WORLD ECONOMIC FORUM

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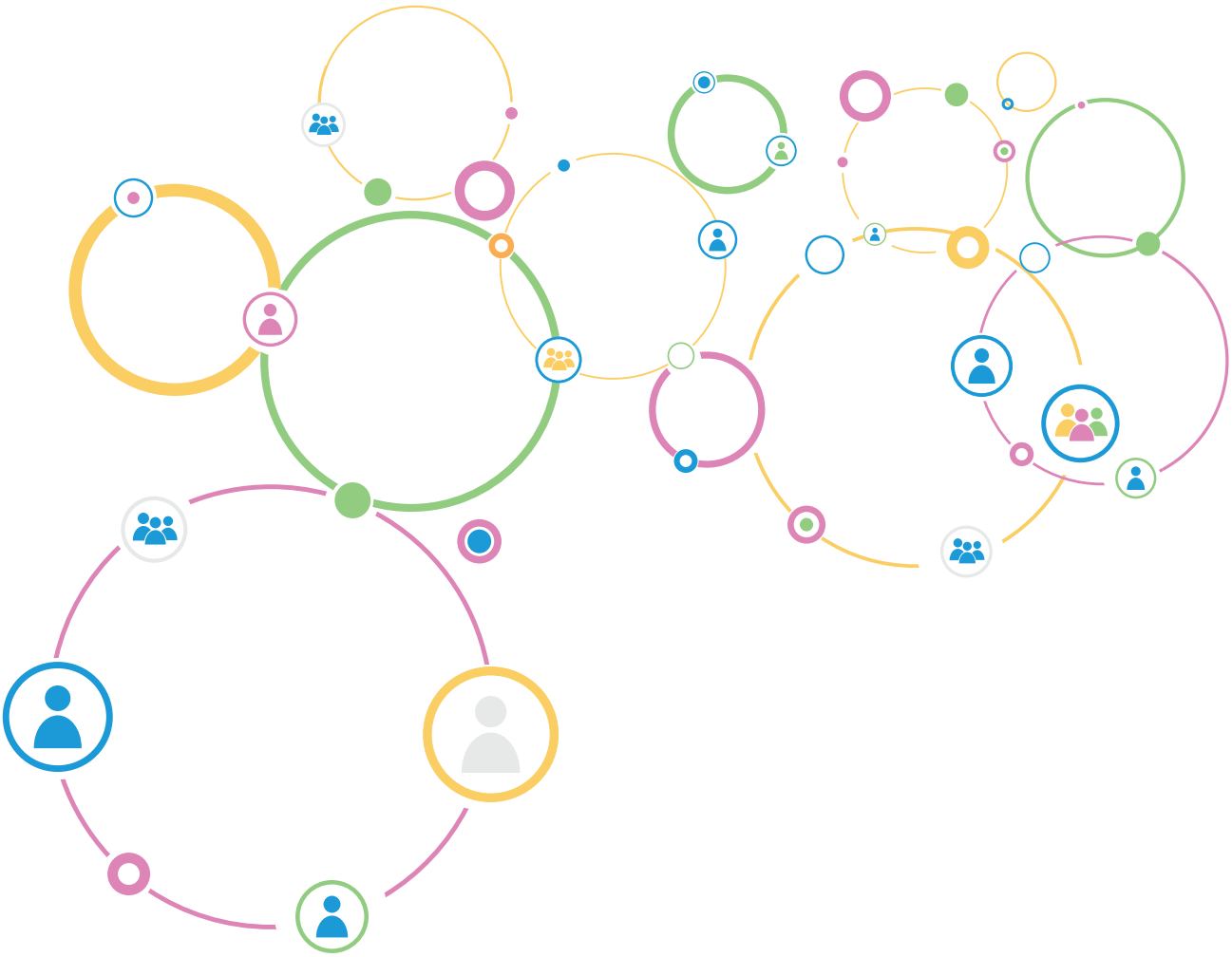
Employment, Skills and Human Capital
Global Challenge Insight Report

Disrupting Unemployment
Business-led Solutions for Action

Prepared in collaboration with Mercer

April 2015



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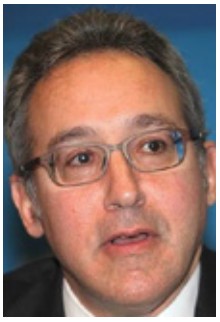
Preface



Richard Samans, Managing Director and Member of the Managing Board

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With more than 200 million people unemployed globally and trends indicating further disruptions to the labour market, unemployment is one of the most significant societal challenges of the 21st century. Youth in particular are deeply affected by the crisis. The results of this wasted talent are already felt in the form of rising social tensions, with fears of growing violence, extremism and upheaval. Paradoxically, many positions remain vacant and employers report difficulties in finding the talent they need, pointing to a growing skills mismatch impeding growth.

Tackling this challenge needs the concerted efforts of all stakeholders in society. While governments must create the enabling environment that promotes inclusive growth and employment, facilitates quality education and skills development and provides safety nets for those that are marginalized, it is critical that business, civil society and the education and training sector are also engaged in identifying and implementing solutions. Most importantly, partnerships between different sectors will be an indispensable component of finding solutions to the present crisis and leveraging the opportunities available in this period of change.

The World Economic Forum's Global Initiative on Employment, Skills and Human Capital seeks to understand the underlying causes of unemployment and the skills gap, anticipate future trends and disruptions in labour markets, identify successful practices and engage multiple stakeholders in deploying solutions. The Disrupting Unemployment report consolidates information on business-led partnerships for addressing skills gaps, fostering entrepreneurship and facilitating the talent market. This Report is a compendium of nearly 80 successful case studies and an overarching framework – or toolkit – that outlines the key interventions gleaned from the case studies. It is intended as a user-friendly and "living" document, which we will enhance as solutions continue to emerge. We hope that the availability of this knowledge through one portal will encourage stakeholders, on their own or in partnership, to emulate some of these proven practices and thus accelerate the pace of change in addressing this important challenge.

We would like to express our deep appreciation to Muhtar Kent, Chief Executive Officer and Chairman at The Coca-Cola Company, for pioneering this project as Chair of the International Business Council (2013-2014), as well as the entire International Business Council for their invaluable guidance and transparent sharing of practices and experiences. We are also thankful to our partners at Mercer, especially Patricia A. Milligan, President, North America Region, and Richard A. Guzzo, Partner and Co-Leader, Workforce Sciences Institute, for their contributions to this Report. We would like to express our appreciation to the project team, especially Kristin Keveloh, Senior Manager, Employment, Skills and Human Capital at the Forum, and Anne Hetterich, Associate at Mercer. We are also grateful for the support of Till Leopold, Valérie Peyre, Yasmina Bekhouche, Jessica Camus and Pearl Samandari.

It is our hope that this *Report* will serve as a call to action to more stakeholders to join the momentum towards solutions for an issue that is critical to our future. Ultimately, it is through collective actions that change can occur and that unemployment will be disrupted. We call upon every reader of this Report to join these efforts.

Introduction

A Growing Jobs and Talent Crisis

Currently, more than 200 million people are out of a job globally and the numbers are forecast to rise to 215 million jobseekers by 2018.[i] Youth are hit particularly hard by the crisis, with 75 million currently unemployed, making them three times more likely to be out of a job than adults.[ii] Add to this the number of inactive 15- to 24-year-olds who are neither in the labour market nor in education or training and there are almost 290 million young people that are neither working nor studying: almost a quarter of the planet's youth.[iii] If these numbers are not daunting enough, it is estimated that nearly 42 million new jobs need to be created annually to match the growing number of entrants into the labour market.[iv]

At the same time, employers report difficulties in finding talent. Many positions remain vacant, pointing to a mismatch between available and needed skills. In 2014, nearly 36% of employers globally reported facing difficulties in finding talent, the highest percentage in seven years. More than half of them expect talent shortages to have a negative impact on business results.

Educational systems are critical to creating a well-prepared workforce that meets the needs of business. However, a persistent structural skills gap points to a misalignment between the preparation provided by education systems and the ever-changing needs of employers. The differing nature of the two systems will always lead to some gap, yet more flexible approaches to collaboration and continuous learning over the course of individuals' working lives reduces this gap to the benefit of all.

Cultural norms such as the acceptance of risk-taking and failure and policy factors such as access to finance and the ease of opening a business can also create barriers to entrepreneurship and self-employment, which in turn can generate more jobs.

The dual burden of unemployment and talent shortages is further exacerbated by economic and technological disruptions, which lead to changes in the nature of work itself. Many traditional occupations are being disrupted by the impact of technological advances on business models, so even those that are well-prepared for certain traditional jobs categories may find their skills are rapidly becoming obsolete while employers struggle to find talent for new and emerging occupations.

In addition, economic growth presently remains volatile and a return to pre-crisis levels is not certain. Many governments are also more constrained than before in their ability to provide social safety nets and job creation programmes.

The Emerging Role of Business

There is a growing role for businesses as providers of solutions, on their own and in partnership with others. The emerging research points to three key solution areas where businesses can take action to address rising unemployment and the mismatches between what businesses need and the skills of new entrants to the labour market:

- Develop Employment Skills: Education and training systems need more input from business to better prepare talent for the needs of the labour market, both within the traditional timeframes for education as well as for lifelong learning during employment.

- Foster Entrepreneurship: Entrepreneurship and self-employment are a significant source of jobs and economic growth, and are even more important in the context of rapidly changing business models, the displacement of many traditional jobs and new opportunities for doing business.

- Connect Talent to Markets: The divide between education and work as well as the growing complexity of labour markets, coupled with demographic changes, migration and urbanization, necessitate better signalling mechanisms to match current and future supply of talent with the demand for it.

The case studies in this report describe successful programs that businesses have undertaken in these three areas, most often in collaboration with other stakeholders.

Case Studies

The International Business Council (IBC), a community of global business leaders at the World Economic Forum representing all major industries, initiated this study in order to facilitate the exchange of solutions. While this compendium currently contains nearly 80 case studies, it will be a living document, with updated information on new solutions as they emerge.

The case studies included here demonstrate the wide spectrum and diversity of opportunities available to the private sector to make a difference. They include initiatives or programmes that businesses can implement, either alone or in collaboration with others, to have direct impact on problems of skills gaps and unemployment. They also include efforts by business, in collaboration with other actors, to impact the broader policy environment to facilitate a more efficient use of a country's human capital.

Case studies that fall under **Develop Employment Skills** generally aim at developing function-specific skills, such as technical, vocational and academic skills, and accreditation for them, as well as employability and soft skills, such as the ability to solve problems, communicate ideas and information effectively, to be creative and to adapt to change. They also include retraining and upskilling programmes that provide skills development based on industry needs.

Case studies that fall under **Foster Entrepreneurship** show opportunities for business to go beyond the limits of the firm's own human capital and instead raise the economic capacity of the ecosystem in which a business is embedded. This includes models that encourage entrepreneurship along the value chain, financial support to start-ups, non-financial support such as training and mentoring or connecting entrepreneurs with larger businesses.

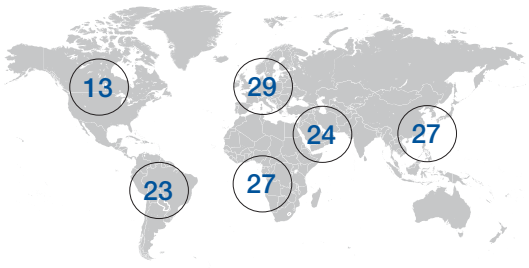
Case studies that fall under **Connect Talent to Markets** seek to facilitate networking, matchmaking between employees and employers, counselling, changing perceptions and ensuring the inclusion of traditionally marginalized or disadvantaged groups.

While most cases in this study cover some form of skills development efforts – either with youth or in the form of adult learning programmes – there are significant examples of partnerships that facilitate the connection of talent to markets or help support entrepreneurship. Many of the case studies touch upon more than one solution area.

Number of case studies by solution areas:

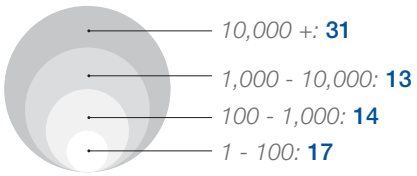
The case studies cover more than 10 industry sectors and various stakeholders and partnership models including single company efforts, multiple company partnerships and multi-stakeholder partnerships between business, the public sector, civil society and the education and training sector. The case studies also cover a wide range of countries, with one practice or programme sometimes impacting multiple regions.

Number of case studies by region of impact:



In each case study, the impact is specified according to the number of people directly affected – ranging from very tailored initiatives targeting under 100 people to approaches reaching more than 500,000 people. While only the direct impact is measured, indirect impact can go well beyond the specific intervention. For example, an internship cannot be defined as the unique success factor for an entire career but can make a significant difference to the path of a career in the long run. Similarly, individual impact often translates into multiplier effects on entire communities and economies.

Case studies by number of people impacted annually:



A visual representation of the underlying models used in the case studies, within each of the intervention areas, are summarized in a "toolkit" in this Report.

i ILO Global Employment Trends 2014

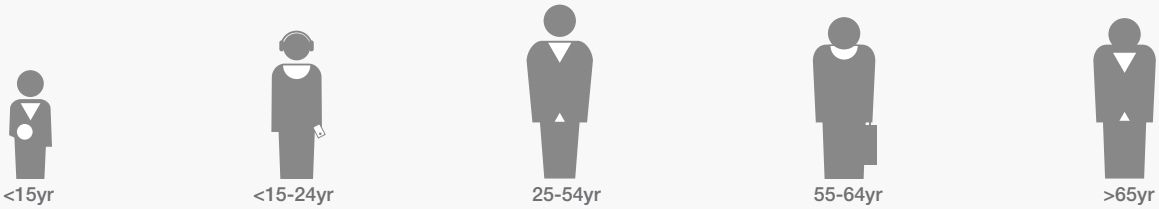
ii Ibid.

iii The Economist (Apr 27th, 2013) Youth unemployment: Generation jobless

iv Ibid.

v Manpower Group: The Talent Shortage Continues, 2014

Toolkit



Develop Employment Skills

- Engage employees in collaborating with public authorities and education institutions to design curricula and deliver formal education and technical training — View Case Studies
- Tailor education and vocational training to specific regional and industry needs by taking into account local perceptions and socio-economic contexts — View Case Studies
- Foster core employability skills in formal education through experiential learning for students, including internships, shadowing employees and field trips — View Case Study
- Establish a clear framework for vocational training which links to academic education and includes standards and transferable certifications — View Case Studies
- Extend the organization's training opportunities along the value chain and provide incentives for suppliers and distributors to participate in training — View Case Studies
- Re-skill and up-skill workers for new roles according to evolving industry needs and combine training with job placement services — View Case Studies
- Foster lifelong learning through flexible training modules and programmes, with transferable certifications — View Case Studies

Foster Entrepreneurship

- Develop and certify entrepreneurial skills through practical tools, such as real-life case studies, student-run business projects and opportunities to shadow entrepreneurs — View Case Study
- Engage entrepreneurs as lecturers and mentors in formal education and training systems — View Case Study
- Offer mentorship to start-ups by facilitating exchanges with experienced entrepreneurs and employees — View Case Studies
- Create networking platforms and co-working spaces for start-ups to foster collaboration and innovation — View Case Study
- Create visibility and recognition for start-ups and entrepreneurs through award schemes — View Case Study
- Provide loans, training and other incentive schemes to entrepreneurs along the value chain — View Case Studies

Connect Talent to Markets

- Provide career guidance and job search support as part of formal education systems — View Case Studies
- Facilitate access to job market information by leveraging organizational networks and employee perspectives — View Case Study
- Close information gaps on vocational training and apprenticeships for prospective applicants through image campaigns and role models — View Case Study
- Provide specialized placement support targeting traditionally marginalized groups — View Case Study
- Reintegrate out-of-work talent into labour markets through customized training and placement support — View Case Studies
- Promote flexible working models to keep older workers and those with family constraints engaged — View Case Studies

Success Factors

While all the featured case studies are of practices developed in a specific context, nearly all are replicable in other settings. The case studies also share common factors that contribute to their success. The lessons learned for success are:

- **Build multi-sector partnerships.** Multi-sector partnerships and collaboration, when they leverage the expertise of each partner in a complementary manner, are an indispensable component of implementing scalable solutions About two thirds of the featured case studies involve civil society organizations in their partnership model, with the civil society constituents supplementing the interests of businesses and public sector by bringing in the views of students, teachers and others whose voice is important to designing sustainable solutions. While a single business can create a partnership with a local academic institution for its own talent needs, for example, partnerships between multiple businesses in a sector and academic institutions can result in an overall increase in the quality of the talent pool available to all, often in a more cost-efficient way and with greater societal benefits.
- **Develop win-win approaches.** Initiatives that match the public good with private interest are often most sustainable in the long term. Several featured case studies demonstrate that it is possible for business to find ways to align external initiatives with internal organizational priorities and combine short and long term talent considerations, with an overall enhanced impact for both the business and the broader society. While many types of business-led initiatives can have a positive impact on communities, they are most likely to be sustainable for the business to maintain over time if they are connected to a core business concern. For example, initiatives that support entrepreneurs in a business' own value chain or initiatives that connect the business' employees to local educational institutions are more likely to have sustainable roots than those that are disconnected from a business and its employees.
- **Understand the talent value chain.** In each industry or economy, there are critical moments within the talent value chain that are most relevant for making a long-term difference. For example, the traditional transition from education to employment is often a make-or-break juncture in the lives of most young people and a core determinant of the talent pipeline for many industries. Before designing an intervention, it is important to have a clear understanding of the full talent value chain and the desired impact a business wants to achieve.
- **Be relevant to the context.** Tailoring interventions to the local culture and socio-economic context and taking into account specific needs of the target audience is critical to achieving sustainable results. For example, investment in vocational training programmes is unlikely to be successful in cultures where there is a strong premium placed on university qualifications. In such a case, business and government need to partner to communicate the practical benefits of vocational training
- **Commit leadership to the cause.** Leadership and management support is crucial to sustain initiatives, engage partners, gain broader buy-in within the organization and mobilize employees. For example, initiatives that connect employees as mentors or lecturers to local entrepreneur hubs or universities appear to require CEO communication, HR monitoring and management support in order to be sustainable and motivating for all involved employees.
- **Design for the future.** In an environment of ongoing technological and economic disruptions, jobs and skills interventions will be most successful if they are sustainably designed with a proactive, long-term approach rather than one that is reactive or based on past successes. For example, efforts to place unemployed youth in apprenticeships in traditional job categories may not be a high return investment for the company or for the individuals involved if those job categories are likely to be obsolete in five years' time. Instead there may be greater opportunity in wholly new high-growth occupations for which new forms of apprenticeships may need to be created.
- **Leverage ICT.** Using information and communication technology offers a number of advantages when implementing jobs and skills initiatives. ICT can be a key enabler in enhancing impact, especially when on- and off-line elements are combined, and increasing scale by reaching a much larger and more diversified group of beneficiaries. For example, while networking events connecting aspiring start-ups with established entrepreneurs can have a positive impact on those able to connect physically, further impact and scale can be generated through an online platform for knowledge-sharing and networking between these groups. ICT can also significantly lower the costs of execution and delivery, allow for faster adaptation to geographic and socio-economic contexts and serve as an attractive tool for engaging younger generations.
- **Test first, scale second.** Piloting activities to test them within a small group of beneficiaries before rolling them out on a larger scale is helpful for anticipating potential problems and understanding what success looks like. For example, an industry-wide partnership where a provincial government centralizes the development of a skilled talent pool with the support of businesses within an industry must be tested in a small locale before being rolled out across a region. Clear objectives and quantitative metrics must be defined jointly by all involved parties and communicated clearly in the earliest phases. It is also important to collect qualitative feedback from all involved parties, including the beneficiaries, in order to draw lessons from pilot activities and accordingly adapt next steps.

Case Studies

Case Studies are categorized by primary solution area. For those case studies that touch upon more than one solutions area, this is indicated through the respective area's icon.

Develop Employment Skills | Foster Entrepreneurship | Connect Talent To Markets

Develop Employment Skills

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Automotive Manufacturing Technical Education Collaborative submitted by McKinsey and Company	Connect Talent To Markets	16
Born to Be submitted by Deutsche Bank	Foster Entrepreneurship, Connect Talent To Markets	17
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Coletivo submitted by The Coca-Cola Company	Connect Talent To Markets	20
Digital Jobs Africa submitted by The Rockefeller Foundation		21
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Foster Entrepreneurship

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Saudi Aramco Entrepreneurship Center submitted by Saudi Aramco		67
Strengthening Rural Youth Development through Enterprise Programme submitted by The MasterCard Foundation		68
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Connect Talent to Markets

Title	Additional Solution Area(s) Impacted	Page Number
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Buen Trabajo ("Good Job" Retraining Programme) submitted by The Dow Chemical Company		74
facealemploi.tv submitted by Accenture		75
Fast Start (Retraining Programme) submitted by The Dow Chemical Company		76
Helping Women Get Online submitted by Google		77
Juntos por el Empleo de los más Vulnerable submitted by Accenture		78
Leveraging Unique Talents of People with Autism submitted by Oliver Wyman		79
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Linking Postgraduate Students with Job Opportunities submitted by Marsh & McLennan Companies		81
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A Ganar

Submitted by **PepsiCo**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To fight youth unemployment through a training programme focused on teaching employment and entrepreneurship skills through sports.

Overview and Main Activities

A Ganar is a youth development programme that uses soccer and other team sports to help teens and young adults throughout Latin America learn entrepreneurial skills to secure employment or reintegrate themselves into the formal educational system. A Ganar focuses on "sports for development" activities to help at-risk youth acquire job expertise by building on six core sport-based skills: teamwork, communication, discipline, respect, focus on results and continual self-improvement. The programme lasts seven to nine months and is implemented in four integrated phases:

- Phase I: Skills for life and work (two months support through NGOs). Intermediate component: Vocational counselling
- Phase II: School scholarships (six months). Intermediate component: Placement in practice
- Phase III: Labour entailment. Intermediate component: Support of entrepreneurship and entailment educational
- system
- Phase IV: Psychosocial support, school scholarships

The programme also encompasses community service to draw youth closer to their communities and make them feel they are key players of the changes they want to see in their community.

Programme participants donate their time to several causes, such as facility improvement, support and staffing of several artistic and cultural events. PepsiCo employees participate as mentors throughout all stages of the programme, which enables opportunities for participants to be identified as potential candidates for jobs within PepsiCo. Along with the mentorship, PepsiCo was invited to review A Ganar's sales syllabus in order to have guidelines on what is needed to develop sales skills, for participants who decide to pursue a career in sales.

A Ganar is conducted as a partnership between PepsiCo México Foundation and the Inter-American Development Bank. Other programme partners include select NGOs, such as the Carlos Slim Foundation, Clinton Foundation, Fundación Comunitaria de la Frontera Norte, Partners of the Americas and the local government state department (Ministry of Economy through the CENALTEC, a decentralized institution for technological development).

Success Factors and Challenges

Most critical success factors:

- The development of multi-sectorial alliances helps to set a common ground. From funding to implementation, each member of the alliance has a clear role and provides feedback on areas of improvement.
- Building local alliances has helped to strengthen the programme and to offer additional job and educational opportunities to participants in various segments. Alliances have allowed the programme to expand from cooking and basic manufacturing to nursing, IT and various manufacturing offerings (plastic injection, mechanics, etc.).
- The programme covers the costs of uniforms, materials and transportation.
- The engagement and knowledge of the NGO at the implementation stage help deepen knowledge of local needs and possible participants as well as define local partners.
- Positive coverage by media is key.
- Replicability and a programme flexible enough to serve as a best practice among other NGOs in other regions improve the chances of success.

Main challenges:

- Circumventing social and cultural issues of the area in Mexico, Ciudad Juarez, where the programme is implemented (e.g. violence, social exclusion, etc.)
- Gaining credibility among parents and youth about the benefits of the programme
- Changing employer perceptions about disadvantaged youth as job seekers

Recommendations for Others

Programme systematization after achieving early-stage proven results will help to replicate the model faster.

About the Organization

Website: www.pepsico.com
Sector: Agriculture, Food and Beverage
Size (number of employees): 100,000+
Headquarters: Purchase, United States

Key Partners

Business | Government | Education and Training | Civil Society

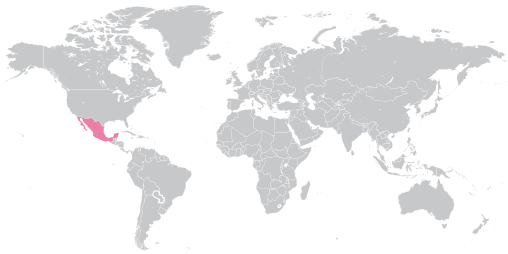
Status

Start year of the initiative: 2011 - still ongoing.

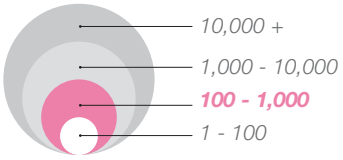
Next steps of the initiative:
Regional expansion and modification of scope: Expand the programme to other regions in Mexico and implement an internship programme to give A Ganar graduates an opportunity to apply the knowledge and skills they acquired. In addition, the programme will be replicated with another NGO in Jalisco.

Impact

Country(ies) of impact: Mexico



Number of people impacted annually: Approximately 520 beneficiaries



Time to intended impact:

less than 2 years	*2 to 5 years*	*more than 5 years*

Metrics:
Number of:

- Youth entering the programme
- Graduates. 909 so far from 1st to 5th generation. Of the 5th generation, 60 graduates already have a job.
- Positive/negative desertion: Positive desertion refers to participants who reach their goals at an early stage in the programme. Negative desertion refers to those who, for personal reasons, lack interest and eave the programme.

Benefit to organization:

- Direct benefit to organization
- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?
Easy
How easily can this initiative be expanded to include a larger number of participants?
Easy: Two main factors help to replicate the programme: (i) Funding to reach more students (ii) Early programme systematization to produce a toolkit that other NGOs with similar causes and infrastructure could use and implement

For Further Engagement

Contact name: Olga González
Contact position: General Manager PepsiCo Mexico, Foundation and Sustainability
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Academy of Learning and Development

Submitted by **Dangote Group**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To create a talent pipeline for the Dangote Group and strengthen and develop the nation's industrial sector through that pipeline.

Overview and Main Activities

The Dangote Academy aims to building technical skills among Nigerian youth. Dangote partners with the Industrial Training Fund (ITF), which was established by the federal government. The Academy focuses on four core skills areas: mechanical, electrical, instrumentation/automation and chemical engineering.

The Academy has four strategic objectives:

1. Act as an umbrella organization that drives all talent development initiatives and activities of the Group.
2. Provide a platform for tangible skills acquisition, benchmarked to world standards. Technical training standards are modelled on the German Dual Vocational Educational and Training System (DVET). Here, students work and train on the job followed by two days every week at the technical school where basic principles and theories are reinforced.
3. Provide unique opportunities to polytechnic graduates, graduate engineers and management trainees of the institutions in the country to acquire sound industry and management skills.
4. Create programmes to address leadership talent development.

To help participants acquire industry and management skills, the Academy leverages four platforms:

1. Vocational Trainee Scheme: 12 months of training, with skilled artisans and operatives, on workshop skills and in-plant training in the factory.
2. Graduate Engineer Trainee Scheme (GETS): Focuses on people with degrees in mechanical engineering, electrical/electronic engineering and chemical engineering. Runs for 12 months and includes workshop skills and in-plant training.
3. Management Trainee Scheme: Originally an entry point for Management Graduates from premier business school like Lagos Business School (LBS), this has been substituted with Junior Technical Skills under which secondary school students at technical schools/colleges have 18 months of training at the Academy in basic engineering, followed by intensive technical skills training in the training workshop under trained instructors. This is followed by in-plant training at the Academy factory under engineer and manager supervision.
4. Dangote Graduate Drivers Academy: Designed to improve the quality of transport fleet drivers in terms of safe and defensive training, highway management standards and Safety Health Environment (SHE), reducing accident rates and improving driver attitude and aptitude on managing company products.

Success Factors and Challenges

Most critical success factors:

- Support from and sponsorship by the CEO, who is also the head of the National Job Creation Committee and Chairman of the National Technical and Vocational Committee
- Aligned training with organization's skill requirements and needs
- Designing programmes to train young technical graduates in the skills and competencies relevant to business needs

Main challenges:

- Partner support (external support/partnership)
- Lack of training culture and infrastructure
- Getting managers to align themselves in support of the initiative
- Developing local young graduates from technical schools and colleges to fill-in the skills gap in Nigeria

Recommendations for Others

For similar initiatives to be successful, top management has to be committed, both strategically and financially. In addition, creativity, focus and passion of the implementing team, together with appropriate selection of technical partners, is the key.

About the Organization

Website: www.dangote.com
Sector: Infrastructure and Urban Development
Size (number of employees): 10,000 - 50,000
Headquarters: Lagos, Nigeria

Key Partners

Business | Government | Education and Training | Civil Society

Status

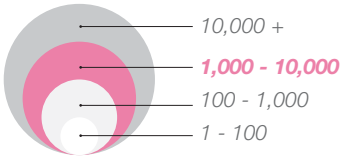
Start year of the initiative: 2010 - still ongoing.

Next steps of initiative: Regional expansion:
There are plans for satellite campuses operating in West and Central Africa, and South & East Africa within the next five years.

Impact

Country(ies) of impact: Nigeria

Number of people impacted annually: 2,700 beneficiaries



Time to intended impact:

less than 2 years	**2 to 5 years**	more than 5 years

Metrics:

- Workforce productivity
- Partnerships developed
- Content of the training/modules and trainings offered
- Financials (e.g. revenue, shareholder value)

Benefit to organization:

- Direct benefit to organization
- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: These initiatives require large amounts of financial and human resources to plan, organize and deliver on the objectives.

How easily can this initiative be expanded to include a larger number of participants?

Difficult: There is a lack of industrial culture, technical orientation and skill, inadequate infrastructure and equipment and quality of trainers locally, requiring hiring of expats to manage the process.

For Further Engagement

Contact name: Anthony Chiejina
Contact position: Group Head Corporate Communications
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Activate

Submitted by **Google**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To train a pool of young talent with skills required for digital skills jobs and connect them to job opportunities.

Overview and Main Activities

Activate is a pilot initiative that provides free online and offline training in the digital skills space. Training targets unemployed youth from Spain (80%), though some online courses are taken by students in other regions of Latin America (20%). The main target audience is unemployed people with a degree under 30 years old; however, as the course is free, anyone can apply.

Training is offered in the following five domains:

1. Digital marketing – face-to-face and online
2. E-commerce – online
3. Web analytics – online
4. Apps development – online
5. Cloud computing – online

Face-to-face and online courses take 40 hours on average:

- Face-to-face courses cover theory and include two visits from entrepreneurs, four workshops in groups (including one on how to find a job at a digital agency), four commented case studies, 13 exams and a forum/community where students share experiences
- Online courses cover theory and include activities, 13 exams and a forum/community where students share experiences

Students can sign up for as many courses as they want. Many students sign up for one; then, if they are still unemployed, they tend to sign up for other courses.

Google involvement includes:

- Acting as main coordinator of the initiative
- Selecting trainers
- Reviewing content with the Certification Partner (EOI, IAB, Universidad Complutense de Madrid, etc.)

Google employees do not give any training; it is delivered only by third parties.

To date, Activate has trained 170,000 students and awarded 30,000 certifications. Certification for each course is issued by the Certification Partner and requires students to attend all 40 hours and pass all 13 exams (each student can take an exam up to three times).

After certification, student profiles are posted to Google's private job platform, which connects digital companies with certified students.

The shadowing programme allows one Activate graduate a two-day visit to a digital agency to show them the agency world. This has led to a number of hires. Partners include Infoempleo, Santander Universidades, the Ministry of Industry, the Ministry of Employment, 21 public universities in Spain, Escuela de Organización Industrial and the Interactive Advertising Bureau.

Success Factors and Challenges

Most critical success factors:

- Partner support of 21 main public universities
- Expertise and experience in executing the practice
- Content of the practice and quality of teachers

Main challenges:

- Pilot programme with a very small team
- Different internal processes of various partners

Recommendations for Others

Initially, the focus was on training a large base so that an entire generation would be digital-skill ready. After seeing the success, Activate went one step further to help graduates find a job or start their own company. This required more resources and a base of companies needing digital talent.
Since this aspect is so resource-intensive, it helps to have people fully dedicated to building a scalable way of helping many graduates simultaneously and ensuring there is a database of companies ready to recruit digital talent. Those companies' employers need to be committed to the idea of having a pool of digital talent available.

Key Partners

Business | Government | Education and Training | Civil Society

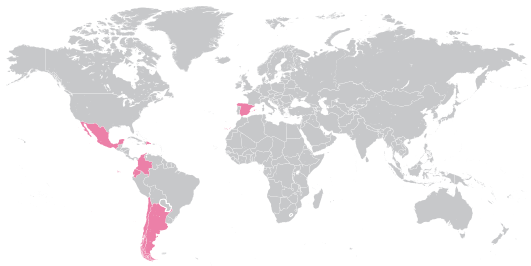
Status

Start year of the initiative: 2014 - still ongoing.

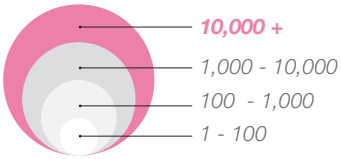
Next steps of initiative: Regional expansion: Expanding the programme from 170,000 to 750,000 participants annually in Spain and Latin America in 2015; researching how to replicate the project in other countries in Europe.

Impact

Country(ies) of impact: Argentina, Chile, Colombia, Dominican Republic, Ecuador, Latin America, Mexico, Spain



Number of people impacted annually:
Trained 170,000 students and offered 30,000 certifications including Latin American students.



Time to intended impact:

less than 2 years	*2 to 5 years*	*more than 5 years*

Metrics:

- Jobs created
- Graduation rates of participants
- Job placement rates of participants
- Partnerships developed

Benefit to organization:

- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: In order to have credibility, each organization must teach skills for employment plus skills in which they have expertise. Following up with students is difficult.

How easily can this initiative be expanded to include a larger number of participants?

Very easy: The partnership with the 12 main public universities in Spain allows the initiative to be easily scalable. Expanding the number of partnerships means a larger number of participants.

About the Organization

Website: www.google.com
Sector: Information Technology
Size (number of employees): 50,000 - 100,000
Headquarters: Mountain View, United States

Apprenticeship Programme

Submitted by **Nestlé**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To provide Indian youth with apprenticeships to strengthen their employability, thereby building a local talent pool of skilled workers to meet Nestlé needs.

Overview and Main Activities

Nestlé is one of the founding members – along with leading personalities from the Swiss private sector – of Swisscontact, a foundation dedicated to training people in developing countries. Swisscontact has developed a large number of vocational and technical training programmes to complement the existing national apprenticeship programmes in emerging economies such as India. This private sector-led initiative seeks to complement the existing national Apprenticeship Act and focuses on improving skills and human resources based on specific industry requirements, which makes it comparatively more focussed than the National Apprentice Programme.

The apprenticeship curricula combine practical and classroom training with content and methodology developed by Swiss federal and private organizations. After successful completion of the programme, participants receive a dual Indian and Swiss certification. Practical training is delivered within a Nestlé Unit – in a specially-designed workshop – as well as at local industrial training institutes that are managed by the government.

Since its creation in 1959, Swisscontact has trained approximately 200,000 apprentices and over 700,000 people in its more than 15 programme countries.

Success Factors and Challenges

Most critical success factors:

- Creation of a specific platform in partnership with the government
- Initiative on skill development in partnership with government that strengthens public-private partnership, thereby giving sustainability to the initiative

Main challenges:

- Lack of trained instructors from government-managed Industrial Training Institutes (ITIs)
- Government support in formalizing arrangements
- Clearly defined approach from government to public-private partnerships
- Pioneering nature of this type of public-private partnership, uncommon in India

About the Organization

Website: www.nestle.com
Sector: Agriculture, Food and Beverage
Size (number of employees): 100,000+
Headquarters: Vevey, Switzerland

Key Partners

Business | Government | Education and Training | Civil Society

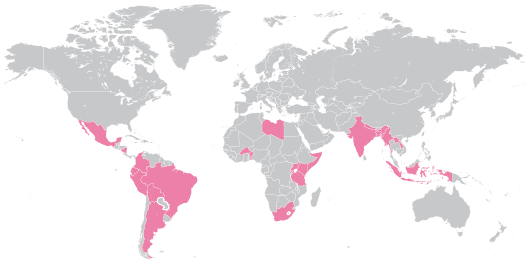
Status

Start year of the initiative: 2013 - still ongoing.

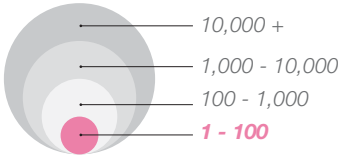
Next steps of initiative:
Nothing, anticipate to keep it the same.

Impact

Country(ies) of impact: India. Other programme countries include: Argentina, Bangladesh, Benin, Bolivia, Brazil, Burkina Faso, Colombia, Ecuador, Indonesia, Kenya, Laos, Libya, Mexico, Mozambique, Myanmar, Nepal, Nicaragua, Peru, Rwanda, South Africa, Tanzania, Uganda



Number of people impacted annually: 12-15 beneficiaries



Time to intended impact:

less than 2 years	**2 to 5 years**	more than 5 years

Benefit to organization:

- Indirect benefit to organization

For Further Engagement

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Automotive Manufacturing Technical Education Collaborative

Submitted by **McKinsey & Company**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To create a standards-based workforce education system that meets the needs of the automotive industry in the United States.

Overview and Main Activities

Automotive Manufacturing Technical Education Collaborative (AMTEC) is a partnership between community and technical colleges and auto manufacturers, auto technicians and auto suppliers that offers an industry-specific curriculum designed to educate technicians and manufacturing engineers to work in automobile manufacturing and technology.

Industry partners developed a set of 110 core skills and knowledge competencies common to all plants. These competencies have been developed by high-performing workers, not supervisors, who identified the tasks they perform each day and defined the competencies required for each task. In collaboration with community and technical colleges, competencies have been translated into an industry-led curriculum accompanied by credentials provided by AMTEC. Industry partners prioritize hiring qualified AMTEC participants. Industry partners include Toyota, GM, Ford, BMW, Nissan, Honda, Volkswagen and Chrysler.

Partner community colleges, career and technology centres, and college-industry "site" hybrid programmes deliver the content, which is composed of 12 core courses or 57 modules for a variety of student populations. Each module focuses on specific skill sets. This gives students more flexibility in combining, sequencing or spreading out learning as required. It also addresses core needs of automotive manufacturers and their suppliers who are able to run assessments on their current employees to identify exactly where the gaps are in their competencies. Partner community colleges then update their respective programmes to utilize AMTEC content entirely or modify their certificate or degree tracks to fit within the needs of their particular region.

AMTEC leads continuous improvements and professional development opportunities for its community college users. Data on student performance within modules, assessment tools, and user feedback is continuously analysed for ongoing improvements to enhance the learning experience, increase student success and provide a skilled workforce for industry partners. Community college partners also share information on best practices and performance with one another through participation in annual workshops.

AMTEC engages nationally and internationally to share research methodology, results and career models in manufacturing at various collegiate, workforce, industry and economic development leadership conferences.

Success Factors and Challenges

Most critical success factors:

- Industry-led, competency based curriculum based on core competencies identified by industry partners
- Modular curriculum: targeted and individualized for more efficiency
- Industry partners pair with education providers when joining AMTEC to ensure that linkages are maintained
- All partnerships are governed by a memorandum of understanding that defines required contributions of all stakeholder groups
- Data-driven continuous improvement

Main challenges:

- Tribal mindset of union workers toward auto company employers

About the Organization

Website: www.mckinsey.com
Sector: Professional Services
Size (number of employees): 10,000 – 50,000
Headquarters: New York, United States

Key Partners

Business | Government | Education and Training | Civil Society

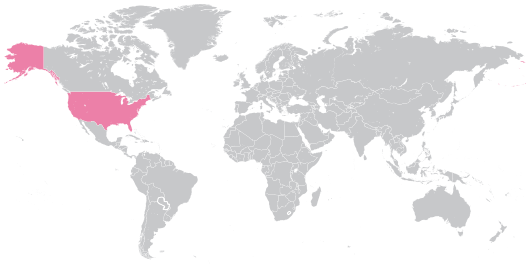
Status

Start year of the initiative: 2004 – still ongoing.

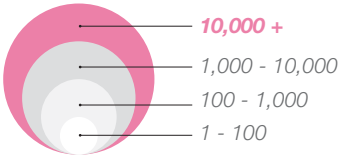
Next steps of initiative:
Regional and global expansion: AMTEC will start developing virtual technology to build and reinforce technical competencies. Skills gaps due to regional differences in technical workforce, will be addressed.

Impact

Country(ies) of impact: United States



Number of people impacted annually: Per June 30, 2014 data: 20,000-National Outreach (conference events).



Time to intended impact:

less than 2 years | *2 to 5 years* | *more than 5 years*

Metrics:
Number of:

- Modules taken
- Credit-non credit students
- Mechatronics assessments taken
- Professional development attendees
- Community college and university partners
- industry partners

Benefit to organization:

- Direct benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: Implementation depends on many factors, especially access to technology - such as welding labs, machining, pneumatics - for instruction and experienced instructors.

How easily can this initiative be expanded to include a larger number of participants?

Very easy: Curriculum design enables scaling up, and ensures AMTEC serves many skill seekers with appropriate site partners for hands-on learning.

Born to Be

Submitted by **Deutsche Bank**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To break the cycles that lead to youth unemployment through early intervention, working in partnership with groups ranging from grassroots organizations to thought leaders.

Overview and Main Activities

Born to Be targets the barriers that prevent young people from achieving their full potential, e.g. the skills gap between what schools teach and what employers want, the inequality that means some young people enjoy more and better educational opportunities than others and the poverty that limits the ability to learn. More than 400,000 young people worldwide benefit from around 140 educational programmes. In addition, Deutsche Bank employees have volunteered 40,000 hours for education projects and transferred skills, knowledge and management support.

Born to Be focuses resources on those who most need support: the disadvantaged, underprivileged and marginalized, and aims to:

1. Build and strengthen youth confidence by raising aspirations
2. Develop employability skills
3. Provide access to learning and employment opportunities

Regional Focuses and Project Examples:

Germany: Activities focus on improving the equality of opportunity in education for children of socially disadvantaged families. The COMPASS OF STUDIES initiative provides mentoring and support for young people from non-academic backgrounds to pursue a university career. More than 90% of participants enrol in a college or university.

United Kingdom: Activities focus on youth unemployment and aim to reach 160,000 young people over four years. By the end of 2014, programmes have reached over 100,000 people. The Sported Foundation combines sport with education to promote aspirations for the future, attitude for learning, attendance at school and college, academic achievement and aptitude and employability among young people who are at risk of exclusion.

South Africa: Activities focus on fostering early childhood and high school learner development. The Bulungula Incubator helps develop an early learning centre, pre-schools, libraries, after-school enrichment programmes and teacher training to improve access to education for the children of Xhora Mouth, one of the poorest regions of the country. The programme benefits more than 6,800 people.

Asia: Activities focus on improvement in education and provision of access to basic necessities like clean drinking water and food, as well as to healthcare and a secure living environment. In India, the Bharti Foundation provides free quality education for children in rural India, with special focus on girls. Currently, the 254 Satya Bharti Schools reach more than 39,000 children across six states. In the Philippines, the Families and Children for Empowerment and Development Foundation (FCED) empowers children of the urban poor in slum areas of Manila by providing educational assistance.

United States: Activities focus on promoting equality of education for young people from disadvantaged backgrounds, including students from low-income and immigrant backgrounds. The Strive for College programme helps 1,000 students apply to, enrol in and afford college.

Success Factors and Challenges

Most critical success factors:

- Engagement of youth at an early age to give them skills and confidence
- Taking into account local context for addressing skills and education gaps for youth
- Strong volunteering culture within Deutsche Bank
- Engaging in dialogue with thought leaders and policy makers, i.e. identifying skills gaps, skills required by employers

Main challenges:

- Working collaboratively with multi-stakeholder organizations that can accelerate effective policies and skills development

Recommendations for Others

Positive and supportive response to the Born to Be programme is largely due to the fact that it was piloted and tested in one region before implementing across other regions. Piloting it allowed for flexibility aligning global strategic intent to regional contexts, which had greater alignment and buy in from the businesses.

About the Organization

Website: www.db.com
Sector: Banking and Capital Markets
Size (number of employees): 50,000-100,000
Headquarters: Frankfurt, Germany

Key Partners

Business | Government | Education and Training | Civil Society

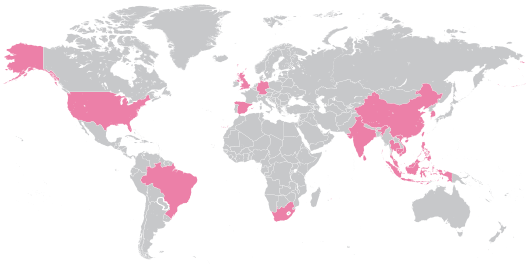
Status

Start year of the initiative: Start year of the initiative: 2013 launched in the United Kingdom with roll-out to main Deutsche Bank regions in 2014 - still ongoing.

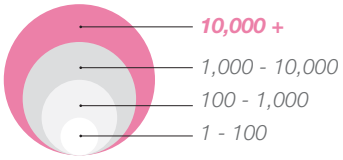
Next steps of initiative: Regional and global expansion: Engaging in dialogue on role of business in education and continue global expansion in 2015.

Impact

Country(ies) of impact: Brazil, Cambodia, China, Germany, Hong Kong, India, Indonesia, Korea, Malaysia, Mauritius, Philippines, Singapore, South Africa, Spain, Sri Lanka, Thailand, Taiwan, United States, United Kingdom, Vietnam



Number of people impacted annually:
More than 400,000 young people worldwide benefit from around 140 educational programmes.



Time to intended impact:

less than 2 years	*2 to 5 years*	*more than 5 years*

Metrics:

- Impact is measured with the Global Impact Tracking research, Deutsche Bank's annual Global Impact Tracking (GIT). It evaluates whether the investments are aligned with the goal of building social capital.

Benefit to organization:

- Direct benefit to organization
- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Easy: Depending on sector and company, it may take considerable time to develop the partnerships, ensure top management support and funding, as well as employee interest.

How easily can this initiative be expanded to include a larger number of participants?

Difficult: Mentoring and educational support require long-term commitment of all partners that, ideally, work across all regions and can measure impact at a local and global level.

For Further Engagement

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Contact position: Global Head of Brand Communications & CSR
Email: Lareena.hilton@db.com

Bridge Academy London

Submitted by **UBS**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To have a positive impact on student achievement, attainment and personal development by teaching technical and employability skills.

Overview and Main Activities

UBS's Youth Employment Initiative supports a set of educational projects at all levels (elementary school, apprentice training, life-long learning, etc.) mainly through financial contributions from UBS and volunteering by UBS employees to bridge the gap between students and the business world.

The relationship between parental income and educational disadvantage in the United Kingdom is very strong. UBS' partnership with the Bridge Academy, a school for 11-18 year olds in one of the most disadvantaged areas of London, aims to break this link. Both UBS and the Academy share common objectives:

- Increase overall student attainment
- Close attainment gap for students on free school meals
- Close destinations gap for students on free school meals (currently only four percent of students on free school meals attend a Russell Group University)
- Equip students with the 21st century skills they need to be successful

The partnership commenced with a £1 million donation from UBS, matched by a Wealth Management client. Since then 3,600 employees have provided 37,500 hours of support and UBS employees, clients and suppliers have donated a further £1 million.

UBS support includes:

- Governance and capacity building: Six UBS Managing Directors are members of the governing body.
- Supporting attainment: UBS volunteers provide support in specific subjects such as Mathematics, French, Spanish, Economics and IT. These are complemented by field trips, for example, to the UBS trading floor to illustrate how skills such as mathematics are used in practice.
- Work-related learning: UBS provides work experience placements in the firm along with CV workshops, interview practice and help with developing workplace capabilities.
- Promoting access to university: Students in their final years are offered mentoring from a UBS Graduate Trainee to help them with university applications and interview practice.
- Support students personal development: UBS volunteers facilitate days to support students in their personal development, tackling relevant issues such as homophobic bullying.

UBS encourages its employees to volunteer at the Academy by offering two paid volunteering days per year per employee.

Success Factors and Challenges

Most critical success factors:

- All UBS Community Affairs activity is governed by the United Kingdom Community Affairs Committee
- Six UBS senior leaders are governors and sit on key school committees infrastructure Committee
- Governors submit formal annual report back to Community Affairs Committee
- Partnership Board monitors and evaluates activity and reports progress
- Day-to-day management that includes: a Bridge Relationship Director and a volunteering manager; regular meetings between Bridge Academy and UBS; formal "memorandums of understanding" that underpin all partnership activities

Main challenges:

- Engaging employees in a way that best maximizes their skills (through stakeholder feedback, including employee volunteer survey feedback, continually improves practice and impact)

Recommendations for Others

Maintaining continuous high-quality dialogue between partners is critical to ensuring that the partnership delivers maximum impact. It is also imperative to ensure that monitoring and evaluation is an integral element of project delivery in order to measure impact.

About the Organization

Website: www.ubs.com
Sector: Banking and Capital Markets
Size (number of employees): 50,000-100,000
Headquarters: Zurich, Switzerland

Key Partners

Business | Government | **Education and Training** | Civil Society

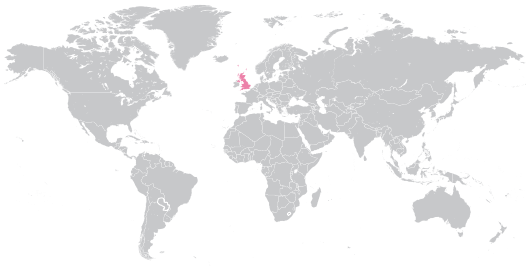
Status

Start year of the initiative: 2007 - still ongoing.

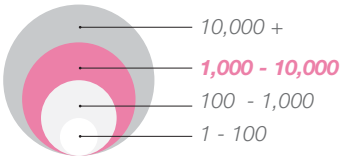
Next steps of initiative:
Further developing the initiative in order to increase the impact for students at the Academy.

Impact

Country(ies) of impact: United Kingdom



Number of people impacted annually: 1,100 beneficiaries



Time to intended impact:

less than 2 years	*2 to 5 years*	*more than 5 years*

Metrics:

- Achievement, progress and quality of teaching
- RAISE online annually
- External exam results
- LBG reporting annually
- Corporate community investment
- Contributions in terms of cash
- Volunteering time, activities and impacts

Benefit to organization:

- Direct benefit to organization
- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Easy: The programme is currently replicating across the United Kingdom through the BITC (Business in the Community) initiative Business Class for which UBS is a national sponsor.

How easily can this initiative be expanded to include a larger number of participants?

Easy: Through BITC initiative Business Class, UBS has expanded the number of school business partnerships in London to 56.

Centum Learning
Submitted by **Bharti Enterprises**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To provide industry-specific, end-to-end training and skills development programmes that help improve youth business productivity and employability.

Overview and Main Activities

Centum Learning aims to improve business productivity and enhance youth employability – and with over 1,300 learning and development specialists who have domain expertise in 21 industry verticals, it has skilled over one million people. Centum Learning operates out of 469 learning centres in rural and urban locations across 21 countries, including India, Bangladesh, Myanmar, Nepal and 17 countries in Africa.

Centum Learning has successfully partnered with central and state ministries, such as India's Ministry of Rural Development; various state education boards; the Central Board of Secondary Education (CBSE); public sector enterprises; and more than 350 corporations such as Delhi Airport, Bharti Airtel, Genpact, National Bank of Kenya, Lafarge Cement and Maruti Suzuki. In India, Centum Learning has set up Centum WorkSkills India in partnership with the NSDC to enhance the skills of 12 million youth across the country.

Centum Learning skill development solutions encompass four areas:

1. Enterprise training
2. Vocational education and training
3. Skills for schools and colleges
4. Skills for global employability

Training programmes include those for corporates, teachers and school principals, as well as skill development programmes for unemployed youth, among others. The duration of each programme varies according to training participants and the nature of the skills targeted for training.

Success Factors and Challenges

Most critical success factors:

- Size, scale and scope of operations
- Alignment of training content with industry requirements
- Large network of qualified and certified skill instructors
- Large network of placement coordinators and relevant industry linkages
- Extensive mobilization efforts

Main challenges:

- Making skills training aspirational
- Forming industry linkages to ensure candidate placement
- Mobilizing a large number of students to undertake a training programme
- Understanding students' diverse aspirations and requirements
- Counselling candidates to take a job though it may require them to relocate
- Relocation, settlement and post-placement support

Recommendations for Others

Building a successful, scalable business model around skills development requires much more than commitment. Understanding strengths, focusing on differentiators and an ability to scale and fund initiatives for a multi-year time span are critical ingredients.

About the Organization

Website: www.centumlearning.com
Sector: Telecommunications
Size (number of employees): 1,000 – 5,000
Headquarters: New Delhi, India

For Further Engagement

Contact name: Thomas Matthew
Contact position: Head, Corporate Planning Group
Email: thomas.mathew@centumlearning.com

Key Partners

Business | Government | Education and Training | Civil Society

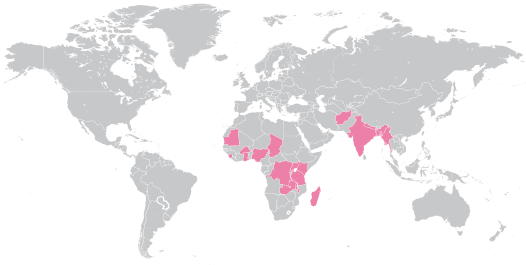
Status

Start year of the initiative: 2006 - still ongoing.

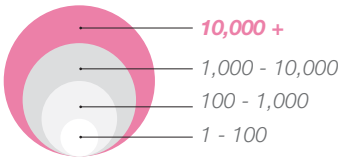
Next steps of initiative:
Modification of scope as per needs of the industry and market.

Impact

Country(ies) of impact: Bangladesh, Burkina Faso, Chad, Democratic Republic of Congo, Gabon, Ghana, India, Kenya, Madagascar, Malawi, Myanmar, Nepal, Niger, Nigeria, Rwanda, Seychelles, Sierra Leone, Tanzania, Uganda, Zambia



Number of people impacted annually:
200,000. As per NSDC Annual Update, Centum Learning skilled over 202,395 people in last financial year (2013-14).



Time to intended impact:

less than 2 years	*2 to 5 years*	*more than 5 years*

Metrics:

- Number of trained candidates
- Number of placed candidates

Benefit to organization:

- Direct benefit to organization: Energized, motivated workforce and improved workforce productivity
- Indirect benefit to organization: Reputation of being a strategic partner in nation building

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: Skills development requires passion, commitment and vision. Any missing piece will not allow organizations the scale required to be sustainable.

How easily can this initiative be expanded to include a larger number of participants?

Difficult: It is easy to expand when there are enough available jobs available for the skilled workforce and when skilled jobs command a premium from the unskilled workforce.

Coletivo

Submitted by **The Coca-Cola Company**

Develop Employment Skills | Foster Entrepreneurship | **Connect Talent to Markets**

Objective

To provide life-skills and self-esteem development coupled with practical training to empower young Brazilians to take charge of their own futures.

Overview and Main Activities

Part of Coca-Cola's global 5by20 initiative, Coletivo aims to prepare youth for their first jobs by providing life-skills, such as confidence building, understanding personal motivations and responsibility and interpersonal training, as well as speaking skills for a business environment and self-esteem development combined with practical training. Coletivo targets different industries, including retail, logistics and events. The initiative leverages existing community centres and blends classroom instruction with computer game simulations.

Main activities:

- Targeted two-month training programme: Here, participants focus on life-skills and self-esteem development, which are the key enablers of long-term economic growth and social development. They also learn practical employment skills, such as sales, marketing, merchandising, customer service and finance. Training is delivered though an innovative methodology consisting of a shared value business model, a co-creation operating principle and an emphasis on multi-stakeholder collaboration. For example, local community members work as paid instructors for the course and often become mentors and leadership role models for youth participants.
- Job placement support and networking: Leveraging the Coca-Cola value chain, the programme connects youth to job opportunities, such as company bottling partners and customers as well as the retail sector in general. There are also formal agreements with other organizations — such as McDonald's — to hire Coletivo graduates.

Coletivo offers a number of different tracks, including:

- Coletivo Retail: Provides practical job-skill training and retail business basics to youth in low-income communities with significant rates of unemployment to obtain their first job. It also provides access to employment opportunities.
- Coletivo Logistics: Trains youth for jobs in distribution, working closely with bottling partners.
- Coletivo Events: Prepares youth to work in producing major events in Brazil, with an emphasis on customer service and hospitality in advance of the 2014 World Cup and 2016 Olympics.
- Coletivo Forest: Targeting youth in remote communities surrounding the Amazon River, this initiative takes a holistic approach to community development, livelihood creation and biodiversity conservation, linking açai fruit harvesters to the Coca-Cola value chain. Youth receive targeted training to become stewards of their environment, including mapping forest species diversity and increasing their economic potential.

Success Factors and Challenges

Most critical success factors:

- Holistic approach to community engagement, life-skill development and job training
- Shared-value business model that leverages core business and value chain to increase access to economic opportunities for youth
- Connection to the Coca-Cola business system, which can provide retail partners and local communities with retail expertise
- Diverse, readily accessible target audience across the value chain
- Support of senior management

Main challenges:

- Accommodating growing number of student interest and managing scale/expansion
- Developing new partnerships and bringing scale to pilots and local initiatives
- Ongoing need to articulate a compelling business case
- Measuring long-term success

Recommendations for Others

The initiative requires multi-stakeholder partnerships consisting of organizations with similar visions and complimentary expertise. Integration with the core business is essential to ensure that the programme continues to expand and grow. Retaining the company focus and interest is also important. Finally, it is best to quantify both business and societal value.

About the Organization

Website: www.coca-cola.com
Sector: Agriculture, Food and Beverage
Size (number of employees): 50,000 – 100,000
Headquarters: Atlanta, United States

Key Partners

Business | **Government** | Education and Training | **Civil Society**

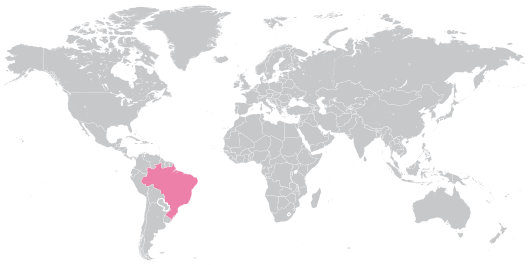
Status

Start year of the initiative: 2009 - still ongoing.

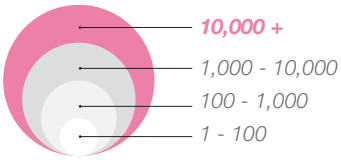
Next steps of initiative: Regional and global expansion: Investments will allow for significant scale up in three Latin American countries and in remote areas, such as the Amazon forest.

Impact

Country(ies) of impact: Brazil



Number of people impacted annually: 80,000 youth impacted as of December 2014. The reporting is cumulative.



Time to intended impact:

less than 2 years	*2 to 5 years*	*more than 5 years*

Metrics:

- Employability of programme participants
- Increase in self-esteem of programme participants
- Income increase of programme participants
- Number of businesses that benefitted from the programme in the community (e.g. assessments developed by students as part of the curriculum)

Benefit to organization:

- Direct benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: Programme requires multi-sector partnerships and strong community and business engagement. Identification of target communities and building both external and internal buy-in requires time and investment.

How easily can this initiative be expanded to include a larger number of participants?

Easy: With additional financing and other partners in other sectors, the initiative could be scaled up to reach additional young people and expand to additional markets in Latin America.

For Further Engagement

Contact name: Pedro Massa
Contact position: Social Business Manager
Email: pemassa@coca-cola.com

Digital Jobs Africa

Submitted by **Rockefeller Foundation**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To catalyse sustainable Information Communication Technology-enabled employment opportunities and skills training for high potential but disadvantaged African youth.

Overview and Main Activities

Digital Jobs Africa, an initiative by the Rockefeller Foundation, aims to take advantage of the youth bulge in Africa and the rise of the Information Communication Technology (ICT) sector to bring about impact through job creation. The initiative aims to impact one million lives in six countries in Africa by catalysing sustainable Information Communication Technology-enabled (ICT) employment opportunities and skills training for high potential but disadvantaged African youth. To achieve this, the Rockefeller Foundation is investing US $97 million.

Digital Jobs Africa aims to strengthen participants' future employment opportunities and serve as a springboard to access jobs with higher pay, new professional development opportunities and enhanced personal development. For example, gaining communication skills through an entry-level call centre role can allow a young person to progress into a mid-level customer service role.

Digital Jobs Africa relies on three interventions:

1. Engaging the private sector to hire high-potential but disadvantaged youth in digital jobs for Impact Sourcing to achieve both business and social impact. The Foundation highlights five key benefits of impact sourcing: lower costs, proven and reliable service delivery, large/untapped talent pool, stable and engaged workforce and social impact. The Rockefeller Foundation promotes Impact Sourcing through awareness raising, hosting conventions and developing tools through best practice exchange.
2. Training high potential but disadvantaged youth to gain the skills and experience required for digital job opportunities in diverse sectors, including business process outsourcing, online work and retail and hospitality. Training is demand-driven, with the curriculum influenced and designed to meet current needs of the labour market. This includes a focus on soft and life skills, e.g. health and financial literacy.
3. Supporting an enabling environment through partnerships with governments and government ministries in ICT and youth affairs – and supporting them to develop the necessary infrastructure and adopt policies that accelerate the growth of the Impact Sourcing sector.

Corporate partners of the initiative include other companies already involved in Impact Sourcing: Microsoft, Deloitte, Shell, Teleperformance, Accenture, MTN, Equity Bank, Old Mutual, Safaricom, EOH, Cloud Factory, Avasant, Everest Group and Aegis. NGO partners include Homeboyz Foundation, Afroes, Paradigm, Education for Employment, Digital Opportunity Trust, the MENTEC Foundation, Harambee Youth Accelerator, Digital Divide Data, Careerbox, Samasource, Business Process enabling South Africa (BPESA) and the International World Bank.

Success Factors and Challenges

Most critical success factors:

- Helping increasing numbers of high-potential but disadvantaged youth in Africa achieve and sustain significant improvements in their well-being and quality of life
- Employer champions broadly communicating the impact of the programme broadly
- Favorable business environments that lead to the growth of Impact Sourcing sector and the creation of new digital jobs

Main challenges:

- Stimulating sufficient demand to meet high unemployment needs in the six programme countries

Recommendations for Others

The initiative is in its third year and accumulating many milestones. However, the Foundation is taking note of lessons and best practices to address as we continue to implement.

About the Organization

Website: www.rockefellerfoundation.org
Sector: Non-Profit
Size (number of employees): Up to 1,000
Headquarters: New York, United States

Key Partners

Business | Government | Education and Training | Civil Society

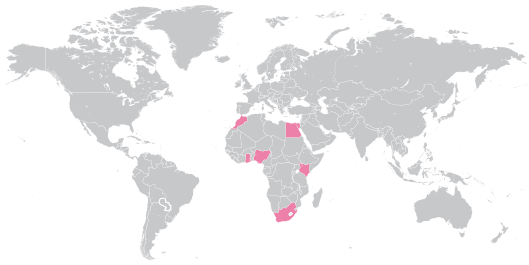
Status

Start year of the initiative: 2013 - still ongoing.

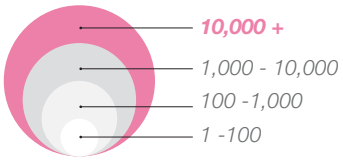
Next steps of initiative:
Global expansion: To create an enabling environment for digital jobs by coordinating government and businesses without the continued involvement of philanthropy – leading to global adoption of inclusive business practices.

Impact

Country(ies) of impact: Egypt, Ghana, Kenya, Morocco, Nigeria, South Africa



Number of people impacted annually:
250,000 directly placed in jobs in seven years, 1 million youth in seven years, by 2020.



Time to intended impact:

less than 2 years | *2 to 5 years* | *more than 5 years*

Metrics:

- Number/hours of employees trained and placed in ICT enabled job opportunities
- Social and economic well-being of their families and communities

Benefit to organization:

- Direct benefit to organization: Improving the lives of the disadvantaged youth and their communities; enhancement thought leadership and influence on the issue of youth employment.

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: It is necessary to have the capital risk similar to the RF, as well as the same calibre of partners and level of influence to leverage similar thinking and investment.

How easily can this initiative be expanded to include a larger number of participants?

Very easy: Success depends on multi-stakeholder collaboration, and the Rockefeller Foundation welcomes partnerships from public and private organizations in the six programme countries.

For Further Engagement

Contact name: Mamadou Biteye
Contact position: Managing Director, Africa
Email: mbiteye@rockfound.org

Dual Vocational Education and Training Programme

Submitted by **Siemens**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To provide underprivileged youth with work experience and on-the-job training to facilitate entry into the labour market.

Overview and Main Activities

Siemens Germany offers apprenticeship positions for disadvantaged youth, particularly youth from immigrant backgrounds and youth who left school with only a secondary school certificate. Key selection criteria are participants' motivation to complete an apprenticeship programme, whether they have a realistic idea of the job they would like to do and German language skills. Germany's Federal Employment Agency helps Siemens source candidates for the programme for full-time employment with Siemens.

Once accepted, participants are part of a standard apprentice programme, which lasts three to three-and-a-half years. Roughly one-third of the time is spent in the classroom focusing on theory as well as integrative work skills such as English. This phase is provided by the state-run vocational school system. The second third is spent at the Siemens training centre where apprentices apply skills in a safe learning environment. This includes anything from basic manual skills to sophisticated project tasks that integrate various fields of expertise, e.g. the set-up of a mechatronic system. The final third is spent on work-place assignments, i.e. in the operational departments of the company. This provides the learners with real-life applications of the theory and training-centre content. Training is curriculum-based and apprentices are assessed against weekly learning objectives.

To ensure integration and success, Siemens places two disadvantaged youths in a class of 16 apprentices – allowing both groups to develop soft skills they would otherwise have no chance to develop. In addition, participants receive additional tutorial support in maths, English, electrical engineering, accounting, studying techniques, sports education and exam preparation.

At the end of the programme, all apprentices must pass the final examination of the Chamber of Industry and Commerce. Eighty percent of participants pass the final exam and disadvantaged candidates score on average just half a grade lower (on a six-point scale) than their classmates.

The first wave of graduates has attained permanent employment contracts with Siemens with a relatively low drop-out rate of seven percent.

Success Factors and Challenges

Most critical success factors:

- Corporate Social Responsibility
- Leadership commitment

Main challenges:

- Costs of additional tuition (e.g. German language course, intercultural training) and benefits (e.g. accommodation) that Siemens provides to participants
- Additional mentoring from trainers

Recommendations for Others

Such an initiative can only be implemented successfully and sustainably if there is a strong commitment from top management, hiring managers and works councils in support of integrating disadvantaged young people and – eventually – employees.

It is imperative that trainers are trained to accommodate the special needs of the individuals in question and of the groups into which they are being integrated.

About the Organization

Website: www.siemens.com
Sector: Information Technology
Size (number of employees): 100,000+
Headquarters: Munich, Germany

Key Partners

Business | **Government** | Education and Training | Civil Society

Status

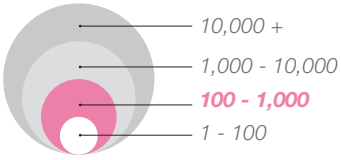
Start year of the initiative: 2008 - still ongoing.

Next steps of initiative:
Nothing, anticipate to keep it the same.

Impact

Country(ies) of impact: Germany

Number of people impacted annually: 200 beneficiaries (or ten percent of Siemens annual intake for Vocational Education and Training programmes)



Time to intended impact:

less than 2 years | *2 to 5 years* | *more than 5 years*

Metrics:

- Percentage of participants who pass the final exam from the Chamber of Industry and Commerce
- Number of disadvantaged candidates who score on average half a grade lower (on a six-point scale) than their classmates
- Number of first-wave graduates who have attained permanent employment contracts with Siemens with a relatively low drop-out rate

Benefit to organization:

- Direct benefit to organization
- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: Trainers need special skill sets to accommodate integration candidates.

How easily can this initiative be expanded to include a larger number of participants?

Very difficult: There are limits to the proportion of integration candidates; extending the ratio of 2/16 may be unsustainable.

For Further Engagement

Contact name: Jürgen Siebel
Contact position: Head of International Business
Email: juergen.siebel@siemens.com

Escola Escritório Programme
("Office School Programme")
Submitted by **PricewaterhouseCoopers**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To prepare disadvantaged youth for the labour market through training, coaching and mentoring to allow for social inclusion

Overview and Main Activities

In partnership with the Brazilian non-governmental organization Quixote, PricewaterhouseCoopers (PwC) contracts 10 final-year high-school students who fit the risk profile (e.g. exposure to violence, drug and alcohol abuse, conflict with the law) to take part in a training programme. The programme is designed to prepare students for the job market by helping them to improve their attitude towards education, strengthen their communication skills, display greater commitment to obligations and begin visualizing a different future. After successful completion of the training programme, participants have the opportunity to apply for a full-time position at PwC Brazil.

The training programme rests on four key pillars:

1. Training and coaching to support the students: The training programme lasts at least six months. The main focus is on personal relationships, behaviour in the corporate environment and oral expression. The training is combined with one-on-one supervising by a PwC employee and is complemented with group coaching sessions to address difficulties and uncertainties that the participant may face during the training. During the entire programme, students' school grades and attendance are monitored bimonthly to identify tendencies that need to be corrected.
2. Informing and preparing supervisors: PwC employees who act as student supervisors receive support from Quixote professionals; they have individual meetings to discuss the handling, performance, difficulties and potential of the participants.
3. Mentoring the families: Family members are mentored on the topics of income management, proper attire, discipline and commitment to education. The mentoring with relatives occurs quarterly or on demand as needed and is performed by Quixote professionals.
4. Psychosocial monitoring: The students participate in periodic group therapy sessions, during which they discuss their difficulties and what they have learned in the areas where they work. Quixote and PwC professionals are responsible for supervising the students.

The success rate of students receiving a full-time position with PwC Brazil after completing the programme is around 50%.

Additional programme partners include the Federal University of São Paulo.

Success Factors and Challenges

Most critical success factors:

- The discovery by PwC employees involved in the programme of their own social role as educators and collaborators
- Partner brand/reputation

Main challenges:

- The students and their families' circumstances in social risk conditions, making effective social, cultural and economic inclusion challenging

About the Organization

Website: www.pwc.com
Sector: Professional Services
Size (number of employees): 100,000+
Headquarters: London, United Kingdom

Key Partners

Business | Government | Education and Training | Civil Society

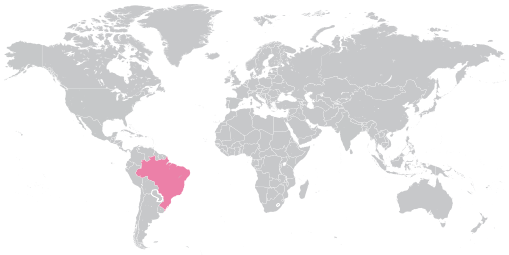
Status

Start year of the initiative: 2003 – still ongoing.

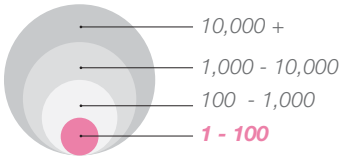
Next steps of initiative:
Nothing, anticipate to keep it the same

Impact

Country(ies) of impact: Brazil



Number of people impacted annually: 10 beneficiaries



Time to intended impact:

less than 2 years	*2 to 5 years*	*more than 5 years*

Metrics:

- Programme impact on youth (e.g. programme graduation, job placement, career path, financial well-being, social and physical well-being, community impact)
- Return on investment to employers (e.g. reduced training and recruiting costs, increased job tenure, higher quality work outcomes)

Benefit to organization:

- Direct benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Easy: The methodology has been refined since the programme's implementation over 10 years ago.

How easily can this initiative be expanded to include a larger number of participants?

Difficult It is difficult to provide robust support to prepare young people with risk profiles to interact in a corporate environment, with basic skills and appropriate behaviour and, even more importantly, including psychosocial aspects.

For Further Engagement

Contact name: Fernanda Pacheco
Contact position: CR Director
Email: fernanda.pacheco@br.pwc.com

Contact name: Tatiana Lima
Contact position: CSR Analyst
Email: tatiana.lima@br.pwc.com

Europeans@Siemens

Submitted by **Siemens**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To provide youth across Europe with apprenticeship opportunities and to help them start successful careers at Siemens in their home country.

Overview and Main Activities

The programme offers apprenticeships for 30 young Europeans in Germany to prepare them for careers in electronics fields, including industrial and mechatronics engineering. Following the German dual education system, the programme, which takes three-and-a-half years, combines theoretical training with working experience. Roughly one third of the time is spent in the classroom focusing on theory, but also on integrative work skills such as English. This part is provided by the state-run vocational school system. The second third is spent at the Siemens training centre where apprentices apply skills in a safe learning environment. This includes anything from basic manual skills to sophisticated project tasks that integrate various fields of expertise, e.g. the set-up of a mechatronic system. The final third is spent in work-place assignments, i.e. in the operational departments of the company. This provides apprentices with real-life applications of theoretical and training-centre content. Training is curriculum-based and apprentices are assessed against weekly learning objectives. As final examinations are taken in German, intensive German courses are mandatory for the first six weeks upon the start of the programme.

Apprentices are recruited by Siemens regional companies in participants' home countries and are fully employed by Siemens Germany during the apprenticeship. While Siemens Germany provides the dual vocational education and training (VET), the state operates the vocational school, and the Chambers of Commerce and Industry administer the formative assessment and final exams. Upon graduation, participants return to their home countries, where most of them get offered a job with Siemens.

In addition to the Europeans@Siemens programme, Siemens also provides apprenticeships for 1,000 youth in six European countries outside Germany. These programmes are locally adapted, but adopt the principle of duality, i.e. the combination of theory taught in classrooms with applied learning in training centres and the work place. It is this particular duality that creates the more effective, business-relevant and sustainable learning experience. Siemens obtains needed skill sets that are operational from day one. Learners obtain employability and a smooth transition from education to work. Societies obtain youth employment and competitiveness.

Success Factors and Challenges

Most critical success factors:

- Corporate Social Responsibility
- Skills needs of Siemens regional companies
- Community support
- Leadership commitment

Main challenges:

- Costs of additional tuition (e.g. German-language course, intercultural training) and benefits (e.g. accommodation) that Siemens provides to participants
- Age of participants; most are going abroad for the first time
- Selling an education programme in countries where it is not known, or where it might have a less favourable image than at home requires significant candidate-marketing activities

Recommendations for Others

This initiative is complex, costly and designed to be long-term. To succeed, it is essential to have top-level management commitment and sponsorship, expertise and experience and support from regional entities of the organization.

Such an initiative should not be pursued only for CSR aspects. Due to the massive investment needed, it can only succeed if there is a clear business need for and a clear local scarcity of the competencies in question.

About the Organization

Website: www.siemens.com
Sector: Information Technology
Size (number of employees): 100,000+
Headquarters: Munich, Germany

Key Partners

Business | **Government** | **Education and Training** | Civil Society

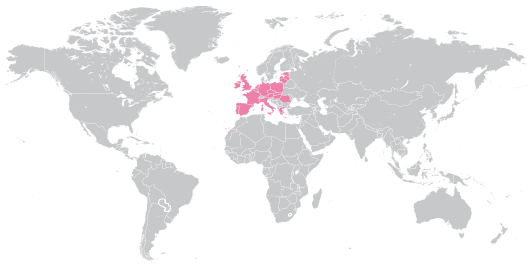
Status

Start year of the initiative: 2012 - still ongoing.

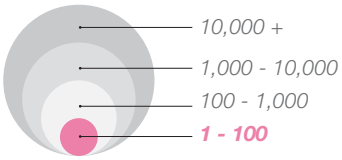
Next steps of initiative:
Modification of scope: There will be a review of whether or not additional professions can be offered or if the current programme can be supplemented with an academic line of study.

Impact

Country(ies) of impact: Austria, Belgium, Czech Republic, Estonia, France, Great Britain, Greece, Hungary, Ireland, Italy, Latvia, Lithuania, The Netherlands, Poland, Portugal, Romania, Slovakia, Spain



Number of people impacted annually: 30 beneficiaries



Time to intended impact:

less than 2 years | *2 to 5 years* | *more than 5 years*

Metrics:
Number of participants:

- 88 participants from 18 countries have entered the programme. The first group of 30 participants will graduate in 2015.

Benefit to organization:

- Direct benefit to organization
- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: Long experience in and a good command of the classical German dual VET system are needed.

How easily can this initiative be expanded to include a larger number of participants?

Very difficult: Taking the learner to another country is relatively expensive so local education-reform initiatives are necessary. In addition, young learners should have access to dual VET in their home countries.

For Further Engagement

Contact name: Jürgen Siebel
Contact position: Head of International Business
Email: juergen.siebel@siemens.com

Foundation Programme
Submitted by **Infosys**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To support students in their transition from the academic world to the corporate world.

Overview and Main Activities

Infosys' Foundation Programme (FP) is a training programme for all entry-level engineering graduates (trainees) who join Infosys each year to help convert them into IT professionals.

Training is primarily conducted at the Infosys Global Education Centre in Mysore, India which is one of the world's largest residential corporate universities and can accommodate 13,500 new recruits simultaneously. Every year over 20,000 new recruits across the globe are enabled on various technologies and get acquainted with the company's ethics, values and work culture through this programme.

The 23-week training programme is made up of two phases: (1) fundamentals of computer science and (2) focus on various technology areas, including soft skills such as communication skills, corporate etiquette, time management, teamwork and design thinking. Phase 1 lays a strong foundation in IT concepts and phase 2 provides technology-specific training. Training coursework covers the full range of services provided by Infosys, and the programme is designed, developed and taught by a strong team of highly-qualified technical experts with a good blend of industry and academic experience. Courses undergo frequent revisions in content and pedagogy based on feedback from practitioners in the field and current industry and technology trends. The FP sessions are conducted in a blended mode, consisting of lectures delivered by subject matter experts ("educators") followed by hands-on assignments solved by trainees. As a result, instead of being a passive recipient, trainees become active participants and use the opportunity to practice the concepts learned. Any gap in understanding becomes apparent to both the educator and trainee as there are several opportunities for the trainee to apply the knowledge and demonstrate this ability to educators. Using several pedagogical mechanisms educators revisit concepts that trainees did not understand.

Trainees are assessed using an objective test and a hands-on test. Their performance on these tests contributes to a grade and is used as a measure for successful completion of the programme.

Success Factors and Challenges

Most critical success factors:

- Top management and leadership support
- Strategic alignment of the initiative with organizational priorities
- Long-term commitment towards the initiative

Main challenges:

- Recruiting proficient and competent educators
- Designing and deploying a seamless process to handle large volumes without compromising quality
- Providing opportunities for educators to enhance their skills on a continuous basis

Recommendations for Others

It is best that any similar corporate learning initiative should focus on: (1) clear objectives; (2) development of business-relevant curriculum and course content; (3) recruitment of competent educators with academic and industry experience; (4) processes to ensure predictability, uniformity and consistency in training and assessment across training groups; (5) sustainability of training mechanisms to address scale and quality and (6) adequate physical and technical infrastructure. Examples of the former include world-class residential and relaxation facilities; examples of the latter include state-of-the-art classrooms, multi-media facilities, a digital library and highly-scalable hardware and software infrastructure.

About the Organization

Website: www.infosys.com
Sector: Information Technology
Size (number of employees): 100,000+
Headquarters: Bengaluru, India

Key Partners

Business | Government | Education and Training | Civil Society

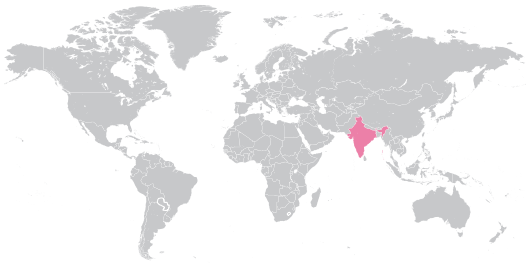
Status

Start year of the initiative: 2002 - still ongoing.

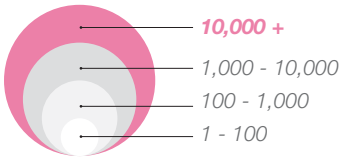
Next steps of initiative:
Global expansion: Work is in progress to expand this training programme to new hires in other geographies.

Impact

Country(ies) of impact: India



Number of people impacted annually: > 20,000 beneficiaries



Time to intended impact:

less than 2 years | 2 to 5 years | more than 5 years

Metrics:

- Number of fresh hires trained and deployed to projects
- Number of training days offered
- Performance of trainees
- Feedback from business units on the performance of trainees in the first year of their tenure

Benefit to organization:

- Direct benefit to organization
- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult

How easily can this initiative be expanded to include a larger number of participants?

Difficult: Difficulties include the huge scale of training, developing standardized processes to manage peak loads of trainees and assessing consistency, quality and precision.

Future Leaders Programme

Submitted by **Alghanim Industries**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To provide Kuwaiti graduates with classroom instruction and on-the-job training to become future business leaders.

Overview and Main Activities

This 12-month development programme is open to new graduates who have demonstrated excellence and leadership potential throughout the selection and assessment. In addition to an English-language assessment, a Graduate Talent Assessment and a behavioural interview, candidates are selected after participating in an array of leadership development activities, including:

- Training and workshop sessions (covering leadership essentials, embracing change, navigating beyond conflict, networking for enhanced collaboration, customer service & taking the heat, business simulation, project management, Six Sigma, presentation skills and emotional intelligence and executive presence)
- Harvard e-learning models (stress management, goal setting, persuading others, team management, customer focus, strategy execution and process improvement)
- Practical immersion in a business in order to engage the participants and have them apply what they have learned

The above activities take place over a period of four months and involve classroom instruction and on-the-job training to maximize the learning and development process. An intensive one-month period follows the training process, where participants are involved in a KAIZEN process improvement project. This enables participants to learn how businesses improve processes and reduce costs using an effective and systematic method based on Six Sigma Methodology.

A final seven-month job rotation ensures participants are aware of Alghanim Industries' diverse businesses. The job rotation is also used to:

- Expose participants to a wider range of operations so managers can identify the participants' talents
- Allow participants to identify what they are good at and what they enjoy doing
- Help managers and participants identify their knowledge, skills and attitudes
- Motivate participants to deal with and adapt to new challenges

Success Factors and Challenges

Most critical success factors:

- Government funding
- Support from top management
- Support from businesses and key company leaders

Main challenges:

- Recruiting committed candidates to the programme for the long term

Recommendations for Others

The most important aspect of this type of programme is the assessment centre used to select candidates. Once a young future leader is selected, it is important to make sure the selection is a sound one, as the choice will influence all leaders. In addition, the more assessments are conducted, the better.

About the Organization

Website: www.alghanim.com
Sector: Diverse Sectors
Size (number of employees): 10,000 - 50,000
Headquarters: Shuwaikh, Kuwait

Key Partners

Business | Government | Education and Training | Civil Society

Status

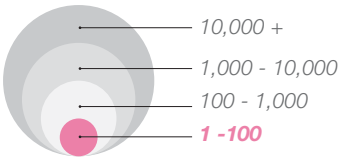
Start year of the initiative: 2014 - still ongoing.

Next steps of initiative:
Other: There are plans for a one-year mentoring programme, plus a Leadership Development Program and Advanced Leadership Development Program, each for six months.

Impact

Country(ies) of impact: Kuwait

Number of people impacted annually: 7-15 beneficiaries



Time to intended impact:

less than 2 years | *2 to 5 years* | *more than 5 years*

Metrics:

- Number of employees who complete the programme
- Number of employees employed by Alghanim Industries
- Employability rate upon programme completion

Benefit to organization:

- Direct benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Easy: If company leaders support such an initiative, the initiative should be fairly easy to implement.

How easily can this initiative be expanded to include a larger number of participants?

Easy: If prospective candidates meet programme criteria, expanding to a larger number of candidates is straightforward.

For Further Engagement

Contact name: Abdullah Hamada
Contact position: Senior Manager Kuwaitization
Email: ahamada@alghanim.com

Generation

Submitted by **McKinsey Social Initiative**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To create the opportunity for disconnected young people around the world to launch successful careers and fundamentally change their life trajectories.

Overview and Main Activities

Generation is a global youth employment programme that aims to reach 1,000,000 young people in five countries in five years. The programme concept originated in a McKinsey study of 150 employment programmes across 25 countries, and surveys of over 15,000 employers, young people and education providers in 14 countries. Generation aims to address the gaps uncovered in that study by:

1. Designing and testing a replicable, scalable methodology that works to rapidly prepare young people for jobs in any middle-skill profession, in any city, around the world
2. Proving a significant and positive return on investment for both employers and young people who participate in the programme over the short, medium and long run

With a growing community of partners that includes employers, governments, non-profit organizations and other community members, Generation is still in the early stages of building its programme. The ultimate goal is to develop an open-source and self-financing training approach, creating opportunity for tens of millions of youth around the world.

In each country, Generation selects middle-skill professions that offer clear employment opportunities for people with the right skills. The Generation approach has five components:

1. Jobs and direct employer engagement from the start, with employer pre-commitment to provide jobs for successful graduates and a curriculum developed to meet the real needs of employers
2. An 8- to 12-week programme that integrates technical, behavioural and mindset skill training for each profession
3. Social support services and mentorship support along the way to enable even the most vulnerable young people to be successful
4. A community that follows graduates into the workplace, providing support during the critical early months in their new jobs
5. A return on investment for employers and students that is measurable and meaningful

Generation has launched its first pilot programmes in the United States and Spain. In the US, Generation is targeting health-service and retail professions, with pilots already running in Pittsburgh, Pennsylvania and Wilmington, Delaware. In Spain, Generation is focusing on digital-marketing and web-development professions, with pilots in Madrid and Barcelona. Generation will expand to India, Kenya and Mexico in 2015. In addition, Generation will implement a rigorous research agenda, conducted by an independent third party, to understand the impact of the programme and specific interventions both immediately and over time.

Generation is the first programme of the McKinsey Social Initiative, an independent non-profit that works with the public, private and social sectors to focus McKinsey & Company's problem-solving expertise on the world's most complex social challenges.

Programme partners include other businesses, including Adecco, Iron Hack, Presbyterian Senior Care, University of Pittsburgh Medical Center and Walmart; the NGOs Dress for Success, Goodwill, Jobs for America's Graduates and Three Rivers WIB; and academia, including ESADE, ISDI (Instituto Superior de Diseño ISDi) and the United States Agency for International Development (USAID).

Success Factors and Challenges

Most critical success factors:

- Catalytic funding support, content of the initiative, employer engagement, research agenda

Main challenges:

- Generation is still in the early stages of designing, testing and implementing its approach

About the Organization

Website: www.generationinitiative.org
Sector: Social Sector
Size (number of employees): Up to 1,000
Headquarters: Washington DC, United States

Key Partners

Business | Government | Education and Training | Civil Society

Status

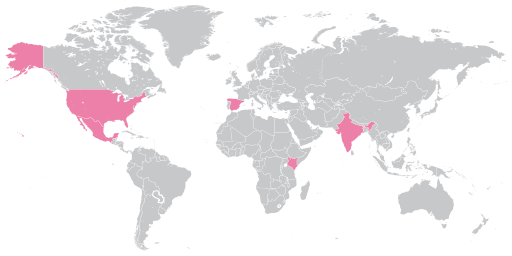
Start year of the initiative: until 2020 - still ongoing.

Next steps of initiative:
Global expansion: India, Kenya, Mexico.

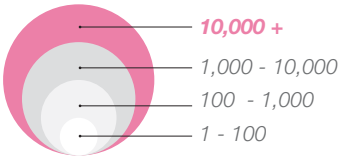
Generation will scale existing pilots in the United States and Spain and will expand to India, Kenya and Mexico in 2015.

Impact

Country(ies) of impact: India, Kenya, Mexico, Spain, United States



Number of people impacted annually: 200,000+ by Year 3



Time to intended impact:

less than 2 years	*2 to 5 years*	*more than 5 years*

Metrics:

- Programme impact on youth (e.g. programme graduation, job placement, career path, financial well-being, social and physical well-being, community impact)
- Return on investment to employers (e.g. reduced training and recruiting costs, increased job tenure, higher quality work outcomes)

Benefit to organization:

- Direct benefit to organization
- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Easy: The programme is currently replicating across the United Kingdom through the BITC (Business in the Community) initiative Business Class for which UBS is a national sponsor.

How easily can this initiative be expanded to include a larger number of participants?

Easy: Through BITC initiative Business Class, UBS has expanded the number of school business partnerships in London to 56.

Global Girls Entrepreneurship Project

Submitted by **MasterCard Center for Inclusive Growth**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To help high-school girls in low-income communities develop an entrepreneurial mindset through female mentors, business and leadership skills that spur innovation and exposure to science, technology, engineering and mathematics (STEM) careers.

Overview and Main Activities

In partnership between the MasterCard Center for Inclusive Growth, the Coca-Cola Foundation and the Network for Teaching Entrepreneurship (NFTE), the Global Girls Entrepreneurship Project (GGEP) targets girls in high school. The initiative is being implemented in five U.S. markets during 2014-2015 and will expand internationally in the following years, reaching girls worldwide.

Key programme components include:

- Mentoring Sessions: Sessions with women business owners and female volunteers include STEM-focused coaching, career panels and technology workshops. A strong network of female business leaders is being cultivated to serve as role models and coaches for participating girls. Emphasizes participation of female employees, leveraging various employee groups, including MasterCard's Young Professional networks and Women in Technology (volunteer roles within the project are open to all regardless of gender).
- Girls Innovate: Provides opportunities for entrepreneurial thinking, imagining and creating as part of NFTE's World Series of Innovation. Participants brainstorm and create submissions in response to one of seven online innovation challenges. Working with volunteers, students turn their innovative ideas into formal proposals, using their submissions to compete for prizes.
- Girls Tech-Entrepreneurship Summer Camps: A two-week intensive learning opportunity where participants learn about personal discovery, leadership, and teamwork through interaction with leading technology businesswomen volunteers. Curriculum emphasizes women-owned business, technology and career planning, and girls have field trips to local tech companies and learn from STEM panel discussions. Each girl develops a business plan and the camps culminate with business plan competitions.

The Network for Teaching Entrepreneurship (NFTE) is the global leader in youth entrepreneurship education with active programmes in 12 countries that have served over 560,000 youth worldwide since 1987. By teaching the entrepreneurial mindset, NFTE provides young people with tools and attitudes to overcome adversity and address future personal, economic, community and global challenges.

Success Factors and Challenges

Most critical success factors:

- Project-based programming based on NFTE's 27-year expertise in experiential entrepreneurship education
- Partnerships with key companies that value programme impact and provide funds and volunteers
- Relationships with schools and other NGOs for support on expansion and recruitment

Main challenges:

- Designing a flexible, high-quality programme that meets market needs and maintains core standards
- Recruiting students for rigorous out-of-school time programming
- Engaging volunteers to participate in low-income neighbourhoods on weekends and schooldays

Recommendations for Others

Explore ways to build on successful programmes to target a specific audience and leverage the leaders in networks to provide much needed intellectual and human capital. In addition, it may also be helpful to secure a local GGEP champion, both within the teacher/youth educator community to support student recruitment and within the local women business leader community to support female volunteer recruitment. The programme achieved some success with this when done informally and will be attempting a more formal arrangement in one market to determine whether it can be expanded further.

About the Organization

Website: www.nfte.com
Sector: Non-Profit
Size (number of employees): Up to 1,000
Headquarters: New York, United States

Key Partners

Business | Government | Education and Training | Civil Society

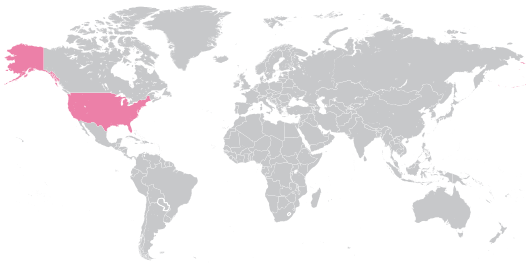
Status

Start year of the initiative: 2014 - still ongoing.

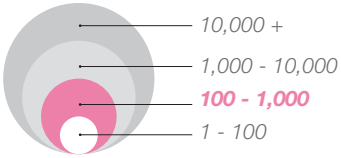
Next steps of initiative:
Global expansion: The programme will be piloted in five markets in the United States and then expanded internationally based on best practices and lessons learned.

Impact

Country(ies) of impact: United States



Number of people impacted annually:
480 participating girls



Time to intended impact:

less than 2 years	*2 to 5 years*	*more than 5 years*

Metrics:

- Number of girls participating
- Number of participants who create a business plan
- Number of GGEP programmes offered
- Number of female volunteers engaged
- Number of new partnerships established in support of GGEP

Benefit to organization:

- Direct benefit to organization
- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: Other organizations may not have the same level of expertise, a strong network of partners, and buy-in of key stakeholders.

How easily can this initiative be expanded to include a larger number of participants?

Easy: Scalability can easily be achieved by increasing the number of activities in a specific region and/or the geographic footprint.

For Further Engagement

Contact name: Shawn Osborne
Contact position: CEO
Email: shawn.osborne@nfte.com

Infrastructure Leasing & Financial Services Skills Development Corporation

Submitted by **McKinsey & Company**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To equip youth with industrial skills for employment to address the talent gap.

Overview and Main Activities

Infrastructure Leasing & Financial Services (IL&FS) Skills Development Corporation is a network of skills schools in India run as a joint venture between IL&FS and the National Skills Development Corporation. It operates 18 skills schools (hubs) and 355 skills centres (spokes) in 24 states. IL&FS partners with more than 1,000 employers to ensure trainees have a guaranteed job after their graduation.

IL&FS Skills Development Corporation rests on three intervention areas:

1. Job placements for trainees: IL&FS Skills secures commitments from its more than 1,000 partner companies to provide job placements for trainees. Student enrolment is tied to the number of job commitments to guarantee a job placement after graduation. This step is undertaken to assess demand and required relevant skill sets.
2. Mobilizing youth: IL&FS Skills works with local governments and nongovernmental organizations to enrol young people in training courses. It holds informational workshops across the country, including rural villages, to explain to young people the benefits of the training and the career prospects they can expect afterward.
3. Training courses: Schools and centres offer courses in 27 disciplines, including textiles, welding, hospitality and retail. Course duration ranges from one to three months. The curriculum is created in cooperation with industry partners to cater to industry demand and emphasizes learning by doing. Many classes are held in simulated workplaces, such as a sewing factories (complete with shift sirens) or a hotel lobby, to help students familiarize themselves with what might be entirely new environments. All training instructors have five years of relevant industry experience.

To ensure training courses are delivered consistently across all schools and centres, IL&FS Skills has created a proprietary technology, K-Yan – a combination projector/computer that uses multimedia forms to deliver training in English and six regional languages. Students can view the course material repeatedly and learn at their own speed.

Success Factors and Challenges

Most critical success factors:

- End-to-end support; programme helps students through mobilization, guaranteed job placement and post-graduation support and evaluation
- Low cost model; technology platform lowers cost of delivery
- Industry relevant curriculum co-developed with industry employer partners
- Interactive training delivery mechanism that leverages technology, multimedia and simulations, allowing students to learn at their own pace, reducing variability of trainers,and simulating a real work experience

Main challenges:

- Maintaining quality and impact as initiative scales up

About the Organization

Website: www.mckinsey.com
Sector: Professional Services
Size (number of employees): 10,000 – 50,000
Headquarters: New York, United States

Key Partners

Business | Government | Education and Training | **Civil Society**

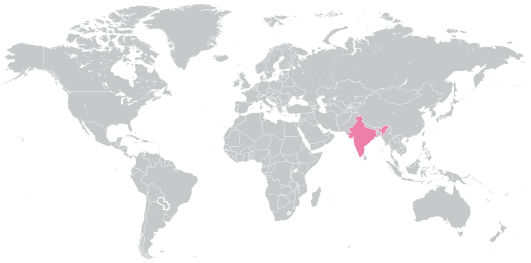
Status

Start year of the initiative: 2007 – still ongoing.

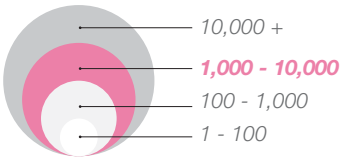
Next steps of the initiative:
End the initiative: Intended to end in March 2015, but long-term solution in cooperation with the State Secretariat for Economic Affairs (SECO) and other private sponsors is in the works to transform this into a national private-public-partnership.

Impact

Country(ies) of impact: India



Number of people impacted annually: 100,000 people annually (450,000 trainees up to today)



Time to intended impact:

less than 2 years	*2 to 5 years*	*more than 5 years*

Metrics:

- Number of students trained
- Placement rates
- Student performance after graduation (students are monitored for at least one year)

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: A profound knowledge of internal labour markets is helpful to steer, monitor and control such an initiative.

How easily can this initiative be expanded to include a larger number of participants?

Easy: The technology platform enables students to learn at their own pace and requires minimal time from trainers, setup of schools and skills centres allows for easy expansion.

Global Internship Programme for Unemployed Youth

Submitted by **Alcoa**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To equip unemployed youth with work experience and skills to start successful careers in the manufacturing sector.

Overview and Main Activities

Alcoa Foundation created the Global Internship Programme for Unemployed Youth, a workforce development programme tailored to the manufacturing industry. The programme consists of the following three core elements:

1. Paid internship with local manufacturers: Provides participants hands-on experience including safety training and learning how to perform basic tasks using manufacturing equipment. This also benefits the talent acquisition progress of local manufacturing companies, representing 80% of manufacturers.
2. Workforce readiness training and counselling: Participants receive training and counselling to help them acquire soft skills such as verbal and written communication, problem solving and time management.
3. Career planning and placement: Helps participants think strategically about their career options and develop career goals. This component ends with a career fair, where participants have the opportunity to network with manufactures and training and education providers.

The programme is administered by the Institute of International Education (IIE) on behalf of Alcoa Foundation, which is providing the funding. To execute the programme, Alcoa Foundation and IIE partner with more than 10 different non-profit organizations (NPOs) in eight countries. The partner NPOs offer job readiness and employment programmes and place participants in internships with small and medium-sized manufacturing companies in the local community. In addition, local Alcoa offices work with the NPOs to identify Alcoa employees who act as volunteer mentors for interns and who organize site visits to local manufacturing plants.

While the workforce development programme consists of the same elements, each non-profit partner implements customized components to fit to the local community needs and profile.

Success Factors and Challenges

Most critical success factors:

- Alignment with local manufacturing skill demands and labour market conditions
- Local partner support; for example, leveraging existing local work-based training with Alcoa partners in communities
- Content of the initiative, e.g. comprehensive approach to work-based training for manufacturing
- Broad exposure to post-secondary school employment, education and training options

Main challenges:

- Translating work-based training into individual development plans that are achievable in the short-term and that lead to permanent employment
- Replicating for long-term sustainability with other manufacturers in the communities

Recommendations for Others

Put measures in place to increase the participation of women. Consider logistical concerns (i.e. transport of interns to internship site). Train interns on workplace protocols and rules prior to commencement of internship.

About the Organization

Website: www.alcoa.com
Sector: Mining and Metals
Size (number of employees): 50,000 - 100,000
Headquarters: New York, United States

Key Partners

Business | Government | Education and Training | **Civil Society**

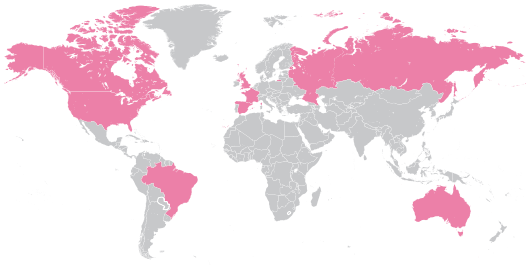
Status

Start year of the initiative: October 2013
Expected completion end date is August 2015.

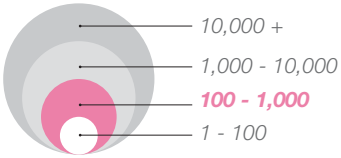
Next steps of initiative: Regional expansion:
May expand the programme where it has proved successful, or where we have identified a local need.

Impact

Country(ies) of impact: Australia, Brazil, Canada, France, Russia, Spain, United Kingdom, United States



Number of people impacted annually: 250
(more than 500 participants in two years)



Time to intended impact:

less than 2 years | *2 to 5 years* | *more than 5 years*

Metrics:
Number of:

- Participants who are employed or pursue a training and education programme within six months after programme completion
- Participants who are hired by small- & medium-sized manufacturers
- Alcoa employees mentoring interns
- Alcoa locations hosting manufacturing site visits for interns
- Social media hits and web-based stories about interns, non-profits and local manufacturers

Benefit to organization:

- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Easy: Easier to implement if working in collaboration with an implementing partner and local NPO that know the economic and employment environment.

How easily can this initiative be expanded to include a larger number of participants?

Easy: Easy to expand to include more participants as long as there are companies with a need/capacity to hire interns. Partner NPO must also have capacity to deal with larger number of participants.

For Further Engagement

Contact name: Michael Lopez
Contact position: Director, PAC and International Affairs
Email: michael.lopez@alcoa.com

Internship Programme
Submitted by **Investcorp**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To provide local youth with first work experience and potential to offer full-time employment upon completion of the internship programme.

Overview and Main Activities

Each year, Investcorp offers internship placements equivalent to eight percent of the total number of employees at its Bahrain headquarters. The internship programme, which takes 8 weeks to complete, is designed to give candidates practical experience that will help them develop skills appropriate to the corporate sector. To provide a good overview of Investcorp and its operations, candidates rotate among departments for one week each. Investcorp Bank offers internships for all functions that include Finance, Legal, Risk Management, Treasury, Placement and Relationship Management, Hedge Funds, CI-MENA, HR, IT, etc. Interns rotate among all eight functions at Investcorp.

In parallel, candidates receive training on topics such as interview techniques, presentation skills, management styles, employee ethics, compliance and anti-money laundering. Other elements of the programme include mentoring by the Administration Manager together with the various department heads. Ten percent of candidates get a job offer after their internship. Investcorp provides a stipend of $400 per month to each intern. Students work on case studies and give the team a presentation at the end of the term.

Investcorp aims to source local candidates for the internship programmes. The main feeder channels are local educational institutions - University of Bahrain and The Bahrain School - and a local non-profit organization, Young Arab Leaders (YAL). Other key partners include the Crown Prince Scholarship Programme and the Bahrain Institute of Banking & Finance.

Success Factors and Challenges

Most critical success factors:

- Support from Chairman, CEO and senior management team
- Commitment of local community/culture in providing internships to local students
- Employee support for summer interns
- Buy-in and support of senior management

Main challenges:

- Requirements to establish successful proof points prior to scaling the programme to current eight percent of total staff level
- Students have to be smart, pro-active and attentive
- Completion of case studies, which are monitored by the mentor.
- Student attendance, adherence to firm's guidelines upon joining, confidentiality, etc.
- Obtaining Investcorp manager's time due to the fiscal year end schedule that coincides with the Summer Internship Programme in July and August

Recommendations for Others

Extend the training session.

About the Organization

Website: www.investcorp.com
Sector: Banking and Capital Markets
Size (number of employees): Up to 1,000
Headquarters: Manama, Bahrain

Key Partners

Business | Government | Education and Training | Civil Society

Status

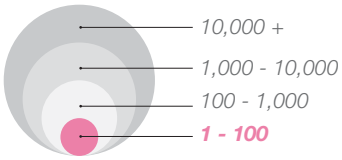
Start year of the initiative: 2004 - still ongoing.

Next steps of initiative:
Nothing, anticipate to keep it the same.

Impact

Country(ies) of impact: Bahrain

Number of people impacted annually:
Eight percent of the total number of employees at the headquarters



Time to intended impact:

less than 2 years	*2 to 5 years*	*more than 5 years*

Metrics:

- Improved job placement record
- Increased retention rate of interns
- Increased skills and productivity of interns

Benefit to organization:

- Direct benefit to organization
- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Very easy: Extremely easy for all financial institutions to replicate what Investcorp does and to take eight weeks each year to educate/train/mentor today's youth.

How easily can this initiative be expanded to include a larger number of participants?

Difficult: Given the fiscal year and of June 30th and general staff busyness in July and August, scaling the programme is challenging.

For Further Engagement

Contact name: Mufeed Rajab
Contact position: Managing Director- Administration
Email: mrajabinvestcorp.com

It's TYME and Unlocking Youth Potential

Submitted by **Barclays Africa Group**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To equip youth in Sub-Saharan Africa with basic life, business and entrepreneurial skills to improve their job prospects within a context of Barclay's global commitment to positively impact the lives of 5 million young people by the end of 2015.

Overview and Main Activities

Barclay's partners with Junior Achievement (JA), a global non-profit organization dedicated to empowering young people to own their economic success by enhancing the relevance of education. JA delivers various youth education and skills programmes in collaboration with partners including work readiness, financial literacy, entrepreneurship training and development. Activities focus on programmes that support disadvantaged youth between the ages of 10 and 35 to develop skills to help them fulfil their potential by:

- Starting a businesses or income generating activity (enterprise skills)
- Enhancing future employment prospects (employability skills – job training, numeracy and literacy)
- Making sound financial decisions and managing their money more effectively (financial skills)

Barclays and JA have partnered to develop and implement a community investment programme (It's TYME) and a Pan-African volunteering campaign focused on enterprise development (UYP):

1. It's TYME is an intensive incubator style programme delivered by JA through a series of group sessions. This programme is designed to create opportunities for marginalized, out-of-school youth between the ages of 15 and 25 to enter the job market and start small enterprises through the provision of life skills training and basic business education and entrepreneurship skills training.
   As part of the programme design, experienced entrepreneurs are engaged in the programme delivery passing on practical experience and helping to create networks by linking aspiring young entrepreneurs to experienced ones.
   Barclays funds the programme and provides staff volunteers and mentors.
2. Unlocking Youth Potential (UYP) is a Pan-African staff volunteering campaign that equips young entrepreneurs between the ages of 16 and 25 with training and coaching support. The UYP campaign is being run for the second year with workshops covering three areas: life skills, financial skills and enterprise skills.
   JA manages this campaign in 11 of the 12 Barclays Africa markets. The South African campaign is managed in house. In 2014 over 1,550 staff volunteered their time and expertise with over 11,700 youth benefitting. Barclays funds the campaign and provides staff volunteers.

Success Factors and Challenges

Most critical success factors:

- Number of participants trained and upskilled (output) and number of beneficiaries starting businesses (impact)
- Number of colleagues mobilized to volunteer time and share expertise and experience
- Endorsement from relevant authorities
- Appropriate media coverage, i.e. without undermining the sincerity and authenticity of initiatives

Main challenges:

- Core training material/toolkits must be localized to needs and conditions of each market
- Given the scale of the programme and inclusion of volunteers, delivery requires significant logistical planning

Recommendations for Others

Cluster beneficiaries in tighter age ranges during sessions since conversations with a 16-year-old and a 24-year-old differ. Toolkits and volunteering guides ensure colleagues stick to the script and enable them to have the confidence to volunteer. Volunteering should form part of a business wide colleague engagement strategy as opposed to an isolated 'resource' driven by distinct campaigns within community investment. Delivery of sessions across a wide geographical footprint, including mobilizing colleagues, requires significant logistical planning. Partner with organizations that provide trusted access to your target beneficiary audience to ensure sessions are well attended. Consider scaling through collaboration with other corporates.

About the Organization

Website: www.barclaysafrica.com
Sector: Banking and Capital Markets
Size (number of employees): 50,000 - 100,000
Headquarters: Johannesburg, South Africa

Key Partners

Business | Government | Education and Training | **Civil Society**

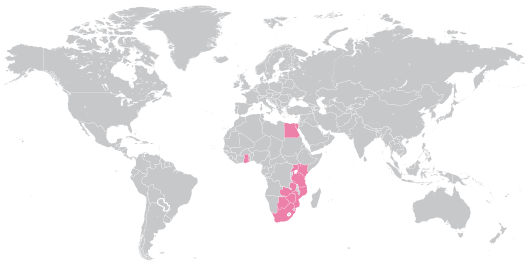
Status

Start year of the initiative:
It's TYME: 2012 – still ongoing. UYP: 2013 – still ongoing.

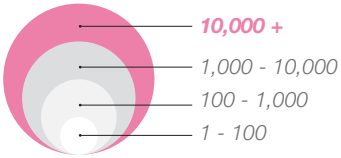
Next steps of initiative: Nothing, anticipate to keep it the same

Impact

Country(ies) of impact: It's TYME: Kenya, South Africa, Tanzania and Zambia
UYP: Botswana, Egypt, Ghana, Kenya, Mauritius, Mozambique, the Seychelles, South Africa, Tanzania, Uganda, Zambia and Zimbabwe



Number of people impacted annually:
ITS TYME: Three year programme targeted to reach 4,050 youth by end 2015. UYP: Over 11,000



Time to intended impact:

less than 2 years	*2 to 5 years*	*more than 5 years*

Metrics:

- Number of participants benefiting
- Number of businesses and social enterprises launched
- Number of colleagues mobilized

Benefit to organization:

- Direct benefit to organization
- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: If operating in multiple markets, it is difficult to find a single implementation partner with a matching footprint. Additional implementation partners require additional relationship management. Plus, it is challenging to mobilize employees to volunteer.

How easily can this initiative be expanded to include a larger number of participants?

Difficult: While additional budget and campaign focus would lead to further scaling, this would also impact the delivery of other programmes and initiatives within the wider Pan-African portfolio of programmes.

For Further Engagement

Contact name: Heather Day
Contact position: Director, Strategic Partnership Events
Email: Heather.Day@barclayscapital.com

JOBLINGE

Submitted by **The Boston Consulting Group**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To provide disadvantaged, unemployed youth with the opportunity to earn a long-term placement in an apprenticeship or job and thus lead a self-determined life.

Overview and Main Activities

JOBLINGE is a six-month programme that provides disadvantaged youth with the opportunity to prove themselves in the job market. In Germany, 550,000 youths do not find jobs or apprenticeship positions even though skilled workers are lacking and many positions go unfilled. JOBLINGE targets young people between the ages of 15 and 24 who are unlikely to find employment on their own. About 30% of Joblinge participants have been unable to find a job for three to five years and have an average age of 20. More than 60% are children of immigrants. Some participants have criminal backgrounds, and 70% come from families that already depend on welfare.

The initiative builds on four pillars:

1. Practice from day one: Youths are gradually prepared for working life—first in the "protected space" of the JOBLINGE locations in practical entrepreneurial projects, then through closely supervised internships in partner companies. Participants "earn" their apprenticeship with their own effort.
2. One-on-one support: Participants receive one-on-one coaching from full-time employees and are accompanied throughout the entire programme by personal volunteer mentors.
3. Bundled social commitment: Pillars 1 and 2 are only realized by closely integrating committed partner companies and private volunteers, and by close cooperation with the public sector, made possible by public and private financing.
4. Professional management and support: Local partner networks implement the programme on-site in the organizational framework of a local charitable stock corporation, supported by a national, non-profit umbrella organization.

There are five key phases:

1. Admission: Participants are directed by local employment agencies or job centres to work on a charitable project in the group.
2. Orientation: With help from employees and mentors, youths find a vocation that suits them and prepare specifically for an apprenticeship in the desired occupation. Workshops and cultural and athletic programmes are included. Participants are required to give a final presentation in front of an audience.
3. Practice: A closely supervised qualification internship at a JOBLINGE partner company.
4. Probation: Participants work at their apprenticeship position or job at a partner company.
5. Follow-up: JOBLINGE employees and personal mentors remain contacts for participants and corporate partners until the apprenticeship has been completed.

Success Factors and Challenges

Most critical success factors:

- Professional platform that JOBLINGE offers all relevant stakeholders
- Placement of the participants to qualifying internships as a targeted approach
- Leverage from private sector employees via individualized support (e.g. one-on-one volunteer mentoring)

Main challenges:

- Securing government and private funding for operations and growth
- Initiating reforms of the German transitional system between school and work

Recommendations for Others

It is important to secure political buy-in upfront to facilitate public co-funding. Having detailed role descriptions for all parties involved (full-time staff and volunteers) is critical. Finally, in the beginning, create a databank tailored to your specific reporting needs.

About the Organization

Website: www.bcg.com, www.joblinge.de
Sector: Professional Services
Size (number of employees): 5,000-10,000
Headquarters: Boston, United States

Key Partners

Business | **Government** | Education and Training | **Civil Society**

Status

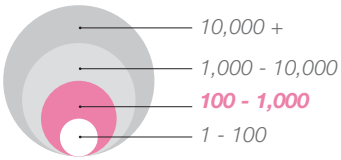
Start year of the initiative: 2008 - still ongoing.

Next steps of initiative:
Regional expansion: More offices within Germany are planned. Furthermore, JOBLINGE continuously works on improving the concept, i.e. implementing the cultural and athletic programme to support participation in society.

Impact

Country(ies) of impact: Germany

Number of people impacted annually: 770 (in 2014). By 2020, Joblinge will have put in place more than 6,500 youth in apprenticeship positions.



Time to intended impact:

less than 2 years | *2 to 5 years* | *more than 5 years*

Metrics:

- Placement of participants
- Sustainability of participants

Benefit to organization:

- Direct benefit to organization
- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Easy: JOBLINGE is based on a proven concept and a social franchise concept set up to facilitate the roll-out. However, securing local preconditions for success does require some upfront capacity investment.

How easily can this initiative be expanded to include a larger number of participants?

Easy: Broad impact can be achieved by applying social franchising instead of locally isolated initiatives.

For Further Engagement

Contact name: Carsten Kratz
Contact position: Senior Partner and Managing Director
Email: Kratz.Carsten@bcg.com

Junior Power

Submitted by **Swiss Reinsurance Company**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To equip secondary and high-school graduates with work experience and skills to start successful careers in the insurance sector.

Overview and Main Activities

This apprenticeship programme is based on the Swiss dual education system and offers a combination of on-the-job training and classroom teaching in vocational schools. Apprentices are trained in a broad range of (re)insurance roles, such as underwriting and claims, and in business operations roles such as HR, IT and Logistics.

Key programme elements:

1. Mandatory formal education at vocational schools to develop technical skills.
2. Internal workshops to acquire soft and business skills. Workshops cover business etiquette, presentation technique, work and study techniques, IT courses and introduction to insurance.
3. Language courses to strengthen English-language skills.
4. Annual project days where apprentices can improve their knowledge of business subjects or follow a business-related interest.
5. Daily professional guidance, management and monitoring by qualified vocational instructors.

Apprenticeship tracks include:

- Businesswoman/man: During the three-year course, trainees undertake assignments in Human Resources, IT and insurance while attending vocational school two days a week. They learn the basics of the primary and reinsurance business and deal with internal customers, suppliers and external customers.
- Application and System Engineer: In the first year of this four-year engagement, apprentices receive basic external training. In their third and fourth year, they specialize in a professional area and work actively within a team.
- Mediamatics Specialist: In the first year of this four-year assignment, trainees are trained externally. Thereafter, they rotate among different fields of specialization, such as seminar and conference management, print and layout and management and the creation of electronic teaching materials.
- Chef: In this three-year engagement, apprentices learn everything about preparing all areas of the kitchen, including the preparation and combination of products. In year three, trainees use the latest nutritional and preparation standards and learn about economics.
- Hotel Housekeeper: During this three-year apprenticeship, trainees rotate among the housekeeping, office, logistics, laundry, buffet, and service and reception departments.

Success Factors and Challenges

Most critical success factors:

- Commitment and sponsors from upper management and global business units
- Support from Corporate Social Responsibility (CSR) department
- Strategic alignment of the initiative with organization priorities

Main challenges:

- Transitioning young people at various stages of their education, from school into work, and encouraging entrepreneurship
- Providing a combination of practical development activities and formal learning
- Encouraging inclusion and participation from a diverse population
- Facilitating longer term employability
- Ensuring market competitive remuneration and benefits

Recommendations for Others

Ensure senior-level ownership and sponsorship to secure financial and operational support, and to share responsibility for performance, placement and progression. Be sure to balance distribution of talent between core business and operations. To do this, it is necessary to understand required skills and competencies and to target appropriate schools while maintaining diversity. Finally, think long term: (i) introduce an integrated and future-orientated programme to meet workforce demands and to generate sustainable benefit, and (ii) address challenges on youth employment and social responsibility.

About the Organization

Website: www.swissre.com
Sector: Insurance and Asset Management
Size (number of employees): 10,000-50,000
Headquarters: Zurich, Switzerland

Key Partners

Business | **Government** | **Education and Training** | Civil Society

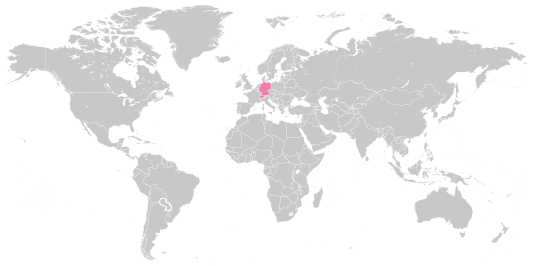
Status

Start year of the initiative: 1981 - still ongoing.

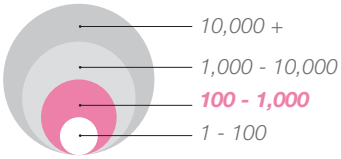
Next steps of initiative:
Modification of scope: The programme is continuously being adapted to respond to the needs of the changing economic environment. There is a constant collaboration with various institutions globally to promote the transition of young people into a working environment.

Impact

Country(ies) of impact: Germany and Switzerland



Number of people impacted annually: 80 apprentices, 550 since start of the programme



Time to intended impact:

less than 2 years | *2 to 5 years* | *more than 5 years*

Metrics:

- Retention rate and turnover
- Performance
- Career progression

Benefit to organization:

- Direct benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Easy: For organizations in Switzerland or Germany, the education system and the support of the business and industry are already established. Other countries without the same systems and awareness would face challenges.

How easily can this initiative be expanded to include a larger number of participants?

Difficult: To maintain the quality and effectiveness of the programme, the number of participants has to be well balanced with the workforce needs of the respective organizations

LEAP Mentorship and Coaching Development Programme

Submitted by **African Rainbow Minerals**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To provide comprehensive support – in the form of education, mentoring and coaching – to youth, and young women in particular, from poor communities in the area where African Rainbow Minerals (ARM) operates, and to expose them to possible career choices within the mining sector.

Overview and Main Activities

ARM partners with LEAP Science and Maths Schools and IFAW Human Capital (IHC) to provide support in the form of mentoring, coaching and career guidance to selected high school students from in-need communities. The LEAP programme provides the students with monthly mentorship workshops, monthly one-on-one coaching sessions, and additional individual support based on the needs of the students. Students also receive career guidance, with a particular focus on the mining sector and the different career opportunities within the sector, supported by mine visits to provide students with first-hand experience.

As one of the objectives of the programme is to get more women into the mining sector, most participating students are girls.

LEAP's holistic approach includes engaging with the broader community and developing partnerships and collaboration that add shared value. Every LEAP school is partnered with a more privileged school as well as township schools in the community the school serves. This collaboration creates the opportunity to share excellence in all of the aforementioned spheres. In addition, IFAW Human Capital acts as a strategic partner to ensure the successful implementation of the mentorship programme and to align the monthly themes with the annual curriculum.

Success Factors and Challenges

Most critical success factors:

- Multi-stakeholder partnership model, which includes the community

Main challenges:

- Working with families from difficult socio-economic backgrounds
- Prevalence of "children-led" orphaned homes due to the high prevalence of HIV and AIDS
- Creating opportunities for women in mining

About the Organization

Website: www.arm.co.za
Sector: Mining and Metals
Size (number of employees): 10,000 – 50,000
Headquarters: Sandton, South Africa

Key Partners

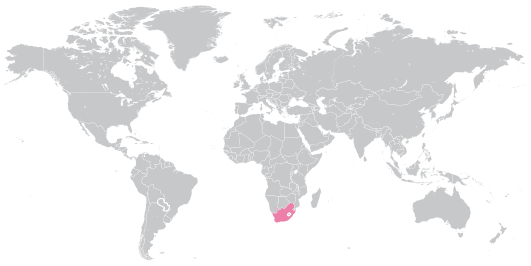
Business | Government | Education and Training | Civil Society

Status

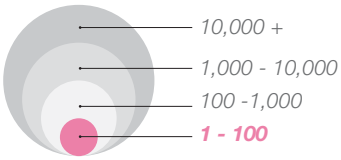
Start year of the initiative: 2009 - still ongoing.

Impact

Country(ies) of impact: South Africa



Number of people impacted annually: Currently 15 girls and 5 boys



Time to intended impact:

less than 2 years	*2 to 5 years*	*more than 5 years*

Metrics:

- Number of young people from under-privileged communities positioned to take up senior positions in mining

Made in Italy
Submitted by **Google**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To enable Italian small and medium sized enterprises (SMEs) to become global players by helping them develop digital skills and become online exporters.

Overview and Main Activities

This two-year programme was established by Google in partnership with the Italian Ministry of Agriculture, the Minister of Economic Development, Association of Chambers of Commerce, the University of Venice and the Symbola Foundation.

The programme includes several components:

- Free eLearning path to develop digital skills; new online lessons are released periodically (developed with University of Venice)
- Free export online toolkit to help SMEs evaluate their potential on several global markets and draft an export plan on the programme platform; case studies are also available on the platform
- Local outreach support, including local roadshows

In collaboration with the Association of the Chambers of Commerce, Google trained 105 young graduates who have since been hosted in 51 local Chambers of Commerce across Italy, where they provide free, individual support to traditional SMEs, with face-to-face meeting, workshops and free online training.

Graduates work at six-month internships in the Chambers of Commerce and organize:

- Educational workshops to help SMEs understand the importance of the internet and how to develop digital skills
- Free workshops and face-to-face meetings to further support SMEs to develop a digital marketing strategy

A group of Google employees is responsible for training the young graduates and support them along their internships for special deep dive or technical questions around digital marketing topics.

During the first year of the programme, +150,000 SMEs have been reached and +100,000 of them have been engaged on export and training.

Success Factors and Challenges

Most critical success factors:

- Partnership with institutional organization and government bodies
- Ongoing media coverage
- Long-term commitment/duration towards the practice

Main challenges:

- Finding the proper budget to multiply internships, which provide concrete local support
- Building relationships with public institutions

About the Organization

Website: www.google.com
Sector: Information Technology
Size (number of employees): 50,000 - 100,000
Headquarters: Mountain View, United States

Key Partners

Business | Government | Education and Training | Civil Society

Status

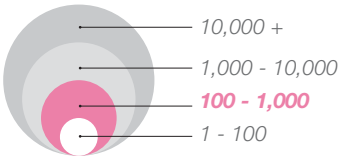
Start year of the initiative: 2014 - still ongoing.

Next steps of initiative:
Maximize the scope in 2015. Plan to double efforts and extend reach, further supporting the SME ecosystem.

Impact

Country(ies) of impact: Italy

Number of people impacted annually:
105 young graduates working in Chamber of Commerce



Time to intended impact:

less than 2 years	*2 to 5 years*	*more than 5 years*

Metrics:

- Number of partnerships developed
- Content of training modules
- Number of SMEs and entrepreneurs
- Number of three to six month internships offered to young graduates

Benefit to organization:

- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: This initiative can be scaled according to the right partners and relevant offer.

How easily can this initiative be expanded to include a larger number of participants?

Easy: Depending on the investment.

Management Trainee Programme

Submitted by **PepsiCo**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To nurture talent within the organization to build a future leadership pipeline.

Overview and Main Activities

PepsiCo's 12-month Management Trainee Programme for emerging markets aims to develop future leaders in the region. The programme recruits university graduates from PepsiCo's key markets, such as Egypt, Saudi Arabia, India, Thailand and China, and appoints them to full-time roles as Management Trainees. The programme uses a blend of learning techniques, such as rotational assignments, where participants work on real business assignment. In addition, participants receive coaching and mentoring from PepsiCo employees, including regular feedback to develop and strengthen their technical, leadership and business knowledge.

During the first six months, they undergo a detailed company orientation and develop business understanding through a range of development experiences that include coaching session with some of the best PepsiCo leaders, classroom events, online learning and four on-the-job assignments. During the subsequent six months, the trainee will is placed in an actual job, or assigned a strategic project to demonstrate the learning of the first six months. Through, the trainee develops technical (functional), leadership and business knowledge.

After successful completion of the programme, participants are offered an entry-level management role. After rigorous evaluation and successfully completing year one the trainee is confirmed in an entry-level management role. During this time the now entry-level manager will continue to receive development support in having coaches, a mentor and being involved in training sessions. At the end of the second year, the best management trainees have an opportunity to be promoted to next-level vacancies.

Success Factors and Challenges

Most critical success factors:

- Support (financial, sponsorship, mentorship and coaching) from PepsiCo's leadership
- Support of other team members helping to coach and guide the trainees

Main challenges:

- Designing a programme that facilitates accelerated growth – from no experience to being an entry level manager in just one year

About the Organization

Website: www.pepsico.com
Sector: Agriculture, Food and Beverage
Size (number of employees): 100,000+
Headquarters: Purchase, United States

Key Partners

Business | Government | Education and Training | Civil Society

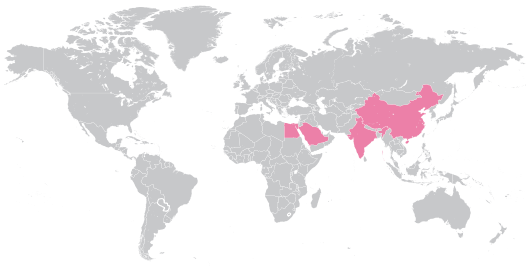
Status

Start year of the initiative:
1997 (in India), 2008 (Middle East) - still ongoing.

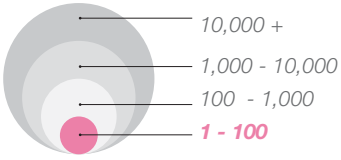
Next steps of initiative:
Regional expansion: PepsiCo plans to roll out the programme to key markets in Asia and the Middle East.

Impact

Country(ies) of impact: China, Egypt, India, Saudi Arabia



Number of people impacted annually: On average 50 beneficiaries



Time to intended impact:

less than 2 years | *2 to 5 years* | *more than 5 years*

Metrics:

- Increased hires of young leaders

Benefit to organization:

- Direct benefit to organization
- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: This is an intensive development programme and there are human resources needed to manage, implement and fund the programme.

How easily can this initiative be expanded to include a larger number of participants?

Easy: If the programme is already established and support mechanisms, such as leaders coaches and mentors, are in place.

Movement for Alternatives and Youth Awareness

Submitted by **Accenture**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To provide training for construction workers in the unorganized sector to help them upgrade their skills and achieve better livelihoods.

Overview and Main Activities

Accenture has partnered with LabourNet, the livelihood programme of Movement for Alternatives and Youth Awareness (MAYA), to train workers from the unorganized construction sector – mostly migrant workers with minimal or no education. The training, provided on-site, provides workers with formalized skill sets, through an established accreditation system, making them capable of handling an array of additional jobs in the construction industry. The training also helps workers use the latest tools and technologies relevant to their skills. LabourNet training is affiliated with the National Skill Development Corporation (NSDC) and the Directorate General of Employment and Training, Government of India. The course curriculum follows the quality and assurance standards set by these organizations.

As part of this programme, Accenture has funded the training and development of 10 multilingual training modules, videos and modules covering tile laying, waste segregation, carpentry, painting and other subjects. Training combines theoretical, practical and on-the-job training activities and varies from one to two months. Since trainees have minimal or no education, several visual aids are used, such as videos, flipcharts, learning cards, PowerPoint presentations etc. Training is delivered in English, Hindi or a regional language, depending on the comfort level of the trainees.

LabourNet's network extends largely to construction companies. Beneficiaries are selected or sourced by centre/site coordinators or site mobilizers, from a list of construction sites or from approved construction centres. There are pre-qualification criteria for each course, subject to site requirements. In addition, a Recognition of Prior Learning (RPL) process qualifies the candidate for a particular course.

Workers are trained in multiple areas to make them capable of handling an array of additional jobs in the construction industry. Core skills include: tile-laying fabrication; marble/granite and fancy stone laying; electrical trades; waste segregation; carpentry; water proofing; POP application; painting and facility management. In addition workers are trained in health and safety, productivity, team work, and life skills, among others.

The specialized training enables workers to get better employment opportunities in the construction industry. Being trained in newer techniques will also increase their quality of work and their ability to charge a higher wage.

Success Factors and Challenges

Most critical success factors:

- Training construction workers on-site
- Delivering training through visual aids
- Content based on operating standards and quality, which matches beneficiaries' learning needs
- Programme design based on sound principles of instructional design and pedagogy

Main challenges:

- Working with adult learners with low literacy and numeracy rates
- Limited access and time for skill-building due to loss in wages
- Lack of trained trainers with both domain and training experience
- Absence of work enablement ecosystem

Recommendations for Others

It is important to mobilize and counsel learners to ensure the programme correctly addresses learners' needs. Using training aids – especially video content and other creative vehicles – and research methodology that support vocational skills development is also key.

About the Organization

Website: www.accenture.com
Sector: Professional Services
Size (number of employees): 100,000+
Headquarters: Dublin, Ireland

Key Partners

Business | Government | Education and Training | Civil Society

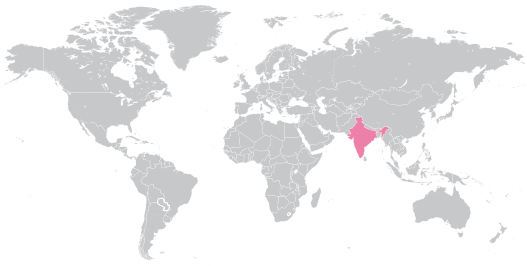
Status

Start year of the initiative: 2009 - still ongoing.

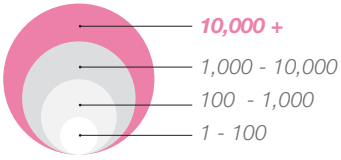
Next steps of initiative:
Nothing, anticipate to keep it the same.

Impact

Country(ies) of impact: India



Number of people impacted annually:
Over 20,000 beneficiaries



Time to intended impact:

less than 2 years	*2 to 5 years*	*more than 5 years*

Metrics:

- Pre-training and post training assessment scores
- New employment
- Increase in income (upskilling programmes)
- Enterprises, start of self-employment
- Better productivity (process and activity level)

Benefit to organization:

- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Easy: The LabourNet model aligns with the National Vocational Education Qualification Framework (NVEQF) and the mandate set up by the National Skill Development Corporation (NSDC) in India.

How easily can this initiative be expanded to include a larger number of participants?

Easy: A large number of participants can be included in this initiative as the LabourNet training model is unique due to its delivery methodology.

For Further Engagement

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National Industrial Training Institute

Submitted by **Saudi Aramco**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To provide best-in-class technical training to prepare a skilled and competent workforce for hydrocarbon-related industries through accredited, benchmarked programmes and on-the-job training.

Overview and Main Activities

The National Industrial Training Institute (NITI) is a joint venture between Saudi Aramco and the Technical & Vocational Training Corporation (TVTC), in accordance with a signed memorandum of understanding in 2009, sustained by an agreement in 2011. NITI is a not-for-profit training institution directed by an independent board of trustees that was established to train and qualify young Saudis to meet current and future workforce requirements in the oil, gas, chemical and related energy industries in Saudi Arabia. The institute aims to contribute to community growth, help reduce unemployment and support Saudization efforts. It will be financially supported by primary stakeholders who have the right to become NITI board of trustee members. NITI offers training programmes designed to meet the growing demand for a national workforce in the oil, gas, chemical and related energy industries.

NITI's differentiating factors include:

- Chemical training, which is new to the market
- Globally accredited training programmes
- Blended interactive learning and smart classrooms
- Technology-based training solutions

The NITI Apprenticeship Training Programme model comprises:

- A maximum two-year programme for high school and vocational college graduates
- Phase one of training, devoted to a preparatory programme (English, mathematics and science)
- Phase two, dedicated to job skills training
- On-the-job training, conducted at the sponsoring companies' sites in coordination with NITI
- Entry-level jobs with their sponsoring companies offered to candidates upon successful completion of the programme

Programme disciplines include chemical operator, instrument repairman (process control systems technician), telecommunications technician, maintenance electrician, electric systems operator, maintenance machinist, pipefitter/fabricator, AC serviceman, welder, crane operator, operator (oil/gas), lab technician, loss prevention technician, and other industry-related jobs.

Success Factors and Challenges

Most critical success factors:

- Financial and technical support provided by founding and primary stakeholders
- The initiative's strategic alignment with organizational priorities

Main challenges:

- Securing additional stakeholders
- Maintaining the quality of training programmes

About the Organization

Website: www.saudiaramco.com
Sector: Oil and Gas
Size (number of employees): 50,000 – 100,000
Headquarters: Dhahran, Saudi Arabia

Key Partners

Business | Government | Education and Training | Civil Society

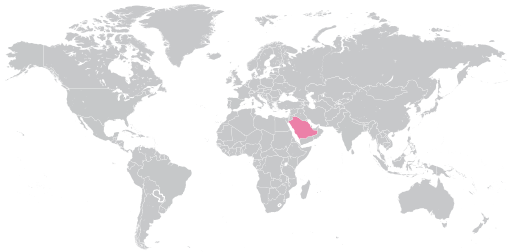
Status

Start year of the initiative: 2003 – still ongoing.

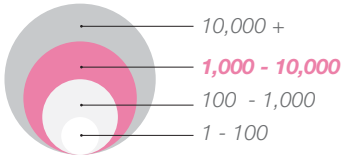
Next steps of initiative:
Nothing, anticipate to keep it the same.

Impact

Country(ies) of impact: Saudi Arabia



Number of people impacted annually: 2,000 trainees



Time to intended impact:

less than 2 years	2 to 5 years	**more than 5 years**

Metrics:

- Number of trainees who graduate

Benefit to organization:

- Direct benefit to organization
- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: This initiative was the first of its kind in the Middle East and was highly capital-intensive in the beginning. With clear goals and stakeholder support, this initiative could be implemented successfully in other organizations.

How easily can this initiative be expanded to include a larger number of participants?

Difficult: The plan is to increase capacity by 50% during the business plan period.

For Further Engagement

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Nayee Disha *("New Direction")*

Submitted by **Jubilant Bhartia Foundation**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To enhance employment skills of youth living in rural areas in India, thereby increasing their chance of employment and/or self-employment.

Overview and Main Activities

Nayee Disha offers training in four skills areas: technical literacy, vocational training, life skills training and subsistence living training. This core training is complemented by entrepreneurship development training aimed at encouraging participants to start their own microenterprises and become self-employed. Programmes target candidates from adolescents to youths.

1. Technical literacy: Enables students in upper primary school to gain hands-on learning experience and attain marketable/employable skills for free to equip them with technical skills such as embroidery, carpentry and pottery. The hour-long classes are held once a week for up to three months. The training helps students earn while they learn, thus addressing the barrier of poverty. This programme targets rural students likely to drop out from school.
2. Vocational: Targets youth on the verge of entering the job market (primarily those not currently enrolled in school), and is delivered through classroom and hands-on training, complemented by placement and self-employment support. Training spans a wide array of job functions, such as mobile and tractor repair, stitching and retail management. The Foundation partners with social enterprise LabourNet to deliver the training, which is not free but subsidized under Corporate Social Responsibility (CSR) funding of Jubilant.
3. Life skills: Provides youth with soft skills training such as presentation and workplace skills and computer literacy. Training targets college youth and aims to improve their employability and prepare them for the world of work. Training is not free, but the fee is subsidized under CSR funding of Jubilant.
4. Subsistence living: Encourages young, unemployed, rural women to open microenterprises to earn their own living and add to their family's total income. They are trained to form self-help groups (SHGs) of 10-20 local women and to create linkages to banks. SHG members make regular savings for a few months, then open a bank account. Based on SHG savings and performance (meetings, bookkeeping, internal loaning, etc.), banks grade the SHG and provide a loan to start individual or group enterprises. The entire group is responsible for the repayment of the loan. There is no fee to participate in the programme.

Programme partners include local governments, National Bank for Agriculture and Rural Development (NABARD), LabourNet and the National Skill Development Corporation.

Success Factors and Challenges

Most critical success factors:

- Location of training centres in semi-rural areas
- CSR and partner support

Main challenges:

- Student mobilization due to their ability/inability to pay; lack of willingness by youth to get placed in urban areas; whether companies offer better salaries to trained (vs. untrained) candidates for entry-level jobs; whether companies have policies to hire trained but inexperienced youth.

Recommendations for Others

Under the CSR umbrella, Jubilant has managed to adopt the best possible methods for running a sustainable programme targeting adolescent youth and women to bring a quality change in their life. The main ingredients for running such a training programme are fund generation, sustainability and a selection of courses that offers employment linkages.

About the Organization

Website: www.jubilantbhartia.com
Sector: Chemicals
Size (number of employees): 10,000-50,000
Headquarters: New Delhi, India

Key Partners

Business | **Government** | Education and Training | **Civil Society**

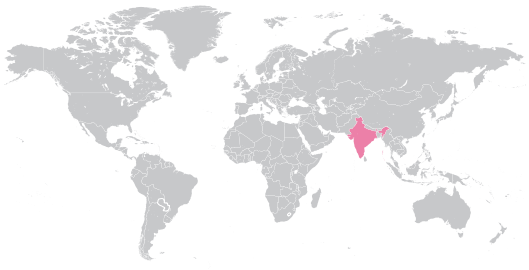
Status

Start year of the initiative: 1997 - still ongoing.

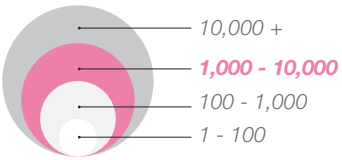
Next steps of initiative:
Training programmes will be regularly upgraded per job market requirements.

Impact

Country(ies) of impact: India



Number of people impacted annually: 1,842 beneficiaries



Time to intended impact:

less than 2 years | **2 to 5 years** | more than 5 years

Metrics:

- Whether courses are suitable for the local community or they need to be revised per the current market situation

Benefit to organization:

- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: Resource mobilization and fund generation are key aspects of the programme, along with extensive research on trades suitable for job prospects.

How easily can this initiative be expanded to include a larger number of participants?

Difficult: Allocating funds specific to sustainable training programmes targeted to youth with tight financial conditions is very challenging.

For Further Engagement

Contact name: Vivek Prakash
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Nestlé needs YOUth

Submitted by **Nestlé**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To prepare people under the age of 30 across Europe to enter the professional world.

Overview and Main Activities

To offer 20,000 job opportunities for young people across Europe by 2016, Nestlé created the "Nestlé needs YOUth" initiative, which rests on four main pillars:

1. Direct Hire: Offering jobs to 10,000 new recruits under the age of 30 across all functions, including manufacturing, administration, human resources, sales, marketing, finance, engineering and R&D.
2. Get Skilled: Strengthening existing apprenticeship and traineeship programmes to offer 10,000 of them over the scheduled three-year period by disseminating best practices across various countries. Apprenticeship schemes may not necessarily exist across all countries and more specialized training may be needed in Slovakia and Portugal, for example.
3. Get Support: Deploying readiness for work activities mobilizing our employees and managers to help young people be better prepared for entering professional life or easing their school-to-work transition.
4. Get more Opportunities: Through Alliance for YOUth, Nestlé encourages business partners to join the initiative by offering a job, apprenticeship or traineeship to young people. The objective is to mobilize a wider segment of the industry's value chain. All Alliance for YOUth partners have agreed to sign the pledge of the European Alliance for Apprenticeship, a project promoting apprenticeship schemes and initiatives across Europe.

Nestlé partners with various national and subnational authorities to offer these programmes.

Success Factors and Challenges

Most critical success factors:

- Coherence of approach and alignment with company values, including awareness of the importance of private sector
- Legitimacy of Nestlé in youth employment
- Centralized execution
- Engagement with policymakers
- Mobilization of Nestlé employees

Main challenges:

- Culture and mindset
- Developing clarity in objectives and the expectations, regarding communication and execution across the organization
- Local administrative capacity and support

Recommendations for Others

Nestlé needs YOUth is in alignment with Nestlé's strategic approach in Europe, as well as the company's values and practices. This coherence is essential to ensure proper credibility and traction.

About the Organization

Website: www.nestle.com
Sector: Agriculture, Food and Beverage
Size (number of employees): 100,000+
Headquarters: Vevey, Switzerland

Key Partners

Business | Government | Education and Training | Civil Society

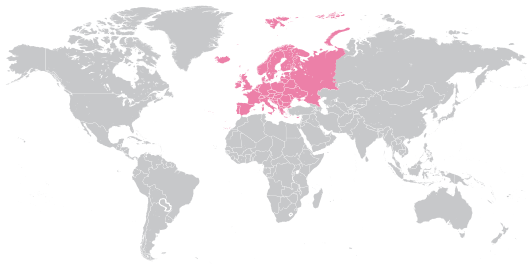
Status

Start year of the initiative: 2013 - still ongoing.

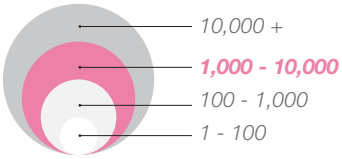
Next steps of initiative:
Global expansion: 2015 Global Youth Initiative will focus on implementing and strengthening existing apprenticeship and traineeship programmes and enhancing "readiness for work" activities in all Nestlé markets.

Impact

Country(ies) of impact: All European countries



Number of people impacted annually: 6,500 beneficiaries



Time to intended impact:

less than 2 years | **2 to 5 years** | more than 5 years

Metrics:
Number of

- Regular employees under 30
- Temporary employees under 30
- Apprentices (total and aged 15-24)
- Trainees (total and aged 15-24)
- Apprentices and trainees hired in factories and distribution centres
- CV clinics at universities
- CV clinics at schools and colleges
- Unemployment offices
- Job fairs
- Company information lectures
- Open days

Benefit to organization:

- Direct benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: Difficulty lies in the communication and execution across the organization.

How easily can this initiative be expanded to include a larger number of participants?

Easy: Once the programme is in place, it can be easily leveraged to reach a vast number of participants.

For Further Engagement

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Networking Academy

Submitted by **Cisco**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To provide free high-quality education to underprivileged children and youth in rural India, and to encourage involvement of the community and parents.

Overview and Main Activities

By delivering training courses on ICT skills in 19 languages through a cloud-based learning system, the Networking Academy aims to meet the growing demand for IT talent around the world and gives participants the means to find sustainable employment in high-demand jobs. In this, Cisco uses its core expertise in computer networking technology to develop powerful tools that make IT education learner-centric and interesting. The Academy teaches students how to design, build, troubleshoot and secure computer networks for increased access to career and economic opportunities in communities around the world.

Courses are delivered via a blended learning model consisting of:

1. Hands-on learning activities in labs with Cisco equipment that help students develop practical skills, as do national, regional and international competitions
2. Network simulations that allow students to experiment with network behaviour (e.g. the Cisco Packet Tracer that lets users design, build, troubleshoot and experiment with virtual networks)
3. Online assessments that provide personalized feedback and allow instructors to tailor their coursework accordingly

The programme delivery is built on the basis of a strong public-private partnership model. Cisco partners with educational institutions and non-governmental organizations (NGOs) that provide the physical classrooms, computer lab equipment and qualified instructors. Cisco provides the online curriculum, virtual learning tools, and training and professional development for instructors. Instructors receive extensive training and support to help ensure a consistent and up-to-date learning experience for all participating students worldwide.

Almost 50% of the students are based in emerging markets. Female participation accounts for 20% on average and is higher in some regions, such as in the Middle East where it totals 35%. In many cases, the programme helps create educational and economic opportunity for traditionally underserved populations. For example, a programme in Kenya was developed specifically for hearing-impaired students, including the creation of IT-related sign language. In Cambodia, Networking Academy partners with an NGO to train young people living in poverty. Within three years of finishing the programme, students earn $300 per month – nearly five times the national average. Graduates send 30% of their salaries to their families and donate back to the non-profit to support the next class, enabling entire communities to thrive.

As the world faces the dichotomy of high unemployment and a shortage of qualified IT talent, Networking Academy works with businesses to develop programmes that will fill jobs. In Italy, where youth unemployment is over 40%, 97% of participants in a training-internship programme are employed within six months. In the Middle East, Networking Academy partners with the United Nations Relief and Works Agency (UNRWA) to train 400 refugees from the Palestinian Territories each year at vocational training centres and to place them in four- to eight-week internships. Ninety-six per cent of graduates in Jordan get jobs throughout the UNRWA hosting countries and the Gulf region within one year.

Programme partners include international organizations such as the United Nations, the United States Agency for International Development (USAID), the Trust for the Americas' Centros POETA, governments around the world such as in the European Union, and several universities, community colleges and secondary schools.

Success Factors and Challenges

Most critical success factors:

- The delivery content, networking technology and cloud computing, which are Cisco's core expertise
- Global partnerships, which help to scale up the programme and ensure consistent delivery worldwide
- Non-profits, government agencies and other community organizations that embrace the curriculum as a means to foster economic growth and improve financial independence among their constituents

Main challenges:

- Capturing data about the long-term impact of the programme because students join the programme at different stages of life with different goals that often change over time

About the Organization

Website: www.cisco.com
Sector: Information Technology
Size (number of employees): 50,000-100,000
Headquarters: San Francisco, United States

Key Partners

Business | **Government** | **Education and Training** | **Civil Society**

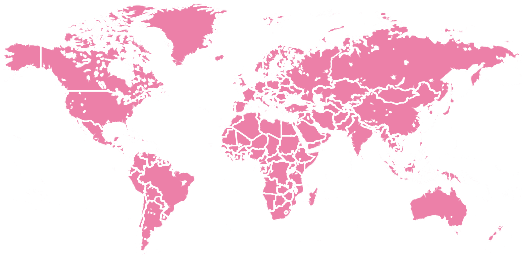
Status

Start year of the initiative: 1997 - still ongoing.

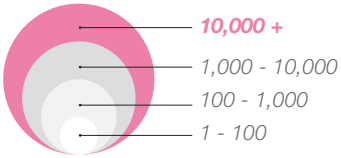
Next steps of initiative:
Regional expansion and Global expansion: New courses are being developing that address the needs of businesses and students in a continually evolving IT landscape. New ways to offer courses to more people are being examined.

Impact

Country(ies) of impact: 170 countries (9,000 academies)



Number of people impacted annually:
1 million students (5.5 million since its inception in 1997)



Time to intended impact:

less than 2 years | *2 to 5 years* | *more than 5 years*

Metrics:
The impact of the programme is measured through an exit survey, which examines participants':

- Increased career advancement
- Increased educational advancement
- Increased earnings
- Acquisition of job relevant skills

Benefit to organization:

- Direct benefit to organization
  - A pipeline of skilled IT talent for Cisco and its customers, lead generation (e.g. shareholder value, employee engagement)
  - Reputation, educational leadership (e.g. publicity, customer satisfaction)

For Further Engagement

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Contact name: Michael Yutrzenka
Contact position: Senior Director, Corporate Affairs
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Pan African Graduate Development Programme

Submitted by **Barclays Africa Group**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To equip youth with technical, business and financial skills to bridge the gap between education and work, while developing future African business leaders in the financial services industry.

Overview and Main Activities

The Pan-African Graduate Development Programme (PAGDP) came out of a programme run across Barclay's operations in South Africa (Absa), which was extensively revised to operate across all of Barclay's businesses on the African continent.

PAGDP provides graduates with a meaningful role within the business, a formal mentorship programme and an additional formal training programme. It balances on-the-job learning, self-paced assignments and formal summits where graduates are brought together to learn. PAGDP bridges the gap between graduation and actual employment by linking business vacancies to suitably qualified graduates with scarce skills relevant to all Barclay's areas. Graduates participate in an integrated programme that develops behavioural and technical skills for the financial services sector, and is designed in collaboration with Duke Corporate Education. Throughout, participants receive mentorship from Barclay's employee volunteers or alumni of previous year's programmes.

The programme runs for 12 months and targets graduates in their first formal working experience after graduation. It is directly linked to skill needs in the business and allows for flexibility as to what skills each country or business area requires and which graduates are employed. The programme is open to all functions, from direct client-facing businesses through to middle and back office functions.

Graduates are required to create a portfolio of evidence that balances their on-the-job performance with their performance in self-paced learning, group assignments, PAGDP summits and their contribution to Barclay's Citizenship initiatives. The balanced portfolio approach ensures that graduates are well-rounded and able to perform in all aspects of the professional environment. Technical aspects of the programme are addressed through on-the-job learning while assignments and summits focus on behavioural aspects. The programme aims to develop self-insight, communication, networking and leadership competencies.

At the end of the programme, most graduates continue their careers within the group. For those looking for new opportunities, the Early Careers team and mentors proactively direct candidates to the Barclays internal recruitment process and refers graduates to external recruitment agencies, other partners and clients. The intention is to retain as many graduates as possible, so the external referral process is dealt with as an exception and not the norm.

Success Factors and Challenges

Most critical success factors:

- Direct involvement of the business, both in terms of setting priorities and supporting graduates in their on-the-job learning, mentoring as well as freeing them up to attend the formal sections of the programme
- Strategic aligning programme with organization's priorities for developing scarce skills and future leaders

Main challenges:

- Designing an appropriate programme that was equally relevant across all geographies in Africa and all areas of the business
- Balancing the demands of bringing the graduates into one central location while allowing parts of the programme to run in-country

Recommendations for Others

Involve all stakeholders as early as possible. Designing a programme merely for the sake of having a programme will have negative consequences for the business and create negative employer brand with graduates and academic institutions. Resistance from line managers and prospective candidates is more difficult to overcome after the fact. In addition, partnering with organizations with competence and track records with graduate programmes is likely to reduce lead times. Finally, be sure to design a programme that balances content consistency with flexibility.

About the Organization

Website: www.barclaysafrica.com
Sector: Banking and Capital Markets
Size (number of employees): 50,000 - 100,000
Headquarters: Johannesburg, South Africa

Key Partners

Business | Government | **Education and Training** | Civil Society

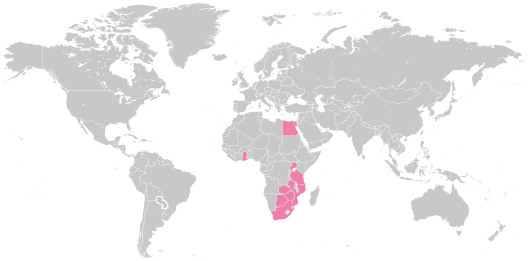
Status

Start year of the initiative: 2008 - still ongoing.

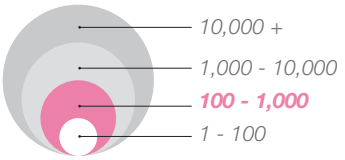
Next steps of initiative:
A strategic review will be undertaken for 2015 - 2017 to improve the programme.

Impact

Country(ies) of impact: Botswana, Egypt, Ghana, Kenya, Mauritius, Mozambique, Seychelles, South Africa, Tanzania, Uganda, Mozambique, Zambia, Zimbabwe



Number of people impacted annually: ~200 participants (more than 500 participants in two years)



Time to intended impact:

less than 2 years | **2 to 5 years** | more than 5 years

Metrics:

- Employee engagement (e.g. engagement scores, employee turnover)
- Mobility of employees
- Reputation (e.g. brand-image)
- Performance evaluation/grades of participants
- Graduation rates of participants
- Job placement rates of participants
- Content of training/modules and trainings offered

Benefit to organization:

- Direct benefit to organization
- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: The challenge is developing content that is relevant, flexible and can be delivered in multiple formats across geographies, businesses and functions.

How easily can this initiative be expanded to include a larger number of participants?

Difficult: Costs are high - for the programme, travel, accommodation and opportunity cost of participant's time. It is best to replicate across other organizations.

For Further Engagement

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Partnership for Economic Opportunities through Technology in the Americas

Submitted by **MasterCard**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To provide economic opportunities through technology in a sustainable, scalable way for vulnerable, low-income communities, including persons with disabilities, youth at risk and victims of civil conflict.

Overview and Main Activities

The Trust for the Americas (the Trust) is a tax-exempt, non-profit organization dedicated to public-private partnerships to help vulnerable populations in Latin America and the Caribbean. The Trust began operating in 2004 when, with Microsoft support, it launched a programme to help persons with disabilities in rural Guatemala gain economic independence. Partnership for Economic Opportunities through Technology in the America (POETA) has evolved to over 160 centres in 17 countries and includes victims of the civil conflict in Colombia (military and civilian) and youth at risk. Over 100,000 people have graduated from POETA and become eligible for employment. Over 850,000 have crossed the digital divide to get access to computers and internet. The programme has achieved employment rates of up to 50% in some centres, even though few beneficiaries were employed prior to participating in POETA.

Programme Components:

- POETA facilities are equipped with computers to train beneficiaries using free Microsoft software
- Beneficiaries receive financial and business literacy training and basic money management skills
- Beneficiaries receive job readiness and professional training, e.g. training in dealing with employers or applying for a job
- POETA partners with public and private sector entities to match trained youth with jobs and provide ongoing support to ensure beneficiaries have their needs met and are meeting the needs of their employer

The programme was developed to be sustainable and scalable. All training is done through local partners, local government or non-profit community organizations. Partners receive training and materials to run POETA on their own after two to three years with technical support from the Trust, provided it meets the Trust's standards, through a social franchise programme. This ensures quality training and careful record keeping.

The centres provide communities with their only access to computers and internet. POETA is sustainable beyond the life of a donor's contribution; it reaches marginalized populations. The Trust can operate a large programme with a tiny staff, keeping overhead extremely low. Between 80% and 95% of the funds go directly to programmes, making this an efficient way to deliver services to persons with disabilities and at-risk youth.

The POETA programme is the recipient of several international awards from the United Nations, the Zero Foundation and the City of Dubai, among others.

Success Factors and Challenges

Most critical success factors:

- Private sector support from donors such as MasterCard, Microsoft, Copa Airlines, AES and Citibank
- Keeping staff at headquarters tiny while pushing resources to the field
- Talented and committed multinational staff that adapts readily and adroitly to circumstances wherever there are operations

Main challenges:

- Maintaining a stable funding base
- Finding satisfactory local partners working in vulnerable communities that need the help and are capable of absorbing the POETA system
- Disseminating information about POETA to potential partners, beneficiaries and donors

Recommendations for Others

Information about POETA has spread by word of mouth, but grants seldom include funds for publicizing the programme to increase its ability to serve additional populations. Others considering a social franchise model for working with underserved communities should consider assuring there are funds for operations and funds to invest in programme growth.

About the Organization

Website: www.trustfortheamericas.org
Sector: Non-Profit
Size (number of employees): Up to 1,000
Headquarters: Washington, DC, United States

Key Partners

Business | Government | Education and Training | Civil Society

Status

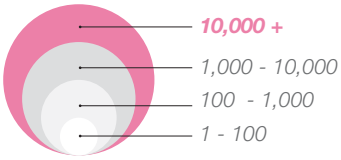
Start year of the initiative: 2004 - still ongoing.

Next steps of initiative: Modification of scope: Plans to add Innovation Centers for most motivated and able beneficiaries of POETA to strengthen POETA Training and increase job placement and educational attainment.

Impact

Country(ies) of impact: Argentina, Brazil, Chile, Costa Rica, Dominican Republic, Ecuador, El Salvador, Grenada, Guatemala, Honduras, México, Panamá, Peru, St. Kitts, St. Lucia, Venezuela

Number of people impacted annually: 100,000 in 2013



Time to intended impact:

less than 2 years	*2 to 5 years*	*more than 5 years*

Metrics:

- Number of beneficiaries who have gained employment or resumed formal education
- Number of beneficiaries who have begun micro-enterprises
- Progress in real time of each individual, POETA centre, and local partner
- Various statistical reports appropriate for the needs of the programme

Benefit to organization:

- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Very difficult: The social development model is easily replicable and scalable for the Trust, but the Trust is a unique organization with several distinctive characteristics.

How easily can this initiative be expanded to include a larger number of participants?

Very easily: The POETA Social Franchise is designed to be scalable, which is why it appeals to potential and existing partners.

For Further Engagement

Contact name: Milton Drucker
Contact position: COO
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Prominp

Submitted by **McKinsey & Company**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To improve the Brazilian oil and gas industry and to bridge the projected skill gap.

Overview and Main Activities

Prominp is a federal government programme implemented with collaboration among government agencies, the private sector, trade associations and labour unions. Petrobas is the main source of financing of the programme, which aims to improve operations of Brazil's oil and gas industry by bridging the projected skill gap. To achieve this, Prominp established a three-step process:

1. Identifying talent requirements: Prominp developed a five-year projection of the manpower needs in specific geographies and skill areas such as shipyard welding, pipefitting or petroleum engineering.
2. Coordinating curriculum development: Prominp gathered big companies in each field to identify specific skill requirements down to the level of specific activities. Then, it identified suitable education providers to co-develop a curriculum with selected companies to meet those exact needs.
3. Overseeing training: Prominp ensures that providers are offering appropriate programmes according to talent demands for the respective region. Training is co-delivered by education providers and selected employers through a mix of theory and practical training. Prominp also selects 30,000 participating students a year and sponsors their education in the form of tuition payment and allowance. More than 80% of students receive full-time employment after graduation.

Prominp is popular among participating companies since no financial contribution is required. Petrobras funds 90% of the programme, and the government funds the rest. In addition, the risk of sharing sensitive information is limited as none of the participating companies is a true competitor of Petrobras.

In addition to Petrobas, partners include the Brazilian National Development Bank, Ministry of Mining and Energy, National Organization of Industry and the Brazilian Institute for Petroleum.

Success Factors and Challenges

Most critical success factors:

- Shared stakeholder ownership of students' education
- Industry-relevant curriculum co-developed by major companies and providers to ensure relevance
- Sector-wide collaboration

Main challenges:

- As Prominp does not require job promises or commitments from participating employers, there is no guarantee of employment following training, and so some graduates struggle to find jobs

About the Organization

Website: www.mckinsey.com
Sector: Professional Services
Size (number of employees): 10,000 – 50,000
Headquarters: New York, United States

Key Partners

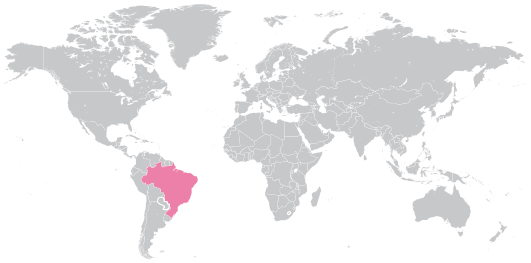
Business | Government | Education and Training | Civil Society

Status

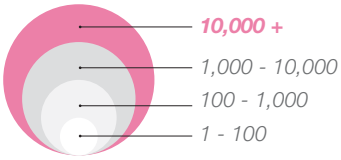
Start year of the initiative: 2003 – still ongoing.

Impact

Country(ies) of impact: Brazil



Number of people impacted annually: 30,000 beneficiaries



Time to intended impact:

less than 2 years | **2 to 5 years** | more than 5 years

Replicability and Scalability

How easily can this initiative be expanded to include a larger number of participants?

Easy: Prominp already operates at a large scale, since the programme is implemented at the sector level; thus, it is able to reach potential employees across the industry and scale up.

REACH Project
Submitted by **Accenture**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To provide vocational and entrepreneurship training in market-driven sectors to marginalized youth, rural migrants and girls for immediate employment.

Overview and Main Activities

As part of its global corporate citizenship initiative, Skills to Succeed, Accenture provides financial support and commercial expertise to Plan International to deliver a project by REACH (a local non-governmental organization). REACH provides training and career opportunities to prepare participants for jobs in industries where local demand is high, such as in information technology, customer relations, business process outsourcing and electronic repair. Training modules focus on life skills and work readiness training. In addition, Accenture employees provide their time and skills on a pro bono basis. Budget: $1,650,000. Duration: three years (2012-2014).

The project has three key components:

1. Youth employability: Provide 3,050 disadvantaged youth with equitable access to skills, employment and income. The programme was designed to ensure job placement rates and the approach follows eight steps: (1) market scan; (2) curriculum development; (3) recruitment and application; (4) induction and life skills; (5) technical training; (6) work readiness training; (7) job placement; and (8) post placement follow-up. Each step is youth-centred and market-oriented. The training is conducted in six vocational sectors: nail art, hair dressing, sales and marketing, food and beverage, housekeeping, and web and graphic design. Plan International also helps in job placement by matching young people with local employment opportunities through networks of employers. To date, REACH has placed more than 80% of the youth it has trained into employment. Trainers monitor the progress of trainees in their work places up to six months after graduation.
2. Sustainability: To ensure REACH's financial sustainability and organizational capacity, Plan International aids REACH in developing a range of activities focused on organization longevity, including strategic planning, operational planning and management, cost recovery and business plan development.
3. Programme quality: Further improve the quality and delivery of REACH's product, and expand the portfolio of offerings. 100% of facilitators were equipped with pedagogical training for capacity building. Curricula have been reviewed regularly and updated based on market needs. Additional products and new market analysis tools have been developed, information and communications technology (ICT) components have been integrated and new products, such as E-learning, are currently being rolled out.

Success Factors and Challenges

Most critical success factors:

- Funding/budget support from Accenture.
- Support and collaboration from local government/partners in mobilizing students and providing training facilities.
- Support from business network to place students in a job after graduation.
- Technical content: Standardized training curriculum and essential role of life-skills training.

Main challenges:

- Mobilization and socialization of the programme: REACH has three cohorts per year, which is exhaustive; hence need to continually mobilize youth for participation.
- Limited fundraising capacity: During the three years Accenture provided the grant, REACH put significant effort into implementing fundraising activities to grow the organization and diversify away from Accenture and Plan Vietnam.
- Lack of a board of director: Despite efforts, appropriate stewards with sufficient capacity and enthusiasm to join REACH have not been identified.

Recommendations for Others

- Provide evidence of youth programme successes during the new trainee mobilization process to increase the programme's attractiveness
- Track youth over longer periods to determine the impact of the intervention
- Continually enhance the quality of the training programmes by updating training curricula, increasing capacity building for trainers, promoting the role of alumni clubs
- Strengthen the governance and operational management, including revising personnel policies to retain skilled and highly motivated staff; develop and disseminate gender mainstreaming policy and guidelines to all staff for use in their daily work
- Strengthen capacity for all staff by conducting in-house training.

About the Organization

Website: www.accenture.com
Sector: Professional Services
Size (number of employees): 100,000+
Headquarters: Dublin, Ireland

Key Partners

Business | Government | Education and Training | **Civil Society**

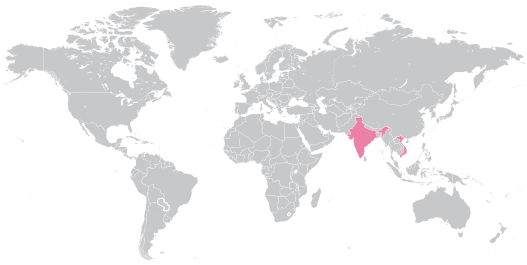
Status

Start year of the initiative: 2012 - still ongoing.

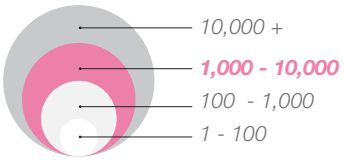
Next steps of initiative:
Global expansion: Accenture is identifying which programme aspects can be scaled globally to inform more global solutions and wider cross-sectorial coalitions and partnerships.

Impact

Country(ies) of impact: India, Vietnam



Number of people impacted annually:
Approximately 3,500 beneficiaries



Time to intended impact:

less than 2 years | *2 to 5 years* | *more than 5 years*

Metrics:

- Increased self-esteem, contributions to family finances and hope for the future (reported by 93% of trainees)
- Increased income: 87.5% of trained youth who graduated reported that over the first six months their current income was higher than at the time they started working

Benefit to organization:

- Direct benefit to organization
- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Easy: The challenges include mobilizing students and setting up a board of directors.

How easily can this initiative be expanded to include a larger number of participants?

Difficult: It is difficult to mobilize a larger number of youth in such a tight training schedule (three times per year).

For Further Engagement

Contact name: Katie Avari
Contact position: Programme Manager at Accenture
Email: katie.avari@accenture.com

Satya Bharti School Programme

Submitted by **Bharti Foundation**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To provide free high-quality education to underprivileged children and youth in rural India, and to encourage involvement of the community and parents.

Overview and Main Activities

The Satya Bharti School Programme offers free education – as well as meals, school uniforms and educational materials – to underprivileged children at 254 schools (ranging from elementary to senior secondary school) in six rural Indian states.

The curriculum encompasses both indoor and outdoor learning projects and focuses on English language, IT, life skills and communication, as well as leadership and vocational training in higher classes. It combines best practices from schools across the country and child-centric, holistic, pragmatic and value-based academics. The curriculum is based on guidelines provided by the National Curriculum Framework (NCF) 2005 and is aligned with CBSE and all other state board guidelines.

The programme works with state governments and is based on three key pillars of intervention, which are also linked to generate successful employment and entrepreneurship opportunities:

1. Engage students: In addition to ensuring learning, the programme nurtures students as responsible citizens by focusing on holistic development, inculcating life skills like communication, leadership and values. Students are connected to communities through campaigns and community service, which encourages them to engage in real life challenges to emerge as leaders and agents of change.
2. Engage parents and the local community: Schools hold regular parent-teacher meetings, recruit local teachers and entrust mid-day meals to parents. In addition, each year for seven days the local community uses the school to teach local art, craft, folklore and other subjects. Students undertake community development campaigns around issues that concern them. Students have stopped child marriages, ensured that widows get proper place in society and have removed the stigma of untouchability from their village.
3. Engage local youth: Local youth are hired as school teachers and receive mentoring, capacity-building and skill-development training. After a selection process, recruited teachers are provided induction and training opportunities to deliver the curriculum in the best manner possible. Highly qualified and experienced in-house trainers provide year-round mentoring and training support.

Success Factors and Challenges

Most critical success factors:

- Ensuring holistic development of children beyond age- and grade-appropriate learning levels
- Process-driven approach ensuring optimum quality standards in all schools
- Support from community
- Support from local governments

Main challenges:

- Shortage of high-quality teachers in rural India
- Educating first-generation learners
- Lack of infrastructure and vast geography

Recommendations for Others

Both the vocational training programme and adolescent education programme were introduced last year and are running, but it would have been better to start these initiatives at the introduction of the academic programme.

Replicability and Scalability

How easily could other organizations implement this initiative?

Easy: Processes and standard practices for worst-case scenarios can easily be adopted and adapted to new and different conditions.

How easily can this initiative be expanded to include a larger number of participants?

Easy: Due to early success and accumulated experience, processes can easily be modified and adapted to new geographies and communities.

About the Organization

Website: www.bhartifoundation.org
Sector: Telecommunications
Size (number of employees): 1,000 – 5,000
Headquarters: New Delhi, India

Key Partners

Business | Government | Education and Training | Civil Society

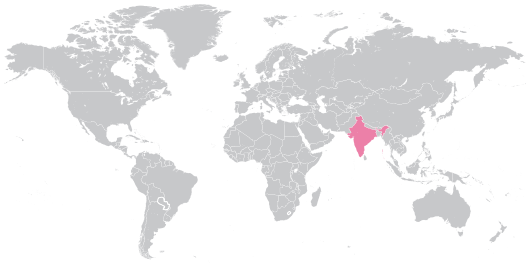
Status

Start year of the initiative: 2006 - still ongoing.

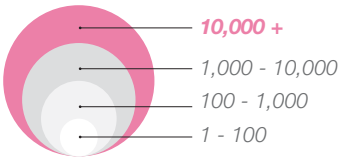
Next steps of initiative: Other Government school programmes will be nurtured to create a blueprint of interventions to energize government teachers and leaders. Programme processes aim to enable educationists to use programme processes for research and policy-making.

Impact

Country(ies) of impact: India



Number of people impacted annually:
Currently, 41,278 students are in the Satya Bharti School programme. The schools provide employment to over 2,000 rural youth as teachers and more than 250 women contribute to the household economy through mid-day meal vending opportunities. In total, the programme impacts 700,000 people in 750 villages as each of the 254 schools impacts three to four villages on average.



Time to intended impact:

less than 2 years	*2 to 5 years*	*more than 5 years*

Metrics:

- Number of teachers
- Number of students impacted
- Percentage of participating girls
- Mid-day meal vendors
- Percentage of lunch delivery vendors who are parents
- Number of individuals impacted indirectly

Benefit to organization:

- Direct benefit to organization
- Indirect benefit to organization. Through its Satya Bharti Learning Centre Programme, Bharti Foundation is working with Government to ensure the enrolment and retention of Out of School Children (OOSC) in Government schools.

For Further Engagement

Contact name: Binu Nair
Contact position: Deputy General Manager, Programmes
Email: binu.nair@bhartifoundation.org

Save the Children and Accenture

Submitted by **Accenture**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To equip youth, particularly migrant groups, with vocational and life skills to get a job or build a business.

Overview and Main Activities

Accenture is a global corporate partner of the Save the Children organization, providing grants as well as the time and skills of Accenture's global workforce in various locations around the world. To date, the full scope of the partnership has impacted over 27,000 people.

Accenture helps Save the Children to:

1. Increase its reach to provide skills training to ensure workplace success; provide vocational training to produce in-demand skills; provide entrepreneurial training for starting a new business; place youth in internships or apprenticeships; and help youth start growing their local business. Training is delivered via classrooms, e-learning or a blended learning approach, which incorporates both face-to-face and virtual tuition.
2. Strengthen linkages between training providers, private-sector employers and government to create demand-driven training and job placement opportunities. The approach aspires to long-term programme sustainability by advocating Skills to Succeed market-based preparation, as well as placements within government vocational training systems, employers and job placement agencies. The strategy is multi-faceted, demonstrating alignment with private sector corporate social responsibility principles as well as business expansion and talent acquisition interests.
3. Lead on advocacy in an effort to build a global coalition for youth employment.
4. Support the use of technology in Accenture's Skills to Succeed programming.

Grants also fund assessments of job market conditions and needs, help establish strong connections with prospective employers and provide advocacy for long-term change in governmental policies and programmes.

About the Organization

Website: www.accenture.com
Sector: Professional Services
Size (number of employees): 100,000+
Headquarters: Dublin, Ireland

Key Partners

Business | Government | Education and Training | Civil Society

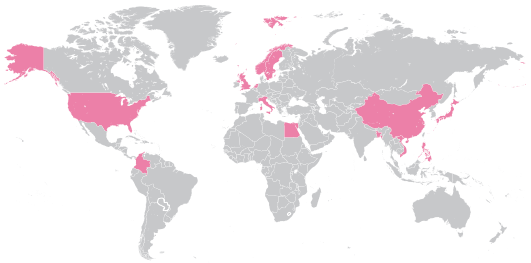
Status

Start year of the initiative: 2003 - still ongoing.

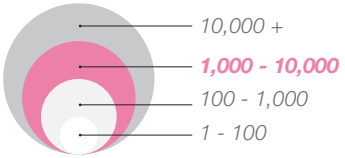
Next steps of initiative:
Regional and global expansion

Impact

Country(ies) of impact: Bangladesh, China, Colombia, Denmark, Egypt, Indonesia, Italy, Japan, Norway Philippines, Sweden, United States, United Kingdom Vietnam, and others



Number of people impacted annually:
Approximately 5,000 beneficiaries



Time to intended impact:

less than 2 years | *2 to 5 years* | *more than 5 years*

Metrics:

- Number of participating youth with life skills, vocational, and entrepreneurial training and internships and apprenticeships
- Number of participating youth who have started and grown their local business

For Further Engagement

Contact name: Katie Avari
Contact position: Programme Manager at Accenture
Email: katie.avari@accenture.com

Sino-German Automotive Vocational Education Project

Submitted by **Volkswagen**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To provide youth with technical skills and training in the automotive industry while building a local talent pipeline.

Overview and Main Activities

Based on the German dual training system, Volkswagen provides apprenticeships in China and several other countries. Apprenticeships usually take three years to complete and apprentices are trained for IT and engineering positions (such as automotive mechatronics). Following the German model, training consists of both on-the-job and off-the-job training. Upon successful completion, apprentices receive a full-time position with Volkswagen.

This project is divided into ten work packages that include: selection of cooperating schools, national introduction of the apprenticeship course, development of the learning plan, qualification of education personnel, equipment and introduction of competence-oriented examinations. Volkswagen delivers these dual training systems in close cooperation with each country's responsible education institutions, as well as with local partners.

The Sino-German Automotive Vocational Education Project was adapted to the Chinese context in multiple ways:

- Compared to traditional education in China, the programme offers extensive practical elements
- Structured integration of dealer operations within the education
- Use of competencies-oriented examinations and certifications
- Quality management system in pilot schools to ensure sustainability
- Upgrading teachers' knowledge by providing them with advanced training in modern techniques and learning methods
- Calling training participants "students" instead of "apprentices" to avoid any negative connotation

Key partners that participate in the initiative include China's Ministry of Education Ministry and the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ), on behalf of the Federal Ministry for Economic Cooperation and Development (BMZ). Educational partners in China include the Hunan Communication Polytechnic, Changsha; Shiyan Technical Institute, Shiyan; Jiangxi Vocational & Technical College of Communication, Nanchang; Liuzhou Vocational & Technical College, Liuzhou; and Xinjiang Vocational University, Xinjiang.

Similarly, in Spain, based on an agreement between the German and Spanish ministries for education, the programme includes an element where the apprentice works in Germany for part of the duration in order to develop German language skills.

Other examples of dual training systems are programmes with Portugal's ATEC (Associação de Formação para a Indústria); the USA's Tennessee Technology Center and Chattanooga State Community College; India's Directorate of Vocational Education & training (DVET); Russia's College for Information Technologies and Management (KKITiU) and Brazil's SENAI (Serviço Nacional de Aprendizagem Industrial).

To transfer dual vocational training models of one country into another is extremely complex. The German model was not copied one-to-one, but key principles of the dual vocational training were integrated into the current Chinese education system. An important task was furthermore to win over traders for the cooperation.

Success Factors and Challenges

Most critical success factors:

- Close cooperation between Volkswagen and the responsible education institution
- Funding and investment
- Reduction of cultural barriers

Main challenges:

- Consideration of the respective government education system requirements
- Consideration of legal requirements
- Accreditation of the vocational training through the responsible authorities
- Implementation of the programme within vocational education system
- Recruiting programme participants

Recommendations for Others

It is important, firstly, to involve business in vocational training. Developing a unified, holistic curriculum is also key. The project in China resulted in a textbook, which will be freely accessible. It is also recommended to change participants' focus away from "memorizing" to "independent work on the vehicle", using the example of a vehicle repairing order; invest in teacher training; develop action-oriented tests; and improve the image of hands-on training through education.

Key Partners

Business | Government | Education and Training | Civil Society

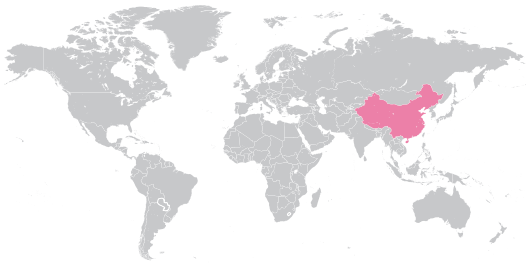
Status

Start year of the initiative: 2012 - still ongoing.

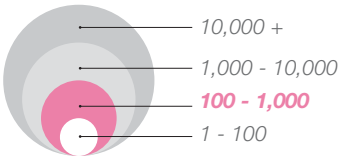
Next steps of initiative:
Regional expansion: More schools are being planned and training is scheduled to extend to other professions.

Impact

Country(ies) of impact: China Brazil, China, India, Portugal, Russia, Spain, United States



Number of people impacted annually: 750 beneficiaries



Time to intended impact:

less than 2 years | **2 to 5 years** | more than 5 years

Metrics:

- Participant attainment of the officially recognized professional qualification
- Employment quota of participants upon programme completion

Benefit to organization:

- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Easy: Much of the work in China has already been done. However, using the model for other countries would be much more difficult due to local conditions.

How easily can this initiative be expanded to include a larger number of participants?

Easy: However, the project is dependent on finding the right partners – the right schools with enough teachers and facilities.

About the Organization

Website: www.volkswagen.de
Sector: Automotive
Size (number of employees): 100,000+
Headquarters: Wolfsburg, Germany

For Further Engagement

Contact name: Olaf Katzer
Contact position: Volkswagen Group Academy
Email: olaf5.katzer@volkswagen.de

Skills to Succeed Academy

Submitted by **Accenture**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To help young unemployed people in the United Kingdom build skills to choose the right career and to find and keep a job through online employability training.

Overview and Main Activities

As of October 2014, over 750,000 16–24 year olds were unemployed in the UK. The total cost of youth unemployment in the UK over the next decade is estimated at £28 billion (according to the ACEVO Commission on Youth Unemployment, February 2012). Those working to support young jobseekers are finding their resources are increasingly stretched, as demand for their services grows. The Skills to Succeed Academy addresses these challenges through an interactive online training programme that helps 15–24 year olds – particularly the hard to reach and those furthest from the job market – choose the right career fit and equips them with key employability skills to find and keep a job. Training focuses on teaching young people how to do things for themselves, building skills and confidence, and empowering them to take ownership of their own career development and job search.

The programme leads young people through the entire process of getting a job and helps them overcome a variety of common challenges and pitfalls along the way. It includes 35 modules of practical employability skills training using advanced technologies, including gaming techniques, simulations, telestrations, videos, quizzes and interactive exercises. Participants guide characters through scenarios and are actively involved in decision-based learning. With each decision, they receive instant feedback – both from the people they interact with in the training, and an online coach voiced by an experienced employability practitioner. Participants also have access to a mobile app, InterviewAce, which helps prepare for interviews and includes tips and checklists alongside example interview questions with editable answer templates.

Participants are invited to access the Skills to Succeed Academy for free through employment support programmes run by Accenture's national Skills to Succeed delivery partners, including government departments, charities and national careers services. To date, over 15,000 young people have completed learning on the Skills to Succeed Academy, with 70% reporting that their skills had improved, and 75% that their confidence had improved.

This programme is a result of Accenture forming partnerships with employability subject matter experts from across the public, private and voluntary sectors; a leading-edge software specialist; a creative media agency; and young people themselves. Business partners include software specialist Assima and Replay, for content and technology. Government partners include the Department for Work and Pensions (DWP) and national careers services in England Scotland and Wales. Civil society partners include the East London Business Alliance (ELBA) and The Key. Accenture offers programme management, technology, learning and coaching to lead the creation of this training programme.

Success Factors and Challenges

Most critical success factors:

- Application of Accenture's core programme management, technology and learning expertise
- Robust market research of the existing provisions in the welfare-to-work sector
- Close collaborative relationships with a number of organizations

Main challenges:

- Establishing and demonstrating value and relevance of new solutions to achieve buy-in from partners
- Preparatory work to ensure technology is available and able to support access to online training content
- Ongoing support and content updates to ensure technology keeps pace with increasing user base and is in line with software updates

Recommendations for Others

Working in partnership with the public sector can enable solutions to be embedded in key national employability support services, driving scale of reach. Establishing senior champions within partners is key to building greater visibility and programme buy-in to allow a solution to become a core part of partner offer. Investing in train-the-trainer programmes ensures quality of delivery of training programmes at scale. Developing robust feedback and reporting mechanisms helps measure success. Using e-learning as part of blended learning can increase effectiveness with young people. Finally, advisers and coaches ensure modules are tailored to the young person's needs and to provide additional support.

Key Partners

Business | **Government** | Education and Training | **Civil Society**

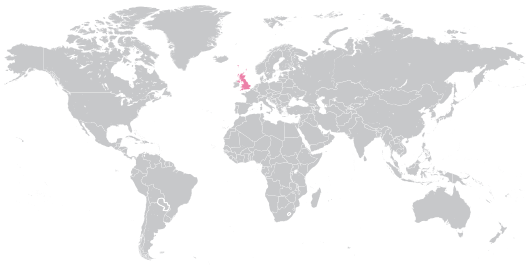
Status

Start year of the initiative: 2012 - still ongoing.

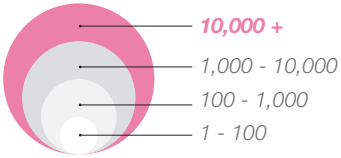
Next steps of initiative:
Regional and global expansion: Achieving scale with Accenture's UK partners. Investigate replication with other Accenture Geographic Units (GU).

Impact

Country(ies) of impact: United Kingdom



Number of people impacted annually:
Approximately 12,500 beneficiaries (with usage figures increasing month-on-month)



Time to intended impact:

less than 2 years | *2 to 5 years* | *more than 5 years*

Metrics:

- Number of young people who register for an account on the Skills to Succeed Academy site and complete a course of learning
- Movement into work

Benefit to organization:

- Direct benefit to organization
- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: Upfront investment in behavioural learning required to effectively provide soft skills training is extensive.

How easily can this initiative be expanded to include a larger number of participants?

Easy: The learning is hosted on a learning management system in the cloud enabling expansion to reach the demand from young people.

For Further Engagement

Contact name: Katie Avari
Contact position: Programme Manager at Accenture
Email: katie.avari@accenture.com

About the Organization

Website: www.accenture.com
Sector: Professional Services
Size (number of employees): 100,000+
Headquarters: Dublin, Ireland

StartUp Europe

Submitted by **Volkswagen**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To provide young people from Southern Europe with a career perspective by offering them international work experience and training in Germany to subsequently jump-start their career.

Overview and Main Activities

StartUp Europe is Volkswagen's international trainee programme for young Engineers and IT specialists from Spain, Portugal and Italy. Participants are initially employed for two years, where they spend the first few months in their home country, followed by up to 21 months in a Volkswagen Group company in Germany.

In Germany the programme includes on-the-job training provided by operating departments, e.g. research and development, production planning, IT-services, and off-the-job sessions like special StartUp seminars for newly hired graduates and provided by the internal training academy of Volkswagen AG. Language courses are also provided. StartUp seminars help participants get a better overview of topics like group activities and project management, and obtain a basic knowledge about automobile production at Volkswagen.

Departmental on-the-job training is supported by a mentor from the specific operational area. The main goal is to integrate the trainees, involve them in projects and enlarge their experience in their special field of studies. Mentors give feedback to the trainee on a regular basis. Volkswagen uses a standardized process to ensure comparability and fairness for all participants.

Ideally, at the end of the programme participants receive a contract with one of the Volkswagen Group countries. Approximately 90% of participants receive a permanent employment contract.

Throughout the programme Volkswagen AG in Germany and the Group company in Spain, Portugal or Italy are in close contact to ensure that at each single point of the training everybody is well-informed about the performance of the participants. This is also necessary to ensure that the recruiting process conducted abroad is targeted and in line with requirements.

Participating Group companies include Volkswagen Commercial Vehicles, Audi, SEAT, Lamborghini, Ducati, Volkswagen Navarra, Volkswagen Autoeuropa, Volkswagen Group Italia and Italdesign Giugiaro.

Success Factors and Challenges

Most critical success factors:

- Career perspectives due to unemployment rate in home country
- Reduction of skilled labour shortage in Germany
- Qualification of the participants (language, intercultural training, seminars)

Main challenges:

- Setup and trial of the overall concept
- Financing
- Recruitment of participants

About the Organization

Website: www.volkswagen.de
Sector: Automotive
Size (number of employees): 100,000+
Headquarters: Wolfsburg, Germany

Key Partners

Business | Government | Education and Training | Civil Society

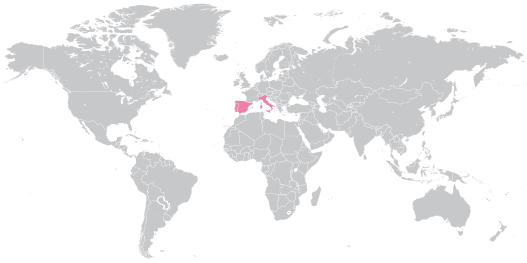
Status

Start year of the initiative: 2012 - still ongoing.

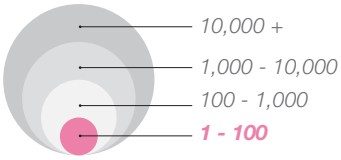
Next steps of initiative:
Nothing, anticipate to keep it the same.

Impact

Country(ies) of impact: Italy, Portugal, Spain



Number of people impacted annually: 73 beneficiaries



Time to intended impact:

less than 2 years | *2 to 5 years* | *more than 5 years*

Metrics:

- Employment quota after programme completion

Benefit to organization:

- Direct benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: Difficulties include the number of involved companies, in-house training, a high financial investment, and low employee loyalty at end of programme.

How easily can this initiative be expanded to include a larger number of participants?

Difficult: Due to the aim of offering jobs after the programme the number has to be defined carefully.

For Further Engagement

Contact name: Andrea Claus
Contact position: Global Assignments
Email: andrea.claus@volkswagen.de

STEM Brazil Learning Programme (Global Education Initiative)

Submitted by **Credit Suisse**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To improve the quality and delivery of STEM (Science, Technology, Engineering and Math) education in Brazil.

Overview and Main Activities

As part of the Global Education Initiative, Credit Suisse has partnered with Worldfund Brazil to raise the relevance of education and train science, engineering, technology and mathematics (STEM) teachers to improve the quality of STEM education in Brazil's high schools.

Worldfund Brazil trains STEM teachers in interactive and project-based learning methodologies that focus on real-world problems and challenges as points of departure for learning science and math. Problems include pollution, health life problems, toxic waste, urban mobility etc. As a result, for the past couple of years, the students impacted were able to create several science research projects. These include: ethanol extraction from organic waste generated by street fairs that sell fruits and vegetables; wind energy harvested for lighting public roads, using wind generated by cars; developing a cane that uses a GPS and interactive bus stops for the visually impaired. Some of the projects have even been nominated for awards at regional, national and international science fairs in 2013 and 2014.

Training takes place in four subject areas: physics, chemistry, biology and math, and is complemented by workplace skills training tailored to teachers. Skills include managing information, problem-solving, communicating and networking. With newly gained skills, teachers are then able to enliven the state-mandated science and math curriculum.

Credit Suisse supports the training by actively involving Credit Suisse employees as role models in the initiative. On an annual basis, Credit Suisse employees travel to Brazil for one week and present to students their own career paths into finance, showcasing how important STEM subjects were for their careers and personal lives. To execute the STEM Brazil Learning Programme, Worldfund Brazil works with local governments and schools. Credit Suisse provides support in terms of a combination of grant funding and sharing of expertise through employee skills-based volunteering.

Success Factors and Challenges

Most critical success factors:

- Curriculum material linked to specific sectors of the Brazilian economy where technical jobs are in great supply
- Training STEM teachers and improving their teaching method
- One-on-one training to equip teachers with interactive teaching techniques and learning modules that emphasize critical thinking
- Extracurricular activities that complement the state curriculum requirements to intensify math and science learning
- Creating awareness to students highlighting specific career options related to math, science and engineering

Main challenges:

- Local (state) government commitment in the ever-changing political landscape
- Lack of objective and effective public policies making the pre-execution process long and bureaucratic
- Little space in the media to share best practices and showcase the initiative's successes
- Overcoming a popular mentality that public school students are not capable of conducting high-level, technical experiments

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: Organizations must conduct a study of the official state curriculum; build a partnership with the local government to invite teacher participation and provide authorization for materials and trainers; and find donors to sponsor costs.

How easily can this initiative be expanded to include a larger number of participants?

Easy: The programme is implemented in partnership with state education authorities that are very eager to have the programme in their schools.

Recommendations for Others

Since Brazil's Education Department guarantees that every state has the right to adapt the national core curriculum to their cultural specificities, it is difficult to maintain a standardized execution and to get uniform quality results. It is important to maintain flexibility throughout the initial government negotiation process and make necessary programme adjustments during the execution of the project as the cultural specificities reveal themselves. Tailoring the programme to each state's needs is challenging, but is key to successful results and the satisfaction of all stakeholders.

Key Partners

Business | Government | Education and Training | Civil Society

Status

Start year of the initiative: 2008 - still ongoing.

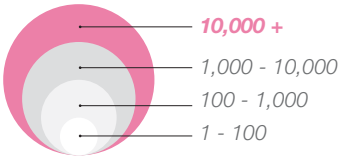
Next steps of initiative: Regional expansion: STEM Brazil will be expanding two additional states: Rio Grande do Sul and Rio de Janeiro. New partnerships with other NGOs will be implemented to support this expansion.

Impact

Country(ies) of impact: Brazil

Number of people impacted annually:

In five years, an average of 400 teachers per year (40 secondary schools impacting 16,000 students annually). In 2014, STEM Brazil has impacted on: 121 full-time public schools, 1,500 teachers and 90,000 students in São Paulo; 28 public schools, 112 teachers and 20,000 students in Rio Grande do Sul. In 2015, in additional to the previous numbers, Worldfund expects to impact 37 schools, 250 teachers and 20,000 students in Rio de Janeiro.



Time to intended impact:

less than 2 years	*2 to 5 years*	*more than 5 years*

Metrics:

- Student grades during high school
- Performance on school exams
- Performance on state/national tests
- Graduation rates, compared to the local average
- Number of students in the programme who go on to higher studies, compared to the local average

Benefit to organization:

- Direct benefit to organization: Donations to Worldfund's STEM Brazil programme and the employee engagement (skills-based volunteering) programme both provide shareholder recognition for positive participation in corporate social responsibility.
- Indirect benefit to organization: Good reputation, publicity for Worldfund.

About the Organization

Website: www.credit-suisse.com
Sector: Banking and Capital Markets
Size (number of employees): 10,000-50,000
Headquarters: Zürich, Switzerland

StreetWise Partners Career Ventures Programme

Submitted by **Marsh & McLennan Companies**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To help disadvantaged, low-income individuals overcome employment barriers by building skills for work, confidence for life and a path towards economic self-sufficiency.

Overview and Main Activities

StreetWise Partners provides a career mentoring programme that equips participants (trainees) with the skills, confidence and strategies needed to achieve their career potential and break their cycle of poverty. The organization's signature programme, Career Ventures, is a three-month programme, which serves low-income individuals and combines professional development services with 2:1 career mentoring provided by volunteer business professionals.

Trainees are selected based on a number of criteria, including that they earn a low income, have a high school diploma, be motivated to make a positive change in their professional life and aspire to work in a professional environment.

StreetWise Partners' objectives include:

- Eliminate the gap between an individual's potential and his/her current position
- Encourage a deeper understanding of local communities
- Develop leaders in the private sector who have a keen understanding of and commitment to service to their community
- Equip programme participants to move into better, higher paying jobs with opportunities for advancement

StreetWise Partners is differentiated by three core elements: (i) relationships with corporate partners, (ii) volunteer support, (iii) and a 2:1 mentor matching programme that helps trainees proactively develop careers, not just their next jobs. Marsh & McLennan Companies (MMC) provides funding and volunteers in support of the shared commitment to advancing employment for low-income and at-risk populations.

MMC employee engagement includes:

- Serving as Programme Officers: Coordinating the programme and its curriculum, providing support to trainees and volunteers, and ensuring a high-quality programme experience
- Serving on Boards: Contributing via a corporate seat on the Board of Directors, and junior employee involvement on both a Programme and Junior Board
- Individual Volunteering: Serving as mentors/volunteers over a 13-week period

MMC employees have the opportunity to make a tangible impact in the life of a low-income individual while building their own leadership and professional skills; trainees obtain career coaching, job training skills, and career advancement assistance through customized mentoring; and MMC is able to achieve Corporate Social Responsibility objectives.

Since its inception in 1997, StreetWise Partners has impacted the lives of over 2,600 jobseekers while leveraging the time and expertise of approximately 6,000 volunteers. In the last fiscal year, average weekly trainee income increased by 54% during the 13-week programme.

Success Factors and Challenges

Most critical success factors:

- Strategic alignment of the initiative with organization priorities and commitment to diversity
- Unique combination of central leadership and local office engagement
- Policy support (including global month of volunteering, a paid day off to volunteer, the Dollars for Doers programme, etc.)

Main challenges:

- Funding/budget support: needed to build the business case, based on metrics and goals
- Communications: requiring multiple communication channels to achieve the reach and engagement desired
- Strategic volunteering: part of a broader transformation to encourage skills-based volunteering

Recommendations for Others

Find ways to leverage employee volunteers and advocates effectively early on. StreetWise Partners has a well-structured volunteer engagement programme and offers MMC and other corporate employees a ladder of increasing volunteer opportunities, including multiple leadership opportunities within the organization, so that volunteerism never grows stagnant.

About the Organization

Website: www.mmc.com
Sector: Professional Services
Size (number of employees): 50,000-100,000
Headquarters: New York, United States

Key Partners

Business | Government | Education and Training | **Civil Society**

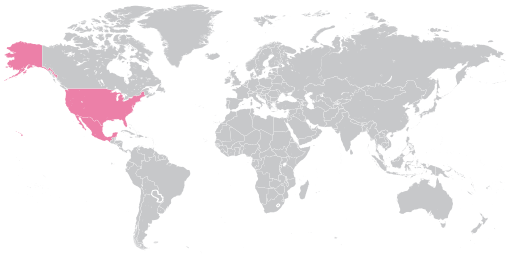
Status

Start year of the initiative: MMC began partnering with StreetWise Partners in 2008 – still ongoing.

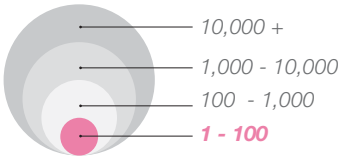
Next steps of initiative:
Modification of scope: Expand opportunities to engage more volunteers and trainees in the United States.

Impact

Country(ies) of impact: United States



Number of people impacted annually: Approximately 60 colleagues and more than 40 trainees



Time to intended impact:

less than 2 years | *2 to 5 years* | *more than 5 years*

Metrics:

- Employee engagement
- Reputation
- Return on investment (ROI) and social ROI
- Hours/number of employees who volunteer; volunteer satisfaction rates and rates of professional skills development
- Number of trainees participating, training modules delivered and learning objectives achieved by trainees
- Number of participants who find employment, receive promotions/pay increases, enrol in further education/training

Benefit to organization:

- Direct benefit to organization
- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Easy: This model can be adapted to meet a variety of Corporate Social Responsability objectives and can be tailored to engage employees at multiple commitment levels.

How easily can this initiative be expanded to include a larger number of participants?

Easy: StreetWise Partners is currently limited geographically to New York and Washington DC. Opportunities exist to expand the initiative to include a larger number of trainees.

For Further Engagement

Contact name: Tara McTeague
Contact position: Programme Manager
Email: Tara.McTeague@mmc.com

TEACH Ambassadors

Submitted by **African Rainbow Minerals**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To improve the quality of maths and science education in regions where African Rainbow Minerals (ARM) operates.

Overview and Main Activities

African Rainbow Minerals (ARM) partners with TEACH South Africa, an organization that recruits, trains and places top graduates from fields outside of education, into under-resourced schools as full-time teachers for a minimum of two years. These "TEACH Ambassadors" are top university graduates with Engineering & Science degrees and serve as inspirational teachers and role models, and work to improve the shortage of technical skills. ARM partners with TEACH SA in regions where ARM operates to improve the quality of math and science education and respond to the lack of technical skills.

The public-private partnership model that TEACH SA has with the Department of Education contributes significantly to the sustainability of the programme. The Department of Education endorses the TEACH SA programme and jointly oversee and administer the programme with TEACH SA through a steering committee and an operational committee.

ARM provides support to TEACH SA by funding Postgraduate Certificates in Education and resources such as computer rooms, libraries and school uniforms. ARM is also engaged in the recruitment, selection and facilitation of leadership training courses for TEACH Ambassadors, providing professional development opportunities to TEACH Ambassadors (in the form of internships and potential placements after they have completed the TEACH programme and coaching and mentoring for TEACH Ambassadors).

The programme reflects South Africa's objective to: (i) improve proficiency in reading, writing and numeracy, (ii) address the challenges arising from a shortage of qualified teachers, particularly in maths and sciences and, (iii) address imbalances in teacher-student ratios. The programme targets historically under-resourced areas in particular; as progress in maths and sciences has stalled (higher grade maths is not offered at all).

Success Factors and Challenges

Most critical success factors:

- TEACH SA operational model
- Programme encourages teaching alumni to campaign for improved education in South Africa after their tenure

Main challenges:

- Lack of administration in schools
- Language barrier: the Ambassadors teach in English whereas most teaching and learning is in Afrikaans
- Living conditions: there is a scarcity of accommodation particularly in the Northern Cape rural areas
- Ambassadors are called on to teach in areas where teachers do not want to go.
- Lack of teaching resources
- Inadequate infrastructure: especially transport

About the Organization

Website: www.arm.co.za
Sector: Mining and Metals
Size (number of employees): 10,000 – 50,000
Headquarters: Sandton, South Africa

Key Partners

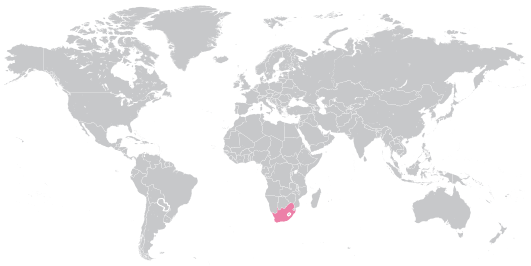
Business | Government | Education and Training | Civil Society

Status

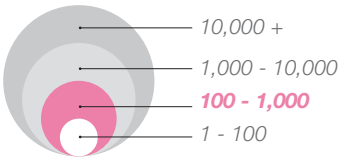
Start year of the initiative: 2009 - still ongoing.

Impact

Country(ies) of impact: South Africa



Number of people impacted annually: 150 university graduates have been placed in schools as teachers.



Time to intended impact:

less than 2 years | *2 to 5 years* | *more than 5 years*

Metrics:

- Quarterly quantitative reports
- Number of roadshows by African Rainbow Minerals personnel

Benefit to organization:

- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: There are difficulties in implementation due to administration challenges in schools.

How easily can this initiative be expanded to include a larger number of participants?

Easy: The programme can leverage the talent of recent tertiary graduates from all disciplines as educators within rural disadvantaged schools.

Teacher Support Programme

Submitted by **Royal Bafokeng Administration**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To enable teachers to deepen subject knowledge, enhance professional and teaching skills and improve learning methods.

Overview and Main Activities

This teacher skills-empowerment programme is guided by the goal of demonstrating evidence-based improvements in learning outcomes. It is based on a seven-step professional development philosophy — which was implemented as a pilot study, selecting various grade-level cohorts and subject areas — that exposes teachers to the concept of:

1. Professional development as a long-term process: Teachers learn to be insightful in terms of themselves as educators.
2. Communities of practice: Teachers learn to see themselves as part of a body of subject experts and connect to other teachers based on their fields of expertise. This is characterized by a sense of professional belonging, trust and critical discussion.
3. Teaching good practice through structured and formal observation.
4. Support learning via in-person and web-based methods of teaching facilitation.
5. Collaborative lesson planning, measurement of lesson performance, and a collaborative guided reflection, based on the principle of a "reflection cycle": The reflection cycle: (a) allows teachers to think about the learning process of their students and where in this process they are for a particular concept, and (b) gives teachers the space to reflect on how they are perceived, how their teaching is interpreted, how they teach and how they can improve as teachers, not only by new subject-specific skills, but by being more self-aware and student aware during preparation, classes and assessments.
6. Subject-specific workshops focusing on personal learning experiences.
7. Personal well-being: Teachers learn how to make the work environment as conducive to learning and well-being as possible.

Each programme component consists of three dimensions:

1. Core learning: Enables teachers to better master the content of their subject and to improve teaching techniques for specialised focus areas.
2. Curriculum planning and learner assessment: Enables teachers to plan classroom activities and experiences and learn how to assess child development through formative and summative assessment practices.
3. Classroom management and child development: Enhances teachers' skills at managing learning in dynamic classrooms to identify teachers who need additional support to teach the required curriculum.

Success Factors and Challenges

Most critical success factors:

- Funding and budget support
- Support from top managers and team leaders
- Sufficient number of participants with requisite skills

Main challenges:

- Funding and budget support
- Addressing labour union concerns, such as the appearance of "interference"
- Lack of skilled facilitators

Recommendations for Others

Workshop-based sessions showed little impact on classroom practice. Allowing a single facilitator access to a group of teachers has limited success when teachers' needs are diverse.

Thus, interventions need to be both politically neutral and demonstrably functional, with clear and very positive outcomes. In addition to concern with success of participating learners, there are other forces that must be legitimised if one wants to be able to operate such a programme as a non-government and non-private sector actor.

In addition, money, management and skills are key for such interventions to take place.

About the Organization

Website: www.bafokeng.com
Sector: Public Sector
Size (number of employees): Up to 1,000
Headquarters: Phokeng, Royal Bafokeng, South Africa

Key Partners

Business | **Government** | Education and Training | Civil Society

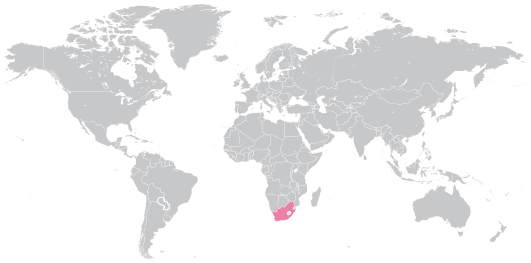
Status

Start year of the initiative: 2010 - still ongoing.

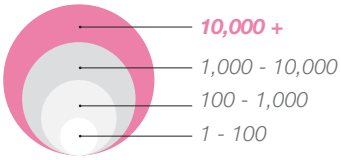
Next steps of initiative:
Modification of scope: Involving more schools, working with more teachers, including more subjects, offering more-in depth teacher-need analysis and deeper support to teachers.

Impact

Country(ies) of impact: South Africa



Number of people impacted annually: 100 teachers (45 schools and approximately 16,000 students).



Time to intended impact:

less than 2 years	*2 to 5 years*	*more than 5 years*

Metrics:

- Better school results

Benefit to organization:

- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: Local governments may have skill and resource allocation problems. Independent education support services can emulate this initiative, but might face similar challenges.

How easily can this initiative be expanded to include a larger number of participants?

Easy

Think Forward
Submitted by **UBS**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To prevent young people from becoming NEET (Not in Education, Employment or Training).

Overview and Main Activities

It is estimated that 120,888 Millennium children in the United Kingdom are at risk of becoming NEET. Think Forward works with 14 schools in Hackney, East London, targeting 14-19 year olds who are at risk of becoming NEET. Each school has a "super coach" who works intensively to provide additional support to young people at risk. UBS is a founding member of Think Forward and provides funding and employee volunteer support.

The programme helps participants secure long-term employment and escape poverty by:

- Ensuring they attend school, are well behaved and ready to learn, and that they have the resources and support to overcome personal barriers to engagement.
- Raising their attainment so they have the skills and qualifications needed for employment.
- Building work readiness and brokering their first employment so they keep up with the changing labour market and can compete for jobs.

How it Works: Each year Think Forward teachers identify young people in school year nine (ages 13-14) who are most at risk of becoming NEET based on a variety of educational and social data.

Once identified, they are given a "super coach" until ages 18-19 (school year 13) or until they are able to make the successful transition from school into further education, training or work. Coaches provide consistent one-to-one support to overcome challenges in and out of school by working holistically with the young person to help them develop self-management as well as social, personal and employability skills. Coaches also have a connective role, facilitating access to relevant existing youth services, instead of duplicating or creating new services.

Measurable Impact:

- 96% participants aged over 16 continued into further education, employment or training
- Statistically significant improvements in eight work-readiness capabilities including positive thinking, learning orientation and planning (based on an independent study with a sample size of 350)
- 85% improved behaviour or attendance at school, as judged by their teachers
- 60% Year 11 students obtained at least five GCSEs grade A*-C, despite the average pupil beginning with a predicted grade of 'E' for English or Mathematics (double what was expected by their schools)

UBS partners include the UK Department for Work and Pensions and Impetus-PEF to support the initiative with ThinkForward.

Success Factors and Challenges

Most critical success factors:

- Securing partial funding via an innovative Social Impact Bond by the Department for Work and Pensions Fund, which pays for a range of successful outcomes and brings together investors and government to build further capacity.

Main challenges:

- Funding

About the Organization

Website: www.ubs.com
Sector: Banking and Capital Markets
Size (number of employees): 50,000-100,000
Headquarters: Zurich, Switzerland

Key Partners

Business | Government | Education and Training | Civil Society

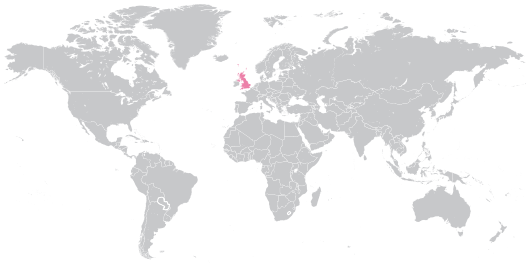
Status

Start year of the initiative: 2012 - still ongoing.

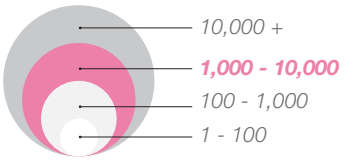
Next steps of initiative:
Nothing, anticipate keeping it the same: UBS's support will continue to be directed solely towards its flagship school partnership, the Bridge Academy. ThinkForward may expand regionally.

Impact

Country(ies) of impact: United Kingdom



Number of people impacted annually:
1,100 young people



Time to intended impact:

less than 2 years	*2 to 5 years*	*more than 5 years*

Metrics:

- Improved attendance
- Improved behaviour
- Assessment against seven measures of work-readiness
- Qualifications
- Progression to further education, training or employment
- UBS corporate community investment as well as employee contributions in terms of cash, volunteering time, activities and impacts

Benefit to organization:

- Direct benefit to organization
- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: It is possible for other NGOs to replicate the programme but there is significant intellectual capital residing within ThinkForward on best practices.

How easily can this initiative be expanded to include a larger number of participants?

Easy: With funding in place, it would be relatively easy to scale up this initiative.

Udaan Programme

Submitted by **Accenture**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To provide educated youth in India's Jammu and Kashmir with skills training to give corporate India with exposure to the rich talent pool available in the state.

Overview and Main Activities

This programme provides skills and employment in high-growth sectors to approximately 5,000 youth from Jammu and Kashmir over a five-year period. Accenture selects students, provides training and places them either within Accenture or in another organization, or enables them to become entrepreneurs.

The programme is part of the government's Udaan initiative, which addresses socio-economic development by helping young people acquire the necessary skills to work in the corporate world, particularly the business process outsourcing industry. Other partners include the NSDC.

To deliver the programme, Accenture provides management consulting services to create training that blends traditional, classroom-based instruction with on-the-job training. Accenture also collaborates with external agencies to leverage expertise and presence in the state. The overall scope of work for this project includes mobilization, training, placement, infrastructure and logistics.

Accenture supports the programme in the following ways:

- Institutional and community-based 'drives' conducted each month, such as promotional marketing initiatives using radio, TV, print newspaper and social media
- Orientation for candidates and parents about training benefits, career growth and personal safety
- Candidate pre-screening and selection
- Mobilization of selected candidates from Jammu and Kashmir to training locations in Bangalore and the National Capital Region
- Curriculum review and creation that focuses on hands-on practice sessions and includes for example soft skills and communications skills, campus-to-corporate orientation, customer service, sales process and negotiation, and MS Office and SAP
- Collaboration with external vendors to impart training
- Interview practice and feedback to help trainees improve and make them "job ready"
- Provision of various placement opportunities within Accenture and/or other organizations for candidates who complete the training
- Tracking of candidates for three to six months after completion of training

Success Factors and Challenges

Most critical success factors:

- Adopting a precise and rigorous candidate selection process
- Formulating a methodical plan that included requirement gathering from state universities, government officials, local skilling agencies, and other stakeholders; and a comprehensive mobilization and awareness drive that included partnerships with parent and student orientation and counselling sessions

Main challenges:

- Limited exposure available to the youth of the state
- Moving the talent pool out of the valley and exposing them to available lucrative commercial opportunities
- Under-utilized talent pool

Recommendations for Others

Conduct a requirements gathering exercise before starting with the mobilization process; the focus should be on mobilizing the youth and preparing them to enter the corporate world rather than recruitment. The team should adopt a scientific approach by first assessing the existing skill levels of the students and then building a customized training curriculum that blends traditional, classroom-based instruction with on-the-job training. The implementing team should also periodically introduce fun elements into the curriculum, such as team-building and bonding activities to make the programme interesting as well as outcome driven.

About the Organization

Website: www.accenture.com
Sector: Professional Services
Size (number of employees): 100,000+
Headquarters: Dublin, Ireland

Key Partners

Business | Government | Education and Training | Civil Society

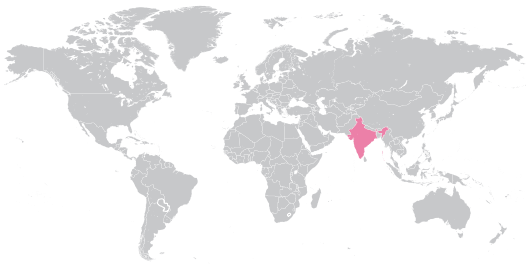
Status

Start year of the initiative: 2012 - still ongoing.

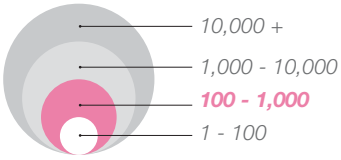
Next steps of initiative:
Regional expansion and modification of scope: Programme is scheduled to be replicated in other states and will increase future intervention to boost candidate engagement and reduce dropout rate.

Impact

Country(ies) of impact: India



Number of people impacted annually:
Approximately 700 beneficiaries



Time to intended impact:

less than 2 years | *2 to 5 years* | *more than 5 years*

Metrics:

- Employee engagement
- Workforce productivity

Benefit to organization:

- Direct benefit to organization
- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Easy

How easily can this initiative be expanded to include a larger number of participants?

Easy

For Further Engagement

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Upstream Professional Development Center

Submitted by **Saudi Aramco**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To address chronic industry skill shortages by reducing time to autonomy for a new generation of oil and gas professionals, and to provide career-long performance based technical development.

Overview and Main Activities

The increasing challenges and complex environments in the exploration and production of oil and gas require pioneering technologies, innovative processes and mega projects that only knowledgeable, highly-skilled professionals can deliver. Global energy leaders must hone professionals who can deliver results in an industry with a lot of uncertainty.

Saudi Aramco designed the Upstream Professional Development Center (UPDC) to create a unique multidisciplinary development environment for the next generation of petroleum engineers and geoscientists. UPDC combines structured professional development road maps, performance improvement through multidisciplinary team training and learning technologies to reduce time to autonomy and provide career-long development.

UPDC uses a dual-curriculum programme focused on training tied to effective job performance in nine disciplines in petroleum engineering and geoscience. The curricula provide career-long training; a sequential, early-career curriculum for professionals out of college and new to the job, and a mid-to-senior level curriculum with as needed, job-specific courses for professionals with at least five years' experience.

The Upstream Professional Onboarding Programme (UPOP) provides initial multidisciplinary team training and exposure, reducing time and need for job rotations. Targeted discipline-specific curricula are developed using human performance improvement analysis to establish key processes and job outcomes based on top performers in each discipline. This provides the foundation for career-long development, with regular skills gap assessments and targeted job relevant training. In-house senior professionals work with line organizations to specify curricula by matching business needs, resource requirements and outcomes to learning. Advisers specify course requirements, identify necessary content and initiate training development. Training professionals work with subject experts to design and develop effective learning experiences using a performance-based approach with a minimum target of 70% activity to 30% instruction.

As the business evolves so does the curricula. UPDC created an industry first, unconventional resources (UR) development programme, which bundles foundational and discipline-specific coursework to develop the multidisciplinary asset team members that UR organizations need. UPDC's customized technology enhances learning. Technologies for simulations are applied where scale and access make practical training challenging. Instruction includes reservoir modelling, field modelling, offshore platform, well head, ESP pump, drilling rig and hydraulic fracturing site technologies. Programme partners include the Government of Saudi Arabia, the Society of Petroleum Engineers, King Fahd University of Petroleum and Minerals, and King Abdullah University of Science and Technology.

Success Factors and Challenges

Most critical success factors:

- Obtain top management support, leadership champions and stakeholder feedback on training effectiveness
- Integrate training with the upstream workflow
- Share best practices with other industry training programmes

Main challenges:

- Accessing organization subject expertise for long-term commitments
- Teaming internal technical advisers with line organization management
- Demonstrating early successes to gain momentum

Recommendations for Others

- Ensure that organizations support the initiative and provide access to expertise and key performers early in the development of curricula for analysis of the work processes and workflows
- Integrate training into the upstream business workflow

About the Organization

Website: www.saudiaramco.com
Sector: Oil and Gas
Size (number of employees): 50,000 – 100,000
Headquarters: Dhahran, Saudi Arabia

Key Partners

Business | Government | Education and Training | Civil Society

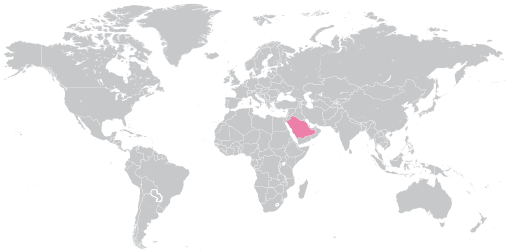
Status

Start year of the initiative: 2003 – still ongoing.

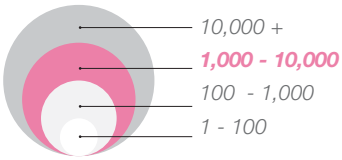
Next steps of initiative:
Modification of scope: As geoscience, petroleum engineering and the oil and gas business change to meet challenges, UPDC adjusts its programme and courses to deliver results within the uncertainty.

Impact

Country(ies) of impact: Saudi Arabia



Number of people impacted annually: Approximately 7,000 beneficiaries



Time to intended impact:

less than 2 years	2 to 5 years	**more than 5 years**

Metrics:

- Petroleum engineering and geoscience professionals receive onboarding per year (~250)
- Young professionals have graduated from the onboarding programme to date (>1,000)
- Petroleum engineering and geoscience course sessions (>700)
- Participants annually (>7,200)

Benefit to organization:

- Direct benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: The curriculum-based approach requires corporate-wide systems support, integration and alignment with business requirements and operations.

How easily can this initiative be expanded to include a larger number of participants?

Difficult: Resource forecasts change with business requirements, while stability is needed for capacity and facilities planning.

For Further Engagement

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Contact position: Administrator, Upstream Professional Development Center
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Vocational Training Cooperation

Submitted by **BASF**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To provide youth in Spain with vocational training, international experience and employment perspectives at a BASF production plant in Germany.

Overview and Main Activities

BASF's vocational training pilot programme is based on the German model of dual vocational training, and, in particular, on the training of the Chemical Process Worker, the "Chemikant". It includes practices common to the theoretically-based Spanish vocational training system designed to train chemical process workers. The programme is unique, combining theoretical and practical training, as well as on-the-job training. German language courses give the participants a complete overview and very good preparation for their subsequent job experiences in Germany.

Theoretical lessons and German language courses take place at the vocational school in Tarragona. Practical training alternates between two locations: BASF in Spain (three months) and Germany (six months). The duration of the programme is two and a half years. After successful completion of the programme, participants receive full-time placement at the production plant at the Ludwigshafen site of BASF SE (headquarters) in Germany.

A buddy system between Spanish participants and German apprentices helps Spanish participants integrate with and get to know German culture. The pairs chat and phone on a regular basis, and when the Spanish participants are at the Ludwigshafen site, the German apprentices help in orienting them to the company and the region.

The 2014 group has started the vocational training cooperation with Spain. Since the practical phase of the programme has already taken place in Ludwigshafen, Spanish participants have already got to know their future plants, colleagues and boss at the Ludwigshafen site. All parties agree that there is deep commitment on both sides.

The programme is conducted in partnership with the Spanish Ministry of Education and vocational and language schools.

Success Factors and Challenges

Most critical success factors:

- Content of the initiative
- Credibility of the initiative (copied success model from Germany)
- Motivation of participants
- Support of Spanish government

Main challenges:

- German-language proficiency for assignment in Germany
- Willingness to immigrate from Spain to Germany
- Recruiting participants who are motivated to learn a new language and move to a new country

Recommendations for Others

Crucial for success is early exchange and dissemination of information to and cooperation with all partners involved. In addition, vocational training with the goal of migrating to a foreign country must be seen as a positive goal for the participants and not as a dangerous brain drain by Spain. Therefore, the role of the Spanish government is crucial in the project. In the case of BASF, all partners have seen the project as chance for every party involved to benefit.

About the Organization

Website: www.basf.com
Sector: Chemicals
Size (number of employees): 100,000+
Headquarters: Ludwigshafen, Germany

Key Partners

Business | **Government** | **Education and Training** | Civil Society

Status

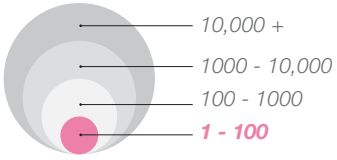
Start year of the initiative: 2013 - still ongoing.

Next steps of initiative:
Modification of scope: Going forward, one group training will start each year.

Impact

Country(ies) of impact: Spain

Number of people impacted annually: 20 beneficiaries



Time to intended impact:

less than 2 years	*2 to 5 years*	*more than 5 years*

Metrics:

- Number of apprentices that can be successfully employed at the headquarters in Germany

Benefit to organization:

- Direct benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?
Difficult: BASF is a global company, and stakeholders can easily cooperate within the organization over countries and with already known partners.

How easily can this initiative be expanded to include a larger number of participants?
Easy: Expansion is possible when jobs at BASF Ludwigshafen can be assigned. However, too many participants may give the impression of "stealing" workers.

For Further Engagement

Contact name: Dr. Jürgen Kipper
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Women Development Programme

Submitted by **Saudi Aramco**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To establish a dedicated Women Development Programme to help strengthen women's professional and leadership skills, unlock their potential and enhance organizational effectiveness.

Overview and Main Activities

The Women Development Programme (WDP) is committed to the development, progress and growth of working women in Saudi Aramco. Workshops, classes and events support the company's strategic intent and objectives by focusing on the following areas: women's career development, gender diversity and outreach initiatives with the education sector and community.

Women Development Programme initiatives:

1. **Women in Business (WiB)** is a three-day workshop that helps female employees gain success in the corporate workplace by providing them with the motivation and tools to excel in their professions.
2. **Women in Leadership (WiL)** is a six-day workshop that educates women leaders at Saudi Aramco in two fundamental areas: self-management and people management.
3. **The Leadership Coaching Programme** provides a one-on-one intensive dive into each participant's development profile following the WiL course. Coaches discuss strengths and area for development with each participant individually.
4. **The Women in the Workforce Annual Forum** is a one-day event with the objective to establish an inspiring platform for women in the workforce to generate actionable insights, celebrate successes and recognize enablers.
5. **Diversity training** embeds diversity training workshops into Saudi Aramco's HR processes, as well as in training and development programmes.
6. **Business collaboration** promotes women's development and professional growth among the female population of Saudi Aramco's joint ventures, domestic subsidiaries and affiliates, and some governmental entities, e.g. the Chamber of Commerce.
7. **The Female University Outreach Programme** bridges the gap between the academic world and the actual work environment through the established relationship with women's universities in Saudi Arabia. The programme supports and empowers students to meet industry and employment requirements.
8. **The STEM Initiative** inspires future generations of young women to pursue careers in areas not traditionally chosen, such as science, technology, engineering and mathematics (STEM). This initiative targets middle-school female students and provides them with challenging learning experiences.
9. **Additional initiatives** such as peer learning circles and learning seminars create a venue for women to learn and grow together, to form support peer groups as well as to increase networking opportunities.

Success Factors and Challenges

Most critical success factors:

- Corporate management sponsorship and support
- Collaboration from subject matter experts and female role models
- Strategic alignment of the initiative with organizational priorities

Main challenges:

- Women not perceived as strategic partners in such male-dominated sectors as the oil and gas industry
- Relative inexperience of many females in working in a male-dominated workplace
- Necessity of customizing diversity-related materials to fit the unique societal norms and expectations

About the Organization

Website: www.saudiaramco.com
Sector: Oil and Gas
Size (number of employees): 50,000 – 100,000
Headquarters: Dhahran, Saudi Arabia

Key Partners

Business | Government | **Education and Training** | Civil Society

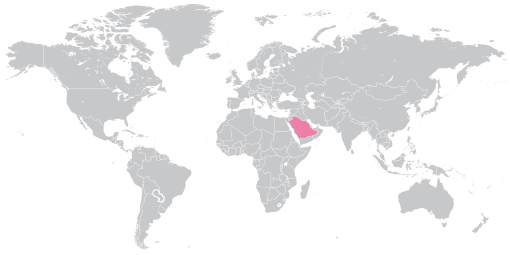
Status

Start year of the initiative: WiB commenced in 2010, WiL in 2012, and the others in 2014 – still ongoing.

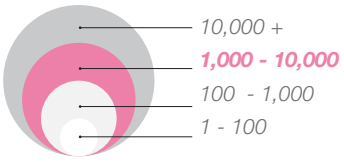
Next steps of initiative:
As Saudi Aramco gains experience and incorporates the feedback received, it plans to intensify focus on these initiatives, many of which only began in 2014.

Impact

Country(ies) of impact: Saudi Arabia



Number of people impacted annually: 2,700+ beneficiaries



Time to intended impact:

less than 2 years	2 to 5 years	**more than 5 years**

Metrics:
This varies by programme and initiative; however, where possible the following metrics are utilized:

- Number of participant completions
- Participant feedback scores

Benefit to organization:

- Direct benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Easy: Given the appropriate resources, these programmes, although varied and far-reaching, could be implemented in other organizations. The customization of materials to fit local needs can be accomplished by facilitators with in-country experience and appropriate sensitivity.

How easily can this initiative be expanded to include a larger number of participants?

Easy: Saudi Aramco expects to expand this initiative in the coming years by increasing the number of sessions for various programmes.

For Further Engagement

Contact name: Lamya O. Tuwaijri
Contact position: Division Head
Email: lamya.tuwaijri@aramco.com

5by20

Submitted by **The Coca-Cola Company**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To enable the economic empowerment of five million women across Coca-Cola's value chain by 2020.

Overview and Main Activities

Through 5by20, Coca-Cola is developing and implementing programmes that enable women entrepreneurs to break down the barriers they face. These programmes include business skills training courses, access to financial services and to support networks of peers or mentors. By harnessing the unique scale and reach of the global Coca-Cola system in more than 200 countries worldwide, 5by20 can give millions of women opportunities to build their businesses, support their families, build their communities and inspire more to do the same. The 5by20 initiative focuses on women in six segments of Coca Cola's value chain: producers, suppliers, distributors, retailers, recyclers and artisans. 5by20's implementation design differs by country, enabling it to fit local needs, aligned with local partners to have a greater local impact.

Millions of women who own or operate a small business in Coca-Cola's value chain face challenges to business success. To help, Coca-Cola collaborates with partners to provide women access to three essential economic enablers:

1. Business skills training: Modular business skills training programmes that vary depending on the segment of the value chain of a women's business. Programmes include accounting, inventory management, human resources training and business planning exercises for the retail sector. Many programmes also integrate gender sensitivity training into course content.
2. Loans, financial services and assets: A global partnership with the International Finance Corporation (IFC) provides financing and business skills training to small and medium-sized businesses that are owned or operated by women entrepreneurs across the value chain. Many local NGO partners offer micro-loans.
3. Peer networks and mentoring: Following the business skills training programme, women are typically grouped together with their peers and brought together to meet on a regular basis to share experiences and lessons learned in running their businesses.

The programme is implemented in partnership with Coca-Cola's bottling partners; government organizations such as USAID, UK DFID, and TESDA; and civil society organizations, including Mercy Corps, Bill & Melinda Gates Foundation, TechnoServe, Asta, Hapinoy Store and international organizations such as UN Women.

Success Factors and Challenges

Most critical success factors:

- Cross-sector and partnership collaboration among businesses, governments and civil society
- Continuous improvement and customization of programme content
- Readily accessible potential participants to the initiative across value chain
- Linkage to business success
- Support from senior management

Main challenges:

- Developing scalable, sustainable empowerment programmes relevant to local women and their communities
- Ongoing need to articulate a compelling business case
- Measuring long-term success
- Bringing scale to pilots and local initiatives

Recommendations for Others

Take great care in pursuing and forging collaborative partnerships with NGOs, governments, international institutions and other companies. Each partner can bring a unique perspective and expertise to the programme, further ensuring the sustainability of impact. In addition, test programmes and explore how to best localize, optimize and scale the most successful of them. A customized approach to local needs is the best way to ensure lasting empowerment among the women who participate.

About the Organization

Website: www.coca-cola.com
Sector: Agriculture, Food and Beverage
Size (number of employees): 50,000 – 100,000
Headquarters: Atlanta, United States

Key Partners

Business | Government | Education and Training | Civil Society

Status

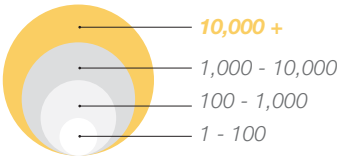
Start year of the initiative: 2010 - still ongoing.

Next steps of initiative:
Global Expansion: Reach every region where Coca-Cola operates. Modification of scope: Programmes will differ by country to fit local needs and partners.

Impact

Country(ies) of impact: Countries across all regions

Number of people impacted annually: +254,000 women from previous year. At the end of 2013, 5by20 had enabled the economic empowerment of more than 550,000 women.



Time to intended impact:

less than 2 years | **2 to 5 years** | more than 5 years

Metrics:

- Women participating in an enabling programme
- Long-term impact of a cross-sample of programmes on participating women, their families, their communities and on Coca-Cola's business
- Increased earnings of participants
- Partnerships developed with third parties
- Business impact (e.g. lower costs, supply security and continuity)

Benefit to organization:

- Direct benefit to organization
- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: Sustainability and economic development programmes connected to a business value chain require a different approach than philanthropy. They require considerable amounts of collaboration between partners at all levels.

How easily can this initiative be expanded to include a larger number of participants?

Difficult: It takes considerable time and effort to build and manage cross-sector partnerships and develop customized programmes.

Cherie Blair Foundation for Women

Submitted by **Marsh & McLennan Companies**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To provide women with the skills, technology, networks and access to capital they need to become successful small and growing business owners.

Overview and Main Activities

The Cherie Blair Foundation for Women and Marsh & McLennan Companies (MMC) have partnered to support female entrepreneurs in developing and emerging economies through online mentoring; helping to build their confidence, capability and access to capital.

The online mentoring platform has been developed in collaboration with Google and allows female entrepreneurs to work with mentors from around the world, to build their information and communications technology (ICT) and business skills, and expand their networks and enterprises over the course of a year.

MMC have supported the Foundation's Mentoring Programme since 2013. MMC collaborates with their talent teams by identifying mentor candidates. The Foundation matches the mid-to-senior level employees who serve as mentors with female entrepreneurs, and helps the pairs build mentoring relationships during the year they spend working together online.

The online mentoring programme is benefiting:

1. **International development and women's economic empowerment:** The results to date demonstrate that mentoring plays a pivotal role in supporting women entrepreneurs as they break down barriers that prevent them from growing their businesses. Evidence from MMC assessments indicate that the model, which makes mentoring, training, support and peer-to-peer learning accessible to women around the world, is providing critical support to bright and ambitious female entrepreneurs.
2. **Professional development opportunity for mentors:** Mentoring provides a learning and growth opportunity for employees who serve as mentors. They benefit by expanding their horizons, building their leadership and business skills, revitalizing interest in their own careers and applying their skills in a new context. This can nurture new leaders within a company, serve as a retention and leadership-development tool, stimulate innovation and drive cultural awareness.

Since the Foundation launched its mentoring programme in 2010, it has matched over 1,200 female entrepreneurs with mentors. The programme has a global reach: mentees come from over 55 countries in Africa, Latin America, the Middle East and Asia, including Brazil, China, Honduras, India, Malaysia, Nigeria, Pakistan, Palestinian Territories, and Tanzania, and mentors come from over 45 countries, including Australia, Canada, France, Israel, Switzerland, the United Kingdom and the United States.

Success Factors and Challenges

Most critical success factors:

- Corporate Social Responsibility (CSR) department support; the partnership is owned/managed by the CSR team
- Human Resources department support, which helps identify candidates who have made exceptional contributions to the company and nominates them to be mentors and participate in this skills-based volunteering/professional development opportunity
- Partner support from the Cherie Blair Foundation for Women

Main challenges:

- Gaining funding/budget support
- Communicating about the opportunity

About the Organization

Website: www.mmc.com
Sector: Professional Services
Size (number of employees): 50,000 - 100,000
Headquarters: New York, United States

Key Partners

Business | Government | Education and Training | Civil Society

Status

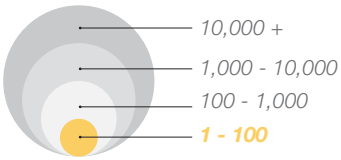
Start year of the initiative: The Mentoring Women in Business Programme was first launched in 2010, and the collaboration with MMC began in 2013. Still ongoing.

Next steps of initiative:
Modification of scope: In 2015, the aim is to engage at least 30 additional colleagues.

Impact

Country(ies) of impact: Female Entrepreneur Mentee location: China, Costa Rica, Croatia, Fiji, India, Kenya, Malaysia, Nigeria, Palestine, Pakistan, Philippines, Rwanda, Serbia, South Africa, Tanzania, United Arab Emirates

Number of people impacted annually: ~40 colleagues and ~40 mentees



Time to intended impact:

less than 2 years | *2 to 5 years* | *more than 5 years*

Metrics:

- Employee engagement
- Reputation
- Return on financial investment (ROI)
- Social ROI
- Performance evaluation/grades of participants
- Graduation rates of participants
- Increased wages of participants
- Partnerships developed
- Content training/modules and training offered
- Health and security of entrepreneurs' businesses

Benefit to organization:

- Direct benefit on organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Very easy

How easily can this initiative be expanded to include a larger number of participants?

Very easy

For Further Engagement

Contact name: Tara McTeague
Contact position: Programme Manager
Email: Tara.McTeague@mmc.com

Entrepreneurship Mindset Index

Submitted by **Network for Teaching Entrepreneurship**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To provide young people from low-income communities with entrepreneurship education that inspires them to stay in school, recognize business opportunities and plan for successful futures.

Overview and Main Activities

Network for Teaching Entrepreneurship (NFTE) works with schools in low-income communities globally to provide entrepreneurship education programmes delivered in-classroom, summer "bizcamps," tech programmes and online learning. The programmes teach a curriculum conveying the importance of career-readiness skills in the context of building a business plan, enabling students to not only learn the ABCs of a business start-up, but also to acquire an entrepreneurial mindset.

By teaching the entrepreneurial mindset, NFTE provides young people with tools and attitudes to overcome adversity and address future personal, economic, community and global challenges.

Entrepreneurship Mindset Index (EMI) survey:

Before and after students participate in a NFTE programme, most students take the EMI survey that measures how much and in what ways the programme has had an impact on the their mindsets. The survey measures students' non-cognitive abilities (e.g. initiative and self-direction, risk-taking, flexibility and adaptability, creativity and innovation, critical thinking and problem solving) as they relate to entrepreneurship and entrepreneurial action. Survey results provide:

1. Measure of the skills needed to be a successful entrepreneur
2. An indicator of their skills necessary for success in future study and work
3. Information that will help them make effective educational and career choices

Survey results provide NFTE staff and teachers with critical information to inform teaching and learning in the classroom, professional development and programme implementation. All programmes are led by teachers trained in a project-based learning curriculum, and participants are supported by volunteers and mentors providing an engaging and motivating learning experience for students.

Since 1987, NFTE has taught and inspired more than 550,000 young people to pursue educational opportunities, start their own businesses, and succeed in life. NFTE has programmes in 19 United States communities and 12 countries.

Success Factors and Challenges

Most critical success factors:

- Committed individuals who take ownership to solve community challenges
- Recognition of the importance of an entrepreneurship mindset
- Investment in entrepreneurship job creation

Main challenges:

- To enable expansion to more control groups and non-NFTE participants, a coordinated effort with interested sector partners is required

Recommendations for Others

Building the EMI into programming took time, especially since there were no similar efforts to replicate. Subsequent organizations will be able to use NFTE research and experience to develop similar, real-time mindset testing and iteration programmes.

About the Organization

Website: www.nfte.com
Sector: Non-Profit
Size (number of employees): Up to 1,000
Headquarters: New York, United States

Key Partners

Business | Government | Education and Training | Civil Society

Status

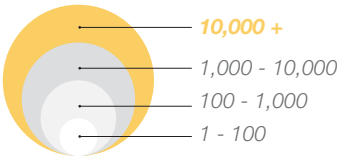
Start year of the initiative: 2013 - still ongoing.

Next steps of initiative:
Modification of scope: After building out digital capacity, the EMI will become an integrated assessment tool for real-time information about user experience in entrepreneurship education. After internal testing, assessment developer partner will pilot the index in external environments.

Impact

Country(ies) of impact: Global

Number of people impacted annually:
Approximately 40,000 beneficiaries



Time to intended impact:

less than 2 years	*2 to 5 years*	*more than 5 years*

Metrics:

- Degree of employee engagement and volunteerism
- Visibility of sponsors and supporters

Benefit to organization:

- Direct benefit to organization
- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: Implementation takes diverse programmes, strong central control and high-quality, academic-level research standards.

How easily can this initiative be expanded to include a larger number of participants?

Easy: As NFTE programmes expand in the United States and internationally, it will be easy for refinement and expansion of the EMI to follow.

For Further Engagement

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Contact position: CEO
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Google for Entrepreneurs

Submitted by **Google**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To grow communities of entrepreneurs and start-ups and equip them with skills and resources to pursue their ideas.

Overview and Main Activities

The initiative supports over 70 projects in 125 countries. Selected projects include:

- Google Campus: Community hubs where entrepreneurs come to learn, share ideas and launch start-ups. Campuses are currently live in London and Tel Aviv. Madrid, Sao Paulo, Seoul and Warsaw Campuses are scheduled to launch in 2015. Campuses partner with specialist corporate partners, universities and successful entrepreneurs. The London Campus, for example, works with Seedcamp, TechHub, Central Working, Startup Weekend (see below) and other organizations to provide entrepreneurs and start-ups with support at various stages of their business. Google employees provide one-on-one mentoring on a variety of topics, from legal issues to mobile design. The free speaker series offers thought leaders and workshops on various topics to educate early-stage entrepreneurs on all aspects of starting and growing businesses – including business skills, design marketing, law, finance and technology. Last year at London Campus, employees mentored 1,100 start-ups and supported over 1,000 events.
- Lemonade Day: A free, experiential learning programme that teaches childrem basic economic literacy and business skills, and provides them with hands-on experience on how to start, own and operate their own business – a lemonade stand. Participants receive step-by-step lessons and are supported by staff who guide them through the planning, budgeting, investment, procurement, marketing and selling process of lemonade. Online versions of the curriculum are also available so that children everywhere can learn about entrepreneurship.
- Startup Weekend: The non-profit Startup Weekend helps participants become entrepreneurs and start their own business. All Startup Weekend events follow the same model. On Friday, attendees pitch their start-up idea and receive feedback from their peers. Teams organically form around the top ideas, which are determined by popular vote. Over Saturday and Sunday, teams focus on business model creation, coding designing and market validation, practicing LEAN start-up methodologies and building a minimal viable product. On Sunday evening teams demonstrate their prototypes and receive valuable feedback from a panel of experts. On average, half of Startup Weekend's attendees have technical or design backgrounds; the other half have business backgrounds.

Success Factors and Challenges

Most critical success factors:

- Google's entrepreneurial culture – technical experts, an understanding of what makes entrepreneurial communities thrive, and financial support to help partners grow
- Local community of entrepreneurs with a wide audience
- Partnerships with technology leaders

Main challenges:

- Getting to scale globally while maximizing local impact

Recommendations for Others

A data and customer driven approach to designing programmes and projects – versus a silo approach – ensures programmes have demand and fill a market gap. Therefore, it is important to start every project with customer research, data and interviews before taking action.

About the Organization

Website: www.google.com
Sector: Information Technology
Size (number of employees): 50,000 - 100,000
Headquarters: Mountain View, United States

Key Partners

Business | Government | Education and Training | Civil Society

Status

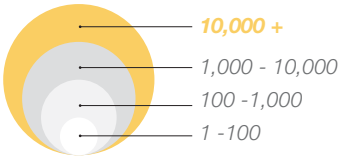
Start year of the initiative: 2011 – still ongoing.
Google has been active with start-ups and entrepreneurs since day one but officially started the Google for Entrepreneurs team in 2011.

Next steps of initiative:
Global and regional expansion.

Impact

Country(ies) of impact: Global

Number of people impacted annually: 300,000 beneficiaries



Time to intended impact:

less than 2 years	2 to 5 years	more than 5 years

Metrics:

- Number of start-ups reached
- Amount of non-Google funding start-ups receive
- Number of jobs participating start-ups have created
- Number of events/trainings held
- Number of participants attending events
- Biannual feedback/survey

Benefit to organization:

- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Easy: The diversity of programmes means some of them are fairly simple to adopt. For example, it is easy to get young employees to mentor start-ups.

How easily can this initiative be expanded to include a larger number of participants?

Difficult

Junior Achievement and Marsh & McLennan Companies

Submitted by **Marsh & McLennan Companies**

Develop Employment Skills | **Foster Entrepreneurship** | Connect Talent to Markets

Objective

To inspire and prepare young people to succeed in a global economy.

Overview and Main Activities

Junior Achievement (JA) is a non-profit organization with global reach, strong partnerships with corporations and schools, well-developed programmes and a sustained record of achieving results.

In the United States alone, more than 18 million adults between the ages of 18 and 64 have not graduated from high school and therefore do not qualify for most of the jobs in the current and future economy (ACT 2009). JA programmes aim to prepare students for life after school, providing them with the skills needed to succeed in the workplace.

Marsh & McLennan Companies (MMC) provide funding and volunteers in support of the shared commitment to youth, education and employment. MMC's engagement includes:

- JA BizTown: helping elementary students learn the fundamentals of entrepreneurship as they run their own business for a day in a real-world simulation
- JA Finance Park: helping middle school students navigate the world of personal finances as they assume the role of an "adult for the day" in a financial literacy laboratory
- JA in a Day: teaching financial literacy curriculum in the classroom to children in kindergarten through 5th grade
- Board Service: providing professional consulting expertise
- Individual volunteer experiences: delivering relevant, experiential curricula to students at a school and grade level of the MMC colleague's choice in the community, including:
  - Elementary schools: helping students learn how they can impact the world around them as individuals, workers and consumers
  - Middle grades and high schools: helping students learn about financial literacy, college and career readiness and entrepreneurship

In these and all JA programmes, volunteers help students process information, apply basic skills, think critically and solve complex problems.

While still in the early stages, the partnership between JA and MMC is a win-win situation for all involved. JA also has partnerships with other leading corporations, and the model is highly replicable and scalable globally.

Success Factors and Challenges

Most critical success factors:

- Strategic alignment of the initiative with organization priorities and commitment to diversity
- Unique combination of central leadership (between the MMC corporate social responsibility team and JA USA/National who own the partnership) and local office engagement (colleagues in offices are members of local JA Boards and serve as partnership advocates)
- Policy support (including global month of volunteering, a paid day off to volunteer, the Dollars for Doers programme, etc.)

Main challenges:

- Funding/budget support: needed to build the business case, based on metrics and goals
- Communications: requiring multiple communication channels to achieve the reach and engagement desired
- Strategic volunteering: part of a broader transformation to encourage skills-based volunteering

Recommendations for Others

The opportunity always exists to bring innovation for continuous improvement. With this in mind, each corporation should bring their unique business capabilities and assets to the partnership. Further, beyond growing the initiative internally by engaging additional colleagues and locations, it is also recommended to leverage corporate business relationships to engage other corporations (clients, partners and suppliers) in this initiative.

About the Organization

Website: www.mmc.com
Sector: Professional Services
Size (number of employees): 50,000-100,000
Headquarters: New York, USA

Key Partners

Business | Government | Education and Training | **Civil Society**

Status

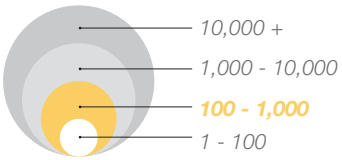
Start year of the initiative: 2014 - still ongoing.

Next steps of initiative: Global expansion: The partnership was introduced in selected locations initially, and it will be expanded internationally based on best practices, lessons learned and results achieved.

Impact

Country(ies) of impact: The United States and Canada initially, with planned expansion to China, Mexico, India and other countries

Number of people impacted annually:
100-1,000 initially by MMC partnership, with the opportunity to increase to 10,000+ by all JA corporate partnerships



Time to intended impact:

less than 2 years	*2 to 5 years*	*more than 5 years*

Metrics:

- Employee engagement
- Reputation
- Return on financial investment (ROI)
- Social ROI
- Performance evaluation/grades of participants
- Graduation rates of participants
- Increased wages of participants
- Partnerships developed
- Content training/modules
- Health and security of entrepreneurs' businesses

Benefit to organization:

- Direct benefit on organization
- Indirect benefit on organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Very easy: JA's global presence presents opportunities to connect to various locations.

How easily can this initiative be expanded to include a larger number of participants?

Very easy: With chapters across the United States and growing internationally, there are several geographies with which to engage and grow.

For Further Engagement

Contact name: Tara McTeague
Contact position: Programme Manager
Email: Tara.McTeague@mmc.com

Project Business
Submitted by **UBS**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To provide youth with practical entrepreneurship education and 21st century skills to build a bridge between school and business, meet employer needs and boost self-employment.

Overview and Main Activities

UBS partners with Junior Achievement-Young Enterprise (JA-YE) to deliver both the Project Business and Company Program initiatives. JA-YE is a non-profit organization that provides practical entrepreneurship education to help youth understand how businesses function. Many UBS employees participate in different Young Enterprise Switzerland (YES) volunteering programmes. UBS is part of the company-award jury and is member of the board of YES Switzerland.

The programmes aim for 85% of participants to get jobs after completing school and 15% of participants to start their own business within five years. They involve students participating in a real entrepreneurship experience (a 'student company') where they set up and run their own enterprise in small groups during one academic year. Students develop a business idea, optimize the production process and sell their products on the market, enabling them to put their theoretical knowledge into practice while acquiring important social skills such as teamwork. They learn how the business world works and the role played by entrepreneurship in our society. Teachers are trained by JA-YE to coach and support students. Upon completion, students receive the Entrepreneurial Skills Pass, an accreditation developed in collaboration with the EU, to certify their experience and skills.

UBS employees act as volunteer consultants, providing practical business training for students. In addition, each enterprise team is partnered up with a UBS client. This is a new element to the programme and has proven to be successful.

UBS provides additional support to the partnership by hosting the annual Young Entrepreneurs National Competition, where the top 25 mini-enterprises of the year match up and compete for various awards. Young entrepreneurs gain experience in presenting and selling their products and services to a wide audience.

Company Programs are implemented in over 37 countries and have already reached over 3,000,000 pupils, 140,000 volunteers and 130,000 teachers.

Over the past year, the following outcomes have been achieved across the UBS-funded element of the Company Program in Europe, the Middle East and Africa:

- 573 students completed the programme, more than the target of 500
- 276 students signed up to Entrepreneurial Skills Pass
- 74 schools have participated, more than the target number of 50
- 55 teachers became involved, more than the target of 50
- 573 students are developing skills, more than the target number of 500
- 46 students' lives have been transformed
- 32 UBS employees have participated, compared with the target of 50

UBS partners with the following partners to provide Project Business services: Barclays, Microsoft, the EU Lifelong Learning Programme and Junior Achievement.

Success Factors and Challenges

Most critical success factors:

- Regular communication and dialogue between Young Enterprise Switzerland and UBS
- Documentation using a formal memorandum of understanding
- Careful matching of employed volunteers to projects
- Information sharing between countries and integration with existing parties
- Close cooperation with internal partners such as marketing and business
- Continuity of the programme and access to up-to-date business practices

Main challenges:

- Identifying the right projects
- Finding partners to support UBS in creating sustainable positive impact while leveraging UBS skills and know-how

About the Organization

Website: www.ubs.com
Sector: Banking and Capital Markets
Size (number of employees): 50,000-100,000
Headquarters: Zurich, Switzerland

Key Partners

Business | Government | Education and Training | Civil Society

Status

Start year of the initiative: First investment by UBS Foundation for Social Issues and Education started in 2001, UBS as national partner of YES Switzerland since 2007. Still-ongoing.

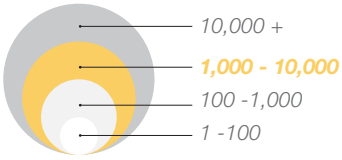
Next steps of initiative:
Regional expansion: The initiative is expected to roll out to a further 3,500 students in France, Germany, Italy, and the United Kingdom, leveraging the successful Swiss partnership.

Impact

Country(ies) of impact: France, Germany, Italy, Spain, Switzerland, United Kingdom

Number of people impacted annually: In Switzerland:

- About 5,000 students
- Over 140 mini-enterprises founded
- Over 200 volunteers
- Over 250 teachers



Time to intended impact:

less than 2 years	*2 to 5 years*	*more than 5 years*

Metrics:

- Corporate community investment
- Contributions in terms of cash, time, activities and impacts

Benefit to organization:

- Direct benefit to organization
- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Easy: The programme is well established and has been successfully delivered with corporate support for many years.

How easily can this initiative be expanded to include a larger number of participants?

Easy: With significant human and financial resources to manage an expanded programme, this could be extended to involve more participants.

Saudi Aramco Entrepreneurship Center

Submitted by **Saudi Aramco**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To develop local enterprises in the Kingdom of Saudi Arabia by supporting small and medium-sized enterprises (SMEs) and by encouraging aspiring entrepreneurs to establish or expand SMEs.

Overview and Main Activities

Aramco Entrepreneurship Center was established in 2011 as a key enabler and contributor to the Kingdom's progression to become a more competitive nation. The Center aims to harness potential business ideas around four pillars: Start-up Support, Financial Support, Growth Support and Ecosystem Development:

Start-up Support: Start-up services include access to quality mentors and advisers, from Saudi Aramco, universities and other partner institutes, and the delivery of training and development programmes. Over the next three years, the Center aims to reach more than 3,000 men and women across the Kingdom.

Financial Support: The objective is to financially enable young people to jump-start or expand existing businesses in the market. Through collateral-free loans, the Center plans to expand its geographical reach beyond the main cities and further diversify its portfolio with a priority focus on the manufacturing and services sectors. In the coming three years, the Center aims to fund more than 80 companies, leading to the creation of over 2,500 jobs.

Growth Support: The services include providing expert advice on technical, legal, accounting, health safety and environment aspects, as well as on internal policies and procedures, marketing, branding, and other areas of business. Additionally, goal-based networking opportunities are accomplished by developing new business prospects for the ventures through individual introductions, and exposure provided at exhibitions and events.

Ecosystem Development: The Center places great emphasis on the development of an efficient and effective ecosystem to serve entrepreneurs and SMEs through strategic partnerships. The ecosystem is empowered by exchanging experiences and lessons learned and collaborating with key players, and by working closely with universities, technology hubs, entrepreneurship societies, financial institutions and others.

Success Factors and Challenges

Most critical success factors:

- Support from Saudi Aramco's chief executive officer who initiated this programme
- Collaboration by engaging with key players within and outside the Kingdom to create an entrepreneurial ecosystem. Such collaborations provide comprehensive support to entrepreneurs and SME development to achieve the operational excellence
- Funding/budget support to the entrepreneurs and brand name of the initiative/ credibility

Main challenges:

- The greatest challenges entrepreneurs face is the lack of know-how to translate a great concept into a business, and the fear to venture and prevail in a risk-averse culture with minimal institutional support. The Center addresses these by improving the quality and reach of its incubation support; leveraging access to quality mentors/advisers from Saudi Aramco's networks, other partner institutes and universities; and aligning the initiative with organization priorities to support an entrepreneurial ecosystem

About the Organization

Website: www.saudiaramco.com
Sector: Oil and Gas
Size (number of employees): 50,000 – 100,000
Headquarters: Dhahran, Saudi Arabia

Key Partners

Business | Government | Education and Training | Civil Society

Status

Start year of the initiative: 2011 - still ongoing.

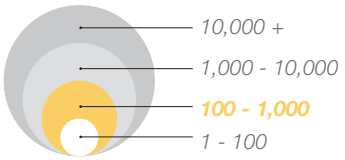
Next steps of initiative:

Nothing, anticipate to keep it the same: The programme has been highly successful. To maintain the momentum, greater resource allocation is needed.

Impact

Country(ies) of impact: Saudi Arabia

Number of people impacted annually: 500-1,000 beneficiaries



Time to intended impact:

less than 2 years	2 to 5 years	**more than 5 years**

Metrics:

- Number of businesses and ventures created or supported
- Number of people trained
- Number of present and future jobs created
- Number of partnerships developed to support the organizational goals

Benefit to organization:

- Indirect benefit on organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Easy: With appropriate management support, talent and funding, similar programmes can be launched elsewhere to benefit society.

How easily can this initiative be expanded to include a larger number of participants?

Easy: With appropriate management support, talent and funding, similar programmes can be expanded.

For Further Engagement

Contact name: Einas Ashgar
Contact position: Chief Operating Officer
Email: support@waed.net

Strengthening Rural Youth Development through Enterprise Programme

Submitted by **The Mastercard Foundation**

Develop Employment Skills | **Foster Entrepreneurship** | Connect Talent to Markets

Objective

To equip young people in rural areas with skills, training and mentoring to help secure job and entrepreneurship opportunities in high-potential agricultural value chains.

Overview and Main Activities

TechnoServe and The MasterCard Foundation partner to deliver the four-year Strengthening Rural Youth Development through Enterprise Programme (STRYDE) programme to help develop commercial agriculture and other rural business models that enable youth in Sub-Saharan Africa to think about farming and off-farm activities as a business proposition. The programme delivers a comprehensive package of services: skills training, job placement, business development, mentoring and access to capital. The programme rests on four main pillars:

1. Training and Aftercare Programme (12 months): A three-month training programme designed to develop life, entrepreneurship and career skills, followed by a nine-month follow-up programme that includes business mentorship and counselling from a youth trainer, employment linkages and linkage to financial institutions. Participants are trained in groups often building on existing youth structures.
2. Business Plan Competitions (BPCs): Experiential business exercises and 14 programme -sponsored business plan competitions for youth - as part of the aftercare programme - who want to start or grow their own business. Winners receive awards that help fund their ventures. There is currently one BPC per cohort in Kenya and Uganda; the Rwandan government runs the BPCs in that country.
3. Job Fairs with local businesses: Designed to connect youth to apprenticeships, internships and create demand for programme graduates. Knowledge and networks in a range of agricultural and other sectors including dairy, coffee, cotton, horticulture, livestock and retail distribution are leveraged to identify jobs and promote hiring.
4. Disseminate Knowledge Across the Region: At biannual meetings across East Africa, stakeholder share learnings and best practices, and promote adoption of similar approaches with government ministries, agricultural producers, NGOs and other private businesses.

The programme is administered by TechnoServe and has country-level steering committees comprised of representatives from the private sector, government and donor communities that meet quarterly to review programme activities and attract new partners.

The programme is conducted in partnership with the US Department of Agriculture, US Agency for International Development, Rwanda's Ministry of Youth, ICT, the Bill & Melinda Gates Foundation, Uganda's Vision Fund and Kenya's Housing Finance Foundation.

Success Factors and Challenges

Most critical success factors:

- Private sector engagement: Business Plan Competition sponsorship, employment opportunities and technical skills development
- Significant support and engagement from Rwanda's Ministry of Youth and ICT and district authorities
- Participatory training methodology using real life examples
- Exchange visits to learn and gain hands-on experience
- Personalized mentorship and coaching for entrepreneurs
- Personal effectiveness training

Main challenges:

- Overcoming potential employers' reluctance to hire and invest in youth
- Facilitating access to financing for youth
- Reluctance of financial service providers to develop loan products
- Accommodating youth with different education levels within training groups
- Finding opportunities to for early school-leavers
- Providing sufficient aftercare and mentorship to the most vulnerable youth

Recommendations for Others

The aftercare component (particularly the first three months) is critical for success. There are now local-level BCPs in addition to regional/national competitions, resulting in greater participation among youth and local stakeholders, which are, taking over training, aftercare and other key functions. Group participation is key, since it facilitates access to finance and land. Furthermore, it is also important that participants engage in developing a business plan. Finally, partnering with employment agencies and vocational/technical organizations helps provide specialized skills training during the aftercare component.

About the Organization

Website: www.mastercardfdn.org
Sector: Non-Profit
Size (number of employees): Up to 1,000
Headquarters: Toronto, Canada

Key Partners

Business | **Government** | Education and Training | **Civil Society**

Status

Start year of the initiative: 2011 - still ongoing.

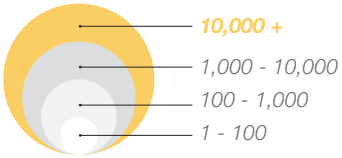
Next steps of initiative:
Regional expansion: Tanzania as part of second phase

End the initiative:
In 2016. 2015 for Phase 1 and 2019 for Phase 2.

Impact

Country(ies) of impact: Kenya, Rwanda, Uganda, Tanzania

Number of people impacted annually:
15,000 in four years and 48,015 over the next five years as part of Phase 2.



Time to intended impact:

less than 2 years | *2 to 5 years* | *more than 5 years*

Metrics:

- Number of youth trained
- Number of youth who have started their own small business and the number of jobs created
- Number of youth finding employment
- Beneficiary income increases
- Improvements in participants' development assets essential for successful economic engagement

Benefit to organization:

- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Easy: This is a proven model that requires sufficient resources and an organization with experience and reach in rural communities.

How easily can this initiative be expanded to include a larger number of participants?

Easy: The model is easy to replicate with the requisite resources.

For Further Engagement

Contact name: Chris Donohue
Contact position: Regional Programme Director (TechnoServe)
Email: cdonohue@tns.org

Sustainable Living Young Entrepreneurs Awards

Submitted by **Unilever**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To encourage entrepreneurship and innovation among young people and help them start up and scale initiatives that tackle some of the world's most pressing sustainability challenges.

Overview and Main Activities

This annual global programme recognizes young people aged 30 or under who have developed innovative and practical solutions that address one of the areas of Unilever's Sustainable Living Plan, such as water, waste and nutrition. Developed in partnership with the Cambridge Institute for Sustainability Leadership (CISL), and run in collaboration with the non-profit social entrepreneurship organization Ashoka, the awards are closely aligned with Unilever's company purpose of making sustainable living commonplace. They serve to demonstrate how sustainability can provide opportunities for young people, and that when sustainability is hardwired into the DNA of an initiative it is good for businesses and communities.

As a first step, candidates submit details of their initiatives online following an intensive period of awareness raising, mainly though social media. A Unilever and CISL assessment team then shortlists 20 candidates based on leadership qualities of the entrepreneur and robustness of the initiative. The final judging panel selects seven finalists and is made up of representatives of NGOs, academia and the private sector (including Unilever) with a wide range of experience across sustainability issues.

Finalists take part in a four-week online development programme where they receive tailored mentoring and a two-day accelerator workshop in Cambridge delivered by CISL and supported by Unilever and external speakers. They learn how to develop a business – from financial management to business plan development, team to HR matters to marketing and branding – to prepare a pitch to the final judging panel for the programme's overall Prince of Wales prize. Judging takes place at Unilever in London and is followed by a Prize Event, which connects finalists and their initiatives to a wide range of influencers.

Each partner brings specific expertise. Unilever provides its business know-how, financial support, promotion and marketing as well as business connections. CISL takes the lead on the assessment and mentoring phases, and the top prize through its patron, HRH the Prince of Wales. Collaboration with Ashoka provides social entrepreneur expertise, networks and a specialist competition platform to target and reach young entrepreneurs with inspiring ideas around the globe.

Finalists and the Prince of Wales prize-winner are supported for a year through a mentoring programme involving Unilever and CISL. Additional media and promotional support is provided by Unilever and, where possible, Ashoka.

Success Factors and Challenges

Most critical success factors:

- Close collaboration between Unilever and CISL
- Full support from Unilever's CEO
- Support to maximize the development and scaling of finalists' initiatives
- Media coverage and visibility

Main challenges:

- Achieving true global reach
- Using social media to reach potential applicants and raise visibility

Recommendations for Others

Any initiative of this type requires sponsorship and commitment at the most senior level in order to be championed throughout the entire business.

Though it is a significant resource commitment to support finalists for a year with a mentoring programme, mentoring is often rated above the financial reward and visibility of an awards programme. Programmes that do not provide mentoring may have limited ability to truly influence sustainable growth of an initiative. It provides tangible support for scaling and developing ideas to deliver real impact.

About the Organization

Website: www.unilever.com
Sector: Agriculture, Food and Beverage
Size (number of employees): 100,000+
Headquarters: Rotterdam, The Netherlands

Key Partners

Business | Government | Education and Training | Civil Society

Status

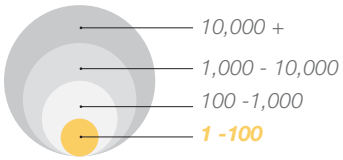
Start year of the initiative: 2013 - still ongoing.

Next steps of initiative:
Regional expansion: To generate more developed market entries and to reach those entrepreneurs who are tackling transformational and systemic change.

Impact

Country(ies) of impact: 90 countries globally

Number of people impacted annually: 7 beneficiaries



Time to intended impact:

less than 2 years | *2 to 5 years* | *more than 5 years*

Metrics:

- Successful launch of the initiative

Benefit to organization:

- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult

How easily can this initiative be expanded to include a larger number of participants?

Easy: It is essentially budget dependent.

For Further Engagement

Contact name: Ella Mayhew
Contact position: Corporate Campaigns Director
Email: ella.mayhew@unilever.com

Young Entrepreneurs Incubation Programme and Business Skills Development Programme

Submitted by **African Rainbow Minerals**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To assist in the development of locally-owned micro, small, and medium sized enterprises (SMMEs) with information access and business opportunities that integrate them into African Rainbow Mineral's value chain.

Overview and Main Activities

African Rainbow Minerals (ARM) provides a combination of business opportunities and training to integrate young entrepreneurs from mining regions into its value chain. The initiative has two components: (i) the Incubation Programme and (ii) the Business Skills Development Programme.

Incubation Programme:

ARM provides young entrepreneurs-to-be from mining regions with assistance on the feasibility and analysis of their business ideas as well as mentoring and counselling.

Business Skills Development Programme:

ARM identifies development areas for local entrepreneurs and provides business skills training from experts in basic bookkeeping, business management, practical marketing and costing and pricing. ARM has also developed an SMME portal to increase entrepreneurs' access to large business procurement in the region.

ARM works in collaboration with the Department of Education, which provides the educational curriculum, and teachers from public institutions such as the Small Enterprise Development Agency (SEDA). These educators help with business training and business registrations within the local community.

Success Factors and Challenges

Most critical success factors:

- Collaborative partnership with the community
- Access to business opportunities that promote entrepreneurship

Main challenges:

- Finding micro, small, and medium sized enterprises in the market while managing their expectations on the outcome of the programme

About the Organization

Website: www.arm.co.za
Sector: Mining and Metals
Size (number of employees): 10,000 – 50,000
Headquarters: Sandton, South Africa

Key Partners

Business | Government | Education and Training | Civil Society

Status

Start year of the initiative: 2009 - still ongoing.

Impact

Country(ies) of impact: South Africa

Time to intended impact:

less than 2 years	*2 to 5 years*	*more than 5 years*

Metrics:

- Number of businesses that become sustainable and increase job opportunities in the community
- Number of black-owned suppliers in supply chain

Youth Business International

Submitted by **Accenture**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To provide young entrepreneurs with an integrated package of support to help them build and sustain their businesses.

Overview and Main Activities

Youth Business International (YBI) is a global network of independent non-profit members in more than 40 countries that helps young people start and grow their own business and create employment. Accenture helps YBI provide its global network with improved tools, funding, mentoring and training to help disadvantaged young people become successful business entrepreneurs. Through the programme, YBI and its partners have equipped almost 45,000 young entrepreneurs with skills, access to finance and the mentoring needed to build and sustain their businesses. The goal is to reach an additional 30,000 by 2015.

YBI members provide entrepreneurs with a combination of access to capital, mentoring and training and other business development services. This common approach is adapted to local contexts, as members work in partnership with governments, businesses and multilateral and civil society organizations.

1. Access to capital: Provides young entrepreneurs with an interest-free loan, repayable over two to three years, to cover the expenses of starting or growing their business.
2. Mentoring: Pairs all young entrepreneurs with an experienced mentor from the local business community to guide them through the early stages of establishing a business for on one to three years.
3. Technical training: In conjunction with a mentor, YBI members provide technical support and training, which ranges from specific business practice to basic assistance such as bookkeeping and financial management.

YBI members show a 70% average business survival rate after three years and each business creates an average of four new jobs.

Each YBI member is an independent institution and belongs to the global YBI network, which fosters collaboration, such as:

- Shared expertise, such as developing and sharing best practice on the most effective ways to support young entrepreneurs through toolkits, regional workshops and policy reports.
- International resources and platforms to raise awareness of the importance of supporting young entrepreneurs, through initiatives such as the Clinton Global Initiative, G20 Young Entrepreneurs' Alliance and Global Entrepreneurship Week.
- Leading-edge technology, such as the Salesforce platform, which is slashing members' operational costs.

A network team coordinates and leads this activity, with additional responsibilities for driving network growth, quality and performance.

About the Organization

Website: www.accenture.com
Sector: Professional Services
Size (number of employees): 100,000+
Headquarters: Dublin, Ireland

Key Partners

Business | Government | Education and Training | Civil Society

Status

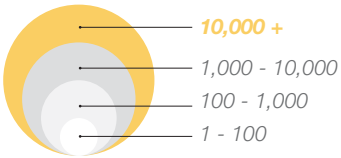
Start year of the initiative: 2000 - still ongoing.

Next steps of initiative:
Global expansion: Reach an additional 30,000 beneficiaries by 2015.

Impact

Country(ies) of impact: Argentina, Australia, Bangladesh, Barbados, Bhutan, Brazil, Canada, Chile, China, Colombia, Dominica, France, Hong Kong, India, Israel, Italy, Jamaica, Jordan, Kenya, Mongolia, The Netherlands, Nigeria, Paraguay, Peru, Poland, Russia, Saudi Arabia, Serbia, Singapore, Spain, Sri Lanka, Sweden, Syria, Tanzania, Trinidad and Tobago, Tunisia, Uganda, Ukraine, Uruguay, United Kingdom

Number of people impacted annually:
Approximately 20,000 beneficiaries



Time to intended impact:

less than 2 years	2 to 5 years	more than 5 years

Benefit to organization:
- Direct benefit to organization
- Indirect benefit to organization

For Further Engagement

Contact name: Katie Avari
Contact position: Programme Manager at Accenture
Email: katie.avari@accenture.com

YouthActionNet

Submitted by **The Mastercard Foundation**

Develop Employment Skills | **Foster Entrepreneurship** | Connect Talent to Markets

Objective

To equip young Francophone African leaders with training, networking and funding opportunities to strengthen and scale up their social ventures.

Overview and Main Activities

YouthActionNet®, an initiative of the International Youth Foundation, strengthens and expands the impact of youth-led social ventures around the globe. Over 14 years, the programme has created one of the world's largest networks of young social entrepreneurs, comprising nearly 1,100 young leaders in 89 countries. The programme has been adapted through national and regional institutes in 19 locations around the world.

Innove4Africa, the Francophone Africa version of the initiative, was launched in partnership with The MasterCard Foundation, USAID, IYF and Synapse Center, and based in Senegal. The programme was later adapted for Anglophone Africa and established at Makerere University Business School (MUBS) in Uganda through support from USAID and The MasterCard Foundation. It was designed to support young social entrepreneurs from across Africa, leveraging their creativity, energy and passion for problem-solving to help strengthen leadership skills and social ventures. The programme provided selected fellows with the opportunity to learn from each other and build support networks. The first cohort of Innove4Africa fellows has 25 participants from 14 Francophone African countries. Fellows received training in Dakar, financial support and a large range of follow-up networking and mentoring opportunities. IYF and its local partner Synapse Center developed a region-wide consortium of more than 72 organizations to support in the recruitment, selection and mentoring. Fellows then joined the pool of other YouthActionNet Fellows.

The initiative adapted the following key activities from the YouthActionNet model:

- 24 modules from the YouthActionNet curriculum were translated into French to augment the 13 already existing modules in French. Topics span Personal, Visionary, Political, Organizational, Collaborative and Societal.
- Programme management and communications tools, including public-facing web pages and an online application and selection system.
- Recruited and identified promising young social entrepreneurs in Francophone Africa.
- Provided training and mentoring support for 25 youth-led social ventures, based on the YouthActionNet model.
- Developed a series of learning videos featuring young social entrepreneurs' experience and lessons learned to inspire other change-makers in Africa.

88% of fellows reported that the training content was extremely useful, and 100% reported it was more valuable than other leadership programmes they had participated in. 100% of the fellows reported an improvement in their personal and organizational leadership skills, with 96% saying these new skills and resources positively impacted their ventures.

Success Factors and Challenges

Most critical success factors:

- Partnership between The MasterCard Foundation and USAID
- Experience in developing YouthActionNet model and testing it in a variety of contexts
- Putting young leaders at the centre of the model as agents of change in their communities and as contributors to the programme's learning agenda
- Learner-centric and participatory training methodology

Main challenges:

- Sub-Saharan Africa's infrastructure, support systems and awareness of social entrepreneurship
- Achieving a gender balance in the fellowship group
- Length of recruitment period given limited access to technology in the region
- Cost of travel within Africa
- Utilization of real-time virtual learning opportunities because of internet bandwidth

Recommendations for Others

Take time during the design phase to consider the potential implications of limiting factors - such as, limited availability of flights between African countries and limited internet connectivity. In addition, since understanding of and support for social entrepreneurship varies widely throughout Africa, more time could be spent during set-up to familiarize partners with the value of youth-led social entrepreneurship. Finally, it is important to invest more time and resources in capacity development of local implementing partners, in particular around support for fellows and training methodology. Transformative training methodologies are generally unfamiliar territory.

About the Organization

Website: www.mastercardfdn.org
Sector: Non-Profit
Size (number of employees): Up to 1,000
Headquarters: Toronto, Canada

Key Partners

Business | **Government** | Education and Training | **Civil Society**

Status

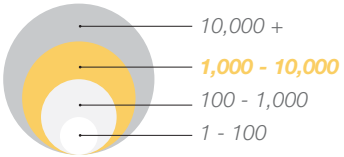
Start year of the initiative: 2013 - still ongoing.

Next steps of initiative: Regional and global expansion: Once adapted and tested, the programme can be expanded throughout Sub-Saharan Africa to reach even more young leaders and their social ventures.

Impact

Country(ies) of impact: Algeria, Burkina Faso, Burundi, Cameroon, Chad, Democratic Republic of the Congo, French Guinea, Ivory Coast, Madagascar, Morocco, Rwanda, Senegal, Togo, Tunisia

Number of people impacted annually:
25 young social entrepreneurs impacting 3,500 direct beneficiaries through their ventures



Time to intended impact:

less than 2 years	*2 to 5 years*	*more than 5 years*

Metrics:

- Number of applicants
- Number of fellows trained
- Number of beneficiaries reached by fellows' ventures
- Number of partnerships developed
- Increased skills of young social entrepreneurs

Benefit to organization:

- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Easy: The initiative has products, tools, curricula, and approaches that are easily transferrable to new contexts with minor adaptations.

How easily can this initiative be expanded to include a larger number of participants?

Difficult: The peer-to-peer learning model would be difficult with large groups, yet could be adapted to larger number of participants by creating cohorts of beneficiaries focused on issue-specific areas.

For Further Engagement

Contact name: Jessica Elisberg
Contact position: Program Manager (International Youth Foundation)
Email: j.elisberg@iyfnet.org

2020 Legacy of Good Plan

Submitted by **Dell**

Develop Employment Skills | Foster Entrepreneurship | **Connect Talent to Markets**

Objective

To provide university graduates with entry-level jobs and for Dell to build strong brand perception among graduates.

Overview and Main Activities

In 2012, Dell launched the 2020 Legacy of Good plan as a first step toward a new sustainability strategy for Dell. It puts into place a plan that sets the trajectory for how social and environmental sustainability will become an accelerator for successful and sustainable customer and societal outcomes for years to come.

One of the Dell 2020 Legacy of Good specific focus areas is to publicly commit to its long-term goal of increasing university level hiring from 7% today to a rate of 25% of all external hiring by 2020.

Dell's CEO Michael Dell has spearheaded this objective with his senior executive team, laying out his vision and expectations, and articulating the value this can have for Dell in terms of encouraging fresh innovative ideas, new ways of working, a challenging mindset and diversity of views. He has also laid out the value of partnerships with universities and the opportunity to influence curricula, so that graduates are more industry-ready, as well as making a positive impact on youth employment.

To achieve the 2020 vision, Dell created a process for a bottom-up approach for each business unit to identify skill sets, numbers and locations globally for graduate intake over the next three years, with the appropriate onboarding, training and career paths in place to ensure a sustainable approach.

Committed numbers by business unit are now being measured and reported to the CEO every six months and annually to the public through the Dell Legacy of Good reporting portal.

Success Factors and Challenges

Most critical success factors:

- Senior executive team and CEO support and commitment; leadership sees this as a multi-year approach
- Funding and investment
- Scalability of the hiring aligned to business strategy

Main challenges:

- Keeping the organization focused as it takes time to build strong brand perception among graduates
- Aligning demand to where it is needed
- Development of training, development and rotational programmes

Recommendations for Others

Having an organization-wide focus on increasing graduate hiring can sound straightforward. However, aligning higher volume to specific business unit strategies across multiple locations globally is key to success. A top-down commitment is required with specific goals at the business unit level linked to the overall business strategy. As you build success stories (e.g. high performing graduates who progress quickly), you create more demand from the business for increased graduate hiring.

About the Organization

Website: www.dell.com
Sector: Information Technology
Size (number of employees): 100,000+
Headquarters: Austin, United States

Key Partners

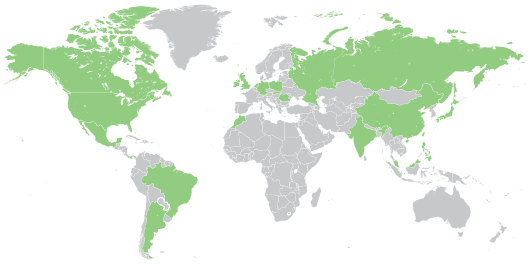
Business | Government | **Education and Training** | Civil Society

Status

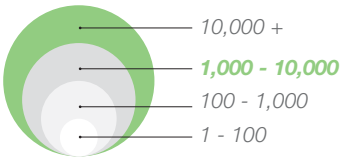
Start year of the initiative: 2012 - expected completion date is 2020.
Next steps of initiative:
Dell is reviewing its end-to-end graduate hiring approach to ensure the organization can plan, source, select and onboard more early-in-career talent globally to maximize talent retention and growth.

Impact

Country(ies) of impact: Argentina, Brazil, Canada, China, Germany, India, Ireland, Japan, Malaysia, Morocco, Mexico, Netherlands, Panama, Poland, Romania, Russia, Singapore, Philippines, Slovakia, Taiwan, United Kingdom, United States



Number of people impacted annually:
25% of current external hiring volume.



Time to intended impact:

less than 2 years	2 to 5 years	**more than 5 years**

Metrics:

- Percent of graduate hires as a percent of our overall external hires

Benefit to organization:

- Direct benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: Getting CEO support makes the transition easier as graduate hiring needs to be an organization-wide focus, approaching and tackling as one.

How easily can this initiative be expanded to include a larger number of participants?

Difficult

For Further Engagement

Contact name: Glen Wilson
Contact position: Global University Relations Director
Email: Glen_U_Wilson@dell.com

Buen Trabajo *("Good Job")*

Submitted by **The Dow Chemical Company**

Develop Employment Skills | Foster Entrepreneurship | **Connect Talent to Markets**

Objective

To match qualified workers in Argentina with available jobs in the manufacturing sector through a short training programme.

Overview and Main Activities

Since 2007, in Argentina, The Dow Chemical Company (Dow) has led a public-private partnership with various organizations, including its suppliers and Manpower, to help unemployed, vulnerable young people ages 18 to 35 gain skills through a free, certified training programme called "Buen Trabajo", which translates into "Good Job" in English. Training focuses on skill development in the petrochemical, oil, industrial, cereal and service labour markets. Many Dow employees are actively involved in the programme as instructors. The uniqueness of this project lies in the continuity and strength of the alliance — industry, academia, government, unions, Dow customers, suppliers, NGOs and communities.

The programme was developed in the City of Bahía Blanca, where Dow operates its most important Ethylene and Polyethylene site in Latin America. The initiative was a result of regular dialogue with community stakeholders through the Dow Community Advisory Panel (CAP) and is a response to concern related about unemployment rates among young people, currently around 20%, that affects approximately 6,500 youth ages 19 to 24. Key suppliers were surveyed to determine required technical skills and expectations for future growth. Dow led the creation of an alliance with key partners like local government offices that deliver training; suppliers, who review the programmes and provide instructors; and Manpower and Universidad del Salvador, which offer training on soft competencies like self-confidence, writing a CV and interviewing.

Dow is the main funding source for the project, which began with the construction of training rooms and practicing aisles that accommodated the necessary equipment. Later, Dow invited other companies to join and support the programme, as well as local unions and customers. Courses include welding, scaffolding, industrial painting, pipe-fitting, computer design, instrumentation technician, driver of heavy equipment and pallets assembling. Each course also includes Environmental Health & Safety (EH&S) training on critical industrial standards.

Since the programme began, 1,200 participants have taken part. The programme has received eight awards so far, and has been nominated by the US Embassy in Argentina for the Secretary of State's Award for Corporate Excellence in 2008. The initiative has received positive recognition from different stakeholder as a successful solution for current lack of specific competencies for local industrial and services market. Community leaders, media and elected officials consider the programme an effective model of private-public sector partnership to address the issue of unemployment and poor job competencies in Bahia Blanca.

Success Factors and Challenges

Most critical success factors:

- Provision of free, certified training courses and training facilities
- Strength and pertinence of the public-private alliance
- Long- term commitment and successful results in terms of level of completion and hiring rates
- Formal mechanism for both dialogue and decision among stakeholders
- Detailed process for enrolment and promotion of hiring rates
- Media coverage and communications efforts to promote the programme

Main challenges:

- Absence of Human Resource departments in most regional offices
- Need to diversify funding sources for the programme
- Cost restrictions
- Need to adequately coordinate different interests and agendas of various stakeholders

Recommendations for Others

It is critical to assign an individual to liaise with participants and address personal situations that can become obstacles to training; follow up with graduates upon completion to evaluate impact and effectiveness; and provide feedback to programme instructors.
It is important to develop a complete database of all participants' skills to promote them whenever there is a job opportunity. Commitment from suppliers to hire graduates is critical for the effectiveness and reputation of the programme. Third-party evaluations help identify opportunities for improvement and close any identified gaps.

About the Organization

Website: www.dow.com
Sector: Chemicals
Size (number of employees): 10,000-50,000
Headquarters: Midland, United States

Key Partners

Business | **Government** | **Education and Training** | **Civil Society**

Status

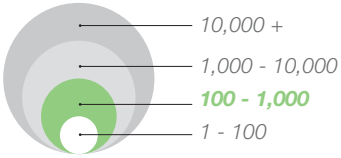
Start year of the initiative: 2007 - still ongoing.

Next steps of initiative:
Modification of scope: To improve the diversity of participants as well as introduce new courses for a larger group of participants, aiming for an increase of 25%.

Impact

Country(ies) of impact: Argentina

Number of people impacted annually: Directly 150, indirectly 600



Time to intended impact:

less than 2 years	*2 to 5 years*	*more than 5 years*

Metrics:

- Percentage of graduation rates
- Increased number of participants since 2007
- Good hiring rates
- High number of applicants triples the available vacancies
- Multiple awards received in Corporate Citizenship
- Improved workforce quality for industrial sector
- Better reputations between key stakeholders

Benefit to organization:

- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: The programme requires an assessment of the skills needed, agreement and alignment of critical stakeholders as well as educational and economic resources.

How easily can this initiative be expanded to include a larger number of participants?

Easy: Need to find new sponsors close to the industrial location and tap into available government funding or tax incentive programmes.

For Further Engagement

Contact name: Marcela Guerra
Contact position: Bahía Blanca Site Public Affairs Manager
Email: maguerra@dow.com

facealemploi.tv

Submitted by **Accenture**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To provide youth from disadvantaged backgrounds with increased visibility and access to job opportunities through the use of a digital platform featuring employer-matching and video CV functionality.

Overview and Main Activities

facealemploi.tv provides coaching to underprivileged youth, mainly high school dropouts, and facilitates the production of 45-second video CVs, which allow beneficiaries to demonstrate their technical and soft skills, and to explain their motivations. These video CVs are posted to a web platform, where employers post job opportunities. The platform provides employers with access to a more diverse pool of candidates while, at the same time, enabling them to participate in an innovative project that enhances their recruitment process.

The web platform is designed by Accenture in collaboration with other business, including GDF, Orange, Vinci and Carrefour. Government partners include the European Social Fund; the French Ministry for Employment and Social Affairs, as well as Face, a civil society organization.

facealemploi.tv officers coach participating youth to improve their self-confidence, understand their strengths and weaknesses and manage their job search. Youth are also provided with training on how to record a video CV, which improves their interpersonal skills and their ability to present themselves to recruiters.

Accenture supports facealemploi.tv by:

- Designing, developing and industrializing the digital video CV platform
- Creating a business case for approaching HR departments, so that company recruiters can source talent directly through the facealemploi.tv platform
- Developing business strategy for transforming facealemploi.tv into a social business

Success Factors and Challenges

Most critical success factors:

- Strong alignment of the project with Accenture's Skills to Succeed strategic intent
- Strong alignment with Accenture's digital and technology expertise for pro bono support
- C-suite exposure and sponsorship
- Pro bono team motivation and effective collaboration with facealemploi.tv team
- Brand expertise and reputation of Face in experimenting with this new and innovative solution
- Institutional support, including European Social Fund support
- Collective approach involving multiple companies

Main challenges:

- Initial design of the platform and inclusion of appropriate functionalities
- Convincing HR teams that video CVs would add value

Recommendations for Others

It is important to engage and hold workshops with HR recruiters of partner companies at an early stage in order to convince them of the benefits of posting job vacancies onto the digital platform, and to enable early conversions of video CVs into jobs. Initiating a strong campaign at the start of the project is also critical to convene new partners and leverage funds for attracting significant numbers of beneficiaries early on.

About the Organization

Website: www.accenture.com
Sector: Professional Services
Size (number of employees): 100,000+
Headquarters: Dublin, Ireland

Key Partners

Business | Government | Education and Training | Civil Society

Status

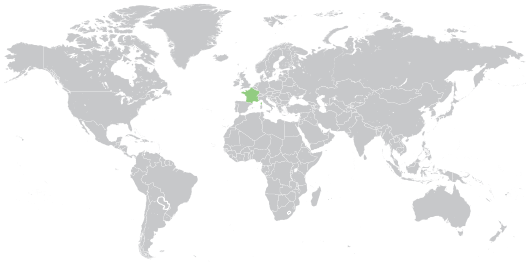
Start year of the initiative: 2012 - still ongoing.

Next steps of initiative:
Regional expansion: To Belgium and other EU countries.

Modification of scope: Including new types of beneficiaries: seniors and people with disabilities.

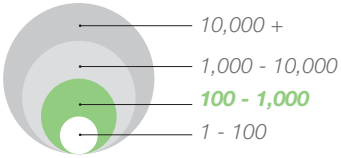
Impact

Country(ies) of impact:



Number of people impacted annually:

- Over 1,000 beneficiaries
- Approximately 1,800 video resumes



Time to intended impact:

less than 2 years	*2 to 5 years*	*more than 5 years*

Metrics:

- Pro bono support
- C-suite and client exposure
- Accenture strategic partners on steering committee

Benefit to organization:

- Direct benefit to organization
- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: Though the expertise as well as the networks and capabilities to source the beneficiaries would be challenging, other organizations could leverage the digital platform.

How easily can this initiative be expanded to include a larger number of participants?

Difficult: Extra funding and related capabilities would be required to source and coach beneficiaries.

For Further Engagement

Contact name: Erika Cogne
Contact position: Corporate Citizenship Lead
Email: Fondation.accenture@accenture.com

Fast Start

Submitted by **The Dow Chemical Company**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To train workers for currently available manufacturing jobs in the Great Lakes Bay Region of Michigan, while building a local talent pipeline to meet future needs.

Overview and Main Activities

The programme's various tracks are driven by employers' hiring demands and provide an accelerated learning environment. For a time period of 5 -12 weeks, depending on the technical training course, participants commit to 40 hours per week of classroom experience plus an additional 10 hours per week outside the classroom. The latter portion of time is reserved for reading and studying for assessments as well as project work in teams. Training courses are offered in four areas: business processes, chemical processing, advanced lithium battery manufacturing and solar manufacturing. Courses allow participants to acquire skills for currently available jobs in chemical processing, manufacturing operations, customer service, installers and technicians, among other areas.

After the end of the training programme, participants receive a "certificate of completion". 89% of candidates are successfully placed with local manufacturers.

Programme partners include:

1. Regional businesses that identify local skills gaps and help to create the "Fast Start" training programme. Dow provided input on the qualifications and content of the programme, which was tailored to Dow's new employee training and is designed to ensure graduates have enhanced knowledge of Dow manufacturing systems and are prepared to go through additional training specific to the plants they work in.
2. Delta College, a local community college that delivers the training. Dow worked with Delta College on the types of classes and subjects that were critical to continued success on Dow's internal training programmes.
3. Michigan Works!, a local association focused on workforce development and local unemployment recruits potential trainees, screens them per industry entry requirements, provides background training to help them meet requirements, refers qualified individuals for Delta College training and helps fund the training.
4. Local employment office, which recommends qualified candidates to apply for the programme.

Success Factors and Challenges

Most critical success factors:

- Placement rate upon qualification
- Sufficient numbers of workers are accepted and retrained to supply local needs
- Alignment of training with businesses hiring needs

Main challenges:

- Employer level of commitment to hiring graduates of the programme
- Employer ability to project their needs well ensuring placement rates stay high

Recommendations for Others

To ensure that hiring rates remain high, involve as many employers as possible at the outset. Upfront agreement on minimum requirements for participation, such as the level of previous experience or education, is also critical. Finally, suitable screening of participants against the minimum hiring criteria for participating employers is key to better hiring potential upon completion.

About the Organization

Website: www.dow.com
Sector: Chemicals
Size (number of employees): 10,000-50,000
Headquarters: Midland, United States

Key Partners

Business | Government | Education and Training | Civil Society

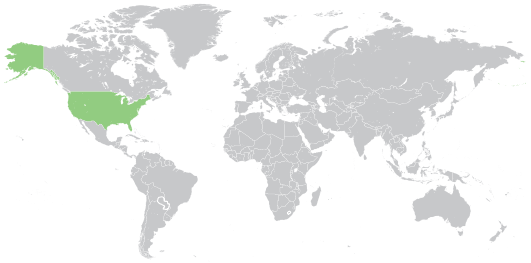
Status

Start year of the initiative: 2008 - still ongoing.

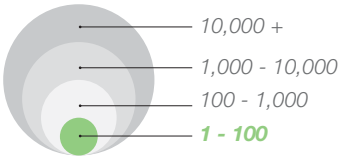
Next steps of initiative:
Modification of scope: Adjustment of programme recruiting to a wider pool of potential candidates (including military) to cope with drop in local unemployment rates.

Impact

Country(ies) of impact: United States



Number of people impacted annually: This varies by year and course, depending on the regional hiring needs. As an example, the chemical processing training has between 50-100 participants per year.



Time to intended impact:

less than 2 years	*2 to 5 years*	*more than 5 years*

Metrics:

- Percentage of job placement rates
- Percentage reduction in turnover of Dow new hires

Benefit to organization:

- Direct benefit to organization
- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: All parties — employers, colleges and states — must show long-term commitment so that much of the materials can be leveraged and shared.

How easily can this initiative be expanded to include a larger number of participants?

Easy: Programme expands and shrinks annually based on employer needs.

For Further Engagement

Contact name: Marcela Guerra
Contact position: Bahía Blanca Site Public Affairs Manager
Email: maguerra@dow.com

Helping Women Get Online

Submitted by **Google**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To empower 50 million women in India to get online by creating awareness of the benefits of the internet and teaching them digital literacy skills.

Overview and Main Activities

For the first stage, Google launched a mass media campaign targeted at women to promote a website (www.hwgo.com) that hosts self-help educational content covering the basics of internet and web content curated for women in India and available in Hindi, English, Marathi and Tamil. Google also launched a toll-free helpline number to assist women over the phone with any difficulties they face while accessing the internet for the first time.

The initiative was piloted at a village in Bhilwara, Rajasthan, where over 100,000 women were trained in digital literacy. This pilot was implemented in partnership with NGOs, including for example SEWA (Self Employed Women's Association), the government and other private sector organizations, including Unilever, Samsung and Intel. Results from the pilot and subsequent activities helped to scale ground training programmes and partner with local organizations and state governments to expand to other states. Over 500,000 women – including over 150,000 girls and women in school and college, nearly 3,000 teachers and professors and more than 100,000 women from rural areas – were trained directly on internet usage.

To inspire women to do more with the internet, Google created 'Hero Stories' (https://www.youtube.com/watch?v=LIx7QAcNpW0) of women who attended HWGO trainings and used the internet, leading to an improvement in quality of life for them and their families.

Internet access was enabled by launching 'Internet Carts': mobile carts with internet-enabled tablets that can go from place to place providing internet access free of cost to first-time users. Partnerships with a mobile handset manufacturing company and telecom companies provided smartphones at discounted prices and free internet for a limited period of time.

Through leveraging role models (https://www.youtube.com/watch?v=n54h4HC8HcU) in social media, for example famous Bollywood director and actor Farhan Akhtar, Google hopes to further generate awareness and to encourage existing internet users to help get more women online.

Key results:

- Over 2014, these measures helped contribute to a 35% increase in female internet users in urban India and a 36% increase in rural India.
- For the first time, the growth rate of internet among women in urban areas was greater than that of men – 35% to 31%.

Success Factors and Challenges

Most critical success factors:

- Community acceptance of the need and importance of the project
- Cultivating government partnerships
- Ensuring role of Google made clear in the beginning
- Training content tailored to local needs, understanding of the area and actual requirements

Main challenges:

- Language barrier
- Women in India are not very comfortable with manual self-read/self-learn modules
- Conservative bias towards women in some areas, which makes reaching women more difficult

Recommendations for Others

While awareness works well to generate interest, most women needed additional individual support. Inspiration is crucial; real-life stories had greater impact than TV commercials. Reliability, credibility and customization of the communication are key to grab their attention. Engage participants; start with a pilot, which can then be measured on an iterative basis. Leverage PR and government relations for scale and greater brand impact. Finally, provide direct internet access and identify and invest time with the right partners.

About the Organization

Website: www.google.com
Sector: Information Technology
Size (number of employees): 50,000 - 100,000
Headquarters: Mountain View, United States

Key Partners

Business | Government | Education and Training | Civil Society

Status

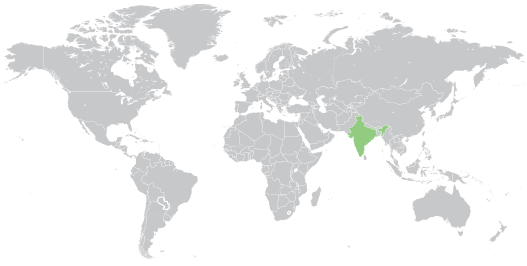
Start year of the initiative: 2011 - still ongoing.
Google has been active with start-ups and entrepreneurs since day one but officially started the Google for Entrepreneurs team in 2011.

Next steps of initiative:
Regional expansion: Through Google's regional women centric initiative: Women Will (http://www.womenwill.com).

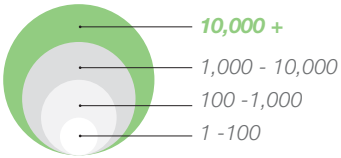
End the initiative: Helping Women Get Online in India will be completed in the second quarter of 2015.

Impact

Country(ies) of impact: India



Number of people impacted annually: Reached over 100 million women, trained 700,000 of them through activations and engaged with over 1 million via website.



Time to intended impact:

less than 2 years | *2 to 5 years* | *more than 5 years*

Metrics:

- Number of new female internet users and positive female internet usage growth rate

Benefit to organization:

- Direct benefit to organization
- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Very easy: Platform is easily implemented and content is very simple and can be taught by anyone who has used the internet. Organizations can create their own trainers.

How easily can this initiative be expanded to include a larger number of participants?

Very easy: Platform is scalable. A train-the-trainer model can empower community members to become 'experts', who then teach others.

Replicability and Scalability

Contact name: Sandeep Menon
Contact position: Director of Marketing, India
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Juntos por el Empleo de los Mas Vulnerable

("Together for Employment for the Most Vulnerable")

Submitted by **Accenture**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To create an inclusive labour market in Spain.

Overview and Main Activities

With an unemployment rate of 70%, it is no longer viable to tackle unemployment in Spain through isolated, individual and uncoordinated means. Juntos por el Empleo de los más Vulnerables ("Together for employment for the most vulnerable") is a cross-sectoral initiative that promotes a collaborative strategy in order to create a step-change towards a more inclusive labour market. The initiative's objectives are to:

- Strengthen the employment ecosystem in Spain
- Support the entrepreneurship ecosystem in Spain
- Co-fund solution delivery
- Measure the initiative's own social impact

The programme involves more than 100 organizations from the private and public sectors working together with civil society. Collectively, partners have:

- Diagnosed key issues to be addressed
- Identified, agreed and prioritized solutions
- Designed the approach
- Executed its implementation

Partners include over 50 businesses, including Repsol, Acciona, Ferrovial, NH Hoteles, Fundación La Caixa, Fundación Iberdrola and Telefonica; over 10 government bodies of Spain's Ministry of Employment and the Ministry of Social Affairs, as well as local bodies of the Madrid City Council; and over 40 civil society organizations, including the Spanish Red Cross, Caritas Española and Fundación ONCE.

As one of the three founding organizations, Accenture provides the following programme support:

- Helps to structure the launch and steering principles of the initiative. Together with 10 other organizations, Accenture helps to manage its expanded collective "backbone" structure.
- Supports the design, development and implementation of each of the nine solutions provided to the initiative's NGO partners. To develop each solution, collective pro bono project groups – consisting of organizations from public, private and non-profit sectors – ensure inclusion of multiple perspectives. Accenture created a cloud platform to provide NGOs with software application solutions; it continues to maintain, operate and run the platform on a pro bono basis.
- Employees share perspectives with regard to market demand in Accenture's sector, job profile requirements, job profile requirements and other issues. to contribute to the rich knowledge base generated collectively through the initiative's partner organizations.

Success Factors and Challenges

Most critical success factors:

- Shared vision of the issue and identification of possible solutions
- Involvement of key organizations from different sectors
- Strong collaboration among all parties
- Wide implementation and adoption of solutions developed through the initiative
- Frequent communication of progress to all stakeholders
- Agreement on how to measure collective impact
- Establishment of a backbone structure to serve as steering body

Main challenges:

- Establishing a backbone structure representative of collective interests
- Securing organizations' long-term commitment to the initiative
- Balancing objectives with interests and conflicts of interest between organizations

Recommendations for Others

It is crucial to ensure the establishment of a collective "backbone" structure from the start.

About the Organization

Website: www.accenture.com
Sector: Professional Services
Size (number of employees): 100,000+
Headquarters: Dublin, Ireland

Key Partners

Business | Government | Education and Training | Civil Society

Status

Start year of the initiative: 2012 - still ongoing.

Next steps of initiative:
Regional expansion: The programme aims to expand the number of NGOs from 10 to approximately 300 in the next 12-18 months.

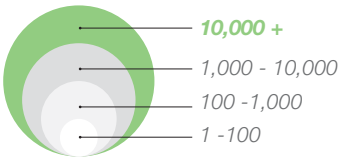
Global expansion: Export solutions to NGOs in additional countries (approximately 15 Latin American countries, South Africa, Morocco and Tunisia).

Modification of scope: Develop additional solutions and offer co-funding solutions through private and public donors.

Impact

Country(ies) of impact: Spain

Number of people impacted annually:
Over 250,000 beneficiaries



Time to intended impact:

less than 2 years	2 to 5 years	more than 5 years

Metrics:

- Employee engagement
- Solutions delivered to NGO partners
- User activity

Benefit to organization:

- Direct benefit to organization
- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?
Easy: Collective impact methodology lends itself to tackling complex social problems. However, finding backbone organizations responsible for conveying collective effort is important.

How easily can this initiative be expanded to include a larger number of participants?
Very easy: The initiative has well-established ways of engaging interested partners. Organizations can take part in solution development and/or by implementing the resulting solutions.

For Further Engagement

Contact name: Ana Millan
Contact position: General Director, Spanish Accenture Foundation
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Contact name: Jill Huntely
Contact position: Global Advisory Council Youth Unemployment
Email: Jill.Huntley@accenture.com

Leveraging Unique Talents of People with Autism

Submitted by **Oliver Wyman**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To find a creative solution to capacity, job satisfaction and career development issues in administrative and other support functions by recruiting individuals with autism who possess particularly skills suited to manage certain repetitive and structured, detail-oriented tasks.

Overview and Main Activities

Oliver Wyman's Executive Assistant (EA) team was spending too much time on highly repetitive administrative tasks taking away from supporting the revenue generating activities of the client-facing Partners they support. Some staff were also accruing significant overtime.

A creative solution was sought to identify, recruit and retain individuals particularly well-suited for data management and other detail-oriented jobs. Individuals with autism have been shown to excel in such areas. Although precise global figures are not available, sources estimate that one percent of the world's population is affected by autism (Autism Spectrum Disorder or ASD). To recruit and leverage members of this talent pool, Oliver Wyman worked with Specialisterne to employ individuals with autism to perform data management and other jobs.

Specialisterne (which translates from Danish as "the Specialists") is an internationally recognized leader in enabling high-functioning people with autism to be effectively included in society and provide valuable, high-quality services to employers. Originally founded in Denmark, Specialisterne has operations around the world.

Work with Specialisterne began in 2014 with a pilot. By March 2015, the firm employed five people with autism as Specialists in two departments. Specialisterne provides job coaching not only to the Specialists, but also to the individuals who manage them and the teams that work with them. Specialisterne's approach creates a support system for the Specialists and for Oliver Wyman, facilitating their integration in the workplace and optimizing the programme's value.

As a result of this partnership, the Specialists have successfully been integrated and improved the efficiency of business processes via a continuous feedback loop. The team is now working more effectively and productively, and capacity issues have been mitigated, as have employee morale and engagement issues associated with the intensive, repetitive work now handled by the Specialists. Impact was almost immediate and Oliver Wyman now plans to expand the programme into other countries and potentially to cover further tasks.

As the firm counts among its core values the commitment to harnessing the power of individuality and differences, recruiting people with autism exemplifies inclusion and diversity at Oliver Wyman. Working with Specialisterne allows the firm to change the way it manages diverse talent and therefore aligns with a broad strategic goal to create an inclusive workplace and diverse workforce.

Success Factors and Challenges

Most critical success factors:

- Support provided by Specialisterne, especially to those who directly manage the Specialists
- Continuous effort to improve and clarify the tasks and processes performed by the Specialists
- Team appreciation for the Specialists

Main challenges:

- Working with Specialists and Specialisterne job coaches to manage social and personal challenges affecting day-to-day work
- Streamlining the processes themselves, e.g. determining what can make the process of expense entry more efficient overall, as well as for the Specialist assigned to the job
- Matching the individual and his or her skills carefully with the task at hand

Recommendations for Others

Part of the success of working with Specialisterne can be attributed to the fact that inclusion and diversity in this instance is not simply a matter of corporate social responsibility or moral/societal commitment, but rather a specific solution to a business imperative.

Allowing people with autism to excel at tasks where they are strongly suited requires manager commitment towards continuous examination of processes and an eye towards improvement and clarification for the individual and for the business. The value of such a programme is immediately measurable but the programme must be actively and regularly managed, not merely passively committed to.

About the Organization

Website: www.oliverwyman.com
Sector: Professional Services
Size (number of employees): 1,000 - 10,000
Headquarters: New York, United States

Key Partners

Business | Government | Education and Training | Civil Society

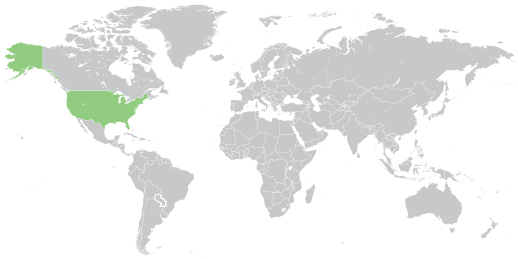
Status

Start year of the initiative: 2014 - still ongoing.

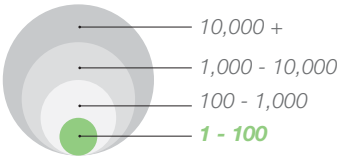
Next steps of the initiative:
Global expansion: Based on the success of this initial programme in North America, extension of the programme to locations in the United Kingdom and Europe is being strongly considered.

Impact

Country(ies) of impact: United States (current)



Number of people impacted annually: Five beneficiaries. Expansion is planned to meet the business need.



Time to intended impact:

less than 2 years	*2 to 5 years*	*more than 5 years*

Metrics:

- Improvement in turnaround time on such tasks as expense entry and CRM data management
- Moderation of overtime logged
- Stress relief and better morale among EAs

Benefit to organization:

- Direct benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Easy: If the business need exists, implementation is moderately easy, assuming there are resources to manage the assessment and identification of people with autism and match them with the job at hand, and to continually provide coaching and support for the Specialists and existing teams.

How easily can this initiative be expanded to include a larger number of participants?

Easy: Once the right model is in place, i.e. training, support and work processes, the programme can be scaled to meet the business need.

For Further Engagement

Contact name: Nathalie Vanheusden
Contact position: Global Executive Assistant Manager
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Lifelong Learning Apprenticeship

Submitted by **Barclays**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To help adults seeking employment after a period out of work and to create a pipeline of older recruits to build a workforce demographic that is diverse and reflects the make-up of Barclays' customer base.

Overview and Main Activities

Barclays created a three-week pre-employment course, including one week of work experience, to help those out of work for over 12 months to refresh their skills and build their confidence in preparation for interviews. This initiative increases their chances of gaining an apprenticeship place in Barclays or employment elsewhere. The programme's target audience is anyone over the age of 24 and it focuses on those out of work for over 12 months. No previous experience in banking is required. During the course, individuals learn about the culture and values of Barclays, acquire digital skills they will use in the workplace and refresh their interview skills. They work with external trainers and Barclays staff to help them understand the world of banking and build their confidence in readiness for their work experience and interview.

Successful candidates then join either Barclays' Skybranch telephone operation as personal bankers or Barclays' branch network as community advisers where they will undertake an apprenticeship in delivering financial services. This will support them in gaining banking qualifications through the Chartered Banking Institute and progressing on to further qualifications and more senior roles. Barclays will provide specific training on digital skills so all apprentices can become Digital Eagles* and support Barclays' older customers with the transition to the new digital world.

The apprenticeship training programme will last between 12 and 18 months and lead to a permanent job in Barclays. Apprentices will study a level two or three qualification in delivering financial services. They will learn about a range of financial products and services through on-the-job training, online resources and classroom-based learning. In addition, they will be assigned an external development coach to support their development.

*Digital Eagles are employees who have put themselves forward and who are tasked not only with helping Barclays customers who come into the branches and express an interest in its digital products, but also with going into the communities in which they operate and helping citizens get online and become digitally active.

Success Factors and Challenges

Most critical success factors:

- External and internal funding support as well as a suitable external delivery partner
- Strategic alignment of the initiative with organization priorities
- A strong brand name for the initiative to attract the right people
- Good content to ensure that a quality programme and the right experience is delivered

Main challenges:

The main challenge was to find the right branding and positioning of the programme to ensure Barclays attracts its key target audience, i.e. those seeking to get back into employment, rather than career changers. Barclays also had to ensure they do not fall foul of age-discrimination legislation in seeking to target a particular demographic. Also important is to find the right roles within the organization to maximize the skills and knowledge of this more experienced age group.

Recommendations for Others

The key to success is to have a clear focus on who is being targeted and the business benefits, and to find areas of the business where the skills and knowledge of this demographic can best be utilized.

About the Organization

Website: www.barclays.com
Sector: Banking and Capital Markets
Size (number of employees): 100,000+
Headquarters: London, United Kingdom

Key Partners

Business | Government | Education and Training | Civil Society

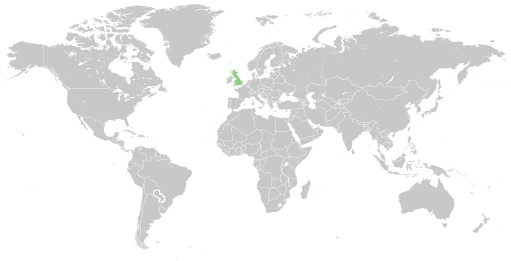
Status

Start year of the initiative: 2015 – still ongoing.

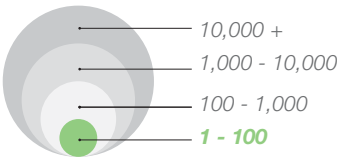
Next steps of initiative:
Anticipate to keep the programme the same and expand regionally if the programme proves successful in 2015.

Impact

Country(ies) of impact: United Kingdom



Number of people impacted annually: 100 apprentices



Time to intended impact:

less than 2 years | *2 to 5 years* | *more than 5 years*

Metrics:

- Apprentice retention
- Engagement and progression within the company

Benefit to organization:

- Direct benefit to organization (e.g. shareholder value, employee engagement)
- Indirect benefit to organization (e.g. reputation, publicity, customer satisfaction)

Replicability and Scalability

How easily could other organizations implement this initiative?

Easy: The removal of age-related funding restrictions on apprenticeships over the next 18 months in the United Kingdom will mean that funding is available to support this type of programme.

How easily can this initiative be expanded to include a larger number of participants?

Easy: The available labour force means that attracting older talent via this route is feasible and the apprentice model provides a supported, funded development pathway to hire older workers.

For Further Engagement

Contact name: Mike Thompson
Contact position: Director Early Careers
Email: Mike.Thompson@barclays.com

Linking Postgraduate Students with Job Opportunities

Submitted by **Marsh & McLennan Companies**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To link students from postgraduate courses with the private and public sectors by means of developing a Latin American agribusiness knowledge network.

Overview and Main Activities

The vision of the initiative of the Department of Institutions, Organizations and Strategy at the University of Buenos Aires's Agronomy School is to lead and coordinate a network of knowledge creation, application, extension and diffusion in food and agribusiness, from Latin America to the world. The main objective of the postgraduate courses has been to give students the strategic ability to lead a process of change in the way agribusiness actors think. The academic offer includes Master's and Executive programmes in agribusiness and several in-house courses. What sets these courses apart is that a significant portion of the material comes from experiences developed in research and consulting.

Almost 3,000 students have taken the courses since 1999, making the programme the largest in the Spanish-speaking world. Students come from all over the globe, from academia, government agencies, NGOs and a vast array of local and international companies.

While most in-house courses are aimed at developing human resources within hiring companies, in the beginning the links between students and organizations were not accounted for. Many of the participating companies only recently entered the agribusiness sector, therefore it is crucial to develop their human resources, particularly in gaining knowledge about the sector and its culture, practices, standards and so forth. What started as a side effect of building the network, ended up being an interesting tool. At the outset, an organization would send an offer of employment to be forwarded to the network's contacts. As years went by and more students graduated from the courses, more research and further consulting projects were carried out (with some of those projects coming from former students); the department soon gained strong reputation.

This helped to expand the network of relations, which meant that more and more employment offers were being sent to the academy. This, in turn, allowed companies to reach a student base that contained highly qualified, talented people ideally suited to the jobs.

The continued relationship between organizations and former students gave the impression that not only was the programme linking employment offers with prospects, but also helping the graduates improve their employment situation. This fact, as well as the quest to improve the academic offer, prompted the institution to conduct a survey among all former students. One section of questions was designed to ascertain how the courses had helped students in their work and business situations. To the programme's great satisfaction, more than 70% of the surveyed students claimed the improvement in their work situation had been high to medium-high, while almost 80% claimed they had developed new business opportunities because of the training they had received. It is planned to update this survey and add new questions at the end of the year 2015.

Currently, the network has expanded out to other Latin American countries, which has led to the enrolment of more students and further research and consulting projects from this region, giving the programme confidence in regional expansion.

Success Factors and Challenges

Most critical success factors:

- Brand name of the University of Buenos Aires
- High-quality education with strong focus on the business world
- Continued relationship with students
- Strong link to wide array of organizations; strategic alignment with organization priorities
- Spanish language as common ground with Latin America

Main challenges:

- Different cultures among Latin American countries present a big challenge to regional expansion

About the Organization

Website: Marsh & McLennan Companies
Sector: Professional Services
Size (number of employees): 50,000 – 100,000
Headquarters: New York, United States

Key Partners

Business | Government | Education and Training | Civil Society

Status

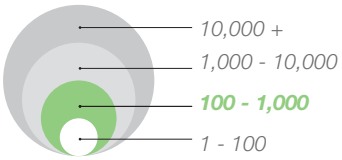
Start year of the initiative: Early 2000's – still ongoing.

Next steps of initiative:
Anticipate keeping the programme the same and expand regionally if the programme proves successful in 2015.

Impact

Country(ies) of impact: Argentina, Bolivia, Brazil, Chile Colombia, Ecuador, Mexico, Paraguay, Peru, Uruguay

Number of people impacted annually: 250 beneficiaries



Time to intended impact:

less than 2 years | *2 to 5 years* | *more than 5 years*

Metrics:

- Number of students (continued demand)
- Recommendations from former students
- Job placement/promotion rates of participants
- Consulting projects coming from former students
- Demand for specialized short courses coming from former students (mostly in-house courses)
- Reputation/brand image of programme

Benefit to organization:

- Indirect (e.g. reputation, publicity, customer satisfaction)

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: Developing links with organizations is not the hard part; it is how to link their needs to highly qualified, talented people that is the real challenge.

How easily can this initiative be expanded to include a larger number of participants?

Easy: The number of organizations requesting job offers grows year by year, although the number of students has not grown significantly over the past five years.

For Further Engagement

Contact name: Charlotte Harding
Contact position: Principal
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Localizing a Business Process Outsourcing Industry

Submitted by **Saudi Aramco**

Develop Employment Skills | Foster Entrepreneurship | **Connect Talent to Markets**

Objective

To create a seed to localize a Business Process Outsourcing (BPO) industry in Saudi Arabia to target job creation for Saudi women.

Overview and Main Activities

Saudi Aramco and General Electric (GE) jointly opened an all-female BPO centre in Saudi Arabia. Saudi Aramco's interest stems from a strategy that sees an opportunity to localize a BPO industry to target significant job creation for Saudi women that would close the unemployment rate gap between males and females. The initiative is also an enabler to create a business environment to support other localization efforts. GE, on the other hand, is committed to a shared services model to help the company achieve a competitive selling, general and administrative (SG&A) target. The centre in Saudi Arabia would be one of five GE Global Operations centres, allowing GE to have a streamlined, consolidated centre of operations and experts who connect with additional teams, or sites, across the globe.

Saudi Aramco and GE agreed that a three-year target to create 3,000 female jobs is sizeable to pursue the initiative. Furthermore, benchmarking with the BPO industry growth rate in other countries, the potential exists for a local industry to create 30,000 jobs in 10 years.

Tata Consultancy Services (TCS) was chosen among four BPO global leaders to establish and operate the centre where Saudi Aramco and GE will be anchor clients. TCS decided to establish the centre in Riyadh, where most of the major women's universities are located, to provide a supply of talent and where most of TCS' major clients are located.

Announced in September 2013, the all-female business process services centre in Riyadh is an initiative that demonstrates the commitment of the three partner companies to supporting Saudi Arabia's socio-economic development strategy to explore new business opportunities that drive the country's growth vision particularly nurturing local talent, employment generation and economic diversification. The centre was inaugurated in September 2014, with 265 female employees who have gone through more than 80,000 hours of training in various disciplines. By December 2014, the centre had grown to 485 employees. The Saudization rate at the centre stands at more than 75% and the centre serves over 40 countries in the Middle East, Africa, the United States and Europe, primarily for GE operations.

The centre now provides a rich training ground for building new capabilities and skills for women in Saudi Arabia.

Saudi Aramco extended its role: in addition to being an anchor client, it also helped to promote the concept to localize an industry by approaching government ministries to put in place supporting policies and incentives, and it marketed it to Saudi Aramco joint ventures as well as other external clients, such as banks.

Success Factors and Challenges

Most critical success factors:

- Top management/leadership team support
- Partner support (external support/partnership)
- Brand/reputation of the partners

Main challenges:

- Policy support
- Incentives
- Economics of the initiative

Recommendations for Others

Having a government agency to adopt and champion the concept from the beginning can significantly help in setting up policies and incentives. In addition, when there is significant offering by anchor clients, splitting the opportunities between two competitors can help accelerate the growth of an industry as well as support the economics of the initiative.

About the Organization

Website: www.saudiaramco.com
Sector: Oil and Gas
Size (number of employees): 50,000 - 100,000
Headquarters: Dhahran, Saudi Arabia

Key Partners

Business | Government | Education and Training | Civil Society

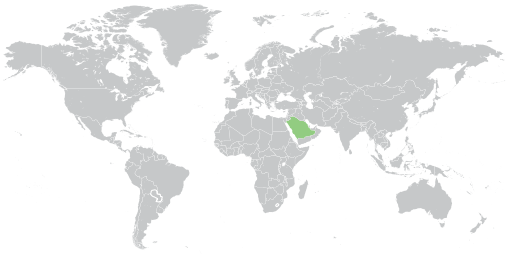
Status

Start year of the initiative: 2013 – still ongoing.

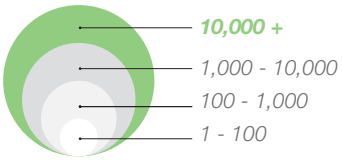
Next steps of initiative:
Modification of scope: Steps include creating a second centre in a non-major Saudi city and developing a concept for a Women's Business Park on the Princess Nourah bint Abdulrahman University campus.

Impact

Country(ies) of impact: Directly: Saudi Arabia. Indirectly: Countries in Africa, Europe, Middle East, United States



Number of people impacted annually: 30,000 beneficiaries



Time to intended impact:

less than 2 years	2 to 5 years	**more than 5 years**

Metrics:
- Number of female jobs created
- Number of competitors
- Number of customers
- Revenue

Benefit to organization:
- Direct benefit to organization
- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: The initiative requires buy-in from different stakeholders who are willing to prioritize citizenship value over economics. Clients will also need to overcome an organizational culture against outsourcing.

How easily can this initiative be expanded to include a larger number of participants?

Difficult: A lack of policies, incentives and the economics to support the initiative makes it difficult to attract other players. The initiative must be backed up with strong promotional efforts.

For Further Engagement

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Contact position: Business Development Specialist
Email: zuhair.abussaud@aramco.com

National Youth Policy 2014

Submitted by **The Boston Consulting Group**

Develop employment skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To define a national vision for India's youth and to provide an actionable policy framework that can be implemented by all stakeholders.

Overview and Main Activities

The Boston Consulting Group advised the Government of India in developing an overarching National Youth Policy 2014, which highlights issues relevant to the greater development of, engagement with and contribution from the youth of the nation. The policy focuses on issues of education, health, employment, entrepreneurship, equal opportunity and engagement in governance. As young people comprise 29% of the total Indian population, the policy is a call to action to all stakeholders, especially all central government and state government bodies, to think of young people as a critical segment in the nation's ongoing economic development. It also provides a framework to facilitate more youth-oriented action by all stakeholders.

Success Factors and Challenges

Most critical success factors:

- Giving national development goals greater significance
- Stakeholders converting recommendations into specific actions through programmes and policies
- Stakeholder interaction and engagement on defined issues
- Continuous tracking and monitoring of progress

Main challenges:

- Working with a large variety of stakeholders
- Identifying current government expenditure on youth issues

Recommendations for Others

This national, cross-sectoral approach could be adopted by other ministries that deal with a specific population segment. It is critical to examine the role of the ministry or governmental body, map all issues affecting the specific population, identify all stakeholders and their relationships, and regularly consult with stakeholders.

About the Organization

Website: www.bcg.com
Sector: Professional Services
Size (number of employees): 5,000-10,000
Headquarters: Boston, United States

For Further Engagement

Contact name: Arindam Bhattacharya
Contact position: Partner and Director, The Boston Consulting Group
Email: bhattacharya.arindam@bcg.com

Contact name: Seema Bansal
Contact position: Head, Social Impact and Development Practice, The Boston Consulting Group
Email: bansal.seema@bcg.com

Key Partners

Business | Government | Education and Training | Civil Society

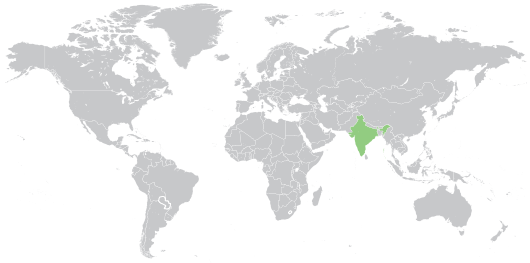
Status

Start year of the initiative: 2013 - policy design completed in January 2014.

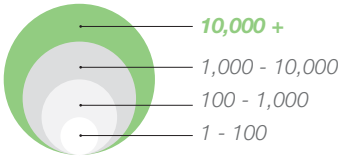
Next steps of the initiative:
Regional expansion: Other central ministries and state government bodies will adopt the recommendations of the National Youth Policy and roll out appropriate policies and initiatives. The Ministry of Youth Affairs and Sports will continue to monitor the status of the youth against policy's key indicators.

Impact

Country(ies) of impact: India



Number of people impacted annually: 370 million people



Time to intended impact:

less than 2 years	2 to 5 years	**more than 5 years**

Metrics:

- Acceptance of the policy developed by the Ministry of Youth Affairs and Sports, Government of India
- Formal acceptance of the policy by the National Cabinet of India

Benefit to organization:

- Indirect benefit to organization: Policy will lead to more visibility for and discussion around youth-related issues, more engagement with key stakeholders (youth), and more action-oriented and youth focused policies.

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: Recommendations require action by a large number of stakeholders as well as coordination between the government, civil society and the private sector.

How easily can this initiative be expanded to include a larger number of participants?

Easy: As the youth population grows, the number of participants will automatically expand. Since recommendations are targeted to a diverse set of stakeholders, more and more stakeholders can easily be drawn into the fold of the policy.

Solutions for Youth Employment Coalition

Submitted by **Accenture**

Develop Employment Skills | Foster Entrepreneurship | **Connect Talent to Markets**

Objective

To tackle youth unemployment globally.

Overview and Main Activities

Solutions for Youth Employment Coalition (S4YE) is a multistakeholder partnership with a vision that all youth have access to job opportunities that enable them to escape extreme poverty, boosting shared prosperity worldwide. The S4YE Coalition helps to achieve this through its mission of engaging actors from governments, the private sector and civil society to provide leadership and catalytic action to mobilize efforts to increase the number of young people engaged in productive work.

The S4YE Coalition supports partners from different sectors to link, learn and leverage resources by:

- Creating opportunity for dialogue and exchange
- Capturing and disseminating knowledge
- Learning what employment solutions for young people work best through rigorous evaluation of projects and initiatives
- Putting best practices into action by leveraging the actions of different stakeholders to make evidence-based investments at scale

This is underpinned by a range of strategic services provided by the S4YE secretariat, including:

- Network development, brokering and then supporting new relationships and an expanding range of partners "link"
- Knowledge management, including assimilating data and evidence, and creating and disseminating practical knowledge products "learn"
- Funding demonstrations of what to scale and providing support to take these demonstrations to scale "leverage"

Partners include governmental entities in the United Kingdom, Norway, Austria and Germany; RAND; and Plan, International Youth Foundation (IYF), Youth Business International (YBI), the World Bank, the IFC and the ILO.

Accenture has assigned a full-time team of three to support the mobilization of the S4YE secretariat. In addition, most Accenture employees are expected to engage in Skills to Succeed Programme initiatives where they can share their experience and the use of S4YE knowledge.

Success Factors and Challenges

Most critical success factors:

- Top management/leadership team support, e.g. C-suite
- Partner support (external support/partnership)
- Long-term commitment/duration towards the practice
- Broad range of partners drawn from civil society, the private sector and government

Main challenges:

- Partner support (external support/partnership)
- Organizational expertise/experience in executing the practice
- Aligning with a wide range of civil society and institutional partners, which takes time and requires capacity, engagement and expertise that may not have been planned or readily available

About the Organization

Website: www.accenture.com
Sector: Professional Services
Size (number of employees): 100,000+
Headquarters: Dublin, Ireland

Key Partners

Business | **Government** | **Education and Training** | **Civil Society**

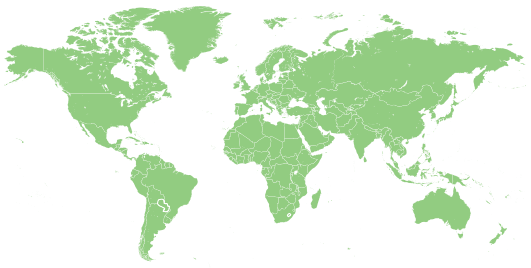
Status

Start year of the initiative: 2013 - still ongoing.

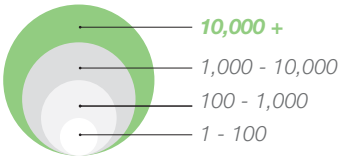
Next steps of initiative: Global expansion.

Impact

Country(ies) of impact: Global



Number of people impacted annually: 150 million people by 2030



Time to intended impact:

less than 2 years | **2 to 5 years** | more than 5 years

Metrics:

- Improved effectiveness of initiatives
- Additional reach

Benefit to organization:

- Indirect benefit to organization:
  - Identifying opportunities to collaborate with clients, civil society and governments to promote scalable solutions for youth employment
  - Further developing network and understanding of what works in this area
  - Increasing effectiveness of future employability initiatives by using Coalition's evidence
  - Extending reach and impact of initiatives by contributing what has been learned
  - Finding better ways to access new pools of youth talent (for Accenture clients as well)
  - Reinforcing commitment to "Skills to Succeed" programme

Replicability and Scalability

How easily could other organizations implement this initiative?

Easy: Joining the Coalition is straightforward. Degree of difficulty depends on how an organization wants to participate.

How easily can this initiative be expanded to include a larger number of participants?

Easy: The Coalition is actively looking for new private sector partners, including long-term strategic partners.

For Further Engagement

Contact name: Matthew Edwards
Contact position: Corporate Citizenship Senior Delivery Director
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Tshepo 10 000 *("Hope")*

Submitted by **Barclays Africa Group**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To equip unemployed with technical and business skills to increase their employability and to encourage entrepreneurship.

Overview and Main Activities

Tshepo (which means "Hope") is a partnership between Barclays Africa Group and the Tshwane municipality (specifically the economic development department) in South Africa. The programme provides technical and business skills training based on local needs. Training began in November 2013 and concluded in July 2014 and participants were not compensated. Following the training, participants formed co-ops that acted as suppliers to the municipality and received work contracts. Barclays paid for all of the business support training.

The 10,000 participants of the programme are clustered into groups of 2,500 people to form cooperatives that service municipal and government contracts in industries such as construction, ICT, freight and logistics. Participants receive training tailored to each area, which enables them to work in the respective area. The type of work that participants perform includes pothole repair, street light fixing, general building repair (plumbing, electrical), traffic light repair and environmental management.

After successful completion of the programme, participants have the chance to receive full-time positions with the municipality. In addition, participants are registered on the procurement portal that provides them access to employment and contracting opportunities. The aim is for participants to graduate as mainstream suppliers to the municipality and other organizations. Since the first programme has not yet concluded, information on full-time positions is not yet available.

Though Barclay's funds both the technical and business training, it delivers only the business support training via modules on Financial Management and Group Dynamics. Technical training was delivered by the University of Pretoria and Tshwane University of Technology – mainly via training centres such as the Absa Centre of Entrepreneurship, which is a support hub for SMEs to provide financial and business training, as well as mentorship and networking opportunities.

The municipality has earmarked 1bn South African Rand in procurement spend for the Tshepo co-ops. Co-ops can register on the Absa Procurement Portal as basic members at no charge to unlock additional market opportunities. Barclays will provide business support to the co-ops on an ongoing basis through its Centre of Entrepreneurship.

Success Factors and Challenges

Most critical success factors:

- Partnership with local authorities and their commitment to provide business opportunities and access to markets
- Provision of technical and business support to participants
- Provision of development finance in the absence of security and collateral

Main challenges:

- Negotiation with local authorities
- Credit/funding of cooperatives
- Coordinating diverse stakeholders to ensure continued alignment and meeting of defined deadlines and milestones
- Sufficient resources to deliver on scope of programme

Recommendations for Others

Local authorities should consider rolling out these types of initiatives in a phased approach on an ongoing basis, and shortening the lag time between training beneficiaries and issuing work contracts to them.

About the Organization

Website: www.barclaysafrica.com
Sector: Banking and Capital Markets
Size (number of employees): 50,000 - 100,000
Headquarters: Johannesburg, South Africa

Key Partners

Business | Government | Education and Training | Civil Society

Status

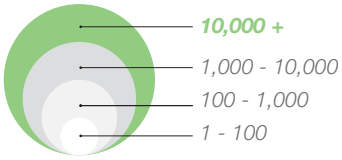
Start year of the initiative: 2013 – still ongoing.

Next steps of initiative:
Regional expansion: Barclays is keen on rolling out similar initiatives with the other municipalities in South Africa and the rest of the continent, including Johannesburg and Mangaung.

Impact

Country(ies) of impact: South Africa

Number of people impacted annually: 10,000 beneficiaries



Time to intended impact:

less than 2 years | *2 to 5 years* | *more than 5 years*

Metrics:
Number of:

- Beneficiaries/graduates
- Training interventions
- Businesses started and contracted by City of Tshwane
- Entrepreneurs accessing Centre of Entrepreneurship facilities
- Registered members of procurement portal; number of opportunities created and value thereof
- Non-traditional finance provided and number of beneficiaries
- Trading accounts opened for each co-op

Benefit to organization:

- Direct benefit to organization
- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: Major competitors will have to change Enterprise Development strategy, align Enterprise Development spend to these types of initiatives and replicate the bank's procurement portal to allow for mass registration.

How easily can this initiative be expanded to include a larger number of participants?

Easy: The initiative can be rolled-out to the other municipalities.

For Further Engagement

Contact name: Stephan Schmidt-Tank
Contact position: Chief of Staff
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Women Employment Organization

Submitted by **Glowork**

Develop Employment Skills | Foster Entrepreneurship | **Connect Talent to Markets**

Objective

To provide a one-stop-shop for women employment in Saudi Arabia.

Overview and Main Activities

Glowork is the first women employment organization in the Middle East to link female jobseekers with employers. Its digital system lists thousands of job opportunities for women in customer service, sales, research and digital marketing. It matches skilled women with opportunities, while devising culturally-sensitive technology that allows women to work virtually from home in rural areas. This tool led Glowork to win the most innovative solution for job creation by the ILO, UN and the World Bank.

To facilitate job matchmaking, Glowork established relationships with Saudi Arabia's Ministry of Labour and the Human Resource Development Fund, as well as universities and colleges that educate women. Glowork provides career guidance and launched the first licensed career centre for women in Saudi Arabia. The organization also has a headhunting arm that conducts the filtering, screening, mentoring and workshops, and the "A Step Ahead" female career fair. An annual event designed to empower women, ranging from senior university students to fresh graduates from around the Kingdom. This programme effectively aids women in becoming active agents in today's booming workforce by enriching their job hunting skills.

Glowork's board members conduct weekly workshops for women attending university to explore post-graduation opportunities and learn how to choose a career path. Glowork has established relationships with every female-friendly university and college, and ensures that these institutions are kept abreast of all recent job postings. The organization has also started to address high school girls in order to foster independence and career-oriented thinking from an early age.

In addition to the government partners, Glowork also partners with the Council of Saudi Commerce, KPMG, Silatech, Four Star, ESG and 300+ private entities, as well as Prince Sultan University, King Saud University and Al Yamamah University, among other educational institutions.

Key results to date:

- 21,000 jobs for women created
- 326 women hired
- Contributed to legislation placing women in the retail industry, which will create 400,000 jobs in the next three years
- Held the largest female career fair in the Middle East, attended by over 17.000 women; 1,218 women were hired from fair

Impact is measured through ongoing agreements with companies to provide details on all those hired. Glowork also checks social insurance references to ensure whether hired women keep their positions.

Success Factors and Challenges

Most critical success factors:

- Focus on the niche of women employment
- Working hand in hand with the government and ongoing laws and legislation
- Tailoring solutions for every entity
- Cost structure (75% covered by the government, incentivizing companies to hire women and outsource their recruitment)

Main challenges:

- Transportation
- Social acceptance of women employment
- Gap between education and the labour market

Recommendations for Others

It is important to approach both government and the private sector so they can connect with female job seekers, to identify the specific skills required by the employers and to facilitate research to help unemployed females find their dream jobs – all at one organization. Marketing plays an essential role in spreading the word to all unemployed females who are seeking a workplace to start making a difference. Glowork also has been connecting with educational institutions such as universities, colleges and institutes to assist them in helping graduates find a place in a competitive world. Striking alliances is key to ensuring the message is spread to the target market.

About the Organization

Website: www.glowork.net
Sector: Non-Profit
Size (number of employees): Up to 1,000
Headquarters: Riyadh, Saudi Arabia

Key Partners

Business | **Government** | **Education and Training** | Civil Society

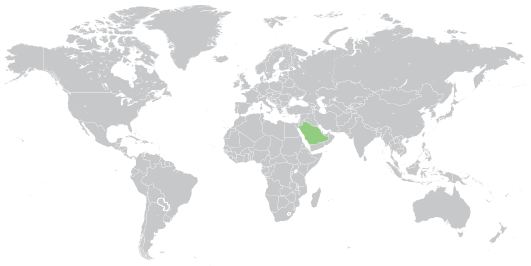
Status

Start year of the initiative: 2011 - still ongoing.

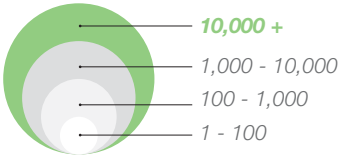
Next steps of initiative:
Regional expansion and Modification of scope: Glowork will launch an application in 2015 that will allow regional expansion and ease of use for current users.

Impact

Country(ies) of impact: Saudi Arabia



Number of people impacted annually: 60,000 beneficiaries



Time to intended impact:

less than 2 years | *2 to 5 years* | *more than 5 years*

Metrics:
Number of:

- Jobs created
- Women hired
- Women trained
- Attendees at female career fair
- Women hired from female career fair

Benefit to organization:

- Direct benefit to organization
- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Easy: Research and setting up a roadmap – especially an online base as an initial step – allows any organization to easily replicate the approach.

How easily can this initiative be expanded to include a larger number of participants?

Easy: It requires grass root efforts and minor investment to ensure expansion. The online concept also allows it to expand, benefiting multiple users.

For Further Engagement

Contact name: Khalid Alkhudair
Contact position: Chief Executive Officer and Founder, Glowork, Saudi Arabia
Email: kk@glowork.net

Youth Employment Accelerator

Submitted by **Harambee**

Develop Employment Skills | Foster Entrepreneurship | **Connect Talent to Markets**

Objective

To match young work-seekers from poor households to available jobs, and provide them with competence and work-readiness bridging to increase job access, inclusion, and service the needs of potential employers.

Overview and Main Activities

The Harambee Youth Employment Accelerator is a demand-led organization that places first-time work-seekers into entry-level roles. Harambee partners with more than 100 employers, ranging from SMEs to large corporate and state-owned enterprises from various sectors, including retail, tourism, banking, business process outsourcing and manufacturing.

The expected outcomes of the programme are to:

- Increase the pool of work-ready candidates
- Unlock pathways for previously excluded youth to access opportunities in the formal economy
- Develop empirical evidence to understand success factors and challenges of absorbing and retaining first-timers in the world of work

The following demand-supply matching processes are designed to scale the delivery model:

- Employer contracting: Working with employers to understand entry-level staff needs and to agree on a placement pipeline from Harambee.
- Job matching: Screening and assessment methodology to scientifically match candidates to suitable opportunities, based on their potential, behavioural fit, area and competence.
- "Step-up" programmes: Providing training to youth who initially missed the industry threshold criteria because of low entrance-assessment scores.
- Work-readiness bridging: Providing tools and behaviours to help participants succeed in the world of work. These include the basics of work life, time management, maths and English-language skills, computer skills and budgeting.
- Linking and referring candidates: Includes a range of employment, work and learning opportunities, such as arranging interviews with Harambee employer partners.
- Placement and retention monitoring: As candidates transition into the world of work, Harambee monitors retention and works with employers to improve likelihood of candidates' success, retention and progression.

Harambee works with economic sectors, cities and geographic regions across public and private sectors to enable more efficient and effective absorption of young work-seekers in support of inclusive growth. Harambee partners with government as a funder and an employer. It shares empirical evidence to contribute to policy formulation and to support government programmes addressing youth unemployment. Harambee also partners with universities, think tanks and research organizations to grow the knowledge base on youth unemployment and entry level labour market dynamics.

Success Factors and Challenges

Most critical success factors:

- Market-focussed, flexible and responsive operating model and organizational DNA
- Ability to sustain multiple employer and stakeholder partnerships across public and private sector
- Success stories to on-board additional employers
- Experienced personnel to build and run large-scale organizations and networks
- Sophisticated data-driven cost efficiency and scalable systems

Main challenges:

- Uncertain demand and changing needs and priorities of employers
- Maintaining quality and results across a rapidly scaling and expanding organization
- High cost of closing the work-readiness gap for young people with education and behavioural readiness gaps relative to employer willingness to pay for entry-level talent services
- Building trust with employers and young work-seekers

Recommendations for Others

Successfully implementing this initiative requires a dedicated group of partners who commit to learn together and take a long-term view of the problem in a structured demand-schedule. Involved partners need to work collaboratively to identify the demand-supply mismatch and what market inefficiency needs to be solved. The organization needs to be demand-focussed, results orientated, evidence-based and able to respond to the changing needs of employers and young people.

About the Organization

Website: www.harambee.co.za
Sector: Non-Profit
Size (number of employees): Up to 1,000
Headquarters: Johannesburg, South Africa

Key Partners

Business | **Government** | **Education and Training** | **Civil Society**

Status

Start year of the initiative: 2011 - still ongoing.

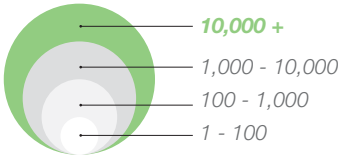
Next steps of initiative:
Global expansion: To support inclusive youth employment in Sub-Saharan Africa and other countries globally.

Modification of scope: To address different aspects of and increase efficiency of education-to-work and demand-supply matching challenges.

Impact

Country(ies) of impact: South Africa

Number of people impacted annually: 100,000 young people brought closer to work, of which 10,000 secure full-time formal sector work



Time to intended impact:

less than 2 years	*2 to 5 years*	*more than 5 years*

Metrics:

- Number of candidates transitioning into work
- Placement rate of programme participants
- Retention of candidates in work
- Positive influence on employers' attitude toward first timers
- Success of candidates in seeking work
- Development of relevant empirical evidence for learning and sharing more broadly
- Business model for scale and sustainability
- Operational efficiency
- Effective multi-sector partnerships

Benefit to organization:

- Direct benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: Implementing this model requires strong, senior partnerships across the public, private and social sectors. It also requires shifting employers' mindsets, building a brand with work-seekers and an organization flexible to the changing needs of the market.

How easily can this initiative be expanded to include a larger number of participants? Easy

For Further Engagement

Contact name: Maryana Iskander
Contact position: Chief Executive Officer
Email: maryana@harrambee.co.za

Youth Unemployment Initiative

Submitted by **Credit Suisse**

Develop Employment Skills | Foster Entrepreneurship | Connect Talent to Markets

Objective

To prevent youth unemployment and integrate youth into jobs through skill development, close attendance and support.

Overview and Main Activities

This five-year programme supports youth throughout their transition between education and the job market. As part of the initiative, Credit Suisse financially supports six specialized non-profit partner organizations that help youth find regular employment, increase their employability and strengthen their skills. For example, NGOs offer function-specific and behavioral skills training, and support youth in applying for jobs, including personal assessment and preparation and training for interviews. Credit Suisse employees are directly involved in the NGOs programmes by mentoring youth on practical questions such as how to write a CV and how to prepare for a job interview.

The programme is jointly administered by Credit Suisse and its partner NGOs, which work with experts and government authorities in the respective regions to implement the programme. Each partner NGO delivers a tailored programme:

- Intégration Pour Tous: Prepares apprentices and youth leaving secondary school and entering the job market.
- Labor Transfer SA: Offers professional integration of youth leaving commercial school.
- SLA Regional Associations: Offers professional integration of unemployed apprentices at eight locations.
- "Die Chance" Foundation: Helps struggling apprentices get a permanent job after their apprenticeship.
- Speranza" Foundation: Assesses apprentices on alternative occupations, including job options.
- Vocational Certificate Association: Helps apprentices secure a permanent job or further education after their apprenticeship. Includes campaign to help raise awareness of the benefit of vocational certificates.

Key results:

- On average, from 2011-2013, 69% of participants left the programmes successfully — either by securing fixed or temporary employment or by entering further education.
- Average annual costs per participant from 2011-2013 were between 2,000 and 4,000 Swiss francs, depending on programme intensity.
- Number of apprentices increased from 600 to 750 by the end of 2013.

This initiative is part of a larger programme that includes the start-up of a venture capital firm focussed on small and medium capitalized enterprises (www.svc-risikokapital.ch) and another initiative to promote young talent in the ICT sector (www.ict-berufsbildung.ch).

Success Factors and Challenges

Most critical success factors:

- Funding from Credit Suisse
- Potential to inspire the development of new initiatives and ideas
- Engagement of the private sector for a community and public topic

Main challenges:

- Evaluating and improving six partner programmes
- Cooperation and dialogue between all the stakeholders, especially between partners and the bank
- Finding a sustainable solution after 2015 that is partly financed by the government and partly by private sponsors and includes the launch of a single body to build and manage the oncoming activities and supplementary financial assistance

Recommendations for Others

At the beginning of the initiative a long-term vision and a medium term strategy should have been defined. Similarly, clear definitions of objectives and KPIs as well as controlling methods must be agreed upon and established. Partner organizations need to be selected on restrictive quality criteria, such as experience in youth professional integration; openness for cooperation and transparency; funding power; and political and business network. Working with a group of partners requires aligned interests among them, such as ensuring the same contract duration.

About the Organization

Website: www.credit-suisse.com
Sector: Banking and Capital Markets
Size (number of employees): 50,000 – 100,000
Headquarters: Zürich, Switzerland

Key Partners

Business | Government | Education and Training | Civil Society

Status

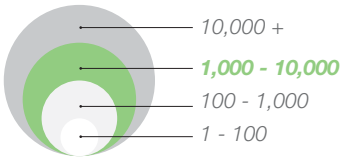
Start year of the initiative: 2010 - still ongoing.

Next steps of the initiative:
End the initiative: Intended to end in March 2015, but long-term solution in cooperation with the State Secretariat for Economic Affairs (SECO) and other private sponsors is in the works to transform this into a national private-public-partnership.

Impact

Country(ies) of impact: Switzerland

Number of people impacted annually: 1,750
(7,000 participants over four years)



Time to intended impact:

less than 2 years	*2 to 5 years*	*more than 5 years*

Metrics:

- Number of enrolled candidates in each programme
- Number of candidates who find a short-term or long-term job contract, internship or apprenticeship

Benefit to organization:

- Indirect benefit to organization

Replicability and Scalability

How easily could other organizations implement this initiative?

Difficult: A profound knowledge of internal labour markets is helpful to steer, monitor and control such an initiative.

How easily can this initiative be expanded to include a larger number of participants?

Easy: Though funding can be limiting, the number and size of partner organizations allows for quick scalability. In addition, knowledge and infrastructure are already in place.

For Further Engagement

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Contact position: Head Corporate Citizenship
Email: zahra.darvishi@credit-suisse.com

WORLD ECONOMIC FORUM

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