

The Jobs Challenge and the Global Recession

Moderator: Tjipke Bergsma

Speakers: David Robalino, Peter Bakvis, Branka Minic, Azita Berar Awad

David Robalino, Lead Economist at the World Bank, laid out the three main challenges countries face when it comes to jobs: 1) persistent high unemployment 2) many people do not participate in the labor market –particularly women and youth who are not working or studying and 3) very low productivity of labor. Even for the people with jobs, the prospects are daunting as there are 840 million working poor so jobs have lost the ability of lifting people out of poverty. Also, the gap between growth in wages and growth in productivity has been widening which accelerated as a result of the crises. A declining wage share is one of the elements that generated the crisis. As for the informal sector, on average 40% of non-agricultural employment worldwide is in the informal employment. In response to the crises, both HICs and MLICs relied mainly on public employment services and training. According to Robalino, unemployment is difficult for everyone, for structural reasons such as the gap between productivity and wage growth, and economic growth and job creation. The recession only exacerbated the unemployment even further but, on a more positive note, is slowly recovering.



From left to right: David Robalino, Azita Berar Awad, Peter Bakvis and Branka Minic

Shared Prosperity and the Youth Demographic

Moderator: Bill Reese

Speakers: Emmanuel Jimenez, Tarik Yousef, Naadiya Moosajee

Presentations:

<http://www.worldbank.org/content/dam/Worldbank/Event/social-protection/Plenary%20%20Emmanuel%20Jimenez.pdf>



From left to right: Emmanuel Jimenez, Bill Reese, Naadiya Moosajee and Tarik Yousef

Emmanuel Jimenez explains how the youth bulge in developing countries should be exploited because, as in the case of the Asian Tigers, it could cause 1/3 to 1/2 of the country's economic growth. Under the philosophy that a country must grow rich before it grows old, Jimenez observes the (economic) opportunities that can derive from a youth bulge. Jimenez is currently the Director of Public Sector Evaluations of the IEG but also led the core team that prepared the *World Development Report 2007: Development and the Next Generation*.

Tarik Yousef, CEO of Silatech, points out that the MENA region had the biggest youth bulge of any region on which he actually wrote his first paper on *Estimating the value of the Demographic Dividend to the MENA region*. Due to the lost decade of slow economic growth (1980s) all the policies failed. "I'm sure that policy-makers cannot provide the answers alone".

He states how the challenges to youth unemployment can only be faced with new modalities of engaging youth through a multi-stakeholder approach for job creation; an approach that is experimental and open to risk taking and does not assume that the policies are always available and one that tries to fill the gaps and aggregates. Yousef is a true believer of the micro-based approach to improving economic opportunities for youth which is highly experimental, prone to risk-taking and incredibly “obsessed with disruptive thinking”.

Naadiya Moosajee, a South African national, insists on a better implementation of her country’s policies as the politicians are excellent at policy-making but “atrocious at implementation”. She underlines all the opportunities for youth to make a difference of which mobile phone penetration is one among others. Moosajee is the co-founder and CEO of SAWomEng (South African Women in Engineering).

Skills and Employability

Moderator: Furio Rosati

Speakers: Pablo Acosta, Christian Bodewig, Le Dong Phuong

Presentations:

<http://www.worldbank.org/content/dam/Worldbank/Event/social-protection/Plenary%203%20Pablo%20Acosta.pdf>

<http://www.worldbank.org/content/dam/Worldbank/Event/social-protection/Plenary%203%20Christian%20Bodewig.pdf>

<http://www.worldbank.org/content/dam/Worldbank/Event/social-protection/Plenary%203%20Le%20Dong%20Phuong.pdf>

Furio Rosati, program coordinator at Understanding Children’s Work, thinks it is very important to know how to measure skills because only with those measures organizations such as UCW can implement skills-matching programs. On a worldwide scale, 30-40% of the companies report skills shortages and a lack of basic skills in their new recruits. Pablo Acosta, Senior Economist at the World Bank, explained the successful Skills STEP (Skills toward Employment and Productivity) program. His Power Point presentation perfectly describes all relevant skills and the steps to achieve it. Christian Bodewig, Vietnam Expert and Sector Leader at the World Bank, takes Vietnam as a Development Success Story. “In 1980, it was one of the poorest countries in the world. By 2010, it was close to full employment, poverty had dropped to below 10% (from over 60%). How did it do that?” Vietnam invested over 20% of government revenues in education with the result that its literacy and numeracy skills, as assessed by the PISA measures, are in par with Germany and even above the levels of UK and USA. “The lessons of the Vietnam story are universal – of interest not just for low-income countries, but also high-income countries. I asked employers in the Solomon Islands what were the key skills and they said: ‘Socio-Emotional Skills....we can teach technical skills’. Vietnam is interesting because it shows the fabulous results of the investment in quality education”.

Entrepreneurship and the Informal Economy

Moderator: Andrew Devenport

Speakers: Michael Grimm, David Margolis, Anaclet Desire Dzossa, Nermine Boufaress, And Hamza Elkamel

Presentations:

<http://www.worldbank.org/content/dam/Worldbank/Event/social-protection/Plenary%204%20Michael%20Grimm.pdf>

<http://www.worldbank.org/content/dam/Worldbank/Event/social-protection/Plenary%204%20David%20N%20Margolis.pdf>

<http://www.worldbank.org/content/dam/Worldbank/Event/social-protection/Plenary%204%20Anaclet%20D%C3%A9sir%C3%A9%20DZOSSA.pdf>

<http://www.worldbank.org/content/dam/Worldbank/Event/social-protection/Plenary%204%20Nermine%20Boufaress.pdf>

Informal workers make up the vast majority of the world's labor force and many of them subsist in a state of poverty or economic instability. Two Tunisian entrepreneurs underscored this challenge of the informal economy by starting their own business in supporting the formalization of informal enterprises through the educational website idariyet.com. David Margolis made an interesting observation that literacy and numeracy skills programs only have impact in wage jobs while self-employment, as the primary form of work in the SSA, requires problem solving and technical skills. Hence, literacy and numeracy skills programs have no effect on earnings but technical skills and apprenticeship does. He concludes that training programs only affect knowledge and practice but not the income of business start-ups and that entrepreneurs in SSA don't grow due to a combination of aptitude, skills and social capital (summed up as individual constraints). Michael Grimm added to this by commenting that the growth of small and micro enterprises are hindered, as is demonstrated through their high marginal returns and low real reinvestment rates, explained by the phenomenon of "social capital- detrimental redistribution". Mr. Dzossa clearly restated the importance of self-employment in SSA by stating that in Cameroon 80% of the workers are non- wage workers. Finally, in order to close the skills gap it is clear that training programs will not suffice. Access to capital, on the other hand, is a real challenge that seriously delays the formalization of informal enterprises.



From left to right: Anaclet Desire Dzossa, Michael Grimm, David Margolis, Nermine Boufaress, Hamza Elkamel and Andrew Devenport

Keeping Track of Youth Employment Programs and Understanding What Works

Moderator: Mattias Lundberg

Speakers: Susana Puerto Gonzalez, Friederike Rother, Jochen Kluge and Mariel Sabra

Presentations:

<http://www.worldbank.org/content/dam/Worldbank/Event/social-protection/Jochen%20Kluge%20Friederike%20Rother%20.pdf>

<http://www.worldbank.org/content/dam/Worldbank/Event/social-protection/Plenary%205%20Mariel%20Sabra.pdf>



From left to right: Friederike Rother, Susana Puerto, Mariel Sabra and Jochen Kluge

The World Bank's Youth Employment Interventions Inventory (YEI) is a repository of information on youth employment interventions containing more than 700 projects of which 90% involves skills training (www.youth-employment-inventory.org). The question is: Why? What is the overall effectiveness of these employment programs? Strong patterns were found by each program type. Training programs are modestly effective in the long run while incentive programs (such as wage subsidies) are effective in short run. The following goal is to synthesize evidence on effectiveness of different labor market dimensions for youth. Mariel Sabra from the Multilateral Investment Fund (FOMIN) at the Inter-American Development Bank points out that the youth unemployment in the LAC region is 3 times as high as adult unemployment. The FOMIN is established in 1993 with the aim to support private sector development to benefit poor and vulnerable populations. It has built more than 120 projects on youth employment and entrepreneurship with over 80 million dollars invested over 100 partners across the region. The following goal is to target 600,000 youth in 10 LAC countries.

Young Women in Business

Speaker: Imge Kaya Sabanci, 10,000 Women Turkey Program Manager at Goldman Sachs & Ozyegin University

Discussants: Neda'a Kharoub, President, Trip to Innovation, Jordan – Lina Useche, CEO, Aliança Empreendedora, Brazil



From left to right: Neda'a Kharoub, Lina Useche and Imge Kaya Sabanci

The 10,000 Women project is a socially responsible program aiming to support women with management and business training. It also is the *most comprehensive business education program in Turkey*. In Turkey they already managed to train 403 women in the sectors of household services, online services, textiles and others with 350 women graduating. These women receive a mini MBA program consisting of 6 modules (182 hours of training) for example access to capital, process management, business plan development and evaluation. Imge: “We don’t give them loans. We teach them how to go find them”. After applying for loans and reception of funds, they continue to receive soft skills training while monitoring the impact of the performance with post revenue numbers data consisting of more informal data as well. Already 400 new jobs have been created by these women!

Aliança Empreendedora, founded in 2005, also works on access to information, network building and guidance with an emphasis on skills improvement training to entrepreneurs in Brazil. They have supported 17,000 young entrepreneurs (of which 85% are women) in 15

states through the project dissemination of 47 organizations in collaboration with the private sector such as Coca Cola, Danone and Natura. Thanks to the International Youth Foundation Aliança succeeded in scaling up their projects and with supporting these women, they're, in turn, building their communities and families.

Trip to Innovation in Jordan also underlines the importance of female entrepreneurship in Jordan as 70% is in the demographics of active youth but young people need to get motivated to go into entrepreneurship. In Jordan, there is support for entrepreneurs but not at the idea stage. Therefore TI organizes tours across the country with music, dance and fun to generate ideas. Afterwards they work on one-on-one trainings and organize workshops. The organization has supported more than 2,000 entrepreneurs in 8 cities and in 3 years with the Kind Abdullah II Fund as one of the partners. In the 10,000 Women program, the training costs 10,000 USD per women, in Brazil it is 2000 USD and in Jordan only 100 USD per women per year due to the high number of volunteers.

BREAKOUT SESSIONS

Tools for Evaluation and Evidence: Lessons from RCTs and Other Innovative Impact Assessments

Moderator: Paul Dyer

Speakers: Jochen Kluve, Niklaus Eggenberger-Argote, Drew Gardiner and Adam Osman

Presentations:

<http://www.worldbank.org/content/dam/Worldbank/Event/social-protection/B1.1%20Niklaus%20Eggenberger.pdf>



Adam Osman and Jochen Kluge

Connecting Young Workers with the Private Sector

Moderator: Peter Shiras

Speakers: Roland Michelitsch, Dahlia Khalifa, May Habib, Kevin Doyle and Ebru Odabas

Presentations:

<http://www.worldbank.org/content/dam/Worldbank/Event/social-protection/B1.2%20Roland%20Michelitsch.pdf>

<http://www.worldbank.org/content/dam/Worldbank/Event/social-protection/B1.2 %20Dahlia%20Khalifa.pdf>

<http://www.worldbank.org/content/dam/Worldbank/Event/social-protection/B1.2 Kevin%20M%20Doyle.pdf>



From left to right: Ebru Odabas, Kevin Doyle, Dahlia Khalifa and Peter Shiras

Roland Michelitsch of the IFC's Let's Work Partnership began by indicating that private firms face numerous constraints affecting their ability to employ young people, one of these being mismatch or insufficient worker skills. The private sector can be engaged in the design of vocational or other related training so it reflects the needs of the industry as much as possible. Dahlia Khalifa of the IFC's E4E for Arab Youth added that in that region, there is also a mismatch of expectations on behalf of youth with regards to what is actually available in the market for their skills. In MENA, two-thirds of youth in the region do not feel they are equipped with skills for the job market and many are willing to pay for better training/education. The Private sector can play a role by investing in the education/training sector. Policy-makers and other stakeholders can help by: Encouraging private investment in education; Making quality training accessible by all youth; Improving student education financing options; Removing regulatory barriers to investment in education/training; Ensuring a consistent framework for quality assurance in training/education; and identifying and supporting sectors with growth potential which is being held back by the mismatch of skills.

Kevin Doyle of Equity Group Foundation shared examples of how a private company can use its core business to serve underserved young micro and small entrepreneurs by facilitating access to banking services for low-income clients by removing traditional barriers (such as fees, and minimum deposits). The Equity Group Foundation also offers the same clients training in financial literacy and basic entrepreneurship to help low-income individuals better manage both household and microenterprise resources. Ebru Odabas of Beymen group, a large retail

company in Turkey provided insight into what employers most look for in youth as workers. Soft skills are the most important skills for the company. Specifically they look for youth who are customer-oriented, willing to learn, patient, cooperative, creative and can be 'part of the family'. May Habib founded Qordoba, a technology start-up in Dubai to meet two needs in the MENA region – 1) a lack of good quality online Arabic content and 2) a large cadre of well qualified youth without jobs. May noted challenges that affect an entrepreneur's ability to set up a business in the MENA region, including unreliable infrastructure (telecom and electricity), employees with the right skills, especially soft skills like critical thinking, problem-solving, initiative, and leadership.

Supporting Young Micro and Small Entrepreneurs

Moderator: Justin Sykes

Speakers: Yannick DuPont, Lakshmi Venkataraman Venkatesan, Chris Wood, Donnie Seet

Presentations:

http://www.worldbank.org/content/dam/Worldbank/Event/social-protection/B1.3_Donnie%20Seet.pdf

http://www.worldbank.org/content/dam/Worldbank/Event/social-protection/B1.3_Lakshmi%20V%20Venkatesan.pdf

http://www.worldbank.org/content/dam/Worldbank/Event/social-protection/B1.3_Yannick%20DuPont.pdf

<http://www.worldbank.org/content/dam/Worldbank/Event/social-protection/The%20Youth%20to%20Youth%20Fund.pdf>

Lakshmi's objective with the Bharatiya Yuva Shakti Trust (BYST) is to transform entrepreneurs from informal to formal sector. Among the entrepreneurs supported by the Trust, 10% has become millionaire. She explained how they have been leveraging large public sector banks until they introduced a guarantee scheme for lending operations to entrepreneurs. However, the banks prefer to not pull out these loans under the scheme so the real challenge for the Trust is to ensure the banks' collaboration in implementing the guarantee scheme. Another challenge is to find the informal innovative entrepreneurs across India but the question remains how to reach these people? SPARK is another non-profit operating in equally challenging environments, fragile states to be exact. They evaluate projects with 75% focused on SMEs and 25% on start-ups. In order to understand the different ecosystems faced by entrepreneurs, Spark did a survey in 9 fragile states. It demonstrated that out of the top 5 challenges, 4 were linked to access to credit. It also came to the conclusion that 70% percent of the people who already failed in their business will be more successful the next time around. Another initiative is the Youth to Youth Fund by Chris Wood which gives out grants rather than loans. They receive 12 months of support with all aspects of entrepreneurship including the grant. After the business is built, the entrepreneurs will continue receiving support for another 6 months. This approach has become a sustainable way of creating jobs as of the 75% jobs created continued employing people 18 months later. In the last phase of the project, the Youth to Youth Fund

rescales and repeats it in other countries. Their Y2Y Toolkit allows for every organization to design their project and in case of a budget you can see how many jobs you could create. The Youth Enterprise Academy (or YEA International), started by a young entrepreneur called Donnie Seet, supports very young people (from 13 years onwards) during the pre-startup process by securing funding for entrepreneurship programs in 120 schools. In the last few years they trained 500 young people but they also invest in incubators, access to finance and training. While Donnie Seet believes support to entrepreneurship is most relevant through schools, Ms. Lakshmi responds that most schools in Indian rural areas don't actually exist so most young people are in the informal sector (94% of all jobs) meaning that BYST literally goes into these villages and bring in local entrepreneurs with each district providing an abundance of entrepreneurs. These approaches make it clear that innovation can be found in both schools and in the informal sector.

Assessing Youth Needs

Moderator: Abdulsalam Alsulaiman

Speakers: Furio Rosati, Osman Nour and Wesam Hassan

Presentations:

http://www.worldbank.org/content/dam/Worldbank/Event/social-protection/B1.4_Wesam%20Hassan.pdf

Bringing Evidence to Policy

Moderator: Ozan Çakmak

Speakers: Mansoor Al-Mansoor, Gituro Wainaina, Khalipha Bility and Meltem Aran

Presentations:

<http://www.worldbank.org/content/dam/Worldbank/Event/social-protection/B2.1Gituro%20Wainaina.pdf>

This session provided an opportunity to hear from policy makers on how research informs innovation in their work and how to better align research work with the needs of government officials. During the session, Mansoor Al-Mansoor, Deputy Director General for Employment Support at the Human Resources Development Fund in Saudi Arabia, Gituro Wainaina, Director of Social and Political Pillars at the Kenya Vision 2030 Delivery Secretariat, and Khalipha Bility, Deputy Minister for Planning, Research and Development at the Ministry of Education in Liberia described recent solutions put in place in their countries to combat poor educational and employment outcomes for youth. While each of these innovations was based on research and evidence from the broader international context, the officials agreed that researcher agendas rarely align with the needs of policy makers. In particular, impact evaluations and similar studies require time that the policy cycle cannot wait for and costly financial resources that

could, in their opinions, be better used for direct support of beneficiaries. Meltem Aran of Development Analytics pulled these comments together and put them into context, stating that the agendas of researchers and policy makers can be bridged in constructive ways. First, researchers and policy makers need to collaborate from the first phase of data collection and strategy development. Second, on the policy side, efforts need to be made to make the policy cycle less impulsive, while government officials need to take steps to build technical capacity within the bureaucracy. On the research side, the culture around academic promotion and publication needs to be revisited. Finally, embedding an evaluation culture into political culture will ensure the effectiveness of spending and policy development.

Public-Private Partnership: Municipal Model on Youth Employment

Moderator: Elie Mekhael

Speakers: Fawaz Hamidi, Saly Khalaf, Balquies Hagrass and Hani Ali

Discussants: Nader Ghazal, Toufic Dabboussi, Mary Ayad, Elie El Kai

Presentations:

<http://www.worldbank.org/content/dam/Worldbank/Event/social-protection/B2.1Gituro%20Wainaina.pdf>

Two examples of public-private partnerships were presented; 1) a youth employment program in Lebanon involving the local chamber of commerce, NGOs and the Tripoli municipality and 2) a program in Cairo to help youth on the street access jobs, that brought together public sector agencies, NGOs and local employers. Both of these examples were provided technical support by the Arab Urban Development Institute (AUDI). In addition to a presentation on how the partnerships work, various stakeholders involved also joined the discussion to share their perspectives on why they were successful and what lessons could be learned. Some of the take-aways include the following:

- When local governments, the business sector (associations and individual companies) and local NGOs and CBOs work together to deliver services, it results into a more effective intervention for youth programming because each brings different strengths to the partnership.
- Partnership is not about a contractual arrangement among parties but a culture of engagement and dialogue that allows them to work together to deliver services to the community.
- PPPs can make businesses more socially responsible and responsive to the community while it can help local NGOs strengthen their organizations and improve their business model and sustainability.
- Municipal agencies can help coordinate efforts among all the parties in the partnership, provide legitimacy to other partner efforts, and offer services that other partners cannot.

Comprehensive Approaches to Skills Training and Job Placement

Moderator: Awais Sufi

Speakers: Aakash Sethi, Omar Razzaz and Alejandro Jaimes

Presentations:

<http://www.worldbank.org/content/dam/Worldbank/Event/social-protection/B2.3%20Aakash%20Sethi.pdf>

<http://www.worldbank.org/content/dam/Worldbank/Event/social-protection/B2.3%20Alejandro%20Jaimes.pdf>

The panelists advised that employability interventions and technical training be well-coordinated with the government and private sector and well informed by the local labor market. They also stressed the importance of non-training services including job placement support, career counseling, and high-quality life skills training. Several speakers recommended that programs focus on youth as unique individuals to inspire them to take charge of their careers and futures, while also offering the support services mentioned above. Likewise, Omar Razzaz recommended that policymakers should be deliberate about national plans and services to help youth transition from school to work in a systematic manner, especially as the population of young people grows around the world.

New Technology and the Future of Work

Moderator: Jill Huntley

Speakers: John Irons, Heidi Strawson and Bora Caldu

Increasingly, technology is allowing young workers with the right skills to find employment far from home, where local economies may not offer the same level of opportunities. Technology also enables people to gain the skills they need to enter the job market – whether locally or afar - including skills necessary for jobs in the IT sector. The panelists were invited to comment on the trends – including the opportunities and the threats – that they are seeing, and how technology will change the future labor markets, disrupting today’s norms and imposing new ways of working.

Jill Huntley starts off with: “Our kids will become vertical farmers, App makers or augmented reality programmers! It is obvious that our children will not learn these skills in schools. There’s a demise of old industries making way for New Tech jobs but what needs to happen to enable these opportunities?” John Irons, Managing Director at the Rockefeller Foundation explains the new project *Digital Jobs Africa* that works in 6 countries by connecting young people to emerging jobs. John Irons commented on the Rockefeller Foundation’s insights from Digital Africa, and the extent to which technology is creating new employment opportunities. He also gave a view on the role of government and business in this context. However, a question from the audience reminds the panel of a WB report that suggests that most youth will be employed in agriculture and what are the implications for technology? John recognizes the importance of

agriculture but that Rockefeller looks at the rural to urban drift. 'However, we could focus on farming techniques as well'.

Bora Caldu shared perspectives from Microsoft, including the company's Youth Spark Initiative, which is preparing people for the world of work. He adds that MS now calls itself a devices and services company having initiated several CSR programs to empower young people and to prepare them for the emerging job market. MS Youthspark is a big-reach Initiative for youth that has provided grants to 186 youth NGOs. They're providing free tools to NGOs such as an employee portal, online articles, and online seminars with successful entrepreneurs, face-to-face trainings on basic office skills and website creation. Besides this, MS is implementing IT and entrepreneurship camps as well. Their goal is to support youth employability, increase awareness of IT-based entrepreneurship and increased IT literacy rates.

Heidi Strawson commented on how technology enables people to gain the skills they need to enter the job market, how the nature of that market is changing, and how a company such as Accenture is adjusting to reflect these changes in technology enablement, demographics and changes in the very nature of the term "employment". She points out that by calling something a New Technology it is old because it is already being used. Focusing on new technologies is imagining technologies that haven't been invented yet. "But how do we engage the disadvantaged, disabled and young women to get involved in our business? We have a workforce of hyper-skilled youth who can code but how do we get others in to do that? We need help from countries such as Sao Paulo, Morocco, Philippines and Argentina. When we are looking for disadvantaged young people who can deliver those skills, we use our non-profit partners to access those young people but they often don't speak English and don't have the soft skills". Heidi insists on investing in those multi-faceted solutions – modest investment with large returns. Collaboration – partnership – addressing shared needs.

Youth Employment: Lessons Learned and Future Priorities

Moderator: David Robalino

Speakers: Rob Zajko, Azita Berar Awad, Omar Razzaz, Aime Angeliqe Noella Akayezu



From left to right: Omar Razzaz, Aime Angelique Noella Akayezu, Rob Zajko, Azita Berar Awad and David Robalino

David Robalino opened the session with: “If youth unemployment is like a disease, what is the right medicine? What is the right balance between macro-national policies & priorities and policies targeted only at youth? We know that 90% of jobs are in the private sector but 50% of those jobs are self-employed, low-quality jobs. Another problem is scale. There are millions of unemployed but our programs reach only thousands. So how are we going to scale? What is your organization doing in the field of youth employment and what are the obstacles you face?”

Azita Berar Awad, Director of the Employment Policy department at the ILO, explains how the organization has prioritized “Jobs and Skills for Youth” and plans to double/ triple its work in this area. “We have global repositories of solutions with firm evidence bases so we can exchange ideas across regions. We need all actors: governments, NGOs, private sector, unions, development agencies, universities and youth organizations to take further action. We don’t have much time to assess policy initiatives. We need to do rapid assessments and get things going at different time scales. Also, global inventories are not enough. We have to bring knowledge to the right people at the right place. We need to do this through hands-on practitioners and knowledge-sharing”.

Omar Razzaz, Chairman of the Board of Trustees at the King Abdullah II Fund for Development in Jordan: “Ten years ago in Jordan, there were no active labor market programs, no M&E

although now we have over 100 brilliant programs but we're not reaching the scale that would solve the problems. We now have the active participation from both the private sector and universities for a subtle school-to-work transition.

Aime Angelique Noella from Digital Opportunity Trust takes on a youth-led approach. "When we equip young people with digital skills, we unleash their business skills. They have the skills to re-build their communities. Rwanda is a young country – so we have to make them the ones to build a future, to be problem-solvers and have the life-skills as well as digital skills. We want to create a global network of youth problem-solvers".

Rob Zajko, Resourcing Director for Europe, Middle East and Africa and Regional Ambassador for Youth, Hilton Worldwide, explains that the hospitality sector is the largest employer in the world. There are 225 million employees worldwide with another 75 million being created in the next 10 years. However, there are obstacles. First of all, young people don't know about the opportunities (information gap), they don't have the skills (skills gap) and finally 'we're not retaining them'. 'Careers at Hilton Live' is now organizing 620 events in May in 54 countries." Young people are the life-blood of our industry". Hilton is deeply involved in developing youth in their communities worldwide. For example, Hilton Pyramids works with Egyptian children to set up a bakery and a procurement that will buy their product and the Hilton in Qatar just brought on a youth company that brings green technology to life, to get the Hilton Hotels greener.

Robalino sums up that there's an over-supply of interventions (30,000), a demand for a method to scale up projects and for a common metrics allowing for a common language to understand the same outcomes.

A Proposed Way Forward

Moderator: Jill Huntley

Speakers: Arup Banerji, Tjipke Bergsma, Andrew Devenport, Matthew Edwards, Krishna Kumar and Bill Reese



From left to right: Arup Banerji (World Bank), Matthew Edwards (Accenture), Krishna Kumar (RAND), Andrew Devenport (Youth Business International), Tjipke Bergsma (Plan International), Bill Reese (International Youth Foundation) and Jill Huntley (Accenture)

Jill immediately starts to acknowledge the many successful programs mentioned throughout the conference followed by perhaps the largest problem to youth employment solutions, which is that all these projects are happening at a very low scale so how to scale up, she continues. All of the Directors responded with their own examples of scaling-up.

Tjipke Bergsma underlines the relevance of TVET while admitting that they 'have trained too many hair-dressers and too many bicycle repair artists'. Through Plan's Youth Economic Empowerment Program (YEE) - Youth MicroFinance program - sponsored by the World Bank and in collaboration with Making Cents and the MasterCard Foundation in West-Africa, young people were putting their savings together which allowed an illiterate girl in Niger, with a \$50 loan to buy a freezer making mango ice-cream. Afterwards, she hired a boy to sell it so at 17, she became an employer. In Indonesia, the YEE program, after a thorough evaluation, became government policy. "This is a perfect example of a project that goes to scale", says Bergsma.

Matthew Edwards mentions two things relevant to Accenture vis-à-vis youth unemployment. "We are a people business. We don't make anything. We employ 290,000 people to provide

services to our 50,000 clients. As a Public Citizen, Accenture has the Skills to Succeed program which provides 700,000 youth with the skills to get a job by 2015. In South East Asia, they work with the Leonard Cheshire Trust providing work skills for young disabled people, driven by demand. Accenture along with other corporations have employed some of these trained young people as well.

Arup Banerjee believes that cash transfers are one of the solutions to youth unemployment. "Fifteen years ago we were not allowed to do this within the World Bank when bank economists were telling us: "We give out loans to build dams, not give cash to individuals... But now it is accepted". Currently, the WB has billion dollar Cash Transfer programs and expanding it to 100 countries. Through rigorous evaluations, the WB has found out that cash transfer programs work! "We need to do more of rigorous evaluations in this field in order to harness the talents and achievements that are here in this room. We are far, far away from the place where we need to be. I have 3 thoughts about what to do differently":

1. LINK BETTER: There should be a better linkage between huge corporations and SMEs (small start-ups). The top needs to know more about what is happening on the ground and to link closely to today's solutions. "We need to catch up with our Youth".
2. LEARN BETTER: A better pooling of all the ideas so everyone can borrow and steal each other's ideas. By gathering better evidence to learn from and to teach ourselves that it is OK to fail because it allows us to have better lessons for our next ideas.
3. LEVERAGE BETTER: Use your successes to leverage more resources in your own countries and networks. Go do it!

Krishna Kumar agrees that we all must continue building the knowledge base but that these studies should be more innovative and daring! "We need to do more pilot programs and do more rigorous evaluations before spending billions of dollars on a pet project".

Bill Reese brings one of IYF's successes to the fore: ENTRA 21

([http://www.iyfnet.org/program/976 Entra 21](http://www.iyfnet.org/program/976%20Entra%2021)) It started in 2001, has reached 110,000 youth, many rural, ex-combatants and many gang members in Columbia and a clear example of a longitudinal project. "Many of the big donor agencies and big Foundations have intentionally avoided Youth Employment: why? Because it is so complicated and so difficult to be successful. CSR is fuelling a lot of the success stories we have on this stage - but CSR cannot take this process to scale. Only governments can do that - so we have to get them engaged"

PUBLICATIONS:

1. <http://go.worldbank.org/1GNNDFIY50> Multi-Donor Trust Fund publications

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