



# INVESTING FOR IMPACT



ADVANCING YOUTH ECONOMIC  
OPPORTUNITIES



**“We know that today’s youth do not face an easy labor market transition. But we also know that greater investment in targeted action to boost youth employment pays off. It is time to scale up action in support of youth employment.”<sup>1</sup>**

**– Azita Berar Awad, Director, Employment Policy Department, International Labor Organization**

# Investing for Impact

## INVITATION TO INVEST IN YOUTH ECONOMIC OPPORTUNITIES

One of the best investments that the corporate sector can make to reduce inequity and the impact of disadvantaged backgrounds is to educate and train young people. We invite you to learn how multi-national corporations can be an integral part of expanding youth economic opportunities to create a stronger human capital pipeline and break the intergenerational cycle of poverty, while contributing to a better future for us all.

### YOUTH: A GENERATION AT RISK



**1/3 (500 million)**  
of today's youth are NEET  
(not in employment,  
education or training).<sup>6</sup>



**1/4 of young people**  
in the world cannot find a  
job paying more than  
\$1.25 per day, the international  
threshold of extreme poverty.<sup>7</sup>



**3/4 of young workers**  
ages 15–29 are engaged in informal  
employment,<sup>8</sup> the sector where most  
exploitative and hazardous work  
conditions occur.

**“Far too often, the incredible potential in the world’s youth population is wasted by extreme poverty, discrimination or lack of skills and information. Skills development is a primary means of enabling young people to make a smooth transition to work, and education and training can make the difference for youth between poverty and employment.”<sup>2</sup>**

– Mogens Lykketoft, President of the UN General Assembly

There are 1.2 billion youth ages 15 to 24<sup>3</sup> in the world today—the largest youth population in human history.<sup>4</sup> While young people represent around one-fifth of the global population, they make up one-third of the total unemployed global workforce.<sup>5</sup> According to the International Labour Organization (ILO), there are over 73 million unemployed youth worldwide. Young people are not only unemployed, but also underemployed at high rates. For example, 22.6 percent of youth ages 15 to 24 are unemployed in Indonesia, while another 14.2 percent are underemployed. (See Figure 1.)

## YOUTH EMPLOYMENT IN DEVELOPING COUNTRIES<sup>9</sup>

In developing countries, the challenge is not only creating jobs, but also finding decent jobs for those young people who are often under-employed and working in the informal economy.

Low levels of education and poor quality of employment remain as economic stumbling blocks in developing countries.



**9 out of 10 of our world's youth**  
live in developing countries



**8 out of 10 young workers**  
are in informal employment



**6 out of 10 young workers**  
receive below average wages



**6 in 10 young workers**  
lack a stable employment contract



**5 in 10 young workers**  
have inappropriate levels of education  
for available jobs



FIGURE 1. UNEMPLOYMENT AND UNDEREMPLOYMENT OF YOUTH IN SELECT COUNTRIES

| Country      | Youth (15-24) Unemployment Rate (%) <sup>10</sup> | Youth (15-24) Underemployment Rate (%) <sup>11</sup> |
|--------------|---|--|
| Brazil       | 20  | 1.8  |
| Colombia     | 16.6  | 12.1   |
| Indonesia    | 22.6  | 14.2   |
| Mexico       | 8.6   | 7.6  |
| Philippines  | 15  | 9.1  |
| South Africa | 50.1  | 4.7  |
| Turkey       | 18.5  | 1.5  |

**Eighty-five percent of unemployed youth live in developing countries.**<sup>12</sup> The highest youth unemployment rates are in the Middle East and North Africa, where long-term unemployment among youth exceeds 60 percent.<sup>13</sup> The numbers are almost as grim in sub-Saharan Africa, where nearly two in three young workers do not have the education level expected to work productively on the job, and long-term unemployment is also high at 48 percent.<sup>14</sup>

Youth often struggle to balance education with the need to contribute to household income and, as a result, may cut their education short, placing them at a disadvantage for the rest of their lives. The unfortunate irony is that extra years of schooling increase individual earning potential. According to the Education for All Global Monitoring Report, “one extra year of schooling increases an individual’s earnings by up to 10 percent.”<sup>15</sup> For girls, an extra year of primary school boosts eventual wages by 10 to 20 percent, while an extra year of secondary school increases wages by 15 to 25 percent.<sup>16</sup>

**Yet unemployment rates do not tell the full story because youth who are employed are not necessarily doing well.** Research indicates that low and irregular pay, insecure employment terms, transience, exploitation (economic, physical and sexual) and exposure to hazardous working conditions are recurring themes in the lives of working youth, especially in developing countries.<sup>17</sup> In fact, the ILO reported that youth continue to be “plagued by working poverty” in developing countries, where 37.7 percent of employed youth live in extreme or moderate poverty, compared to 26 percent of working adults. The absolute numbers are staggering: working poverty affects as many as 156 million youth around the world.<sup>18</sup>



Photo: Julie Perdue, 2018

# Underlying Causes of Youth Unemployment

The causes of unemployment and working poverty originate at multiple points in the workforce development process — during formal schooling, vocational training, and workforce entry — and, for the most marginalized, are compounded by social factors. The most pressing barriers to youth employment include:

## School Dropout

Despite global increases in primary and secondary school enrollments since 2000, there are nearly 125 million children ages 6 to 15 who are out of school. Many of these children come from disadvantaged backgrounds, particularly girls, who live in conflict affected countries, in slums and remote communities, who are from ethnic minority or lower caste families or who are disabled. For children who are able to enroll in school, barriers such as cost or school quality often prevent them from staying or gaining the skills they need to get jobs or build businesses. In sub-Saharan Africa, only two-thirds of boys and a little over half of girls in the last grade of primary school successfully transition to secondary school,<sup>19</sup> and only one in five youth attends secondary school.<sup>20</sup>



## Insufficient Active Learning

Even for youth who finish secondary school, the rote learning they receive does not adequately teach them how to learn. Pedagogy in most secondary schools today does not use the project-based, active-learning approaches that the 21st century workplace requires.



## A Skills Mismatch

At the root of the youth unemployment challenge is a mismatch between the skills, knowledge and attitudes that youth possess when ready to enter the job market, and those needed and desired by employers.<sup>21</sup> This discrepancy often stems from a lack of access to vocational schools, especially in rural areas, along with the inability of many youth to pay entrance fees.<sup>22</sup> In addition, recent research shows that employability skills — the life skills that global research shows are most associated with workforce success — may be as or more important for young people to obtain.<sup>23</sup> The skills mismatch problem is pressing for companies that rely on a skilled workforce to sustain and grow their businesses.



## Digital Disruption

We live in an era of rapid technological change that is automating, disintermediating and enabling remote performance of many professional functions. For example, artificial intelligence may completely eliminate some jobs related to back-end processes, while liberating the workforce to take on more complex tasks. The challenge to societies will be to create an enabling environment for widespread access to, and steady improvement in, skills acquisition.<sup>24</sup>



### Lack of Business Training and Start-Up Capital

Entrepreneurship is a critical economic strategy for youth, especially where there are few employment opportunities, but also to supplement wage earnings. Yet without training, youth can overlook lucrative full-or part-time business opportunities, or enter formal employment opportunities prevalent in their localities, further depressing returns in sectors that are already saturated. Limited access to capital, either through savings or loan facilities, also makes it difficult to launch new businesses.<sup>25</sup>



“Employability skills” are the knowledge, skills, attitudes and behaviors that research shows foster youth workforce success over the long term: social skills, communication, and higher-order thinking, supported by the intrapersonal skills of self-control and positive self-concept. They are variously referred to as life skills for the workplace, soft skills, social emotional learning, non-cognitive skills, 21<sup>st</sup> century skills or character.

### Limited Job Linkage Mechanisms

Even when youth have skills needed by employers, a lack of connection between employment seekers and employers leads to continued unemployment. Youth do not always know where to find the jobs best suited for them; likewise, employers do not always know how to find workers with the skills their company requires. Job linkage mechanisms (such as career fairs or online job-matching portals) do not exist in many developing contexts.



### Migration

Recent data suggest that 15- to 24-year-olds represent one-eighth of the annual migration rate.<sup>28</sup> Migrants and refugees face a unique set of employment obstacles, including right-to-work denials or precarious job situations.<sup>29</sup> China, for example, is home to 150 million migrant workers who move from place to place seeking opportunity. Sixty percent of these migrants are under age 30 and tend to change jobs an average of once per year. Many of these youth work in hazardous conditions and are unaware of their basic workplace rights and alternative employment options.



### Deep-Rooted Gender Norms

Young women are disproportionately affected by high youth unemployment rates. The sharpest gender gaps exist in South Asia, the Middle East and North Africa, where, collectively, nearly 19 percent of women ages 15 to 24 work compared to about 50 percent of their male counterparts.<sup>26</sup> Socio-cultural factors including early marriage and pregnancy, as well as norms regarding household roles, contribute to gender disparities. Women are also more likely to work in insecure jobs, such as domestic work, as well as unpaid family labor.<sup>27</sup>



### Stigma, Discouragement and Disabling Environments

After long periods of unemployment or employment in hazardous or exploitative jobs, youth can become discouraged, disillusioned and even resentful. This leads to a further lack of motivation and aspiration as well as, in some cases, civil unrest.





“The world faces the challenge of creating 600 million jobs over the next decade. . . There are likely to be significant consequences for young people as upcoming cohorts of new entrants join the ranks of the already unemployed. The associated risks of social unrest, detachment from the labour market and society, and loss of faith in social progress are no longer potential, but real.”<sup>30</sup>

—ILO

Photo: CJ Clarke

## The Time Is Now to Address Youth Unemployment

Half of the world’s population is under the age of 30, and one in six are between ages 14 and 25. A decade ago, the World Bank reported that the world was in the midst of a limited window of opportunity to invest in youth and their futures. Particularly in the poorer countries of sub-Saharan Africa, South Asia, the Middle East and North Africa, we are at a strategic demographic moment for investing in burgeoning youth populations.<sup>31</sup>

Recently, there have been intensified efforts to develop strategies that can help young people find decent and productive work. Governments, the private sector, donors, multilateral agencies and nonprofits are joining forces to address the diverse causes of youth unemployment. As one example, the Global Initiative on Decent Jobs for Youth was launched as a multi-stakeholder alliance to tackle the youth employment challenge — a crucial goal of the 2030 Agenda for Sustainable Development. Stakeholders are designing youth employment programs aimed at increasing access to quality education for

young learners; increasing enrollment at the tertiary school level; training youth in both vocational and life skills; involving employers to ensure that skills training meets local market demand; using information technology to scale up training through e-learning curricula; and creating digital mechanisms for matching employers with employees through online job boards.<sup>32</sup>

Still, it is clear that much more remains to be done. In 2014 (the most recent figure available), an estimated \$1.8 billion was invested in youth economic opportunities by international multilateral agencies, bilateral donors, corporations and private foundations — translating into an average of \$1 invested per youth worldwide in the form of vocational training, enterprise development, employment services and life skills training. At this level, even if investment in youth economic opportunities were to be tripled, it would remain roughly three times lower than investments in health, water and sanitation, and agriculture combined.<sup>33</sup>

# Return on Investment for Youth Economic Opportunities

## For Youth

When empowered with functional literacy, market-relevant vocational training and life skills, youth are better able to secure decent-paying work opportunities — enabling them to successfully transition out of unemployment or school and into productive adulthood. These opportunities, in turn, allow youth to achieve financial independence and take charge of their own careers, households and futures. For example, in Save the Children’s Education for Youth Empowerment program in Bangladesh, a year after graduating, participants found their average monthly income increased approximately 4.5 times.

## For Families and Communities

The reality is that today’s youth are tomorrow’s parents, so investing in youth ensures that they are better able to provide for their children’s basic needs once they have families of their own, thereby helping to break the intergenerational cycle of poverty. Several studies focusing on developing countries have shown a positive correlation between families’ assets and wellbeing of their children, in the areas of school enrollment, attendance and child health.<sup>34</sup> Even before they have their own families, youth tend to support their parents and siblings with their added income, for example, sending their brothers and sisters to school.

## For Local Economies

Investment in youth employment helps grow the local economy through increased per-capita income, additional outside economic investment, reduced crime and greater stability and peace.<sup>35</sup> The ILO has estimated that reducing the prevailing youth unemployment rate to the level of adult employment would increase global GDP by between 4.4 and 7 percent.<sup>36</sup> Indeed, economies that fail to invest in youth and in the education programs that empower their success forfeit growth.

## For Corporate Investors

By investing in youth, businesses gain access to larger pools of skilled labor, while lifting the economy in localities where their employees live and work. Data from India, for example, has indicated that every \$1 invested in education and training returns \$53 in value to the employer.<sup>37</sup> Conversely, in a wider survey with 1,000 business leaders in the Association of Southeast Asian Nations, talent-related expenses, poor-quality education and low levels of skills among young workers were all cited as having a negative impact on firm growth and profitability.<sup>38</sup> In short, by leaving youth talent underdeveloped or untapped altogether, youth and their employers (or potential employers) are hurt.



FIGURE 2. PROPORTION OF YOUTH COMPARED TO THE TOTAL POPULATION BY REGION

| UN Region                       | Youth Population Ages 15-24 | Percent of Region’s Population <sup>39</sup> |
|---------------------------------|-----------------------------|--|
| Africa                          | 232,583,772                 | 19.6   |
| Asia                            | 709,429,788                 | 16.2   |
| Latin America and the Caribbean | 108,128,357                 | 17.3   |
| Europe                          | 79,950,150                  | 10.7   |
| Oceania                         | 5,533,937                   | 14.7   |
| Least Developed Countries       | 191,429,494                 | 20.2   |

# Our Global Response

Save the Children takes a distinctive, multilevel approach to ensure that youth have access to safe, productive, income-generating opportunities in emerging and developing markets around the world.

## FLEXIBLE WORK APPROACH ACROSS CONTEXTS

Save the Children focuses on assisting the most marginalized youth who, depending on the context, may be poor, migrants, out of school, in unsafe jobs, adolescent girls, young mothers, at risk of prostitution, slum residents or affected by HIV/AIDS.

We work in urban, peri-urban and rural settings, ensuring that youth obtain competencies required to work in locally relevant economic sectors such as agribusiness, construction, hospitality, manufacturing and services.

We recognize that diverse youth segments require different entry and exit pathways between learning and earning opportunities — depending on age, context-specific vulnerabilities, community structures, family support and individual talents and aspirations. To respond to these varying needs, we work with a range of local and international public and private sector partners to establish mechanisms for young people to build assets and manage risk, provide training on market-relevant skills and enable linkages for youth to secure a job or build a business.

**“Empowering young people is critical to disrupt the intergenerational cycle of poverty. Save the Children partners with leading corporations to provide disadvantaged youth with vocational and life skills. We also provide an enabling environment to help youth access economic opportunities that often lie out of their reach. Helping them obtain safe and dignified work – either in a job or their own business – changes not only their own futures but those of their future families.”**

—Carolyn Miles, President & CEO, Save the Children



# Our **Global Footprint** for Youth Economic Opportunities



## OUR IMPACT BY THE NUMBERS

Since 2014: we have reached 885,000 youth in 45 countries

By 2020 (goal): we expect to reach over 1 million additional youth

## KEY BUILDING BLOCKS FOR YOUTH EMPLOYMENT

Save the Children's youth employment programs support youth to successfully transition to decent livelihoods and work. We help adolescents and youth develop the capabilities (i.e., skills, attitudes, knowledge, and behaviors) and access the networks and opportunities they need to obtain decent and productive work — and to reach their full potential.

### Contextual Market-Based Analysis

Save the Children conducts labor market assessments alongside local businesses, involving youth so they can cultivate their ability to act on economic opportunity. These assessments identify skills in demand and help identify gaps in vocational training systems.



### Transferable Life Skills for Employability

Life skills may account for as much as 85 percent of a person's workplace success.<sup>41</sup> A study by Child Trends in 2015 identified five life skills as critical: higher-order thinking, communication, self-control, positive self-concept and social skills.<sup>42</sup> Save the Children helps youth acquire these life skills to gain a competitive edge in the job market.



### Gender Transformative

There is evidence that livelihoods skills can increase girls' positive sense of self, correlated with greater protective behaviors.<sup>40</sup> Save the Children aims to go beyond registering equal numbers of young men and women as program beneficiaries to address gendered barriers to employment. This means that our programs must often be designed to shift attitudes about what is or is not acceptable work for young women.



### Financial Capability

Save the Children provides training on financial literacy and enables access to savings tools to help young people build up financial assets. We also facilitate access to start-up capital at the right time for young entrepreneurs, in the form of small grants or loans. By starting young, we can help youth build skills and habits such as budgeting and managing cash flow — all of which help youth derive the maximum benefit from the income they earn.



### Functional Literacy and Numeracy

Save the Children recognizes that many youth have dropped out of school or missed out on a basic quality education altogether. As a result, we help youth develop functional literacy and acquire basic math skills to support day-to-day livelihood activities, such as making change or negotiating fair pricing in the marketplace.



### Market-Relevant Technical Skills

Save the Children connects youth to market-relevant technical training at public and private vocational education and training schools. Increasingly, we focus on preparing youth for higher-skilled, higher-paying careers such as those in science, technology, engineering and math vocations (STEM).



### Guidance and Mentorship

Save the Children provides opportunities for career counseling to help youth make informed choices on which paths to take (e.g., employment, business start-up, or return to school). Coaching, mentoring and ongoing follow-up is available as youth plan their careers, start a business or search for a job.



### Job Linkages

In coordination with public employment offices and local employers, Save the Children helps youth improve job search skills, build networks with employers, obtain labor market information and access job fairs so they can get decent jobs. For youth who want to start their own business, we also facilitate access to suppliers and customers.



## OUR DISTINCTIVENESS

Save the Children's signature approach is designed to ensure maximum impact in the communities we serve. Key factors set us apart from other organizations working in this arena:

- **Evidence-Based** – We take a rigorous and evidence-based approach to youth economic opportunities across our global portfolio. We monitor outcomes and generate evidence that allows our approach to be continuously improved, adapted and brought to scale. In addition, we convene global stakeholders across the public and private sectors, as well as academia, to share our evidence and best practices for youth.
- **Committed to Starting Early** – We begin working with youth as early as age 12, before they have solidified their financial and work habits, to impart work readiness and financial management skills. As youth approach legal working age, Save the Children urges youth to stay in school while layering on training that is more directly related to accessing work.
- **Integrated Skill Sets** – Recognizing that today's youth are tomorrow's heads of household, we arm youth with knowledge that will benefit them for the rest of their lives — including information on sexual and reproductive health, nutrition, gender norms and civic participation. These holistic skills not only allow youth to build economically secure households, but enhance their ability to keep their children healthy and protected.
- **Promoting Youth Participation** – We encourage youth to practice “running things” by participating in program design, leading youth club activities and implementing community service projects. These activities allow youth to gain the problem-solving and leadership skills that lead to personal and professional success.<sup>43</sup>
- **Innovation through Digital** – Our programs seek to test and incorporate various digital accelerators in areas of data and analytics, e-learning, online job platforms and technology-based assessments. In an effort to scale, we leverage technology to offer learning programs that blend digital and face-to-face instruction. Digital learning also supports personalized learning, whereby content can be customized for each learner and adapted to that learner's performance.
- **Scaling and Sustaining** – We work actively to convene stakeholders across sectors — private sector, government and academia — to share evidence and best practices, and to influence policies and practices of governments and employers, including laws regarding employers' social responsibility to protect the rights of young workers.

Photo: Saikat Mojumder



## KEY OUTCOMES WE TRACK:

1. Number of youth completing skills training (girls/boys, young women/men)
2. Youths' skill levels in employability, entrepreneurship, and financial literacy, before versus after our program interventions
3. Proportion of youth who exhibit improved job search strategies after our program
4. Proportion of program-skilled youth who, 6 and 12 months after participation, have:
  - Obtained new or better employment
  - Started up a business
  - Returned to school

# Case Studies of Successful Corporate and Public Partnerships

## ACCENTURE: DRIVING SUCCESS BY BUILDING SKILLS IN ASIA

Save the Children's partnership with Accenture's Skills to Succeed (S2S) program equips deprived and at-risk youth with the skills, opportunities and networks they need to get decent jobs or build their own businesses. Young women will constitute at least half of the 85,000 youth we plan to reach by 2018. The program is currently leveraging technology to expand its reach and program quality. At least 40,000 people in China have received training through e-learning modules on a mobile app, which we developed in partnership with Anxin Corporation. In addition, the S2S project in Indonesia, in coordination with Girl Effect Mobile, launched an innovative mobile application called "Dooit!" for adolescent girls to improve their financial capability, strengthen their employability skills and help them save towards their educational and career goals. This app integrates a chat bot that acts as a savings coach through a SMS-backed interface.

**“We share a passion with Save the Children for creating secure futures for young people – helping them build the skills they need to find work or even start their own businesses – and we’re applying our collective learnings to help increase the success of our work together. Through our partnership, we are embracing digital opportunities by leveraging technologies that enable more effective training and increase employment results.”**

**accenture**  
High performance. Delivered.

Jill Huntley, Global Managing Director,  
Global Corporate Citizenship, Accenture



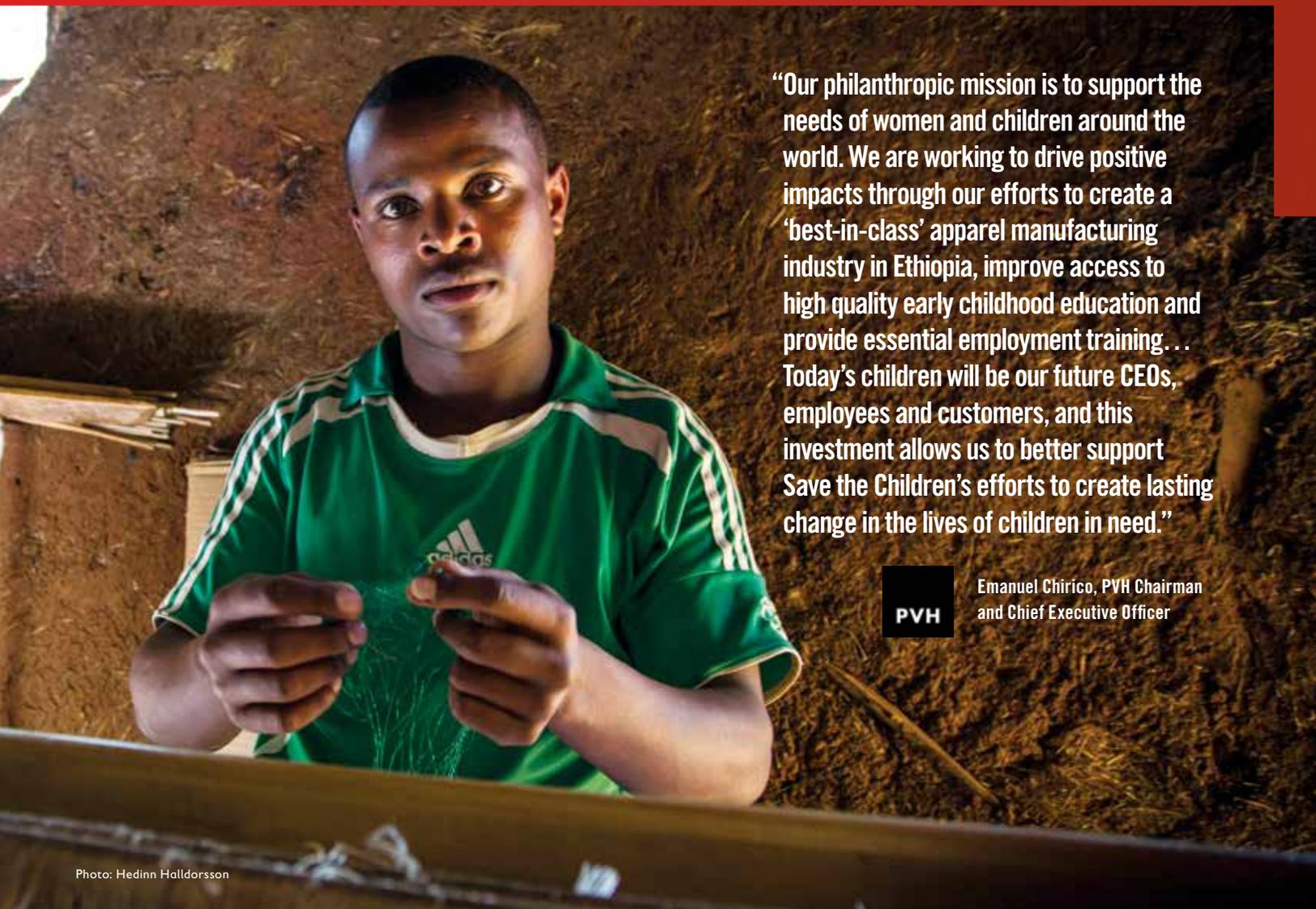


Photo: Hedinn Halldorsson

“Our philanthropic mission is to support the needs of women and children around the world. We are working to drive positive impacts through our efforts to create a ‘best-in-class’ apparel manufacturing industry in Ethiopia, improve access to high quality early childhood education and provide essential employment training. . . Today’s children will be our future CEOs, employees and customers, and this investment allows us to better support Save the Children’s efforts to create lasting change in the lives of children in need.”



Emanuel Chirico, PVH Chairman and Chief Executive Officer

## PVH: LEVERAGING PUBLIC SUPPORT FOR YOUTH POTENTIAL IN ETHIOPIA

In Ethiopia, 71 percent of the population is under the age of 30, and 43 percent is under the age of 15.<sup>44</sup> About 7 percent of youth age 15-29 are unemployed and a quarter are underemployed.<sup>45</sup> This situation prompted the United States Agency for International Development (USAID) to launch its Building the Potential of Youth (POTENTIAL) program in the country in 2015. Implemented by Save the Children and other partners, POTENTIAL works to assist unemployed and underemployed youth to attain skills, knowledge and social capital that lead to increased income and economic self-sufficiency, with a focus on girls and young women.

By the end of 2019, the program will help develop economic self-sufficiency among 35,000 youth nationwide. Building on the POTENTIAL program, Save the Children is now working with major employers, such as PVH, in Ethiopia’s burgeoning garment industry to help match unemployed youth with a growing number of jobs in the sector. With high levels of automation, world-class garment manufacturers do not require skilled tailors as much as workers who can think critically, act as a tight-knit team and quickly adapt to changing tasks. We are also equipping young job seekers with the critical life skills they will need to succeed and grow professionally in this expanding, modern industry.

# Case Studies of Successful Corporate and Public Partnerships

## BVLGARI: EMPOWERING DISADVANTAGED YOUTH GLOBALLY

With the support of Bulgari, Save the Children is implementing the Youth Empowerment Project. This initiative builds on our longstanding cause-marketing partnership that has already reached over 1 million children in over 30 countries. This five-year (2016–2020) program targets 20,000 deprived youth ages 12–22 in four countries — Albania, Bolivia, Nepal and Uganda — to develop their personal, educational and economic capacity.

The program is designed to help youth make informed and sustainable decisions about their future. On a personal level, we are aiming to help students build important life skills. Finally, we are providing students with access to formal employment and small grants to help youth start their own businesses. Graduates will complete the program positioned to become active citizens and change agents in their communities.

**“Save the Children is one of the most effective, wide-reaching charities in the world, and we are proud to work alongside them for their cause. Children are a key component in the fight against poverty, because while they are vulnerable, they also harbor so much potential. We are proud to partner with Save the Children to do our part in making a better tomorrow.”**

**BVLGARI** **Jean-Christophe Babin,**  
CEO Bulgari





Photo: Save the Children

## How Companies Can Get Involved

When companies take a more active role in developing the workforce, they help themselves while helping society. We invite you to join a growing movement of socially responsible and engaged businesses that are committed to providing economic opportunities for our youth.

**Lend Time and Skills** – Lend your employees’ time, skills and talents by helping us to define curricula for training, consider teaching or administering skills training and provide mentorship and apprenticeship opportunities for our program participants.

**Commit and Promote** – We invite corporate partners to sponsor job fairs and commit to hiring graduates trained in our programs. We also invite companies to join us in promoting a youth-friendly workplace with decent work for all.

**Drive Innovation** – Help us identify the employment skills that will be critical for success in the 21st century, so that youth not only get hired but are able to acquire skills that will have lasting relevance in the digital world. We also invite companies to explore new training and mentoring platforms through e-learning, mobile applications and other digital technologies.

**Provide Shared Value Investments** – As economies continue to struggle and government funding remains tight, the private sector is increasingly in the best position to invest in youth economic opportunities, where a robust pool of skilled employees is vital to business success.



## Impact Opportunities

Your investment can help us analyze, innovate and scale our programs to reach more youth.

**\$1 million** – can enable Save the Children to expand our youth economic opportunities work to a new country, or help us to scale up programs in countries such as Bangladesh, Cambodia, China, Colombia, Egypt, India, Indonesia, Jordan, Kenya, Mexico, Philippines, Tanzania, Uganda and Vietnam. This investment will provide between 5,000 – 10,000 young people per country with the skills, opportunities and enabling environment they need to access viable economic opportunities — changing their life trajectories and those of their children.

**\$100,000** – can support the adaptation of our “Dooit!” mobile app, which encourages savings and goal setting among adolescent girls, to different target populations and learning content areas. Youth are increasingly connected to the Internet and smartphones, representing an enormous opportunity for engagement with educational content.

**\$10,000** – can support systematic analysis of best practices across our youth economic opportunities work and help us incorporate lessons into more evidence-based programming. Documentation of best practices speeds program adaptation across the diverse contexts in which Save the Children works, allowing us to respond to local needs more efficiently.

## Endnotes

- <sup>1</sup> “Youth Employment Crisis Easing But Far from Over.” ILO News, October 7, 2015.
- <sup>2</sup> “On World Youth Skills Day, UN calls for Better Skills Training to Improve Youth Employment.” Office of the Secretary-General’s Envoy on Youth, July 15, 2016.
- <sup>3</sup> The United Nations (UN) definition of “youth.” Youth is defined differently around the world; some define it as ages 15–29 or even 15–35. Save the Children’s youth employment programs primarily target ages 15–24, with some starting earlier (age 10 or 12).
- <sup>4</sup> UN Population Fund. *The State of World Population 2016*.
- <sup>5</sup> “Global Youth Unemployment on the Rise Again.” International Labour Organization (ILO), August 24, 2016.
- <sup>6</sup> S4YE (Goldin, N. & M. Hobson with P. Glick, M. Lundberg, S. Puerto). “Toward Solutions for Youth Employment: A Baseline for 2015.” *Solutions for Youth Employment*, Washington D.C.: 2015.
- <sup>7</sup> Ibid.
- <sup>8</sup> Shehu, Erin and Björn Nilsson. *Informal Employment Among Youth: Evidence from 20 School-to-Work Transition Surveys*.
- <sup>9</sup> “A generation at risk: Global employment trends for youth 2013”, ILO, 2013.
- <sup>10</sup> Data reflects 2015 rates and was collected from ILO’s Key Indicators of the Labour Market Database.
- <sup>11</sup> Data reflects 2015 rates and was collected from ILO’s Key Indicators of the Labour Market Database.
- <sup>12</sup> S4YE 2015.
- <sup>13-14</sup> Ibid.
- <sup>15</sup> “Education Counts Towards the Millennium Development Goals,” UNESCO, 2011.
- <sup>16</sup> “UNICEF says education for women and girls a lifeline to development,” UNICEF, May 4, 2011.
- <sup>17</sup> Mallett, Richard, et al. *Youth on the Margins: In Search of Decent Work in Northern Uganda*. Secure Livelihoods Research Consortium: 2016.
- <sup>18</sup> ILO. *World Employment Social Outlook Trends for Youth 2016*.
- <sup>19</sup> “Early Adolescent Girls: A Global View of Participation in Lower Secondary School”, UNESCO Institute for Statistics, UIS Fact Sheet, April 2011.
- <sup>20</sup> Ibid.
- <sup>21</sup> S4YE 2015; Mourshed, M., et al. “Education to Employment: Designing a System That Works.” McKinsey & Company (McKinsey Center for Government): 2012; Equal Measure (for the Citi Foundation). *Pathways to Progress: The Portfolio and the Field of Youth Economic Opportunity*. April 2016.
- <sup>22</sup> Oketch, Moses. “Education Policy, Vocational Training, and the Youth in Sub-Saharan Africa.” WIDER Working Paper 2014/069. UNU-WIDER: 2014.
- <sup>23</sup> Lippman, Laura et al. *Key Soft Skills That Foster Youth Workforce Success: Toward a Consensus Across Fields*. Child Trends: 2015.
- <sup>24</sup> World Economic Forum. *The Inclusive Growth and Development Report 2017*.
- <sup>25</sup> S4YE 2015; Schott, et al. “Future Potential: A GEM Perspective on youth entrepreneurship 2015”. GEM: 2015; World Bank Group. *World Bank Group Gender Strategy (FY16–23): Gender Equality, Poverty Reduction and Inclusive Growth*. 2015.
- <sup>26</sup> Based on averages of the female and male labor force participation rates in these regions as of 2014. Elder, Sara and Kring, Sriani. *Young and Female—A Double Strike? Gender Analysis of School-to-Work Transition Surveys in 32 Developing Economies*. International Labour Office: 2016.
- <sup>27</sup> ILO. *World Employment and Social Outlook Trends 2015*.
- <sup>28-29</sup> Ibid.
- <sup>30</sup> Brewer, Laura. *Enhancing Youth Employability: What? Why? and How? Guide to core work skills*. ILO: 2013.
- <sup>31</sup> World Bank. *World Development Report 2007*.
- <sup>32</sup> “Together, Making a Difference for Young People Everywhere.” ILO, June 7, 2016.
- <sup>33</sup> Sharma, R. and Naik, R. *Measuring Investments in Youth Economic Opportunity*. Center for Strategic and International Studies: 2016.
- <sup>34</sup> Chowa, Gina, et al. “Assets and Child Well-Being in Developing Countries: A Research Review.” CSD Working Paper 09-38. Washington University in St. Louis: 2009.
- <sup>35</sup> S4YE 2015; World Bank. *World Development Report 2007*.
- <sup>36</sup> Commission on Social Development. *Youth Employment: Impact, Challenges and Opportunities for Social Development*. 2007.
- <sup>37</sup> Winthrop, Rebecca, et al. *Investment in Global Education: A Strategic Imperative for Business*. Center for Universal Education at Brookings: 2013.
- <sup>38</sup> Ibid.
- <sup>39</sup> U.S. Census Bureau. International Programs. International Database, Aug. 2016.
- <sup>40</sup> Bruce, J. and Hallman, K. “Reaching the Girls Left Behind”. *Gender and Development* (2008) 16:2, 227-245.
- <sup>41</sup> Pandey, Meenu and Pandey, Prabhat. “Global Employability of Unemployed Youth through Soft Skills.” *International Journal of Multidisciplinary Approach and Studies*, March–April 2015.
- <sup>42</sup> Lippman, Laura et al. *Key Soft Skills That Foster Youth Workforce Success: Toward a Consensus Across Fields*. Child Trends: 2015.
- <sup>43</sup> Equal Measure 2016.
- <sup>44</sup> U.S. Census Bureau International Database.
- <sup>45</sup> Megquier, Shelley and Kate Belohlav. “Ethiopia’s Key: Young People and the Demographic Dividend.” Population Reference Bureau: December 2014.



Photo: Save the Children

## Conclusion: Invest Now in Youth Economic Opportunities

In many nations, societal transformation and business growth are taking place side by side through investment in young people. The result is lasting change in both the lives of youth and in the companies that employ them. Youth are assisted in obtaining productive employment and achieving more prosperous futures — not only for themselves but for their families and communities. Companies are able to secure the best-trained workers at a time when a skills mismatch is one of the most critical issues facing

employers. Visionary corporate partners are driving this change — partners who recognize the responsibility, and the shared value potential, of investing in young workers, both women and men, from around the globe.

**We hope you will join our growing body of investors to make a bold and tangible difference on a global scale.**

# INVESTING FOR IMPACT



**Save the Children®**

Save the Children believes every child deserves a future. In the United States and around the world, we give children a healthy start in life, the opportunity to learn and protection from harm. We do whatever it takes for children – every day and in times of crisis – transforming their lives and the future we share.

501 Kings Highway East  
Suite 400  
Fairfield, CT 06825

899 North Capitol Street, NE  
Suite 900  
Washington, DC 20002

**1-800 Save the Children**  
**SavetheChildren.org**

