SOLUTIONS FOR YOUTH EMPLOYMENT

- Namita Datta
  Program Manager, S4YE
  Jobs Group, World Bank
A Global Crisis

Globally 600 million jobs will be needed to keep employment rates constant.
Solutions For Youth Employment

Multi-stakeholder Coalition

Accelerate Innovation
Curate Knowledge
Pilot 2nd Generation Youth Programs

Branding Logos:
- Accenture
- World Bank Group
- Federal Ministry for Economic Cooperation and Development
- ILO
- PLAN International
- Microsoft
- The Rockefeller Foundation
- RAND Corporation
- The MasterCard Foundation
- Norwegian Ministry of Foreign Affairs
- BASHKIA TIRANË
- Youth Business International
- International Youth Foundation
- Office of the Secretary-General’s Envoy on Youth
Priority Focus Areas

S4YE 5 Year Strategy and Governance

Inputs

Priority Focus Areas

INNOVATION

KNOWLEDGE, LEARNING & COMMS

Cross Cutting Themes

Gender

Youth Participation

Private Sector
What percentage of evaluated youth employment programs have shown any positive impact?

A. 30%
B. 15%
C. 75%
D. 60%
E. None of the above
Results from a recent meta analysis are disappointing.

We need to push the frontier: move from employability to employment, working closely with private sector.

**SUPPLY-SIDE**
- Counseling
- Building skills
- Incentives to ‘activate’ youth into work
- Wage subsidies
- Job search assistance
- Entrepreneurship

**DEMAND SIDE**
- Targeted interventions aimed at addressing constraints of firms/farms
- Targeted sector-specific approaches
- Value chain approaches
- Aggregator models
- Lead firm-SME linkage
- Financing to SMEs etc.

Address the fundamentals
### Connecting youth to jobs: leveraging synergies between ‘supply side’ and ‘demand side’ interventions

#### Constraints (faced by youth)

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Gaps and mismatches in technical, cognitive and non-cognitive skills</td>
<td>Low skill level, skills mismatch</td>
</tr>
<tr>
<td>b) Information gaps, mobility and limited access to networks</td>
<td>Lack of information on job opportunities among youth and skills of young applicants by employer</td>
</tr>
<tr>
<td>c) Little or no work experience</td>
<td>Among youth: low productivity compared to minimum wage and benefits</td>
</tr>
</tbody>
</table>

#### Supply side interventions

<table>
<thead>
<tr>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>a) Training and skills development programs</td>
</tr>
<tr>
<td>b) Employment and intermediation services</td>
</tr>
<tr>
<td>c) Subsidized employment interventions</td>
</tr>
</tbody>
</table>

#### Demand side interventions (Informal/formal/firms/farms)

<table>
<thead>
<tr>
<th>Description</th>
</tr>
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<tbody>
<tr>
<td>a) Programs to address financing constraints</td>
</tr>
<tr>
<td>b) Capacity building and information provision</td>
</tr>
<tr>
<td>c) Sector specific approaches</td>
</tr>
<tr>
<td>d) Financing</td>
</tr>
</tbody>
</table>

#### Constraints (faced by firms/farms)

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<tr>
<td>a) Insufficient access to finance</td>
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<td>b) Capacity and information gaps</td>
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<tr>
<td>c) Coordination failures and learning spillovers</td>
</tr>
<tr>
<td>d) Jobs social externalities</td>
</tr>
</tbody>
</table>

#### Regulatory constraints

(Improving distorting labor regulations, tax and benefit systems that discourage work)

#### Fundamentals

(Enabling macroeconomic environment, investment client and business regulations)

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**Integrated bottom-up approaches** that tailor solutions for a variety of youth segments and bridge ethnic/sectarian divides
How to better design a supply side intervention
Steps to design a supply side intervention for youth

1. Identify and target
   - Identify the target population
   - Define employment constraints and challenged faced
   - Design adequate outreach campaign to reach the target population

2. Profile
   - Profile the beneficiaries to group them in homogeneous groups facing similar labor market barriers (statistically based profiling)
   - Set up profiling unit

3. Register and select
   - Develop registration system and processes
   - Identify the process to select beneficiaries to the project

4. Connect
   - Connect beneficiaries to jobs through a delivery of integrated packages with proper incentives by private sector providers/CSOs

Placement of beneficiaries on private sector job opportunities created through interventions targeting firm/farms level as well as entrepreneurship support.
**STEP 1: IDENTIFY AND TARGET THE POPULATION**

The objective of this activity is to determine the program’s main target groups and understand the main challenges or constraints they face.

- The decision to target a defined group should be based on the assessment conducted, and aligned with project objectives and resources, with government priorities, and with existent or expected job opportunities in the labor market.

- This step needs to clearly define the eligibility criteria and the verification mechanisms.

<table>
<thead>
<tr>
<th>Criterion</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Age</strong></td>
<td>Youth (could have more specific criteria e.g. youth in age group 15-18) as compared to adults, elderly</td>
</tr>
<tr>
<td><strong>Labor Market or Employment Status</strong></td>
<td>Generally, eligibility is restricted to unemployed individuals but it could also include inactive (especially amongst youth and women) or informal workers</td>
</tr>
<tr>
<td><strong>Duration of unemployment spell</strong></td>
<td>Eligibility for the program may start after several weeks/months from unemployment registration with the public employment office.</td>
</tr>
<tr>
<td><strong>Educational Attainment</strong></td>
<td>Programs may target school dropouts, school graduates who do not pass enough subjects or earn grades sufficient to matriculate into tertiary education. Some programs on the other hand target those youth that have completed their high school as it gives an indication of the young person’s grit and persistence.</td>
</tr>
<tr>
<td><strong>Income Level</strong></td>
<td>Programs may target individuals from poor households. Difficult to measure with reliability, sometimes proxy measures are used.</td>
</tr>
<tr>
<td><strong>Previous/current Participation</strong></td>
<td>No previous or current participation in a government sponsored training program may be required to be eligible.</td>
</tr>
<tr>
<td><strong>Gender</strong></td>
<td>Programs may be offered to women only.</td>
</tr>
<tr>
<td><strong>Geographic area, demographic or social groups</strong></td>
<td>Programs may target displaced agricultural workers in a geographic area, or unwed inner city mothers, or street children and youth, or persons with disabilities, or ex-combatants</td>
</tr>
</tbody>
</table>
STEP 2: REGISTER, ENSURE ELIGIBILITY, COLLECT INFORMATION ON TARGETED POPULATION AND SELECTED BENEFICIARIES

The objectives of this step are to select project beneficiaries out of eligible candidates who applied to the project and complete the registration process.

**Outreach to Potential Beneficiaries About the Project**

- Once the target population has been identified and the targeting methodology determined, a communications campaign could be developed to inform the target groups of the project, its objectives, and eligibility criteria, interventions that would be offered, and expected results.

- The outreach campaign should be launched simultaneously with the initial registration process to allow potential youth beneficiaries to apply immediately.

**Selection:**

- First come first served
- Ranking /prioritization
- Lottery/randomization
### STEP 3: PROFILE THE BENEFICIARIES

- **TO CLUSTER YOUTH BENEFICIARIES WITH SIMILAR SET OF CONSTRAINTS IN ACCESSING JOBS INTO GROUPS; INTO CLUSTERS.**

<table>
<thead>
<tr>
<th>Intensified Activation:</th>
<th>Hard to Serve:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Beneficiaries needing intensified activation</td>
<td>Hard to serve beneficiaries</td>
</tr>
<tr>
<td>e.g. extremely poor unemployed youth.</td>
<td>e.g. extremely poor inactive rural women with low education.</td>
</tr>
<tr>
<td><strong>Intensive provision</strong> of interventions to address low skills, no work experience, and information gaps/limited access to networks</td>
<td><strong>Intensive provision</strong> of interventions to address low skills, no work experience, information gaps/limited access to networks, coupled with interventions to address social barriers (e.g. cash transfers, transportation arrangements/subsidies, caretaking options, etc.)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Market Ready:</th>
<th>Special Support:</th>
</tr>
</thead>
<tbody>
<tr>
<td>Market-ready beneficiaries</td>
<td>Beneficiaries requiring special support</td>
</tr>
<tr>
<td>e.g. non-poor, unemployed educated youth.</td>
<td>e.g. non-poor, unemployed educated youth with disabilities.</td>
</tr>
<tr>
<td><strong>Light provision</strong> of interventions to signal skills and address information gaps/limited access to networks and limited work experience</td>
<td><strong>Light provision</strong> of interventions to signal skills, address information gaps/limited access to networks and limited work experience, coupled with interventions to address social barriers (e.g. cash transfers, transportation arrangements/subsidies, caretaking options, etc.)</td>
</tr>
</tbody>
</table>

| Low------------------ Social barriers ------------------ High |

### Segmenting the Beneficiaries into Homogenous Groups:

1. Data based
2. Psychometric
3. Case worker based
4. Rule based – length in unemployment, education status
5. Demographic - gender
STEP 4: DELIVERING AND PAYING FOR INTEGRATED PACKAGES OF SERVICES THROUGH SERVICE PROVIDERS

**Selecting the Contracting and Payment Mechanisms**

There are three types of payment mechanisms:

- Fixed-price contracts
- Cost-reimbursement contracts
- Pure performance-based contracts
The proposed payment here is based on the performance of the provider and is divided in three parts:

- Unit Cost or Cost Recovery
- Bonuses
- Minimum standards and Ranking

The sum of these 3 boxes is equal to Total Cost per Beneficiary

Payment schedule could be designed as follows:

- 10% of unit cost upon signature
- 20% of unit cost upon completion of professional plan which could be divided in 2 sets of activities
- 35% of unit cost upon completion of the first set of activities
- 35% of unit cost upon completion of the second set of activities
- 20% of unit cost (first bar below) if the beneficiary stays on the same job after a period of 6 months
- 20% of unit cost (first bar below) once each beneficiary is placed on a job

Amount should cover all operating expenses necessary to deliver an adequate combination and intensity of services required for each beneficiary to access a job
Evidence suggests that a strong monitoring system increases the likelihood that they complete and/or reach better results and avoid unintended consequences.

The ‘Jobs M&E Toolkit’ developed by the Jobs Group provides a package of resources for project teams and clients to support mainstreaming the jobs agenda in operations.

### Overall objective

### Indicators

<table>
<thead>
<tr>
<th>Indicators measuring employment/job placement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of project beneficiaries placed into jobs (#) – could be used to incentivize providers</td>
</tr>
<tr>
<td>Number of project beneficiaries benefiting from short-term employment (#) – could be used to incentivize providers</td>
</tr>
<tr>
<td>Employment rate among project beneficiaries (%)</td>
</tr>
<tr>
<td>Share of employed project beneficiaries (%)</td>
</tr>
<tr>
<td>Unemployment rate among project beneficiaries (%)</td>
</tr>
<tr>
<td>Increase in employment rate among project beneficiaries (pp)</td>
</tr>
<tr>
<td>Increase in share of employed project beneficiaries (pp)</td>
</tr>
<tr>
<td>Decrease in unemployment rate among project beneficiaries (pp)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Indicator measuring an aspect of quality in a job (i.e. access to social security insurance, higher earnings)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of project beneficiaries covered by pension / health / unemployment insurance scheme (#)</td>
</tr>
<tr>
<td>Number of project beneficiaries contributing to pension / health / unemployment insurance scheme (#)</td>
</tr>
<tr>
<td>Increase in number of project beneficiaries covered by social security insurance (%)</td>
</tr>
<tr>
<td>Increase in number of project beneficiaries contributing to pension / health / unemployment insurance scheme (%)</td>
</tr>
<tr>
<td>Increase in average annual earnings of project beneficiaries (%)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Share of project beneficiaries reporting satisfaction with their job</th>
</tr>
</thead>
<tbody>
<tr>
<td>Number of project beneficiaries reporting being satisfied with the job (#)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Number of project beneficiaries using (public or private) ALMP services</th>
</tr>
</thead>
<tbody>
<tr>
<td>Increase of number of project beneficiaries using employment services provided by the project (%)</td>
</tr>
<tr>
<td>Number of project beneficiaries completing training [or any other service/ALMP provided] (#)</td>
</tr>
<tr>
<td>Number of project beneficiaries having passed the knowledge exam at the end of the training (#)</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>As per the 2013 WDR, a job refers to any “activities that generate income, monetary or in kind, without violating human rights”. The Jobs M&amp;E Toolkit defines a person with employment as an individual of working-age who during a specified period of time, such as one week or one day, either: (a) performed work for wage or salary in cash or in kind, or (b) performed work for profit or family gain in cash or in kind, or (c) performs work on a regular basis, but was temporarily absent from work during the reference period</td>
</tr>
</tbody>
</table>

| This indicator could be used to monitor the performance, relevance and quality of services provided by the selected private providers of ALMPs |

| Public or private providers of employment services match job seekers with job opportunities through (I) provision of information about the labor market; (II) assistance with job search and provision of placement services; (III) administration of a variety of ALMPs. May also be referred to as labor intermediation services or a labor market observatory. |
HOW TO IMPROVE DESIGN OF A DEMAND SIDE INTERVENTION
There are four key steps:

- **Step 1**: Establish a Profile of Possible Jobs for the Target Population
- **Step 2**: Define the target group of enterprises that need to be supported in priority
- **Step 3**: Identify the constraints to growth faced by existing enterprises or entry barriers for new enterprises
- **Step 4**: Design and implement a comprehensive packages of support services for targeted enterprises
With the target youth population in mind, the team can then assess what types of jobs would best match the beneficiaries. Different sub-sectors and firms create jobs that have a different composition in terms of gender, age, and skills level.

Given information about the distribution of skills, it is possible to create a typology of occupations (jobs) that would demand those skills. In the US, the O*Net database characterizes over 1,100 occupations looking at 35 skills.

The literature usually categorizes an occupation based on three main components:

- Cognitive skills (basic numeracy and literacy, advanced problem-solving and creative and critical thinking skills)
- Social and behavioral skills (conscientiousness, grit and openness to experience)
- Job-specific technical skills (like engineer or electrician)

Having information about the types of suitable occupations then enables an assessment of the types of economic sub-sectors or value chains that should be targeted in a given region.
JOBS CREATED BY SECTOR AND SKILLS LEVEL FOLLOWING A US$10 MILLION INVESTMENT IN LEBANON

Which sectors generate the most jobs for different skill groups?

- **Construction** sector is the most labor intensive and creates substantial indirect jobs.
- **Services** create more high skilled jobs, but weak employment multipliers.
- **Agriculture** important job creator but relatively weak multiplier; high multipliers from processing.
- **Industry, construction, and commerce** provide the most medium-skilled jobs.
STEP 2: DEFINE THE TARGET GROUP OF FIRMS TO BE SUPPORTED

- Once potential sub-sectors for engagement have been selected, the next step is to identify the types of enterprises involved in economic activities in the sector or that could enter the sector. There are two dimensions to be considered while defining the target group of firms to be supported:

  - **Size**: subsistence, micro, small and medium
  - **Age**: Startups, existing young enterprises, established stabilized business

### Segment of firms

<table>
<thead>
<tr>
<th>Segment of firms</th>
<th>Objective(s) for their contribution to the Jobs Agenda</th>
</tr>
</thead>
</table>
| **Income-generating activities/subsistence entrepreneurs** | Business survival  
Transition from unemployment to self-employment | Increase in revenues |
| **Startups/Microenterprises**             | Business survival  
More firm entry  
Start-ups grow and hire additional employees | Increase in productivity (and hence increase in salary)  
Better working conditions |
| **Small and Medium Enterprises**          | Firm growth and hiring of additional employees | Increase in productivity (and hence increase in salary)  
Better working conditions |
| **Large firms**                           | Firm growth, hiring additional employees, more growth of their supply chains (further increase of SMEs/startups I through their supply chains). | Increase in productivity (and hence increase in salary)  
Better working conditions |
STEP 3: IDENTIFY THE CONSTRAINTS FACED BY THE TARGET GROUP OF FIRMS

- Once the target group of firms has been defined, it is then easier to identify their constraints. This can be done through various ways, namely empirical analysis, enterprise surveys and/or consultations.
- Constraints that prevent firms to grow and generate more jobs can be either external or internal.

**Possible Constraints to Growth and Jobs (demand side)**

**Demand side interventions (Informal/formal/firms/farms)**

- a) Programs to address financing constraints: lines of credit/guarantees, grants, asset-based finance and other alternative forms of debt
- b) Capacity building and information provision: matching grants, training programs, consulting services, information provision
- c) Sector specific approaches: Lead Firm-SME linkage programs, VC development approaches (aggregator models, competitiveness reinforcement
- d) Financing: to enable private sector investments with large jobs payoffs (positive social externalities)

**Demand side Constraints (faced by firms/farms)**

- a) Insufficient access to finance: high interest/cost of financing, short tenor, lack of collateral or stringent collateral requirements
- b) Capacity and information gaps: lack of financial/business/managerial skills, lack of information on market opportunities
- c) Coordination failures and learning spillovers: insufficient organization (fragmented suppliers), lack of quality standards
- d) Jobs social externalities: underinvestment in jobs given social value of jobs is higher than private sector valuation
STEP 4: DESIGN AND IMPLEMENT COMPREHENSIVE PACKAGES FOR TARGET GROUP OF FIRMS

- Such comprehensive packages could be integrated along a product or value chain like a strategic investment plan.
- Or they could be around a region (e.g. targeting a city or region).
- An entrepreneurship program could be designed as a package of services that address the specific constraints of firms that have been identified.
  - Young subsistence entrepreneurs
  - Startups/promoting high growth entrepreneurs; and
  - Promoting growth of existing entrepreneurs/ SMEs.

<table>
<thead>
<tr>
<th>Barriers</th>
<th>Type of intervention/service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cognitive ability - Insufficient technical skills</td>
<td>Technical skills training</td>
</tr>
<tr>
<td>Insufficient non-cognitive skills</td>
<td>Life skill training</td>
</tr>
<tr>
<td>Lack of entrepreneurial capital</td>
<td>Personal initiative training</td>
</tr>
<tr>
<td>Basic business practices</td>
<td>Basic business training (financial literacy, business plan), peer-to-peer and/or mentoring</td>
</tr>
<tr>
<td>Cultural factors and social norms</td>
<td>N/A</td>
</tr>
<tr>
<td>Limited access to finance due to lack of capacity</td>
<td>See above</td>
</tr>
<tr>
<td>Limited access to finance due to frictions on the financial markets</td>
<td>Grants or financial literacy on the importance of savings</td>
</tr>
<tr>
<td>Coordination failure – asymmetry of information</td>
<td>Information provided (e.g. information on prices)</td>
</tr>
<tr>
<td>Coordination failure – matching frictions</td>
<td>Intermediary to train and do quality control</td>
</tr>
<tr>
<td>Limited access to market</td>
<td>Information on possible buyers, aggregator model</td>
</tr>
</tbody>
</table>
INTEGRATION – PUTTING IT ALL TOGETHER
DESIGN ELEMENTS TO INTEGRATE SUPPLY AND DEMAND SIDE INTERVENTIONS

- Formulating an integrated project development objective (PDO)
- Setting up or accessing a country specific “Jobs for Youth Fund
- Choosing project locations (spatial alignment)
- Designing intervention sequencing (time alignment)
- Choosing value chains/sectors/cluster and youth target groups (beneficiaries alignment) –
- Designing mutually-reinforcing activities
- Designing integration-supporting incentives for youth or firms-beneficiaries
IMPLEMENTATION PRACTICES TO SUPPORT THE INTEGRATION OF SUPPLY AND DEMAND SIDE PROJECT INTERVENTIONS

- Setting up a cross-sectoral technical team that is also mirrored by a cross-ministerial coordination unit of the country government
- Pro-active sharing of project relevant data
- Joint decision making
- Deliberate synchronization of efforts
- Developing and implementing an integrated data management system –
  - The creation of an online project portal
- Developing and implementing an integrated communication strategy
- Designing an integrated monitoring and evaluation system
- Capacity building for project stakeholders
CASE 1: Tunisia Youth Economic Inclusion Project
Integrated Jobs Operation in Tunisia

**Component 1: Supply side**

**Objective:** To identify, register, profile and provide services to program beneficiaries to facilitate transitions from unemployment/inactivity into wage or self-employment, or to help them move from low to higher quality jobs.

- **Expression of interest**
- **Enrollment and profiling**
- **Scoring and selection**
- **Connection to jobs – Tailored support**

**Beneficiaries:** Tunisian citizens, aged 18-35 and residents of one of seven selected governorates with a priority given to the most vulnerable.

**Component 2: Demand side**

**Objective:** To create job opportunities for the youth by supporting high-potential value chains and to fostering entrepreneurship.

- **Support to high-potential value chains (VC):**
  - Mapping (data collection and PPD forums),
  - Prioritizing (and defining high-potential VC),
  - Formulating recommendations for these VC.
- **Entrepreneurship:** For micro, small and medium enterprises (matching grants and capacity building) with a priority given to firms in the high-potential value chains.
- **Placement in non-participating firms or in other donor programs**

**Component 3: Project Management and Monitoring**

- Emphasis on capacity building and communication with stakeholders
- Web-portal to communicate with beneficiaries, track progress of beneficiaries, to collect data, and to ensure a transparent administration of the interventions
- Robust impact evaluation in line with the Results Framework: Learning from Doing
CASE 2: Nepal
Accelerating Inclusive Jobs Growth
Objective: To create quality jobs and improve labor market outcomes for youth

Component 1. Jobs Fund
   - Jobs Creation Challenge Window
     Competitively selected firms receive jobs-linked grants to support firms’ expansion plans

Component 2. e-Employment Services
   - Employment Support Window
     Integrated employment services catering to young people and employers

Component 3. Capacity Building, M&E and Project Management
CASE 3: Lebanon National Jobs Creation Program
Lebanon National Jobs Creation Program (PforR)

**OBJECTIVE OF THE PROGRAM**

Improve private sector economic opportunities for targeted beneficiaries in Lebanon

**BENEFICIARIES**

- Firms, particularly SMEs in selected value chains and clusters
- Individual, particularly youths aged 18-34, women (18-45), and Syrian refugees

**Results Areas**

1. Enhancing The Environment For Private Investment
   - PPP law
   - Financial Sector reforms
   - Trade Facilitation
2. Catalyzing Job Creation Through Trade And Investment In Lagging Regions
   - Telecoms
   - TSEZ- new investments
   - Value Chains-agribusiness, ICT
3. Connecting Women And Youth To Jobs
   - Job Placement-integrated services
   - Entrepreneurship
   - Gender-child care etc.
CASE 4: Jordan’s First Equitable Growth and Job Creation Programmatic Development Policy Financing
### Objective of the DPO:
Support Jordan to improve business competitiveness, introduce flexibility in the labor markets and strengthen social assistance, and strengthen fiscal management.

| Pillar 1 – Business Competitiveness: Support the Government’s efforts to improve the competitiveness and ‘ability to export’ of Jordanian businesses |
|---|---|
| Pillar 2 – Labor markets and social assistance: Support the Government’s efforts to foster a more flexible and inclusive labor market to enhance job growth and develop a more effective safety net to protect the poor and vulnerable |
| Pillar 3 – Fiscal management: Support the Government’s fiscal consolidation efforts |

<table>
<thead>
<tr>
<th>Measures to reduce the cost-base and ease access to finance for Jordanian businesses, and measures to improve the ability of those businesses to access markets</th>
</tr>
</thead>
<tbody>
<tr>
<td>Measures to reduce labor market segmentation, stimulate demand for part-time and temporary employment that youth and women are most likely to take and increase labor force participation for both groups</td>
</tr>
<tr>
<td>Measures to support private sector participation in the economy through a cascade approach and an update to the approach of managing debt and contingent liabilities</td>
</tr>
</tbody>
</table>
Thank you!
S4YE’s knowledge base

S4YE Baseline Report 2015
Towards Solutions for Youth Employment

Annual Report 2016
Youth on the Move

LinkedIn & S4YE Skills Gap White Paper

Transportation Costs and Youth Employment

Promoting Coordination to Advance Employment Services for Youth

Linkages and Youth Employment - Opportunities in Extractives and Infrastructure

Online Blogs and Discussion Brief Series

Annual/Thematic Reports
Impact Portfolio - A Learning Laboratory

Tunisia
TounsTa3mal
Silatech & Microsoft

Cambodia
Digital Divide Data (DDD)

Kosovo
UPSHIFT Project
UNICEF

Lebanon
National Volunteer Service Program
World Bank

Rwanda
Educate!

Kenya
Kuza Project
DFID & Adam Smith International

Kenya
Kenya Youth Employment and Opportunities
World Bank

South Africa
Skills To Succeed Academy
Accenture

Panama
NEO Panama
International Youth Foundation (IYF) & MIF

Tunisia
FORSATI Program
International Labor Organization (ILO)

Bangladesh
Education for Youth Empowerment
Bangladesh
Save the Children

Turkey
Livelihood Program
Entrepreneurship Skills & Business Creation
Youth Business International

South Africa
Harambee Youth Employment Accelerator
Harambee

Tanzania
Pathways to Work
International Youth Foundation (IYF) & MasterCard

Rwanda
STRYDE Project
Technoserve

Colombia
Youth Building the Future
Accenture & PLAN International

El Salvador
USAID Higher Education for Economic Growth
RTI International

India
Generation India
Generation LLC (McKinsey)

Uganda
U-LEARN II
MasterCard Foundation & Swisscontact
Digital Jobs Typology

The Digital Jobs Typology follows an industry approach to focus on the drivers of digital jobs and related activities supporting the labor market.
Design Implications
## Featured Case Studies

### Program Design Components in S4YE Case Studies

<table>
<thead>
<tr>
<th>Case Study</th>
<th>Supply-Side Components</th>
<th>Demand-Side Components</th>
<th>Policy &amp; System-Level Components</th>
</tr>
</thead>
<tbody>
<tr>
<td>African Centre for Women, Information and Communications Technology (ACWICT)</td>
<td>X</td>
<td>X</td>
<td>-</td>
</tr>
<tr>
<td>CloudFactory</td>
<td>X</td>
<td>X</td>
<td>-</td>
</tr>
<tr>
<td>Maharishi Institute</td>
<td>X</td>
<td>X</td>
<td>-</td>
</tr>
<tr>
<td>Samasource</td>
<td>X</td>
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| Percentage | 100% | 87% | 13% | 20% | 60% | 33% | 0% | 13% | 7% |