



# Solutions for Youth Employment

Strategic Plan • 2015 - 2020



# About Solutions for Youth Employment

Solutions for Youth Employment (S4YE) is a multi-stakeholder coalition among public sector, private sector, and civil society actors that aims to provide leadership and resources for catalytic action to increase the number of young people engaged in productive work. The S4YE coalition was founded, in partnership, by Accenture, International Labour Organization (ILO), International Youth Foundation (IYF), Plan International, RAND Corporation, the World Bank, and Youth Business International (YBI).

## About this Plan

This is the Solutions for Youth Employment (S4YE) five year strategic plan for 2015-2020.

The plan outlines the key areas of work and approaches that the coalition will adopt over this five year period. It is a living document that will be periodically reviewed and amended to reflect the changes within the coalition, as well as most critically, the changes in context, learning, partnerships, and resource flows that take place before 2020.

The S4YE coalition has an explicit commitment to work over a period of at least fifteen years to achieve its objectives. This timeline is proportionate to the size and scale of the challenge: of understanding and addressing constraints to employment that young people face. This plan is therefore, the first of three plans that will be developed before 2030.

Youth employment interventions defined by S4YE:

Direct **Matching** Entrepreneurship  
Training Services Supply Chain Growth  
Development **Skills** Subsidies **Employment**  
**Business Mentoring** Education Technology  
Apprenticeship **Enterprise**

# The Challenge of Youth Employment

Global growth over the next 20 years will be driven by young people.

However, young people face large-scale, complex challenges to finding productive work and employment. There is no one solution and sustainable solutions for employment will not be found in a single sector. For effective and scalable solutions, economists, industry specialists, politicians, entrepreneurs, trainers, businesses, researchers, and policymakers will need to work together.

The size of the challenge is enormous...

...and the complexity of the challenge is daunting...



- Large numbers of youth enter the job market every year.
- Lack of employment opportunities, particularly in poorer economies.
- Low quality of education & training without clear link to labour markets.
- Employment is directly connected to factors beyond income alone (identity, social cohesion, etc.).
- Access to finance and infrastructure remain the biggest barriers to small and micro enterprise growth and job creation.

...but we must address this challenge head on.

The international community will soon set ambitious objectives in the form of the Sustainable Development Goals. The World Bank Group has already set its ambitious goal to eliminate extreme poverty and to boost shared prosperity for the bottom 40% of the population by 2030. The primary stakeholders in this endeavor—those who will determine whether or not the world succeeds in meeting this challenge—are today's youth. In addition to the global goals of the international community, addressing youth employment is necessary to achieve the **corporate goals of the private sector** and the **regional goals of public actors**. Each sector has a compelling interest in youth employment, illustrated by the figure below.



**Our Vision** - A world where all youth have access to work opportunities that empower them to escape poverty, thus boosting shared prosperity worldwide.

The vision captures key elements of the intended nature and purpose of youth employment:

- **“all youth”** – S4YE believes that all young people, regardless of gender, cultural background, political, religious or sexual orientation, economic or social status are entitled to the same opportunities that will facilitate their escape from poverty. “Youth” refers to those people between the ages of 15 and 29.
- **“access to opportunities”** – S4YE believes that policy makers and businesses can create more opportunities for young people, provided there is the right environment, capital, networks, and evidence. Young people are entitled to the right set of tools, skills, and resources that will put them in a position to use these opportunities to engage in productive employment. S4YE believes that facilitating access to opportunities rests on matching the supply of appropriately prepared, resourced, and skilled young people with the demands of local and international enterprises and private sector actors.
- **“empower them”** – S4YE recognises that young people are active agents in their own productivity and work, and that they will determine their own future. S4YE believes that with the right skills, information, and opportunities, youth will be enabled to make informed decisions about their future.

**Our Mission** - To provide leadership and catalytic action and mobilise efforts to significantly increase the number of young people engaged in productive work by 2030.

**The S4YE mission** is to develop innovative solutions to youth employment, through practical research and active engagement with public and private stakeholders to enable solutions at scale. S4YE combines a pragmatic approach to identifying solutions for youth employment with an evidence-based advocacy platform to increase access to productive work for young people.

**Our Goal** - To provide catalytic support to employment and productive work for 150 million youth by 2030.

About 45% of young people today, nearly 621 million, are not in employment, education, or training, or are in vulnerable employment. The S4YE coalition pledges to support 150 million youth to escape under- and unemployment by 2030 – resulting in annual 1% reduction of young people not in employment, education, training, or in vulnerable employment by 2030. In doing so, the S4YE coalition will become a recognised centre of excellence, providing services and information to a wide array of industry actors engaged in implementing solutions at scale. S4YE will track progress towards this figure by monitoring the collective efforts of the broader ecosystem of actors and initiatives in which the coalition participates, as well as reviewing global and regional youth labour market information and trends over the next fifteen years. S4YE's target of supporting 150 million youth takes into account historical trends, modelling impacts of future interventions, and an appropriate level of ambition.

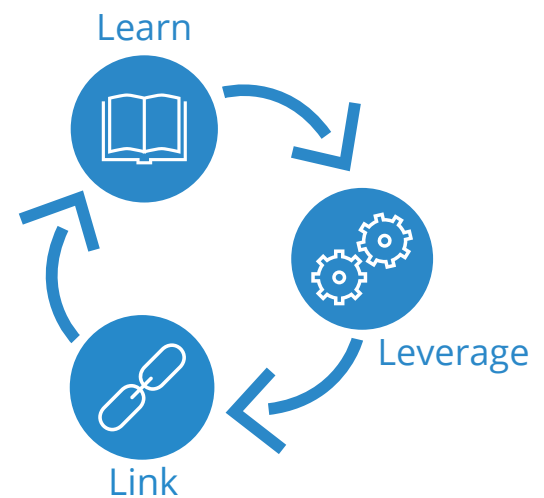


# Our Approach: Link, Learn, Leverage

S4YE's role is to advance and accelerate the development of solutions that have the greatest potential to deliver high quality productive work at scale, for young people.

**S4YE's** unique approach to fulfilling this role is to:

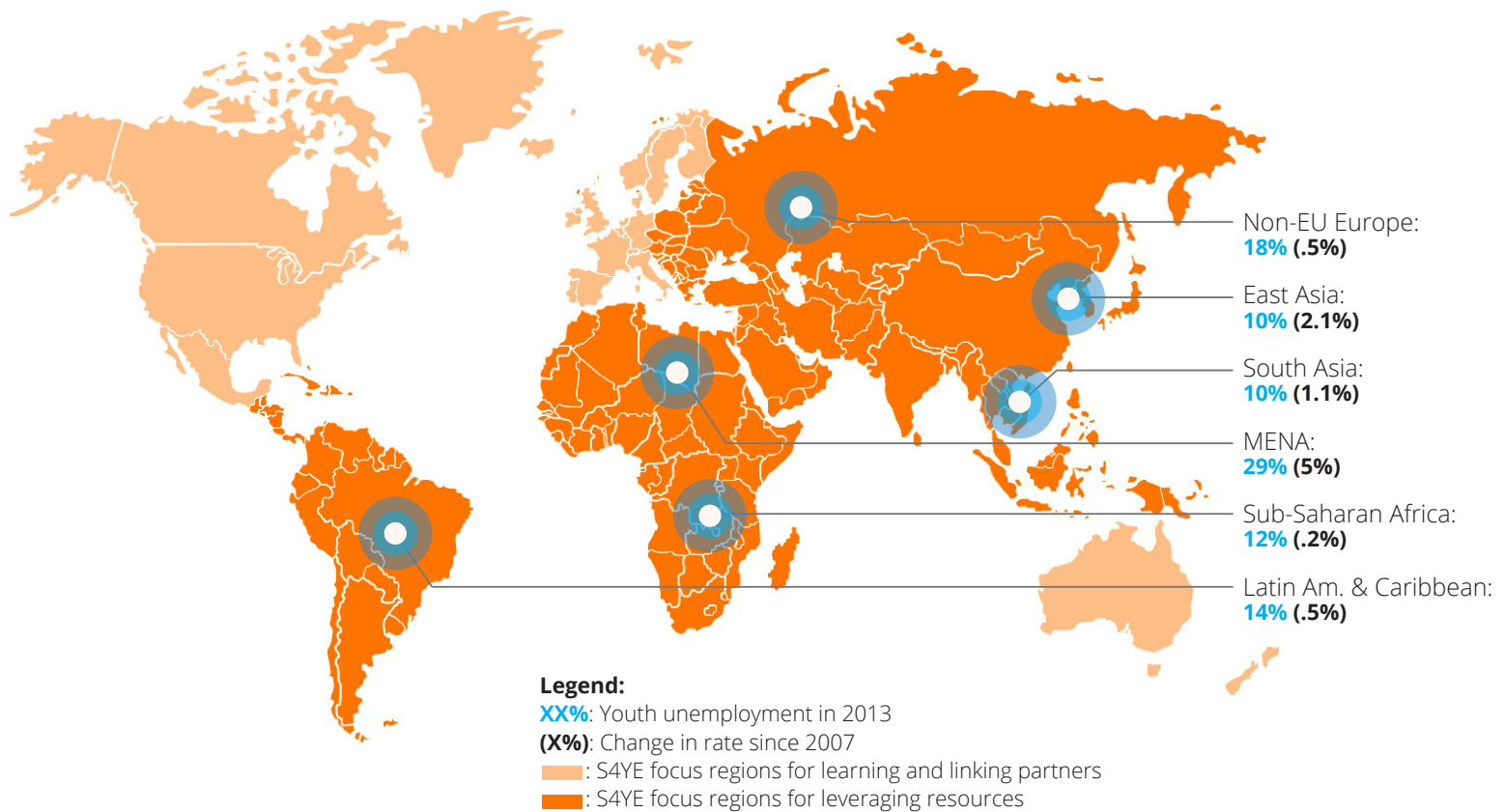
- **Link:** S4YE will link public, private, and civil sectors to integrate lessons learned, identify effective solutions, and accelerate impact on the ground through cross-sector collaboration and innovation.
- **Learn:** S4YE will pursue a compelling learning agenda both by collecting and disseminating knowledge across the broad youth employment landscape, and through a targeted portfolio of high-impact initiatives. S4YE will generate and share open knowledge and data, as well as related practical insights across the globe.
- **Leverage:** S4YE will leverage its knowledge and partners to catalyse the promotion of public, private, and civil sector innovations and operations that scale promising youth employment practices.



The approach of linking, learning, and leveraging is cyclical, with each action building off each other. Every learning opportunity becomes an opportunity to leverage further resources for youth and to bring new partners in to operations. Every linking opportunity becomes another opportunity to learn new lessons, or reinforce existing ones. And every leveraging opportunity becomes a chance for further learning and collaboration.



# Where We Work



S4YE is a global coalition of stakeholders working on youth employment, namely civil society partners, government officials, foundations, private sector entities, international organisations, and young people. S4YE partners have operations in almost every country around the world.

The coalition aims to ensure we are able to link actors together and learn lessons from youth employment interventions implemented in all countries around the world. Wherever possible, it will manage knowledge and generate lessons that have clear value for application and replicability in other contexts, in order to accelerate the volume of young people that can be supported to access productive work. Additionally, in specific regions, the coalition aims to leverage resources for youth employment interventions at scale.

While the youth employment challenge has a global scope, there are contexts where the nature of the problem calls for immediate action. Accordingly, during the first five years of work (2015-2020), the S4YE coalition will focus its interventions in the Middle East, North Africa, Sub-Saharan Africa, Latin America, the Caribbean, Asia, and countries where the youth employment challenge is a national priority, applying lessons from linking and learning globally. The coalition will seek to scale up proven solutions and focus on where the youth employment challenge is most pressing in order to provide catalytic insights and maximise impact. It will encourage knowledge sharing particularly through South-South learning and collaboration, and therefore contribute to improving global understanding about what works to improve labour market outcomes for youth.

# Framework for Action

The S4YE coalition sets out to achieve dramatic change in youth employment over the next 5 years. The following figure illustrates S4YE's overall framework and how we will be able to achieve the intended impact.





# Priority #1: Build Partnerships

## Outcome 1: Foster global and regional coordination to increase local impact

S4YE will operate through its partners and network, working in the Frontier Areas to promote increased collaboration. S4YE will cultivate cross-sector partnerships with key stakeholders that support the execution of our coalition's goal, including: civil society partners, government officials, foundations, private sector entities, international organisations, and young people. S4YE will mobilise a Private Sector Advisory Group that will support and guide deliverables in this priority, specifically in the development of further guidelines, tools, and case studies.

S4YE will operate under a simple two-tier structure:

- **Partner:** A partner is an entity in the public, private, or civil sector who seeks to engage the coalition and act upon its mission by aligning resources to and for the work of the coalition. It may focus on the four Frontier Areas, seek to fill a knowledge gap for the research agenda, or commit to the coalition by joining an Advisory Group in either the technical, private, or financial areas. Their critical added value is to operate or influence youth employment at scale.
- **Network:** The network will consist of all non-partner supporters of the coalition. These will include all of those who wish to engage with the coalition by sharing and applying knowledge, specifically through good practices and lessons learned. The primary engagement forum will be the coalition's website, which provides access to resources, tools, newsletters, and events that the S4YE coalition will organise.

### By 2020, S4YE will be the recognised “go-to” repository of potential partners working on youth employment.

Reflecting the essence of its mission, S4YE will exploit every opportunity to make links between its partners, facilitate information flows, and identify opportunities for active collaboration. This work will reach beyond collaboration between the various S4YE structures, to guide intensive work on specialised topics of interest to partners. S4YE will support selected in-country partnerships with technical services at the request of partners. S4YE will also help to build collaborative relationships between public, private, and civil society partners, and in doing so, contribute to the S4YE brand of quality-assured partnerships. A global Open Source Directory of Youth Employment actors will be established and grow at 5% annually.

### By 2020, S4YE's leading framework and model for Public Private Partnerships will be developed and adopted by at least 10 strategic partners.

S4YE will work with partners to develop a framework and guidelines on Public Private Partnerships (PPPs) to address issues, including operational and policy related issues that are affecting (or affected by) the four Frontier Areas. Based on improved knowledge of partners' needs, S4YE will build upon its information dissemination capacity and technology platforms to develop timely and relevant technical tools, services, and information products appropriate for partners' staff. Each year, two PPPs that adopt the S4YE framework will be implemented.

### By 2017, S4YE will coordinate with key global and regional platforms and actors on youth employment issues.

Recognising that there are multiple actors and stakeholders already heavily invested in youth employment-related programmes and advocacy, S4YE will work alongside these actors – including youth participants themselves – to create a more integrated ecosystem of partners. S4YE will strive to engage young people and youth organisations at the heart of its network base. Wherever possible, partnership products and joint messaging will be prepared in collaboration with the relevant global initiatives to influence real policy and practical change. Potential regional platforms in Africa and Asia will be further reviewed for synergies. A blueprint for regional engagement and leveraging of existing regional networks will be developed by 2017.

### By 2020, S4YE's network will increase to 50 partners and 2,500 supporters.

Attracting more partners and building the supporting network for the S4YE coalition will be a core activity in the first 3 years of this 5 year strategy. Engaging partners and the network will be a key means of communicating good practices and operational know-how, in addition to engaging youth themselves. The network will be as interactive as possible in order to ensure a free flow of information, including diagnostic work and discussions around good practices that can be taken to scale. Every year, there will be an addition of 5 strategic partners and at least a 10% increase in the supporter base of the coalition.





## Priority #2: Expand Robust Evidence Base

### Outcome 2: Evidence-based use of existing and additional resources for youth employment

Learning around the four Frontier Areas is the foundation of the evidence-based advocacy and research agenda of S4YE. The coalition will learn from a number of different sources including evaluations of interventions, rigorous diagnostic work, private sector-specific work, research analysis, and project results.

The coalition will collect and curate a broad set of evidence that is of sufficient rigor for all sectors, noting that rigor and standards are utilised differently by individual sectors. Equally important to the coalition's work is to provide a safe forum for experimentation, especially given that much of the programming in the four Frontier Areas is either new or saturated, resulting in concerns around sharing "unsuccessful" stories. S4YE will work in areas that are not yet tested and could be perceived as risky. Reporting on "failures in the field" in the four Frontier Areas will be actively encouraged by the coalition.

#### **By 2020, S4YE will build an evidence base of those youth employment interventions which work best.**

S4YE will review evidence generated by partners' pilots and projects in order to build a base of evidence from a diverse range of stakeholders and ensure that there is a steady stream of up-to-date evidence that (1) keeps abreast of practical interventions in the four Frontier Areas that can be scaled up; (2) shows what work in the four Frontier Areas is replicable; and (3) monitors developments and progress in other areas of related work and interventions. S4YE's role will build industry knowledge on new innovations, standards, and emerging good practice, including the contexts in which they are taking place, and their success factors—both in terms of improving the lives of young people and achieving sustainability. The coalition will produce a number of publications and will work to ensure that the evidence is embedded into or endorsed through youth employment policy and strategy documents. One flagship report in 2015 and a successive flagship report in 2020 will measure progress, benchmark knowledge, and evaluate operational changes.

#### **By 2020, S4YE will have developed practical tools and guidance for scaling up operations.**

Toolkits for the replication of good practices in the four Frontier Areas will be developed. The toolkits are resources developed by the S4YE network to provide to their various constituency groups, from private sector implementers, to those trying to understand the landscape of the four Frontier Areas. The toolkits will contain fact sheets, research reports, good practice guides, and templates of evidence gathering. The toolkits will direct users on how to implement meaningful projects in the Frontier Areas, as well as provide a general overview of youth employment today. S4YE will also continue to work with partners and other stakeholders to develop standards and guidelines on instruments and products that affect the four Frontier Areas.

#### **By 2020, S4YE will have begun to set standards for interventions on youth employment.**

On an ongoing basis, process reviews and evaluations, impact evaluations, and reports on the four Frontier Areas will be reviewed to determine the projects' applicability to S4YE's objective and whether they meet the established standard of quality demanded. This rigorous appraisal process will also be applied to the evidence and documentation available on the S4YE website. Similarly, all documentation to be developed by S4YE or in partnership with an S4YE entity, will be reviewed by the Technical Advisory Group, an internal group of objective, sector matter experts. By ensuring that the documentation has been reviewed by S4YE and can be branded accordingly, the coalition will provide brand credibility that can be recognised and associated with quality in these four Frontier Areas. As more evidence is generated, S4YE will also move to developing standardised assessment methodologies for designing, implementing, and evaluating interventions in these areas.

#### **By 2020, S4YE will have provided technical assistance to 10% of the strategic partnership operations per year.**

On a selective basis, S4YE will offer direct technical assistance to individual partners where it offers the most leverage and has the most potential for impact. S4YE also aims to provide expertise/assistance with putting into practice a specified set of activities that will help facilitate the operations of a youth employment project, insofar as they relate to the four Frontier Areas. Over this five year strategic plan, S4YE aims to develop a Technical Assistance Roster of consultant experts for each stakeholder group, experts in programming, design, delivery, and evaluation in the four Frontier Areas. Experts from this roster will be deployed to assist strategic partners' operations. This assistance will be provided to 10% of S4YE's strategic partners every year.



## Priority #3: Increase Resources for Programmes

### Outcome 3: More and better resources aligned to scaling up proven demonstrations

Leveraging key partnerships and collective knowledge to provide more and better jobs for young people is the ultimate aim of the coalition. Two critical means of achieving this are by using existing resources more effectively (through scaling up proven solutions or not investing in interventions where evidence on effectiveness is insufficient) and by mobilising new resources.

The resources available to any one sector to address the challenge alone are inadequate—to address the scale of the youth employment challenge, we will need to align resources and leverage all available opportunities. One of the central questions S4YE asks of its partners and network is: how to best align our collective resources to complement each other's actions and achieve more than we could individually?

#### **By 2020, S4YE will mobilise civil, foundation, CSR, donor, bilateral, corporate, and government resources.**

To catalyse work in the short-to-medium term, S4YE will contribute to mobilising at least \$50 million of civil society, foundation, and CSR resources and \$100 million of donors' and other bilateral resources in order that they may be pooled to resource projects and other initiatives that determine how high quality and inclusive jobs can be created for young people. Over the same time period and in coordination with these resources, S4YE will attempt to mobilise corporate and government resources to activate projects and initiatives. Additionally, S4YE will work to establish a S4YE Fund in Year 3-5 to be used as a neutral pooling mechanism of \$50 million to fund demonstrations that are innovative and seek to catalyse change at scale.

#### **By 2020, S4YE will catalyse partner actions to find proven solutions.**

S4YE will identify current resources and work done by its partnership, and leverage the ambition of its collective network to find proven solutions. It will thereby advocate their scaling up, and work to identify existing opportunities with strategic partners (and others) where implementation can be expanded and/or further developed. Working alongside the coalition's strategic partners and network, S4YE will provide a tailored service to develop solutions for how partners can implement and expand proven solutions, and/or further test and implement projects that are working or need further support in linking and learning. Constraints to possible expansion will be identified with the assistance of S4YE's Technical Assistance Roster and the Technical Advisory Group, and new approaches and standards to addressing these constraints will be developed. The number of strategic partners that have committed to align resources to scale up S4YE tested models will be monitored.

#### **By 2020, S4YE will ensure alignment of current and new resources and use successful examples to contribute to collective knowledge.**

Significant advocacy work will be carried out with civil society partners, government officials, foundations, private sector entities, and international organisations to coordinate, synchronise, and align youth employment resources. Resources will be aligned to S4YE's mission and strategic work to bolster progress towards the coalition's goal. These partners will champion good practices and proven frameworks for successful youth employment across their network. S4YE will continue to engage in high level policy and strategy consultations with senior delegates from the public, private, and civil sectors, including discussions with the established connections at the World Economic Forum, in order to ensure coordination in these efforts.

#### **By 2020, S4YE will act as a trusted resource for country-level policy dialogue.**

Upon specific request, S4YE will seek to leverage partnership expertise, e.g. World Bank country-level policy influence, to engage in policy consultations to educate policymakers about the importance of youth employment services and the range of international experience in this sector. In certain countries, it will also support the development of policy frameworks, such as Poverty Reduction Strategies, Child Protection, and "Fair and Secure Work", to effectively align the national youth employment approaches and resources to private sector development. S4YE's approach will be to support the country-level work where partners express interest in alliances with key government policymakers and the private sector. In general, priority will be given to policy work that concretely contributes to the establishment of appropriate enabling environments for youth employment or has the potential to pre-empt the establishment of policies or programmes that would adversely affect the development of the sector in a particular country.



## Priority #4: Accelerate Innovation

### Outcomes:

- Foster global and regional coordination to increase local impact
- Evidence-based use of existing and additional resources for youth employment
- More and better resources aligned to scaling up proven demonstrations

For the size and complexity of the challenge ahead on youth employment, we know that current implementation models, current knowledge, and current reach are insufficient. We need to innovate upon both how we act and what we act upon if we are to be able to tackle the problem for this generation. While enormous emphasis has been placed on technology, we must also be prepared to introduce innovative ideas to our practices, processes, content base, and financial streams.

**By 2020, S4YE will have fostered a culture of innovation within its partnership base.** S4YE itself is an innovative approach to scaling youth employment solutions, sitting at the heart of improving processes, adopting good practices, and cultivating networks, tools, and actors to feed its cause. Partners should be open to working with smaller, less well-known, but promising institutions of all kinds that have the potential to provide solutions for youth employment – especially in the four Frontier Areas – in cost effective ways. Partners can contribute to diversification and innovation by offering grants or subsidies on a limited basis that develop or test new products or technologies, or that attempt expansion into new Frontier Areas. S4YE will coordinate complementary innovation grants where possible, in order to leverage these small grants.

**By 2020, S4YE will focus on innovative pilots and execution that works.** The coalition will actively prioritise supporting demonstrations/pilots that are innovative in their approach or their content. Most investment in youth employment is currently supporting traditional solutions that have not been proven effective and where the pace of social, political, technological, and environmental change requires new approaches. Effective solutions are possible through innovations which leverage new technology, new relationships between actors, and new ways of working. In order to address stakeholder objectives, risk mitigation strategies will be developed and tested through the coalition's Technical Advisory Group and the Private Sector Advisory Group. Innovative demonstrations that test these strategies in practice will be funded and tools will be created to support innovation and scale up innovative solutions in the four Frontier Areas.

**By 2020, S4YE will be the leading entity that connects partners for innovative projects and strategy solutions.** The coalition will use its knowledge on what works in innovative practices, including innovative funding streams, and opportunities that arise in the network to multiply the small-scale innovative work being done. The coalition will actively seek partnership and collaboration with entities that fund innovative solutions, and strategic partners who have a mandate in exploring this space. The coalition will provide services and tools that support innovation to at least 10% of its partnership base each year, as a part of its broader technical assistance functions. It will use the Frontier Areas to focus its areas of impact and feed the evidence into further sharing and testing.

**By 2020, S4YE will create an innovative platform for collaboration, knowledge share, and participation.** The coalition will design an innovative web-based hub that will foster real time interaction between its partners and network, engaging them on the technical tools and social elements of youth employment. This will be a one-stop shop for support, knowledge, network, and engagement on all things related to youth employment. The website will contain all of the annual deliverables, including but not limited to the Open Source Directory, the flagship report, and the Public Private Partnership framework. It will foster a network of 2,500 supporters by 2020, who will be actively engaged with S4YE's social media presence, including curated content from partners, supporters, and young people. S4YE will use this hub to capture all of its work and communications with its external network.

# Four Frontier Areas

S4YE will focus on four Frontier Areas that purposefully shine a lens on key trends that are heavily relevant to the S4YE network and key stakeholders in the youth employment ecosystem today.

This will direct the coalition's work over the next five years. In determining these Frontier Areas, S4YE notes that there are several powerful converging trends that raise challenges and opportunities for youth employment:

- **The need for enhanced strategies for youth transition to productive work:** There is increased consensus on the multi-dimensional nature of this transition and the key role of governments and social partners in enabling it. There is also global recognition of the importance of (i) integrating and sequencing various components of active labour market policies targeting both demand and supply measures to ease the transition from school to work and to formality; (ii) increasing the productivity of the almost 80% of the workforce who are in the informal sector; and (iii) smoothing the transition of young entrepreneurs and business owners through better access to capital, both human and financial, and increased compliance with national labour legislation.
- **Increased awareness of demand side constraints:** There is increased recognition and concern that most development-led interventions have so far focused too little on understanding the constraints of what prevents the private sector from hiring young workers. Effective solutions are multi-sectoral and range from pro-employment macroeconomic policies that support stronger aggregate demand to programmes that address the skills mismatch. The latter calls for coordinated investments in skills development for youth that take into account the needs of the private sector, including cognitive and non-cognitive skills, as well as understanding the link between education and employment outcomes.
- **The Digital Age reality:** Technology is rapidly shaping the future of work. For young people, this translates into fast changing skills requirements and employment relationships. All young people wherever they are in the world, are either already working with Digital Age skills or will require Digital Age skills within the span of a generation to effectively cope with these technological changes.
- **Increased attention to vulnerable employment among youth:** For the next ten years, a significant number of young people will continue to work either on family farms (62% in Sub-Saharan Africa) or in household enterprises (22% in Sub-Saharan Africa).<sup>7</sup> The large incidence of vulnerable employment among youth, particularly in developing economies, calls for better understanding of the challenge and further investments in measures to improve skills of youth and access to capital, particularly in rural areas.
- **Recognised disparity between young women and men:** Large gaps in labour force participation between young women and men continue, reflecting a lack of opportunity as a result of both cultural and systemic issues. Even where young women's education levels are the same or higher than men's, young women face additional barriers to productive work due to labour market discrimination. When young women find work, it may not be secure employment, with lower pay and in the informal economy. A better understanding of how to address the occupational segregation of traditionally accepted "male" and "female" jobs is needed.

Given these converging forces and the opportunities they present, youth employment actors are faced with the challenge of creating resilient and flexible labour market systems that ensure high responsiveness to a variety of social and economic factors. For example, in North Africa and in Central America, S4YE will explore migration flow dynamics and its changing impact on youth employment. S4YE will identify and accelerate innovative solutions through practical research and active engagement with public, private, and civil society stakeholders, build evidence across the following four Frontier Areas, and engage strategic partners and its broader network to reach its goal.

**Note:** The following are considered Frontier Areas because they remain knowledge gaps and are areas in which S4YE can contribute across a number of evolving industries, including green economies and the digital industry.

<sup>7</sup> These kinds of jobs—working a small plot of land, selling vegetables on the street, sewing clothes in one's home—often generate low earnings, partly because the "enterprises" tend to be very small, typically involving only the family.



Digital Age Impact



Skills Gap



Entrepreneurship  
& Self Employment



Quality Jobs



Digital Age Impact

**The S4YE coalition will** explore the impact of Digital Age technologies on youth employment and how young women and men can be supported and better prepared to respond. This includes learning about the impact of the Digital Age on the formal and informal sectors as related to the access and delivery of information and services, as well as generating knowledge about efficiencies and effectiveness gains that can be made in the delivery of services and programmes, including those through vocational training. It also includes better understanding of the comparative impacts of the Digital Age on women and men. The effects of the Digital Age on public employment agencies and their services will be investigated. S4YE will also seek to understand the changing nature of employment relationships given new technological trends and their tangible effects on young workers today. In addition to the need to develop digital skills, S4YE recognises that the importance of basic skill development cannot be underestimated in achieving the coalition's goal.



Skills Gap

**The S4YE coalition will** improve opportunities for young women and men, including those on the lower end of the skills spectrum, to access quality training and skills that are relevant to labour market requirements. This will be done by examining market demand and trends, and engaging employers to understand the current gap in skills and how they affect their organisations and the economy. This may include technical, non-cognitive, leadership, digital, and entrepreneurship skills. S4YE will work with its multi-sector partners to address these skills gaps, through high-impact and demand driven solutions.



Entrepreneurship &  
Self Employment

**The S4YE coalition will** support entrepreneurship and self-employment interventions for young women and men, ensuring that they are increasingly built on lessons from field operations. S4YE will collect and disseminate knowledge about entrepreneurship and self-employment and how to ensure sustainability in practice in a changing world. Understanding the informal sector, the often precarious work systems of youth in vulnerable households, and identifying the potential for entrepreneurial activity within the youth population will be addressed by this Frontier Area. The coalition will seek to strengthen entrepreneurial skills and competence for women and men and better understand how to make young people aware of specific opportunities for starting up a business, including understanding existing value chains and the opportunities for linking young women and men into them. S4YE will also seek to understand success factors affecting small and micro enterprise development - especially critical for informal economies lacking access to mentors, capital, and markets - particularly insofar as how they relate to women and men.



Quality Jobs

**The S4YE coalition will** work to improve the number of quality jobs young women and men are engaged in and better understand the incentives for employers to improve working conditions in a changing world. Quantity measures of unemployment do not always reflect the quality of jobs: unfair pay, temporary and part-time employment, lack of social protection, gender dynamics, and more, need to be better understood. The coalition will address this issue by engaging employers and civil society partners to understand how to improve the total number of quality jobs for youth at scale.



# S4YE's Enablers

The following are tools that S4YE will draw upon to enable the coalition, its partners, and its broader network to support youth employment around the world. Each of these Enablers will be applied to S4YE's Priorities and Frontier Areas in collaboration with multi-sector stakeholders.



Access to Networks

**Access to actors and regional networks:** No one stakeholder within S4YE can achieve the ambition alone. S4YE is reliant on its partners and network supporters' relationships with stakeholders across all sectors, including employers themselves. S4YE will support existing regional networks to increase their impact, and focus on growing its global network.



Youth Participation

**Youth Participation:** S4YE knows that young people must be meaningfully present in the operational and strategic guidance of the coalition. Youth participation will include onboarding representatives to the Board of Directors, inclusion of youth in S4YE's Technical Advisory Group and Private Sector Advisory Group, enlisting youth networks to join S4YE's regional and global networks, as well as communicating and engaging youth on projects and key products.



Quality Assurance

**Quality Assurance:** Generating quality and robust evidence is a stated outcome of S4YE. A consistent and robust evidence base will ensure that S4YE is honest and true to its purpose. S4YE will work to ensure that its learning and partnership work is rooted in quality analysis and action, with appropriate quality standards and checks in place to ensure that the S4YE brand becomes synonymous with quality.



Data

**Data:** Generating robust evidence requires quality data. Without quality data, the strength and integrity of the evidence base will be compromised, as will the knowledge management function and good practice tools that the coalition will develop. Partners' commitment to quality data collection and availability will be paramount to S4YE's outcomes.



Technology

**Technology:** Technology has catalysed the penetration of digital information and advanced ways and means of operations for businesses and consumers around the world. Trends in technology affect youth employment and create new opportunities for engagement, skills training, and access to employment. S4YE is committed to understanding and leveraging the role of technology in taking youth employment solutions to scale.



Shared Ambition

**Shared Ambition to Scale:** Scaling solutions is at the centre of the S4YE operations and strategic vision. The diverse partnerships in S4YE all share a common ambition: to learn, develop, collaborate upon, and implement effective solutions at scale. This shared ambition is the foundation of the S4YE coalition's priorities and agenda and includes the participation of employers in addressing the challenge at hand.



Local Projects

**Local Projects:** S4YE understands the need to engage a critical mass of projects in order to generate learning and better understand what works and what does not. S4YE is heavily reliant on its network to report findings and learn lessons from projects being executed in real time. Without projects to generate learning in action, S4YE cannot progress towards its goal.

# What Does Success Look Like?

S4YE will undertake a journey over the next five years to establish itself as the leading coalition in linking youth employment practitioners, learning from each other and across sectors, and leveraging resources to scale youth employment solutions. Milestones that ensure its success are highlighted below:



S4YE will begin to fill a significant gap in the existing youth employment ecosystem over the next five years and measure its success in 2020 through practical research and active engagement with public and private stakeholders, the foundation of an evidence-based advocacy platform, and the alignment of new and existing resources to proven and innovative youth employment projects. Through its robust framework and leading strategic partners and network of supporters, S4YE will catalyse impact for youth across the globe.

