

Working Document as of 9 July 2019

Strategic Analysis

Generation Unlimited
Foundational Documents



Our Approach

Methodology for the Strategic Analysis

The strategic analysis provides a high-level review of the challenges facing young people, and provides an overview of positive efforts and gaps in support of young people at local, national, and global levels. It is designed to inform the strategic positioning of GenU and provide a review of the challenges a partnership like GenU would look to address.

The strategic analysis provides an overview of key data on multiple metrics to demonstrate the extent and breadth of young people challenges. This documents leverages interviews and research to highlight strengths and gaps in efforts at varying levels of operation. It is therefore comprised of a summary highlighting key insights, with data and analysis developed to back up each insight.

This strategic analysis is meant to complement existing reports and other GenU documents,¹ rather than duplicate them. Therefore, it does not include primary research but rather highlights key insights and provides select illustrative examples.

This document will ...

- ✓ Provide a high-level overview on challenges of young people to inform GenU strategy
- ✓ Provide an overview of existing research into trends and gaps in the provision of services to support young people, to inform GenU strategy
- ✓ Conduct high-level overview of global landscape to inform GenU strategic positioning in the global architecture

This document will not ...

- ✗ Include primary research on the challenges of young people in regards to education, skills & training, and empowerment
- ✗ Provide an exhaustive review of all global, regional, and local organizations tackling young people challenges
- ✗ Provide a detailed overview of evidence on what has or what has not worked (Overview of Evidence deliverable is designed to fulfill this function)

1. Strategic Analysis is one part of six GenU foundational documents. Findings outlined here are complemented in particular by the Overview of Evidence and Strategy Document

Strategic Analysis

3 components of analysis

1

Problem statement

What barriers do the world's 1.8B 10-24 year olds face in becoming productive and engaged members of society?

2

Efforts at local and national level

What efforts are being made at a local and national level to overcome young people's challenges? Where are the gaps?

3

Efforts at regional and global level

What efforts are being made at a regional and global level to overcome young people's challenges? Where are the gaps?

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“The hopes of the world rest on young people. Peace, economic dynamism, social justice, tolerance—all this and more, today and tomorrow, depends on tapping into the power of youth”

—United Nations Secretary General
Antonio Guterres

“We have an opportunity, particularly in the developing world, to take advantage of their energy, their creativity and their innovation—to develop their economies and societies”

—UNFPA Executive Director
Babatunde Osotimehin

Summary: The world's population of young people aged 10-24 numbers 1.8 billion and faces a unique set of challenges

A Significant potential can be unlocked by the largest ever population of 10-24 year olds, if particular challenges are overcome

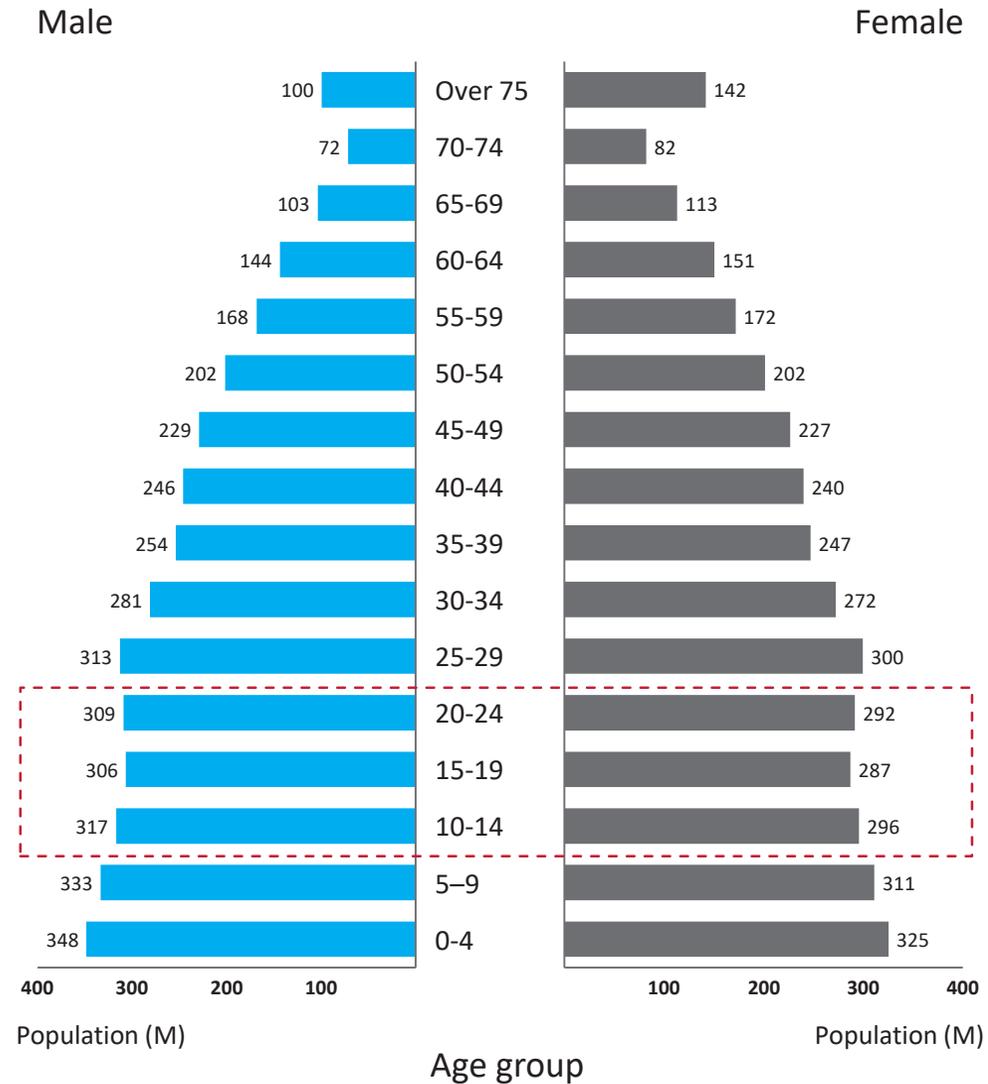
- 10–24 year olds represent 24% of the world's population—numbering 1.8 billion
- Young people express high aspirations to be productive agents in their communities
- This population offers a significant “demographic dividend” if they are equipped as productive and engaged members of society
- However, this population also faces significant challenges and expresses desire for greater support
 - 17% of young people are not in education, employment, or training; the problem is even more severe in particular geographies
 - Of those young people employed, 40% are in vulnerable employment, and 77% are in informal employment

At the root of young people's challenges are seven cross-cutting themes that will need to be addressed to unlock young people's potential to drive economic and social progress

- B
1. Low secondary school completion rates leave many young people unprepared for work and life
 2. The nature of work is rapidly changing. Even where young people complete secondary school, they often lack the specific skills required for the modern economy
 3. There is a disconnect and lack of transparency between young job-seekers and prospective employers
 4. In many places, there are insufficient quality and age-appropriate jobs for young people resulting in unemployment, vulnerable work, or migration to opportunity
 5. Consequently, many young people become entrepreneurs out of necessity, in an uncondusive ecosystem
 6. Many young people are unfairly restricted in their education, learning and employment due to marginalization
 7. Young people are insufficiently equipped as problem solvers; many more young people want and need to be engaged in tackling the challenges of the SDGs

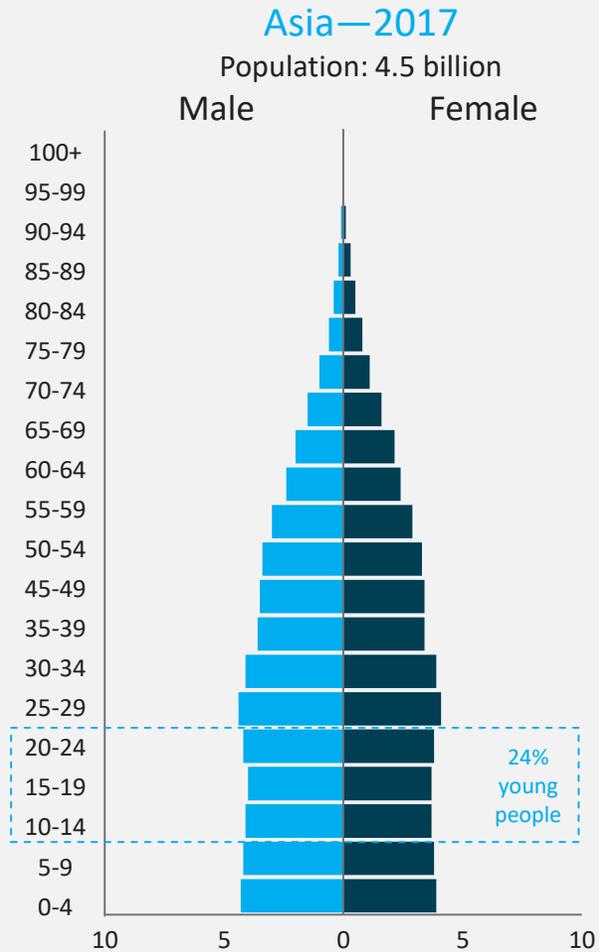
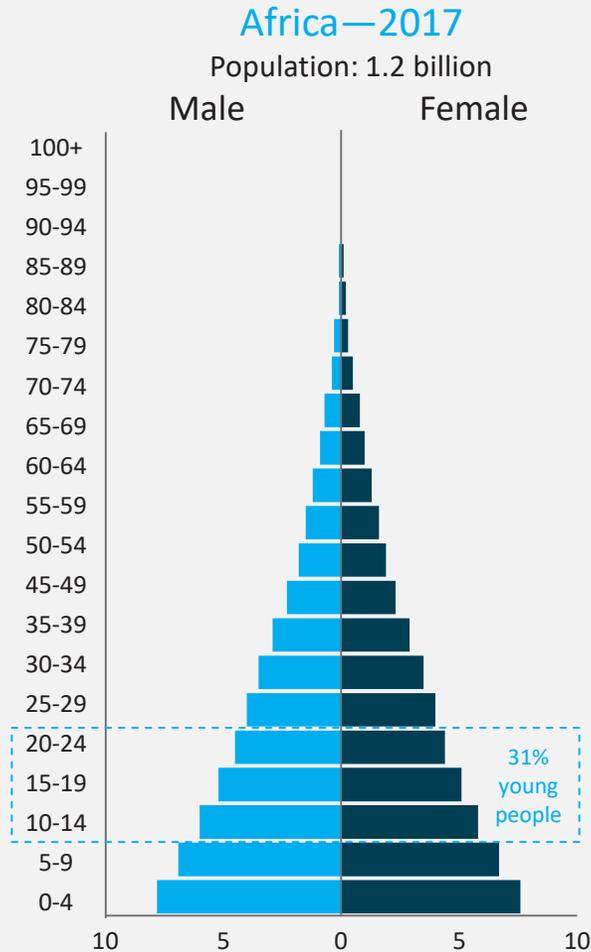
1.8B

the largest generation of young people in history represents enormous potential



Converting “youth bulges” into “demographic dividends” will require increased productivity and stabilized birth rates

Percentage of population by age group



Source: UN Population Division; BCG Analysis; BCG Interviews

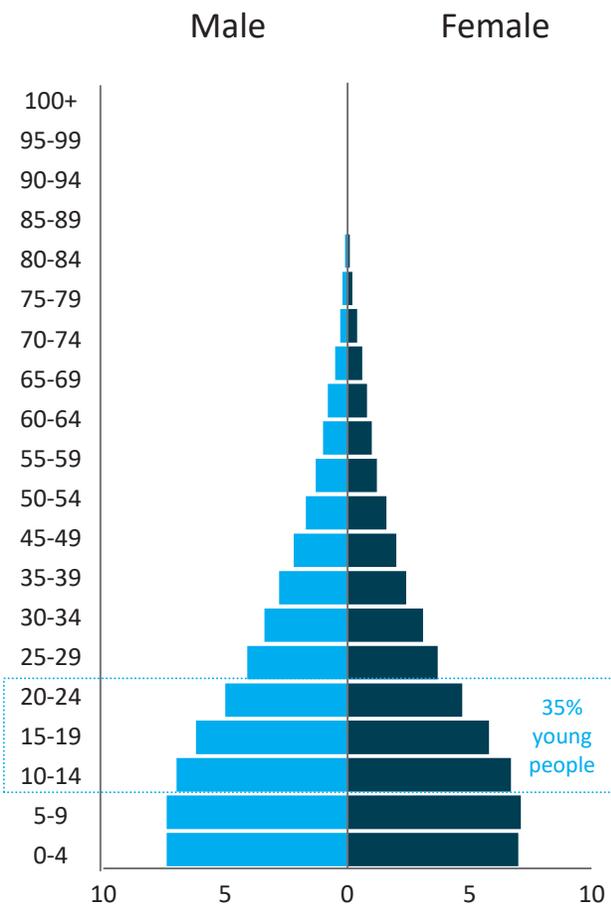
“The success of young people will have huge implications for the world—the youth agenda requires political momentum from the highest levels of global and national leadership”

Backup: Population distribution varies significantly across countries

Illustrative examples

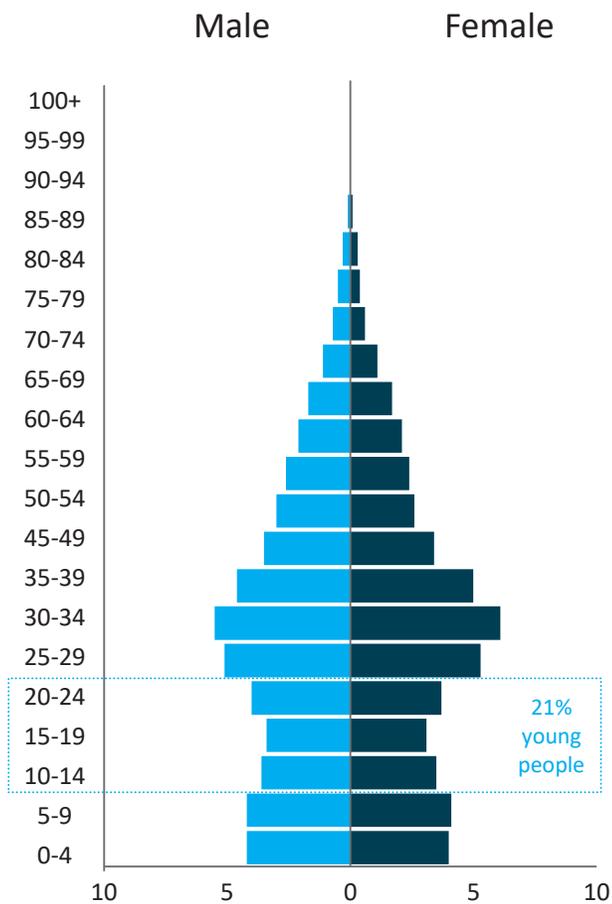
Afghanistan—2017

Population: 34,169,168



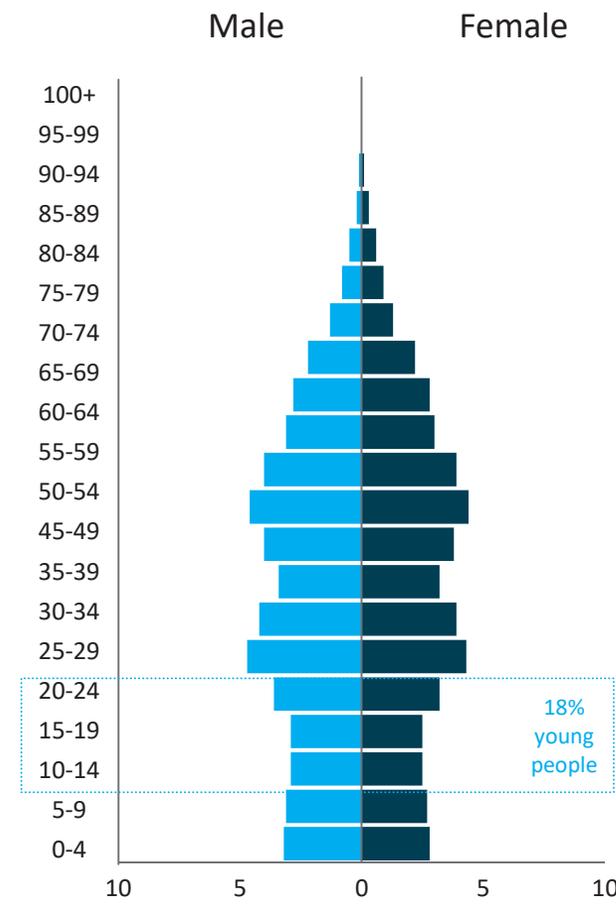
Iran—2017

Population: 80,945,718



China—2017

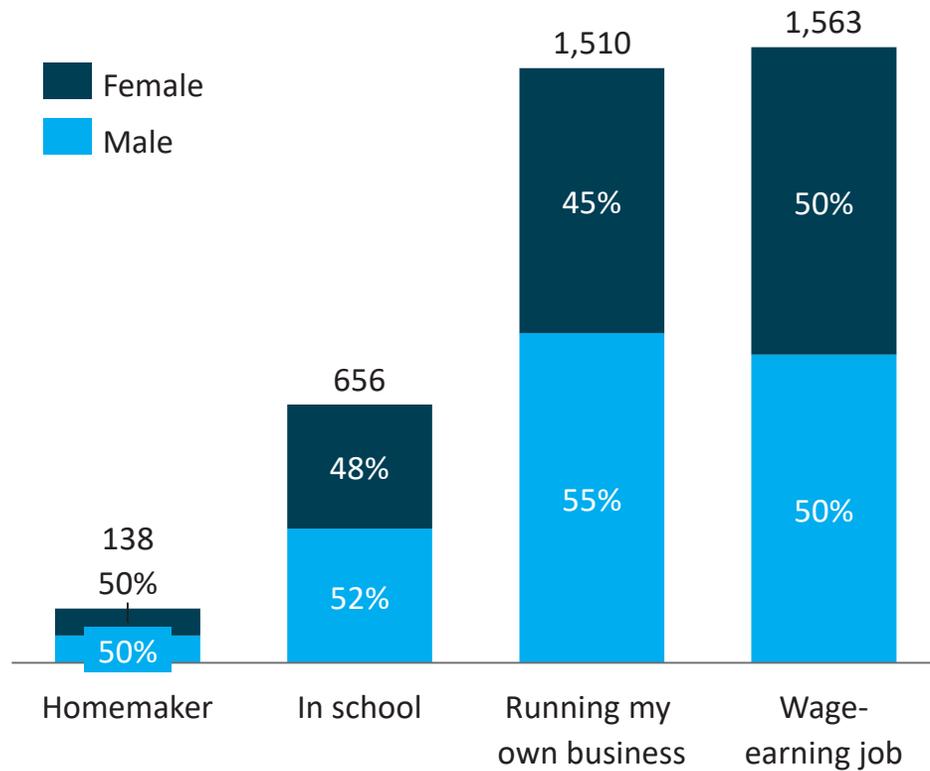
Population: 1,388,232,692



Young people worldwide have high aspirations for their futures

BCG survey asked young people¹

Where would you like to be in 5 years time?



Representative responses

"I would like to test and develop videos games, they have always been my ambition since I was 10 years old"

—17 year old male from Egypt

"Touring and guiding the tourists wherever they go! And I'm just one to help them wholeheartedly! Of course I like the tourists, I want to be a traveler someday"

—17 year old female from the Philippines

"I WANT TO BE A CEO"

—19 year old male from Colombia

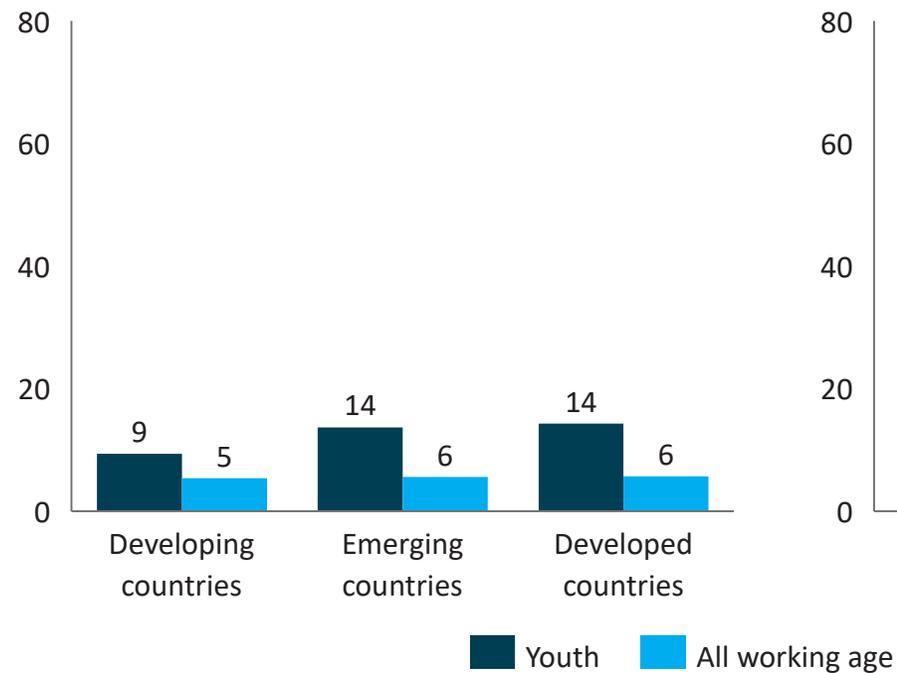
"I would like to do a high paid government job"

—17 year old female from India

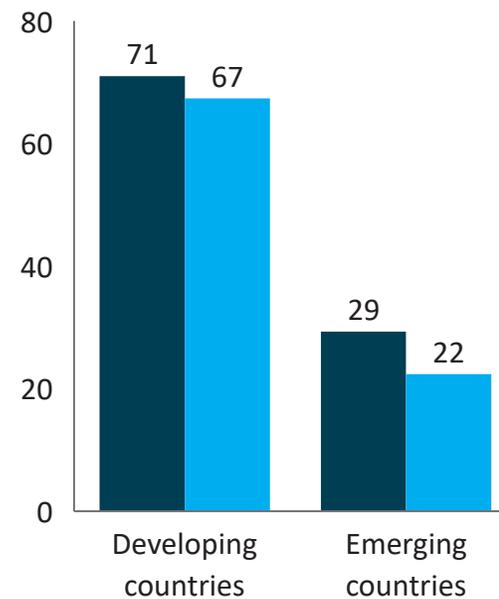
1. Source: BCG-conducted survey through U-Report, receiving >10,000 responses across 180 countries; BCG analysis
Note: See appendix for additional details on respondent demographics and survey responses

However, young people worldwide face barriers in education and training, leading to challenges in employment

Unemployment rate, 2017 (%)



Working poverty rate, 2017 (%)



Population growth trends likely to place additional pressure on youth dynamics, though impact will differ by region

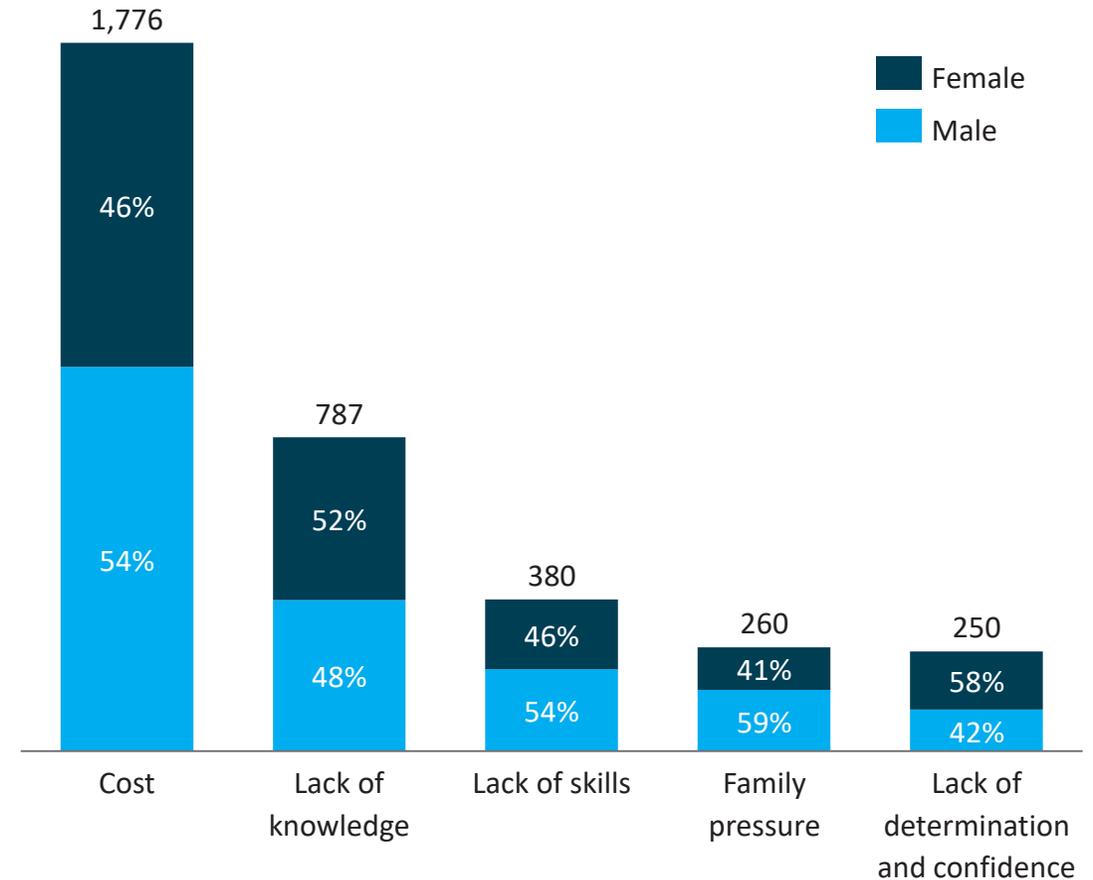
Sub-Saharan Africa, with projected 50% increase in 0-24 year olds by 2050, will need to grow employment opportunities at unprecedented rates

South Asia, conversely, faces a 40% reduction in young people by 2050 and will need to increase productivity to grow

Young people cite financial and social challenges to achieving their aspirations

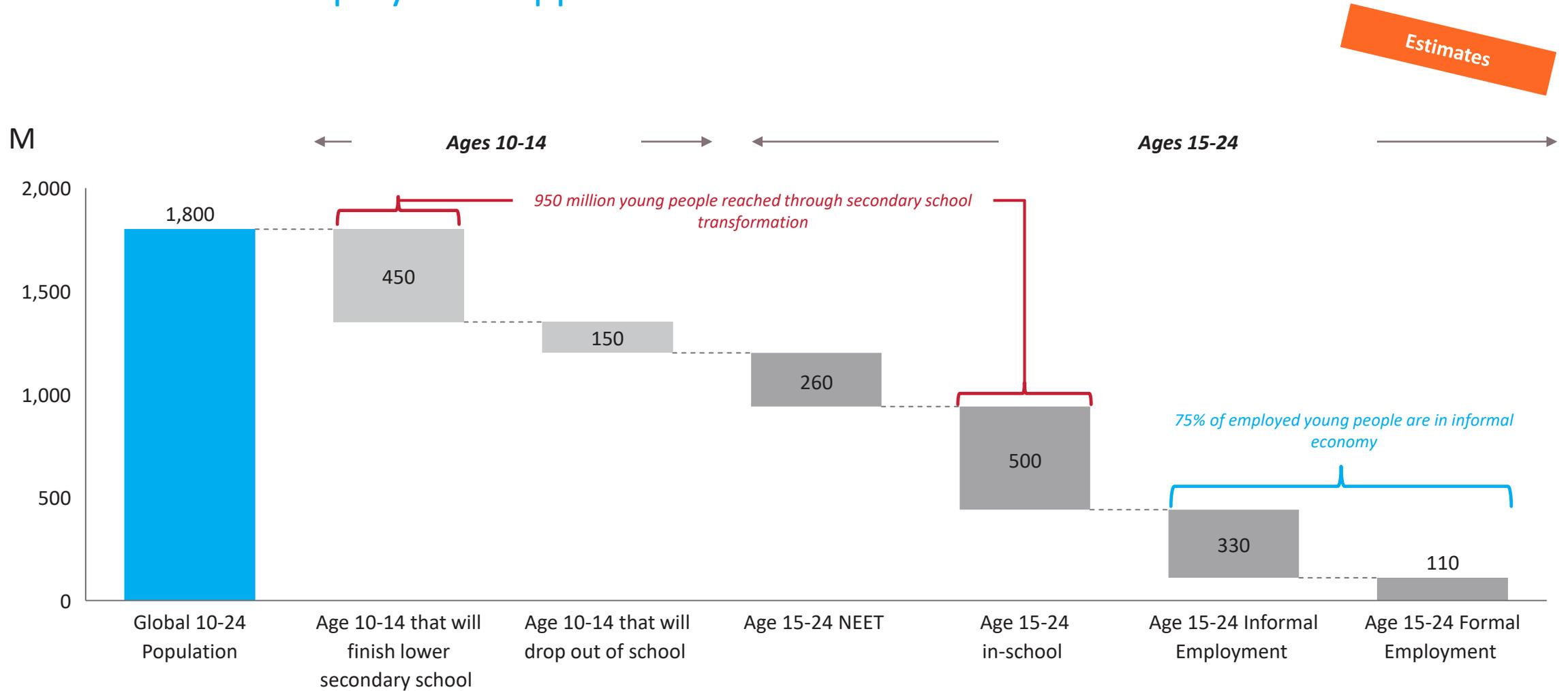
BCG survey asked young people¹

What is the biggest challenge to achieving your goal?



1. Source: BCG-conducted survey through U-Report, receiving >10,000 responses across 180 countries; BCG analysis
Note: See appendix for additional details on respondent demographics and survey responses

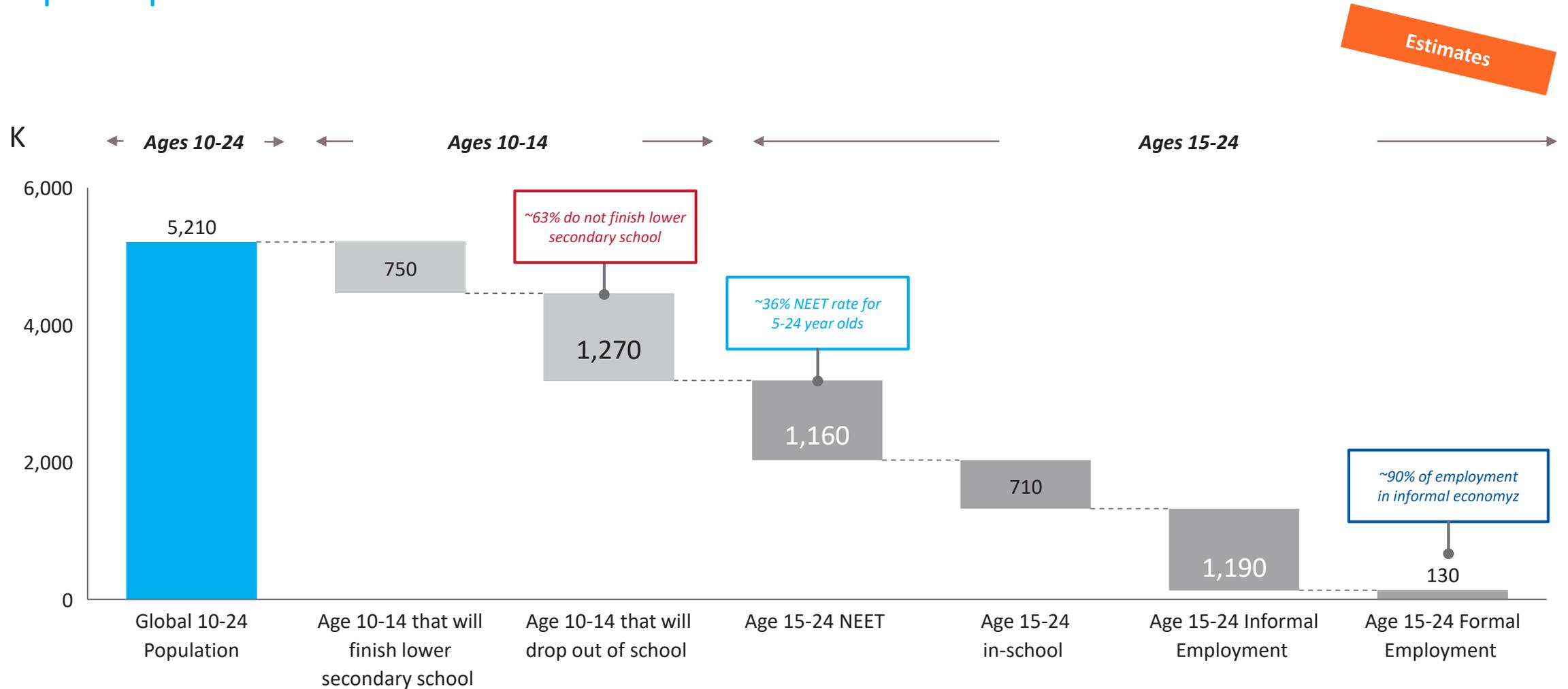
To support young people globally, biggest levers will address NEET, secondary education, and sustainable employment opportunities



Estimates

Note: NEET rate based on ILO data of Global NEET Rate at 22% of 15-24 year olds
Source: UNICEF; World Bank; UNESCO; ILO; BCG Analysis

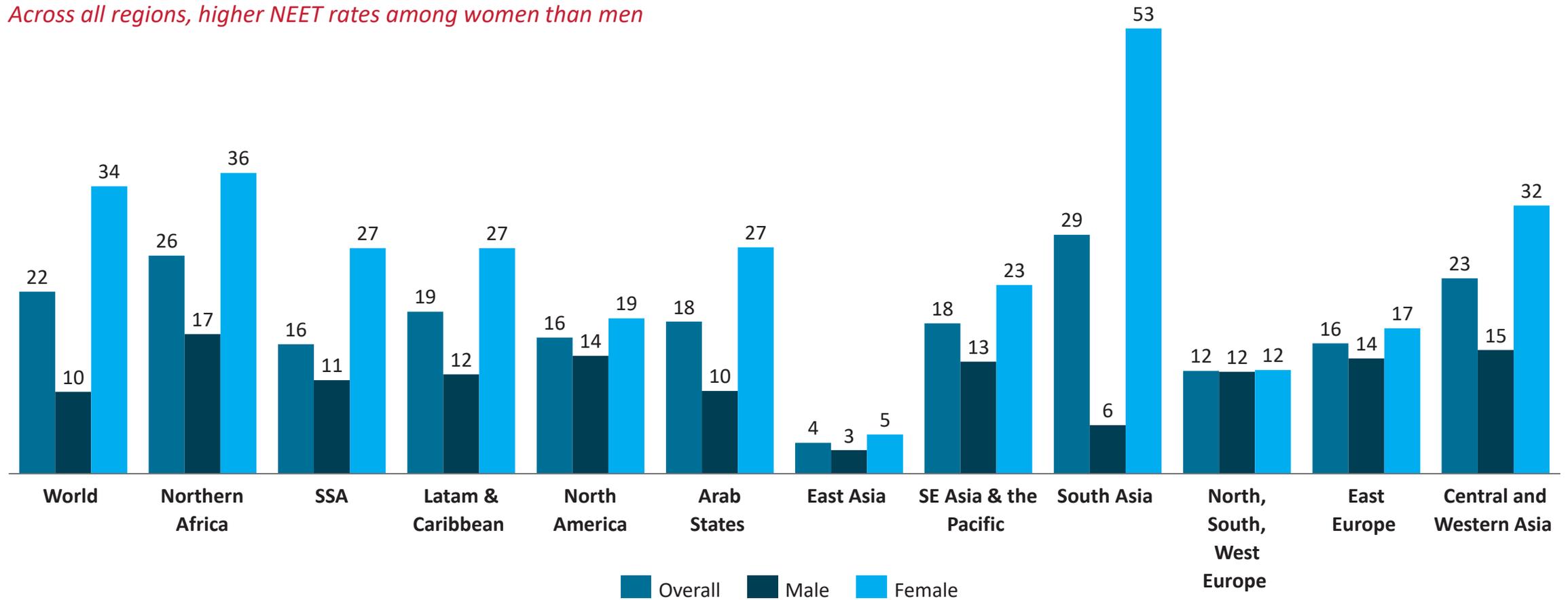
Senegal Case Study: Young people's challenges will differ greatly by local context and require specific interventions



Note: NEET rate based on ILO data of Global NEET Rate at 22% of 15-24 year olds
Source: UNICEF; World Bank; UNESCO; ILO; BCG Analysis

Backup: High variance by region and gender in terms of young people who are not in education, employment, or training (NEET)

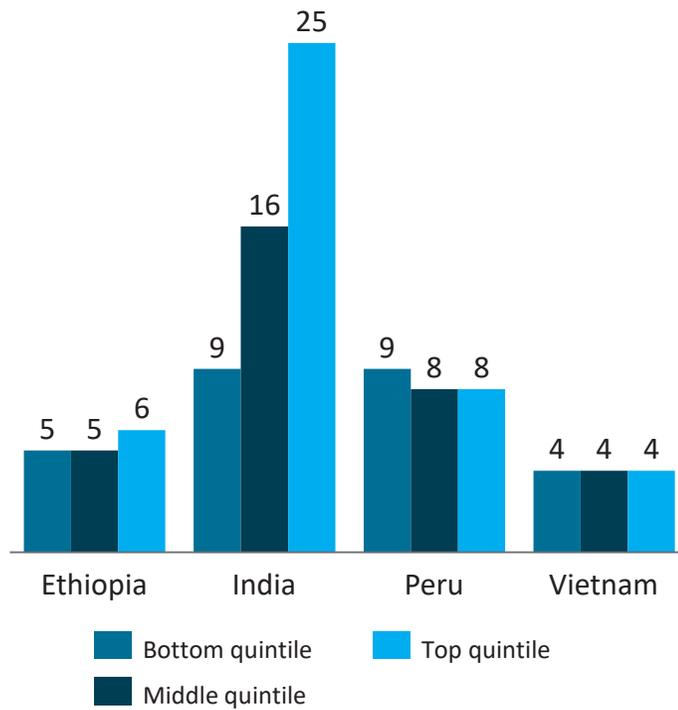
Across all regions, higher NEET rates among women than men



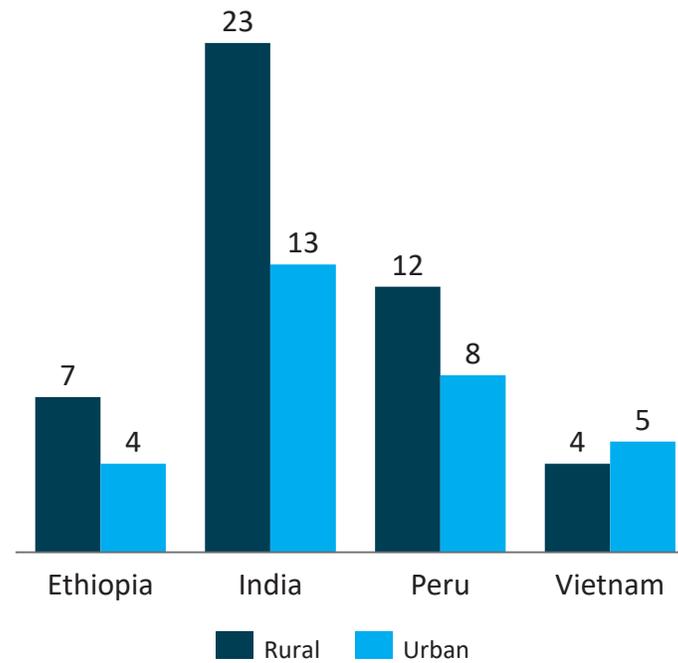
Note: Data covers people aged 15-24
Source: Global Employment Trends for Youth Report; BCG analysis

Backup: Within the population of young people, NEET rates also vary by age, geography, and wealth

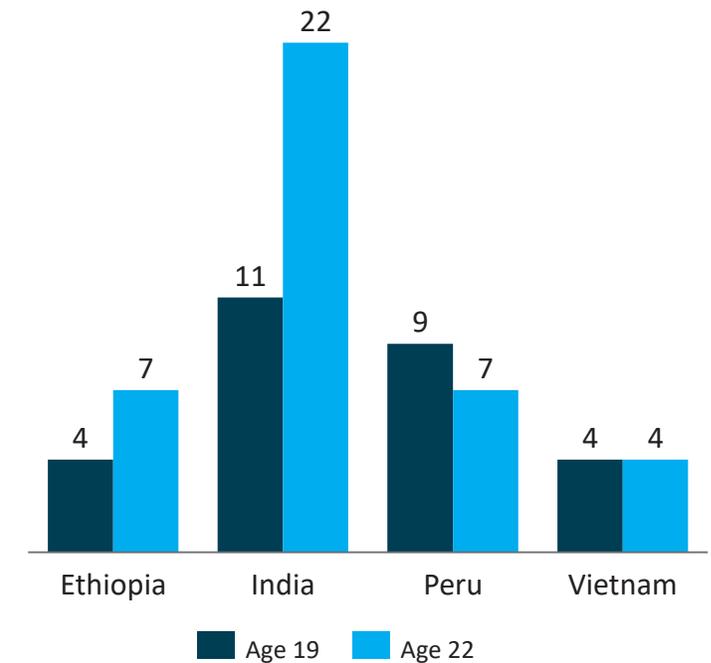
NEET rate (%), by wealth quintile



NEET rate (%), by geography

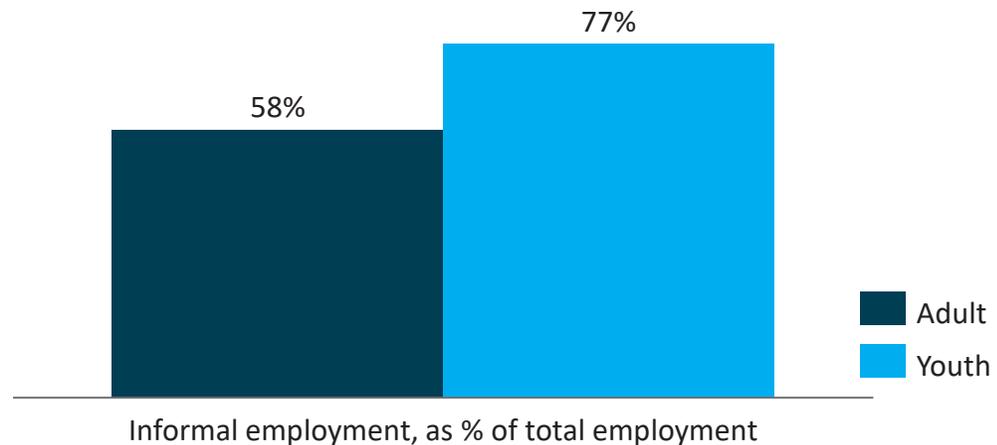
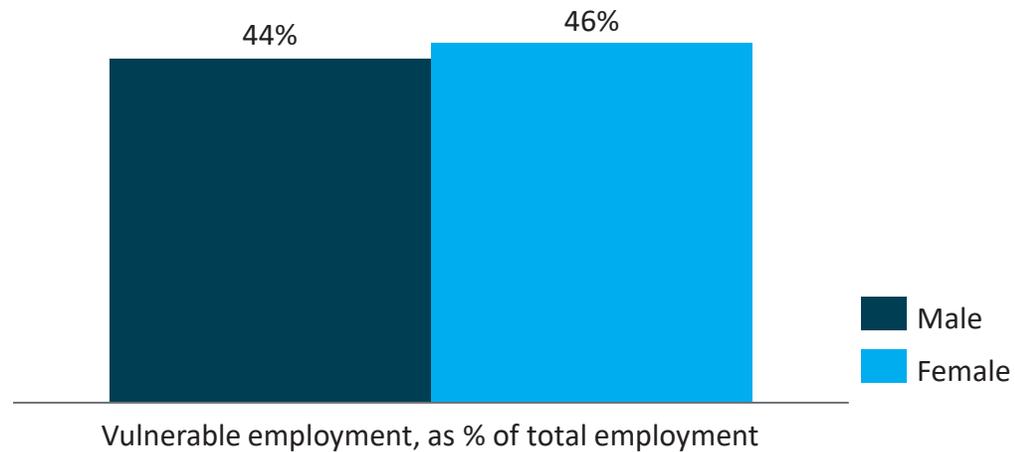


NEET rate (%), by age



Note: NEET refers to neither in employment, education, nor training; NEET status refers to year prior to survey
Source: Young Lives Survey (2016); BCG Analysis

Young people are often unable to access decent and quality work opportunities

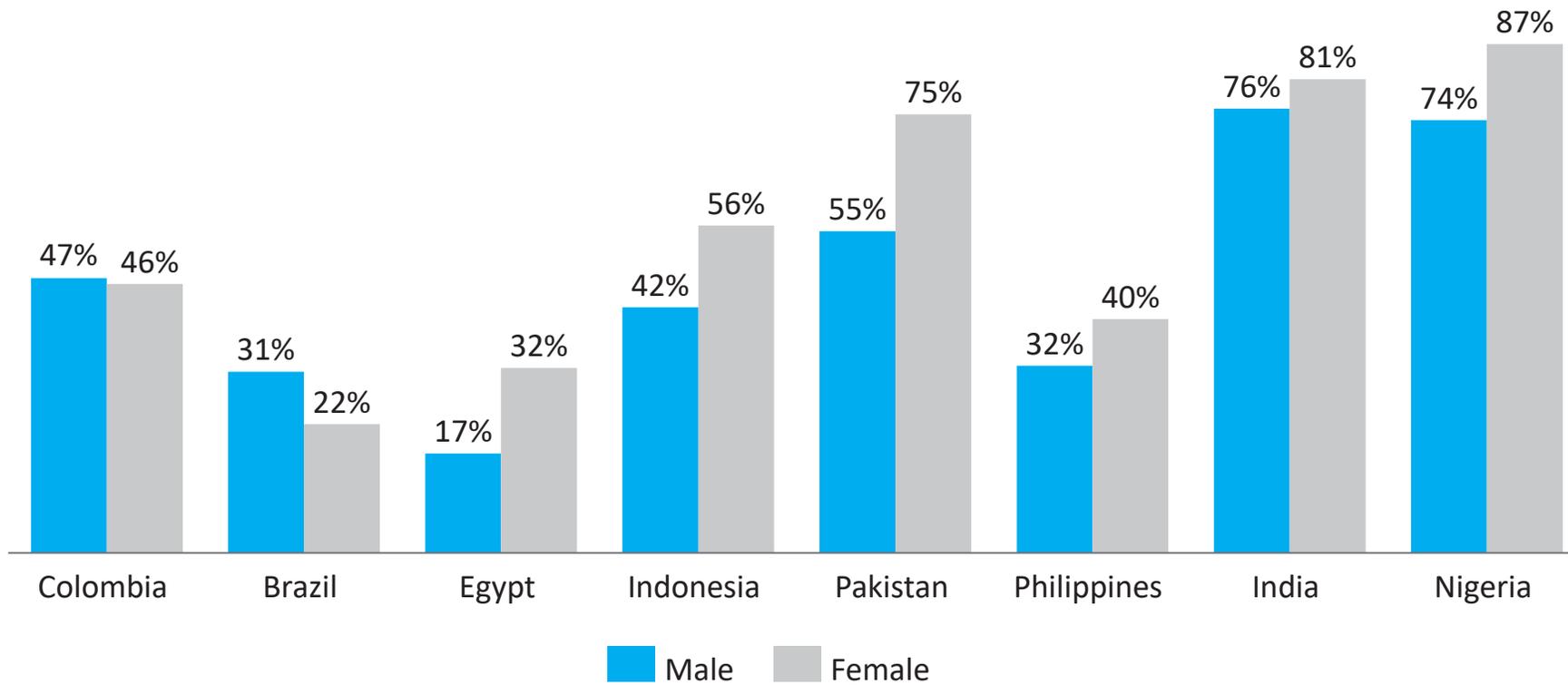


Self-employment without employees and employment in contributing family work are considered **vulnerable forms of employment** due to lack of set wages and high vulnerability to shocks and volatility

Self-employment and wage employment in the **informal economy are not monitored** by governments, and therefore difficult to reach in interventions

Backup: Level of vulnerable employment varies significantly across regions and gender

Percentage of young people in vulnerable employment



Key insights

- Vulnerable employment rates highest in South Asia and Sub-Saharan Africa due to large informal sectors
- Varying levels of impact by gender by country
- Overall, women significantly impacted more by vulnerable employment than men, with exception of Colombia and Brazil

Seven cross-cutting themes to address to unlock young people's potential to drive economic and social progress

01
Low secondary school completion rates leave many young people unprepared for work and life

02
The nature of work is rapidly changing. Even where young people complete secondary school, they often lack the specific skills required for the modern economy

03
There is a disconnect and lack of transparency between young job-seekers and prospective employers

04
In many places, there are insufficient quality and age-appropriate jobs for young people resulting in unemployment, vulnerable work, or migration to opportunity

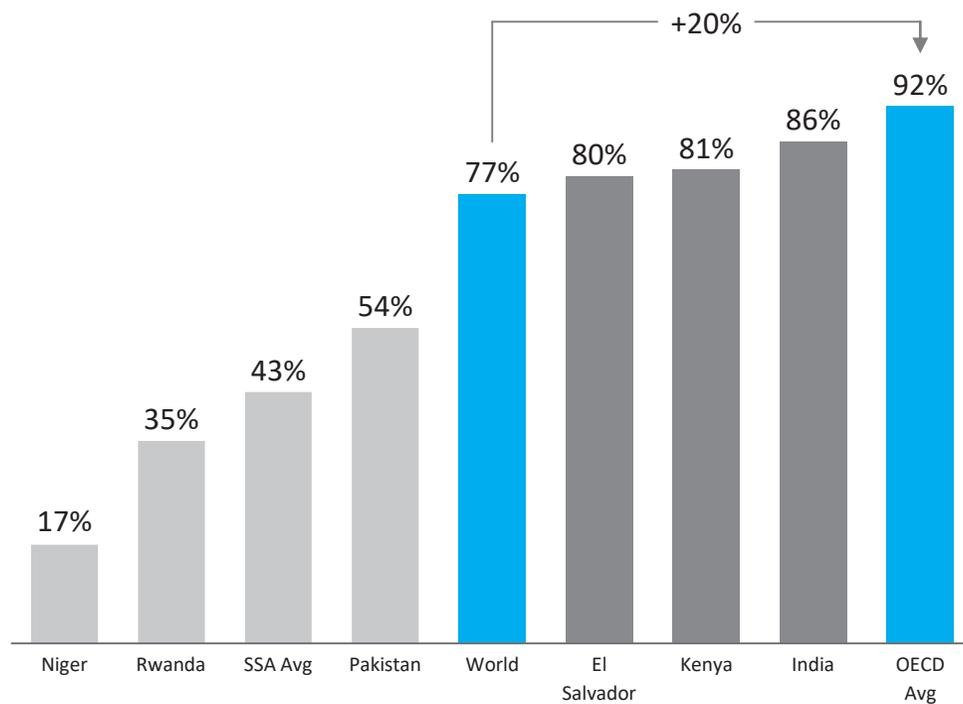
05
Many ecosystems are not conducive for young people to become entrepreneurs

06
Many young people are unfairly restricted in their education, learning and employment due to marginalization

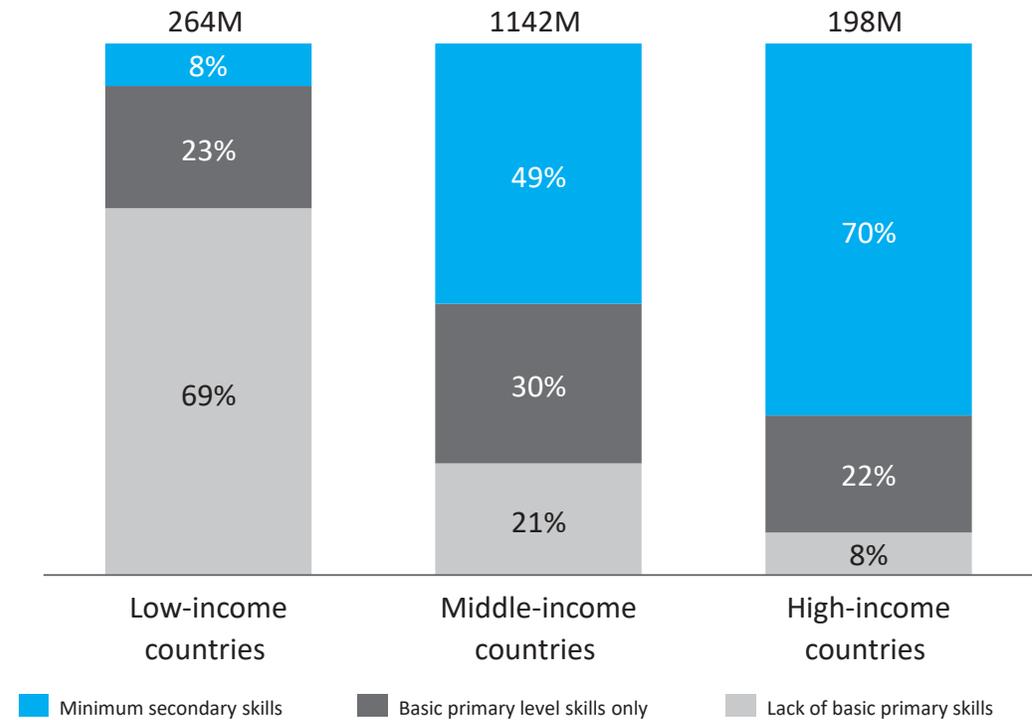
07
Young people are insufficiently empowered as problem solvers; many more young people want and need to be engaged in tackling the challenges of the SDGs

Low rates of lower secondary completion in many parts of the world, along with poor learning outcomes

Lower secondary school completion rate (2016)

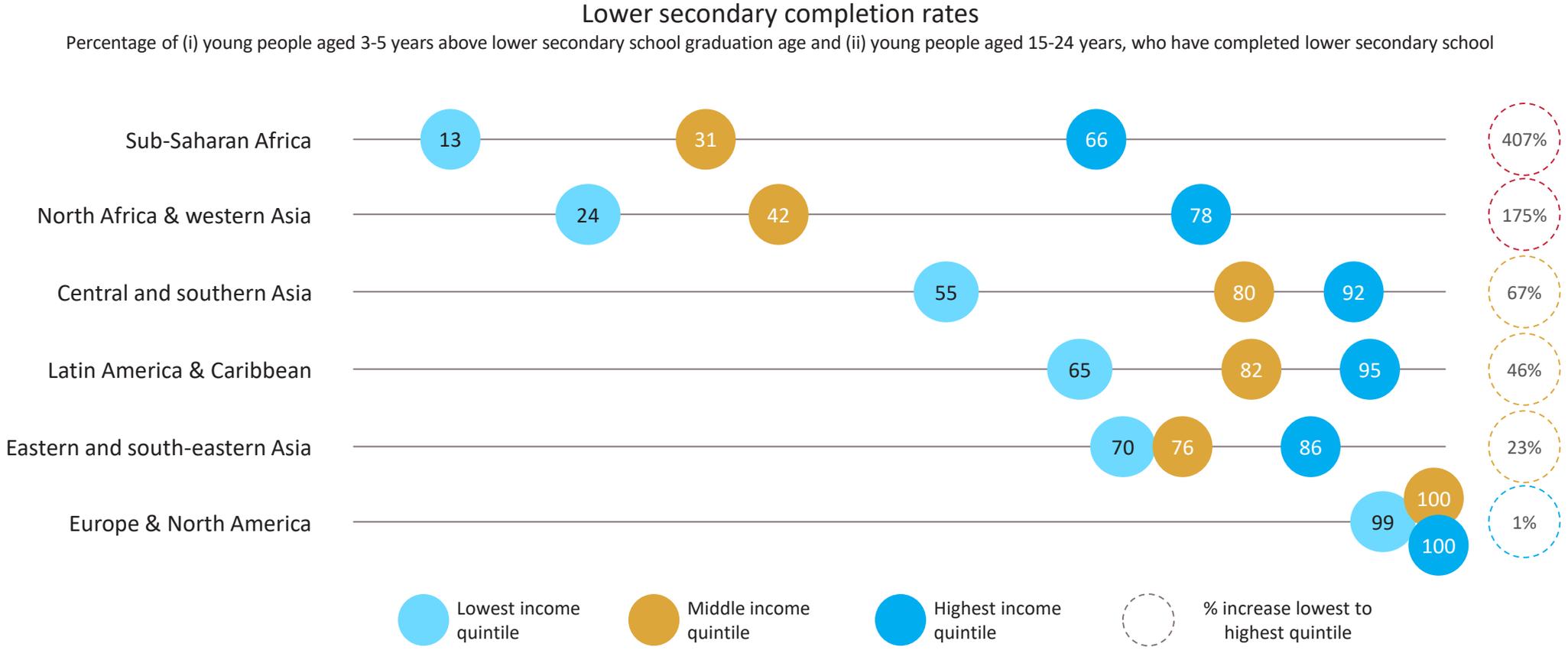


Projected percentage of children and young people of school age by learning outcome in 2030



Low secondary school completion rates leave many young people unprepared for work and life

In regions where access to education is already a challenge, income inequality exacerbates the issue of low of access for the poorest members of society

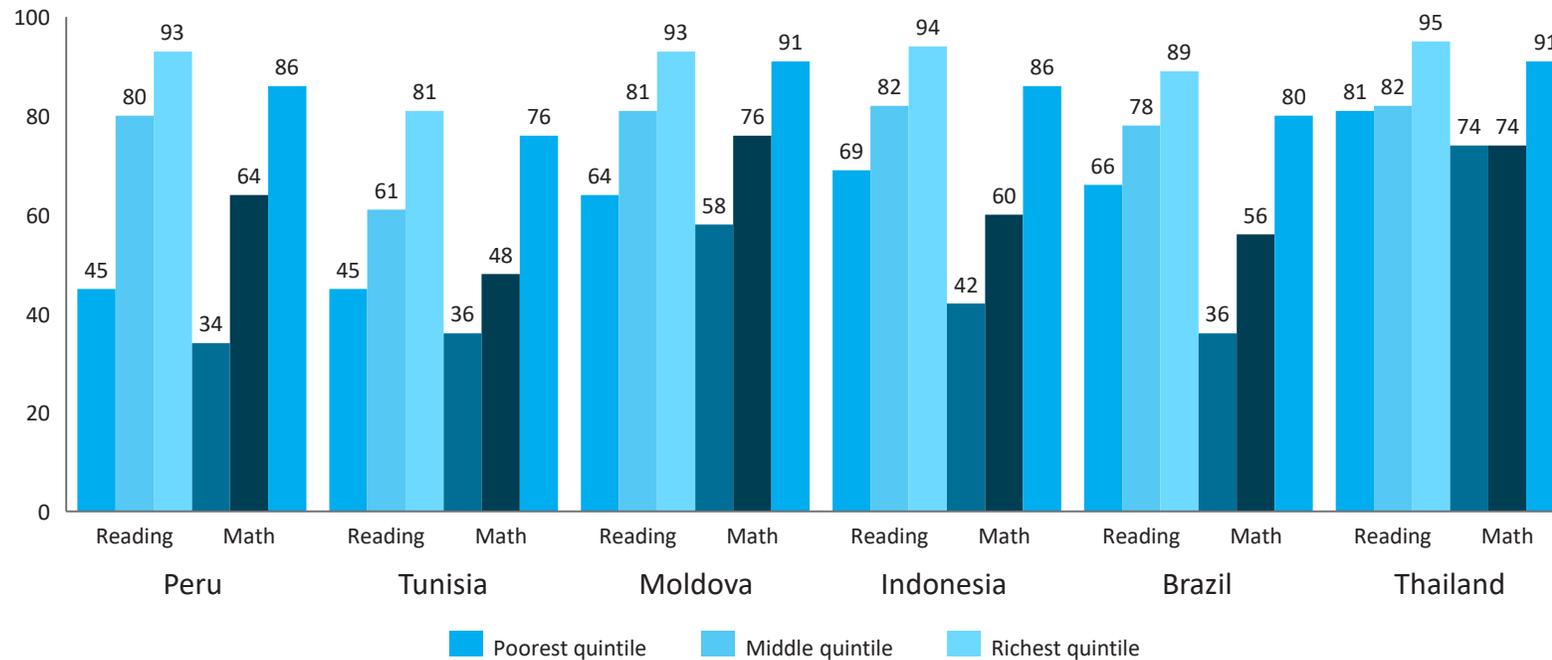


Source: World Inequality Database; UNESCO; BCG analysis

Like with access to education, income inequality is linked with dramatic differences in learning outcomes for young people from different income levels

Learning achievement for upper-secondary school age students, by income quintile

Percentage of young people of upper secondary school age taking part in a reading and mathematics assessments passing four levels of increasing difficult

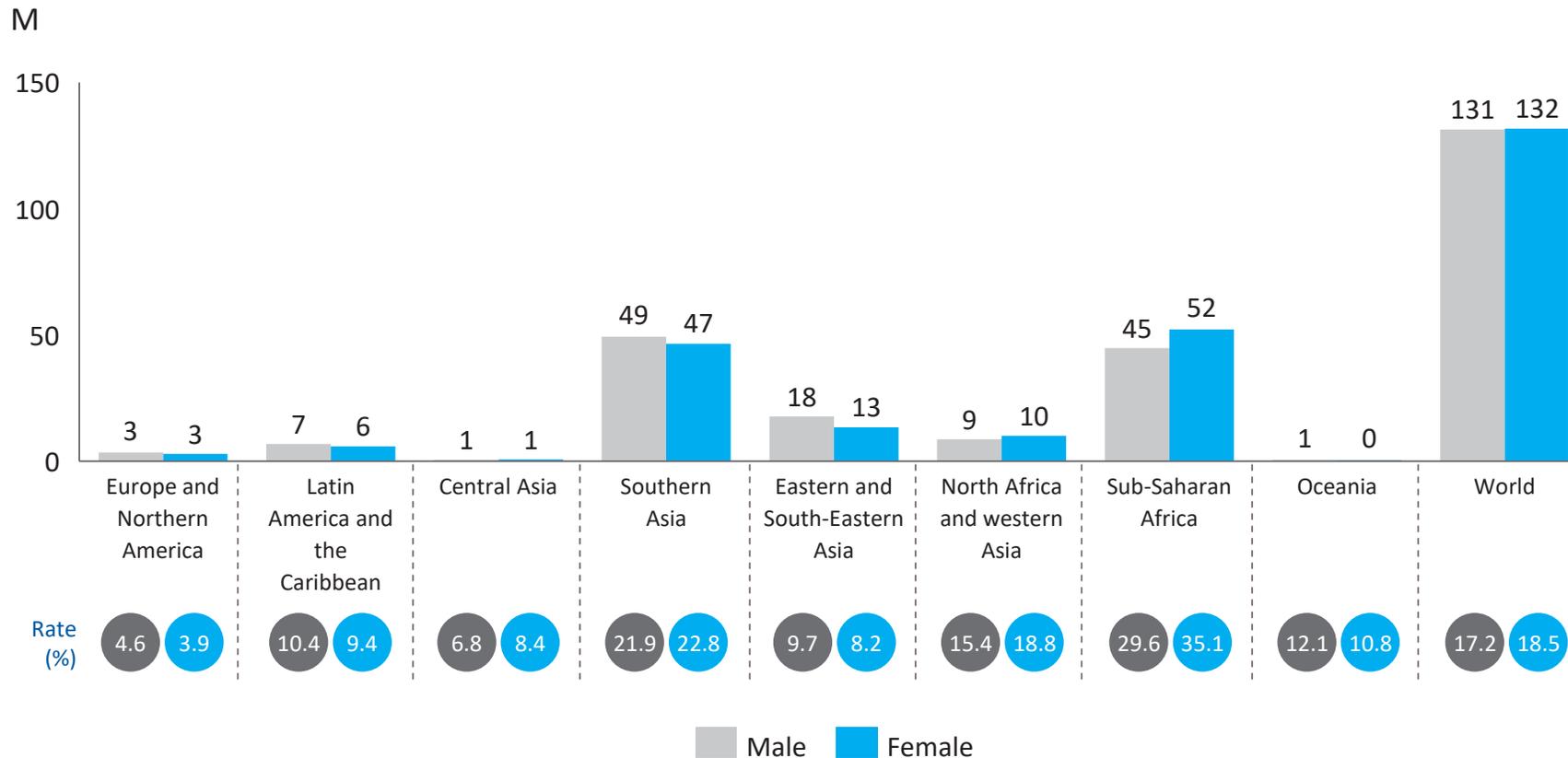


Key impacts of unequal education access and quality across income levels

- Lower learning outcomes can limit poorer young people in terms of mobility within the workforce, hindering access to higher paying jobs and formal work
- Lower learning outcomes can also prevent young people from accessing additional training or tertiary education that could open additional opportunities
- These outcomes exacerbate income inequality within countries, contributing to intergenerational poverty and amplifying other challenges facing the poor

Over 260M children and young people are out-of-school; the significant majority are in South Asia and Sub-Saharan Africa

Out-of-school children, adolescents, and youth of primary, lower secondary, and upper secondary school

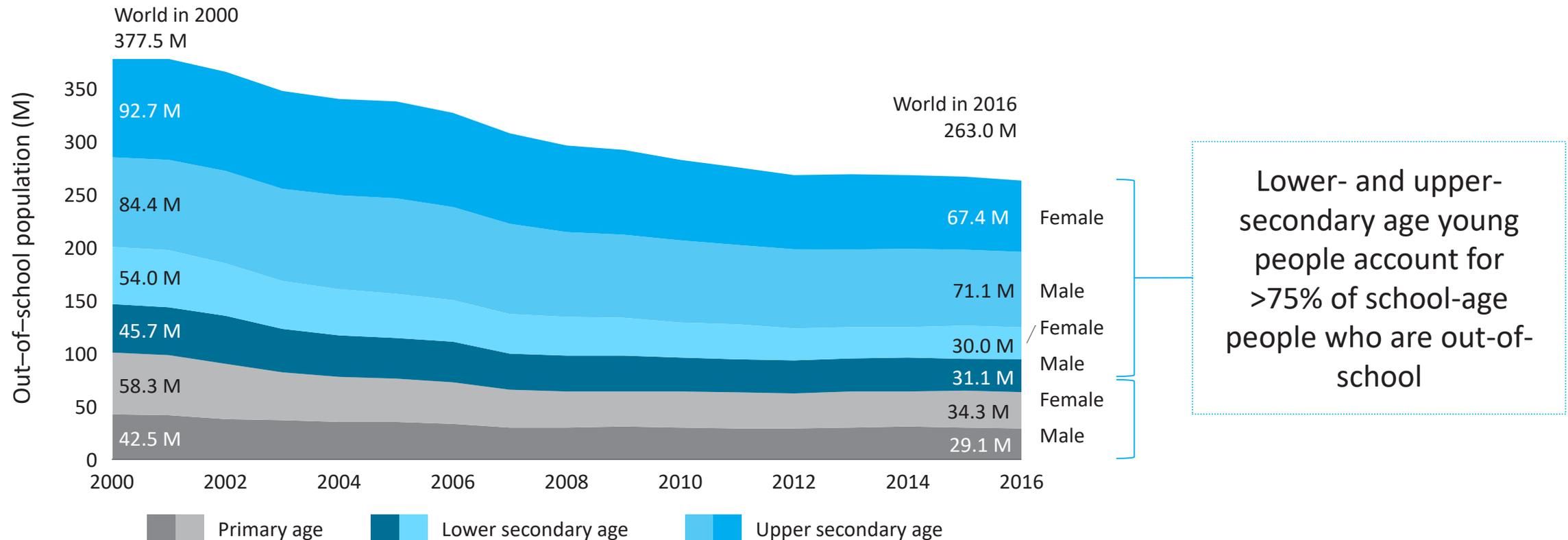


Key drivers resulting in out-of-school children

- Lack of access & proximity to schooling opportunities
- Limited marginal benefit of incremental schooling in many instances
- Lack of focus on quality, leading to sub-optimal learning outcomes
- Accountability for school quality across all stakeholders
- Pressure from family to work in order to provide additional income
- Restrictions to continuing education from family or external environment

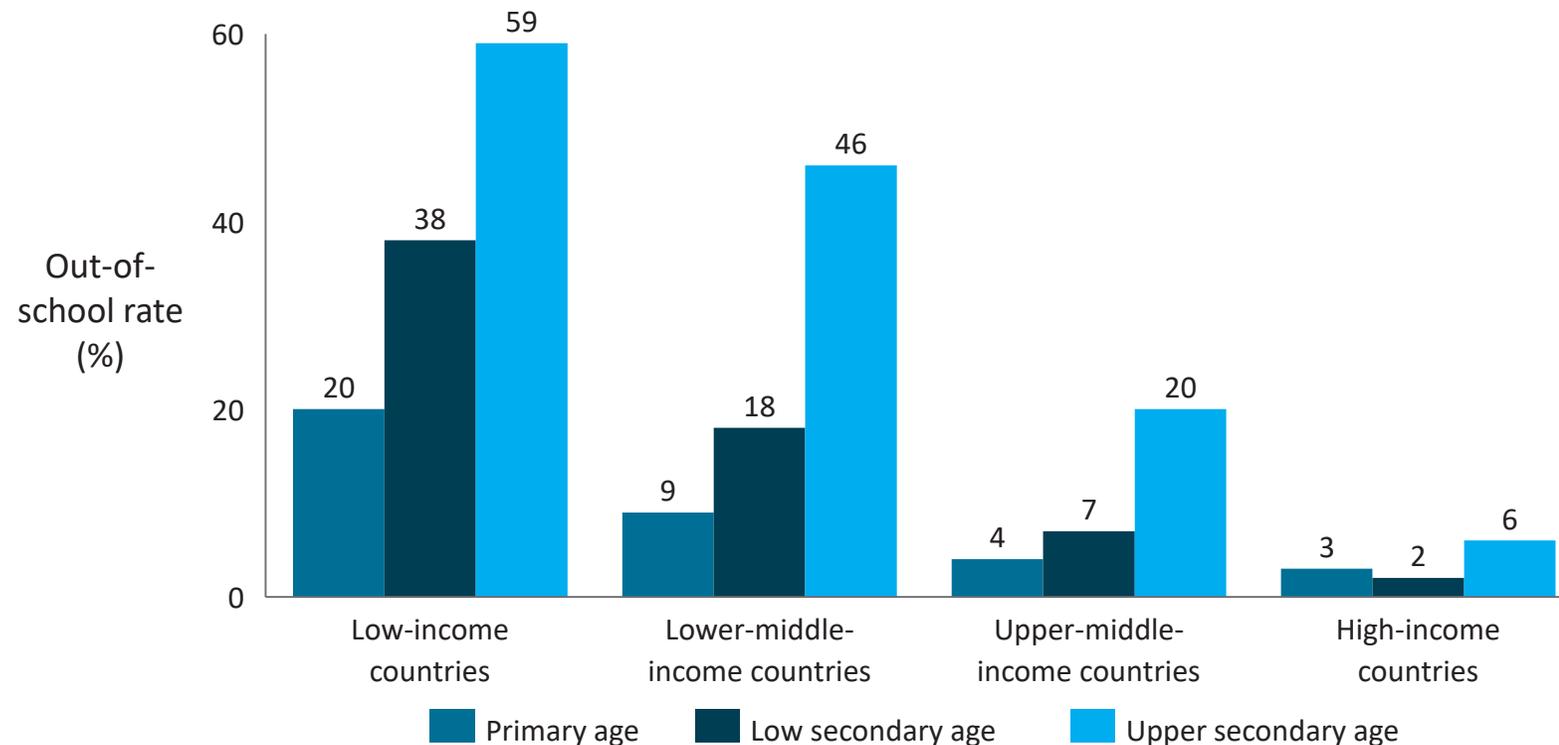
Lower- and upper-secondary-age students account for more than three quarters of out-of-school children, adolescents, and youth globally

Global number of out-of-school children, adolescents, and youth, 2000-2016



Out-of-school rates effect different age groups differently, with secondary-age young people much more likely to be out-of-school than primary-age

Out-of-school rate by income level and age group, 2016



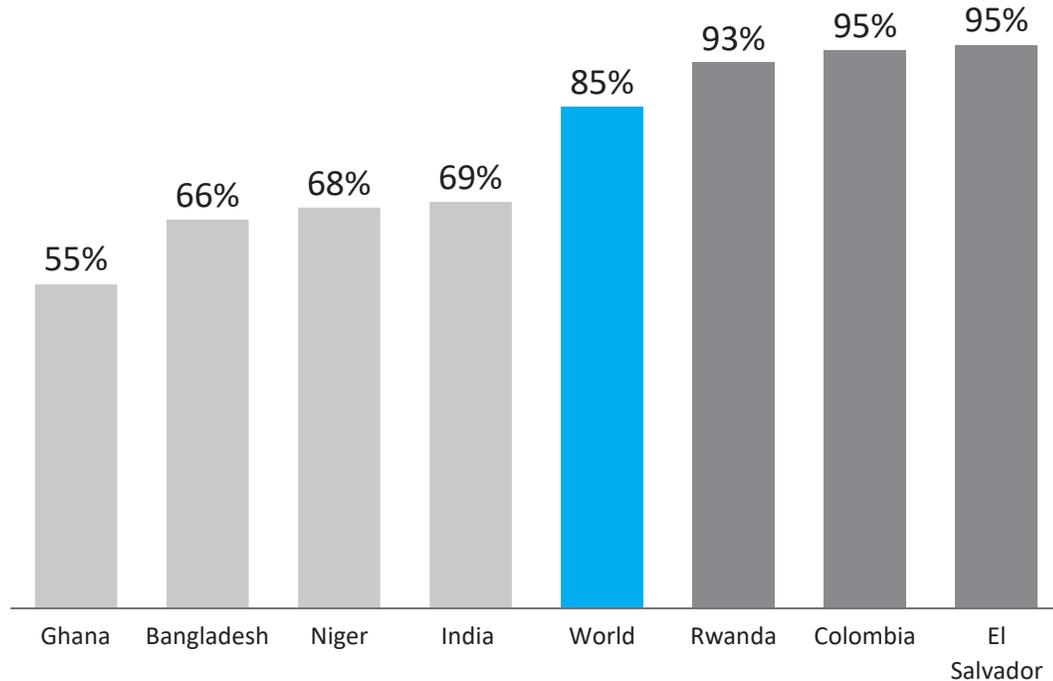
Key drivers affecting secondary-age young people in particular

- Fewer countries have free and universal secondary education, meaning financial and physical barriers to access are more severe for secondary-age young people
- Early parenthood, child marriage, and increased family and household responsibilities affect older students more than younger students, making pull factors away from school more intense
- Often, the more advanced academic skills taught in secondary school are viewed as less essential than those taught in primary school
- The effects of these barriers are even more prevalent in lower income countries

For those in education, quality of education may not be adequate due to lack of trained teachers

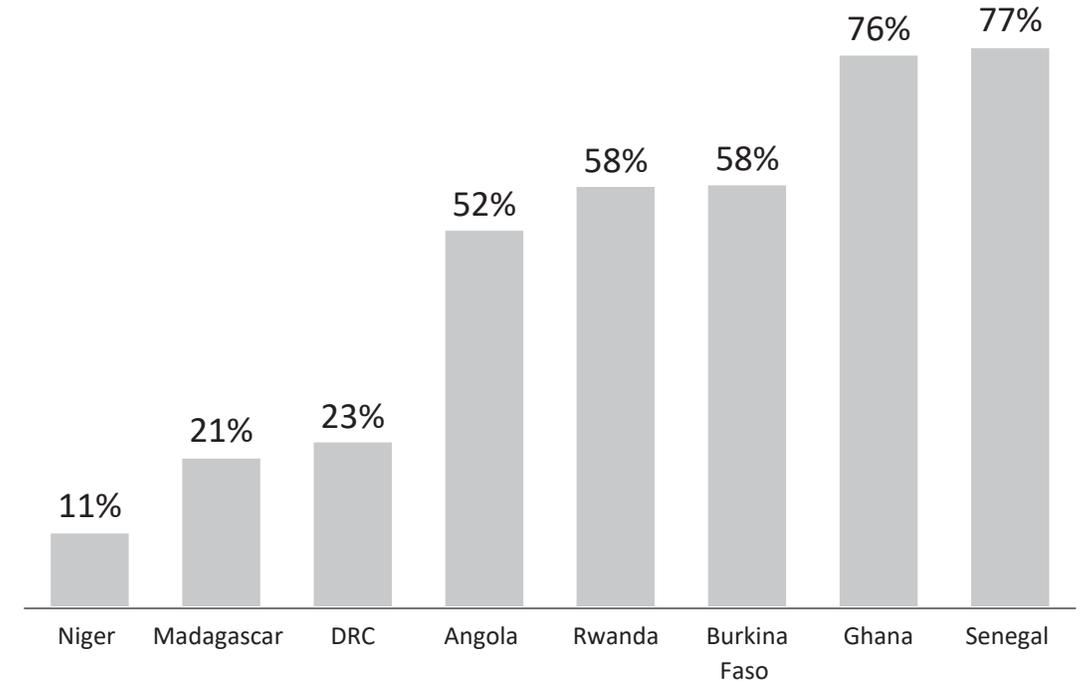
Primary Education

% of adequately trained teachers



Secondary Education

% of adequately trained teachers



Trained teacher defined as percentage of teachers by level of education who have received at least the minimum organized pedagogical teacher training pre-service and in-service required for teaching at the relevant level in a given country

Note: All data from 2017 except India data from 2016, Angola from 2015, Senegal from 2016, DRC from 2014

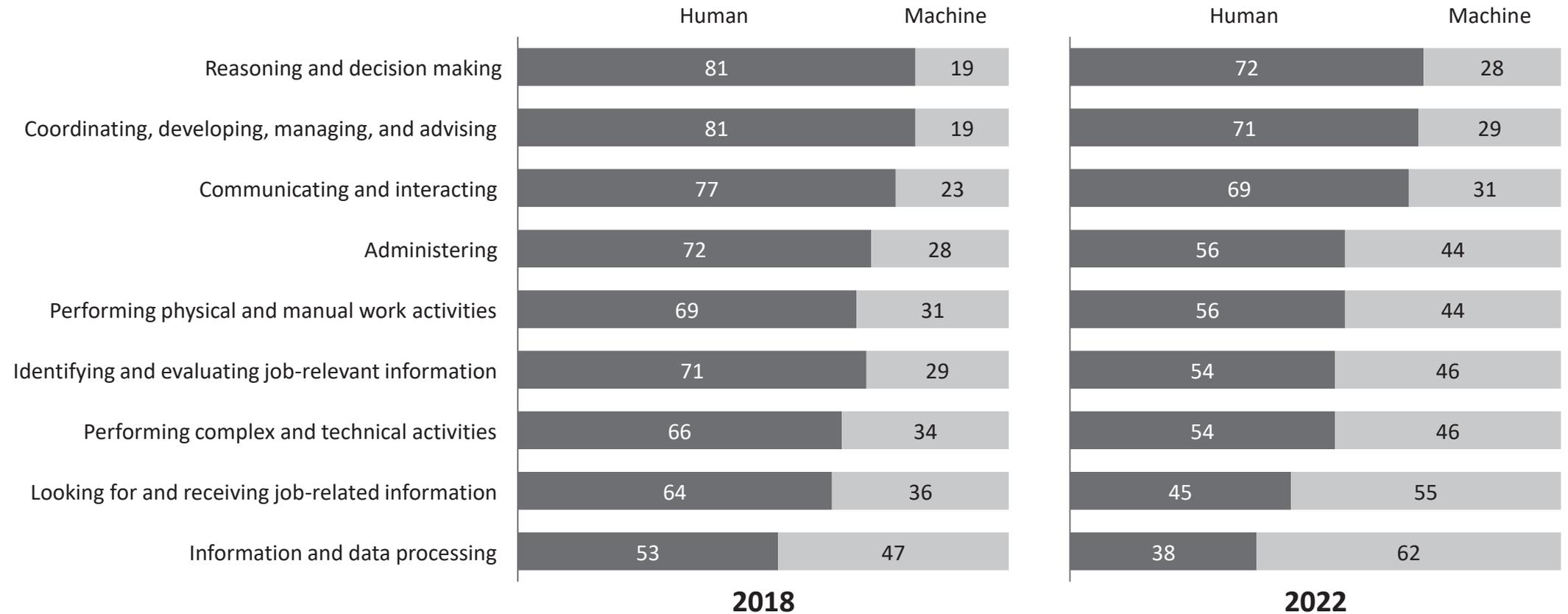
Source: World Bank; UNESCO; BCG analysis

The nature of work is rapidly changing. Even where young people complete secondary school, they often lack the specific skills required for the modern economy

Skillset required by modern economy is shifting dramatically...

Projected ratio of working hours to be done by human vs. machine (%)

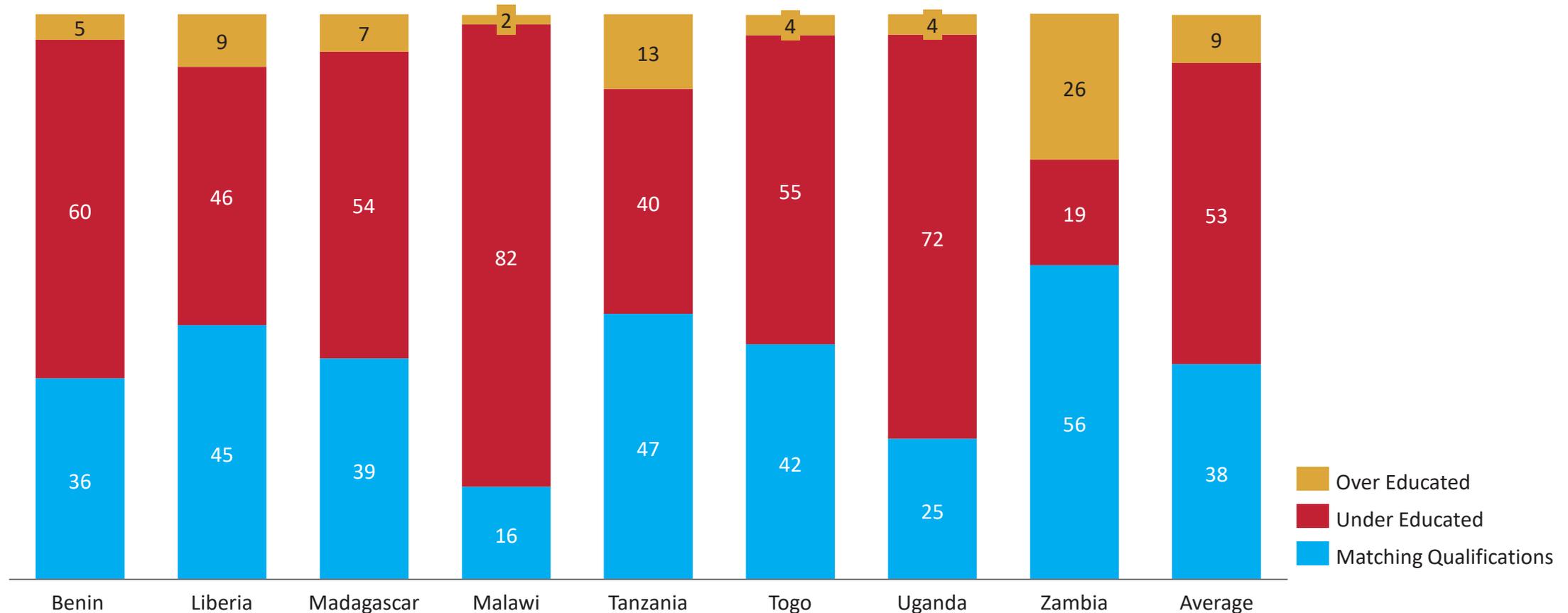
World Economic Forum Report



Note: projected global averages—will vary significantly by economy
Source: World Economic Forum; BCG analysis

... Resulting in significant rates of over and under-education

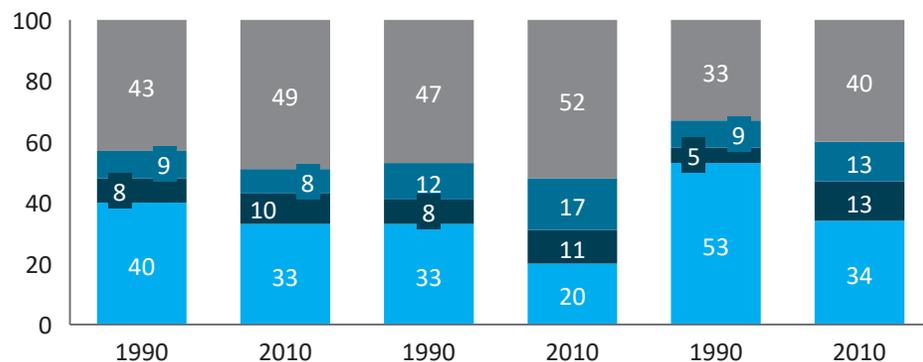
Select African countries: Share of youth by over-education, under-education, or matching qualifications (%)



In many countries, job creation and productivity are not keeping pace with shifting industries

Many low-income economies see agriculture declining as share of GDP ...

% of GDP



Region

Sub-Saharan Africa

South Asia

East Asia

Services

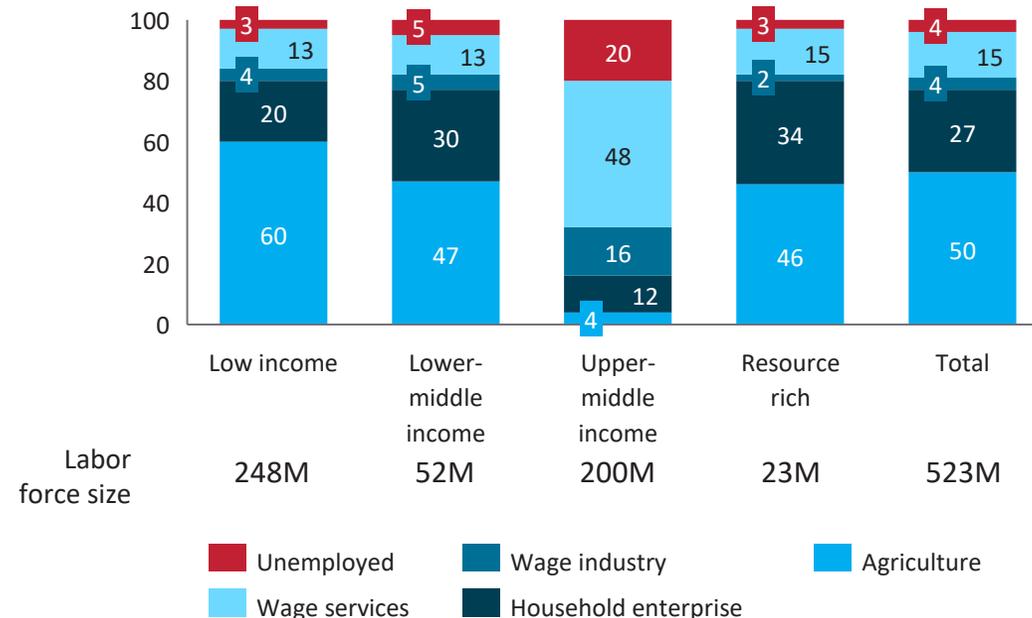
Industry (exc. Manufacturing)

Manufacturing

Agriculture

... however, agriculture continues to be the main sector of employment in Sub-Saharan Africa

Sub Saharan Africa: Estimated distribution of employment in 2020



Labor force size

Unemployed

Wage industry

Agriculture

Wage services

Household enterprise

1. Resource rich countries in sub-Saharan Africa include Dem. Rep. of the Congo, Liberia, Niger, Guinea, Mali, Chad, Mauritania, Zambia, Nigeria, Cameroon, Sudan, Côte d'Ivoire, Rep. of Congo, Angola, Gabon, Equatorial Guinea

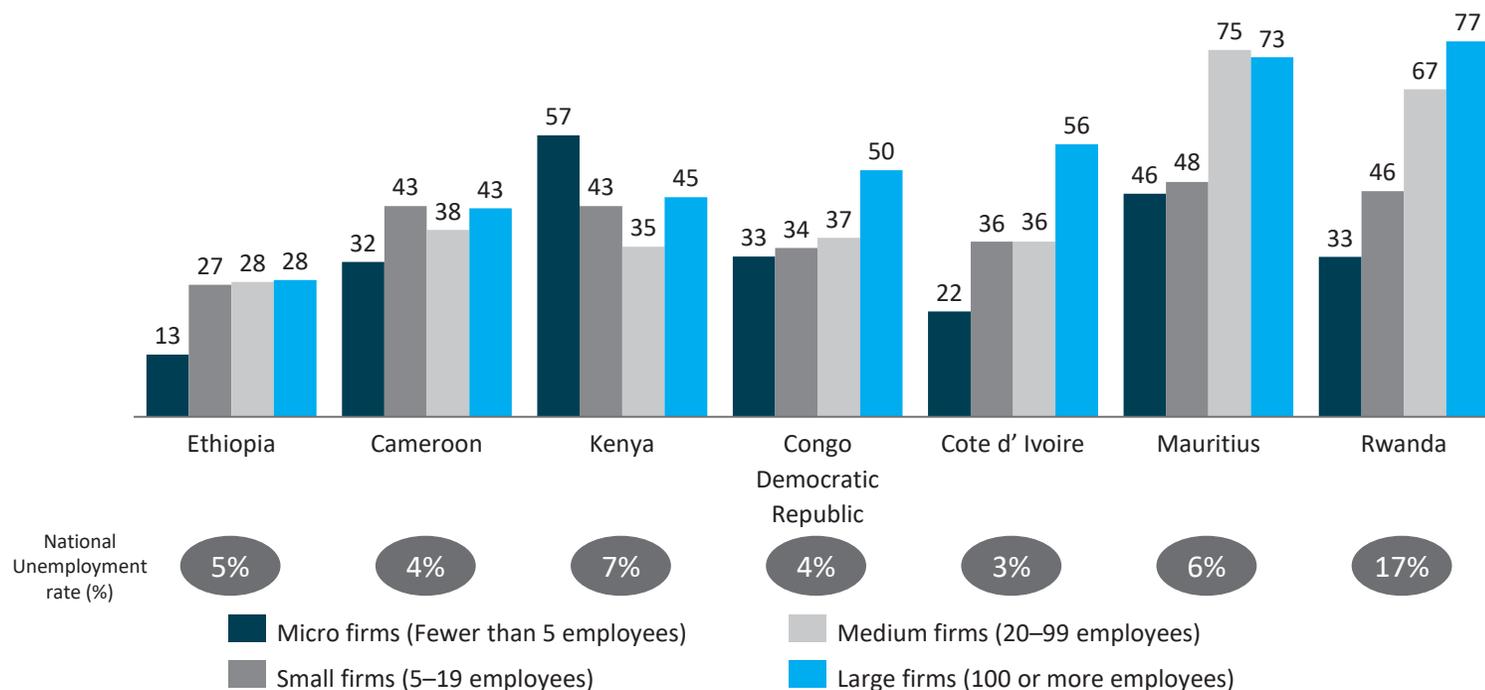
Source: Country household surveys; IMF, African department database; World Bank development indicators; BCG analysis

The nature of work is rapidly changing. Even where young people complete secondary school, they often lack the specific skills required for the modern economy

Prospective employers are struggling to find sufficiently skilled employees...

Workforce skills as a constraint, as perceived by firms in selected countries in Sub-Saharan Africa (%)

Percentage of firms rating skills as most binding constraint to their business



77% of CEOs from 79 countries are concerned about skill shortages – more than double the number from 20 years ago¹

1. Source: World Economic Forum

Note: Data from the standard enterprise surveys covering largely format firms and excluding microenterprises

Source: World Bank; UNESCO Perotti 2017, based on world bank enterprise surveys; Kenya Bureau of Statistics; ILO; National Institute of Statistics in Rwanda; BCG analysis

The nature of work is rapidly changing. Even where young people complete secondary school, they often lack the specific skills required for the modern economy

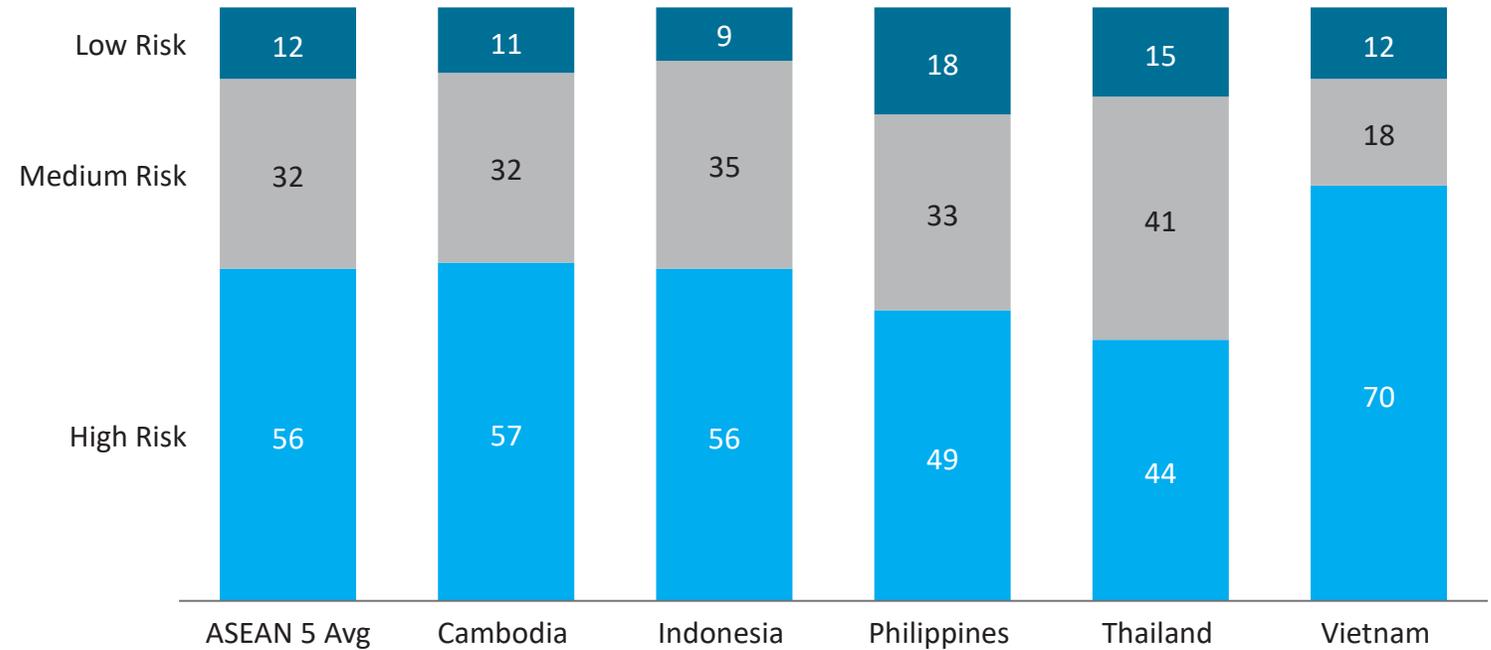
... Highlighting need to prepare young people for jobs of the future



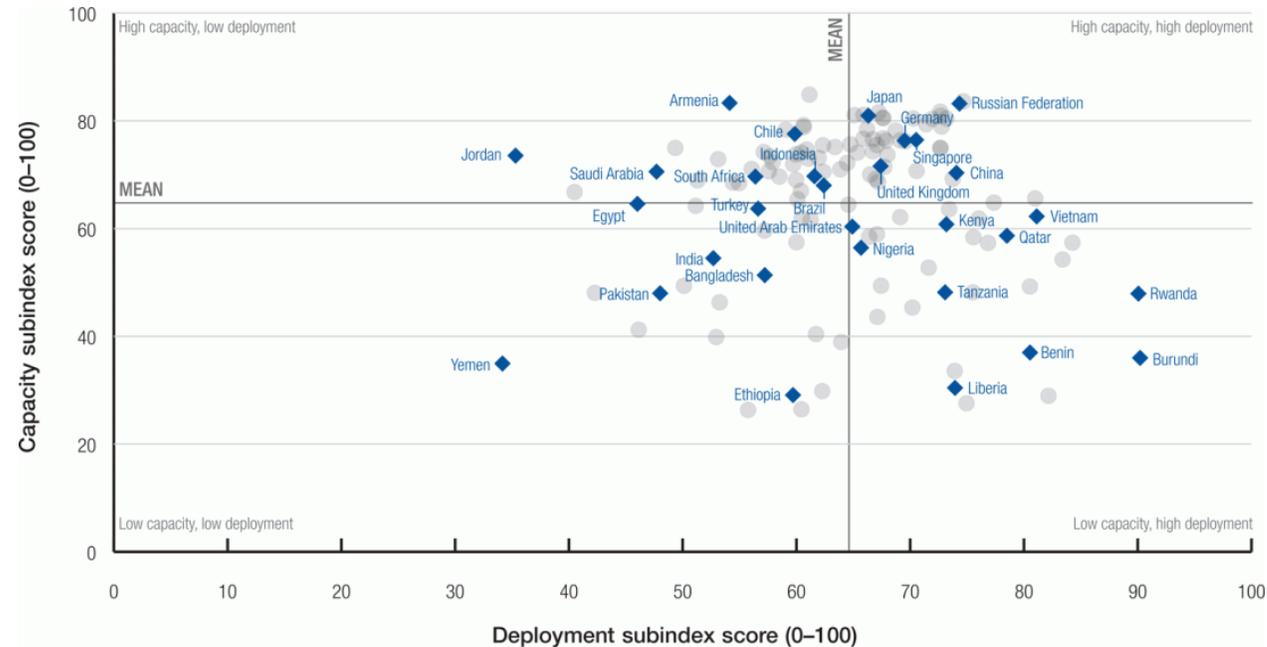
of core skills will change
between 2015-2020

% of jobs at risk of automation by 2025

Nearly 3 in 5 jobs in the ASEAN region are at high risk of innovation; particularly those with high volume of jobs requiring low skills



Mismatch between education and employment—high capacity but low deployment seen across geographic regions



Source: Global Human Capital Index 2017.

- Capacity refers to education attained across primary, secondary and tertiary levels
- Deployment focuses on employment with labor force participation rate, gender gap, unemployment and underemployment rates

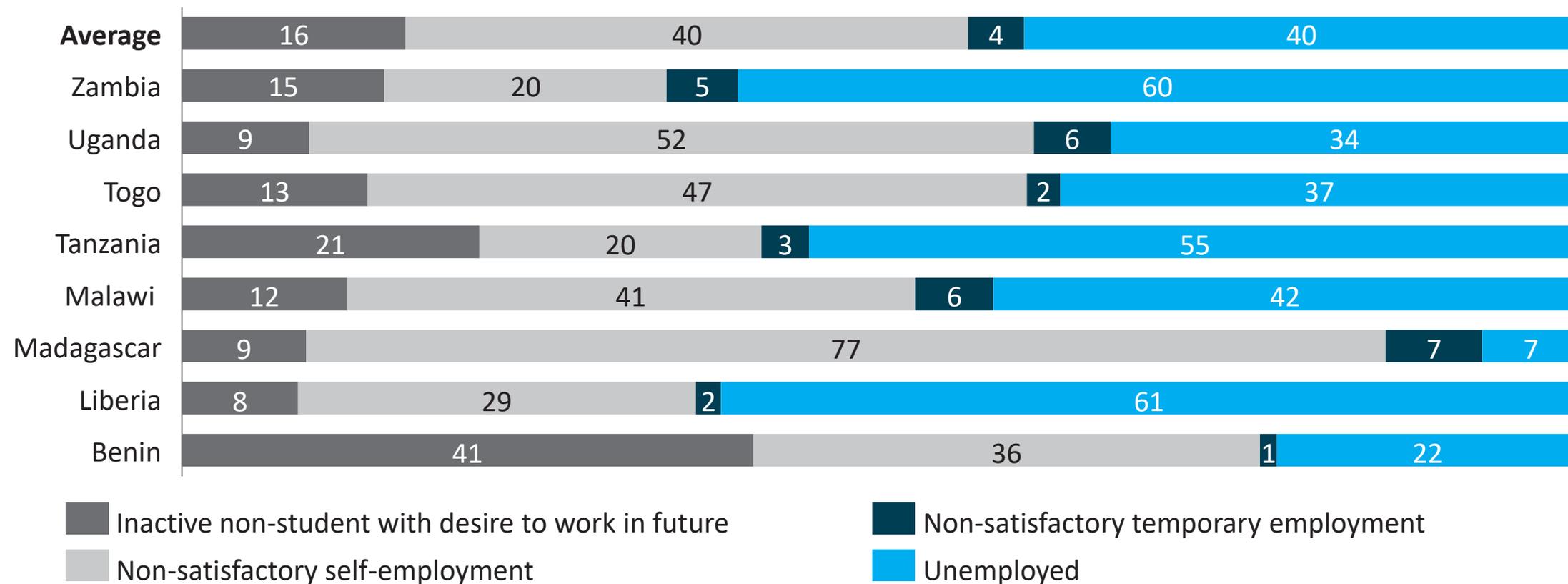
- Strong education systems still struggle to provide employment e.g., Chile, Indonesia, Brazil
- Large populations in low-skilled jobs or low gender gap e.g., Rwanda, Vietnam
- Need improvement on both education and employment e.g., India, Ethiopia, Bangladesh

Young people struggle to transition to satisfactory employment

Representative list –
non exhaustive

36% of young people in sub-Saharan Africa find themselves in prolonged transitions to satisfactory employment—reasons vary by country context

Distribution of youth not in satisfactory employment



WEF highlights skill mismatch as one driver of unemployment

“ Many employers report difficulties in finding suitably skilled workers. Although part of these difficulties are related to skill gaps and deficits in specific sectors, occupations and regions, they are mostly explained by factors other than skills, such as uncompetitive wages, unattractive working conditions, poor recruitment policies and/or mismatch between the location of skills and jobs

Adopting a “matching skills” approach ... means providing the right skills needed in the labour market, while generating the necessary economic dynamism to generate new jobs. Apprenticeships and the provision of workplace training can help both young people and the unemployed to build links with the labor market and gain useful work-related skills

Yet, building education and skills will address only one barrier to higher levels of youth employment

Barriers to youth employment

Key factors mentioned by enterprises in developing countries (%)



Education and skills

Inadequate educated workforce (7.9%)



Investment climate and infrastructure

Access to finance (16.7%)
Access to electricity (13.48%)
Access to land (3.02%)
Transportation (3.01%)



Macroeconomic policies

Tax rate (11.33%)
Political instability (8.33%)
Corruption (6.5%)
Crime, theft, and disorder (5.13%)
Courts (1.05%)



Labor market regulations and institutions

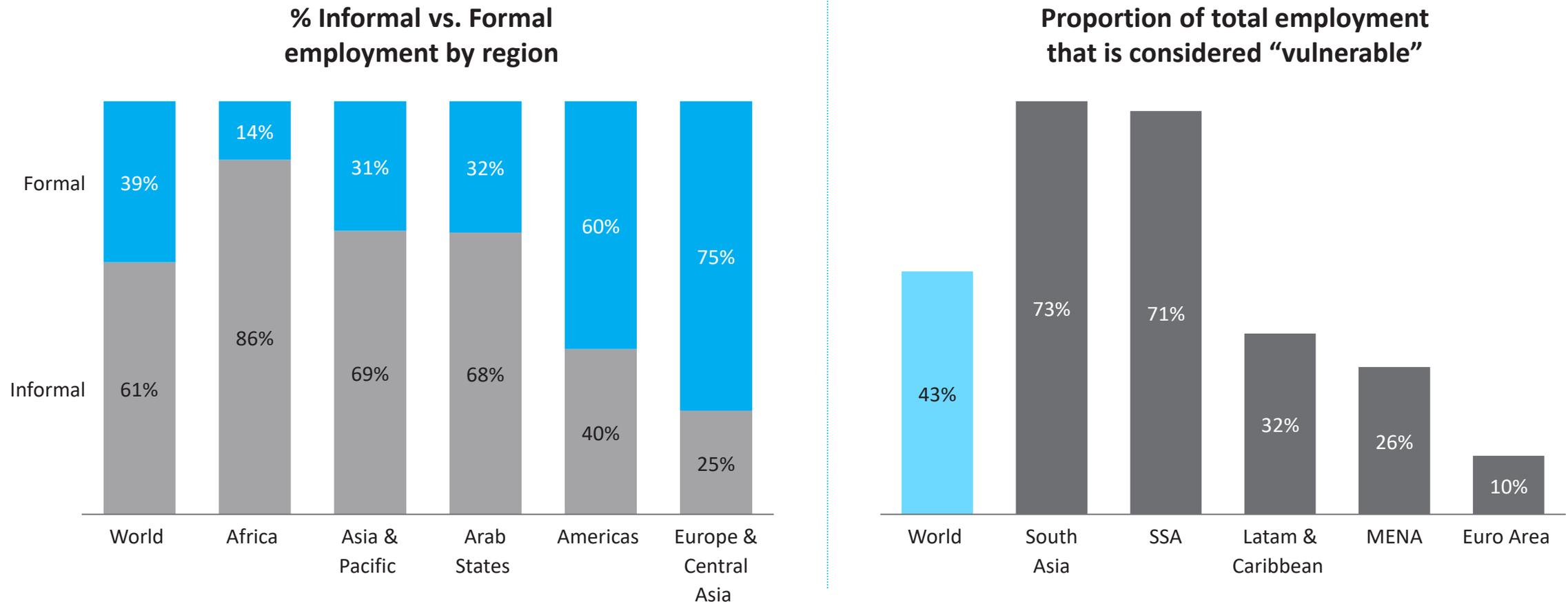
Informality¹ (11.8%)
Tax administration (3.04%)
Custom and labor regulation (3.01%)
Business, licensing and permit (2.83%)
Labor regulation (2.51%)

1. Informality includes not only informal enterprises and informal jobs, but also informal activities engaged in by formal companies

Note: World Bank Group Enterprise Surveys among 45,000 firms in 106 emerging and developing countries

Source: IFC Jobs Study; BCG analysis

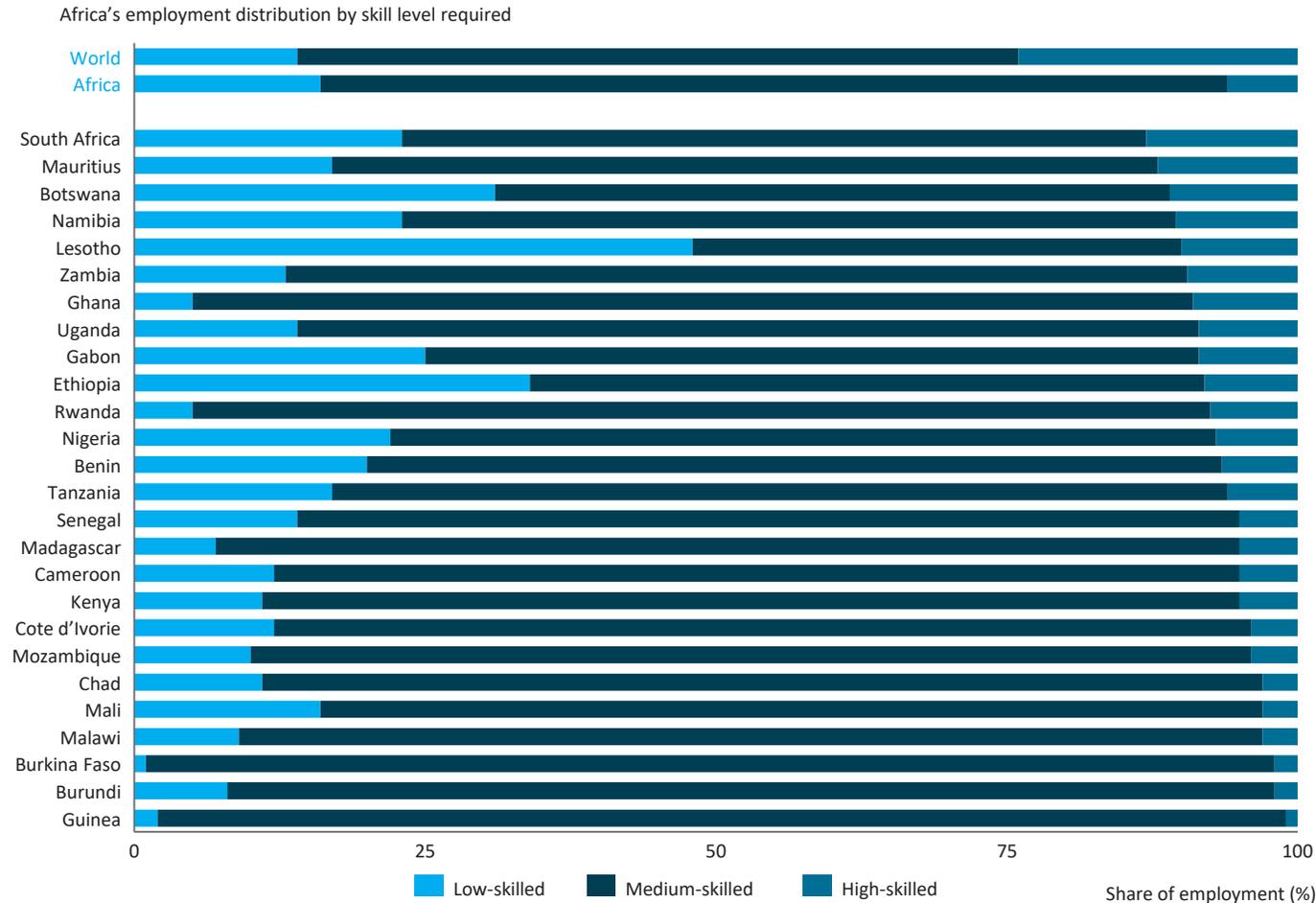
Majority of employment for young people is in the informal economy, with especially high levels of vulnerable employment in developing markets



Note: Vulnerable employment defined as own-account works and contributing family workers

Source: World Bank data as of Sept 2018; ILO, "Women and Men in the informal economy: A statistical picture"; BCG analysis

Low and medium skilled jobs more common in developing markets—example from Africa

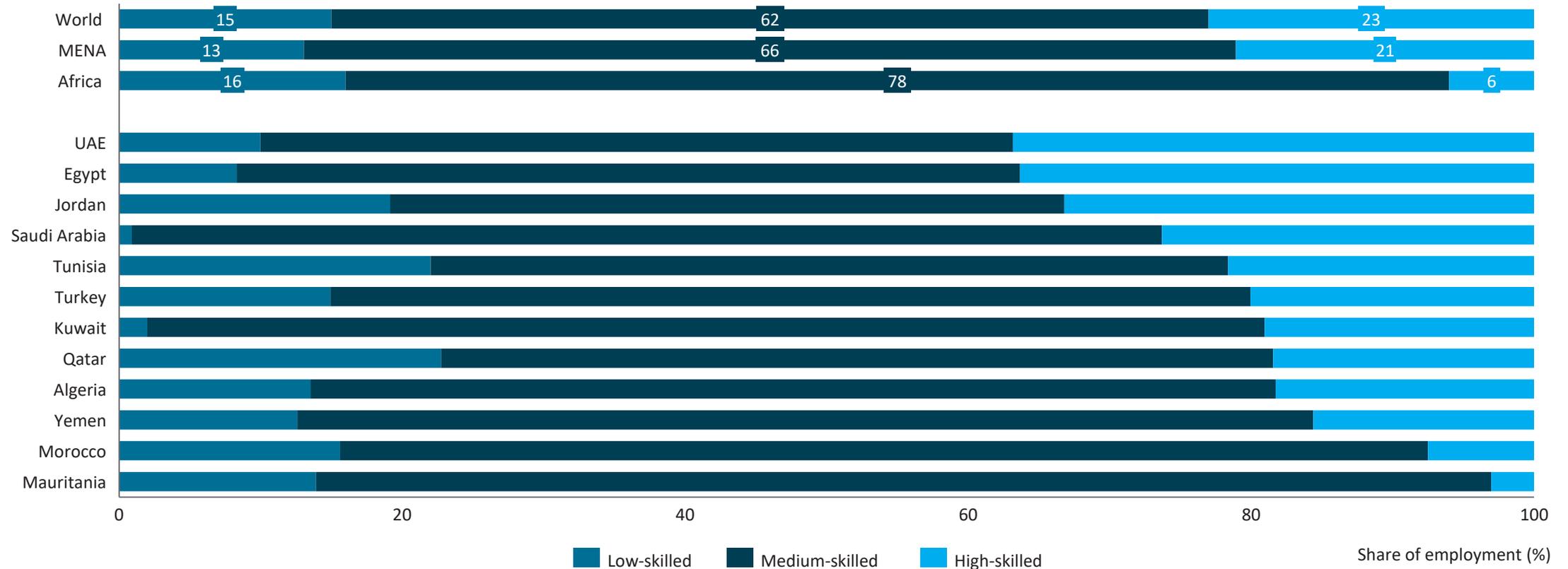


Key takeaways

- Sub Saharan Africa significantly lags behind in high-skilled labor
 - Private sector in many contexts struggles to find adequately skilled labor
 - When supply does not meet demand, firms tend to import skills from outside local areas or operate in different markets
- Significant variation across the continent shows need for adjustment to local contexts
 - E.g. Challenges differ across Guinea and South Africa, requiring tailored interventions

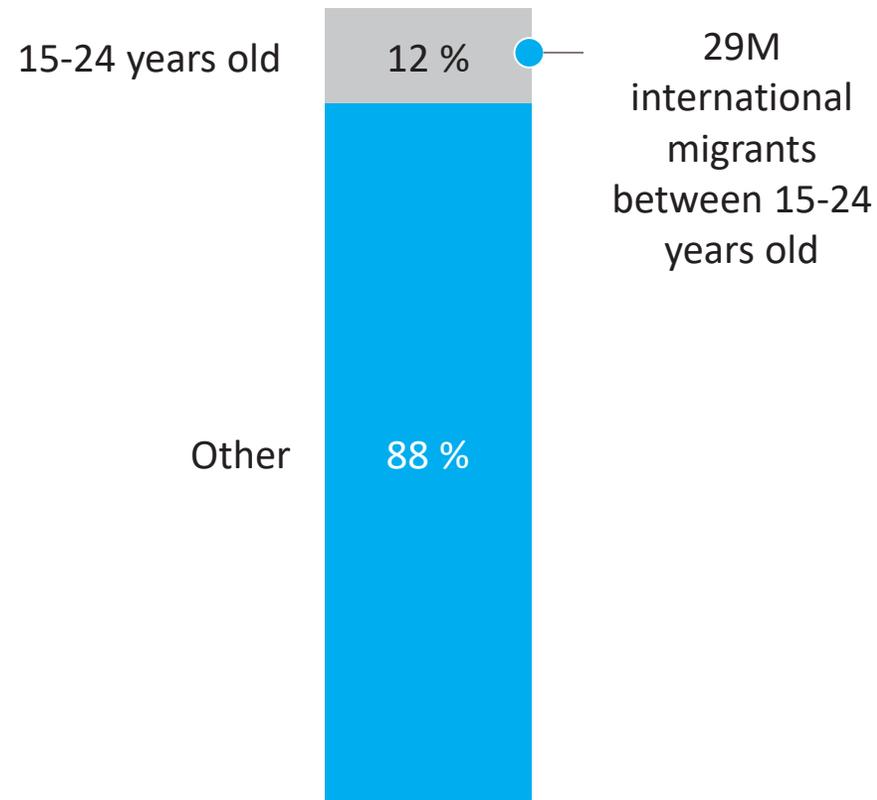
Variation exists by region; MENA with less low-skilled employment than Africa and world average

MENA's employment distribution, by skill level required



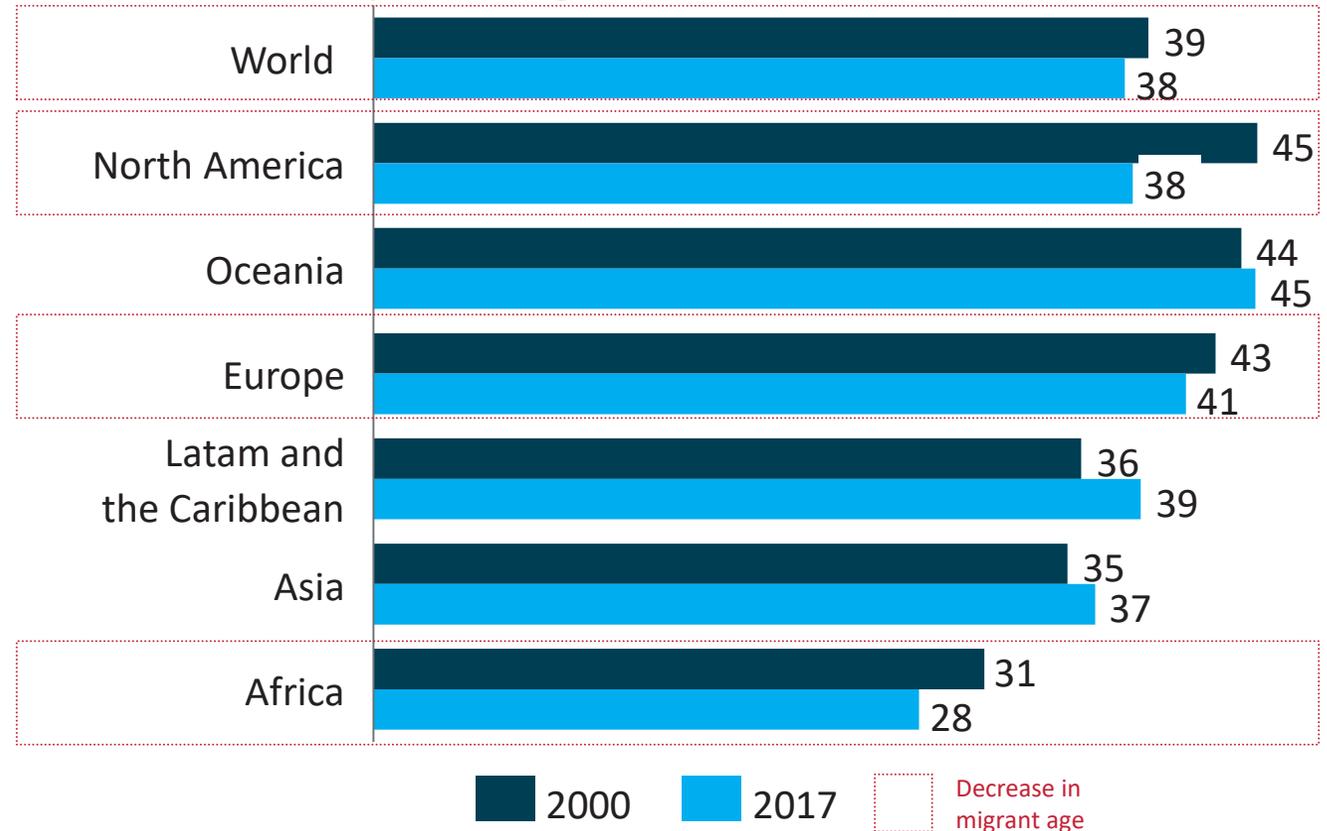
Migration is increasingly becoming an option for young people looking to find opportunities in some regions

% of migrants by age group

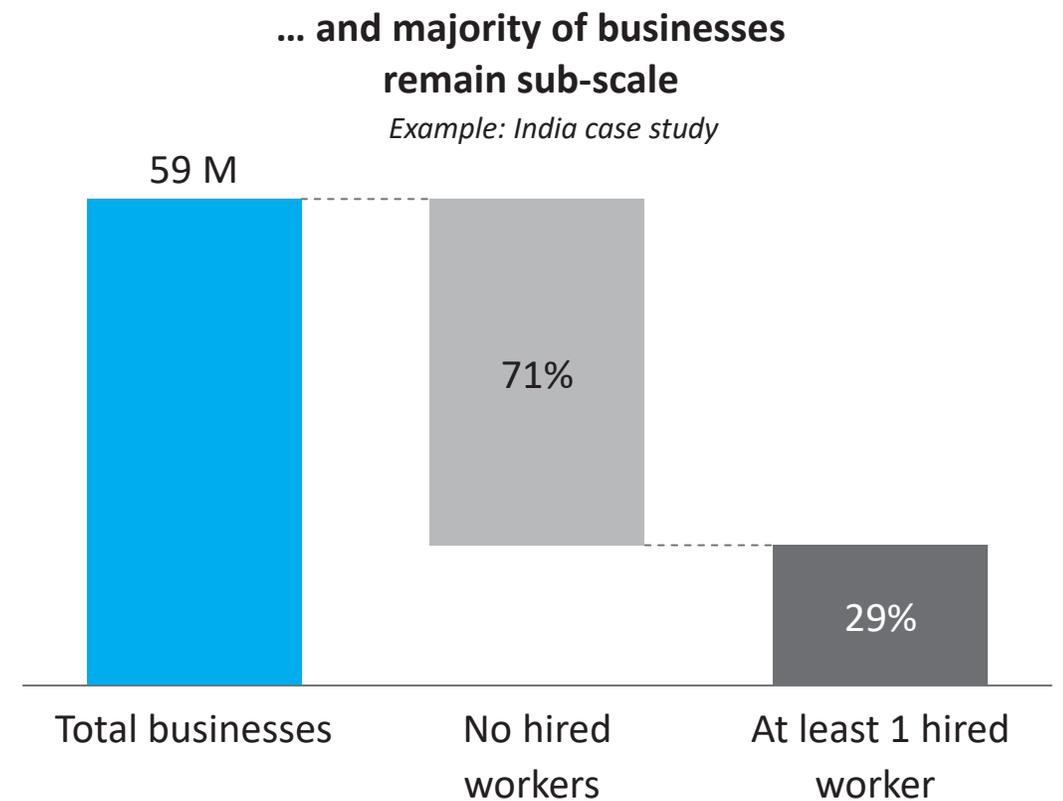
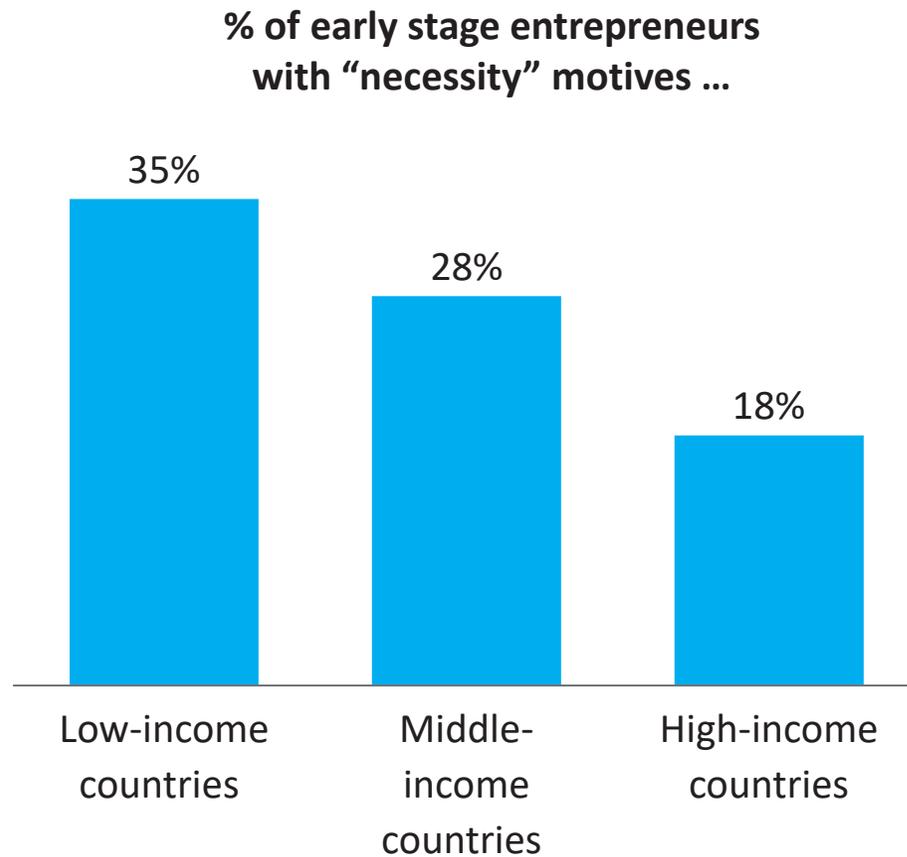


Average age of international migrants worldwide and by region of destination

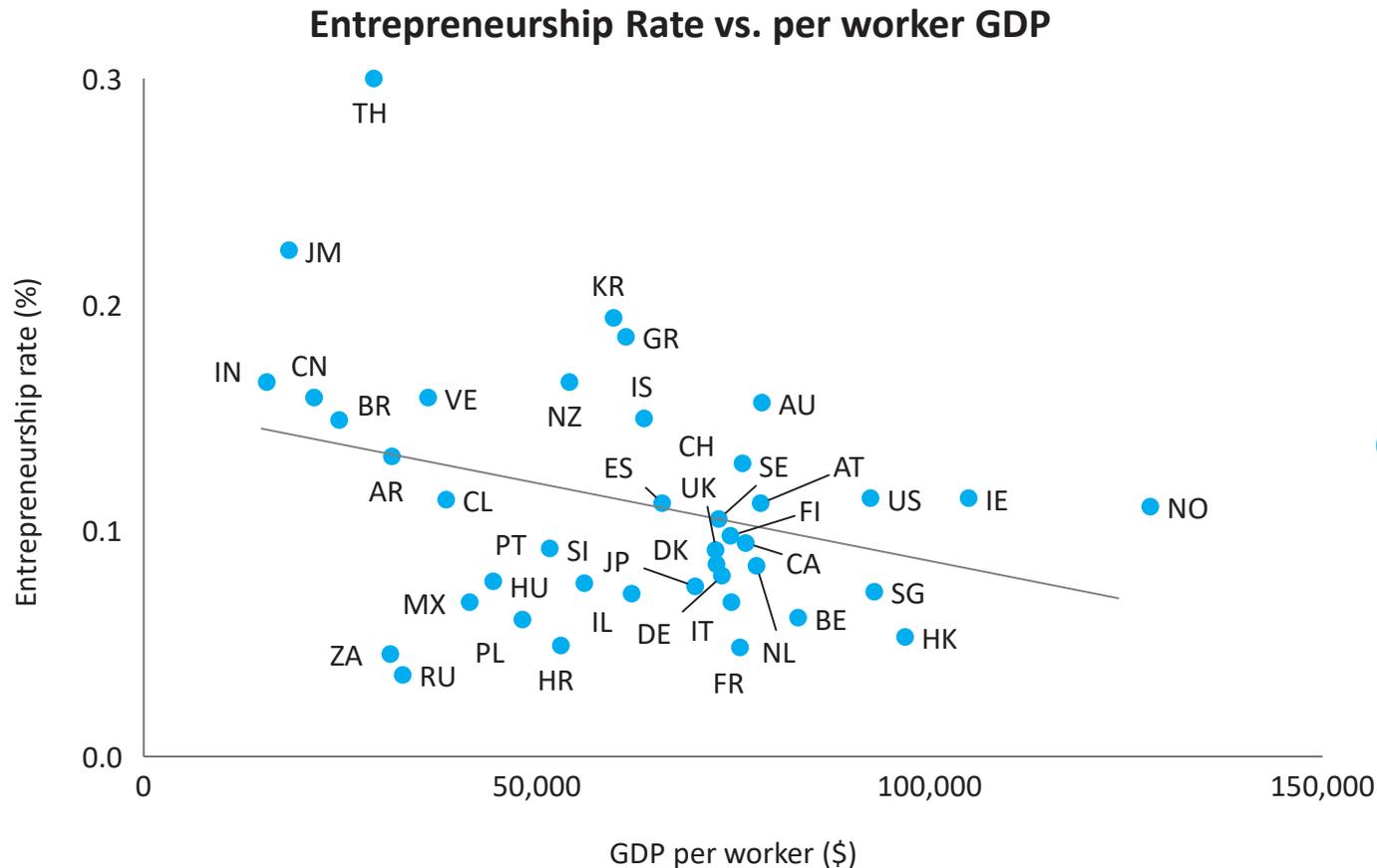
UN International report on Migration



Large number of entrepreneurs in low-income countries start their own ventures out of economic need but are not able to sustain their growth



Negative correlation between GDP and rate of entrepreneurship demonstrates need to leverage entrepreneurs as drivers of growth



Key insights

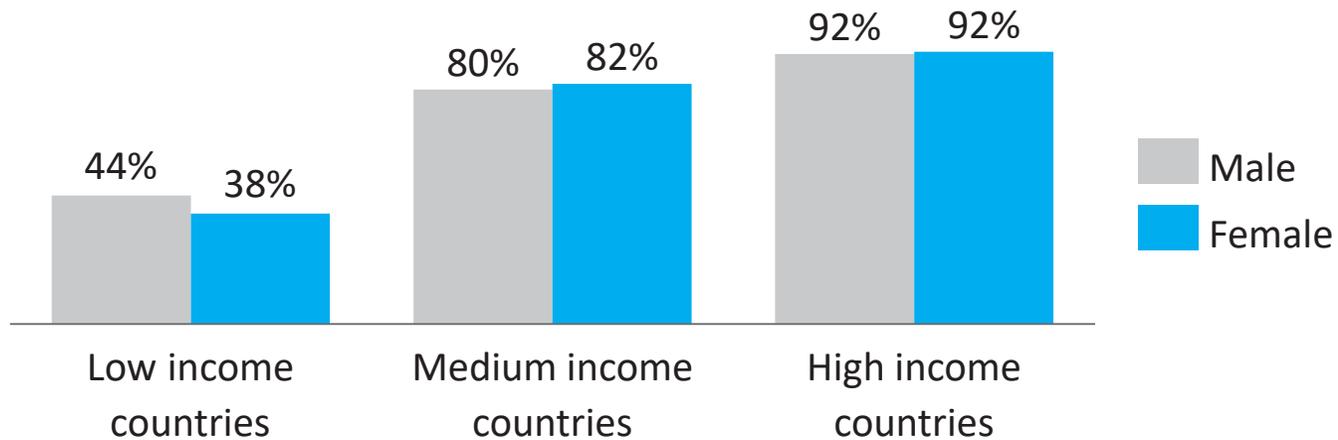
- Countries with lower income per worker have more entrepreneurs
- Large swaths of entrepreneurs are not driving economic growth
- Improving productivity of, and outcomes for, entrepreneurs would have a significant impact in lower income countries
- Additionally, inefficient work environments compound the ability for small business to grow and scale

Four key constraints for growth of new businesses

<p>Credit and financial services</p>	<p>Lack of access to credit and financial services to start businesses</p> <ul style="list-style-type: none"> • Entrepreneurs struggle to obtain capital and credit due to a lack of collateral, or due to their operations being in a “risky environments” • Policies to introduce a wider range of assets to be used as collateral or leveraging other credit-worthy information such as utilities should be evaluated to enhance access • Innovative financing solutions will need to be deployed to support young entrepreneurs in difficult contexts’
<p>Infrastructure</p>	<p>Lack of infrastructure to support young people and entrepreneurs in all areas</p> <ul style="list-style-type: none"> • In many cases, specifically in rural areas, the return on infrastructure can be very high. However, targeted investments should be evaluated on a case by case basis to ensure effective utilization of investment capital <ul style="list-style-type: none"> - E.g., New roads will require maintenance, and therefore additional funds. Therefore, investments should be made in areas with highest traffic due to need for incremental funds for maintenance
<p>Land policies</p>	<p>Lack of clear and secure land rights for individuals to invest long-term</p> <ul style="list-style-type: none"> • New businesses face constraints due to the lack of clear documentation of land rights which hinder starting enterprises. Many young people will rely on utilizing land for work or renting it out to generate additional <ul style="list-style-type: none"> - Lack of land rights disproportionately hinders young people due to a lack of clear documentation of land transfers to young people from elder generations • Enhancing security in land rights will increase likelihood of individuals to invest additional capital into their land long-term
<p>Under-skilled workforce</p>	<p>Lack of productivity due to lack of schooling</p> <ul style="list-style-type: none"> • Large need to improve technical and cultural institutes, most specifically in agriculture, who provide skilling and training programs to young people. Current outcomes are leading to sub-optimal outcomes and trainees are not adequately trained, leading to lower productivity • Additionally, increasing productivity via schooling and skilling, will in turn increase the demand for schooling due to benefits long-term young people will witness from successful role models who have been successfully up-skilled

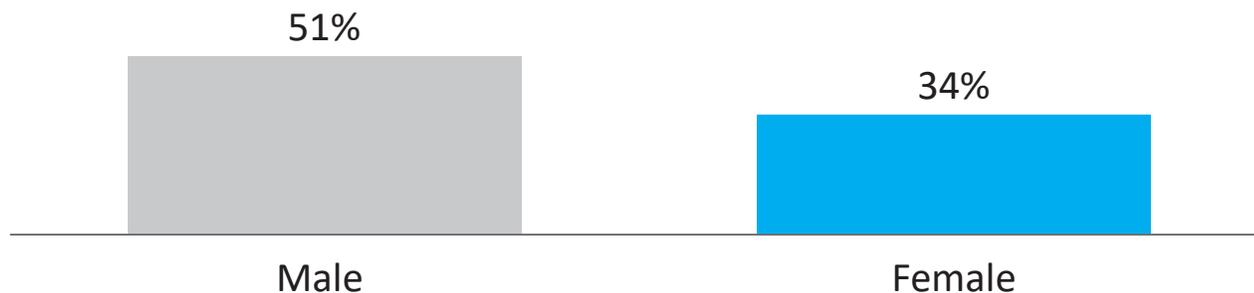
Marginalized groups, especially girls, are in many instances restricted in their ability to participate fully in society

Lower-secondary school completion rate (%)



Global workforce participation rate (%)

15-24 year olds



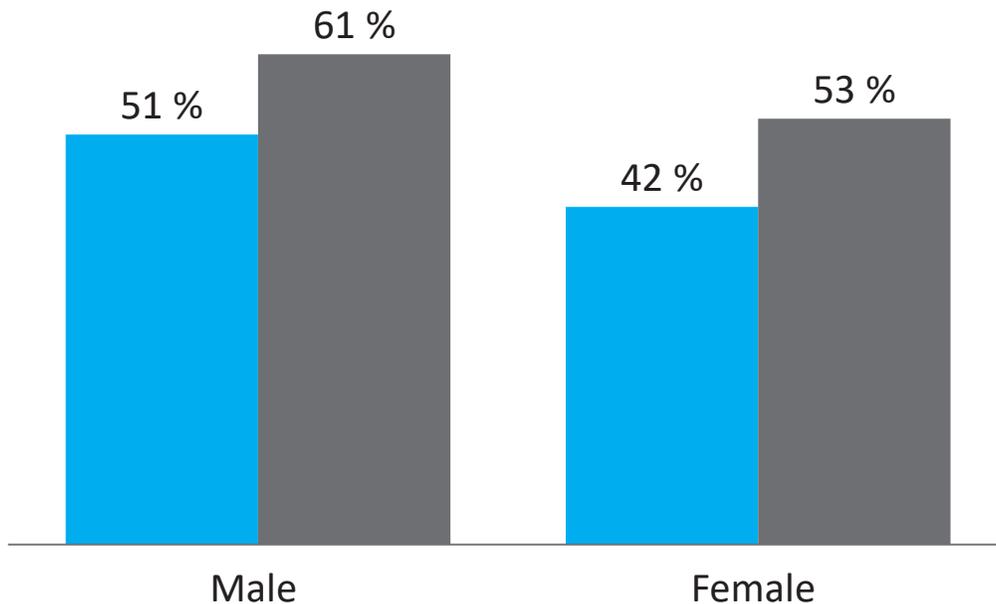
Key insights

- Despite increased trends toward educational equity globally, in low-income countries girls still complete lower-secondary school at lower rates than boys
- Inequity is also evident in the lower workforce participation rate among women when compared with men. With lower workforce participation, women are less likely to earn income and benefit from the social protections associated with work

Those with disabilities finish primary school and gain employment at lower rates than those without

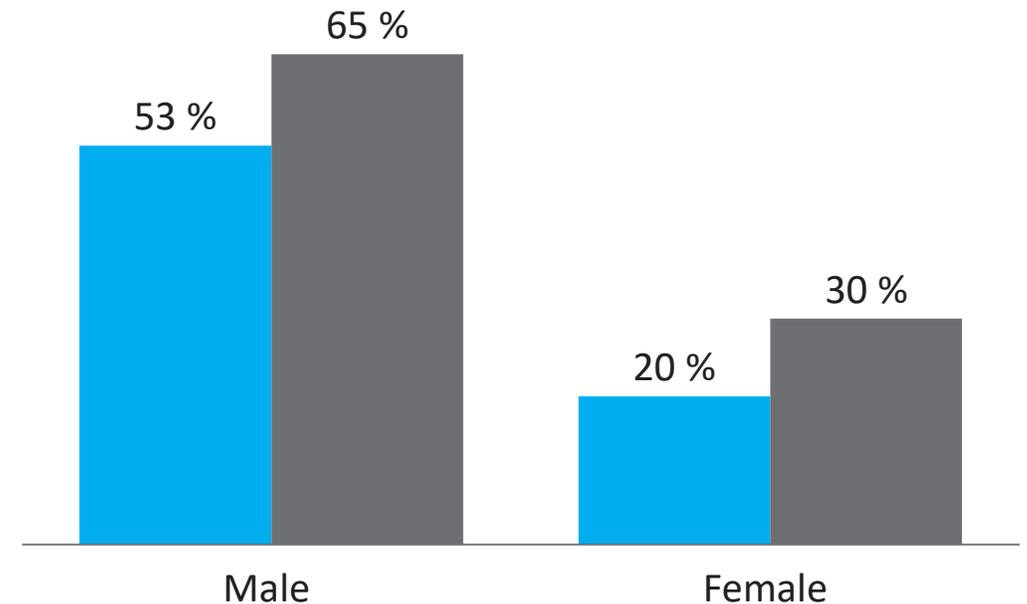
Estimated rates of primary school completion by disability status & gender

World Health Organization



Estimated employment rates by disability status & gender

World Health Organization



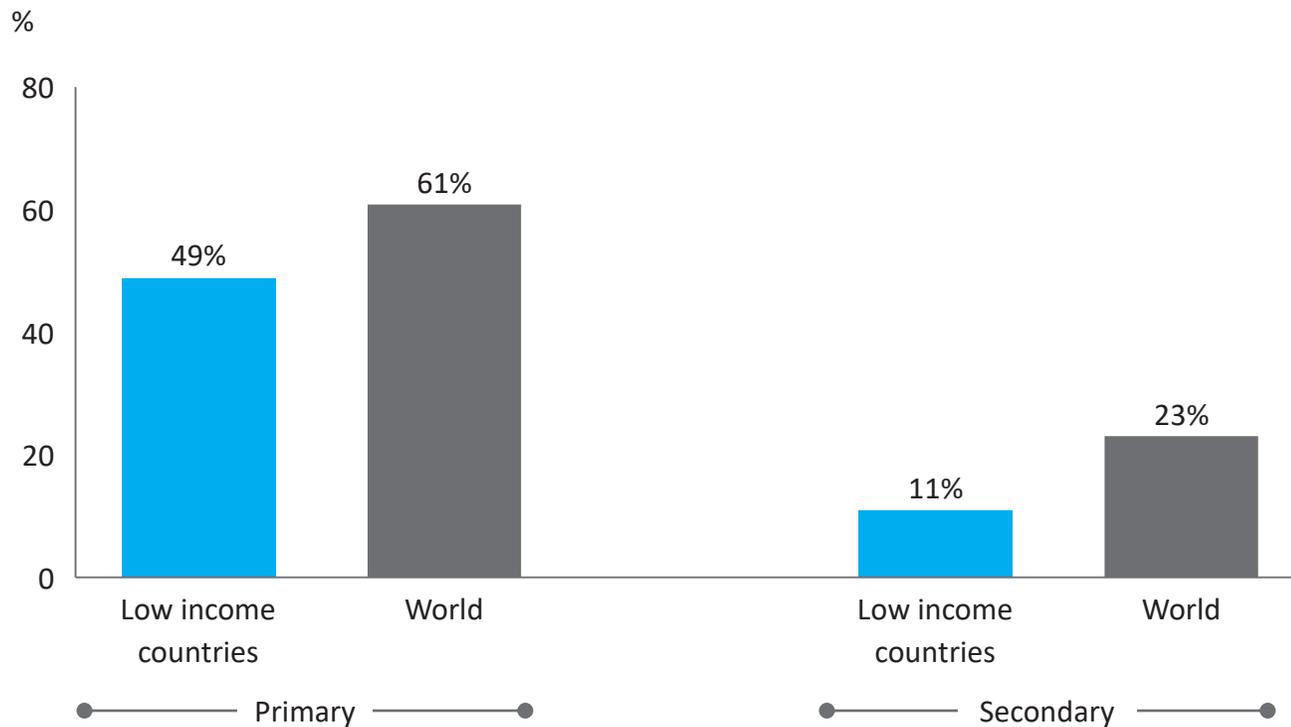
With disability

Without disability

Young people who are refugees face even larger barriers to education

Only 11% of refugee adolescents in low income countries are enrolled in secondary school

Percentage of 5- to 17-year-old refugees enrolled by level of education, 2017

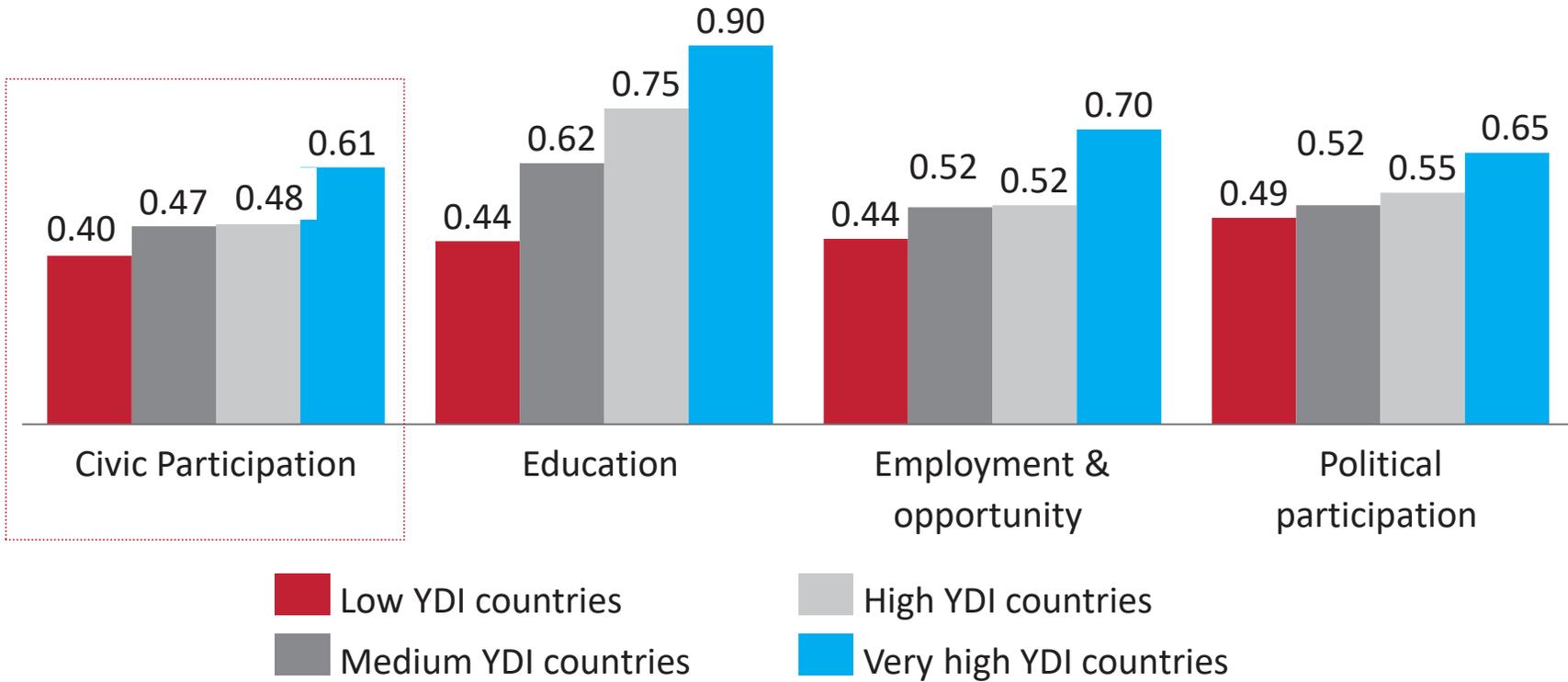


Access also varies significantly within regions

- For example, in Ethiopia, the percentage of refugees enrolled in secondary school varied from 1% to 47% depending the district
- Gender gaps in access can also vary widely
- In addition, there is little data on the quality of education available—making it more difficult to understand the impact of education

Youth development index reveals low civic participation by young people

Average Youth Development Index (YDI) score by indicator
Score of 1 considered highest level of attainable youth development



Low levels of youth civic participation, especially in lower YDI countries

Note: YDI assigns a Civic Participation based on average volunteer time and incidence of having helped a stranger; education includes enrollment in secondary education, literacy rate, and digital native rate; employment & opportunity includes NEET rate, youth unemployment rate, adolescent fertility rate, and existence of account at a financial institution; political participation includes existence of a nation youth policy, existence of national voter education, and incidence of having voiced an opinion to an official
Source: Youth Development Index, BCG analysis

Young people are insufficiently empowered as problem solvers; many more young people want and need to be engaged in tackling the challenges of the SDGs

Current efforts have reached hundreds of thousands, but need to do **much more** to involve all young people, particularly **those from marginalized and lower-income communities**

ASHOKA
3.5K fellows

GLOBAL SHAPERS COMMUNITY
8.2K shapers

ECHOING GREEN
69 fellows

ACUMEN
103 companies

Global Changemakers
320 youth led projects

Many efforts to support young change-makers, but they only reach a **tiny fraction of 1.8B**

Quotes from interviews

Challenges faced by young people

*“For many young people **entrepreneurship is the only option**, but they don’t have the necessary soft or technical skills to succeed.”*

*“**Curriculum** is a huge problem. The materials taught in secondary schools are sometimes **irrelevant to the local context** and are not preparing students for the labor market.”*

*“We must unmask the realities of the local context. Some countries may have low unemployment rates, **but will have massive vulnerable employment rates**. These nuances have to be addressed”*

*“The **transition from school-to-work** in developing markets is the most challenging transition a young person will make. We need to make sure they are getting the support needed.”*

*“Increasing **secondary school access and quality** will be the most important lever to help young people in the future. The importance of developing foundational skills early on cannot be understated.”*

Strategic Analysis

3 components of analysis

1

Problem statement

What barriers do the world's 1.8B 10-24 year olds face in becoming productive and engaged members of society?

2

Efforts at local and national level

What efforts are being made at a local and national level to overcome young people's challenges? Where are the gaps?

3

Efforts at regional and global level

What efforts are being made at a regional and global level to overcome young people's challenges? Where are the gaps?

Summary: While local and national contexts differ, landscape analysis reveals four general trends

- A** Many countries are developing youth strategies or dedicated Youth Ministries—however, these are often weak or lack funding
 - Youth strategies typically have little funding and rely on other portfolios’ contributions towards priorities
 - Lack of a single accountable system for youth issues reduces ability for other parties to access funding, coordinate activities, and monitor progress
 - While there has been a proliferation of Youth Parliaments, young people are not deeply engaged in policy creation
 - There is an absence of reliable, long-term data on young people in many countries

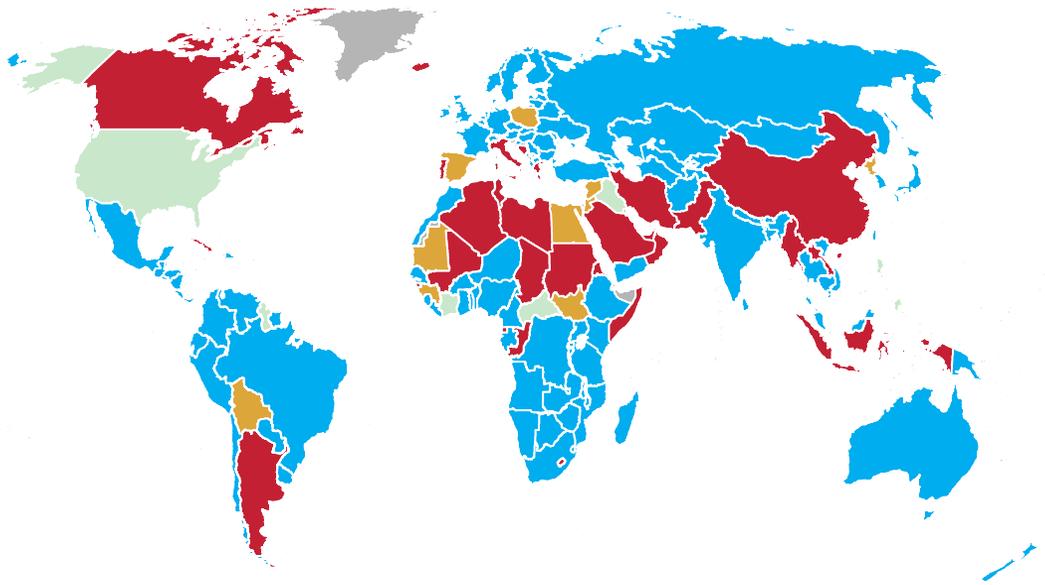
- B** Governments around the world are making efforts to improve education and employment outcomes for young people—however, the focus remains on lower levels of schooling and the transition from school-to-work remains challenging
 - Significant efforts are increasing education access for young people in primary and lower secondary education; however, efforts to increase secondary and tertiary enrollment have been less successful
 - Creating effective pathways from school to work remains a gap in local efforts, with schools siloed from employers
 - While governments are engaged in economic reforms to improve job growth, some have enacted subsidies to ensure that young people benefit from those jobs— with mixed success

- C** Outside of government, multiple efforts are being made by non-profit actors to fill service delivery gaps; however, these efforts are considerably fragmented and sub-scale
 - Efforts have focused on enhancing access and quality of school networks, supporting local entrepreneurs to gain requisite skill sets, providing programs to enhance civic agency & participation for marginalized groups, supporting out-of-school youth to re-enter education, and supporting employment placement
 - NGO and civil society organizations struggle to scale and make substantial impact across multiple localities due to resource constraints & contextual nature of programs, among other reasons

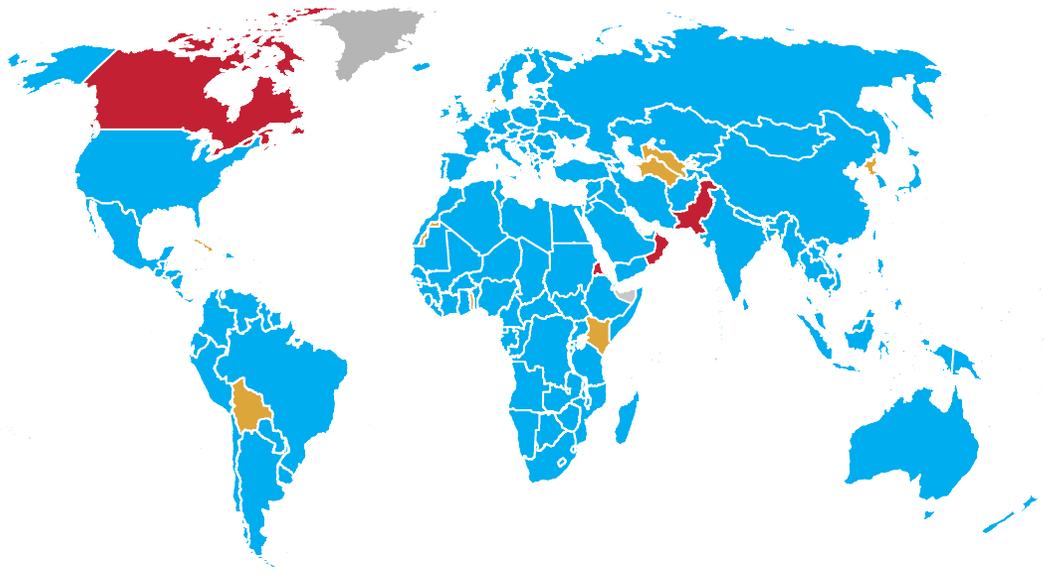
- Overall, the private sector has been less involved in local and national efforts to improve youth outcomes
- D**
 - There has been mixed private-sector engagement on the youth agenda – with a growth in social enterprises but most contributions remaining limited to CSR
 - Opportunity to expand shared value partnerships to drive results, though engagement will need to account for the informal and fragmented nature of the private sector in many countries

Most countries have taken steps to elevate the youth agenda ...

Countries with specified youth plans



Countries with ministries overseeing youth issues



■ Yes ■ Draft ■ Unclear ■ No ■ No data

■ Yes ■ No ■ Unclear ■ No data

... but face challenges in effective implementation

Challenges

Insights

Resources and responsibilities

- Responsibilities and funding fragmented across government; youth portfolio not given significant weight
 - National policies on young people are in many instances managed with limited mandate, power, and funding
 - Only 25% of countries are spending the recommended 6% of GNP on Education
 - Additionally, multiple governance bodies such as youth commissions and councils on youth further fragment the landscape of bodies looking to tackle youth challenges
 - Limited effective collaboration in many instances among Ministries of Youth, Education and Labor to devise coherent policies

Participation

- Lack of feedback and input from young people in policy formation to support their issues
 - Finding effective mechanisms for young people to participate and be involved is challenging “both in terms of inclusiveness and in terms of efficiency”
 - Young people are often involved through ad-hoc events and avenues which will provide a pathway to participation; however, the concrete impact of their participation is unclear

Knowledge & data

- Limited consistent data collection on young people. Periodic tracking underway, but lack of recent data hinders ability to track progress and outcomes of young people
 - Focus generally on enrollment and NEET rates (though most SSA countries have no NEET data for 2017), lack of more robust metrics on young people’s wellbeing like agency and engagement
 - Lack of streamlined data documenting learning outcomes of young people and the school-to-work transition

In particular, youth ministries lack strong mandate and ownership, and young people are underrepresented in governance

Ministries of Youth and national youth plans at the country level are common and generally set out [high-level frameworks](#) focused on [specific priorities](#). However, their effectiveness at shifting outcomes for youth at a country-level is limited. Countries must make political choice to elevate youth issues to highest levels, and provide adequate funding and resources to make impact

Two main types of youth ministry models seen

Split Mandate: In many cases, ministries of youth have a split mandate, often covering sports in addition to young people



Botswana's the Ministry of Youth, Sport and Culture includes departments for youth, arts & culture and sports & recreation, and is also responsible for the national library services, and the national archives and records service

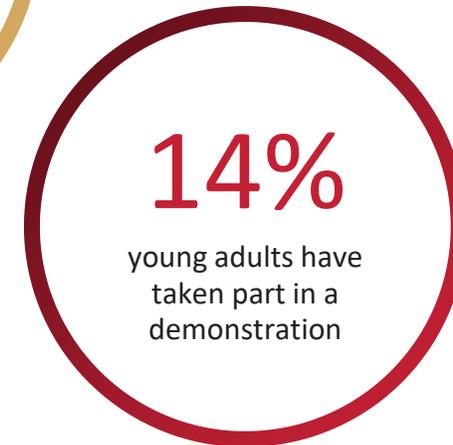
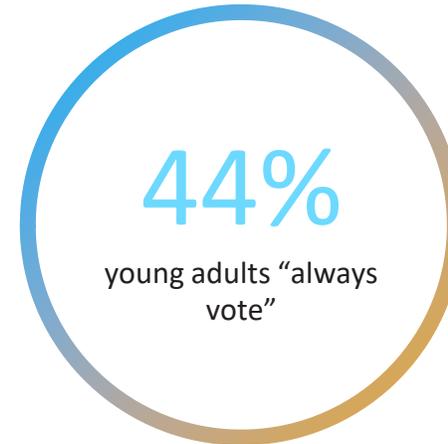
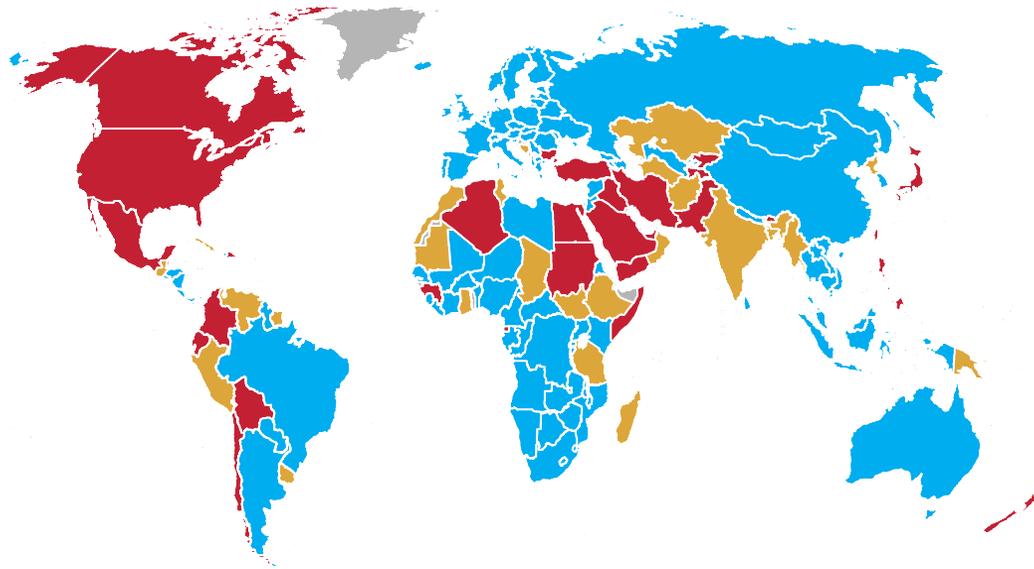
Fractured ownership: Even when a ministry is committed to youth issues, its effectiveness might be limited by its non-comprehensive coverage of government activities related to young people—Ministries of education, labor, health, and others also manage government services important to education, employment, training, and entrepreneurship among young people



Lebanon's national youth policy acknowledges that twelve ministries cover issues related to young people

While many countries have formal representation for young people, general youth populations do not engage in policymaking

Countries with national or regional youth councils

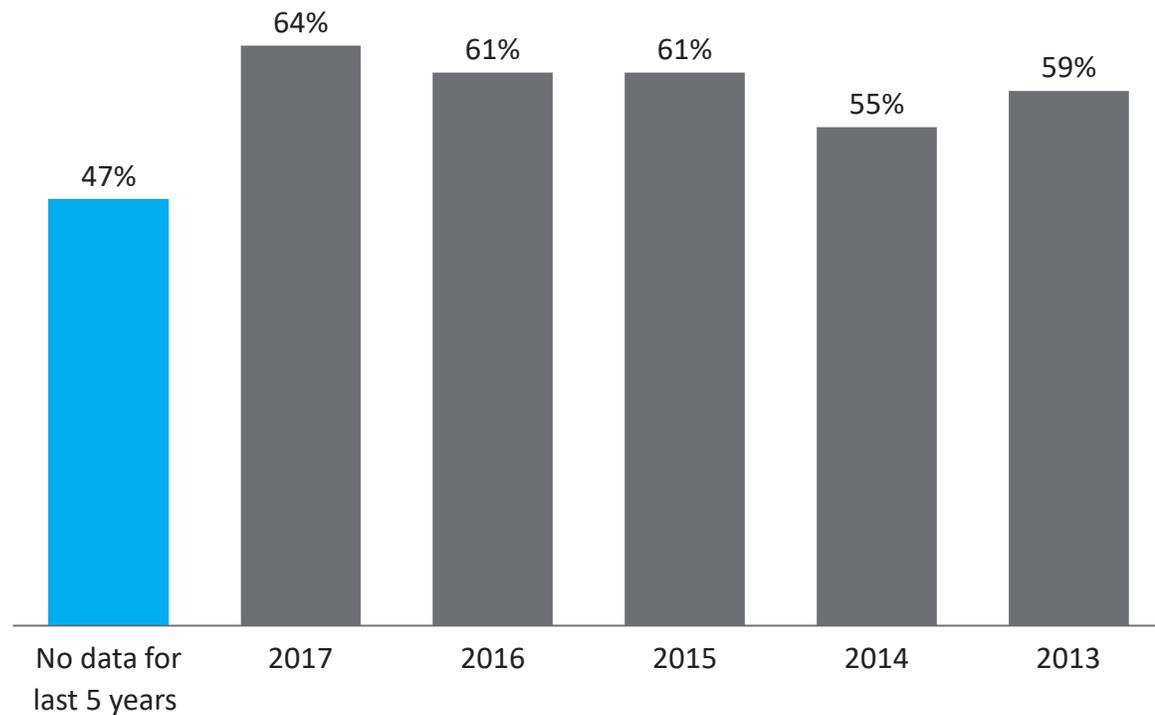


Note: Young people aged 18-29 globally

Source: Youth Policy Labs; Institute for Democracy and Electoral Assistance; BCG analysis

Data gaps exacerbate the ability to fully understand the context on-the-ground and analyze the impact of policy measures

% of countries with no NEET data by year
World Bank



Data challenges at local and national level

Nature of NEET and vulnerable employment in many contexts make it difficult to measure accurately

- Those impacted are typically outside the reach of institutions that typically measure them

Majority of consistent data stems from higher incomes countries and regions such as EU and OECD

- Biggest data gaps are seen in Sub-Saharan Africa, Central Asia, and Latin America

When data is collected it is typically not disaggregated by age, gender, or region/city

- Lack of granularity limits ability for data to be utilized in policy
- Additionally, lack of frequent data updates limits ability to measure success of interventions

Additional data gaps exist in learning outcomes, learning achievement (e.g., lower, upper secondary), and pathways for young people following education

Gaps in research efforts impede ability to identify and implement effective policies

Select research efforts have been conducted to understand gaps

Not exhaustive

“Can We Leapfrog? The Potential of Education Innovations to Rapidly Accelerate Progress”

- Brookings Institute

“The Future of Jobs and Skills in Africa”

- World Economic Forum

“Africa’s Got Work to Do: Employment Prospects in the New Century”

- IMF

“The World Report on Disability”

- UNICEF

“Global Employment Trends for Youth”

- ILO

“Facing Forward: Schooling for Learning in Africa”

- UNICEF

World Development Report—Changing Nature of Work

- The World Bank

“Global Youth Landscape Report”

- The Aspen Institute

“The Future of Work in the Developing World”

- Brookings Institute

“Pathways, Displacement, and Education”

- UNESCO

However, multiple research challenges exist in these topic areas

Data gaps on-the-ground limit the ability for research to be comprehensive and be based on a holistic data set. Research must overcome data gaps, especially in some developing market contexts where many individuals are out of the system

Nuanced nature of content requires localized and contextualized approach. Singular approaches not applicable everywhere and must be tailored. Therefore, being evidence-based in one geography does not necessarily mean it will succeed in another

Interviews, consultations, and landscape analysis identified three main gaps in research

- 1 Research for local service providers on approaches and solutions that have been proven in the field. Significant research exist on efforts made, but gaps exist in outlining efforts that have been backed by evidence to not only improve outcomes but also be efficient
 - E.g., role of soft skills in secondary school
- 2 Research on the needed local conditions & policies that are necessary to create a favorable landscape for certain solutions to be implemented. Nuanced nature of education and workforce development cannot leverage ‘silver bullet’ approaches. Research gaps exist in outlining the requisite conditions that enabled certain solutions and interventions to be successful
 - E.g., what is needed for a successful incentives program for training providers
- 3 Research on relevant skills to best prepare young people in local contexts for the future-of-work in their respective contexts. Significant research has been made on automation and the future-of-work at a regional and global level. However, gaps exist in concretely identifying skills, jobs, and investments that will best support young people in the future
 - E.g., key sectors at local level that will have greatest demand for labor in foreseeable future

Need for greater political commitment to young people to resolve existing challenges



“Political will is the catalyst for change on the ground. Once the government makes the conscious decision to put young people at the top of the agenda, then other partners will join in and change can begin.”



“Countries that are serious about improving outcomes for young people have elevated this issue to the head of state’s office. This is crucial in signaling that young people are a meaningful part of the political agenda, and enables resources to be directly funneled into the cause.”



“We are interested in employing young people and integrating them into our supply chain. For this to happen en masse, we look to see if the national government will link up with us to ensure that the requisite training and investment is provided.”

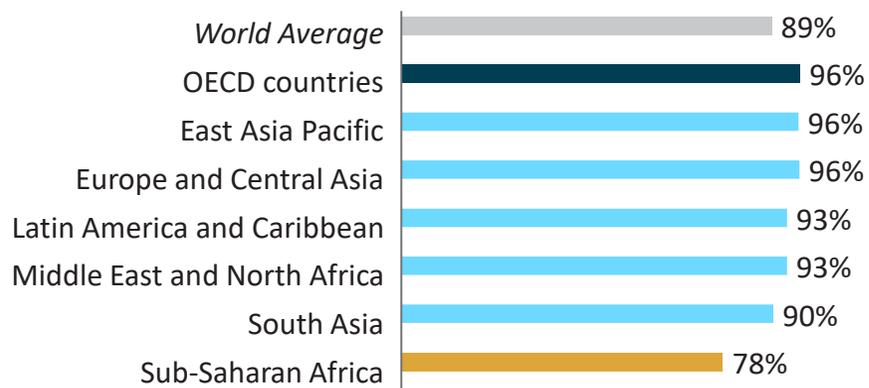


“Once young people realize that their governments are investing in their future, they are eager to rise to the occasion. They get more involved in local governments and become volunteers, devoting their ideas and energy to solving the challenges they face.”

Governments worldwide have dramatically improved primary school enrollment, but require stronger focus on secondary school

In every world region, more than three quarters of young people are enrolled in primary school ...

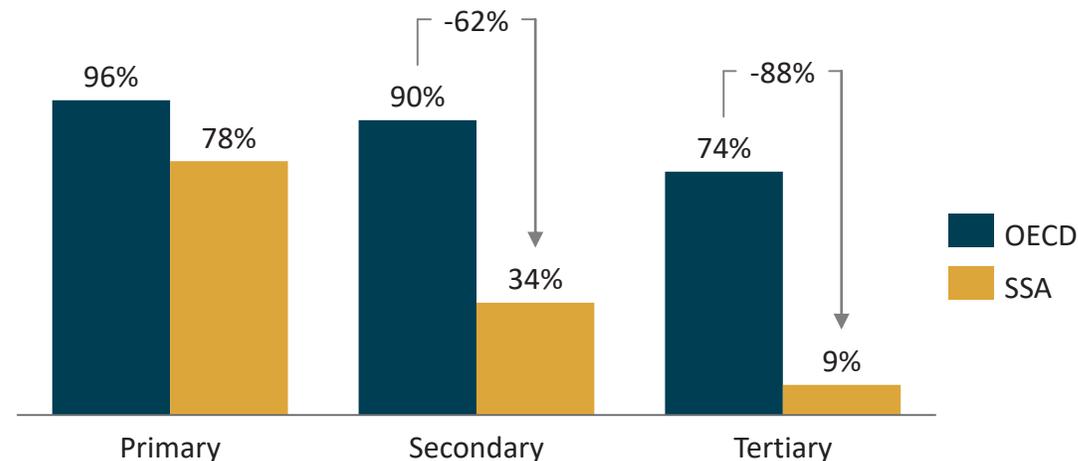
Primary school enrollment rates, by region



- Bolstered by the MDGs and SDGs, and heavy flows of development aid, many countries have made primary education, free, compulsory, and more widely available
- Lessons may be taken from these policy-level strategies to boost access and applied to secondary and tertiary education

... but secondary and tertiary education remains out of reach for many in developing countries

Enrollment rates, by school level for OECD, Sub-Saharan Africa

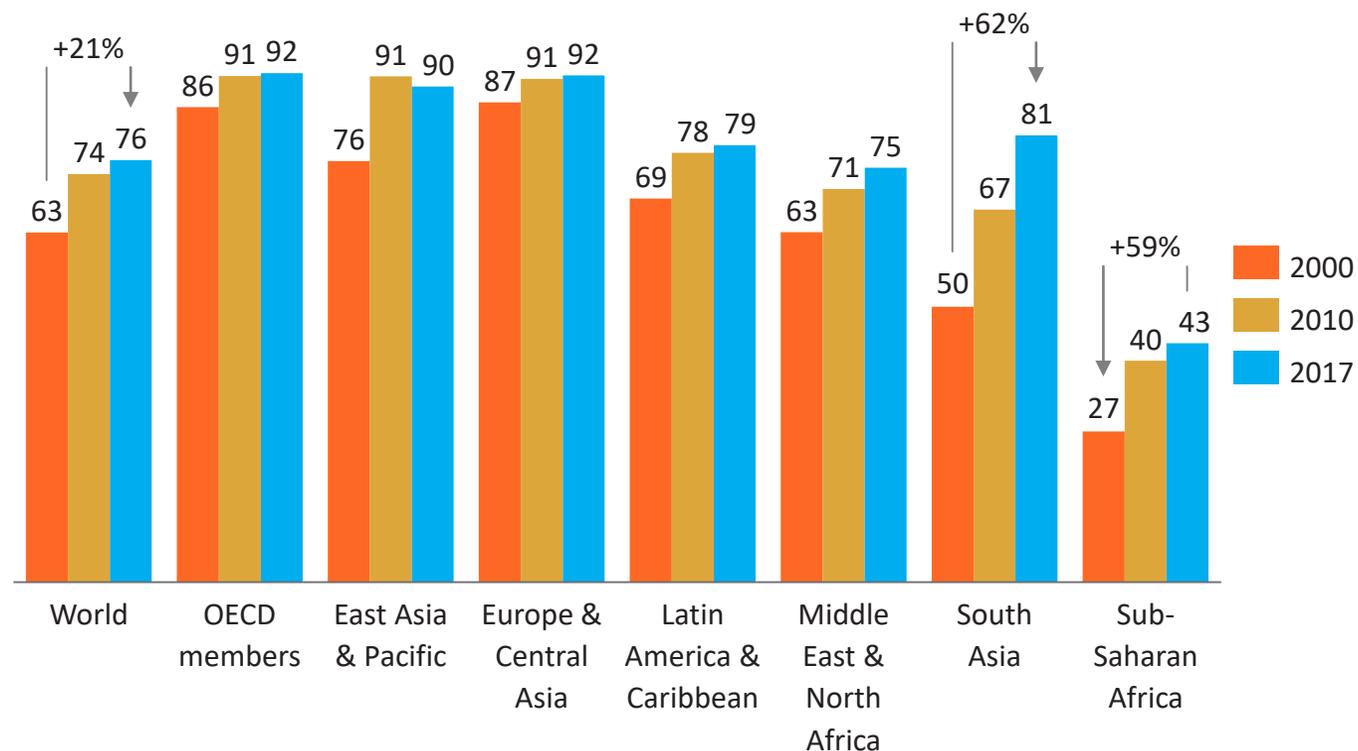


There have been promising efforts to increase secondary school completion in some contexts, but these are resource intensive and difficult to scale

Interventions that have shown promise in improving access to secondary education include

- Lowering the cost of secondary education or making secondary education free to address cost barriers
- Providing cash subsidies to address pull factors that often require secondary-age students to work instead of attend school
- Expanding the capacity of secondary schools, especially in rural areas, can address physical constraints to access
- Working with parents and communities to address cultural barriers to education access, such as for girls, ethnic minorities, and young people with disabilities
- Developing remote learning tools to expand access in rural and conflict-affected areas

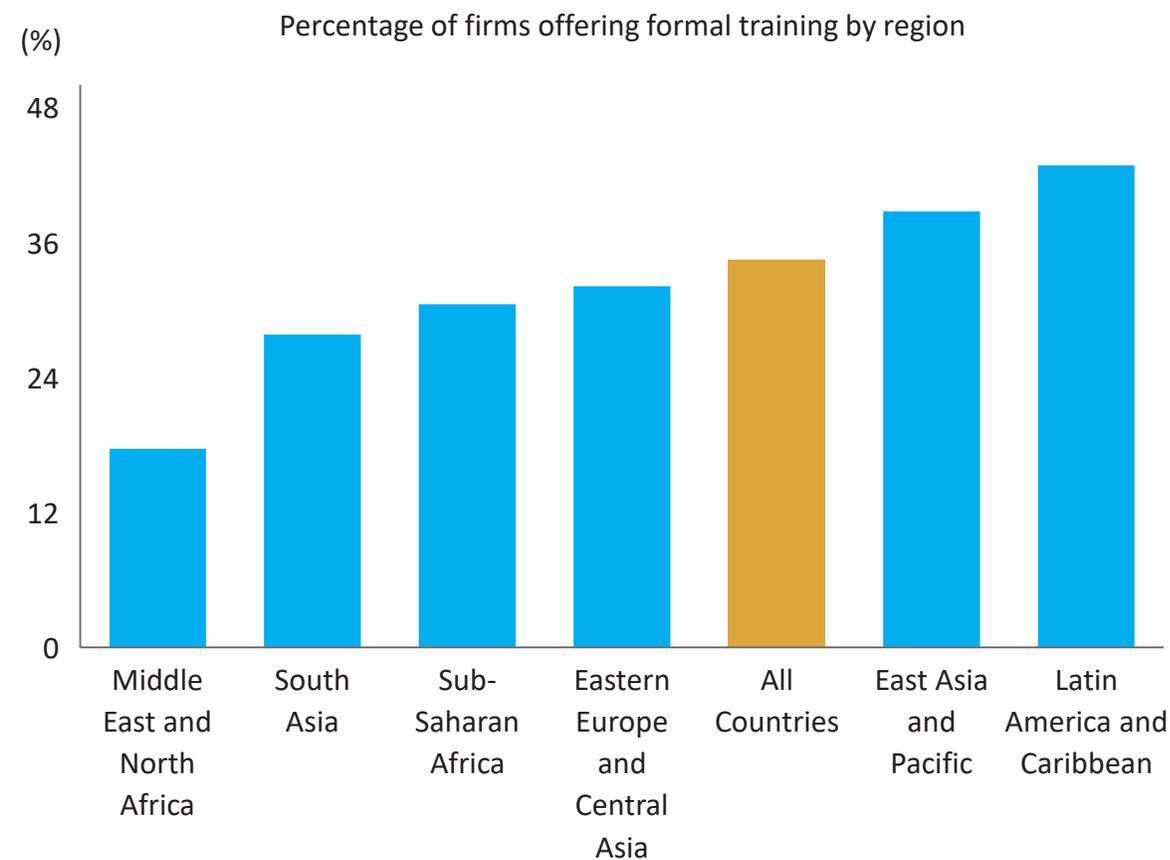
Lower secondary school completion rates, by region



Creating effective pathways from school to work remains a challenge for governments, with limited input from with employers

Private sector engagement in vocational education and training improves employment outcomes

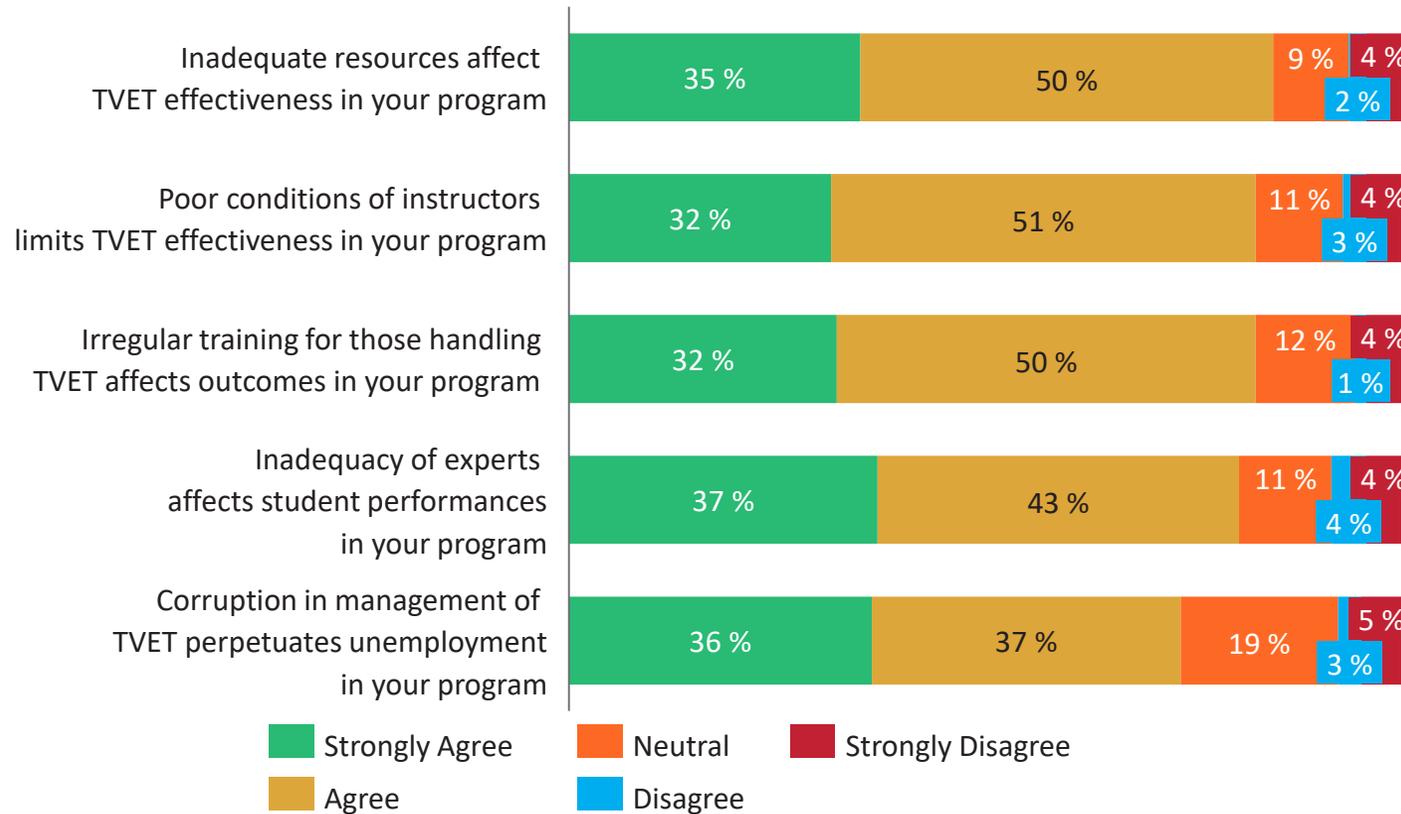
- Singapore: TVET institutions conduct regular surveys of businesses to assess skills demand informing a dynamic curriculum and involved industry leaders as trainers for students
- Benin: Provincial governments have agreements with local business associations to jointly organize practical, end-of-apprenticeship assessments on a semiannual basis. Assessment committees are composed of representatives from government, business associations, and parents' associations
- India: National Skills Development Corporation (NSDC), which is 51 percent industry-owned and 49 percent government-owned, promotes the involvement of employers through the establishment of sector skills councils, and provides seed money to develop occupational standards and competence-based curricula
- Ghana: Ghana Skills Development Initiative links micro, small, and medium-sized enterprises in the informal sector with formal training institutes and other training providers through trade associations



Backup: TVET programs have been widely implemented, but struggle to deliver consistent and quality outcomes

Survey of Nigerian staff and students at TVET institutes

Survey questions on key challenges facing TVET



Key insights

Government administered skills programming with mixed results depending on local context. In some geographies, those who underwent TVET had higher employment outcomes and wage patterns than those who did not. However, in other geographies, there was little statistical significance in terms of outcomes¹, specifically when controlled for costs of schooling and foregone earnings

Numerous factors leading to mixed results in TVET and skilling programs that must be tackled

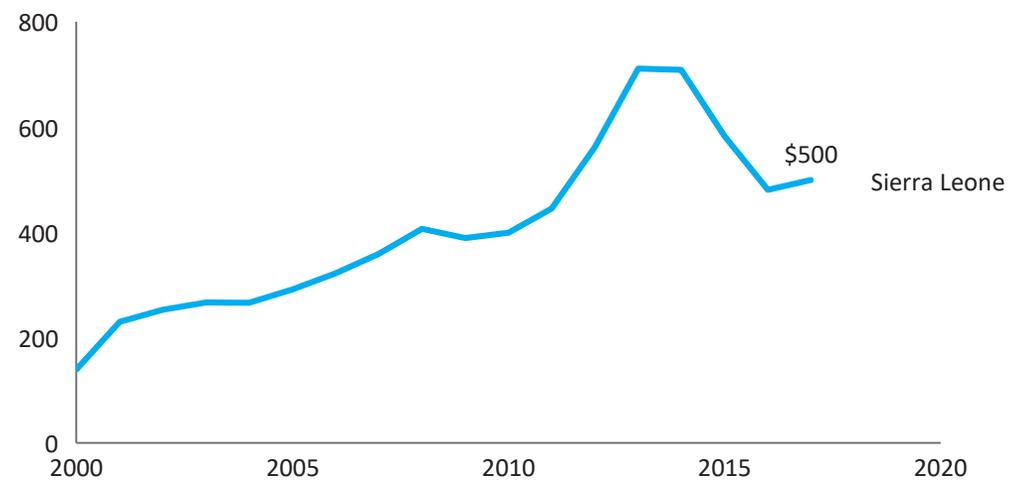
- Lack of adequate funding to provide necessary facilities
- Lack of up-to-date curriculum
- Misaligned relevance to local labor markets and private sector job needs
- Lack of incentives aligned to labor outcomes vs. assessments

Note: Research with mixed results include India, Nigeria, OECD countries, Latin America, United States

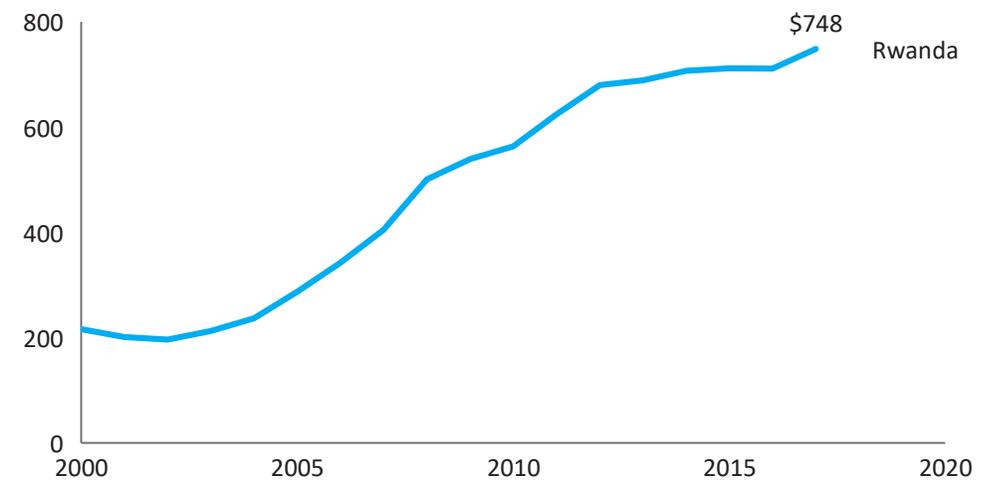
Source: World Bank; University of Pennsylvania, American University of Nigeria, Institute of Developing Economies—Japan External Trade Organization, “Impact of Quality Assurance on TVET in Nigeria”; BCG analysis

Implementing policies to enhance doing business is a key lever to economic growth; young people benefit from easing restrictions to start a business

Sierra Leone GDP Per Capita (2000-17) (\$ USD)



Rwanda GDP Per Capita (2000-17) (\$ USD)



Global ease of doing business ranking by topic

Topic	Overall doing business rating	Starting a business	Getting electricity	Registering property	Dealing with construction permits	Getting credit	Paying taxes
Ranking	163/190	55/190	178/190	167/190	182/190	161/190	88/190

Global ease of doing business ranking by topic

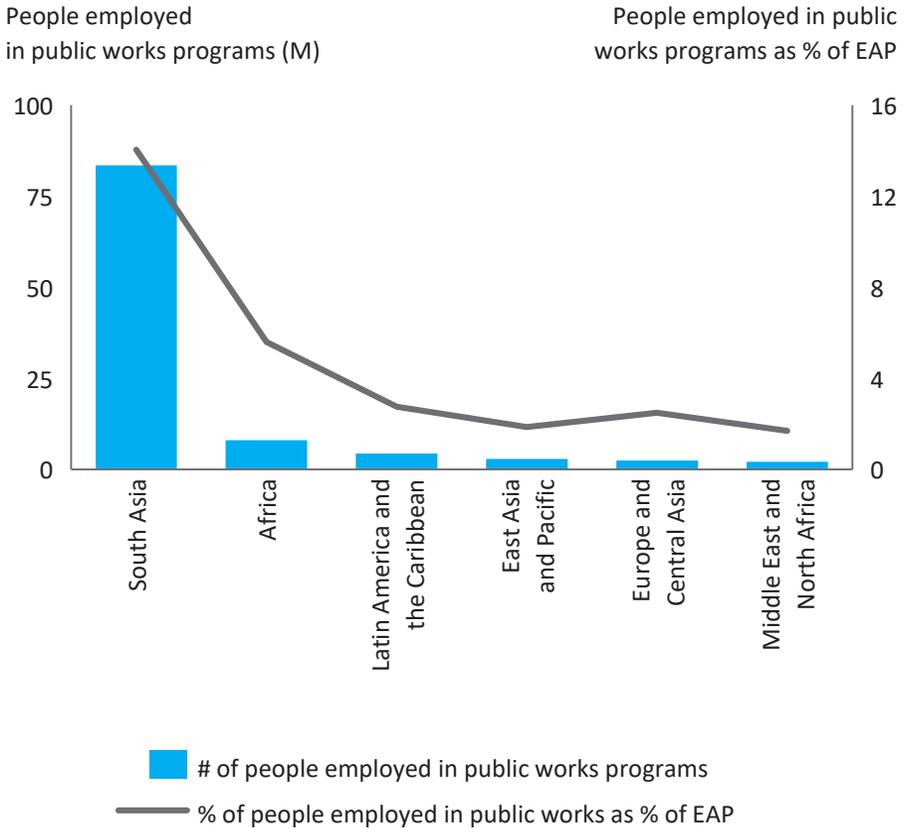
Topic	Overall doing business rating	Starting a business	Getting electricity	Registering property	Dealing with construction permits	Getting credit	Paying taxes
Ranking	29/190	51/190	68/190	2/190	106/190	3/190	35/190

Rwanda's ease of doing business correlated with GDP growth

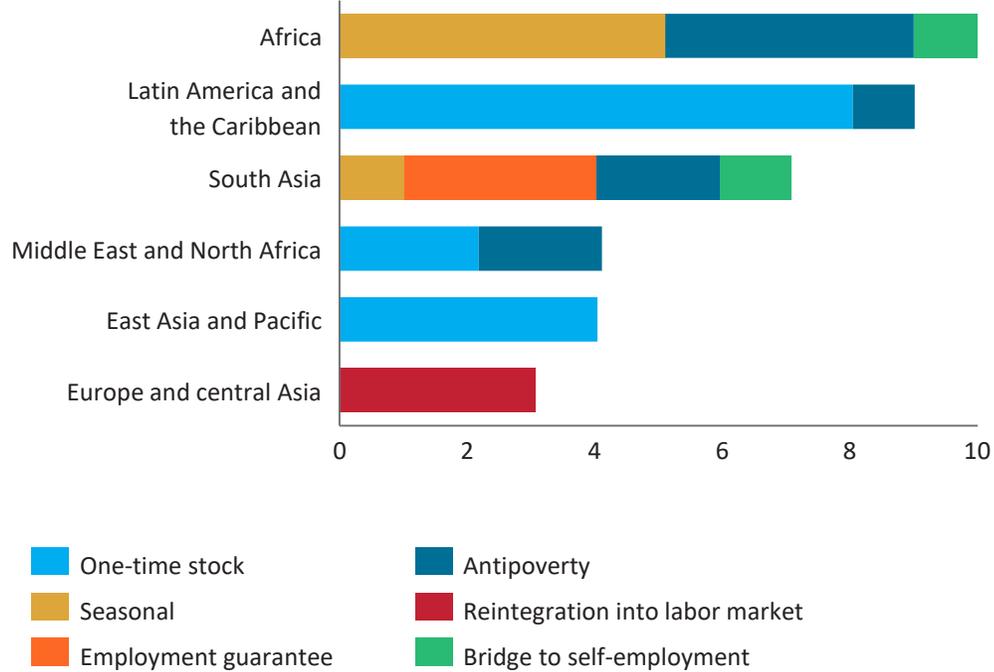
Source: World Bank; Ease of Doing Business Index; BCG analysis

Public sector job creation programs are prevalent across many developing countries

Participation in public works programs by region¹



Distribution of public works program objectives by region²



1. Annual; the share was calculated dividing the sum of all participants by the sum of the economically active population (EAP) in each region
 2. This analysis is based on 30 countries implementing a total of 37 public works programs
 Source: World Bank; BCG analysis

Government incentives to create private sector jobs tend to have lower uptake

Many examples of government incentives to create private sector jobs ...

Pay a portion of wages, or waive payroll taxes, to companies that hire young people

More than 20 high-income economies (Canada, the United States, Germany, France, Australia, etc.) and many upper-middle income countries (Turkey, South Africa, Jordan) had wage-subsidy policies

Pay a portion of wages to young people to reduce the salary burden on companies

The Wage Subsidies for South Africa program provided vouchers to unemployed youth to reduce their wage cost to employers. However, employers were hesitant, and uptake was low

Reduce social security or payroll tax for companies that hire young people

Turkey combined a payroll tax subsidy for young employees (18-29 years) and cut social security payments required by their employers, leading to a 23% increase in formal employment for men, but no significant impact for women

Provide higher incentives to companies that hire young people

Saudi Arabia's Nitaqat program increased rate of Saudi nationals employed by rewarded private sector companies for reaching increasingly high levels of employment of the target group

... but low uptake overall



1. From review of 118 private sector-involved interventions in youth skills and employment
Source: Solutions for Youth Employment; World Bank; BCG analysis

Four buckets of promising practices emerge from NGOs and civil society, though most remain highly localized

Illustrations of promising approaches and programs—not exhaustive

Education support

- Supporting education has been most successful through managing networks of schools, enhancing curriculum, linking training to ensure adequate market signals, and revamping teacher training
- Harambee Youth Employment Accelerator supports a network of projects in education across Africa, but individual projects do not generally scale beyond where they started
 - Educate! incorporates life skills training, entrepreneurship, and mentorship into secondary school curriculum East Africa
 - STiR Education supports personalized teacher training using behavioral science in India and Uganda
 - Akilah Institute offers tertiary education to Rwandan women, and will soon scale to 7 new campuses across SSA

Employment support

- Leveraging technology to connect young people with employment support has shown promise and scale
- Samasource builds platforms to outsource digital work to underemployed individuals in Kenya, Uganda, Ghana and South Africa, while Digital Divide Data, Andela, and Moringa perform similar functions in other parts of the world (not all non-profit)
 - Education for Employment trains young people and matches them to jobs across the Middle East and North Africa
 - Kalibrr provides job-matching and upskill in SE Asia, with 100k+ users

Entrepreneurship support

- Focusing on entrepreneurship has been a growing trend in non-profits and has taken many different forms to support young people
- Self Help Africa supports farmers transition from subsistence to entrepreneurial farming, while TechnoServe's coffee program helps farmer groups access funding to provide product for global companies like Peet's; however funds are limited to scale
 - MaraMentor is an online community encouraging mentorship and knowledge sharing between successful business leaders and aspiring entrepreneurs in Africa

Advocacy efforts

- Non-profits play unique role in advocating for young people and connecting them with influential stakeholders
- Advocates for Youth supports outcomes of young people by connecting young leaders to adult allies and platforming young people's issues

For NGOs and non-profits looking to fill service delivery gaps, many obstacles to scaling impact

Multiple challenges exist to scale efforts

- ✘ Lack of resources and access to capital to increase scope and scale of initiative
- ✘ Limited ability to utilize a common approach across contexts due to nuanced nature of local education and employment
- ✘ Lack of access to sufficient human capital to support in a specific geography; leads to lack of capacity to make sufficient headway in governance, technical topics, and fundraising
- ✘ Information asymmetry on existing initiatives in similar topics leading to duplication of efforts
- ✘ Limited spotlighting outside of local area; challenging to be considered and receive awareness at national and regional levels
- ✘ Lack of training ecosystems for NGO's to plug-in to; many markets with lack of robust training standards
- ✘ Lack of relationship with local and national governments to support "plugging-in" to wider ecosystem to support young people

Many private sector actors recognize that investing in youth development makes good business sense

“

“Young people are our talent pipeline. We invest in the youth agenda because talent is our competitive advantage and without skilled young people we won't have a future business.”

“We need to foster our future consumer base. The more upwardly mobile young people are within the markets we operate, the greater our sales.”

”“

“We all saw what happened in the Arab Spring. A disgruntled, unemployed youth population with limited hopes for the future poses a serious risk to any business.”

Three ways the private sector influences young people's outcomes



By providing a product or service meeting young people's needs

- E.g., Pearson developed Sistemas school learning systems in partnership with the government of Brazil to improve outcomes for over 500,000 students while lowering user costs and growing company top line



Through core business operations

- E.g., Coca Cola invested in training female entrepreneurs to strengthen their businesses and communities while strengthening layers of the value chain where they operate



Through investments in operating environments that have direct social benefits and indirect, long-term business benefits

- E.g., Global Apprenticeship Network brings together businesses to lobby governments to provide enabling conditions for them to host apprentices as a way to improve long-term quality of labor supply

The private sector is responsible for 90% of employment in the developing world



“Some 200 million people are currently unemployed, many of them young people, and it is estimated that by 2020, some 600 million jobs need to be created, mainly in Africa and Asia, largely due to demographic trends ...

... the new jobs must be good jobs. Almost a third of workers are still poor, and about half—particularly women—are informal workers. In some of the poorest countries, informality and underemployment, rather than unemployment, are the main issues

The private sector, which provides some 90 percent of jobs in developing countries, must be at the core of any response to this double challenge”

... yet, World Bank data suggests that the private sector is involved in only ~60% of efforts to improve youth employment outcomes

An analysis of the World Bank's Youth Employment Inventory (a global inventory of interventions designed to integrate young people into the labor market) shows that **59% of total programs involved private sector actors, either as employers or potential employers, as private providers of training or employment services, or as funders**

Of those projects with private sector involvement, skills training and employment services were the most common focus areas

	Private sector sample (n=118) ¹		All YEI (n=731)	
	Frequency	Percent	Frequency	Percent
SKILLS TRAINING	96	81	603	82
Vocational training	64	54	399	54
On-the-job training/apprenticeships	72	61	322	44
Life-skills training/second chance education	62	53	383	52
Financial support	25	21	88	12
ENTREPRENEURSHIP PROMOTION	47	40	361	49
Training	40	34	287	39
Advising (mentoring, business development)	32	27	223	31
Providing access to microfinance	15	13	176	24
EMPLOYMENT SERVICES	63	53	340	46
Job-search assistance	30	25	208	28
Job counseling	32	27	180	25
Job placement	44	37	207	28
Financial assistance for job search	0	0	4	1
SUBSIDIZED EMPLOYMENT	6	5	95	13
Wage or hiring subsidies to firms to hire youth	2	2	42	6
Public works/employment guarantee/voluntary service program	4	3	62	8
REFORMS (LABOR MARKET)	0	0	17	2
N	118	100	731	100

Five barriers to greater private sector participation in local efforts

Cost

- Firms report high financial and time cost of involvement in training young people, screening young applicants, applying for government wage assistance
- Cost particularly prohibitive to smaller firms with limited personnel

Limited technical capabilities

- Firms lack the technological and other expertise required to participate effectively
- Some firms cannot articulate the skills required and/or lack the capabilities to embed these in training programs

Competition with other firms

- Firms sometimes fear investing in training employees who will then transition to rival firms

Perception of low ROI

- Firms accustomed to a low-skilled workforce do not see the benefit in training employees

Fragmentation and coordination challenges

- Difficult for government and civil society to engage firms at scale in markets with large SME and informal segments
- Limited private sector relationships with government prevents co-creation of programs

Quotes from interviews

Tri-sector collaboration will be key to scaling local efforts to support young people

*“So many organizations are exploring exciting innovative approaches that would help many young people. But they **cannot scale past a certain point**. There has to be an approach to find and support interventions with promise.”*

*“We must build off the **existing research and data**, but we also must understand that **each local and national context is different and will have to be adapted**.”*

*“**Governments will have to be engaged**. They are the drivers of policy, change, and they unlock relationships that will allow programs to succeed.”*

*“The **private sector will drive change moving forward**. The changing nature of work and skills will create a greater need to partner with the private sector to find solutions to support young people.”*

*“We must find a way to better **link the work of the various ministries**. The challenges facing young people are scattered across all ministries. Its everyone’s problem but no ones responsibility.”*

Strategic Analysis

3 components of analysis

1

Problem statement

What barriers do the world's 1.8B 10-24 year olds face in becoming productive and engaged members of society?

2

Efforts at local and national level

What efforts are being made at a local and national level to overcome young people's challenges? Where are the gaps?

3

Efforts at regional and global level

What efforts are being made at a regional and global level to overcome young people's challenges? Where are the gaps?

Summary: There are many efforts at the global and regional level that could benefit from further coordination and increased private sector involvement

- A** At the global and regional level, there are a large number of players addressing the education, skilling, and employment agenda for young people
- UN agencies, bi-laterals, the World Bank Group, regional development agencies/banks all support education, training, employment, and entrepreneurship for young people
 - Regional multilateral organizations have focused primarily on transnational cooperation and exchange of ideas in education, skills, and employment
 - Numerous non-profits and foundations operate in the education and employment spaces and generally focus on filling service delivery gaps within respective regions
- Many of these actors provide significant youth-related funding, yet gaps remain in data on funding and coordination of funding
- B**
- Development Finance Institutions play a major role in regions to provide funding when domestic resources are insufficient
 - There are efforts to aggregate, coordinate, and systematize funding—however, they remain primarily in the education sector
 - Opportunity for additional data on youth funding & coordination in funding across the youth agenda
- A number of global partnerships have emerged to accelerate and coordinate programmatic activities around the youth agenda— predominantly playing a convening and knowledge sharing role
- C**
- Key players include: International Youth Foundation, GPE, Global Business Coalition for Education, Solutions for Youth Employment, Alliance for Youth, Decent Jobs for Youth, and the Global Opportunity Youth Initiative
 - Need to for GenU to articulate value add vis-a-vis select partnerships supporting young people
- There are a number of areas where GenU could add value in the global landscape
- D**
- Opportunities for impact in scaling effective interventions, deepening private sector involvement, increasing youth ownership, building political momentum at global and local levels, and coordination (across both initiatives and financing)

Global Landscape

Multiple regional and global actors address the youth agenda through programmatic activity (I/III)

Organization

Approach



Provides loans and grants to country governments to fund sustainable solutions

- Within Education sector area, primary education with largest volume of projects commissioned
- Workforce development less than 10% of all education projects
- Human Capital Project focused on human capital development at country-level



Promotes collaboration and provides expertise in education, culture, natural sciences, and social and human sciences to support the SDGs

- Large focus on supporting research in education, and providing expertise to governments and other partners to strengthen systems



Sets international labor standards, develops policies with governments & employers, and promotes social protection and devises programs to promote decent work

- Coordinates youth employment initiatives through Decent Jobs for Youth



Works with partners around the world to promote policies and expand access to services that protect all children

- Provides support to children across all child challenges including health, development, education, gender issues, emergency support, and more



Advocates for change, support, and resources to help the development of countries, most specifically the least developed ones to meet certain sustainability goals

- Launched global program for youth empowerment in 2016 – Youth GPS to increase youth empowerment by 2020



Supports, advocates, and develops strategies to support sexual and reproductive health topic areas in partnership with governments and non-governmental actors

- Leverages funds mobilized globally to support strategies and programs to protect young girls and women

Global Landscape

Multiple regional and global actors address the youth agenda through programmatic activity (II/III)

Organization

Approach



UN DESA

Promotes the social, economic, and environmental dimensions of sustainable development. Also collaborates closely with partners to formulate and implement national sustainable development strategies

- Works to advance UN Youth 2030 youth strategy in collaboration with partners and other agencies



UNGEI
United Nations Girls' Education Initiative

Promotes girls' education and gender equality through policy advocacy and support to governments and other developmental actors to deliver on education and gender-related SDGs

- Multi-stakeholder partnership of 24 global & regional partners, 4 regional partnerships & nearly 50 associated country partnerships



Office of the Secretary-General's Envoy on Youth

Advocates globally to ensure young peoples rights are recognized, and young people reach their full potential and are participating in society.

- Large focus on ensuring UN system is capturing youth voices, and supporting implementation of 2030 UN Youth Strategy



UN GLOBAL COMPACT

Encourages businesses around the world to adopt and align on strategies with principles centered around human rights, labor, environment, and anti corruption

- Partner with corporate sustainability arms of organizations to implement strategies to align to set of 10 principles



OECD

Promotes policies to encourage economic well-being of people by providing a platform to member countries from select countries to share best practices, collaborate on tackling common challenges, and align on common approaches

- Developed OECD Action Plan for Youth to support youth unemployment issues



AFD USAID Department for International Development

Provides overseas direct assistance, funding, and aid from a respective country to other countries to support long-term economic development

- Numerous sectors in ODA portfolios; education and workforce development receive less financing than other sectors

Bi-lateral organizations



Federal Ministry for Economic Cooperation and Development BMZ KfW JICA Norad

Global Landscape

Multiple regional and global actors address the youth agenda through programmatic activity (III/III)

Organization

Approach



Mobilizes leaders from business, government, civil society, and others through new insights, common agendas, and collaborative action

- WEF System Initiative on Shaping the Future of Education, Gender, and Work seeks to ensure that talent is developed and deployed for maximum benefit to the economy and society



(Forum for African Women Educationalists)

Promotes girls' and women's education to accomplish its mission of promoting gender equity and equality in education in Africa

- Work includes influencing government policy, building public awareness, and demonstrating and encouraging best practices



Regional Dev. Banks

Provides financial and technical assistance in form of loans and grants to support long-term development of countries

- Provides funding and support to education and workforce development as part of overall portfolio – however majority of investments provided to sectors such as infrastructure, health, transportation, energy



Regional Orgs

Provides vehicle for regional member states to convene, advocate for, and implement policies to increase greater regional cohesion

- Examples of regional organizations: AU, EU, MERCOSUR, ASEAN, GCC, OAS, Arab League
- Policy implementation in education or workforce development dependent on the governance mandate of the body



Non-profits

Provides support to young people across service delivery, entrepreneurship, education support, and allocation of resources to unlock potential



Private sector

Provides funding and resources to specific programs and initiatives in line with corporate strategy, in addition to training & employment opportunities for young people

- Range of support dependent on size of organization, geography, resources available, regulations, and overall economic environment

Regional multilateral organizations focus primarily on transnational cooperation, norm setting, and exchange of ideas in education, skills, and employment

Not exhaustive



Association of Southeast Asian Nations (ASEAN)

- Focuses on hosting biannual convenings of member states' Ministers of Labor
- Current work plan emphasizes fair working standards and social support structures for vulnerable workers
- Sets standards for labor mobility and recognition of credentials



Gulf Cooperation Council (GCC)

- Established Joint Youth Action initiative with focus on vocational development and expertise and convenes ministers of labor around that goal
- Connects ministers and institutions of higher education to ensure alignment of courses and access for citizens of GCC across member countries
- Facilitates ease of regional migration of workers



MERCOSUR

- Focuses primarily on convening ministers of labor and other officials around free trade and open markets
- Facilitates residents of member countries to work in other member states if residency obtained

Of regional organizations, EU and AU have taken most explicit action in service of young people



European Union

Established the EU Youth Strategy as a framework for EU youth policy cooperation for 2019-2027

- Eleven youth goals developed to support European youth
 - Goals include: Connecting EU with youth, equality of all genders, inclusive societies, information & constructive dialogue, mental health and well-being, moving rural youth forward, quality employment for all, quality learning, space and participation for all, sustainable green Europe, and youth organizations and European programs
- New EU Youth Strategy included the establishment of EU Youth Coordinator to ensure coherent communication towards young people

EU Youth Guarantee is a commitment by all EU member states to ensure that all young people under the age of 25 years old receive a good quality offer of employment, continued education, apprenticeship, and traineeship within four months of becoming unemployed or leaving formal education

- Member states develop national youth guarantee implementation plans and leverage EU wide funding to support specific youth employment initiatives

Partnership between the European Commission and the World Bank Group to coordinate approaches to tackle issues related to the Future of Work

- Three focus areas: Boosting skills, social protection, creating more and better jobs



African Union

Established African Youth Decade plan of action in 2009 to accelerate youth empowerment for sustainable development

- Strategy supports continent's wider pursuit of Agenda 2063
- Five priority areas identified in strategy include
 - Education and skills development
 - Youth employment and entrepreneurship
 - Governance, peace, and security
 - Young health, and sexual reproductive health rights
 - Agriculture, climate change, and the environment
- Youth Division within African Union Commission is responsible for Africa's Youth Agenda
- To ensure youth representation, AU appointed AU Youth Envoy for the first time in 2018

Comprehensive continental TVET strategy developed to build unified general framework that can serve as a platform for AU members to build integrated TVET systems

- Countries encouraged to develop national TVET strategies
- AU will provide expertise and guidance to enhance the strategy

Launched Joint Labor Migration Program in conjunction with ILO, IOM, and UNECA to leverage labor migration for development

To complement regional bodies, NGOs have emerged to support elements of the youth agenda; four select efforts highlighted in interviews

Select efforts highlighted
from interviews

Organization	Overview	Geographic reach	Main activities
 <p>Tony Elumelu Foundation</p>	<p>Main focus: Empower young African entrepreneurs to transform Africa economically</p>	<p>Across all of Africa</p>	<ul style="list-style-type: none"> • Entrepreneurship program as flagship to groom next generation of African business leaders • Also provides policy advice (e.g., on countries' competitiveness) and grants to other foundations
 <p>INJAZ Al Arab</p>	<p>Main focus: Prepare youth for jobs through trainings in financial literacy, work readiness, and entrepreneurship</p>	<p>Across the Arab world (Morocco, Algeria, Egypt, Saudi Arabia, UAE, etc.) and Pakistan</p>	<ul style="list-style-type: none"> • Courses on financial literacy: Personal economics, finance, life planning • Initiatives on work readiness: Job shadowing, student exchange • Boosting entrepreneurship: Programs on leadership, start-ups, owning business
 <p>Education for Employment</p>	<p>Main focus: Help young people find employment and manage school-to-work transition by addressing gaps in education and teaching employable skills</p>	<p>Across the Middle East & North Africa – Egypt, Jordan, Morocco, UAE, Saudi Arabia, etc.</p>	<ul style="list-style-type: none"> • Job placement training: Teaching youth how to find jobs • Entrepreneurial: Training youth how to become entrepreneur • Pathway to a job: Short-term training
 <p>MasterCard Foundation</p>	<p>Main focus: Boosting youth employment in Africa</p> <ul style="list-style-type: none"> • Various programs to support education & training, facilitate microfinance, and enable entrepreneurs 	<p>Global reach – Africa, South/East Asia, Latin America, Caribbean</p>	<ul style="list-style-type: none"> • Youth Africa Works: Maps needs of local employers as input into education system • Girls4Tech: Offers STEM-related trainings to middle school girls across the world • Strengthening Rural Youth Development through Enterprise: Foster entrepreneurs across agricultural value chains in East Africa

Funding

Multiple funding actors with overlapping priorities, opportunity for coordination



The World Bank Group

Example



Multilaterals

Example



Bi-lateral organizations



Private sector

Example



Pooled funds

Example



Development Impact Bonds

Key insights from desktop research and interviews

- Across the funding ecosystem, many efforts to fund education improvements (secondary and tertiary) and workforce development
- While the World Bank predominantly offers loans and guarantees, the IFC takes equity, and grant funding is available through multilaterals, bi-laterals, RDBs, and the private sector
- Select donor groups and pooled funds have emerged to coordinate financing, though are more prevalent in the education than broader youth development space (e.g., Education Cannot Wait, Global Partnership for Education, International Education Funders Group)

Some stakeholders express concern over viability of a large pooled fund...

“ *There is a lot of fundraising happening in education right now. While the broader youth development agenda is underfunded, I am concerned about donor fatigue*

“ *The biggest opportunity in this space is unlocking commercial investment. To do so, the world needs a catalytic fund that can be used to de-risk private investment*

“ *There is a lot of low hanging fruit around coordinating existing pools. This would represent a significant short-term unlock*

... but affirm opportunity to use limited catalytic funds to coordinate and mobilize funding towards specific priorities and programs

Detail: World Bank provides loans & risk management, targeting education, workforce development

Organization	Funding	Detail
<p>World Bank - International Bank for Reconstruction + Development</p> 	Up to \$1.4B	<ul style="list-style-type: none"> • Goal is to support middle income countries reduce poverty and achieve sustainable growth, with funding for secondary & tertiary education, and workforce development • Provides loans (majority of portfolio), risk management, and guarantees • Approved operations for 2019 include <ul style="list-style-type: none"> - \$306.61M (workforce development and skills) - \$1017.7M (secondary education) - \$90M (tertiary education) • For comparison, spend on health and WASH = ~\$5B
<p>World Bank – International Finance Corporation</p> 	Up to \$740M ¹	<ul style="list-style-type: none"> • Goal is to support private sector development in IBRD (70%) and IDA (21%) countries, focus on developing skills and enhancing employability • Commitments mostly funded as equity and lending, with small portfolios of guarantees and risk management • Financing dollars concentrated in Latin America & Asia
<p>World Bank – International Development Association</p> 	Up to \$730M	<ul style="list-style-type: none"> • Goal is to support lowest income countries (under per capita GNI threshold of \$1,145), and some small island economies • Majority of funding in credits or loans (79% in FY18), with some grant activity (21%) • Approved operations for 2019 include <ul style="list-style-type: none"> - \$419.5M (workforce development and skills) - \$228.5M (secondary education) - \$85M (tertiary education) • For comparison, spend on health and WASH = ~\$5B

Note: Funding showed in annual figures

1. World Bank IFC - approved funding for FY2019

Source: Agency websites and public data sources

Detail: Country direct assistance funds governments and civil society, however opportunity exists to coordinate

Organization	Funding	Detail	
 USAID <small>FROM THE AMERICAN PEOPLE</small>	~\$1.2B ¹ for education and social services	<ul style="list-style-type: none"> • Goal to promote education and development efforts broadly • Provides funds structured as direct contracts, grants, and implementation • For comparison, spend on health and WASH = ~\$6.7B 	
 Department for International Development	~\$1.4B	<ul style="list-style-type: none"> • Provides grants to civil society organizations, consortia, and governments • Education funding includes \$172M for secondary education and £60M for post-secondary 	
 Federal Ministry for Economic Cooperation and Development BMZ	 KfW <small>Bank aus Verantwortung</small>	GIZ ~\$370M for education	<ul style="list-style-type: none"> • Thematic topics include economic development, employment, energy & environment, and peace & security • Funding structured as a subsidy, grant, and financing
 AfD	\$11.5B	<ul style="list-style-type: none"> • Goal is to support SDGs in French overseas departments and foreign countries; focuses on climate, education, urban development, health, and governments • Main financing tool is loans; also issues grants, guarantees & equity investments 	
 Norad <small>Norwegian Agency for Development Cooperation</small>	~\$886M for education, economic development, and trade	<ul style="list-style-type: none"> • Thematic areas include education, higher education & research, and private sector development • Has three funding schemes to support private sector development and TVET in development countries 	
 JICA	\$8B total	<ul style="list-style-type: none"> • Funds through technical cooperation, concessional loans, and grants • Majority of funds allocated to infrastructure, transportation, and public works projects; \$370M to human resources and \$1B to mining, manufacturing, agriculture, business • Funding concentrated in South Asia and Southeast Asia and the Pacific 	

Note: Funding shown in annual figures for most recent year available (generally 2017); funding amounts shown in USD based on May 2019 exchange rates

1. Combined for education and social services

Source: Organization websites

Detail: RDBs vary in focus on education vs. workforce development

Organization	Funding	Detail
<p>Africa Development Bank "Jobs for Youth"</p> 	\$1.6B	<ul style="list-style-type: none"> • Goal is to strengthen the employment and entrepreneurship ecosystem for young people in Africa • Funding available to incubator, accelerator, financial institutions, research organizations or state bodies that support African youth entrepreneurs and SMEs <ul style="list-style-type: none"> - \$1.6B over last 15 years - programs to prepare youth for careers in science, technology and innovation - \$7M to enable youth program projects - \$4.4M for Youth Entrepreneurship and Innovation Trust fund - \$3M for Rockefeller Trust fund
<p>European Bank for Reconstruction and Development</p> 	~\$80M+	<ul style="list-style-type: none"> • Goal is to stimulate job opportunities for young people <ul style="list-style-type: none"> - Bank provided \$80M loan to Abdali Mall to stimulate further job opportunities for youth and women in Amman (2016) • Bank broadly funded by its 69 shareholders, 67 countries, and two international organizations
<p>Inter-American Development Bank</p> 	Up to ~\$2B	<ul style="list-style-type: none"> • Goal is to improve skills and job accessibility for young people • ~8% of IDB projects are in the social investment sector; ~4% of IDB projects in education sector • Youth projects include <ul style="list-style-type: none"> - Skills for the future - narrow the gap between vulnerable youth and the future job market - Education and Training to improve youth employability
<p>Asian Development Bank</p> 	~\$1.8B+	<ul style="list-style-type: none"> • Goal is to support young people in contributing effectively to development • Projects include <ul style="list-style-type: none"> - Facilitating youth school-to-work transition, mainly high school graduates/didn't finish college (\$300M from 2017-2018) - Second Strengthening Higher Education project - Enhancing engagement in fragile and conflict-affected situations to strengthen the voice of youth re: Policies around employment and work outcomes (\$1.5B from 2015-2017)

Note: Funding shown in annual figures

Source: Organization websites and published materials; BCG interviews; BCG analysis

Detail: Funds with emphasis on the education sector

Organization	Funding	Detail
Global Partnership for Education 	\$637M ¹	<ul style="list-style-type: none"> • Goal is to provide funding and grants to countries that are in the most need of support for their education systems • Supports developing countries to develop education sector plans, and provides financial resources to implement the plan • Majority of fundraising structured via commitments from high-income donor countries and international organizations (e.g., EU) <ul style="list-style-type: none"> - \$5.8B raised from donor countries since 2004
Education Cannot Wait 	~\$153M ¹	<ul style="list-style-type: none"> • Goal is provide dedicated funding and grants to education in emergencies and protracted crises <ul style="list-style-type: none"> - Grants structured through two vehicles: 1) First Emergency Response – provides immediate support in escalating crises 2) Multi-Year Resilience – provides longer-term funding to deliver on collective education outcomes • Target is to raise \$1.5B by 2021 at country and global levels to support education in emergencies funding for in-needs populations

Note: Funding shown in annual figures

1. Funding defined as total grants, funding, and financing provided in 2017 for ECW and 2018 for GPE

Source: Organization websites and published materials; BCG interviews; BCG analysis

Detail: Significant private sector investments, primarily venture capital, targeted at sectors related to GenU's strategic priorities

Sector	Investment raised by US companies (2018)	Detail
Artificial intelligence and machine learning	~\$9.3B	<ul style="list-style-type: none"> • Since 2013, VC investments in AI startups have grown 7x • Example of AI and machine learning players that are relevant to GenU's priorities <ul style="list-style-type: none"> - ZipRecruiter: Raised ~\$220M as a job site that creates marketplace for job seekers and employers - DataCamp: Raised ~\$30M by providing free interactive data science and statistics education to the world; used by companies to train employees
Increasing internet access through satellites	~\$9B	<ul style="list-style-type: none"> • Goal is to provide blanket access to internet via globe-spanning data network • Two major players <ul style="list-style-type: none"> - OneWeb: Completed test launch of six satellites and moving into phase of mass manufacture and deployment to reach eventual goal of 650 satellites - Starlink from SpaceX: Goal of launching 12,000 satellites
Education technology	~\$1.5	<ul style="list-style-type: none"> • Amount raised in 2018 matched historical high from 2015, but was disbursed over fewer companies • Major categories of investment include curriculum products, teacher needs, school operations, post-secondary and higher-education, and professional learning • Growing trend of investment in companies that build bridge from education to employment <ul style="list-style-type: none"> - Trilogy Education: raised \$50 million to partner with colleges and universities to offer short-term workforce-training boot-camps on digital skills - Handshake: raised \$40 million on service that connects students with employers

Note: Funding shown in annual figures

Source: Organization websites and published materials; BCG interviews; BCG analysis

Detail: Regional development banks provide crucial financing to developing countries; AfDB recently launched youth specific financing strategy

Deep-dive

	<p>African Development provides financing to the African continent to support economic development; supporting youth is a key element of the investment agenda</p> <ul style="list-style-type: none"> AfDB launched Jobs for Youth in Africa strategy in 2016 to create new jobs for African youth over the next decade
	<p>European Bank for Reconstruction and Development (EBRD) provides financing to support development of countries; limited focus on youth and their education & workforce development</p> <ul style="list-style-type: none"> Focus primarily on infrastructure, small businesses, and refugee crises responses in Europe and outside
	<p>Inter-American Development Bank provides across the Americas and Caribbean. Has provided significant funding to education and TVET initiatives</p> <ul style="list-style-type: none"> Largest sector to receive investment is primary education and preschool & early childhood education
	<p>Asian development bank provides financing to support the eradication of poverty in Asia and the Pacific; education is one of the five operational priorities for the bank</p> <ul style="list-style-type: none"> Investments driven by goal to achieve quality education for all through decentralization of basic education, modernization of secondary education, and investment in higher education and distance learning

African Development Bank with most dedicated focus on challenges of young people due to growing youth population

Jobs for Youth strategy aims to scale up responses to youth unemployment and underemployment in Africa

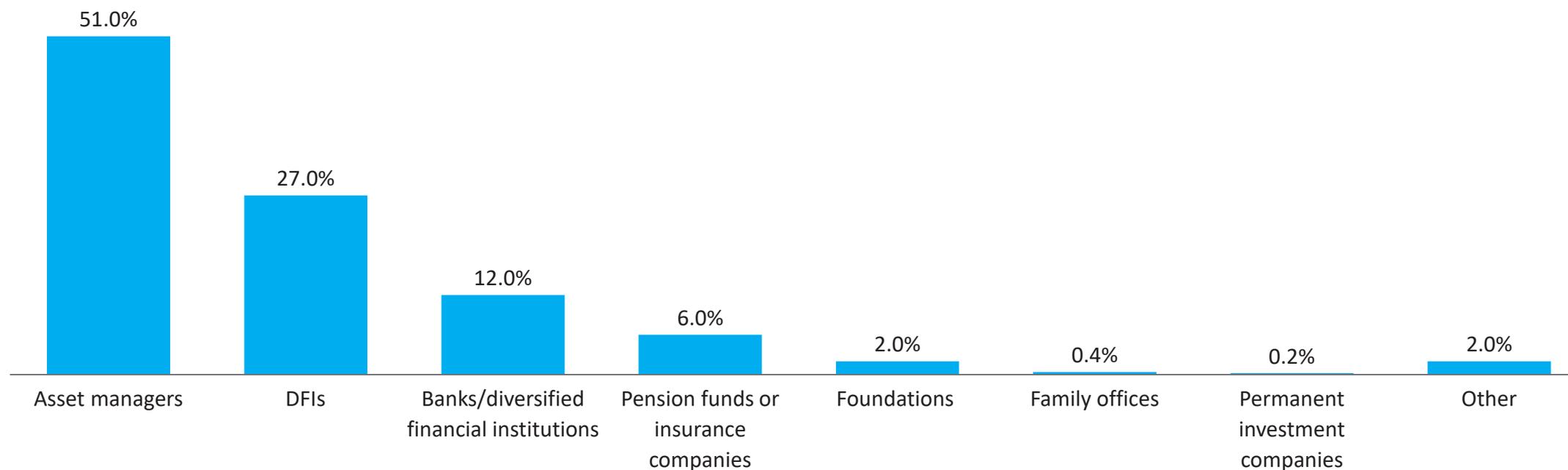
- Goal to create 25M new jobs for African youth over next decade and equip 50M youth with mix of skills to support entrepreneurship and employment
- Priority sectors for investment are agriculture, industrialization, and ICT services
 - Example programs include creating rural micro-enterprises in agriculture, developing coding academies, and strengthening digital literacy in secondary schools

Strategy has implemented multiple levers and initiatives to support youth employment

- Established Youth Innovation Lab to support youth and women-owned businesses across various sectors
- Established \$3M trust fund from Rockefeller Foundation to spur agriculture and youth employment in Africa
- Established Jobs for Youth in Africa Facility to leverage financing from the Bank and external funders for specific commitment

Detail: Impact investment becoming an increasingly large portion of funding worldwide—now over \$500B

Over \$500 billion in impact investment “assets under management” across institutions—2x the market size of previous estimates



Note: Total Assets Under Management (AUM) represented in charts is USD 418 billion, which is the aggregate AUM before accounting for organizations not included in the database. “Other” includes corporations, community development finance institutions, and non-governmental organizations

Source: GIIN 2019; BCG analysis

Existing partnerships

Interviews & consultations revealed need for GenU to articulate value add vis-a-vis select partnerships supporting young people

Organization	Approach
 <p>international youth foundation</p>	IYF
<ul style="list-style-type: none"> Coordinates action to harness the talent and potential of youth around the world. Focus on building partnerships, initiatives, and curricula to support youth <ul style="list-style-type: none"> Network of over 470 partner organizations in over 100 countries 	
 <p>GLOBAL PARTNERSHIP for EDUCATION</p>	Global Partnership for Education
<ul style="list-style-type: none"> Aggregates and advocates for funding to enhance education systems incl. from private sector. Engages in deep public systems-strengthening <ul style="list-style-type: none"> \$5.6B secured from 27 donors since 2003, with 70+ countries supported 	
 <p>Global Business Coalition For Education</p>	Global Business Coalition for Education
<ul style="list-style-type: none"> Provides a network for private sector to collaborate, learn, and support the education agenda <ul style="list-style-type: none"> Founded in 2012 with 15 private sector members. Has supported 5 primary education & skills initiatives 	
 <p>S4YE SOLUTIONS FOR YOUTH EMPLOYMENT</p>	Solutions for Youth Employment (The World Bank)
<ul style="list-style-type: none"> Shares innovative learnings across UN agencies and non-profit implementers in order to inform organization specific programming <ul style="list-style-type: none"> Founded in 2014—has compiled portfolio of 19 projects in 15+ countries 	
 <p>Nestlé needs YOUth</p>	Alliance for Youth
<ul style="list-style-type: none"> Elicits and publicizes private sector pledges to support youth employment <ul style="list-style-type: none"> Launched in 2014 in Europe, and expanded globally in 2019 ~20 private sector organizations in coalition 	
 <p>DECENT JOBS FOR YOUTH</p>	Decent Jobs for Youth (ILO)
<ul style="list-style-type: none"> Coordinates partners to translate advocacy work to action across 8 thematic priorities and to scale across public commitments <ul style="list-style-type: none"> Launched in 2016—over 30 commitments received thus far 	
 <p>THE ASPEN INSTITUTE</p>	Global Opportunity Youth Initiative
<ul style="list-style-type: none"> Launches community-based coalitions of relevant actors to identify local system-change strategies. Leverages nascent fund to bring in other actors <ul style="list-style-type: none"> Founded in Sept 2018 with donation of \$5M from Prudential Financial to catalyze community based solutions 	

Existing partnerships cover a range of topic areas and youth issues, with predominant focus on convening and sharing knowledge



Multiple partnerships exist

Many organizations work in each topic area, resulting in a complex landscape with efforts dispersed across range of players



Few partnerships address full pathway from education to work for 10-24 year olds

Partnerships either focus on 15+ year olds or on primary and lower secondary education, with minimal overlap; absence of players that comprehensively address suite of issues facing young people



Primary theory of change is around advocacy, learning, and scaling what works—with learning agenda generally set globally but operationalized locally

Significant focus on global advocacy, knowledge sharing, and technical assistance. Some partnerships like S4YE focus more on learning while others like Decent Jobs for Youth have an emphasis on scale. Partnerships focused on education are mature with significant funding and reach, while those focused on youth employment tend to be in earlier stages of development



Private sector engagement in partnerships is primarily through advocacy and traditional CSR

Majority of private sector engagement comes through advocacy coalitions and private sector provision of grants and sponsorships; few organizations co-implement with private sector through shared value partnerships

Detail: Varying topic focus across organizations, with most focusing on 15+ year-olds

		Primary and lower secondary education	General & technical upper secondary	Out-of-school training	Employment	Entrepreneurship	Equity
 IYF			✓	✓	✓	✓	✓
 GLOBAL PARTNERSHIP for EDUCATION	Global Partnership for Education	✓					✓
 Global Business Coalition For Education	Global Business Coalition for Education	✓	✓	✓		✓	✓
 S4YE SOLUTIONS FOR YOUTH EMPLOYMENT	Solutions for Youth Employment (The World Bank)		✓	✓	✓	✓	✓
 Nestlé needs YOUth	Alliance for Youth				✓		✓
 DECENT JOBS FOR YOUTH	Decent Jobs for Youth (ILO)		✓	✓	✓	✓	✓
 THE ASPEN INSTITUTE	Global Opportunity Youth Initiative			✓	✓	✓	✓

✓ Direct priority ✓ Indirect focus

Note: Indirect focus defined as equity stated as outcome, rather than strategic priority
 Source: Organization websites and published materials; BCG interviews; BCG analysis

Detail: Varying functional emphasis across organizations

	Advocate	Exchange knowledge	Provide technical expertise	Implement & scale approaches	Provide and mobilize financing	Engage in national level reform	Innovate on new approaches
 IYF	✓	✓	⊗	⊗		⊗	
 Global Partnership for Education	✓	✓	✓	✓	✓	✓	✓
 Global Business Coalition For Education	✓	✓					
 Solutions for Youth Employment (The World Bank)	⊗	✓	✓		⊗	⊗	✓
 Alliance for Youth	✓	⊗					
 Decent Jobs for Youth (ILO)	⊗	✓	✓	⊗		✓	
 Global Opportunity Youth Initiative	⊗	✓		✓	⊗		✓

✓ Direct priority ⊗ Indirect focus

Detail: Multiple ways partnerships engage private sector

		Private sector engagement model		
		Coordinate advocacy coalitions and seek pledges	Aggregate grants and sponsorships	Co-implement with shared value
	IYF	✓	✓	
	Global Partnership for Education	✓	✓	
	Global Business Coalition For Education	✓	✓	
	Solutions for Youth Employment (The World Bank)		✓	✓
	Alliance for Youth	✓		
	Decent Jobs for Youth (ILO)	✓		✓
	Global Opportunity Youth Initiative	✓	✓	✓

✓ Direct priority ✓ Indirect focus

Source: Organization websites and published materials; BCG interviews; BCG analysis

Opportunities to strengthen global landscape

Interviews and analyses identified six opportunities

Scaling promising approaches

Promising approaches developed in local communities do not receiving requisite funding, support, and expertise to scale across geographies

Private sector involvement

Opportunity for more shared value partnerships with private sector; contributions largely constrained to advocacy, pledges and CSR

Ownership by young people

Young people seen as recipients of the global community's efforts, rather than co-creators

Increased political momentum

Opportunity to strengthen global advocacy efforts for young people by supporting and providing blended financing to governments to elevate young people's agenda

Coordination of financing

Sources of financing are fragmented and frequently do not reach the organizations most in need

Coordination of local and global

Efforts to promote youth outcomes at global level are often disconnected from local needs, and local initiatives do not receive sufficient global support

Stakeholders highlighted six opportunities to strengthen the global landscape



Scaling promising approaches

“When I’m in the field, I am blown away by how many new and innovative approaches people are experimenting with. But these innovations don’t scale. We need to help new ideas reach the masses.”



Private sector involvement

“To solve any youth employment challenge, the private sector will have to be involved from the beginning, and the involvement needs to go beyond CSR. The private sector should be leading innovation efforts.”



Ownership by young people

“Too often organizations claim to work with young people, but there involvement is only tokenistic. We need to ensure we are not creating solutions for young people, but with young people.”



Political momentum

“National governments would benefit from deeper coordination with global partnerships that could provide valuable technical expertise and financial backing. This would make it more likely for national governments to prioritize youth issues.”



Coordination of financing

“Many financing options exist, but they are typically hard to navigate and access. It takes time and effort to make sense of the options. A central coordinating mechanism for the large pools of available funding is required to match funders to initiatives.”



Coordination of local and global

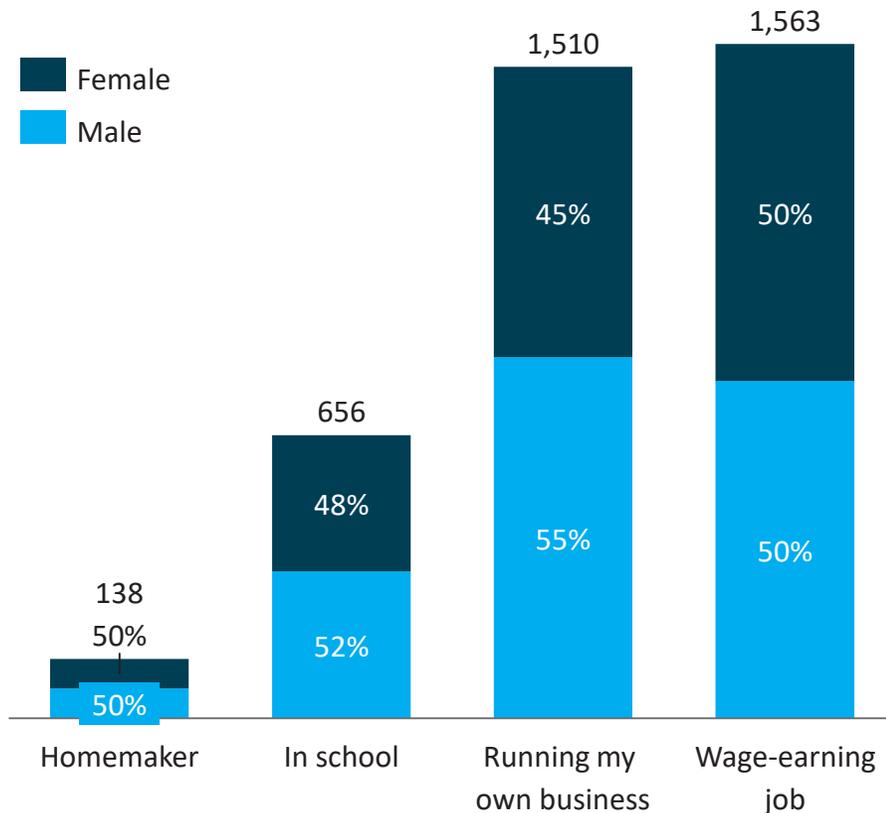
“Global efforts cannot be fully effective unless they are grounded in the needs and circumstances of local communities, just as local initiatives frequently require global support to flourish.”

Appendix: Additional data from youth survey and engagements

Young people worldwide have high aspirations for their futures

BCG survey asked young people¹

Where would you like to be in 5 years time?



Representative responses

"I would like to test and develop videos games, they have always been my ambition since I was 10 years old"

—17 year old male from Egypt

"Touring and guiding the tourists wherever they go! And I'm just one to help them wholeheartedly! Of course I like the tourists, I want to be a traveler someday"

—17 year old female from the Philippines

"I WANT TO BE A CEO"

—19 year old male from Colombia

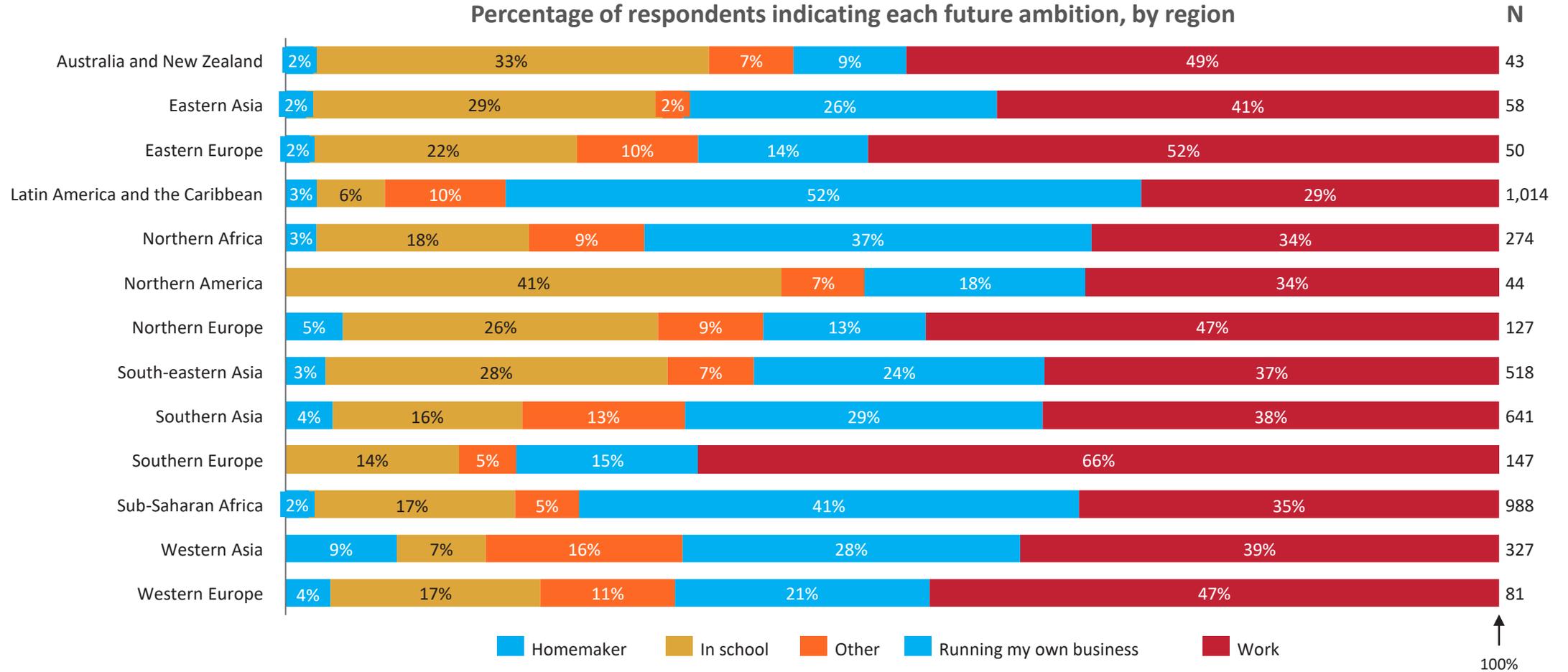
"I would like to do a high paid government job"

—17 year old female from India



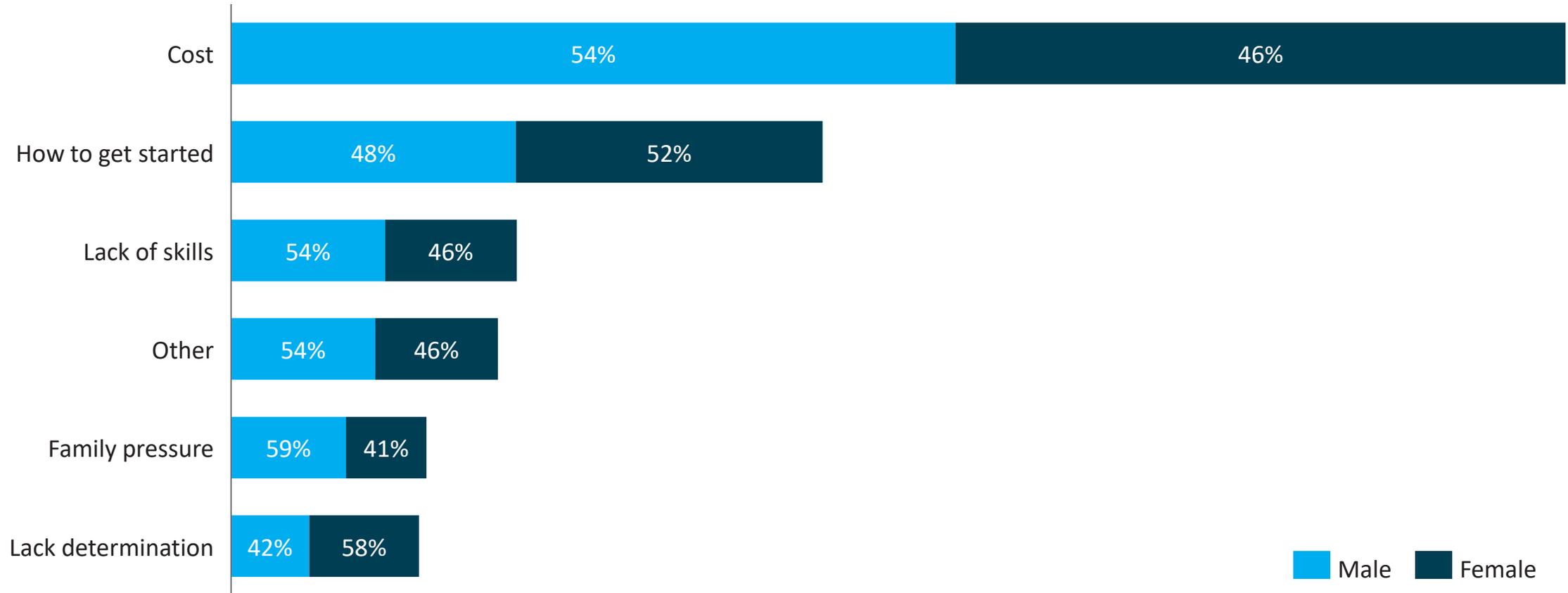
Note: Incomplete survey responses are not included in analysis
 Source: BCG-conducted a survey through U-Report; BCG analysis

Detail: Future aspirations by region



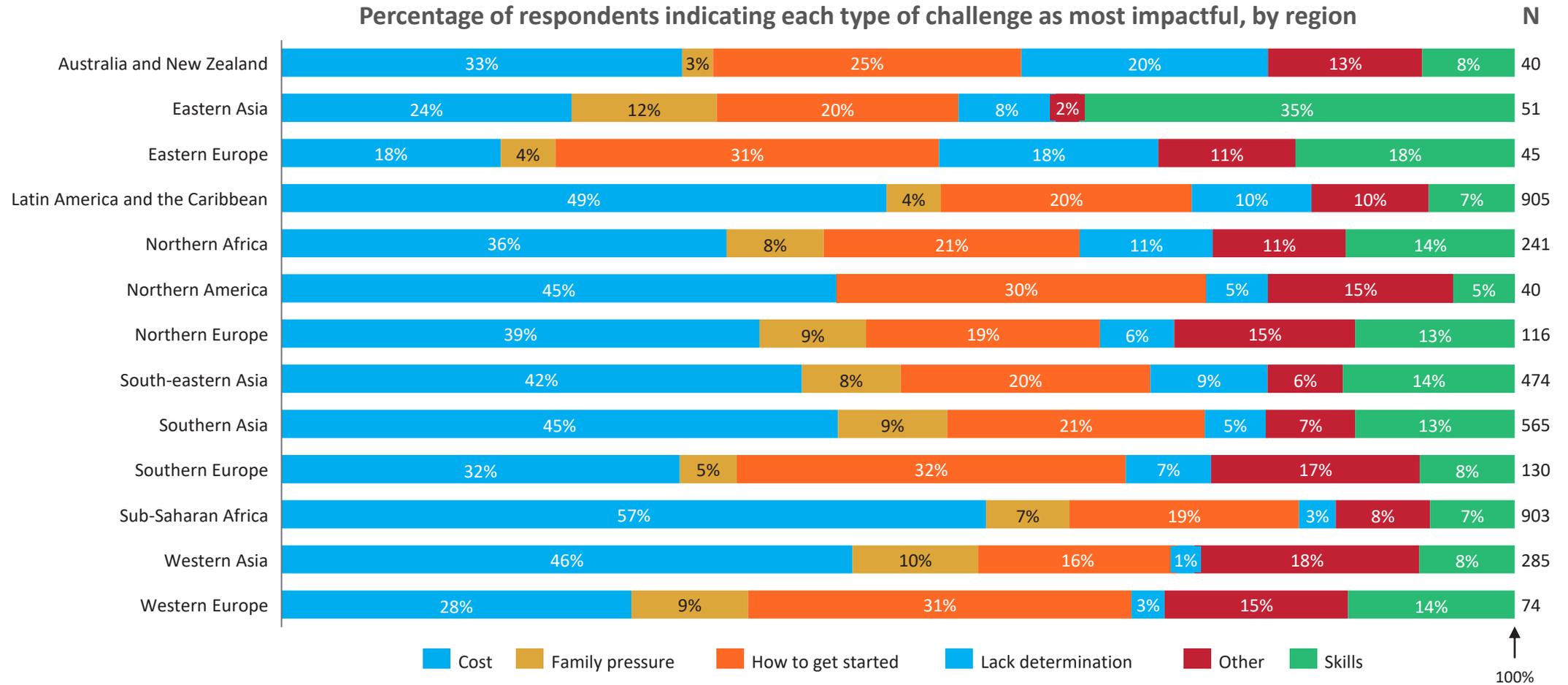
Note: Incomplete survey responses are not included in analysis
 Source: BCG-conducted a survey through U-Report; BCG analysis

Responses: What are the biggest challenges to you achieving your goal?



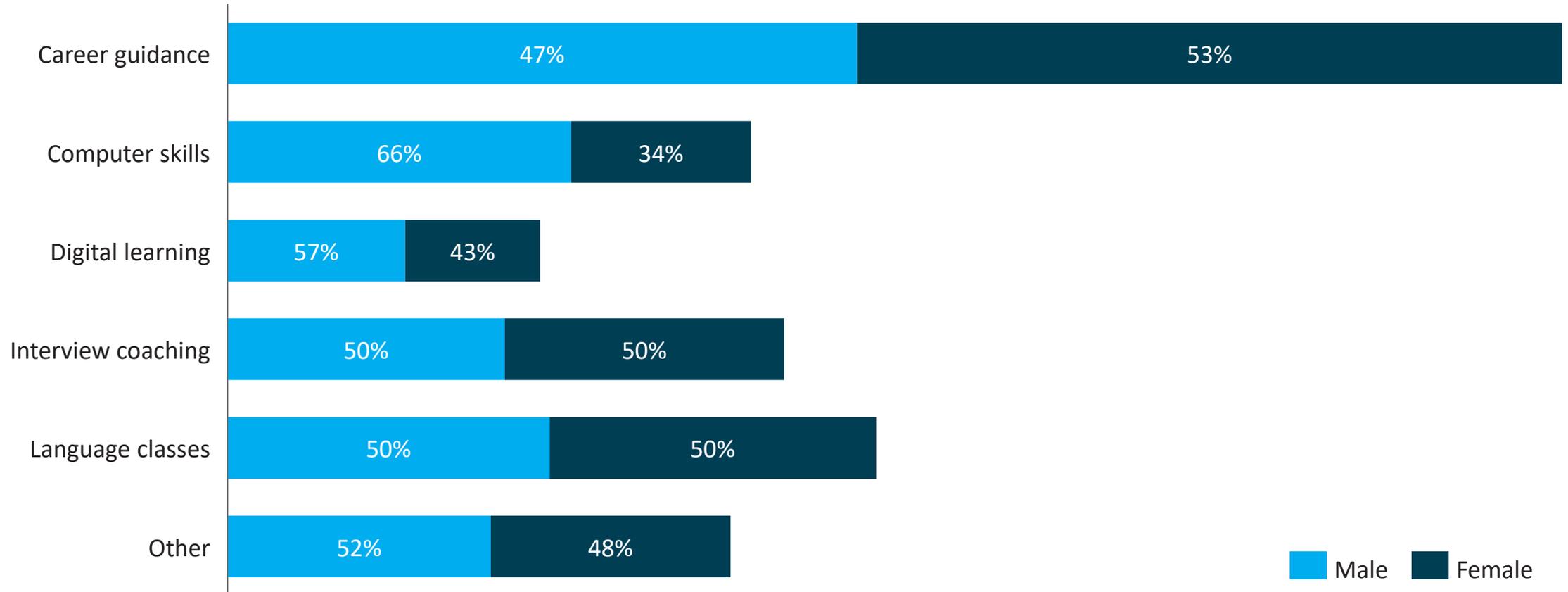
Note: Incomplete survey responses are not included in analysis
Source: BCG-conducted a survey through U-Report; BCG analysis

Detail: Biggest challenges to achieving goal by region



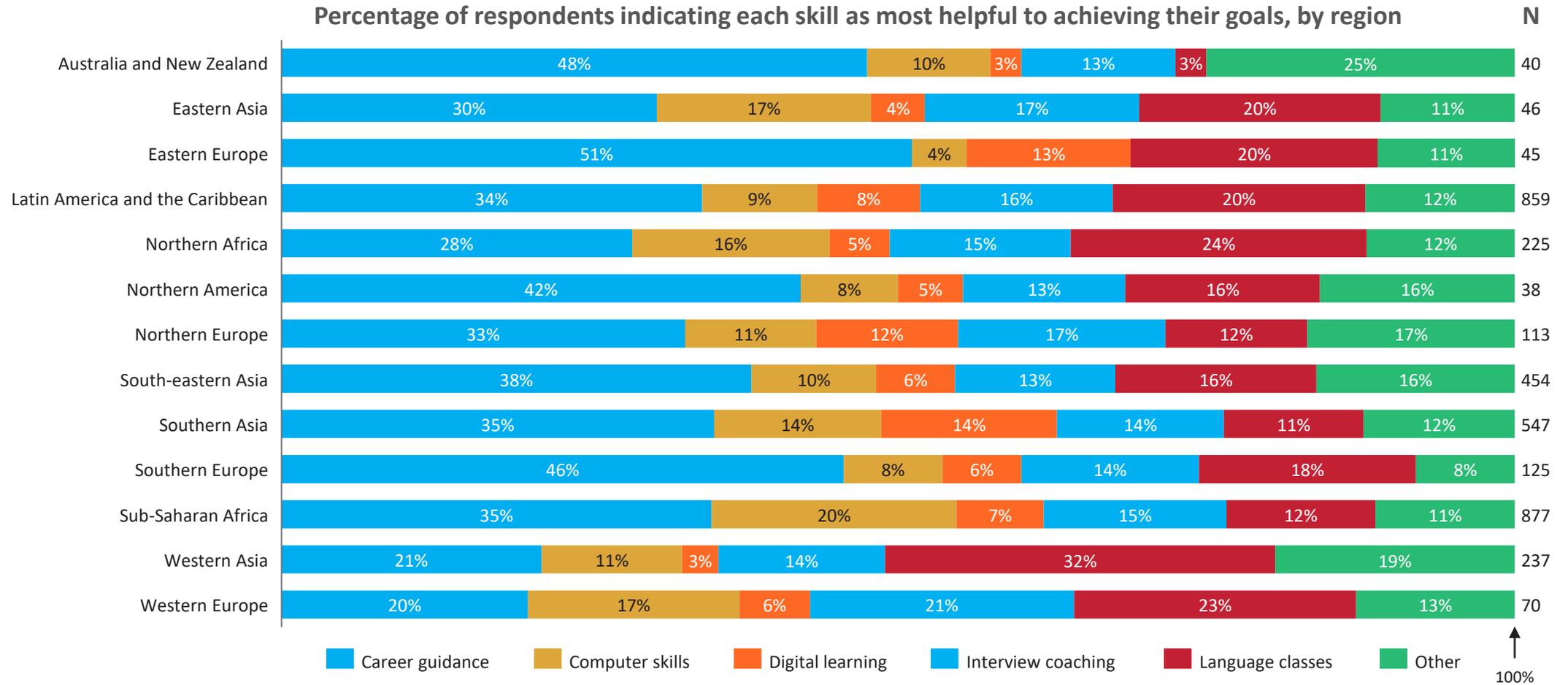
Note: "Region" not provided by all respondents; respondents omitting region excluded
 Source: Generation Unlimited Youth Engagement Survey, conducted by BCG

Responses: What skills would be most helpful to you achieving your goals?



Note: Incomplete survey responses are not included in analysis
Source: BCG-conducted a survey through U-Report; BCG analysis

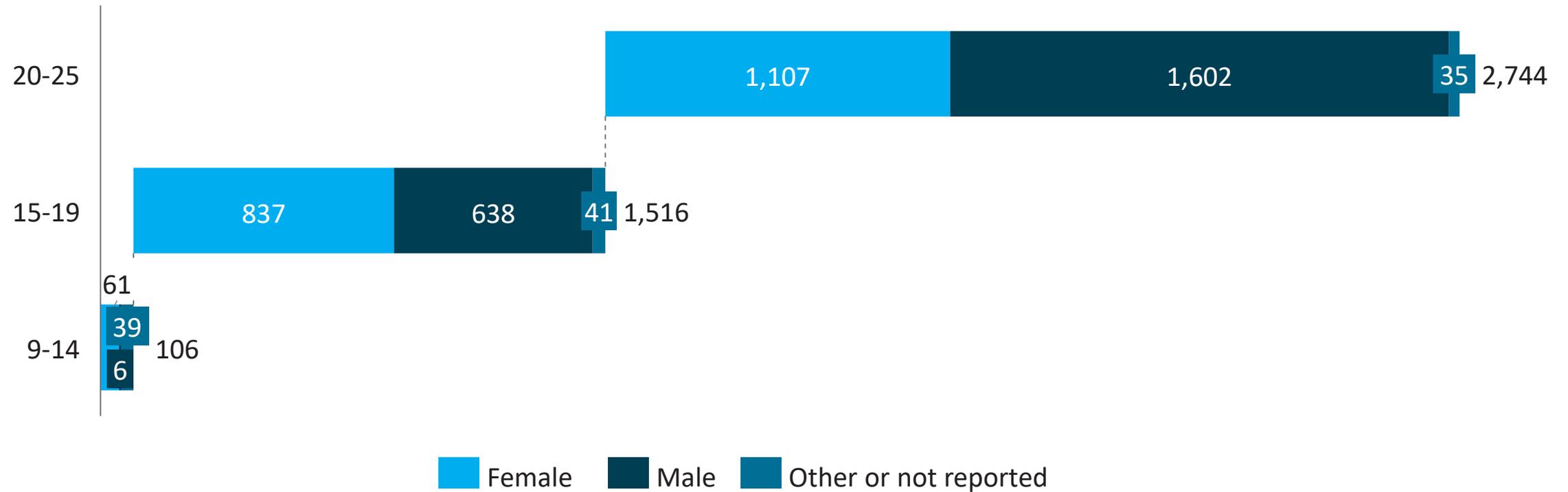
Detail: Most helpful skills by region



Note: "Region" not provided by all respondents; respondents omitting region excluded
 Source: Generation Unlimited Youth Engagement Survey, conducted by BCG

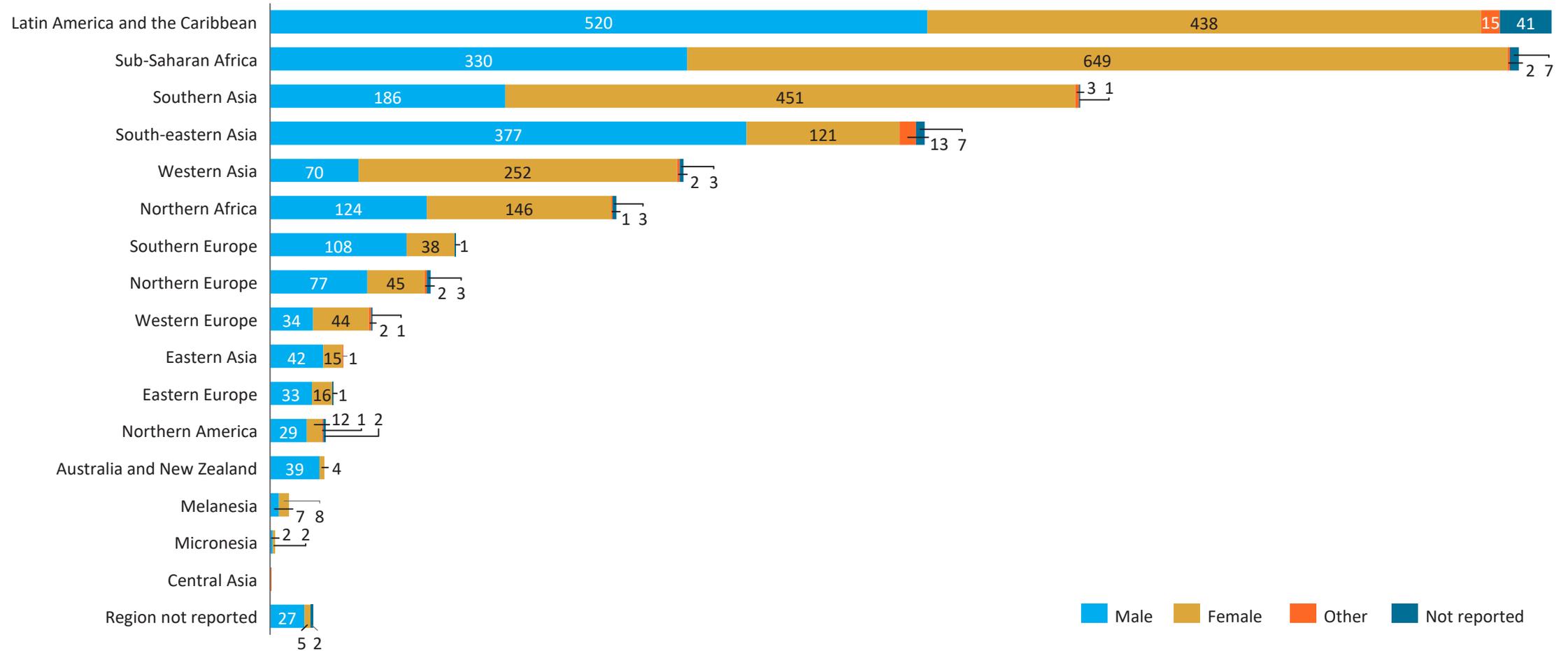
Distribution of respondents by age and gender

Respondents by age group and gender



Note: Incomplete survey responses are not included in analysis
Source: BCG-conducted a survey through U-Report; BCG analysis

Distribution of respondent gender by region



Note: "Region" not provided by all respondents; respondents omitting region excluded
 Source: Generation Unlimited Youth Engagement Survey, conducted by BCG

Young civil society leaders view Generation Unlimited as connecting many important topics



“

*“There are so many barriers to young people's participation in economy and society – reproductive health, food security, mental health. It's great that **GenU can bring people working on all those things together**”*

*“Young people are **not prepared to make choices** at all. Suddenly one day you are told to sit for an exam and decide your career, but you have no idea. **Career guidance, internships and apprenticeships from early on in secondary school** would really help.”*



“

*“It's really important to take parents into consideration. We must **convince parents to support their children staying in school**, and listen more to children's concerns and desires.”*



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