

Meaningful Work Programming Approach

April 2025

WORLD
YMCA



This document details the Programming Approach for the YMCA Meaningful Work pillar, including framework, delivery considerations and methodology.

Document purpose and intended audience

The purpose of this document is **to present the Meaningful Work Programming Approach in detail**, serving as a playbook that outlines what YMCA programming could look like across both new and existing programs in the future to support the Future Ready Young People strategic priority, as articulated in the Meaningful Work Strategic Priorities*.

This document is designed for national and local YMCA staff and volunteers, to provide guidance on their programming delivery efforts. It may also be informative for all YMCA levels in how programs could be designed moving forward, as well as strengthen and support alignment for existing programs to updated programming frameworks.

How this document can be used

- ✓ **Inform strategic choices** at global, regional, national and local YMCA levels regarding programming priorities and investments aligned to the Meaningful Work pillar.
- ✓ **Support new program design and delivery and strengthening of existing programs** within different YMCA operating contexts, enabling enhanced outcomes for young people.
- ✓ **Provide inspiration for possible programs** that could be delivered by YMCA in the future.
- ✓ **Identify key considerations** to keep in mind for future programming efforts.

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1. Programming Framework Design Page 5

Introduces the **Programming Framework** that future Meaningful Work programming should align to, including possible **activities and resources** that YMCAs can utilise to **design their own programs**.

2. Framework Component Overviews Page 11

Contains a **detailed outline of each of the Programming Framework components**, including different types of programs, delivery considerations, possible adaptations and case studies.

3. Getting Started Page 31

Outlines **immediate activities to get started** and supporting **frequently asked questions**.

4. Appendix Page 34

Provides practical tools and resources and additional detailed information to support programming efforts.

* See Meaningful Work Strategic Priorities Practical Guide for more detail

The Programming Approach was developed through extensive research and analysis, supported by in-depth consultation and testing sessions

The Programming Approach has been shaped by research and analysis of external and internal YMCA best practice approaches, YMCA contexts and Meaningful Work pillar outputs and programs to date. This included:



YMCA Meaningful Work pillar outputs, including YMCA-Deloitte Global Youth Meaningful Work survey*, published reports and State of Play data.**



Current YMCA program information, including Learning to Earning.***



Desktop research into key trends, case studies and best practice across 30+ external resources.****



Current YMCA strategic and operating contexts that may impact programming delivery.*****

Throughout the development of the Programming Approach, we have extensively engaged to test and iterate our work with key stakeholder groups. This included:



50+ Youth Champions



10 World YMCA executives



80+ Mombasa Accelerator Summit lab participants



10 YMCA leaders and program managers in group testing sessions



8 YMCA leaders and external partners in our Steering Committee

* More information on the *YMCA-Deloitte Global Youth Meaningful Work survey* is found in the Appendix.

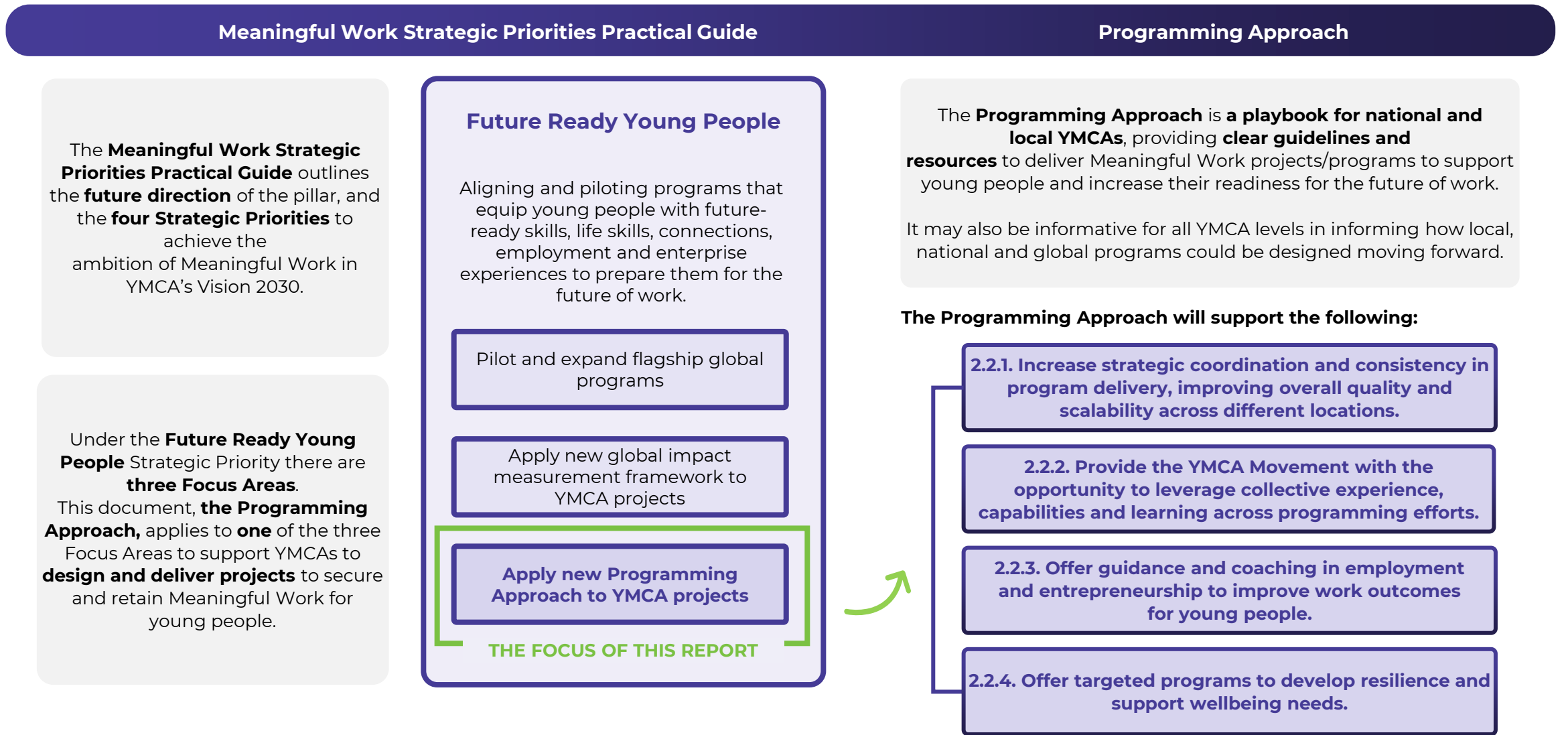
** The Meaningful Work State of Play captures best practice YMCA projects shared by 46 YMCAs in 2024.

*** Learning to Earning is a globally coordinated project in collaboration with Accenture, Generation Unlimited and other partners that sought to develop and test new approaches to solve the learning to earning challenge.

**** See Appendix for full list of resources.

***** For more information on these, see the *Meaningful Work Strategic Priorities Practical Guide*.

The Programming Approach is linked to the Future Ready Young People strategic priority in the Meaningful Work Strategic Priorities Practical Guide



01

Programming Framework Design

01 Programming Framework Design

02 Framework Component Overviews

03 Getting Started

04 Appendix

Section overview

This section introduces the Programming Framework for Meaningful Work and explains how it will holistically support young people and contribute to the Meaningful Work Pillar related outcomes. It outlines that there are mandatory and flexible elements, supporting consistency and local nuance, and critical success factors that must be met for successful activation.

What questions and answers does this section cover?

What can Meaningful Work programming look like at my YMCA?

Meaningful Work programming can be aligned to the Programming Framework (Slide 6), which has been designed to help YMCAs provide holistic guidance and support for young people at each key life stage.

How can my YMCA use the Programming Framework?

YMCAs can use the recommended 6 key steps and information provided to design new programs, align existing programs, gain visibility of existing best practice programs and resources, and build capacity and capability to deliver.

What are the benefits of using the Programming Framework?

While some consistency is desired, the application of the Programming Framework can largely be adapted to suit YMCAs' unique needs, constraints, development journeys and assets. There are both mandatory and flexible elements included (Slide 8).

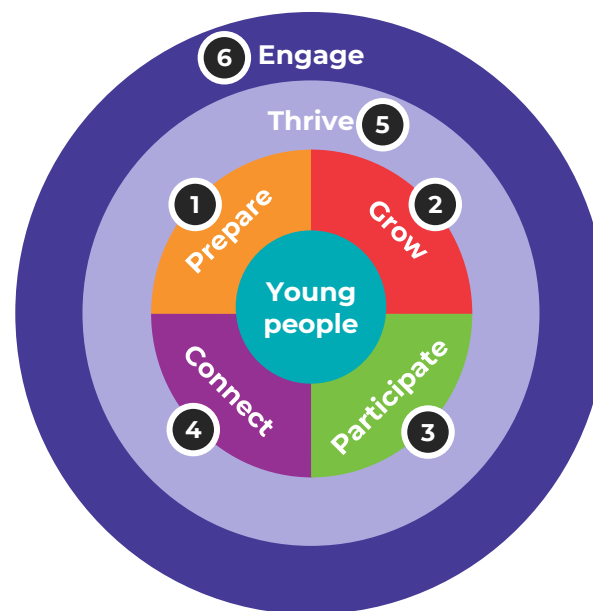
The Programming Framework has been designed to support young people through all stages of their Meaningful Work journey*, and is comprised of 6 main components

The **Programming Framework** is inspired by the **Learning to Earning Meaningful Work journey map*** developed and piloted as part of the globally coordinated Learning to Earning (L2E) program. It has been **carefully reviewed and adapted** through stakeholder engagement with YMCA leaders and young people to suit the specific needs of Meaningful Work Pillar programming.

The Programming Framework:

- ✓ Allows for delivery of **programming that meets the needs of young people** and builds the ecosystem around them
- ✓ **Meets YMCAs where they are at**, aligning Meaningful Work programming efforts, while leveraging existing progress and allowing for local adaptability in how programs are delivered
- ✓ Offers **comprehensive guidance and support in how programming can be designed and delivered** across all stages of a young person's Meaningful Work journey

- 1 Young people have the tools and resources they need to **prepare** themselves for Meaningful Work
- 2 Young people can engage in pathways and programs that help **grow** their skills, capabilities and personal characteristics and empower them to reach their potential
- 3 Young people are supported to **participate** in Meaningful Work opportunities through improved access, placement and sustainment of their desired work



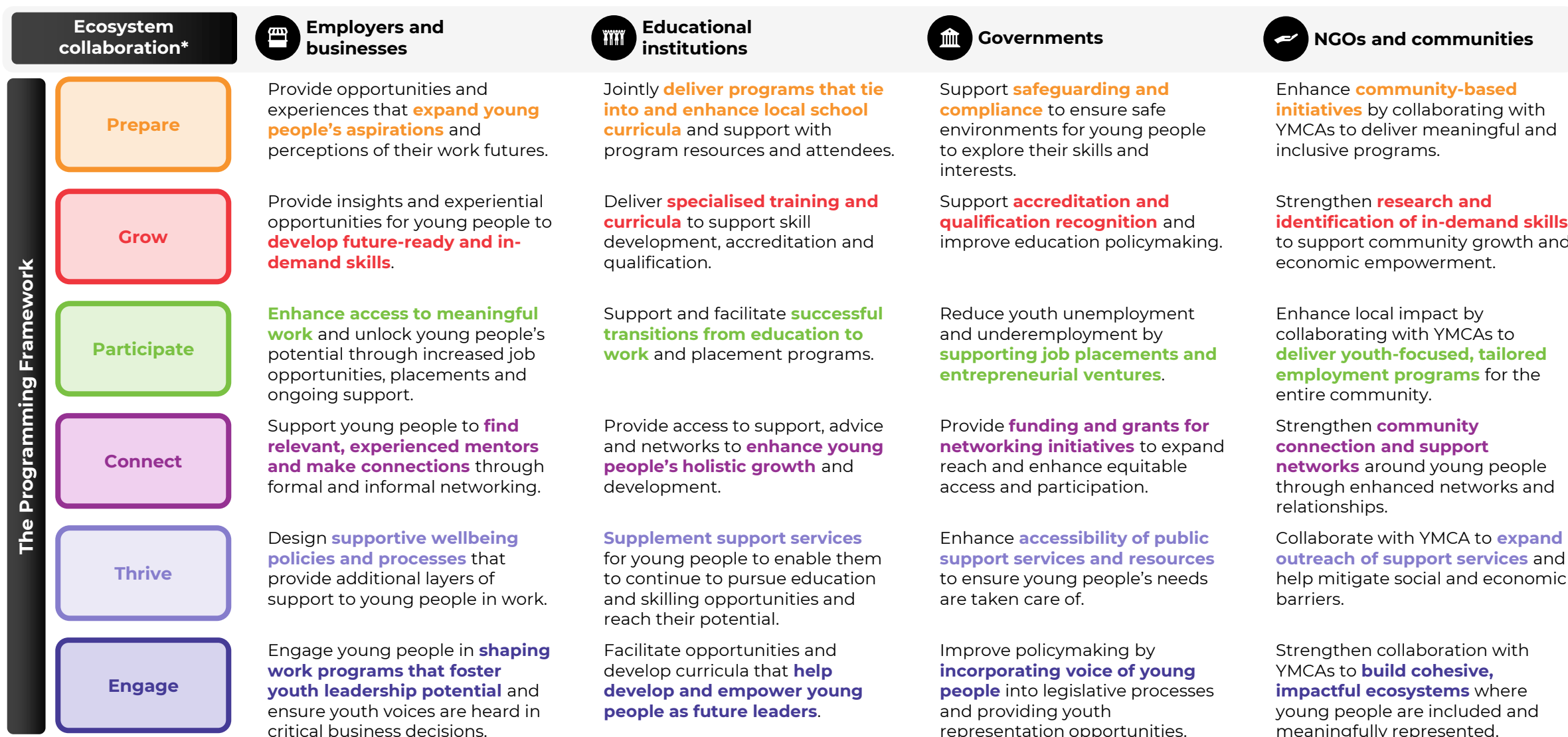
- 4 Young people can **connect** with the networks, relationships and mentors they need to access and support with Meaningful Work opportunities
- 5 Young people are enabled through the additional holistic and wraparound support they need to **thrive** in Meaningful Work
- 6 Young people are empowered to **engage** with and lead Meaningful Work efforts and advocacy across the ecosystem**

For each component in the Programming Framework, a detailed outline and a summary of relevant case studies has been created. See section 2 page 13.

* For more information on the Meaningful Work journey and Learning to Earning journey map that the Programming Approach is based on see Appendix

** The ecosystem encompasses the network of actors – including governments, businesses, organisations, NGOs, families and communities – that influence the opportunities, support and experiences of young people in accessing and engaging in Meaningful Work. While this document focuses on ecosystem advocacy that directly benefits young people's future-ready development, YMCAs should consider a holistic approach to advocacy and how they can more broadly engage across the ecosystem to enhance Meaningful Work outcomes.

The Programming Framework has been designed to be delivered in partnership with the ecosystem to drive collective impact for young people



* A whole of ecosystem approach should be taken to deliver programming, and while a common subset of actors have been identified here, this list is non-exhaustive, and additional relevant actors may be collaborated with to deliver programs within each component – see Component Overviews section for additional examples

YMCAs can use the Programming Framework to drive key outcomes for the Future Ready Young People priority



**The key success indicators and how programs will be tracked / measured may continue to evolve as the World YMCA's Learning, Innovation and Impact team's work progresses and a detailed Meaningful Work Impact Measurement Framework is finalised.*

While some consistency is desired, the application of the Programming Framework is opt-in and can largely be adapted to suit YMCAs' unique needs, constraints, development journeys and assets

When applying the Programming Framework to support programming activities, **it is encouraged that YMCAs follow the below** to support consistency in overall approach across the Movement...

Programs should endeavour to **align with the Programming Framework**, supported by the governance model

Programs should strive to **prioritise young people's needs** and **involve them meaningfully** in the end-to-end design and delivery process

Measuring benefits and reporting should be **standardised and shared** with the Meaningful Work Pillar Lead where possible to drive improvement

Collaboration with other YMCAs and sharing lessons learned is encouraged for better program delivery

As each YMCA is on a different **development journey**, there are **flexible elements** that YMCAs should consider and adapt to suit their **unique needs** and **constraints**...

The **number of new programs** pursued by a YMCA can be selected based on unique operating contexts and constraints

Meaningful Work Program focus areas should reflect the different skills and industries needed to meet local demand

Program delivery specifics can be adjusted to meet varying needs, delivery modes, or resource constraints

Ecosystem collaboration may vary based on local context, with different partners and approaches being leveraged

The below levels, referenced throughout this report, can be used to gauge where YMCAs sit in their development journey and can act as a helpful tool to inform programming scoping decisions.



Early

For YMCAs that are new to their programming journey



Developing

For YMCAs that have more experience, capacity or capability to deliver



Advanced

For YMCAs that have significant previous experience, capacity or capability to deliver

For YMCAs to successfully apply the Framework for programming activities, there are five key factors that we recommend YMCAs prioritise

YMCAs seeking to utilise the Programming Framework are encouraged to meet the following five key factors



✓ **Required resources are obtained:** YMCAs have the capacity, capability and resources required to deliver and sustain Meaningful Work programming



✓ **Understanding strategic and local contexts:** YMCAs deeply understand the strategic priorities of the Meaningful Work Pillar, and Vision 2030 more broadly, as well as the specific needs of young people in their local communities



✓ **Building on existing foundations:** YMCAs should explore how this can enable and enhance existing and planned programs, rather than disrupting them



✓ **Clear understanding of operating environment:** YMCAs understand their operating and authorising environments, enabling them to assess risks, dependencies, and secure approvals as required



✓ **Required stakeholders are aligned:** Key stakeholders, including young people, program managers, leaders, and partners, are identified and aware of their roles and ongoing involvement

It is recommended that YMCAs work through 7 key steps when applying the Programming Framework, with supporting resources provided

The time required to complete this process may vary depending on factors such as capacity and capability to complete and the availability of stakeholders for testing and approvals.

0

Confirm suitability for activation through an assessment of the five critical success factors (see *Slide 9*)

1

Consider the desired program outcomes based on local young people's needs, aligned to the Programming Framework

2

Explore current operating contexts to understand opportunities and constraints for new program design

3

Develop a comprehensive program plan, including expected outcomes, success measures and monitoring mechanisms, resourcing requirements, and next steps for successful implementation

4

Review program plan to ensure it is feasible, relevant and will deliver impact that can be effectively measured, and seek approvals required for implementation

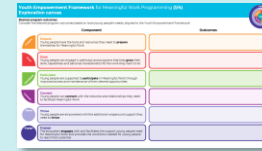
5

Implement program plan and establish required governance mechanisms to support ongoing management and success tracking and evaluation.

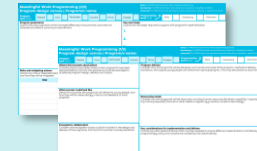
6

Monitor and continuously improve program plan to ensure ongoing success. Re-commence iterative cycle to design new programs.

Supporting Resources*



Outcomes Exploration
Canvas
Slide 35



Program Design
Canvas
Slide 36 and 37



Framework Component
Overviews
Slide 11 - 30

Outputs

- ✓ Defined program objectives aligned to the Programming Framework
- ✓ Assessment of the current operating context and its potential impact on new program delivery
- ✓ A high-level program design detailing how the program/s will be designed, delivered and governed and how success will be measured and monitored
- ✓ Identified potential risks and mitigating actions
- ✓ Clear governance model defined
- ✓ Defined practical next steps and implementation checklist

*YMCAs may also utilise additional materials, such as other programs or processes currently in use in their YMCA to support program design.

It is important that programming activities align to the six guiding principles that were crafted to support the Meaningful Work pillar now and in the future.

The design principles have **shaped the direction and content of the Meaning Work Pillar**. Application of these principles to Programming design and development will allow YMCAs to:



Establish guardrails to prioritise what matters, guiding focus on progress, learning, and the ongoing growth of programs over time.



Help shape the design of inclusive programs that are accessible, relevant, equitable and user-centred.



Guide governance of programs by ensuring consistency of core values and establishing key roles and responsibilities.

Design principles:



Anchored to Vision 2030



A Stronger YMCA, Together



One Movement, Many Journeys



Strength of Diversity



Leading the Agenda



Youth Leading the Way

Why this design principle is important:

Programming should be interconnected with other Vision 2030 pillars and **recognise the holistic needs of communities and support them** through integrated solutions.

Programming should **enhance the capacity and capability** of the individual and collective YMCA Movement and elevate and enable impact locally, regionally and globally.

Programming should resonate across the entire YMCA Movement while allowing flexibility to **address the unique needs of their local context**.

Programming should embrace the strength of the YMCA's global reach and diversity and offer a **unique and varied lens of global issues facing young people**.

The YMCA has a unique opportunity to **set the standard for Meaningful Work, both at a global level** and also by **building coalitions at the local level**.

Young people should be at the **heart of everything we do**, and play an active role in both **shaping and benefiting** from the Meaningful Work strategic priorities.

How this design principle can be applied to Programming:

Programming should be **aligned with the Meaningful Work pillar strategic priorities and Vision 2030 goals**, and leverage principles and frameworks to design and deliver holistic programs, outcomes and impacts.

Programs could be aligned to **consistent, tested frameworks and measurements** that offer guidance to the Movement and support individual program results, while also contributing to collective impact across the Movement.

Programs could use the **globally applicable framework and methodology to support adaptation to different countries' contexts**, which will ensure local needs are met while maintaining overall global consistency in approaches.

Programs should seek to **address the many diverse needs of the community**, including underserved groups, and be **delivered in partnership** with young people, other YMCAs and the broader work ecosystem.

YMCAs should offer **innovative programs, champion change, and collaborate and engage** with governments, businesses, and communities to continue leading the way in programming.

YMCAs should **empower young people in the co-design and decision-making** process of programming, ensuring their voices are central to all initiatives.

02

Framework Component Overviews

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Section overview

This section explains each of the Programming Framework components (Prepare, Grow, Participate, Connect, Thrive, Engage) in detail to support program design and alignment. For each component, example programs, success measures, ecosystem collaboration requirements, adaptation suggestions for local nuance, key risks and considerations and case studies are provided.

What questions and answers does this section cover?

How can YMCAs ensure that their programming is globally aligned yet adapted to local needs?

Each of the Framework component overviews provide examples of how programs can be adapted to meet local needs and provides a description of what they could look like in reality for an early, developing and advanced YMCA.

How can my YMCA ensure we are successful in our programming design?

The Framework component overviews include ecosystem collaboration guidance, adaptation recommendations, and strategies to address potential challenges that may impact success. This information can be used to strengthen initial program design and mitigate risks.

What examples of successful programs or case studies can YMCAs draw on?

Each component of the Programming Framework is supported by case studies from within the YMCA and external examples. These case studies provide insights into successful programs and help YMCAs identify and develop future programming opportunities tailored to their communities.

For each component in the Programming Framework, a detailed overview and a summary of relevant case studies has been created using the below templates

		Section description	How you can use this section:
Slide 1	Prepare	<p>A This section outlines example initiatives included under the component.*</p> <p>B This section outlines how YMCAs could collaborate across the ecosystem to support program delivery.</p> <p>C This section outlines what success outcomes** could look like for the component. Indicative, not exhaustive, examples are provided.</p>	<ul style="list-style-type: none"> Use this as a guide to understand what type of initiatives fall under this component. Support decision-making around what type of initiatives to pursue.
Slide 2	Prepare	<p>D This section identifies what delivery could look like in practice across different YMCAs at the early, developing and advanced stages of their programming journey.</p> <p>E This section highlights how programs could be adapted to suit different local needs to ensure they are relevant and fit-for-purpose.</p> <p>F This section highlights any key risks or considerations that may need to be factored into programming design / delivery, and mitigating actions to address them.</p>	<ul style="list-style-type: none"> Use this as a guide to understand how programs can be delivered with ecosystem support. Use this to understand how success could be measured when delivering programs in this component.
Slide 3	Prepare	<p>G This section provides an overview of three relevant YMCA case studies for programs that fall within this component, drawn from the Meaningful Work State of Play.</p>	<ul style="list-style-type: none"> Use this to identify which stage of the programming journey your YMCA may be at when it comes to this component. Support decision making around program design within your YMCA's context. Understand what programming could look like in your location.
Slide 4	Prepare	<p>H This section provides an overview of two relevant external case studies, drawn from similar NFPs/community organisations.</p>	<ul style="list-style-type: none"> Use this to identify how programs can potentially be adapted to suit different local contexts or young people's needs to inform decision-making. Use this to identify any risks or dependencies around programming that need to be factored into planning, design or delivery. Plan mitigation strategies to keep progress on track.

* While this document focuses on programs that directly benefit young people's future-ready development, YMCAs should consider a holistic approach to programming and consider where they can implement other programs that can be developed and delivered that align with other Strategic Priorities (e.g. Future Ready YMCAs, Future Ready Employers, Enhanced YMCA Role in Society).

** The success outcomes and how programs will be tracked / measured may continue to evolve as the World YMCA's Meaningful Work Pillar and Learning, Innovation and Impact Taskforce's work progresses and a detailed Meaningful Work Impact Measurement Framework is finalised. The success outcomes listed in this section are indicative and intended as **examples only** and are not exhaustive.

Prepare

Young people have the tools and resources they need to prepare themselves for Meaningful Work.

Example initiatives for this component...

- Summer camps
- Youth center programs
- Financial and digital literacy coaching
- Life skills training
- Career readiness mentoring
- Team / interpersonal relationship building
- Career / work experience rotations
- Workplace site visits
- Career guidance counselling
- Market assessments
- Career match-making events
- Afterschool care
- Work goal setting and action plan development

Where we might collaborate to deliver...

- **Employers and businesses** to assist in conducting career round robins and site visits.
- **Educational institutions** (e.g. high schools) might jointly deliver curriculum, or support with resources, attendees or venues for programs.
- **Governments** and other local authorities to ensure adherence to local laws.
- **NGOs and community organisations** can support and promote programs or collaborate on funding.
- **Local community members** can support with activity delivery (e.g. mentoring).
- **Families** who can provide additional support and guidance to young people.

What success could look like...

- Young people have **increased readiness and confidence to enter the workforce**, as evidenced by higher rates of job applications, interview success, and job placements.
- Young people can **identify and articulate what Meaningful Work looks like** to them, measurable through self-assessment surveys and career exploration activities.
- Young people can **find and access the information they need** to effectively pursue their individual work journeys, reflected by their engagement with career resources, workshops, and mentoring programs.
- Young people can **explore their unique skills and interests and** understand how they may be **related to work opportunities**, with progress tracked through skills assessments and participation in relevant workshops or projects.
- Young people can **set goals and create action plans** to achieve their work aspirations and build future-ready skills, as shown by the completion of actionable plans and attainment of milestones towards their career aspirations.
- Young people have **expanded their mindset** on what **type of work is available**, and may suit them to based on their skills, interests and values, measurable by increased interest in and application to diverse job roles that align with their skills and values.
- Young people **utilise safe spaces to build skills and envision their meaningful work futures**, as evidenced by regular attendance and active participation in these environments.

Prepare

What might this look like in practice...

- Use the Meaningful Work Standards to help young people understand what they want from their work and set related goals / action plans to achieve.
- Work with local schools or libraries to facilitate access to digital platforms that can support virtual programs.
- Offer YMCA site visits where young people can find out more about work.

- Build networks of local employers to participate in key activities to familiarise young people with work.
- Create opportunities for young people to lead and facilitate programs as peers to participants.
- Develop and distribute tailored materials to support young people with goal setting and planning.

- Share best practice across the Movement and with the ecosystem on how to best prepare young people for Meaningful Work.
- Provide programs that are tailored to specific or in-demand / emerging industries.
- Engage young people in program planning and decision-making.

How programs can be adapted to suit local needs...

- **Conduct engagement activities** across multiple channels (e.g. surveys, focus groups etc) to **understand the opportunities, challenges and aspirations** impacting young people and the communities they live in.
- Provide programs in **easily accessible locations** such as **schools, community centres** or **online platforms**.
- **Tailor programs** to reflect the **cultural, racial, and socio-economic diversity** of the local population.
- Design camp or other program activities around **popular local sports, hobbies, and cultural events**.
- Tailor programs to **suit different age groups** to ensure content is relevant to different age groups' needs (e.g. interactive skill building for children, education and career planning for teenagers).
- Use **digital platforms** to host **virtual meetups, discussions, and collaborative projects** where there is digital access.
- **Adapt program content** to complement existing programs or local school curriculums.

What else do we need to consider...

Risk	Mitigation strategies
Risk of program disengagement.	Tailor programs to suit different age groups and interests to ensure they are interactive and engaging.
Safety of young people and volunteers when delivering programs such as afterschool care and summer camps.	Conduct thorough risk assessments for all activities and locations. Provide safety and safeguarding training for all staff and volunteers.
Relevant local safety legislation e.g. do volunteers / staff require background checks when working with target participant groups (such as children, vulnerable youth).	Ensure all volunteers and staff obtain necessary background checks for working with participant groups for programs (e.g. working with children check).

Prepare

YMCA case studies

Young people have the tools and resources they need to prepare themselves for Meaningful Work

USA

YMCA Greater Long Beach Long Beach Youth Institute

Initiative details

- Includes psychosocial support, summer camps & life skills development
- Targets underserved young people

Contact

Les G Peters

About this initiative

The Long Beach Youth Institute (YI) is a year-round out-of-school program that uses technology as an integral mechanism for promoting positive youth development and enhancing the academic success and career readiness of low-income, culturally diverse youth. The YI has three components, including a wilderness retreat focused on team-building, decision-making and training, a summer technology program incorporating hands-on project-based learning to teach digital media, arts and IT skills, and a year-round technology, academic support and workforce development program. Additionally, program alumni are reengaged in year-round activities such as service-learning projects, tutoring, guidance counselling, mental health services, and community service and leadership opportunities.

Hong Kong

YMCA Hong Kong SAR, China L.I.F.E. Planning Scheme

Initiative details

- Includes life planning and skill development
- Includes both young people and other key community members

Contact

Selina Chan

About this initiative

Since 2013, Chinese YMCA of HK have been running the L.I.F.E. Planning project, which includes life planning training delivered with schools and the Hong Kong government. The program seeks to strengthen secondary school students' awareness of employment and further study opportunities, enhance problem-solving capabilities, as well as enhancing parents' and teachers' understanding of life planning and how to help young people plan for their future more effectively. The program also emphasises the importance of recognising students' skills, interests and values and the role it plays in planning for sustainable futures. The program includes five training categories, including life resilience, continuous learning, individual growth, family and social development, and employment services.

South Africa

Athlone YMCA, Cape Flats YMCA and Ga-Rakuwe YMCA Digital Café

Initiative details

- Includes digital skills training and access
- Targets underserved young people

Contact

Thandeka Zungu / Ryan Benjamin

About this initiative

Digital cafés provide computers and internet access while also delivering digital skills training for young people who may otherwise not have access to digital tools. The digital cafés are used to provide eLearning resources to expand education access, facilitate cross-cultural communication between youth globally, provide a larger scope for career pathways through digital skill attainment, and incubate innovation and collaboration through providing safe spaces for young people to connect. This enables participants to attain critical skills they need to keep up with an increasingly digital job market.

Prepare

External case studies

Young people have the tools and resources they need to prepare themselves for Meaningful Work

Indonesia

Plan International & Indonesia's Ministry of Employment Yes! Digital Ecosystem Program

About Plan International

Plan International is a child rights organisation active in over 70 countries, aiming to advance equality for girls and young women. With a strong focus on youth empowerment, the organisation's YES! Digital Ecosystem equips young people with skills and resources to find sustainable employment and start small businesses. Its regional focus spans Asia, Africa, and Latin America¹.

Initiative Overview

Plan International, in partnership with Indonesia's Ministry of Manpower, expanded its YES! Digital Ecosystem program by integrating career guidance into its public employment services². Using the Ministry's infrastructure³, the initiative developed and provided accessible online training focused on business skills, job readiness, and entrepreneurship². Capacity-building workshops empowered staff to deliver digital tools to underserved communities, fostering sustainable youth employment, especially in rural areas³. The Ministry's leadership in advancing digital ecosystems for underserved youth reinforces its role in improving employment services³. Efforts to enhance digital skills and align training with market needs also support Indonesia's broader strategy to grow its digital economy, as noted by the International Trade Administration⁴.

Impact

The Yes! Digital initiative aligns with the Indonesian government's "Making Indonesia 4.0" roadmap, aiming to position the country as a leading digital economy by 2030⁵. The collaboration addresses the nation's digital talent gap, as Indonesia requires 9 million digital talents over 15 years, averaging 600,000 annually. By providing training in areas such as digital literacy, entrepreneurship, and information technology, the partnership aims to prepare youth for the evolving job market. Through these efforts, the partnership between Yes! Digital and Indonesia's Ministry of Manpower strives to create a more inclusive digital economy, providing youth with skills to thrive in a rapidly digitalising world.

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The United States of America

Junior Achievement USA & Coca Cola USA JA 'Job Shadow' Workplace Site Visits

About Junior Achievement!

Junior Achievement (JA) Worldwide, is a global non-profit organisation dedicated to inspiring and preparing young people to succeed in a global economy. Focusing on entrepreneurship, financial literacy, and work readiness, JA reaches over 10 million students annually across more than 100 countries. In the United States, JA USA serves as the key regional operating centre, impacting over 4.8 million students each year¹.

Initiative Overview

In partnership with Coca-Cola Consolidated, JA USA delivers the JA Job Shadow program, designed to provide high school students with a comprehensive introduction to the work². The program offers students the chance to visit Coca-Cola's bottling plants, where they gain insights into daily operations, logistics, and production workflows³. Employees from diverse departments, including marketing, logistics, and operations, engage with students through guided tours, interactive Q&A sessions, and hands-on activities⁴. These experiences not only highlight various career paths but also underscore the importance of teamwork, problem-solving, and communication in professional settings⁵. Coca-Cola also provides funding, mentorship, and logistical support, demonstrating its commitment to fostering future talent and addressing the gap between education and career readiness².

Impact

The partnership has significantly enhanced students' understanding of workplace expectations and career opportunities. For instance, students from Olympic High School participated in a JA Job Shadow day at Coca-Cola's bottling plant in Charlotte, NC. They observed daily operations, interacted with professionals, and gained valuable insights into the beverage industry. Participants reported increased confidence, clearer career aspirations, and greater motivation to pursue further education or career pathways. Coca-Cola employees also expressed pride in mentoring students, highlighting the program's role in fostering meaningful connections with the next generation of talent³.

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5. Junior Achievement Central Virginia/LinkedIn, Thank you to our partner Coca-Cola Consolidated for hosting students at hashtag#SandstonCoke for our first JA Job Shadow of 2024/Post (2024), https://www.linkedin.com/posts/junior-achievement-of-central-virginia-inc_-sandstoncoke-beinspired-activity-7165788908763480064-skT9?utm_source=share&utm_medium=member_desktop/

Grow

Young people can engage in pathways and programs that help grow their skills, capabilities and personal characteristics and empower them to reach their potential

Example initiatives for this component...

- Technical skilling
- Vocational skilling
- Occupational skilling
- Entrepreneurship training
- Skills mentoring and coaching
- Granting certifications and qualifications
- Qualification validation / conversion
- Second chance school for school non-finishers
- Proficiency assessments
- 'Job readiness' technical & vocational training
- Hard skills training
- Soft skill development
- Digital and AI skills training
- Market research into new and emerging skills

Where we might collaborate to deliver...

- **Employers and businesses** can provide training in job-specific skills or business management training to support entrepreneurs, as well as insight into relevant or in-demand skills and support with program design to address skill gaps.
- **Educational institutions** to deliver specialised, accredited training for young people.
- **Governments** can support with accreditation and qualification recognition and improvements to education policymaking.
- **NGOs and communities** can help with outreach and participant recruitment.
- **Professional associations and trade groups** can offer industry-specific expertise.

What success could look like...

- Young people can **access relevant, industry-leading programs** that help them **build future-ready technical skills**, with success measured by certification completions and proficiency assessments.
- Young people can **gain qualifications** that **improve their employability**, measurable through higher employment rates and feedback from employers.
- Young people can participate in programs that **build their soft skills** to complement technical skill development, with progress tracked through participation rates and self-assessment improvements in areas such as leadership and resilience.
- Young people can **learn business-related skills** that support entrepreneurial pursuits, as measured by the number of new businesses established and maintained.
- Young people can **access the tools and resources needed to support their growth and development**, evidenced by utilisation rates of equipment, study aids, and digital resources.
- Young people can **continuously learn** and develop their skills, measured by ongoing participation in professional development activities and adaptability to job market changes.
- Young people can **practice work-related skills** in **safe and supportive environments**, with growth tracked through feedback from mentors and supervisors, and increased confidence in skill application.

Grow

What might this look like in practice...

- Offer YMCA facilities to existing external training program providers and run programs in conjunction with providers.
- Bring in local community members to provide hands-on learning workshops or sessions for skills training (e.g. digital skills training).
- Provide job shadowing opportunities with local YMCA staff members.

- Collaborate with other YMCAs to plan and deliver targeted training programs (such as through vocational training centres).
- Develop technical skill short courses to rapidly upskill young people.
- Establish peer learning circles where young people can teach each other different skills.
- Establish mentorship programs with local employers to support skill development and employment pathways.

- Develop tailored traineeships / qualifications for key skills with education providers and governments.
- Create social enterprises with employers to deliver on-the-job training whilst providing community services.
- Expand YMCA-run vocational training centres with new programs / courses targeted emerging skill requirements.

How programs can be adapted to suit local needs...

- **Identify industries which offer employment / enterprise opportunities**, based on market research and **tailor programming** to meet **industry skill requirements**.
- **Design curriculum** that incorporates **locally relevant technologies** and practices.
- **Provide training** at **local community centres**, schools, or **online platforms**.
- **Conduct surveys and interviews** with businesses to determine which **vocational skills** are most needed.
- **Align training programs** with local **certification requirements and standards**.
- **Offer flexible schedules** to accommodate **working adults and students**.
- **Establish relationships** with **local employers** to facilitate **job placements** that prioritise learning and development.

What else do we need to consider...

Risk	Mitigation strategies
Needs assessment and trend analysis to identify the specific skills gaps and opportunities as they emerge.	Conduct regular listening and engagement with local businesses and community members to identify current and future skills gaps and emerging skill trends.
Quality assurance to ensure high standards in program delivery.	Develop or align programming to a standardised curriculum that meets high-quality benchmarks.
Ensuring access to training and education.	Consider different methods of delivery (e.g. hybrid / virtual) and running programs at regular intervals to ensure ease of access.

Grow

YMCA case studies

Young people can engage in pathways and programs that help grow their skills, capabilities and personal characteristics and empower them to reach their potential

Australia YMCA Australia Y Careers

Initiative details

- Includes employment skills training & apprenticeship placements

Contact

Amaresh Devanesen

About this initiative

Australia is currently facing a shortage of workers in the care sector, with the industry needing an additional 1 million workers over the next 10 years. Y Careers seeks to address youth underemployment and unemployment, whilst alleviating this demand for care workers, by supporting up to 15,000 young people to gain recognised credentials, work experience across a range of roles and workplace settings, and develop transferrable skills, while earning a wage. The program provides young people with 12-month traineeships with personalised wraparound support, including coaching through a Career Coach. It also provides additional support to help young people understand their rights in the workplace and guidance on how to manage their careers effectively.

Ethiopia YMCA Addis Ababa

Technical and vocational skill training to disadvantaged young men and women

Initiative details

- Includes employment skills training & apprenticeship placements
- Targets underserved young people

Contact

Tesfatsion Dominiko

About this initiative

This initiative provides technical and vocational skill training to disadvantaged young people, including youth vulnerable to violence and the law, to support their employability and economic empowerment and break the cycle of poverty. It offers short-term training programs across a range of skills, including food preparation, tailoring and design, hairdressing and beauty services, and basic computer skills and Adobe Photoshop. In addition to these areas, the initiative provides soft skill training across a range of life skills, business skills, leadership and sexual and reproductive health. Young people participating in this program also participate in practical, on-the-job apprenticeships.

The Philippines Albay YMCA HIRED Project

Initiative details

- Include employment & entrepreneurial skills training and placements
- Targets underserved young people

Contact

Ianne Aquino

About this initiative

Since 2008, Albay YMCA have provided education, livelihood and enterprise development programs. Following the pandemic, the HIRED project was established following consultation with young people to help build relevant employment and entrepreneurial skills, as well as expose them to working environments through apprenticeships and mentoring. The program facilitated opportunities for both young people seeking traditional employment through job fairs and pre-employment support, as well as entrepreneurs, who were able to incubate start-up businesses and access technical and entrepreneurial skill training, product development and marketing support, mentoring, and tools, equipment and resources.

Grow

External case studies

Young people can engage in pathways and programs that help grow their skills, capabilities and personal characteristics and empower them to reach their potential

Queensland, Australia WorldSkills International & TAFE Queensland WorldSkills Australia Skill Competitions

About WorldSkills International

WorldSkills International is a global non-profit organisation promoting skills excellence through vocational education and training. Focused on youth empowerment, they inspire young people to pursue careers in trades and technologies¹. By collaborating with educators, industry professionals, and governments, the organisation shapes the global workforce and drives innovation in vocational education².

Initiative Overview

The biennial global WorldSkills Competition provides a platform for young talent to compete in more than 60 categories. In Australia, WorldSkills International has partnered with TAFE Queensland, facilitating the Australian competition to showcase the exceptional talents of young Australians in vocational education and training³. This initiative provides participants with the opportunity to develop advanced technical skills through rigorous training and practice in trades such as automotive, electrical, and construction. The competition also offers invaluable industry exposure, enabling participants to connect with professionals, gain insights into the latest trends, and establish a solid foundation for their future careers³. Beyond technical expertise, it fosters personal growth, building confidence, self-esteem, and essential life skills like teamwork, time management, and problem-solving⁴.

Impact

The WorldSkills Australia Competition has had a transformative impact on participants and the broader community, playing a vital role in developing a highly skilled workforce, inspiring young Australians to pursue careers in trades, and contributing to the economic growth and innovation of Australia. Beyond the workforce benefits, the competition empowers youth by providing a platform for them to achieve their full potential and demonstrate their capabilities. Through its collaborative efforts with TAFE Queensland, WorldSkills International continues to shape the future of work and create opportunities for young Australians to grow their capabilities and personal characteristics².

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Uganda Educate! & Mastercard Foundation Skills for Youth Initiative

About Educate!

Educate! is a non-profit organisation operating in East Africa. It focuses on equipping youth with entrepreneurship and employability skills to transition into meaningful work. Its mission is to prepare young Africans with the leadership, problem-solving, and business skills needed to drive economic growth and community development¹.

Initiative Overview

In Uganda, Educate! partners with the Mastercard Foundation on the Skills for Youth Employment initiative, as part of the Foundation's Young Africa Works strategy aiming to create dignified work for 4.3 million young Ugandans by 2030². The partnership focuses on integrating skills-based education into national curricula, emphasising experiential learning, mentorship, and entrepreneurial support. The Mastercard Foundation provides funding and strategic guidance, enabling Educate! to design innovative, hands-on training modules tailored to the local labor market³. These programs equip students with practical skills for entrepreneurship and employability while fostering critical thinking and problem-solving abilities, preparing a new generation of young entrepreneurs and professionals who are equipped to drive economic growth and community transformation in Uganda⁴.

Impact

Through partnerships with organisations like the Mastercard Foundation, Educate! has impacted over 390,000 youth across Uganda¹. Within three to six months of attending Educate!'s bootcamps, participants report significant improvements with increases of 50% or more, with a 25% absolute rise in business ownership³. A quarter of alumni launched their first business after completing the program, and in some cases, income surged by up to 170% within three months³. These outcomes highlight the power of Educate!'s experiential "learning by doing" model, driven by youth feedback, to create lasting economic opportunities and improve livelihoods.

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Participate

Young people are supported to participate in Meaningful Work opportunities through improved access, placement and sustainment of their desired work

Example initiatives for this component...

- Job placements / apprenticeships
- Internship placement programs
- CV, reference letter and job application support
- 'Employment services' and job matching
- Entrepreneurship incubators
- Work-life balance support
- Promotion / career growth preparation & support
- Job shadowing
- Job matching for freelance / gig work
- Professional development & career transition planning
- Entrepreneurship support (e.g. microloans, planning, grants, tools)

Where we might collaborate to deliver...

- **Employers and businesses** provide job placements, internships, and apprenticeships for young people.
- **Education institutions** support with transition to work and placement programs.
- **Governments** can support with job placements and funding for entrepreneurial ventures.
- **NGOs and communities** can provide tailored support to at-risk youth or those with barriers to employment.
- **Recruitment agencies and employment services** assist with job matching.
- **Banks and financial institutions** provide funding and loans for entrepreneurs to start or grow their own businesses.

What success could look like...

- Young people have **increased employment and retention rates** in work.
- Young people are supported to **start and grow their own businesses** or pursue self-employment, measured by the number of new businesses launched and sustained.
- Young people have the support **they need to maintain their chosen work opportunities** and build sustainable careers, resulting in measurable career sustainability and growth.
- Young people can **understand and apply different working styles**, ensuring work **suits their diverse needs**, measurable through adaptability and job satisfaction surveys.
- Young people can **find and access new roles** that meet their needs and work aspirations, tracked by successful role transitions and satisfaction ratings.
- Young people **access professional development and career transition support**, helping them **sustain** their chosen work area, measurable by continued employment and career advancement.
- Young people are supported to **pursue and attain career development** and growth, reflected in measurable milestones such as promotions, skills acquisition, and professional certifications.

Participate

What might this look like in practice...

- Develop a basic CV / reference letter template that young people can access and use.
- Set up a noticeboard where young people can see available jobs in the community or post marketing information about their own enterprises.
- Provide space for young people to work remotely / virtually on their own projects.

- Host workshops with local employers to help young people navigate workplace challenges (e.g. work-life balance).
- Provide job matching services for young people with local employers currently hiring.
- Provide best practice resources for young people and employers to help incorporate Meaningful Work practices into work, including self-assessing their own employment or enterprise work conditions.

- Collaborate with ecosystem actors to provide seed funding / grants for entrepreneurs.
- Develop tailored pathway programs combining training and job placements in local businesses.
- Provide subject matter expert advice to young people and employers to help them adapt work to meet diverse needs.

How programs can be adapted to suit local needs...

- **Identify key industries and employers** in the area and **tailor job matching services** to align with these sectors.
- **Develop relationships with local businesses** to understand their **hiring needs**.
- Offer insights into **local labour market trends, salary expectations**, and **in-demand skills**.
- Offer workshops and individual coaching sessions focused on crafting effective **CVs tailored to local job opportunities**.
- Educate young people on common **local interview formats and styles**.
- Liaise with **local employers** to resolve **job retention issues**.
- Adapt programs to reflect **employer cultures, processes** and **practices** to support **retention of diverse young talent**.
- Partner with **employers** to host **forums on meaningful work**.
- Host **trade/business fairs** which are tailored **to local employment markets**.

What else do we need to consider...

Risk	Mitigation strategies
Availability of technology for young people to complete job applications and apply for job.	Utilise community centres and libraries that may already have tech resources available.
Willingness of local business to participate.	Offer incentives such as mutually beneficial partnerships, recognition awards and public acknowledgement.
Ability to cover the entire employment lifecycle with programs.	Create specific programs tailored to different stages of employment.

Participate

YMCA case studies

Young people are supported to participate in Meaningful Work opportunities through improved access, placement and sustainment of their desired work

Kenya

YMCA Kenya

Beyond Employment: Mapping the Future of Meaningful Careers and Livelihoods

Initiative details

- Includes career guidance & skills training for new work approaches
- Targets underserved young people

Contact

Jared Musima

About this initiative

This initiative is designed to equip young people with the skills and knowledge they need to access purpose-driven careers and livelihoods, by considering innovative approaches that align with changing economic landscapes, emerging technologies and new preferences for work. The program includes activities such as promotion of remote and flexible work opportunities, workshops and webinars on emerging trends and practices, entrepreneurship training and resources, future work co-creation sessions, mentorship programs, careers and job fairs, skill development and information on emerging industries, such as digital and green jobs. This has helped to increase youth employment, with a 90% participant transition rate into the job market, and redefined what work could look like for youth.

Singapore

YMCA Singapore

Vocational and Soft Skills Programme (VaSSP)

Initiative details

- Includes work planning and support and vocational training
- Targets underserved young people

Contact

Amos Chua

About this initiative

This program equips young people in Singapore with essential soft skills and vocational skills to increase their employability and support integration into the workforce or further education. The program is run over six months and includes activities such as four weeks of mandatory soft skills training covering resume writing and interview skills, personal strengths discovery, mental health wellbeing and career planning and workplace skills, as well as vocational training from a choice of 14 pathways. Participants are supported by a dedicated case worker throughout the program, who provides ongoing support as they transition into employment or education following program completion. The program has helped many participants into internships following program completion and increased engagement in work.

Togo

YMCA Togo

Agora

Initiative details

- Includes entrepreneurial training and technical support
- Targets underserved young people

Contact

Kokou Dodji Messinou

About this initiative

Agora is an initiative that supports young people at the end of their vocational training, as well as unemployed young graduates, by offering entrepreneurial support. This includes business management training, professional internships, business model and plan development, start-up grants and implementation monitoring. By participating in the program, young people can strengthen their skills and identify future entrepreneurial projects, while acquiring the knowledge needed to set up and manage their own businesses. This has also allowed participants to improve their own situation and contribute expenses to support their families, whilst also contributing to activities in their communities.

Participate

External case studies

Young people are supported to participate in Meaningful Work opportunities through improved access, placement and sustainment of their desired work

The United States of America Year Up & JP Morgan Chase Internship placements

About Year Up

Year Up is a U.S.-based non-profit organisation established in 2000, dedicated to closing the opportunity divide by providing young people with the skills, experience, and support to reach their potential through professional careers and higher education. Operating in multiple cities across the United States, Year Up focuses on empowering urban young adults aged 18-24 through education and corporate internships¹.

Initiative Overview

Year Up and JPMorgan Chase have maintained a significant partnership since 2007, focusing on bridging the opportunity divide for young people. JPMorgan Chase has hosted more than 1,420 Year Up interns and transitioned over 640 graduates into full-time roles². This collaboration not only addresses the bank's workforce needs but also provides Year Up participants with practical experience and access to corporate networks. To enhance the internship experience, JPMorgan Chase has implemented a comprehensive support model that includes internal mentorship, specialised programming, and coaching³. This holistic approach ensures that interns receive the necessary guidance and resources to thrive within the corporate environment, complementing the foundational support offered by Year Up.

Impact

Through this partnership, Year Up participants have achieved significant career advancements, with 80% securing jobs or enrolling in higher education within four months of graduation¹. At JPMorgan Chase, Year Up is one of the company's largest emerging talent programs, hosting over 300 interns annually. This collaboration creates a diverse talent pipeline, offering individuals from untapped backgrounds pathways to promising careers⁴. By blending practical training with mentorship, the program addresses JPMorgan Chase's workforce needs while providing young adults with access to work.

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Brazil Aspen Institute Forum & Coca-Cola Brazil Employability Program

About Aspen Institute Forum

The Aspen Institute Forum for Community Solutions is dedicated to fostering social equity and sustainable development. Through its flagship initiative, the Global Opportunity Youth Network (GOYN), it aims to empower "Opportunity Youth"—young people aged 15–29 who are neither in school nor formal employment—by creating locally-driven employment pathways¹.

Initiative Overview

In Brazil, GOYN collaborates with Instituto Coca-Cola Brasil to deliver an employability program for low-income youth in Rio de Janeiro's favelas². Instituto Coca-Cola Brasil brings expertise in youth training, while GOYN ensures alignment with local labour market demands³. The program's curriculum blends soft skills (e.g., communication, teamwork) with hard skills tailored to high-demand sectors like retail and food services². Community organisations, such as AfroReggae, recruit participants and provide culturally relevant training to maximise engagement. Coca-Cola Brasil connects graduates to job opportunities through its extensive retail network through intentional approaches to ensure young people are matched with suitable jobs⁴. The program also incorporates corporate mentorship, hands-on workshops, and feedback loops to adapt to evolving market trends, ensuring sustained impact and continuous improvement⁴.

Impact

Since its inception, the initiative has engaged a significant number of young participants, many of whom have secured formal employment shortly after completing the program. In alignment with the program's goal of generating work for 10% of youth in Rio de Janeiro over 10 years, the program's participants have reported substantial increases in confidence and employability, attributing their success to the comprehensive training and support received. Graduates often express that the program not only provided them with job opportunities but also instilled a belief in their own potential².

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Connect

Young people can connect with the networks, relationships and mentors they need to access and support with Meaningful Work opportunities

Example initiatives for this component...

- Group mentoring
- 1:1 coaching and mentoring
- Group training sessions
- Peer-to-peer network development
- Digital relationship building
- Networking events and workshops
- Mentorship circles
- Alumni / peer support networks
- Informal meet-ups / connection opportunities
- Reverse mentoring programs
- Industry meetups and conferences
- Coaching / mentoring accreditation
- Family sensitisation

Where we might collaborate to deliver...

- **Employers and businesses** to gain access to experienced professionals who can provide mentorship and guidance and participate in business fairs and industry events.
- **Education institutions** to provide access to existing alumni networks for youth engagement.
- **Governments** to provide funding and grants for networking initiatives to support with reach, access and participation in initiatives.
- **NGOs and communities** to support with connections into local communities and enhanced networks of potential contacts.
- **Existing youth networks** to leverage established peer groups and youth organisations to facilitate peer-to-peer network development
- **Young people's families** to provide support and guide through existing personal relationships.

What success could look like...

- Young people can **find and access coaches and mentors** measurable by the number of mentorship relationships established and their impact on career progression.
- Young people **effectively leverage their networks** to access job placements, advice and professional growth opportunities, tracked by successful job placements and network engagement metrics.
- Young people **build connections in industries and organisations of interest**, measured by attendance at industry events, participation in networking activities, and contacts made.
- Young people can **create personal advisory networks across the ecosystem**, measurable by the number of advisors engaged and the support received for pursuing work opportunities.
- Young people **connect with individuals and organisations** who can support them in **establishing and growing their own business**, measurable by the number of businesses started and sustained through these connections.
- Young people **build long-term connections** with others that **support their ongoing career growth**, tracked by the continuity and impact of these relationships on professional growth, development and career advancement.

Connect

What might this look like in practice...

- Provide accessible coaches who can support with general work coaching / mentoring.
- Provide facilities to host career fairs and networking events for young people.
- Support young people to create clubs or networking hubs using YMCA facilities.

- Engage young people in developing and leading peer-to-peer coaching and networking programs.
- Organise networking events across common local industries to support connection building.
- Facilitate regular group training sessions using local community members as trainers.
- Create a walk-in mentoring service and safe space for one-off / simple guidance requests.

- Offer personalised mentoring programs, partnering with local employers to deliver.
- Create professional development workshops and courses in collaboration with employers and educational institutions.
- Provide external certification in coaching and mentoring to young people.

How programs can be adapted to suit local needs...

- **During mentoring and coaching**, focus on **topics and issues** that are specifically relevant to the **local community**.
- Ensure that **mentors come from a variety of backgrounds** that represent the **diversity of the local community**.
- Offer both **in-person and virtual options** to support improved access for all young people.
- Engage **local businesses, schools, and organisations** to support and participate in **mentorship programs**.
- Tailor **coaching sessions** to address individual **participant's goals, strengths, and challenges**.
- Provide **coaching and mentoring in multiple languages**.
- Establish **peer-to-peer networks** for common **local industries/sectors**.
- Tailor **professional development activities** to suit **local needs**.
- Offering **mentoring** that is targeted to **specific career or life stages**.

What else do we need to consider...

Risk	Mitigation strategies
Availability of coaches and mentors.	Offer flexible scheduling options and enable mentees to become mentors following program completion.
Ensuring participants are paired with mentors who can offer relevant advice support and industry connections.	Use a matching algorithm or manual review to pair based on interests, goals, and industry connections.
Creating socially inclusive spaces that foster belonging.	Offer inclusive programs that support marginalised groups and provide safe spaces for vulnerable youth.

Connect

YMCA case studies

Young people can connect with the networks, relationships and mentors they need to access and support with Meaningful Work opportunities

Bangladesh YMCA Bangladesh Career development seminar

Initiative details

- Includes career fairs and guidance counselling
- Targets underserved young people

Contact

Biplob Rangsa

About this initiative

This initiative supports young people in Bangladesh by hosting a career development seminar to attract potential applicants for local businesses to recruit. Local YMCAs work with businesses who want to participate in the seminar and work with them to develop the schedule for the day, with the intention of inviting participants with suitable qualifications and experience and helping them find suitable employment. This initiative has a mutually beneficial outcome, as businesses attract committed staff that they require whilst participants can form important connections and networks and find employment, minimising the impact of poverty for themselves and their families.

Scotland YMCA Scotland Youthworks Mentoring

Initiative details

- Includes peer mentorship circles and individual support
- Targets underserved young people

Contact

Colin MacFarlane

About this initiative

Youthworks is a mentoring program for young people who are currently unemployed or engaged in short-term government employment or training programs. Using peer mentoring circles and 1:1 support, the program targets hard-to-reach young people or those with complex support needs and helps them develop the soft skills, resilience and emotional intelligence to move into long-term employment. Participants participate in a 12-week mentoring circle program with 8-10 young people and peer mentors, as well as having access to sessions with 1:1 peer mentors for 3-8 months after the program is completed to support their transition into work. Participants receive helpful support from experienced mentors and most participants gain employment within 3 years following completion.

Hong Kong YMCA Hong Kong MentorSHIP Program

Initiative details

- Includes peer mentorship and one-to-one coaching

Contact

Wilson Li / Heidi Kan

About this initiative

Since 2022, the MentorSHIP program has been facilitated to empower selected YMCA staff by connecting them with experienced staff mentors who can guide and support them on their personal and professional journeys in YMCA. The program helps participants with their own development, while also growing future YMCA leaders, through a process of matched mentoring covering knowledge sharing, resilience and positive change, as well as job shadowing and rotation opportunities to further enhance learning opportunities. By participating in the program, mentees undergo significant personal growth and self-reflection, gaining skills in leadership and motivation, which enables them to give back as future mentors themselves and drive future change and growth at the YMCA.

Connect

External case studies

Young people can connect with the networks, relationships and mentors they need to access and support with Meaningful Work opportunities

South Africa

SOS Children's Villages & DHL Group 'GoTeach' Mentoring Program

About SOS Children's Villages

SOS Children's Villages is a global organisation supporting children without parental care and at-risk families in over 130 countries¹. Through initiatives like YouthCan!, it equips disadvantaged youth with mentorship, education, and vocational training, helping them transition to independence and meaningful employment².

Initiative Overview

In South Africa, YouthCan! partners with DHL to empower youth transitioning from SOS care with career guidance and employability skills. DHL, as a key corporate partner, provides a multifaceted approach to support, including internships, on-site training, and mentorship through its GoTeach mentoring program. DHL employees actively volunteer to mentor participants, lead employability workshops, and host workplace exposure days, giving youth practical insights into professional environments. SOS plays a critical role in this collaboration by identifying eligible participants, offering career readiness training, and managing program logistics³. Together, these efforts help bridge the gap between education and employment, equipping disadvantaged youth with the skills, experience, and networks needed for meaningful and sustainable work opportunities.

Impact

Since its inception, the partnership between YouthCan! and DHL has significantly benefited young people in South Africa, aligning with the government's efforts to tackle youth unemployment, which stood at 45.5% in the first quarter of 2024⁴. This collaboration helps address the issue by equipping participants with essential skills and networks, and supporting their transition into formal employment, including roles within DHL and its supply chain network⁵. This has supported young people to connect with mentors and engage in valuable networking opportunities that have helped to bridge the skills gap, leading a positive impact on youth employment objectives in South Africa.

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5. No Author/SOS Children's Villages, GOTEACH: Partnership between SOSCV and Deutsche Post DHL Group, 2022, <https://www.sos-childrevillages.org/getmedia/67e80cbd-301c-4d08-b885-838cf4e7ccb5/GoTeach-Facts-Figures-2022.pdf>

Paraguay, South America

Youth Business International & Fundación Paraguaya Youth Entrepreneurship Mentoring Program

About Youth Business International (YBI)

Youth Business International (YBI) is a global network supporting underserved young entrepreneurs to start, sustain, and grow businesses. Operating in over 50 countries, YBI offers mentoring, training, and access to finance to equip young people for meaningful work. YBI's focus on localised interventions and partnerships ensures programs are tailored to community needs, fostering job creation and economic resilience¹.

Initiative Overview

In Paraguay, YBI has partnered with Fundación Paraguaya, a Paraguayan social enterprise dedicated to promoting entrepreneurship and financial literacy among marginalised groups². This collaboration tackles high youth unemployment through entrepreneurship mentoring programs that integrate YBI's mentoring expertise with Fundación Paraguaya's deep local knowledge³. Fundación Paraguaya provides participants with access to its local network of financial institutions and backers to support with microloans, enabling small business development, while YBI trains local mentors and introduces a structured mentoring methodology. Together, they deliver workshops on business planning, marketing, and operational management, offering youth holistic support. The partnership's strength lies in combining Fundación Paraguaya's strong community ties with YBI's globally recognised models for youth entrepreneurship⁴.

Impact

The program's impact is remarkable: nearly three-quarters (74%) of participating young entrepreneurs reported increased confidence in running their businesses, while 72% felt they had developed stronger decision-making skills through the support of their mentors⁴. Beyond business acumen, personal growth was also significant, with 71% of entrepreneurs stating they had gained deeper insights into their strengths and areas for development⁴.

Reference List:

1. No Author/YBI, What we do/YBI (n.d.), <https://youthbusiness.org/what-we-do/>
2. No Author/Fundacion Paraguaya, Us/Fundacion Paraguaya (n.d.), <https://www.fundacionparaguaya.org.py/#/nosotros?lang=es>
3. No Author/YBI, Fundacion Paraguaya/YBI (n.d.), <https://youthbusiness.org/members/fundacion-paraguaya/>
4. YBI, The Youth Entrepreneurship Programme in Latin America and the Caribbean: Impact Report, 2023, p. 8, 11, 17, 20, 21, <https://youthbusiness.org/wp-content/uploads/2023/12/YBI-YEP-Report-English-Digital-Spreads-2.pdf>
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Thrive

Young people are enabled through the additional holistic and wraparound support they need to thrive in Meaningful Work

Example initiatives for this component...

- Income support
- Housing support
- Legal support
- Electricity access
- Mental health and well-being
- Financial education support
- Family support services
- Flexible working arrangements
- On-site health services
- Legal support claiming asylum
- Youth counselling
- Cultural assimilation and integration
- Referrals – substance abuse, legal, financial, housing etc
- Internet access
- Local transportation infrastructure

Where we might collaborate to deliver...

- **Employers and businesses** could be collaborated with to design supportive wellbeing policies that provide an additional layer of support to young people.
- **Education institutions** could provide additional support services to minimise education / training disruptions.
- **Governments** can provide housing support and resources for securing stable accommodation.
- **NGOs and communities** might offer family and social support services to mitigate barriers.
- **External professionals (e.g. legal, healthcare, migrant support)** can provide expert advice and support with triaging escalated concerns.

What success could look like...

- Young people have the **wraparound support they need** to help them **secure and maintain employment**, measurable by increased employment and retention rates, and their ability to manage non-work-related needs.
- Young people **strengthen and maintain their physical, emotional and mental health and wellbeing** through targeted programs, evidenced by improved wellbeing scores and program participation rates.
- Young people have **reduced drop-out rates** in education / training, tracked by monitoring retention statistics and addressing personal or external barriers.
- Young people **reach their potential** in their professional and personal lives, measurable through career progression, skills development, and personal achievements.
- Young people **access to tools and resources to address short- and long-term challenges**, reflected in their ability to overcome local conditions and disruptive forces, and their use of available resources.
- Young people **access and receive additional, professionally-delivered support** (e.g. legal, medical) through YMCA networks and connections across the ecosystem, measurable by the number of support cases handled and their outcomes.

What might this look like in practice...

- Create and host directory of local ecosystem resources (e.g. legal, financial, medical) available to young people.
- Provide for other needs (e.g. meals, free Wi-Fi, phone charging stations) as part of program delivery.
- Host regular low-cost social and cultural events to encourage and celebrate community diversity.

- Work with local providers to deliver drop-in health support at YMCA facilities (e.g. general check-ups, counseling).
- Provide mental health first aid certifications to program leaders and volunteers.
- Work with transport providers to run transport (e.g. free shuttle buses) to hard-to-reach work / education facilities.

- Partner with legal experts and advocacy groups to provide personalised counsel and support.
- Work with local finance providers to support access to funds and loans for young people in need.
- Deliver comprehensive packages of support programs for community needs (e.g. an asylum package covering cultural assimilation, temporary housing, meal services, work and education placement support etc).

How programs can be adapted to suit local needs...

- When providing **income support**, adjust based on **local cost of living and economic conditions**.
- Tailor **housing support programs** to address specific challenges in the **local housing market**.
- Focus **legal support services** on common **legal issues** faced by the **local community**.
- Provide support in **multiple languages** and ensure that services are **culturally sensitive**.
- Focus on **leader-led programs** to ensure subject matter expert delivery of programs (e.g. banks leading financial education initiatives).
- Offer **language classes** and **cultural orientation sessions** tailored to the **local context**.
- Provide **cultural assimilation workshops and training sessions** for both **newcomers and the local community**.

What else do we need to consider...

Risk	Mitigation strategies
The location of the program.	Deliver programs where young people can easily access them e.g. facilitating programs in rural and regional areas to improve accessibility.
Local laws and regulations impacting the type of support that can be offered.	Partner with legal experts and advocacy groups for guidance and support.
Providing necessary support to staff and volunteers for when dealing with difficult topics e.g substance abuse, sexual abuse and bullying.	Provide access to professional mental health support and counselling for YMCA staff and volunteers.

Thrive

YMCA case studies

Young people are enabled through the additional holistic and wraparound support they need to thrive in Meaningful Work

Haiti Laboule Community Center YMCA Art Play

Initiative details

- Includes wellbeing and psychosocial support and life skills training
- Targets underserved young people

Contact

Gwénaél Apollon

About this initiative

The Art Play program was designed to give young people who have been impacted by violence in the Laboule neighbourhood a way to express their feelings in safe and supportive environment, while learning a form of art, including theatre, design and painting. The aim of this initiative is for young people to engage in developing their art skills as a hobby, or as a practical way to build skills that could turn into a future profession. As part of this initiative, participants can express their feelings in a safe environment and engage in play with peers to build supportive relationships with others. Participants, primarily from vulnerable backgrounds, can also come together for a meal as part of the program, further supporting their holistic wellbeing through participation.

Cameroon YMCA Cameroon Youth Justice Program

Initiative details

- Includes holistic support and crime prevention / reintegration services
- Targets underserved young people

Contact

Eugene Mbee

About this initiative

The Youth Justice Program seeks to work with young people in conflict with the law to give them opportunities to access sustainable employment or business opportunities, whilst improving their safety and minimising flow-on impacts to their families and communities. The program includes three phases targeted at young people who are at risk with the law, in prison or former detainees, providing targeted support across civic education, life skills and vocational training, and small grants or loans. The program also includes a design sprint process that brings together the target group with stakeholders to understand the needs of the target group and create a prototype, with ongoing data collection to continuously improve the program for the future.

Ukraine YMCA Ukraine Edu Hubs

Initiative details

- Includes cultural assimilation support & employment training
- Targets underserved young people

Contact

Marius Pop

About this initiative

In partnership with Accenture and four other central European YMCAs, YMCA Ukraine have launched their Edu Hubs to enable persons displaced by the war in Ukraine to continue their education, build job-related skills, and pursue employment online through fixed and mobile digital hubs. This includes providing skills training such as language training, basic digital skills and remote work access, mental health services offered in a range of languages, and ongoing hub operation. The initiative supports refugee integration, enabling participants to expand their community networks and connect to skilling and employment opportunities, while building resilience and skills in a safe and supported environment.

Thrive

External case studies

Young people are enabled through the additional holistic and wraparound support they need to thrive in Meaningful Work

Australia

Youth Off The Streets & NSW Department of Education Alternative Education Schools

About Youth Off The Streets

Established in 1991 by Father Chris Riley, Youth Off The Streets is an Australian non-denominational community organisation dedicated to supporting disadvantaged young people who may be homeless, drug-dependent, and/or recovering from abuse. Operating across New South Wales, Youth Off the Streets provides crisis accommodation, education, alcohol and other drugs counselling, and youth justice support¹.

Initiative Overview

Youth Off The Streets works closely with the New South Wales Department of Education to operate six independent high schools registered and accredited with the New South Wales Education Standards Authority (NESA). These schools cater to students who have become disconnected from mainstream education, providing flexible learning programs tailored to individual needs. The Department of Education supports this partnership by providing accreditation and funding, while Youth Off The Streets offers specialised educational programs and wraparound support services, including counselling, life skills training, and cultural support². This collaboration ensures that resources are effectively allocated to support at-risk youth in their educational pursuits and provides the required holistic support³.

Impact

This partnership has resulted in improved educational outcomes for at-risk youth. For instance, Key College in Redfern reports that students who were previously disengaged from education have achieved significant academic progress and personal development, with 8 students successfully achieving their Higher School Certificate, and 1 attaining Year 12 Record of School Achievement (RoSA) in 2023⁴. These outcomes highlight how flexible learning environments and comprehensive wraparound services empower students to pursue further studies or employment opportunities.

Reference List:

1. No Author/Youth Off the Streets, About Us/Youth Off the Streets (n.d.), <https://youthoffthestreets.com.au/about-us/>
2. Eden College, 2023 Annual School Report (2023), p. 2, <https://youthoffthestreets.com.au/wp-content/uploads/2024/06/ASR-2023-EDEN-College.pdf>
3. No Author/Youth Off the Streets, Independent High Schools/Get Support, <https://youthoffthestreets.com.au/get-support/independent-high-schools/>
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Jordan

INJAZ, Central Bank of Jordan & Ministry of Education Financial Education Program

About INJAZ

INJAZ was founded in 1999 and is an independent nonprofit Jordanian organisation whose mission is to inspire and prepare young people to become productive members of society, while accelerating economic development through education and entrepreneurship. INJAZ prides itself on linking public, private and civil society to bridge the skills gaps between the education system and changing labour market needs¹.

Initiative Overview

In 2015, the Financial Education Project (FEP) was launched to provide 7th grade students with financial education covering basic principles of responsible money management, such as financial planning, decision-making and entrepreneurship². These were expanded to grades 7 – 12 in 2019 and are delivered in partnership with the Central Bank of Jordan and the Ministry of Education, with funding coming from local banks and NGOs. It offers a full curriculum that is designed to be interactive, engaging and relevant to students' daily lives, making use of digitised video and interactive online content, as well as direct teacher training and learning circles to support instructors³.

Impact

The partnership between INJAZ, Central Bank of Jordan and the Ministry of Education has improved financial outcomes for young people. The FEP is now a compulsory class for all school students in grades 7 – 10, and is offered as optional in grades 11 and 12³. In conjunction, the NFIS has seen an increase in adult account ownership reaching 43.1% in 2022 and a reduced gender gap of 22%, a 13% improvement from previous targets². Additionally, the public-private partnership helped to accelerate success by bringing together contributions from a more diverse group of ecosystem actors, which has led to successful scaling of the program³.

Reference List:

1. No Author/INJAZ, About Us/INJAZ (n.d.), <https://injaz.org.jo/overview/>
2. No Author/Alliance for Financial Inclusion (AFI), Financial literacy tools in Jordan: Towards a more resilient society (2023), <https://www.afi-global.org/newsroom/blogs/financial-literacy-tools-in-jordan-towards-a-more-resilient-society/>
3. Molly Curtiss Wyss, Jenny Perlman Robinson, Maya Elliott, Omar Qargha/Center for Universal Education at Brookings, Improving financial literacy skills for young people: Scaling the Financial Education Program in Jordan (2022), p. 3, https://www.brookings.edu/wp-content/uploads/2022/10/FEP-Executive-Summary_EN.pdf

Engage

Young people are empowered to engage with and lead Meaningful Work efforts and advocacy across the ecosystem

Example initiatives for this component...

- Youth leadership development
- Youth-led community development programs
- Speaking engagements and ecosystem facilitation
- Youth Meaningful Work advocacy efforts
- Youth representation opportunities
- Youth governance participation
- Policy consultation
- Social entrepreneurship programs
- Ecosystem collaboration events (e.g. roundtables, summits)

Where we might collaborate to deliver...

- **Employers and businesses** to engage young people in shaping work programs that support youth leadership and entrepreneurship and help young people engage in work-related decision-making roles.
- **Education institutions** to develop relevant leadership curriculum.
- **Governments** to engage young people in policy making and advocacy efforts.
- **NGOs and communities** support youth advocacy programs through grants, mentorship or networking, providing opportunities to amplify youth voices, or fostering grassroots social projects.

What success could look like...

- Young people engage in **building leadership skills** through meaningful development opportunities, measurable by the number of leadership programs completed and leadership roles assumed.
- Young people are at the **centre of ongoing Meaningful Work efforts**, engaging in advocacy across the ecosystem, tracked by their participation rates and the outcomes of advocacy campaigns.
- Young people have a **seat at the table in making decisions** that impact them, **engaging in governance mechanisms and forums**, measurable by their involvement in decision-making processes and skill development progress.
- Young people are represented and can **lead public policy consultation**, ensuring Meaningful Work is reflected in ongoing policy discussions, tracked by the number of consultations led and policies influenced.
- YMCA supports young people to **engage with a diverse range of ecosystem actors** to **scale Meaningful Work efforts** and ensure the ecosystem is aligned to their needs, measurable by collaboration outcomes and impact assessments.
- Young people **receive the training and development they need** to reach their potential as **empowered future leaders**, tracked by the completion of training programs and leadership milestones achieved.

Engage

What might this look like in practice...

- Host external leadership courses and support young people to attend through free / subsidised places.
- Create volunteering positions where young people are able to apply to and leadership shadow / co-lead programs.
- Establish youth positions on YMCA boards / councils to allow young people to provide input into decision-making.

- Develop programs that formally train young people to participate in leadership and decision-making / governance roles.
- Sponsor young people to act as YMCA delegates at major international conferences or forums.
- Provide opportunities for young people to contribute to YMCA policy or strategy development.

- Provide grants and funding for young people to design and lead their own grassroots community programming.
- Train young people to facilitate YMCA advocacy efforts, such as business roundtables or ecosystem consultation.
- Work with governments to embed young people in ongoing policy consultation roles.

How programs can be adapted to suit local needs...

- Engage **local leaders** to **mentor** young people in leadership skills, **incorporating culturally relevant leadership styles**.
- Encourage **young people** to address **local issues** by leading projects that resonate with their **community values**.
- Conduct **community assessments** to identify specific needs and preferences.
- Involve young people **in program planning and design** to ensure initiatives align with local priorities and customs and their needs are met.
- Involve **young people** in **local decision-making processes**. Provide training on governance and policy that includes local government structures and issues.
- Integrate **local history, culture, and languages** into **educational materials** to ensure young people are able to effectively engage the ecosystem.
- Collaborate **with educators and community leaders** to develop leadership curricula that resonate with local students and prepare them for local opportunities.

What else do we need to consider...

Risk	Mitigation strategies
Safeguard YMCA reputation in the ecosystem through appropriate youth representation and conduct.	Provide relevant and thorough training to equip young people with the skills they need prior to taking on any delegate roles for YMCA.
Ensuring programs amplify diverse youth voices, especially underserved groups.	Ensure young people engaging in opportunities come from diverse backgrounds and experiences.
Lack of representation opportunities for young people.	Work with ecosystem to ensure availability of opportunities.

Engage

YMCA case studies

Young people are empowered to engage with and lead Meaningful Work efforts and advocacy across the ecosystem

Sierra Leone

YMCA Sierra Leone

Youth Livelihood and Employment Initiative

Initiative details

- Includes youth advocacy & representation opportunities
- Targets underserved young people

Contact

Joseph Aiah Kange

About this initiative

This initiative was launched following a two-year youth intervention program to address the state of youth unemployment in Sierra Leone, with a focus on youth with disabilities and those affected by COVID-19. To mitigate some of the challenges facing young people, the program delivered a suite of activities that help to elevate the role of young people in securing private sector resources for programs. Young people are empowered to lead advocacy activities, support social accountability and community sessions and advocacy group support, while strengthening their conflict resolution capabilities. The program also supports youth to develop and implement youth advocacy actions on youth policies and employment to support meaningful, safe and sustainable work for vulnerable youth.

USA, Spain and Colombia

YMCA USA, YMCA Spain and YMCA Colombia

Global Pathways for Meaningful Work

Initiative details

- Includes employer advocacy and ecosystem engagement
- Targets underserved young people

Contact

Adriana Stanovici

About this initiative

This project was designed with the dual purpose of supporting economic empowerment efforts across the YMCA while examining the key features and outcomes of this work. The learning project is a collaboration between YMCAs in Philadelphia, New York, Spain and Colombia and American Express, with an exploratory year focused on capacity building, expansion, program sustainability and knowledge building. Working with corporate partners and a wide range of government levels in each location, each YMCA involved aims to empower young people to reach their potential, such as through developing social enterprises or entrepreneurial pursuits, attaining desired education achievements, or meeting work goals through a wide range of ecosystem support that young people can engage with.

Zambia

YMCA Zambia

Generation of Leaders Discovered (GOLD)

Initiative details

- Includes youth leadership development
- Targets underserved young people

Contact

Naomi Mukali

About this initiative

GOLD's primary focus is to unlock the potential of young people by testing and scaling the methodology of peer education, where positive peer pressure is facilitated to bring about sustained community change through an "each-one-reach-one" approach. Across four YMCAs in Zambia, GOLD is delivering a peer education model by embedding peer leaders and their mentors into schools and communities to develop young people and help them become proactive agents of positive change, who can empower themselves and their peers to become future leaders. Participants have enhanced their skill development through this program, as well as being able to step into other leadership and mentorship roles and become recognised as leaders in their communities.

Engage

External case studies

Young people are empowered to engage with and lead Meaningful Work efforts and advocacy across the ecosystem

Global

United Nations High Commissioner for Refugees Global Youth Advisory Council (GYAC)

About the Global Youth Advisory Council

The GYAC is an initiative established by the United Nations High Commissioner for Refugees to amplify the voices of young refugees, internally displaced persons (IDPs), and stateless youth. Formed in 2017, the GYAC ensures that youth perspectives are integrated into the policies and practices affecting their lives. Through partnerships with the UNHCR and other stakeholders, the GYAC empowers young people to engage in decision making, advocate for their communities and contribute to meaningful solutions for displaced youth worldwide¹.

Initiative Overview

Building on the success of the Global Refugee Youth Consultations conducted between 2015 and 2016, which engaged over 1,450 individuals from over 34 countries, the GYAC was established to sustain youth participation in global refugee policy discussions. The council's key objectives revolved around collaborating with UNHCR and partners to implement the Core Actions for Refugee Youth. This served as a consultative body on refugee issues to ensure their voices were heard. GYAC members work closely with decision-makers, UNHCR staff, and local community leaders to advocate for policies that enhance the well-being and opportunities for displaced young people².

Impact

The GYAC has led global advocacy campaigns, raised awareness for refugee youth issues, and supported gender based violence prevention efforts in Zimbabwe. In Uganda, it established a solar-powered music studio for social advocacy, while in the Central African Republic it empowered girls through entrepreneurship training³. During COVID-19, the council distributed masks, emergency food packages and translated health resources into 29 languages, ensuring vital information reached refugee communities⁴.

Reference List:

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2. No Author/UNHCR, We Believe in Youth: Global Refugee Youth Consultations Final Report/UNHCR (2016), <https://www.unhcr.org/ke/wp-content/uploads/sites/2/2016/09/We-Believe-in-Youth-Global-Refugee-Youth-Consultations-Final-Report.pdf>
3. No Author/Women's Refugee Commission, Global Youth Advisory Council (GYAC) 2020 Annual Report/Women's Refugee Commission (2021), <https://www.womensrefugeecommission.org/research-resources/global-youth-advisory-council-annual-report-2020/>
4. No Author/Global Compact on Refugees, We Believe in Youth! - Invest in Youth, Build Community Resilience/Global Compact on Refugees (n.d.), <https://globalcompactrefugees.org/good-practices/we-believe-youth-invest-youth-build-community-resilience>

Switzerland

Global Changemakers Global Youth Summit

About the Global Youth Summit

Global Changemakers is an international youth organisation headquartered in Switzerland dedicated to empowering young leaders to drive positive social change. Since its inception in 2007, the organisation has directly trained over 1,000 young individuals and provided grants to 450 youth-led projects across more than 128 countries¹. These initiatives have collectively impacted millions, fostering a global network of proactive youth committed to addressing pressing societal challenges.

Initiative Overview

The organisation's flagship event, the Global Youth Summit, is an annual, fully funded week-long program that brings together young social entrepreneurs, community activists, volunteers, and campaigners from around the world. Participants engage in skills development sessions, networking, and strategic discussions aimed at enhancing their capacity to effect change. Beyond the summit, Global Changemakers offers toolkits on project management, fundraising and social media, available in multiple languages to support youth initiatives². Additionally, Global Changemakers has launched a mentorship program and the Global Changemakers School, providing online courses to further equip young leaders with essential skills.

Impact

Global Changemakers has significantly contributed to youth leadership development by facilitating numerous regional and global workshops, including the Global Youth Summit. Through its grant program, the organisation has supported over 450 youth-led projects, reaching millions worldwide³. Notable alumni include individuals who have been recognised for their impactful work, such as Michaela Mycroft, a South African disability rights activist and International Children's Peace Prize laureate, and Wali Shah, a Canadian speaker and philanthropist⁴. The organisation's efforts have been featured in prominent media outlets, highlighting its role in fostering a generation of informed and engaged young leaders.

Reference List:

1. No Author/Global Changemakers, About Us/Global Changemakers (n.d.), <https://www.global-changemakers.net/about>
2. No Author/Global Changemakers, Projects/Global Changemakers (n.d.), <https://www.global-changemakers.net/toolkits>
3. No Author/Global Changemakers, Becoming a Changemaker (n.d.), <https://www.global-changemakers.net/mentorship>
4. No Author/Global Changemakers, 10 year impact report (n.d.), <https://drive.google.com/file/d/1Qhbn-F4e9dNA6osqcB4f-y-lxqLIUFwg/view?pli=1>

03

Getting Started

01 Framework Design

02 Framework Component Overviews

03 Getting Started

04 Appendix

Section overview

This section outlines the next steps and helpful information for YMCAs to start implementing the Programming Approach effectively. It addresses anticipated common inquiries and clarifies where to go for support and guidance if required.

What questions and answers does this section cover?

What are the immediate activities YMCAs should complete to start applying the Programming Framework at their YMCA?

YMCAs should complete the immediate activities included on Slide 32, which involves familiarising themselves with this document, determining if they meet the minimum requirements and understanding where to go for support.

What are the common inquiries of the programming approach that YMCAs might have?

This document provides the answers to ten anticipated common inquiries on the implementation of the Programming Approach ranging from securing funding, partnerships to managing risks. These provide additional supporting information that might be helpful for problem-solving challenges.

When getting started, it is important to understand the full Programming Approach, the recommended activities and where to go for support



Understanding the Programming Approach

- YMCAs should **read and familiarise** themselves with the detail in this document to build an in-depth understanding of the Meaningful Work Programming Approach
- YMCAs, at all levels, should **consider opportunities** this document could offer to their YMCA



Commencing your programming journey

- Once all minimum requirements have been met, YMCAs should commence the **recommended activities for activating the Programming Framework** detailed on slide 10, starting at step 0



Do you need support or guidance?

- Contact the Global Meaningful Work Pillar Lead: rehana@ymca.int
- Contact peers and leaders to collaborate, share and learn from each other regarding Meaningful Work Programming

The following anticipated common inquiries related to the Programming Approach have been identified and answered to support with implementation

1. How will my YMCA ensure that programming is meeting the needs of young people effectively?

YMCAs should build infrastructure for engagement with young people across multiple channels (e.g. surveys, focus groups etc.) to ensure their needs are met and responded to, and frequently conduct listening activities or status updates to ensure programs can be continuously improved upon.

2. Where should my YMCA start when it comes to delivering new programming?

YMCAs should look to prioritise and focus on programs that will deliver the most impact to young people, while considering what is a feasible size / scale for delivery and what complements other initiatives in play. It is also important to continuously test, improve and iterate programming to ensure it remains impactful.

3. What if my YMCA is early in our programming journey and requires additional support to build capability to deliver?

YMCAs should reach out to World YMCA / Area Alliances to ask for support in their programming journeys and participate in learning circles and informal discussions to share knowledge and content across the Movement.

4. What if my YMCA has limited funding to support with new programming?

YMCAs should consider how existing programs can be adapted within existing operating contexts to deliver maximum impact with the funds available to them, or research alternative / new funding methods or joint delivery opportunities across the ecosystem.

5. What if programming in my YMCA becomes out of date and no longer meet the needs of local young people?

YMCAs should ensure there are robust monitoring and evaluation mechanisms in place for programming to track ongoing relevance and success and ensure continuous improvement of programming to meet young peoples' needs.

6. What if my YMCA experiences significant changes in our operating context or operates in a political, economic or social environment that is difficult to navigate, risking sustainable ongoing program delivery?

YMCAs should consider how programs can be adapted to suit changes, and work with World YMCA / Area Alliances / peers as needed to support navigating through any significant disruptions (e.g. natural disasters, significant socioeconomic shifts).

7. Who should my YMCA collaborate with to deliver effective programs?

YMCAs should engage existing youth communities to leverage relationships that young people trust, in addition to fostering new collaboration and stakeholder partnerships. There are also suggestions in component overviews on which ecosystem actors could collaborate with to deliver various programs.

8. How can my YMCA effectively manage diverse stakeholders in our local ecosystem?

YMCAs should ensure stakeholder management activities are built into the program governance model to ensure that all stakeholders needs are met on an ongoing basis, as well as dedicating regular capacity to day-to-day ecosystem management.

9. What if my YMCA does not have the ecosystem relationships needed to support with programming delivery?

YMCAs should seek to explore ecosystem connections through other means, such as through existing volunteer relationships or the broader community. Alternately, YMCAs may wish to reach out to ecosystem actors who share similar values to understand where there may be mutually beneficial opportunities.

10. What advanced strategies can enhance Meaningful Work programming for my YMCA?

YMCAs should regularly convene employers, youth, and stakeholders to address trends impacting work opportunities. Refer to the component overviews for additional detail on advanced programming strategies.

04

Appendix

01 Framework Design

02 Framework Component Overviews

03 Getting Started

04 Appendix

Section overview

This section provides contains supplementary information supporting the main body of the Programming Approach. It includes the Outcome Exploration Canvas, Program Design Canvas, and supporting material.

What questions does this section cover?

What tools can YMCAs use to design programs aligned to the Programming Framework?

YMCAs should use the Exploration Canvas (Slide 35) and Program Design Canvas (Slide 36 and 37) to explore the Programming Framework and design tailored Meaningful Work program/s.

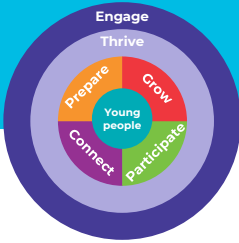
What is the Learning to Earning Journey map?

The Learning to Earning Journey Map was developed and tested as part of the globally coordinated Learning to Earning (L2E) program. A graphic is included to support understanding.

How does the Learning to Earning Journey Map relate to the Programming Framework?

Slide 39 demonstrates how the stages of the Learning to Earning Journey Map are aligned to the components of the Programming Framework.

Meaningful Work Programming Framework | Outcomes exploration canvas



Desired program outcomes

Consider the desired program outcomes based on local young people's needs, aligned to the Programming Framework.

	Component	Desired program outcomes for young people	Desired program outcomes for communities
	Prepare Young people have the tools and resources they need to prepare themselves for Meaningful Work.		
	Grow Young people can engage in pathways and programs that help grow their skills, capabilities and personal characteristics and empower them to reach their potential.		
	Participate Young people are supported to participate in Meaningful Work opportunities through improved access, placement and sustainment of their desired work.		
	Connect Young people can connect with the networks, relationships and mentors they need to support with and access Meaningful Work opportunities.		
	Thrive Young people are enabled through the additional holistic and wraparound support they need to thrive in Meaningful Work.		
	Engage Young people are empowered to engage with and lead Meaningful Work efforts and advocacy across the ecosystem.		

Meaningful Work Programming | Program design canvas (1/2)

Program/s name:

Program type (tick):

Prepare		Grow		Participate		Connect		Thrive		Engage	
---------	--	------	--	-------------	--	---------	--	--------	--	--------	--

Programming level (tick): 

Early		Developing		Advanced	
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Where this has been done before

Consider previous examples where similar program/s have been delivered before, and how this experience could be leveraged to accelerate program design, delivery and impact.

☐

Tick to confirm once considered

What success could look like and how it will be measured

Detail the outcomes the program/s will deliver for young people, and how they will be measured (e.g. metrics and feedback to track progress).

☐

Tick to confirm once considered

Time to impact

Consider the timeframe required for the program to achieve its intended benefits and outcomes post-implementation.

☐

Tick to confirm once considered

Ecosystems collaboration requirements


Consider what ecosystem actors are already, or need to be, involved in the design and delivery of the program/s, and how the YMCA will secure the required ecosystem collaboration.

☐

Tick to confirm once considered

Participant groups

Consider which groups the program will benefit (tick the relevant box/es):

Young learners		Young entrepreneurs	
Aspiring workers		Youth advocates	
Vulnerable youth 		YMCA staff and volunteers	
Specify which vulnerable youth groups/s:	Other (please specify): <input type="text"/>		

Program delivery

Consider how the program/s will be delivered, such as size and scale of the program/s, methods of delivery, facilitation, the outputs young people will receive from participating etc. This must be tailored to local context.

☐

Tick to confirm once considered

Resourcing needs

Consider how the program/s will be resourced, including human resources (capability / capacity and any training required), financial or other assets or logistics (e.g. location, access to technology).

☐

Tick to confirm once considered

Key considerations for implementation and delivery

Outline any other essential factors that must be reviewed to ensure effective implementation and delivery of program/s (e.g. policy and compliance, scalability and sustainability).

☐

Tick to confirm once considered


Meaningful Work Programming | Program design canvas (2/2)

Program/s name:

Program type (tick):

Prepare		Grow		Participate		Connect		Thrive		Engage	
---------	--	------	--	-------------	--	---------	--	--------	--	--------	--

Early: For YMCAs that are new to their programming journey
Developing: For YMCAs that have more experience, capacity or capability to deliver
Advanced: For YMCAs that have significant previous experience, capacity or capability to deliver

Programming level (tick): 	Early		Developing		Advanced	
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Program governance
Outline how the program/s will be managed effectively and how success will be tracked to ensure that outcomes are achieved and there is continuous improvement.

☐ **Tick to confirm that program governance is in place** *(Mandatory)*

Key next steps
Outline the next steps required to support with program/s implementation.

1.

2.

3.

4.

5.

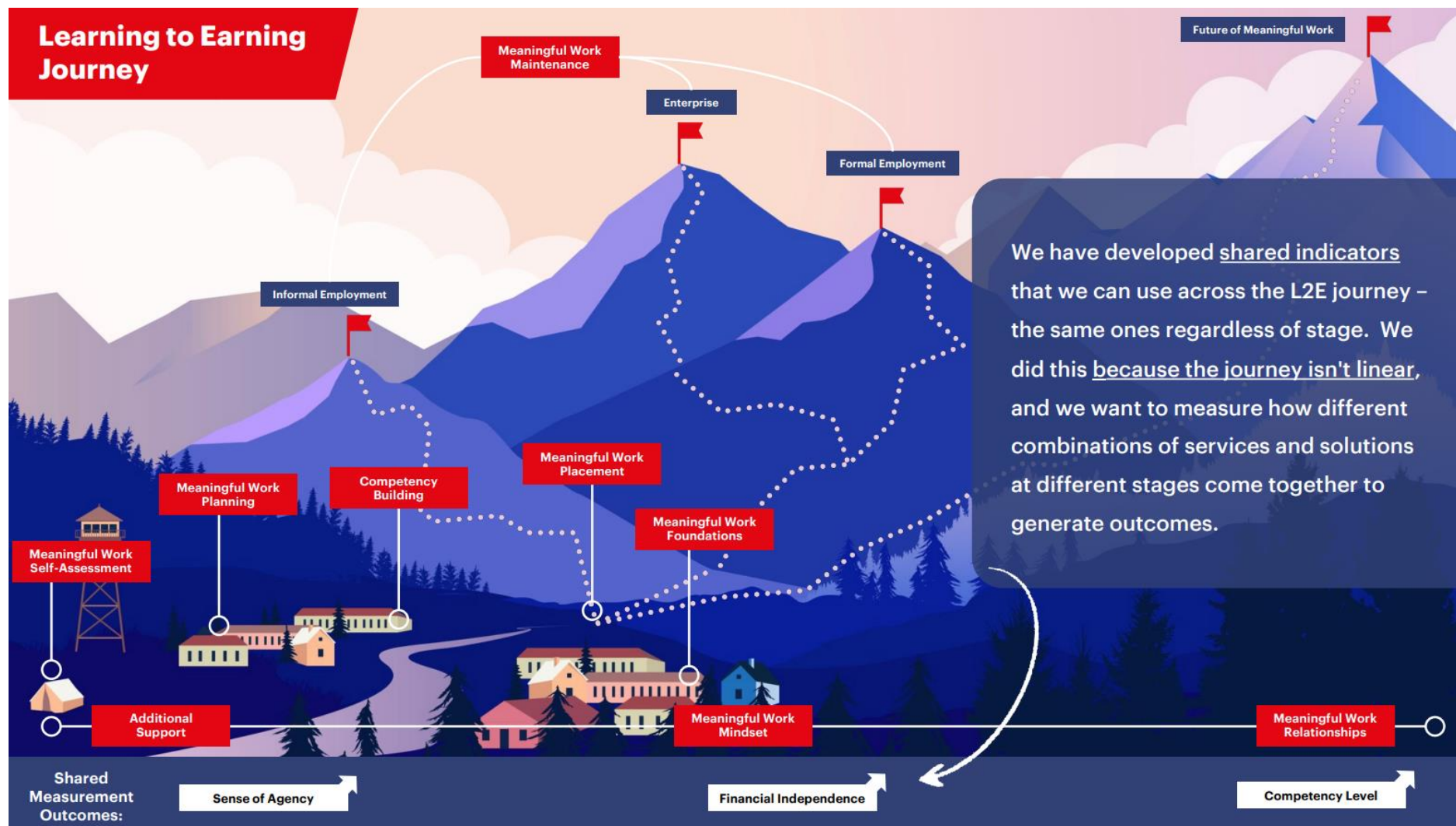
Risks and mitigating actions
Outline any risks or dependencies that may exist in setting up or delivering the program/s, and how they will be mitigated.

Risk	Action

Implementation checklist
Tick off key implementation activities as they are completed.

Action	Completed? (tick)
Confirmed all required approvals	
Established program governance and impact measurement	
Organised funding and any additional resources / logistics required	
Coordinated delivery teams and any training required to onboard	
Communicated program and outcomes with YMCAs, young people and other stakeholders	
Worked with ecosystem partners to coordinate program design and delivery	
Connect with other YMCAs who have delivered similar past programs to understand lessons learned	

The Programming Framework has been based on the Learning to Earning journey map*, which is already being piloted and will be scaled further in the future



* For more information on the Learning to Earning journey map, see the *Learning to Earning* SteerCo 3 Pre-Read or L2E Workshop 1 PRE READ documents

The Learning to Earning journey stages have been mapped to the Programming Framework through consultation with YMCA leaders and young people to ensure that core elements of the journey are accurately reflected in the Framework

COMPONENT	Prepare	Grow	Participate	Connect
DESCRIPTION	Young people have the tools and resources they need to prepare themselves for Meaningful Work	Young people can engage in pathways and programs that help grow their skills, capabilities and personal characteristics and empower them to reach their potential	Young people are supported to participate in Meaningful Work opportunities through improved access, placement and sustainment of their desired work	Young people can connect with the networks, relationships and mentors they need to support with and access Meaningful Work opportunities
ALIGNMENT TO L2E PATHWAY STAGE	<ul style="list-style-type: none"> • Meaningful Work Mindset • Meaningful Work Self-Assessment • Meaningful Work Foundations • Meaningful Work Planning 	<ul style="list-style-type: none"> • Meaningful Work Competency Building 	<ul style="list-style-type: none"> • Meaningful Work Placement • Meaningful Work Maintenance 	<ul style="list-style-type: none"> • Meaningful Work Relationships
COMPONENT	Thrive		Engage	
DESCRIPTION	Young people are enabled through the additional holistic and wraparound support they need to thrive in Meaningful Work		Young people are empowered to engage with and lead Meaningful Work efforts and advocacy across the ecosystem	
ALIGNMENT TO L2E PATHWAY STAGE	<ul style="list-style-type: none"> • Additional Support 		<ul style="list-style-type: none"> • N/A – new 	

The World YMCA Global Meaningful Work Survey

Our Youth Meaningful Work survey has returned about...


 **10,000**
responses

from **127**
countries

 **2 in 3**
Respondents are **aged between 18-25**

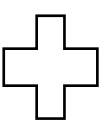
 **1 in 2**
Identified as **belonging to an underserved group**

 **1 in 4**
Have **less than a high school certificate**

 **2 in 5**
Can't or are struggling to pay for their **basic needs**

The top respondents are...

1	Ethiopia	1,100
2	Mongolia	950
3	Philippines	780
4	Bangladesh	580
5	China, Hong Kong SAR	570
6	Sierra Leone	520
7	Kenya	480
8	Australia	350
9	Colombia	340
10	Sri Lanka	330



...We prioritised effort into hearing the diverse voices of young people, experts and leaders

- 90** 90+ Youth Champions drove the success of the Meaningful Work survey
- 60** 3 focus groups with a total of 60+ young people engaged
- 85** 85+ NGS and Programme Managers engaged through Leader Briefings
- 20** 20+ Deloitte global partners consulted and 300+ Deloitte general staff informed
- 7** 7 meetings with key advisory groups – our global SteerCo and the Community of Impact
- +** ++ engaged other ecosystem players (e.g. ServiceNow, Salesforce, BCTI, Community of Impact)

Reference List (1/3)

Documents referenced throughout this report			
#	Publisher	Document Title	Publishing Year
1	Plan International	About Plan International	n.d.
2	Yes Digital Academy	Yes Digital	n.d.
3	World Bank	Towards a world class labor market: Labor Market Information System for Indonesia	2021
4	International Trade Administration	Indonesia – Country Commercial Guide: Indonesia Digital Economy	2024
5	SMERU	Digital Skills Landscape in Indonesia	2022
6	Junior Achievement USA	About Junior Achievement USA	n.d.
7	Junior Achievement USA	JA Job Shadow: Mentor a student at your workplace – Opportunity	n.d.
8	JACenCarolinas	Coca-Cola Consolidated Junior Achievement Job Shadow	2019
9	Junior Achievement Central Virginia	Thank you to our partner Coca-Cola Consolidated for hosting students at #SandstonCoke for our first JA Job Shadow of 2024	2024
10	World Skills	World Skills – About	n.d.
11	World Skills Australia	About World Skills Australia	n.d.
12	TAFE Queensland	World Skills Events	n.d.
13	WorldSkills Australia	Competitions – What We Do	n.d.
14	Educate!	Educate! Home page	n.d.
15	Mastercard Foundation	Our Work in Uganda – Young Africa Works in Uganda	n.d.
16	Educate!	2023 Impact Report	2023
17	Educate!	Our Work in Schools – What We Do	n.d.
18	Year Up	Everyone deserves the opportunity to achieve their potential – Our Mission	n.d.
19	JP Morgan Chase	Building Diversity Through Opportunities – Stories	2020
20	Forbes	JP Morgan Chase & Co. And Year UP Convene Employers to Discuss Talent Solutions That Work	2016
21	JP Morgan Chase	From Intern to Mentor: How a Job Training Program helped Aaliyah Morgan to Invest in Herself and Others	2023
22	Aspen Institute Forum	Global Opportunity Youth Network	n.d.
23	Journal DRI	Decola Cria arrives in Rio de Janeiro with the aim of mobilizing public and private partners to reduce the number of young people who do not study or work	2024
24	Phi Institute	Youth are powerful and need to be seen as such: meet the Global Opportunity Youth Network (GOYN)	2023
25	The Dialogue: Leadership for the Americas	Youth Employment and Sustaining Latin America – Analysis	2021

Reference List (1/3)

Documents referenced throughout this report			
#	Publisher	Document Title	Publishing Year
26	SOS Children's Villages	About Us – SOS Children's Villages	n.d.
27	SOS Children's Villages	YouthCan!	n.d.
28	SOS Children's Villages	DHL Group – International Partners	n.d.
29	United Nations	Bolstering the skills of young people – the key to South Africa's economic growth	2024
30	SOS Children's Villages	GOTEACH: Partnership between SOSCV and Deutsche Post DHL Group	2022
31	Youth Business International	What we do – Youth Business International	n.d.
32	Fundacion Paraguaya	About Us – Fundacion Paraguaya	n.d.
33	Youth Business International	Fundacion Paraguaya	n.d.
34	Youth Business International	The Youth Entrepreneurship Programme in Latin America and the Caribbean: Impact Report	2023
35	Youth Business International	Success Story – Marian Balmaceda	n.d.
36	Youth Off the Streets	About Us – Youth Off the Streets	n.d.
37	Youth Off the Streets	Eden College: 2023 Annual School Report	2023
38	Youth Off the Streets	Independent High Schools – Get Support	n.d.
39	Youth Off The Streets	Key College – 2023 Annual School Report	2023
40	INJAZ	About Us – INJAZ	n.d.
41	Alliance for Financial Inclusion (AFI)	Financial literacy tools in Jordan: Towards a more resilient society	2023
42	Center for Universal Education at Brookings	Improved financial literacy skills for young people: Scaling the Financial Education Program in Jordan	2022
43	UNHCR	Global Youth Advisory Council – Annual Report 2018	2018
44	UNHCR	We Believe in Youth: Global Refugee Youth Consultations Final Report	2016
45	Women's Refugee Commission	Global Youth Advisory Council (GYAC) 2020 Annual Report	2021
46	Global Compact on Refugees	We Believe in Youth! – Invest in Youth, Build Community Resilience	n.d.
47	Global Changemakers	About Us – Global Changemakers	n.d.
48	Global Changemakers	Projects – Global Changemakers	n.d.
49	Global Changemakers	Becoming a Changemaker	n.d.
50	Global Changemakers	10 year impact report	n.d.

Reference List (2/3)

Documents reviewed in discovery to establish a point of view in this report.		
Publisher	Document Title	Publishing Year
Documents discussing challenges faced by young people globally		
International Labour Organization (ILO),	Global Employment Trends for Youth 2024	2024
International Labour Organization (ILO)	Global Employment Trends for Youth 2024	2023
International Labour Organisation (ILO)	Global Wage Report 2024/25: Wages and Minimum Wages in the Time of COVID-19	2024
Organisation for Economic and Social Cooperation (OECD)	Youth and COVID-19: Response, Recovery and Resilience	2023
World Bank	Poverty and Shared Prosperity 2024: Reversals of Fortune	2024
World Bank	The Human Capital Project: Realizing the Promise in the Post-Pandemic Era	2024
World Health Organization (WHO)	Global Youth Mental Health Report	2024
UNICEF	The State of the World's Children 2024: Youth, Technology and Well-being	2024
International Monetary Fund	World Economic Outlook: Recovery Amidst Uncertainty	2024
World Economic Forum (WEF),	Global Gender Gap Report 2024	2024
Foundation for Young Australians (FYA)	"The New Work Reality."	2018
Documents discussing key changing work trends and the future of work		
World Economic Forum (WEF),	The Future of Jobs Report 2024	2024
World Economic Forum (WEF)	Jobs of Tomorrow: Mapping Opportunity in the New Economy	2024
McKinsey & Company	Education to Employment: Designing a System that Works	2024
McKinsey & Company	The Future of Work After COVID-19	2024
International Telecommunication Union (ITU)	Measuring Digital Development: Facts and Figures 2024	2024
World Bank	Digital Economy Report 2024	2024
Accenture	Technology Vision 2024: We, The Post-Digital People	2024
Organisation for Economic and Social Cooperation (OECD)	Employment Outlook 2024	2024
PwC	Upskilling for Shared Prosperity	2024
Deloitte	Millennial Survey 2024: A Call for Accountability and Action	2024
International Finance Corporation (IFC)	Tackling Youth Employment Challenges: An IFC Insights Report	2024
Documents including best practice initiatives for addressing youth challenges and responding to changing work trends		
World Bank	World Development Report 2024: Data for Better Lives	2024
UNESCO	Global Education Monitoring Report 2024	2024
UNESCO	Education for Sustainable Development: A Roadmap	2024

Reference List (3/3)

Documents reviewed in discovery to establish a point of view in this report.		
Publisher	Document Title	Publishing Year
Documents including best practice initiatives for addressing youth challenges and responding to changing work trends		
Deloitte	Global Human Capital Trends 2024	2024
PwC	Youth Employment: Building Better Futures	2024
European Commission	Youth Employment Support: A Bridge to Jobs for the Next Generation	2020
International Labour Organization (ILO),	Working from Home: From Invisibility to Decent Work	2024
Organisation for Economic and Social Cooperation (OECD)	Skills Outlook 2024: Thriving in a Digital World	2024
World Economic Forum (WEF)	The Global Risks Report 2024	2024
United Nations	World Youth Report: Youth Social Entrepreneurship and the 2030 Agenda	2024
Accenture	Future Workforce: Reworking the Revolution	2024
United Nations Development Programme (UNDP)	Human Development Report 2024: The Next Frontier – Human Development and the Anthropocene	2024