

# **S** **4** **SOLUTIONS** **Y** **E** **FOR YOUTH** **EMPLOYMENT**

STRATEGIC PLAN (JUNE 2017)





## About S4YE

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 partners include Accenture, the International Labor Organization, International Youth Foundation, MasterCard Foundation, Microsoft, Plan International, RAND Corporation, Rockefeller Foundation, the World Bank, Youth Business International, and the governments of Germany, Norway and Albania. 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 scale of the challenge to understand and address the constraints on employment faced by young people.



## The Challenge

Systemic unemployment and underemployment affects hundreds of millions of young people worldwide.



## S4YE Mission

To innovate, provide leadership, and catalyze action 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. In particular, S4YE will experiment and pilot innovations on ground, especially those that focus on the demand-side of job creation, for which the Coalition will work closely with the private sector. While traditional programs have focused on supply-side interventions (e.g. training, counseling, job search assistance), the proposed new programs would integrate such programs with demand-side interventions that operate at the firm/farm level to promote the creation of new jobs and/or improve the quality of existing jobs for youth.



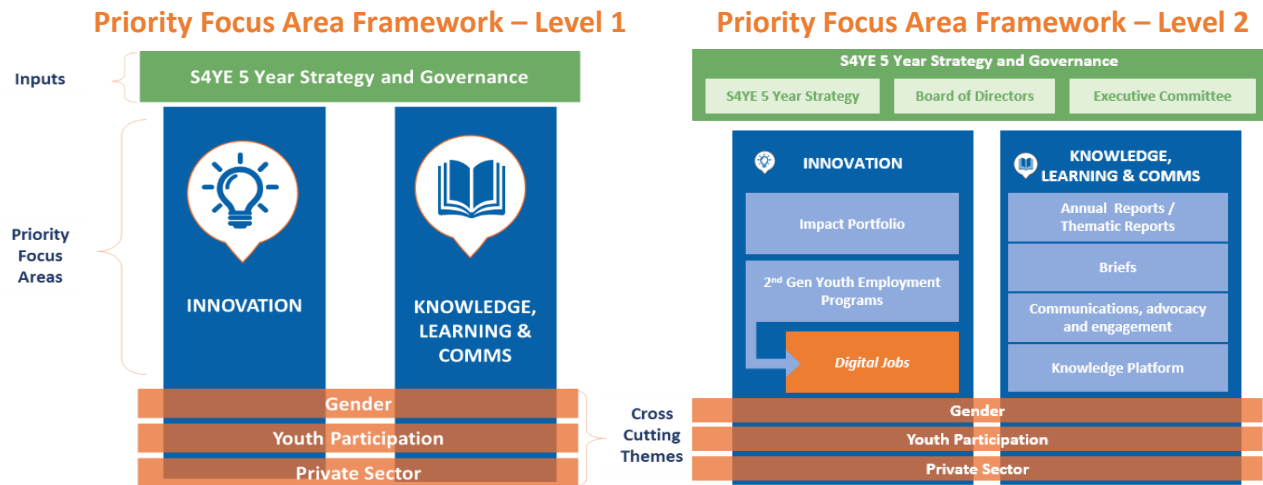


# S4YE Key Priorities

S4YE is committed to at least a fifteen-year period to achieve its objectives.

S4YE has two key priorities: **1) Innovation** and **2) Knowledge, Learning, and Communications** and three cross-cutting themes: *gender, youth participation, and private sector engagement* (see Level 1 Framework).

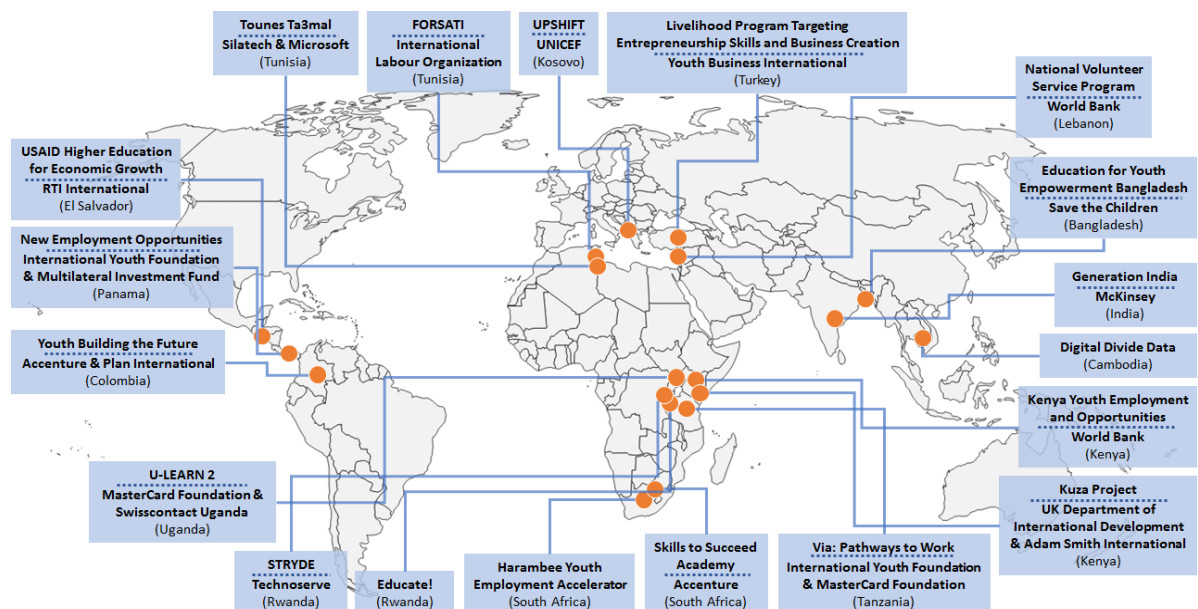
The two priorities contain **six primary work streams** (see Level 2 Framework and read on for details):



## Priority 1: Innovation

### Work Stream 1.1: Impact Portfolio

The objective of the Impact Portfolio is to create a “learning laboratory” with select youth employment programs implemented by a variety of partners to learn, enhance, and strengthen our collective impact on youth employment. S4YE has begun to create a network between these 19 diverse programs, curating live, ongoing innovations. These lessons will also provide an input to the 2<sup>nd</sup> generation youth employment programs (*Work Stream 1.2, page 3*).





## Work Stream 1.2: 2<sup>nd</sup> Generation Youth Employment Programs

This work stream is about designing and testing innovative, evidence-based guidelines for 2<sup>nd</sup> generation youth employment programs in select countries. Recent meta-analysis of over a 100 youth employment programs, most of which have focused on the “supply-side”, has shown limited impact on creating sustainable employment for youth.<sup>1</sup> Using inputs from evaluations and also live lessons from ongoing youth employment programs through



its Impact Portfolio, S4YE will develop guidelines/blueprints for a 2<sup>nd</sup> generation of youth employment programs that integrate supply-side interventions with those on the demand-side, working with firms to generate more jobs for youth. These guidelines for an integrated approach will inform the design of a few country pilot programs that will be implemented by S4YE and will include robust evaluations for learning and feedback. The design will include all three cross cutting themes. See image (above) for the high-level process around the country pilots. For more details, see the [2<sup>nd</sup> Generation Youth Employment Programs: Concept Note](#) on page 8. This work stream will also focus on more specific areas of interests (e.g. green jobs, digital jobs, social entrepreneurship) and result in further sub-work streams. One thematic priority for immediate focus is a sub-work stream on digital jobs, shown below:

### Work Stream 1.2.A: Digital Jobs



A subset of 1.2, the digital jobs work stream will follow the processes outlined under 2<sup>nd</sup> Generation Youth Employment Programs. One integral input into the design of the digital jobs pilots will be stakeholder consultations and workshops, especially the experiences of technology companies, the private sector, and youth themselves. A key outcome of this work stream will be S4YE’s next annual report, which will focus on digital jobs, with **an emphasis on young girls**. The stock-take, consultations, and the upcoming Annual Report will lead to the development of practical guidelines for a next generation of digital jobs programs for youth, especially young girls, which will inform the design and implementation of a few S4YE country based pilots. For more details, see the [Digital Jobs Concept Note](#) on page 9.

<sup>1</sup> Kluve J., Puerto S., Robalino D., Romero J.M., Rother F., Stroterau J., Weikenkaff F., Witte M. (2016a) “Do Youth Employment Programs Improve Labor Market Outcomes? A Systematic Review”, October 2016.





## Priority 2: Knowledge, Learning & Communication

### Work Stream 2.1: Annual/Thematic Reports

S4YE annual reports focus on a specific topic of interest to the youth employment community. These reports bring together evidence and knowledge on a specific topic and are usually coauthored with S4YE partners and disseminated broadly as global public goods for use by a wide-variety of policy-oriented organizations, private-sector, academic bodies and youth employment practitioners.

Publications include:

- **Toward Employment Solutions for Youth on the Move (on youth migration)** (*Completed June 2017*)
- **Skills Gap or Signaling Gap?: Insights from LinkedIn in emerging markets of Brazil, India, Indonesia, and South Africa** (*Completed June 2017*)
- **New and Promising Approaches in Youth Employment Programs: the S4YE Impact Portfolio** (*Completed June 2017*)
- **Digital Jobs for Youth: Focus on Young Women** (*Upcoming 2018 Annual Report*)

### Work Stream 2.2: Knowledge Briefs

These brief “how –to” notes are developed by the Secretariat Knowledge Management team and used for strategic partnership development purposes, especially to highlight topics and themes of interest to youth employment practitioners. They are co-authored with an existing or potential partner. The first two publications are:

- **Promoting Coordination to Advance Employment Services for Youth;** co-authored by S4YE and GIZ (July 2017)
- **Linkages and Youth Employment: Opportunities in Extractives and Infrastructure;** co-authored by S4YE and GIZ (July 2017)

### Work Stream 2.3: Communications, Advocacy and Engagement

S4YE will also contribute to thought leadership on youth employment by organizing workshops, online discussions, webinars, private sector roundtables, in-country consultations, and conferences to engage with a variety of partners, stakeholders through different fora including online discussions. The coalition will participate in youth employment events to share lessons and experiences with other like-minded initiatives and organizations across the globe.

### Work Stream 2.4: Knowledge Platform

S4YE will work with the Global Initiative on Decent Jobs for Youth to develop a joint knowledge platform. Additionally, the coalition will develop pilot evaluations from 2<sup>nd</sup> Generation Youth Employment Programs to build a robust evidence base for youth employment. These evaluations will be produced as separate knowledge products, in addition to providing inputs to the knowledge platform.





## S4YE Governance

S4YE operates in a three-tiered structure:



1. **Board of Directors (BOD):** Provides high level strategic guidance on the focus and work program of S4YE. The BOD aims to have equal representation from a variety of stakeholder groups, including civil society, private sector, governments, foundations, international organizations, and young people. The representation at the BOD level includes people at Deputy Minister level or higher, CEOs of private sector companies or NGOs, and more.
2. **Executive Committee (ExCom):** Composed of senior management level delegates of the BOD, who oversee the executive level decisions.
3. **Secretariat:** Manages the day to day affairs of the partnership. Currently hosted at the World Bank.



## S4YE's Partners

S4YE's partners are advocates for identifying and promoting innovative solutions for youth employment.

The S4YE coalition currently comprises many strategic partners and the Secretariat is holding talks with several additional organizations that wish to join on a strategic level. **This is in line with the coalition's ambition to expand its current strategic partnerships to 50 partners.** A special focus for expansion is on key players in the private sector. S4YE also has operational partners who contribute promising and innovative youth employment projects/initiatives to S4YE's Impact Portfolio (discussed in detail later).

Type	Public	Private	CSO/NGO/Social Enterprise
 <b>Governance</b>	World Bank Group*	Accenture*	Plan International*
	International Labor Organization	Microsoft*	International Youth Foundation*
	UN Youth Envoy	Rockefeller Foundation	Youth Business International*
	Norwegian Agency for Development Cooperation	MasterCard Foundation*	
	Government of Germany	RAND Corp	
	Government of Albania		
 <b>Global/ Operational</b>	UNICEF*	Generation LLC (McKinsey)*	GAN
	DFID*	Adam Smith International*	Oxfam
	Multilateral Investment Fund*		Save the Children*
			Educate!*
			Technoserve*
			Harambee Youth Employment Accelerator*
			Digital Divide Data*
			RTI International*
			Silatech*
			Swisscontact Uganda*

\*includes lead partners from S4YE's Impact Portfolio





# What has S4YE achieved so far?

The coalition has already achieved several impressive milestones in its learning agenda and is currently completing several more.

## S4YE's Impact Portfolio and IP Report

The Impact Portfolio (IP) consists of 19 youth employment projects spanning 15 countries across the globe:

<b>Tunisia</b> Tounes Ta3mal Silatech & Microsoft	<b>Cambodia</b> Digital Divide Data (DDD)	<b>Kosovo</b> UPSHIFT Project UNICEF	<b>Lebanon</b> National Volunteer Service Program World Bank	<b>Rwanda</b> Educate!
<b>Kenya</b> Kuza Project DFID & Adam Smith International	<b>Kenya</b> Kenya Youth Employment and Opportunities World Bank	<b>South Africa</b> Skills To Succeed Academy Accenture	<b>Panama</b> NEO Panama International Youth Foundation (IYF) & IMF	<b>Tunisia</b> FORSATI Program International Labor Organization (ILO)
<b>Bangladesh</b> Education for Youth Empowerment Bangladesh Save the Children	<b>Turkey</b> Livelihood Program Entrepreneurship Skills & Business Creation Youth Business International	<b>South Africa</b> Harambee Youth Employment Accelerator Harambee	<b>Tanzania</b> Pathways to Work International Youth Foundation (IYF) & MasterCard	<b>Rwanda</b> STRYDE Project Technoserve
<b>Colombia</b> Youth Building the Future Accenture & PLAN International	<b>El Salvador</b> USAID Higher Education for Economic Growth RTI International	<b>India</b> Generation India Generation LLC (McKinsey)	<b>Uganda</b> U-LEARN II MasterCard Foundation & Swisscontact	

East Asia & Pacific (1)  
Europe & Central Asia (2)  
Latin America & Caribbean (3)  
Middle East & North Africa (3)  
South Asia (2)  
Sub-Saharan Africa (8)



The Secretariat Knowledge Management team completed 25+ one-on-one consultation calls across the projects to identify innovative approaches and context-specific technological solutions.

The report, **New and Promising Approaches in Youth Employment Programs: The S4YE Impact Portfolio**, was finalized in July 2017. The report has two main objectives:

1. To provide youth employment practitioners insights into important aspects of the operations, design and innovations of the 19 projects in the IP.
2. To support the development of this group of 19 projects as a live learning community and catalyst of innovation in the global youth employment space.

Additionally, in July 2016, S4YE kicked off its new webinar series - 60 minutes of moderated, candid conversations among staff and colleagues from S4YE partners. This activity provides the coalition's partners with a chance to learn and share among themselves their active work, best practices, and key questions on topics driving the individual and collective portfolios. The theme of the first webinar was "Skills", to coincide with World Youth Skills Day. In this session, resource persons from Accenture (Skills to Succeed) and IYF (Passport to Success) shared in-depth knowledge and experiences from their respective programs. In total, eleven experts and practitioners from across S4YE's partnership contributed to the discussion. The second webinar was called "Talking Tactics", focused on entrepreneurship and held during the Global Entrepreneurship Week in November 2016.

The S4YE Knowledge team is now further strengthening group learning and conversations among these projects. The team already organized a successful virtual kick-off event in April 2017 to initiate discussions among the projects, organizations, and partners. In the first IP learning event, the team shared highlights of the exciting and interesting facets of the work across the impact portfolio projects.



## S4YE Baseline Report 2015 – Toward solutions for youth employment



This inaugural report sets a baseline for youth employment analysis and actions, in line with S4YE's agenda and comparative advantage. It sheds light on the areas S4YE is best positioned to influence, while acknowledging that they are also a function of broader demand and growth dynamics that public and private actors should address. It explores the state of youth employment in 2015 through a three-part quantitative, analytical baseline: a) **Contextual:** tracking progress against a set of indicators in line with new global targets and against representative investment flows. b) **Evidence & Knowledge:** informing further research and strategy and ensuring that policies, investments, and initiatives are strategic, catalytic, and impactful. c) **Inclusion:** understanding and monitoring inclusion towards the S4YE vision of advancing opportunities for all youth by first exploring gender, conflict, fragility, and spatial dynamics.

## Annual Report for 2016 – Youth on the Move

The S4YE Annual Report on youth migration was finalized in May 2017. The report draws attention to analyses and recommendations on the topical issue of employment dynamics of youth movement and migration. The report outlines the motivational landscape of youth migration and opportunities and constraints faced by migrating young people in terms of employment, and reviews the evidence to identify promising solutions for responding to these constraints. Solutions explored in the report include: providing legal pathways to move and work, improving access to employer and destination-specific training and certification, and digital platforms to reduce information asymmetries.

## LinkedIn & S4YE Skills Gap White Paper

S4YE has collaborated with LinkedIn to use LinkedIn's unique data base to address the question: what is the alignment, or mismatch, between the skills employers are demanding and those among the young talent supply? This unique piece of research sheds light on labor market trends for entry-level talent in emerging economies, assesses mismatch in how skills are signaled, and shares recommendations for skills training providers, employers, and youth. The research paper was finalized in June 2017. It focuses on four middle-income countries (Brazil, India, Indonesia and South Africa) and analyzes 390,000 entry-level postings and 6.4 million LinkedIn profiles of youth ages 21-29 to better understand top industries of employment, as well as recruitment and skills trends.



## Blogs and Discussion Brief Series

The S4YE Secretariat produces a steady output of thought provoking blogs. The blogs have been very well received and featured among "most-read lists". Since its debut blog – which featured the results of the S4YE Flagship Report – six very concise blogs have been published on a variety of topical discussions, e.g. the underlying determinants of youth employment, finding employment for young people with disabilities, and advancing a 21st century skills agenda for today's youth. Additionally, two longer discussion briefs have been published with S4YE partners. S4YE's robust work program will publish many more briefs and discussion notes in the coming months.

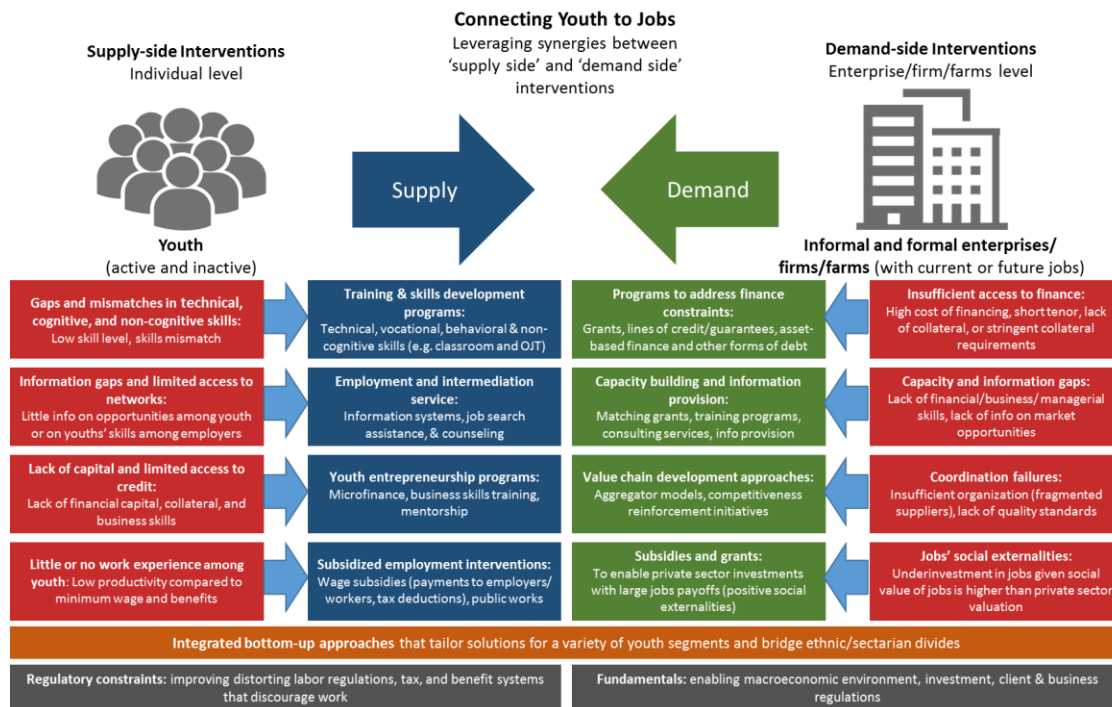




## Annex #1: Concept Note on Work Stream 1.2: 2<sup>nd</sup> Generation Youth Employment Programs

### Proposed Framework for Integrated Jobs for Youth Operations

As shown in the figure below, S4YE proposes an integrated framework for programs and operations. After identifying constraints on the supply and demand sides of the youth labor market, S4YE will intervene in ways that help alleviate those constraints and provide youth with high quality jobs.



Youth often face multiple supply-side constraints that affect access to wage- or self-employment or entry into the labor force. These include gaps and mismatches in technical, cognitive, and non-cognitive skills, limited access to networks, lack of capital, and little or no work experience. To address these constraints, projects focus on training and skills development programs, employment and intermediation services, youth entrepreneurship programs, and subsidized employment interventions.

However, the effectiveness of supply-side interventions can be diminished if policymakers do not address the demand side i.e. the institutional and market failures constraining the entry and growth of the private sector firms responsible for creating the jobs youth need. Addressing these demand-side constraints involves creating a regulatory environment favorable to businesses, a stable macroeconomic environment, reliable infrastructure, human capital, and rule of law. Beyond these fundamentals, however, there is growing evidence that job creation also requires targeted demand-side interventions that address specific constraints or market failures faced by informal sector enterprises, formal sector firms, and farms and that operate at the local or sectoral level. Furthermore, some market failures lead to an under-provision of jobs for youth, due to the private sector's inability to fully capture the positive social externalities of youth employment, especially in fragile and conflict affected settings.

Important firm-specific constraints include insufficient access to finance, capacity and information gaps, and coordination failures that lead to an under valuation of jobs' social externalities. Ideally, for a meaningful and sustainable impact on youth employment, integrated approaches would simultaneously address constraints faced by youth (supply-side) as well as by firms (demand-side) to create the right type of jobs. S4YE will conduct an extensive stock take of available evidence to draft guidelines for such integrated approaches. These blueprints will be used to pilot a "second generation" of youth employment programs in a few countries, accompanied by robust evaluations.



## Annex #2: Concept Note on Work Stream 1.2a: Digital Jobs, with a focus on young women

### Background: Why focus on digital jobs?

The proliferation of information and communication technologies (ICTs) has created new opportunities for young people around the world to engage in *digital work*.

The key drivers for this opportunity are:



Wider use of the Internet, which cuts search costs and makes it easier for workers and employers to find each other;



Increasing share of work that is digitized and can thus be disaggregated and geographically distributed, changing the organization of work;



A greater range of digital work that is inclusive, as it does not require high-level skills to accomplish, allowing people with even basic digital skills and literacy to work on simpler tasks.

Critically, digital work is not only limited to work within the IT industry (e.g. software development, hardware design, networking), but also includes work where ICTs enable workers to find paid work online, often remotely (e.g. data entry, image categorization, graphic design, office assistance). Hence, while only up to 5% of the workforce in many countries works directly in the IT industry – high paying jobs with positive spillovers – the greater possibility arises from increases in productivity and innovation stemming from ICT in occupations across other sectors of the economy.

Hence, there is a need to identify how developing countries – especially those facing a youth bulge – can take advantage of the opportunities of digital work, while also preparing for the coming effects of technological change. Moreover, what is not well known is how digital interventions have so far included women and what design elements could be helpful to connecting young girls to the digital economy. More gender-specific models could be developed that help address women's constraints to accessing such jobs.

### Proposed Approach for implementing the S4YE digital work program

This work program will draw from the diverse range of experiences that S4YE partners have with programs on digital jobs as well as gender-based interventions. Some components will include:

1. **Typology of Digital Jobs:** Already, S4YE has worked with the Rockefeller Foundation to develop a common vocabulary for the sectors of the emerging global digital economy, discerning between types of digital jobs, like “microwork”, “online freelancing”, and “e-public goods”, i.e. jobs enabled by digital platforms like Uber, Airbnb, etc., each category requiring a different type of program or intervention.
2. **Stock-take and lessons learned:** S4YE will continue with a stock-take, collecting lessons learnt from the experiences of partners to develop case studies that pull together evidence and design insights on each of the digital job categories listed above.
3. **Consultation workshops and discussions:** Draw in feedback and suggestions from stakeholders, the private sector, and youth using interactive consultations, online discussions, workshops etc.
4. **Final Annual Report:** This report will include design and program recommendations for future interventions. It will be a practical tool and provide inputs for policy advice for developing countries, especially around designing and implementing a second generation of digital jobs that also connect young women to the digital economy.
5. **Global Conference on Digital Work for Youth/Women:** The objective of this conference would be to share findings of the Report and launch a series of pilot programs in select countries. This forum would bring together S4YE members, private sector companies, international and civil society organizations, and governments, also serving as a venue for the launch of the flagship publication.
6. **Pilots in 4-6 countries:** Pilots would implement the guidelines developed in the Final Report and include robust evaluations.

