance as to when and how to use and/or distribute each material, and to whom.

- Delivery format #1: Face-to-face training:

   o The modules are delivered on site during twenty live, interactive and participatory training sessions led by trainers selected by the sponsor, who will have been previously trained in both experiential learning methodologies and in the "*Building a Better Tomorrow*" curriculum during Training the Trainers' workshops organized to that effect. The face-to-face format includes a variety of pedagogical formats and techniques such as: role-playing, team-building, videos, gamification, and small group activities.

   o Suggested audience: Specific and identified cohort of youth. To maximize training outcomes, face-to-face training sessions are ideally delivered to a group of 20 to 40 youth; this group size allows both effective exchanges and group activities while tending to each of the participants' individual needs.

   o Material: Under this option, "*Building a Better Tomorrow*" is made of (i) Training of Trainers material to train future trainers in both experiential learning methodologies and in the twenty modules of the core curriculum as well as of (ii) materials which will be shown and/or distributed to youth during the live life skills sessions. (These material were developed in the framework of the Lebanese project mentioned above, and in partnership with a contractor, The Lighthouse Coach, SARL).

      (i) Train the trainers on the curriculum (life and employability skills), as well as on participatory and experiential learning methods. Five components make up the Training of Trainer toolkit:
         (1) Techniques of Training Workbook
         (2) Techniques of Training Guide
         (3) "*Building a Better Tomorrow*" Curriculum Trainer's Guide
         (4) Trainer's "At Glance" Maps
         (5) Trainer's presentations
      (ii) Youth face-to face training material on life and employability skills
         (1) Youth's Workbooks (for the face-to-face events)
         (2) Comics-based, self-paced Workbooks (distributed to youth as read-at-home material)

Face-to-face Training Material:

Training-the-Trainers' material	
Techniques of Training Guide	Trainers-in-training receive this Guide during the first day of the Training of Trainers' workshop; they will keep it for future references and to prepare youth training sessions. It contains instructions and methods on how to conduct life skills participatory sessions. It guides them through the discussions and activities on the topics of: facilitation skills; learning styles; adult learning methodologies; youth group management; experiential and interactive learning methodologies; and assessment methods.
Techniques of Training Workbook	The master trainer distributes this Workbook to the Trainers-in-training during the first day of the Training of Trainers' workshop. It mirrors the aforementioned Techniques of Training Guide's contents and allows Trainers-in-Training to take notes during the conduct of the Trainers' workshop and fill exercises forms. The Workbook also contains pages dedicated to a Training Journal that the Trainers-in-Training are suggested to keep.
"*Building a Better Tomorrow*" Curriculum Trainer's Guide	Trainers-in-training receive this Guide at the beginning of the Training of Trainers and work through it on day 2 and 3 of the Training of Trainers' workshop to practice the twenty curriculum modules experientially. The Guide is organized in four themes and twenty modules mirroring the youth training curriculum. It details for each module: the module's learning objectives; required materials to prepare the session and materials to use during the session; pre-session preparation instructions; the session's lesson plan, including: words of welcome or warm-up activity and overview; session's learning goals; detailed and timed individual and group activities; reflection time; and session evaluation. The Trainer's Guide also contains for each module all handouts that the trainers will distribute to youth during the corresponding life skills training session. The Trainer's Guide can be downloaded from www.youthindev.org either by theme (one document per theme for a total of four documents) or by module (one document per module for a total of twenty documents).
Trainer's "At Glance Maps"	Trainers use this material to prepare youth training sessions and during the conduct of the live life skills sessions. The four maps are support tools presented in table format and organized by themes, each divided by module. They guide the trainers through the live life skills training sessions by reminding them of the order of the activities, the schedule as well as the required resource(s) (Workbook, Trainer's Guide…) for each activity.
Trainer's PowerPoint® presentations	During the Training the Trainers' workshop, Trainers receive twenty PowerPoint® presentations, one for each youth training module, in digital format.

	The slides are then shown to youth during the live life skills training sessions, supporting all types of learners' style, and helping the trainers facilitating the sessions by adding another training support.
	The presentations can be further customized to fit the needs of a specific cohort. If they so choose, trainers can, for instance, adjust the content and examples to their specific cohort (content customization) and/or use the presentation's content on another support, such as flip-charts (delivery format customization).
	These PowerPoint® presentations, the Handouts contained in the aforementioned "*Building a Better Tomorrow*" Trainer's Guide, as well as the Youth Workbooks (see below) are used simultaneously during the live youth training sessions.
"*Building a Better Tomorrow*" Youth's Workbooks	The "*Building a Better Tomorrow*" Youth Workbooks are distributed to youth by their trainers on Day 1 of the face-to-face youth training sessions.
	Organized in the same four learning themes and twenty modules than all other "*Building a Better Tomorrow*" tools, the Youth Workbooks contain exercises and activities mirroring the activities done with youth during the sessions; youth fill the blank worksheets of the Workbooks or answer the questions asked when the individual or group activity calls for it.
	These Youth Workbooks are used as another face-to-face youth training session's support in conjunction with the PowerPoint® presentations and Handouts and are for youth to take home with them after each session.
	Should youth practitioners and trainers decide to not distribute the Workbooks to youth, they can integrate the Workbook's activities and exercises in the training by reading them to youth and/or using their content on flip-charts while youth take their own notes. In any case, youth should have a tangible reminder of the activities conducted during each face-to-face life skills session.
Comics-based Workbooks for youth	Not to be mixed with the Youth's Workbooks used during the face-to-face interactive life skills training sessions, the comics- based Workbooks are self-standing tools used by youth as material in the framework of the self-paced training delivery format.
	There are four comics- based Workbooks, each covering one of the four themes of the "*Building a Better Tomorrow*" training. The twenty modules and their life and employability skills content are linked through a storyline revolving around six main young characters and one adult person and that reflects the social, economic and political reality of the youth. The six characters can be localized to address the concerns of the youth in each country.
	To reinforce the message delivered during the face-to-face life skills training sessions, these comics-based Workbooks are distributed to youth after completion of the face-to-face twenty-module training as read-at-home material.

- Delivery format #2: Self-paced workbook- based training:

  o For this stand-alone, self-paced training format, youth use a series of four comics- based Workbooks developed to that end, each covering one of the four themes on "*Building a Better Tomorrow*". The twenty modules and their life and employability skills content are linked through a storyline revolving around six main young characters and one adult person and that reflects the social, economic and political reality of the youth. The six characters can be localized to address the concerns of the youth in each country. Please click here to learn how to contextualize both the storyline and the main six characters.

  o Suggested audience: Youth enrolled in the face-to-face training as well as larger youth cohorts. This training format can be used in mainly two instances:

    (1) Trainers of face-to-face sessions can choose to distribute the Workbooks to youth at the end - and as a complement - to the live training, as read-at-home material. It allows youth to review the material at their own pace and in the order they prefer in order to practice and reinforce on their own the skills acquired during the sessions with the trainer. The comic book / cartoon nature of the material ensures long shelf life and shared- reading with friends.

    (2) For impact scaling, youth serving institutions might want to disseminate the Workbooks in either digital or print form as an add-on to their specific youth initiatives so as to integrate the overarching dimension of life skills and reinforce outcomes of the other initiative's components. This can be, for instance, especially useful to support a technical training program, a peacebuilding initiative, or a health and community project.

  o Comics- based Workbooks:
      (1) "*Building a Better Tomorrow*" self-paced comics- based Workbook – Theme 1: "Exploring My World, Your World and Our World"
      (2) "*Building a Better Tomorrow*" self-paced comics- based Workbook – Theme 2: "Building Pathways to a Purposeful life"
      (3) "*Building a Better Tomorrow*" self-paced comics- based Workbook – Theme 3: "Prepare to Enter a Professional World"
      (4) "*Building a Better Tomorrow*" self-paced comics- based Workbook – Theme 4: "Creating Values in Your Ideas"

How to Customize and Contextualize the Comics-based Workbooks?

Creative Frontiers, a creative agency specializing in development communication messaging and World Bank Group partner, produced the initial versions of both the comics-based Workbooks and the eLearning training for the Lebanese context.

Different software systems were used to create the story line and the artwork of the comics- based Workbooks and the eLearning training. The environment and the characters (including the characters' expressions) were created with Adobe Photoshop® and Adobe Illustrator®. While the Workbooks were collated and designed in Adobe InDesign®, the eLearning material was created using Adobe Articulate 2®.

Youth serving organizations are welcome to customize both or either the comics-based Workbooks or the eLearning training by editing the existing content and using the afore-mentioned software toolkit, thus making the content of the training relevant to their specific social, economic and political context. It may be also advisable to carefully select a script writer culturally and linguistically astute to the realities of the new context to adjust both the language and the dialogues contained in the training.

To maximize the deployment of the eLearning training, it is strongly suggested that youth serving institutions use a Learning Management System when uploading the eLearning training from www.youthindev.org to their own web site. Indeed this would give the end users – youth – proper management rights on what they have achieved with the training so far by, for instance, being able to save their first sessions, and come back later. Moreover, it allows youth serving institutions to track the usage of the eLearning training and even to add a certification system once the training is completed, if they wish to do so.

Creative Frontiers or other contractors can also extend their services to youth serving institutions in order to localize the content as per specifications fitting the particular contexts.

- Delivery Format #3: Self-paced eLearning training:

  o This delivery format is entirely digital and available, for free, online to anyone in the general population. It has been developed and adapted to be entirely stand-alone. eLearning modules are self-administered so that interested youth can access and use this information at will.

  o Using the very same narrative as the comics- based Workbooks and their six young main characters mentioned under Format #2, the information is packaged in an accessible and engaging format to entice youth to complete the training and draw beneficial lessons at their own pace. Please click here to learn how to contextualize both the storyline and the main six characters to the youth's reality.

  o Suggested audience: all youth aged 15 to 25. This format is designed for wider distribution to larger youth audiences. Practitioners and institutions can upload all materials from youthindev.org to a webpage they create to that effect, and give all youth access to this resource in advertising it through various media.

- Self-paced eLearning trainings::

  (1) eLearning training – Theme 1: Exploring my World, Your World, Our World
  (2) eLearning training – Theme 2: Building Pathways to a Purposeful Life
  (3) eLearning training – Theme 3: Prepare to Enter a Professional World
  (4) eLearning training – Theme 4: Creating Values in Your Ideas

Please click on the following links to download the material needed to start using "**Building a Better Tomorrow**".

MATERIAL	THEME 1 Exploring My World, Your World and Our World	THEME 2 Building Pathways to a Purposeful life	THEME 3 Prepare to Enter a Professional World	THEME 4 Creating Values in Your Ideas
FORMAT #1: FACE-TO-FACE TRAINING				
TRAINER'S TECHNIQUES OF TRAINING WORKBOOK	Single Trainer's Techniques of Training Workbook Pdf. file Word file			
TRAINER'S TECHNIQUES OF TRAINING GUIDE	Single Trainer's Techniques of Training Guide Pdf. file Word file			
TRAINER'S GUIDE	Trainer's Guide – Theme 1 – Consolidated version: All 5 modules in one file Pdf. file OR: Individual Module 1.1: Identity, Values and Aspirations Pdf. file Word file Individual Module 1.2: Encountering the Other – Fostering Empathy Pdf. file Word file Individual Module 1.3: Conflict Management – Understanding the Emotions	Trainer's Guide – Theme 2 – Consolidated version: All 5 modules in one file Pdf. file OR: Individual Module 2.1: What is a Purposeful Life? Module 2.2: What is My Purpose in Life? Pdf. file Word file Individual Module 2.3: Presenting your Best Self: The Resume Pdf. file Word file	Trainer's Guide – Theme 3 – Consolidated version: All 5 modules in one file Pdf. File OR: Individual Module 3.1: Transformative Change and 21st Century Skills Individual Pdf. file Word file Individual Module 3.2: Creativity Pdf. file Word file Individual Module 3.3: Communication	Trainer's Guide – Theme 4 – Consolidated version: All 5 modules in one file Pdf. File OR: Individual Module 4.1: Sharing your Idea and Gathering Support Individual Pdf. file Word file Module 4.2: Improvement through Feedback Pdf. file Word file Individual Module 4.3: Financial

	Pdf. file Word file Individual Module 1.4: Valuing Diverse Perspectives and Finding Win-win Approaches Pdf. file Word file Individual Module 1.5: Cultivating a Sense of Belonging and Accountability Pdf. file Word file	Individual Module 2.4: Presenting your Best Self: The Interview Pdf. file Word file Individual Module 2.5: My Pathway – Review and Practice Pdf. file Word file	and Advocating - Active Listening and Assertiveness Pdf. file Word file Individual Module 3.4: Teamwork and Collaboration Pdf. file Word file Individual Module 3.5: Being Responsible and Time Management Pdf. file Word file	Management: Opportunity/Costs Trade Off Pdf. file Word file Individual Module 4.4: Mission Statement and Business Plan Pdf. file Word file Individual Module 4.5: Marketing and Persuasion Pdf. file Word file
TRAINER'S PRESENTATIONS	Trainer's Presentations – Theme 1 – Consolidated version: All 5 modules in one file Windows PowerPoint	Trainer's Presentations – Theme 2 – Consolidated version: All 5 modules in one file Windows PowerPoint	Trainer's Presentations – Theme 3 – Consolidated version: All 5 modules in one file Windows PowerPoint	Trainer's Presentations – Theme 3 – Consolidated version: All 5 modules in one file Windows PowerPoint
TRAINER'S "AT GLANCE" MAPS	Trainer's "At Glance" Maps – Theme 1 – Consolidated version: All 5 modules in one file Pdf. file Word file	Trainer's "At Glance" Maps – Theme 2 – Consolidated version: All 5 modules in one file Pdf. file Word file	Trainer's "At Glance" Maps – Theme 3 – Consolidated version: All 5 modules in one file Pdf. file Word file	Trainer's "At Glance" Maps – Theme 4 – Consolidated version: All 5 modules in one file Pdf. file Word file
YOUTH WORKBOOKS	Youth Workbooks – Theme 1 – Consolidated version: All 5 modules in one file Pdf. file	Youth Workbooks – Theme 2 – Consolidated version: All 5	Youth Workbooks – Theme 3 – Consolidated version: All 5	Youth Workbooks – Theme 4 – Consolidated version: All 5

	Word file	modules in one file Pdf. file Word file	modules in one file Pdf. file Word file	modules in one file Pdf. file Word file
COMICS-BASED WORKBOOKS	*Building a Better Tomorrow –* Comics- based Workbook - Learning Theme 1 Pdf. file	*Building a Better Tomorrow –* Comics- based Workbook - Learning Theme 2 Pdf. file	*Building a Better Tomorrow –* Comics- based Workbook - Learning Theme 3 Pdf. file	*Building a Better Tomorrow –* Comics- based Workbook - Learning Theme 4 Pdf. file
FORMAT #2: SELF-PACED TRAINING USING COMICS- BASED WORKBOOKS			
COMICS-BASED WORKBOOKS	*Building a Better Tomorrow –* Comics- based Workbook - Learning Theme 1 PDF file	*Building a Better Tomorrow –* Comics- based Workbook - Learning Theme 2 PDF file	*Building a Better Tomorrow –* Comics- based Workbook - Learning Theme 3 PDF file	*Building a Better Tomorrow –* Comics- based Workbook - Learning Theme 4 PDF file
FORMAT #3: SELF-PACED eLEARNING TRAINING			
eLEARNING TRAINING	*Building a Better Tomorrow -* eLearning Training – Learning Theme 1	*Building a Better Tomorrow -* eLearning Training – Learning Theme 2	*Building a Better Tomorrow -* eLearning Training – Learning Theme 3	*Building a Better Tomorrow -* eLearning Training – Learning Theme 4