



12.11.2014

THE WORLD BANK GROUP FOUNDATIONS ADVISORY COUNCIL



WORLD BANK GROUP

External and Corporate Relations

Foundations Program | Global Engagement

The World Bank Group Foundations Program

For over 40 years, the World Bank Group has partnered with foundations to reduce poverty and boost shared prosperity. Today, the World Bank Group works with more than 80 foundations across every region of the world on areas ranging from food security and health, to private sector development and job creation, to environmental sustainability. By sharing knowledge and partnering on the design and implementation of projects, the World Bank Group and foundations are together helping to promote more effective and lasting development solutions.



Thursday December 11

12:00 –5:00 p.m. | World Bank Group Main Complex (MC Building)

12:00–1:45 p.m. | ABC Dining Room (MC C1)

Lunch (*see page 2 for details*)

2:00–4:00 p.m. | MC 12-700

Foundations Advisory Council meeting

Solving the Jobs Puzzle

2:00–2:10 p.m. | Welcome and Introductory Remarks

Dr. Jim Yong Kim, President, World Bank Group

2:10–3:50 p.m. | Discussion

Between now and 2030 more than a billion young people will enter the labor market. Every month, more than a million seek jobs in Africa and another million in India. Today, more than 200 million people are unemployed—most of them youth—and even more are in unpaid, underpaid, or unproductive work. A third of workers are in vulnerable employment or living in poverty. The need for jobs has never been greater.

Two forces of change exacerbate the problem further. First, structural shifts in the paths of economic development. Skeptics worry about premature deindustrialization in many low-income countries and limited opportunities to climb even the lowest rungs of international value chains, while others see opportunity in expanding service sectors. What sectors will provide the millions of jobs needed?

Second, technology, which is changing the nature of work itself. Technology allows for innovation and opens up new opportunities, but it can also be disruptive—substituting some jobs, while enabling others to be more productive. Few of those working on these issues are thinking about the implications for jobs in low-income countries. For these countries, where are we likely to see the most opportunity and where are the challenges? What are the skills that will be needed to succeed in the future?

We already see gaps between the number of people seeking more and better work and the supply of available paid jobs. Each year 80 percent of job seekers fail to find a job. Yet more than 50 percent of employers surveyed globally claim that they cannot find the skills they need, leaving millions of available jobs unfilled. Solving the “jobs puzzle” will only become more complicated in the face of structural change and new technologies.

Today’s discussion focuses on two important points of intervention: the transition from school to work and how to expand employment opportunities for youth; and addressing the shifting needs for skills, in particular for people who are marginalized—women, ethnic minorities, and rural populations.

The global jobs crisis is both a challenge and an opportunity. A 15-year-old today will be in the prime of his or her working life in 2030. How can we work together to ensure that wherever that teenager lives in today’s world, the opportunities for productive, sustainable, fulfilling work are in place? How can we work more closely with the private sector to more effectively link learning and skills development with employment opportunities? How can we support a strong formal education system that is responsive and relevant to the job market today and in the future? How can we do more to empower the poor through skills training? How can we fill in crucial data gaps and build research to better understand the link between jobs, income mobility, and poverty reduction? How can we best learn from each other and work together to solve the jobs puzzle?

3:50–4:00 p.m. | Summary of Discussion and Next Steps

Dr. Jim Yong Kim, President, World Bank Group

4:00–5:00 p.m. | MC 12-700

Post-meeting Coffee

Thursday December 11
12:00 –1:45 p.m. | ABC Dining Room (MC C1)

Lunch
Unlocking Employment Opportunities for Youth in
the Arab World

Soraya Salti, President and CEO, INJAZ Al-Arab



The Middle East and North Africa suffers from the highest unemployment in the world, with one in four young men and two in five young women out of work. The economic loss of youth unemployment exceeds US\$40 billion to US\$50 billion annually across the region, equivalent to the GDP of a country like Tunisia.

As President and CEO of INJAZ Al-Arab, **SORAYA SALT****I** has spent the past decade mobilizing the private sector and ministries of education across the Arab world to join forces in turning youth into a new generation of entrepreneurs and employees of choice for corporations. Today, Ms. Salti will share with us how she has established these partnerships and how the public-private model can be replicated in other parts of the world to help address the current job crisis facing young people around the globe.

ABOUT SORAYA SALT**I**

Ms. Salti took over a floundering educational nongovernmental organization (NGO) program in Jordan—INJAZ-Al Arab—in 2001 and turned it into a success story. INJAZ Al-Arab now reaches almost two million youth across 15 Arab countries.

Before leading INJAZ Al-Arab, Ms. Salti worked at Jordan’s Ministry of Planning on the Innovative Competitiveness Team, assisting Harvard’s Michael Porter in applying his model for economic development.

Ms. Salti is the first Arab to win the prestigious Skoll Foundation award for Social Entrepreneurship and the 2012 Kravis Prize for Leadership and Achievement. She is also the recipient of the Clause Schwab social entrepreneur of the year award for MENA.

ABOUT INJAZ AL-ARAB

INJAZ Al-Arab is a nonprofit organization that strives to create viable work opportunities for young people in the Arab world. The organization mobilizes teams of enthusiastic, dedicated, and visionary corporate volunteers to inspire, prepare, and empower Arab youth to succeed in the global economy. In collaboration with the private and public sector, the programs of INJAZ Al-Arab instruct students in financial literacy, work readiness, and entrepreneurship skills. Named one of the top 100 NGOs in the world by the Global Journal in 2011 and 2012, INJAZ Al-Arab has impacted the lives of almost two million students since its inception in 2004.

BIOGRAPHIES

WORLD BANK GROUP



JIM YONG Kim, President

JIM YONG KIM, MD, PhD, became the 12th President of the World Bank Group on July 1, 2012. Previously, Dr. Kim served as President of Dartmouth College, a preeminent institution of higher education in the United States.

A physician and anthropologist, Dr. Kim has dedicated himself to international development for more than two decades.

In 1987, Dr. Kim co-founded Partners In Health (PIH), a Boston-based nonprofit organization now working in poor communities on four continents. Challenging prior conventional wisdom that drug-resistant tuberculosis and HIV/AIDS could not be treated in developing countries, PIH successfully tackled these diseases by integrating large-scale treatment programs into community-based primary care.

As Director of the World Health Organization's HIV/AIDS Department, Dr. Kim led the "3 by 5" initiative, the first-ever global goal for AIDS treatment, which sought to treat three million new patients in developing countries with antiretroviral drugs by 2005. Launched in September 2003, the ambitious program reached its goal by 2007.

Dr. Kim has been awarded a MacArthur "Genius" Fellowship (2003), was named one of America's "25 Best Leaders" by U.S. News & World Report (2005), and was selected as one of TIME magazine's "100 Most Influential People in the World" (2006).

Born in 1959 in Seoul, South Korea, Dr. Kim moved to the United States at the age of five and grew up in Muscatine, Iowa. He graduated from Brown University in 1982. He earned an MD and PhD in anthropology from Harvard in 1991 and 1993, respectively.



ARUP BANERJI, Senior Director, Social Protection and Labor

ARUP BANERJI is the World Bank Group's Senior Director and Head of Global Practice for Social Protection and Labor, overseeing the World Bank Group (WBG) work on labor markets, social safety nets, and pension issues. In his career at the WBG, he has worked on both research and operations in Eastern Europe, Central Asia, Africa and the Middle East on a variety of issues relating to employment and labor markets, social protection systems, social sector reforms, poverty reduction, institutions, public sector reform and governance, economic growth strategies and evaluation of programs. He also co-chairs the global Social Protection Inter-Agency Cooperation Board and the Youth Employment Network.

Prior to joining the WBG, he taught at the Center for Development Economics at Williams College, Massachusetts, USA, where he was the Director of Graduate Studies, and at the University of Pennsylvania, USA. He holds a PhD and a Master's degree in Economics from the University of Pennsylvania, USA, and a Bachelor's degree in Economics from the University of Delhi, India.



CLAUDIA COSTIN, Senior Director, Education

CLAUDIA COSTIN is the Senior Director for Education at the World Bank Group.

Prior to joining the World Bank Group (WBG) in July 2014, Ms. Costin, a Brazilian national, was Secretary of Education for the city of Rio de Janeiro. Under her stewardship, learning results rose by 22 percent in the city. She also implemented a strong early childhood program, working seamlessly across sectors with the Health and Social Protection secretariats.

Ms. Costin was previously vice president of the Victor Civita Foundation, dedicated to raising the quality of public education. Believing in the transformational power of education, she helped create the civil society movement Todos pela Educação (All for Education), also serving on its technical committee. Convinced that teacher motivation is critical for real learning, Ms. Costin uses social media to communicate with thousands of teachers.

Her former positions also include Secretary of Culture, São Paulo State and Federal Minister, Public Administration and State Reform. She has also served as Executive Secretary, Helio Beltrao Institute and CEO, Promon Intelligens. Earlier, she served as World Bank Sector Manager, Poverty Reduction and Economic Management, Latin America and the Caribbean; and has also advised several African governments on public policy and state modernization.

Ms. Costin has held academic positions at the Catholic University of São Paulo, Getúlio Vargas Foundation, INSPER Institute of Education and Research, and École Nationale d'Administration Publique in Québec. She has a master's in economics from the Escola de Administracao de Empresas de São Paulo of the Fundacao Getúlio Vargas.



CYRIL MULLER, Vice President, External and Corporate Relations

CYRIL MULLER joined External and Corporate Relations (ECR) as Vice President in November 2011. ECR manages communications for the World Bank Group as well as relationships with key stakeholders, including the United Nations, the OECD, donor countries and the European Union institutions, the media, civil society, foundations, parliamentarians, and the private sector.

Prior to this, Mr. Muller was the Director for Banking and Debt Management in the World Bank Treasury, where he led the team responsible for modernizing the financial products available to member countries and advisory services on public debt management. From 2005 to 2010, he served as the World Bank's Special Representative for Europe, based in Paris. His main responsibilities were managing the dialogue with European governments and institutions. From 1991 through 2000, Mr. Muller held a range of positions in country operations across the World Bank, including in Eastern Europe and Central Asia.

In 2000, Mr. Muller took a leave of absence from the World Bank to join the senior management of SGS, a Swiss multinational, where he led programs in Africa, Asia, and Latin America, supporting governments' efforts to increase revenues and facilitate trade. Prior to joining the Bank in 1991, he was a senior economist at the Swiss Federal Department for Economic Affairs, working on multilateral trade negotiations and international finance. Mr. Muller holds economics degrees from Neuchatel University in Switzerland and New York University.



NIGEL TWOSE, Senior Director, Jobs

NIGEL TWOSE is the Senior Director responsible for the World Bank Group's efforts—together with its partners—to tackle the global jobs challenge.

He oversees the Jobs Group, established in July 2014, to help increase the impact of solutions the World Bank Group (WBG) offers for addressing jobs challenges. He is also responsible for the WBG jobs strategy, which depends on extensive and systematic leverage of dynamic collaboration platforms with key partners, such as the International Labour Organization (ILO) and the G-20, among others.

Mr. Twose's key responsibilities include working across all WBG institutions (IFC, WB, MIGA) to help diagnose jobs issues and develop integrated, multi-sector, and country-specific strategies that draw from the best knowledge and evidence available globally on the best policies and actions for sustainable jobs.

Prior to this assignment, Mr. Twose was Director of the Development Impact Department at the International Finance Corporation (IFC), where he led efforts to systematically use results measurement and evidence to increase the impact of IFC's operations, especially with regard to economic growth and jobs. While at IFC, Mr. Twose helped design the *Better Work* partnership with ILO, which seeks to improve compliance with labor standards and competitiveness in factories. Under his leadership, IFC established *Let's Work*, a global partnership with private firms and other development finance institutions to implement the findings of the jobs study.

Prior to joining the World Bank Group, Mr. Twose worked for more than 20 years with NGOs, primarily Oxfam and ActionAid, including eight years in West Africa and South Asia.

BIOGRAPHIES

FOUNDATIONS

AGA KHAN FOUNDATION (Geneva, Switzerland)

Focus Areas: Health, education, architecture, culture, civil society, economic development, microfinance, rural development, planning and building, music to reinforce social and moral values, humanitarian assistance, promotion of private-sector enterprise, and revitalization of historic cities.



MICHAEL KOCHER, General Manager, Aga Khan Foundation

MICHAEL KOCHER started as the General Manager of the Aga Khan Foundation on June 1, 2013. He previously served as Vice President of International Programmes for the International Rescue Committee (IRC). His experience supervising international field operations is extensive. Mr. Kocher was a member of the first IRC emergency team to enter southern Iraq from Kuwait during the 2003 war, and in 2004 he served as Iraq country director. Other posts included regional director for the IRC's \$25 million tsunami response in Aceh, Indonesia, and senior advisor in Afghanistan. Mr. Kocher first joined IRC during the Bosnian war as director of the Refugee Resettlement Program in Croatia. He received his BA from Kalamazoo College and a JD from the University of Notre Dame Law School.

ASAN NANUM FOUNDATION (Seoul, Korea)

Focus Areas: Youth entrepreneurship and young global leaders.



SEUNG BOK LEE, Head of Global Leaders Team, Asan Nanum Foundation

SEUNG BOK LEE, Head of the Global Leaders Team at the Asan Nanum Foundation, leads the foundation's education and capacity development initiatives aimed at providing young people the skills and opportunities needed to reach their full potential. Mr. Lee oversees programs on youth leadership and entrepreneurship, working closely with partner organizations and experts across Korea and around the world. Mr. Lee also directs the Asan Frontier Academy, a training program designed to foster the next generation of Korean nonprofit leaders.

Prior to joining the Asan Nanum Foundation, Mr. Lee was responsible for public relations and partnerships at the Migration Research and Training Center of the International Organization for Migration (IOM) located in Korea. He also has policy research and advocacy experience with UNICEF in New York, where he coordinated UNICEF's global initiative on migration and children.

Mr. Lee holds a Master of International Affairs in economic and political development from the School of International and Public Affairs (SIPA) at Columbia University.

CARNEGIE CORPORATION OF NEW YORK (New York, NY)

Focus Areas: International Peace and Security, Higher Education and Libraries in Africa, Pathways to Education Opportunity, Higher Education in Eurasia, Urban and Higher Education, Citizenship and Civic Integration, Future of Journalism Education, Islam Initiative.



VARTAN GREGORIAN, President, Carnegie Corporation of New York

VARTAN GREGORIAN has served as president of Carnegie Corporation of New York since 1997. The Corporation is a philanthropic institution founded by Andrew Carnegie in 1911. Previously, Dr. Gregorian served as president of Brown University and as president of the New York Public Library. Earlier, he was the founding dean of the Faculty of Arts and Sciences at the University of Pennsylvania and also served as provost.

He is the recipient of numerous fellowships, honorary degrees and awards, including the Ellis Island Medal of Honor, the American Academy of the Institute of Arts and Letters' Gold Medal for Service to the Arts, the National Humanities Medal, and the Medal of Freedom, the nation's highest civil award. In 2009, President Barack Obama appointed

Dr. Gregorian to serve on the President’s Commission on White House Fellowships. He has authored *The Road To Home: My Life And Times; Islam: A Mosaic, Not A Monolith*; and *The Emergence of Modern Afghanistan, 1880–1946*, which is soon to be reissued with a new introduction.

COUNCIL ON FOUNDATIONS (Arlington, VA)

Focus Areas: Building a More Inclusive Workforce, Career Pathways, Disaster Philanthropy, Essential Skills and Strategies for Grant-makers, Global Philanthropy, Impact Investing, Nonprofit Media, Safe Communities and Violence Prevention, Leading Corporate Philanthropy, National Standards for U.S. Community Foundations, and Supporting Veterans and Military Families.



VIKKI SPRUILL, President and CEO, Council on Foundations

VIKKI SPRUILL is President and CEO of the Council on Foundations, a national nonprofit association of more than 1,700 philanthropic organizations and corporations. Ms. Spruill brings a deep background in nonprofit management, communications, and advocacy to the Council. She most recently served as president and CEO of the Ocean Conservancy, where she modernized its public engagement strategies while maintaining a science-based rigor in guiding its advocacy efforts. In 2003, Ms. Spruill helped create FoundationWorks, an independent organization devoted to helping foundations and others in the philanthropic sector use strategic communications to enhance their effectiveness. As the first director of the Philanthropic Awareness Initiative, she coauthored publications including *Philanthropy in the News* and *Making American Foundations Relevant*.

Earlier in her career, Ms. Spruill founded and led SeaWeb, a nonprofit dedicated to advancing ocean issues through strategic communications and social marketing. Her work at SeaWeb was built on a 15-year career in public relations, including five years as a senior vice president of Ruder Finn, one of the world’s largest independent public relations firms. Ms. Spruill studied communications and religious studies at Loyola University in New Orleans. She received her master’s degree, also in communications, from the University of West Florida. She currently serves on the boards of directors of the Communications Partnership for Science and the Sea (COMPASS) and of the Worldwide Initiative for Grantmaker Support (WINGS).

EUROPEAN FOUNDATION CENTRE (Brussels, Belgium)

Focus Areas: Policy, professional development, resource center, and thematic networks.



GERRY SALOLE, CEO, European Foundation Centre

GERRY SALOLE has been the Chief Executive of the European Foundation Centre (EFC) since 2005. The EFC is an association of more than 200 public-benefit foundations and corporate funders active in philanthropy in Europe and elsewhere.

Mr. Salole’s previous posts have included serving as Representative at the Ford Foundation’s Southern Africa office, based in Johannesburg, and director of the Department of Programme Documentation and Communication of the Bernard van Leer Foundation, based in The Hague. He has also worked for Save the Children Federation (USA) in Ethiopia and Zimbabwe, Redd Barna (Norwegian Save the Children), and OXFAM UK and United Nations High Commissioner for Refugees in Ethiopia.

Mr. Salole studied Social Anthropology and African History at the School of Oriental and African Studies, University of London. He holds an MA (economics) and PhD from the University of Manchester.

He is the Founding Chair of TrustAfrica (Dakar) and Chair of the Global Fund for Community Foundations (Johannesburg), sits on the Education Advisory Board of the Open Society Foundations (New York) and the Strategic Advisory Committee of the European Venture Philanthropy Association (Brussels), and is a Board Member of Assifero, the Italian Association of Grant Making Foundations (Milan).

FORD FOUNDATION (New York, NY)

Focus Areas: Democratic and Accountable Government, Economic Fairness, Educational Opportunity and Scholarship, Freedom of Expression, Human Rights, Gender, Sexuality and Reproductive Justice, Metropolitan Opportunity, and Sustainable Development.



HILARY PENNINGTON, Vice President—Education, Creativity and Free Expression, Ford Foundation

HILARY PENNINGTON is vice president of the Ford Foundation’s Education, Creativity and Free Expression program. She leads the foundation’s work on school reform in the United States and higher education around the world, next-generation media policy and journalism, and support for arts and culture. She also oversees the foundation’s regional programming in four offices based in Africa and the Middle East. Prior to joining Ford, Ms. Pennington held leadership positions at the Bill and Melinda Gates Foundation, Center for American Progress, and Jobs for the Future. She also served on President Bill Clinton’s transition team and as co-chair of his administration’s presidential advisory committee on technology.

GLOBAL PHILANTHROPY FORUM (San Francisco, CA)

Focus Areas: Education, democracy and governance, environment, global health, human rights, impact investing, micro-finance, monitoring and evaluation, partnerships, peace and security, poverty alleviation, technology, women and girls, and youth.



JANE WALES, President and Co-Founder, Global Philanthropy Forum

JANE WALES has been President and CEO of the World Affairs Council of Northern California since August 1998. Ms. Wales is also President and Co-Founder of the Global Philanthropy Forum, and Vice President—Philanthropy and Society, and Director of the Program on Philanthropy and Social Innovation at the Aspen Institute. She is the host of the nationally syndicated weekly National Public Radio show “It’s Your World.”

From 2007 to 2008, Ms. Wales served as Acting Chief Executive Officer of The Elders, chaired by Archbishop Desmond Tutu. In 2008, Ms. Wales also chaired the Poverty Alleviation Track for the Clinton Global Initiative. Previously, she served in the Clinton Administration as Special Assistant to the President, Senior Director of the National Security Council, and Associate Director of the White House Office of Science and Technology Policy. She chaired the international security programs at the Carnegie Corporation of New York and the W. Alton Jones Foundation, and directed the Project on World Security at the Rockefeller Brothers Fund. During her tenure as National Executive Director of Physicians for Social Responsibility, the organization’s international arm was recipient of the 1985 Nobel Peace Prize.

INTERNATIONAL YOUTH FOUNDATION (Baltimore, MD)

Focus Areas: Mobilizing a global community of businesses, governments, and civil society organizations that help youth learn, work, and lead.



WILLIAM REESE, President and CEO, International Youth Foundation

BILL REESE was appointed President and Chief Executive Officer of the International Youth Foundation (IYF) in 2005, having joined IYF in May 1998 as its Chief Operating Officer. He was President and CEO of Partners of the Americas for 12 years. Previously, he served with the Peace Corps for 10 years, first as a volunteer in Salvador, Brazil, then as director of Brazil operations, and in Washington as deputy director of the Latin American and Caribbean region.

He currently sits on the board of The Prince’s Youth Business International as well as InterAction, where he served previously as Chair. Mr. Reese has also joined the Alcatel-Lucent Foundation Board and serves as a board member of two organizations committed to certifying best practices in global supply chains in the apparel and toy industries: W.R.A.P. and ICTI Care Foundation. Reflecting his interest in promoting international volunteerism, he has joined the board of Global Citizen Year.

Mr. Reese received his BA in political science from Stanford University and is a 1995 graduate of the Business School’s Executive Program.

JOHN D. AND CATHERINE T. MACARTHUR FOUNDATION (Chicago, Illinois)

Focus Areas: Arts & culture in Chicago, Community & Economic Development, Conservation & Sustainable Development, Digital Media & Learning, Girls' Secondary Education in Developing Countries, Housing, Human Rights & International Justice, International Peace & Security, Juvenile Justice, MacArthur Award for Creative & Effective Institutions, MacArthur Fellows, Media, Migration, Policy Research, Population & Reproductive Health, Program-Related Investments, Strengthening American Democracy, Research Networks, and Special Projects.



JULIA STASCH, Interim President, John D. and Catherine T. MacArthur Foundation

JULIA STASCH is the Interim President of the John D. and Catherine T. MacArthur Foundation. Formerly, as Vice President of U.S. Programs, she was responsible for all aspects of the Foundation's major grant-making in the United States. Prior to joining the Foundation in 2001, she served as Chief of Staff to Chicago Mayor Richard M. Daley, and as Commissioner of the City of Chicago's Department of Housing. Ms. Stasch also served as President and Chief Executive Officer of Shorebank Chicago Companies.

During the first Clinton Administration, Ms. Stasch was Deputy Administrator of the General Services Administration in Washington, DC. Previously, Ms. Stasch was President and Chief Operating Officer of the Chicago-based real estate development firm Stein & Company. She is a summa cum laude graduate of Loyola University and has a master's degree from the University of Illinois at Chicago. Currently, she is a member of the Economic Club of Chicago and the Chicago Network.

THE KRESGE FOUNDATION (Troy, MI)

Focus Areas: Creating access and opportunity in underserved communities, improving the health of low-income people, promoting arts and culture in community revitalization, increasing college achievement, assisting in the revitalization of Detroit, and addressing the consequences and causes of climate change.



RIP RAPSON, President and CEO, The Kresge Foundation

RIP RAPSON, attorney and expert in urban policy, is president and CEO of The Kresge Foundation, a \$3 billion national, private foundation based in metropolitan Detroit.

Mr. Rapson came to Kresge in 2006 and led the foundation in a multi-year transition to expand and recalibrate its grant-making. Strategically focused programs emerged: arts and culture, education, environment, health, human services, and community development in Detroit (Kresge's hometown). Each seeks to expand opportunities in America's cities so that vulnerable people can lead self-determined lives and join the economic mainstream.

Mr. Rapson put into practice the use of multiple funding methods, including operating support, project support, and program-related investments. Program-related investments, such as loans and loan guarantees, allow Kresge to use its capital in ways that extend beyond traditional grant-making.

In 2013, the Board of Trustees approved 316 awards totaling \$122 million; \$144 million was paid out to grantees over the course of the year. In addition, Kresge's Social Investment Practice made commitments totaling \$16 million in 2013.

THE MASTERCARD FOUNDATION (Toronto, Canada)

Focus Areas: Education and employment for young people, agriculture, innovations in micro-savings and savings groups, youth financial inclusion, learning and evaluation.



REETA ROY, President and CEO, The MasterCard Foundation

REETA ROY is President and CEO of The MasterCard Foundation, a leading philanthropic organization focused on financial inclusion and youth learning initiatives. Under her leadership, the Foundation has prioritized Africa for its most substantial commitments. The Foundation forges partnerships with a diverse range of visionary organizations and

is initiating large-scale projects, such as the \$500 million Scholars Program. A passionate advocate, Ms. Roy works to ensure that the Foundation is focused on the people it serves and she travels extensively in the communities where it is active. Ms. Roy is a member of the Aspen Philanthropy Group and the World Economic Forum on Social Innovation. She has spoken before a wide array of fora, including the UN General Assembly (for the International Year of Youth), the Clinton Global Initiative, the World Innovation Summit for Education, and the UNESCO Youth Forum. Prior to joining the Foundation, Ms. Roy held a variety of leadership positions at Abbott and the Abbott Fund. She has also worked at the United Nations.

MO IBRAHIM FOUNDATION (London, UK)

Focus Areas: Supporting good governance and leadership in Africa.



HADEEL IBRAHIM, Founding Executive Director, Mo Ibrahim Foundation

HADEEL IBRAHIM is the founding Executive Director of the Mo Ibrahim Foundation, which was established in 2006 to support leadership and governance in Africa. In addition to the Mo Ibrahim Foundation, Ms. Ibrahim is a member of the Boards of Mary Robinson Foundation for Climate Justice, the Clinton Foundation, Synergos Institute, Femmes Africa Solidarité, 1:54 Contemporary African Art Fair, the Governing Board of the African Governance Institute, and the Co-Chair of the Africa Center in New York.

Ms. Ibrahim is a member of the Advisory Boards of Africa 2.0, Amnesty International’s Secretary General’s Global Council, and the MIT Legatum Center for Development & Entrepreneurship. She is a co-opted member of the Royal African Society Council, a Member of the British Council Provocation Group, and a Patron of Restless Development, a youth led development agency.

THE MOZILLA FOUNDATION (Mountain View, California)

Focus Areas: Education, Digital Media & Learning, Journalism, Community Development, Filmmaking, Entrepreneurship, Innovation.



MARK SURMAN, Executive Director, The Mozilla Foundation

A community activist and technology executive of 20+ years, Mark Surman currently serves as the Executive Director of the Mozilla Foundation, makers of Firefox and one of the largest social enterprises in the world. At Mozilla, he is focused on using the open technology and ethos of the web to transform fields such as education, journalism, and filmmaking. Mark has overseen the development of Popcorn.js, which *Wired* has called the future of online video; the Open Badges initiative, launched by the U.S. Secretary of Education; and the Knight Mozilla News Technology partnership.

Prior to joining Mozilla, Mark was awarded one of the first Shuttleworth Foundation Fellowships, where he explored the application of open principles to philanthropy. During his fellowship, he advised a Harvard Berkman study on open source licensing in foundations, was the lead author on the Cape Town Open Education Declaration, and organized the first open education track at the iCommons Summit, which led to him becoming a founding board member of Peer 2 Peer University.

From 2005 to 2008, Mark served as the first Director of Telecentre.org, a \$26 million initiative to connect thousands of community technology centers around the world, supported by Microsoft, Canada’s International Development Research Centre, and the Swiss Development Corporation. While at Telecentre.org, Mark spoke at the first World Summit on the Information Society, provided the keynote at the Global Knowledge Partnership Summit, and built a global network of community technical centers that spanned more than 25 countries.

Mark holds a BA in the history of community media from the University of Toronto.

THE NAND & JEET KHEMKA FOUNDATION (New Delhi, India)

Focus Areas: Social entrepreneurship, leadership and ethics, good governance, development and philanthropy infrastructure, and climate change.



UDAY KHEMKA, Managing Trustee, The Nand & Jeet Khemka Foundation

UDAY KHEMKA is Vice-Chairman of the SUN Group of companies and has more than 23 years of investment experience in varied emerging markets with a particular focus on India and countries of the former Soviet Union.

Prior to SUN, Mr. Khemka worked with Credit Suisse First in Boston and Morgan Stanley in London and New York and then established and led Morgan Stanley’s investment banking operation in India. Mr. Khemka has been deeply involved in the Group’s principal investments in the food and beverage, oil and gas, mining, and real estate sectors. And, since 1996, he has led SUN’s investment management activities and the creation of focused fund franchises in SUN’s core markets, including joint ventures with Apollo Real Estate Advisors, Sequoia Capital, and others.

Mr. Khemka is a managing director of SUN’s gold-industry operating company, SUN Gold, and is deeply involved in helping lead and develop this platform in Russia and Kazakhstan. Mr. Khemka is on the Board of Governors of the Indian School of Business in Hyderabad, the Board of the Synergos Institute in New York, and has been elected a Young Global Leader at the World Economic Forum in Davos.

Educated at Eton College, he received his undergraduate and master’s degrees at Cambridge University and received an MBA with distinction from Harvard Business School (Baker Scholar).

OPEN SOCIETY FOUNDATIONS–SOROS ECONOMIC DEVELOPMENT FUND (New York, NY)

Focus Areas: Education and youth, governance and accountability, health, media and information, and rights and justice.



RICHARD ATTERBURY, Board Member, Soros Economic Development Fund

RICHARD ATTERBURY is a Board Member of the Soros Economic Development Fund (SEDF), which is the impact investment vehicle of the Open Society Foundation. SEDF invests in sustainable businesses or initiatives that strive to alleviate poverty by creating jobs and revitalizing deteriorating communities.

Mr. Atterbury has had an extensive international career in finance, running global businesses for Morgan Stanley and Lehman Brothers, in the United Kingdom and United States. He retired from banking, as a Vice Chairman of Nomura International, to focus on various philanthropic activities.

He has had years of hands-on experience in the philanthropic sector, including as Chairman of *Eastside Young Leaders Academy*, a trustee of *QPR in the Community Trust* and *Parayhouse School*, and a member of the fundraising committee for the Mary Rose Trust. He has also established a charity, *With Love All Things Are Possible*, which focuses on supporting special needs education in Burma and is establishing the first special needs teacher training organization in the country.

Mr. Atterbury is the Chairman of AgFe, a financial services company based in London, and *New Philanthropy Capital (NPC)*, a leading UK consultancy that is a charity and a leading think tank. Using an analytical approach, NPC supports charities and funders in finding solutions to the challenges they face, whether they are trying to work more effectively, exploring new ways of working, or setting out to prove their worth.

ROBERT BOSCH STIFTUNG (Stuttgart, Germany)

Focus Areas: International relations America and Asia, international relations Europe and its neighbors, health and science, education, society and culture.



INGRID HAMM, Chief Executive Officer, Robert Bosch Stiftung

DR. INGRID Hamm has been CEO at the Robert Bosch Stiftung since 2003, and is responsible for the “Education, Society, and Culture” and “International Relations America and Asia” divisions, as well as the Berlin Representative Office and the Foundation’s communications.

Before starting at Robert Bosch Stiftung, Dr. Hamm was a member of the Board of Management at Bertelsmann Stiftung, where she headed the media division for several years, managed the New York office, and was responsible for Bertelsmann Stiftung projects abroad. She joined Bertelsmann Stiftung in 1988. In 1984, the qualified social scientist and economist completed a doctorate at the Universität Erlangen-Nürnberg. From 1980 to 1988, she worked in research and media. She is an author and editor of publications relating to education, media, and demographics. Dr. Hamm undertakes assignments on the advisory and supervisory committees of national and international institutions.

THE ROCKEFELLER FOUNDATION (New York, NY)

Focus Areas: Revaluing ecosystems, advancing health, securing livelihoods, and transforming cities.



JOHN IRONS, Managing Director of Global Markets, The Rockefeller Foundation

JOHN IRONS joined The Rockefeller Foundation in 2012. As Managing Director, Foundation Initiatives, he leads much of the Foundation’s work in the United States, particularly initiatives on employment, and contributes more broadly to economic analysis of the Foundation’s initiatives. His focus includes youth employment and inclusive economies.

Prior to joining the Rockefeller Foundation, Dr. Irons was the Research Director at the Economic Policy Institute in Washington, DC. He was a tenure-track Assistant Professor of Economics at Amherst College, and has worked at the Federal Reserve Board of Governors and other DC-based think tanks.

Dr. Irons has authored numerous reports and articles on a range of economic topics, including tax and budget policy, labor markets, and macroeconomic policy. He has won several awards for his economics websites, including top-5 awards from *The Economist* and *Forbes*.

Dr. Irons holds a bachelor’s in economics with high honors from Swarthmore College and a PhD in economics from the Massachusetts Institute of Technology. Dr. Irons was awarded a National Science Foundation graduate fellowship, as well as a graduate fellowship from the Harvard/MIT Research Training Group in Positive Political Economy.

SILATECH (Doha, Qatar)

Focus Areas: Employability, microenterprise, SME development, civic engagement, knowledge and research, policy advocacy, mind-set outreach, and Corporate Social Responsibility advisory.



TAREK YOUSEF, CEO, Silatech

TAREK YOUSEF is the Chief Executive Officer of Silatech, an innovative regional organization that promotes the economic empowerment of Arab youth through employment, enterprise development, and entrepreneurship, with operations in 15 countries.

Dr. Yousef served as the Founding Dean of the Dubai School of Government between 2006 and 2010, and at Georgetown University as Sheikh Al Sabah Professor of Arab Studies in the School of Foreign Service between 1998 and 2006.

He received his PhD in economics from Harvard University. Recent publications include the forthcoming volumes: *Public Sector Reform in the Middle East and North Africa: The Lessons of Experience* (World Bank 2014) and *Young Generation Awakening: Economics, Society and Policy on the Eve of the Arab Spring* (Oxford University Press 2015).

His policy experience includes working at the International Monetary Fund, the World Bank, and the United Nations. At present, Dr. Yousef is nonresident Senior Fellow at Brookings and a member of the Board of Directors of the Qatar Development Fund and the Central Bank of Libya.

THE TONY ELUMELU FOUNDATION (Lagos, Nigeria)

Focus Areas: Promotion of excellence in business leadership and entrepreneurship across Africa through: Leadership Development Initiatives, Policy Work with Governments and Relevant Stakeholders, Research, Investments in Innovative African Business, Grants Program and Group Corporate Social Responsibility.



WIEBE BOER, Chief Executive Officer, The Tony Elumelu Foundation

WIEBE BOER is Chief Executive Officer of The Tony Elumelu Foundation (TEF). As CEO, he manages the day-to-day operations, strategy development and execution for the foundation. His vision is for The Tony Elumelu Foundation to be a benchmark for 21st century African philanthropy. TEF is charged with the mission of driving Africa’s economic development by enhancing the competitiveness of the African private sector. Under Dr. Boer’s leadership, the foundation strategically deploys its resources to generate solutions to challenges that inhibit Africa’s entrepreneurs. Through its commitment to catalytic philanthropy, TEF seeks to achieve its mission by building the capacity of fast-growing African businesses, supporting and driving policies that promote competitiveness, deploying financial capital through impact investments, and educating public and private sector actors through rigorous research.

Dr. Boer is also a director of Mtanga Farms, Tanzania; a member of the advisory board of Digital Divide Data (DDD) Kenya, and serves on the board of the African Grantmakers Network. He also serves on the Nigerian Minister of Agriculture’s Steering Committee for National Youth Employment in Agriculture.

Previously, Dr. Boer was associate director at the Rockefeller Foundation. Dr. Boer’s work with the Rockefeller Foundation in Africa focused on areas that included impact investing, climate change, agricultural development, China’s engagement with Africa, and impact sourcing. He joined the Rockefeller Foundation in 2008 after three years as a consultant with McKinsey & Company where, in addition to serving numerous US corporate clients, he helped the government of Kenya develop a long-term economic development strategy. He also spent several years in Mauritania managing a USAID-funded food aid development project for World Vision.

Born and raised in Jos, Nigeria, Dr. Boer earned his doctorate in history at Yale University and undergraduate degree at Calvin College, Grand Rapids, Michigan, USA.

UNITED NATIONS FOUNDATION (Washington, DC)

Focus Areas: Creating partnerships, mobilizing resources, and advocating for policy changes for the United Nations, energy and climate, global health, women and population.



KATHY CALVIN, President and Chief Executive Officer, United Nations Foundation

KATHY CALVIN is President and CEO of the United Nations Foundation. She is a passionate advocate for multi-sector problem-solving, U.S. leadership on global issues, and the inclusion of women at all levels and in all sectors. The UN Foundation, created in 1998 with entrepreneur and philanthropist Ted Turner’s historic \$1 billion gift to support UN causes, advocates for the UN and connects people, ideas, and resources to help the UN solve global problems.

Ms. Calvin’s career has spanned the public, private, and nonprofit sectors. Before joining the UN Foundation as Chief Operating Officer in 2003, she served as President of the AOL Time Warner Foundation. She previously served in senior positions at AOL, Hill and Knowlton, and U.S. News & World Report. From 1976 through 1984, she was Senator Gary Hart’s press secretary.

Ms. Calvin was named one of Newsweek’s “150 Women Who Rock the World” in 2011 and listed in Fast Company’s “League of Extraordinary Women” in 2012. Her innovative work in the philanthropy and international development sectors has been featured in The New York Times and The Washington Post, and she has received numerous other awards for philanthropy and leadership. She is a graduate of Purdue University.

THE WILLIAM AND FLORA HEWLETT FOUNDATION (Menlo Park, CA)

Focus Areas: Education, environment, global development and population, performing arts, and effective philanthropy.



LARRY KRAMER, President, The William and Flora Hewlett Foundation

LARRY KRAMER became president of The William and Flora Hewlett Foundation in Menlo Park, California, in September 2012. Before joining the Foundation, Mr. Kramer served from 2004 to 2012 as Professor of Law and Dean of Stanford Law School. At the start of his career, Mr. Kramer served as law clerk to U.S. Court of Appeals Judge Henry J. Friendly of the Second Circuit and U.S. Supreme Court Justice William J. Brennan Jr.

Following his clerkships, Mr. Kramer served as professor of law at the University of Chicago and University of Michigan law schools. He joined the faculty of New York University School of Law in 1994, where he served as Associate Dean for Research and Academics and Russell D. Niles Professor of Law until leaving for Stanford in 2004. Until joining Stanford, he also served as a special consultant for Mayer, Brown, Rowe & Maw LLP. Mr. Kramer is a fellow of the American Academy of Arts and Sciences and a member of the American Philosophical Society and the American Law Institute. He serves on the board of directors of Equal Justice Works, a nonprofit organization that helps advance public interest law, and the ClimateWorks Foundation.

Mr. Kramer received an AB in Psychology and Religious Studies from Brown University, graduating magna cum laude in 1980, and a JD from the University of Chicago Law School, magna cum laude, in 1984. He is the author of numerous articles and books, including *The People Themselves: Popular Constitutionalism and Judicial Review*.

W.K. KELLOGG FOUNDATION (East Battle Creek, MI)

Focus Areas: Educated kids, healthy kids, secure families, community and civic engagement, and racial equity.



LA JUNE MONTGOMERY TABRON, President and CEO, W.K. Kellogg Foundation

LA JUNE MONTGOMERY TABRON is the president and CEO of the W.K. Kellogg Foundation in Battle Creek, Michigan, one of the largest private foundations in the United States.

Ms. Tabron leads the Kellogg Foundation and its work to ensure the optimal development of young children from birth to age 8, heal the profound racial inequities in communities, and cultivate community leaders and community-led solutions that support educated kids, healthy kids, and economically secure families.

Prior to becoming the first African American president and CEO to lead the foundation in its 84-year history, she served in a variety of positions at the Kellogg Foundation since joining as the controller in 1987. Most recently, she was the executive vice president of operations and treasurer. Ms. Tabron serves as president of the board of the Western Michigan University Foundation and is a member of the Kalamazoo Chapter of The Links, Incorporated. She serves on the boards of the Battle Creek Community Health Partners, Southwest Michigan First, Bronson Healthcare Group, Douglass Community Association, Kellogg Company, and the Mississippi Center for Education Innovation. Ms. Tabron is also the chair of the W.K. Kellogg Foundation Trust.

Ms. Tabron holds a bachelor’s degree in business administration from the University of Michigan–Ann Arbor and a master’s degree in business administration from the Kellogg Graduate School of Management at Northwestern University. She also received an honorary doctorate of humane letters from Marygrove College in Detroit. She is a certified public accountant and certified management accountant licensed in Michigan.



TACKLING THE JOBS CHALLENGE

PROFILES

THE WORLD BANK GROUP

The **World Bank Group (WBG)** has set two ambitious goals: ending extreme poverty by 2030 and building shared prosperity for the bottom 40 per cent of the population in every country. The creation of good quality, sustainable jobs is at the heart of this mission. Jobs connect living standards, productivity and social cohesion—and are a cornerstone for development.

The newly-established Jobs Group is developing a multi-sector, comprehensive approach to the jobs challenge to support integrated solutions for developing countries. The strategy focuses on three interrelated areas: facilitating the creation of new jobs; connecting individuals to jobs; and increasing the productivity of jobs that already exist.

To support policies and programs in these areas, the Jobs Group works to leverage resources and expertise across the WBG and with partners; gather the best knowledge about jobs; build data, and diagnostic tools; and undertake cutting-edge research and impact evaluations. Central to success is engaging and working with the private sector.

The WBG has identified five key areas for innovative interventions:

1. **Identifying where the potential for job creation lies.** Over a billion people of working age, most of them women, are not participating in the labor force. Among those who do participate, around 200 million are unemployed. Yet more than 50 percent of employers surveyed globally claim that they cannot find the skills they need, leaving millions of available jobs unfilled. The STEP Skills Measurement Program seeks to expose this mismatch by measuring skills among workers in low and middle income countries and surveying employers to determine the skill set they need for their businesses.
2. **Raising productivity in the informal sector.** Half of the world's working population are farmers or own account workers in predominantly in low productivity activities, such as working a small plot of land or selling vegetables on the street, activities that offer low earnings and little security. Improving livelihoods and transitioning from subsistence agriculture to non-farm employment, as well as ensuring protection for informal workers, are key interventions for improving lives.
3. **Strengthening the economic empowerment of vulnerable groups, especially youth and women.** More than 500 million working age women do not work. The unemployment rate for youth is often two to three times higher than for adults, and the number of those not-employed, nor in education or training (NEETS) is even higher. Solutions for Youth Employment (S4YE), launched in October 2014, is a unique coalition of governments, global institutions, civil society and private sector leaders who are working together to generate and share knowledge about what works, and to leverage this shared understanding in increased investments in proven solutions.
4. **Including job creation in the design of cities.** Today more than half the world's population lives in cities and the numbers are growing fast. The WBG is working with partners to ensure that urbanization policies incorporate the greatest positive impact on job creation.
5. **Strengthening the demand for labor in countries affected by Fragility, Conflict and Violence (FCV).** The jobs challenge is particularly pressing in FCV economies given their low institutional capacity, dysfunctional markets, dominant public sector and other constraints that reduce incentives to invest and hire. The WBG is working to go beyond short-term public works and stabilization programs to promote sustainable job creation through the private sector.

AGA KHAN FOUNDATION

The **Aga Khan Foundation** is part of the Aga Khan Development Network (AKDN) which, through its social, economic, and cultural agencies, implements integrated, multi-input programs and investments to improve the quality of life of people in numerous developing countries. One of the principal outcomes is in employment generation.

First, AKDN has significant private sector investments—financial services, agro-processing, energy, media, telecom, tourism and aviation, among others—which have direct employment-generation outcomes. They also have many indirect employment benefits, including: (i) multiplier effects for partners and suppliers, e.g., farmers through agro-processing investments; (ii) helping develop overall economic sectors, e.g., hotels, generating broader tourism sector growth; (iii) underpinning economic activity through infrastructure, especially via energy and telecom; and (iv) improving the enabling environment for investment and business practices.

In addition, AKDN’s not-for-profit assets in education and health care yield substantial direct employment. Building human resource capacity, improving employment standards, and strengthening professional associations are also key objectives. Like AKDN’s for-profit investment activities, these not-for-profit efforts aspire to generate multiplier effects.

Moreover, AKDN’s area development programs contribute to livelihood opportunities—commonly through agriculture and other key sectors in rural areas. These efforts are often underpinned by strengthening local civil society, particularly promoting participatory governance structures that help underwrite socioeconomic development. They also help people access services, such as financial products and technical support, which enhance their enterprise activities.

Finally, AKDN’s higher secondary, continuing education, and tertiary education institutions contribute toward building young people’s skills to enhance employment prospects. Increasingly, an important objective is connecting graduates to employment opportunities, particularly where insufficient jobs have resulted in migration.

Overall, AKDN’s approach includes not only the quantity of employment generated, but also the quality of these opportunities, and leveraging multiplier effects to develop entire sectors and professions or vocations. These efforts require multiple inputs, sustained over time through permanent institutions and community organizations.

ASAN NANUM FOUNDATION

The **Asan Nanum Foundation** was established in 2011, with an endowment of US\$600 million, in memory of ‘Asan’ Chung Ju Yung, the late founder and chairman of the Hyundai Group, with the aim to contribute to the realization of an open society that allows all its members to reach their full potential. Based in Seoul, Korea, the foundation works to give young adults the skills and opportunities to fulfill their dreams and become successful, responsible, and productive members of society. The foundation believes that the vitalization of the startup ecosystem is a key driver of job creation, particularly in the current context where the Korean economy is facing stagnation in the traditional manufacturing industry and consequent increases in unemployment. The foundation focuses on promoting youth entrepreneurship in Korea via two major areas of work: (i) supporting young entrepreneurs and their startups; and (ii) providing training and education for children and young adults to spread the entrepreneurial spirit.

The foundation operates *MARU180*, a business incubator located at the heart of the tech cluster in Gangnam, which provides young entrepreneurs with work spaces and resources and opportunities such as mentorship, investment, and networking. *MARU180* is a place where all stakeholders in the startup ecosystem come together and cooperate. Accelerators and venture capital firms are located in the same building, as well as a café, so startups can naturally build relationships within the startup environment.

The foundation also holds the *Chung Ju Yung Startup Competition*, an annual nationwide competition, to find and assist promising young entrepreneurs. Since 2012, the *Chung Ju Yung Startup Competition* has contributed to promoting entrepreneurship by organizing 39 startup-related open lectures in 12 cities across Korea. In the past three years, 29 startups were awarded prizes and over 80 percent of them are continuing to grow and create new jobs.

Closely working with like-minded venture capitalists and angel investors in Korea, the foundation invests in early-stage startups through the *Chung Ju Yung Angel Investment Fund* of US\$100 million. With this fund, the foundation has supported more than 120 startups with their fund-raising, which contributes to sustainable growth as well as new job creation.

The foundation is currently working on the *Asan Entrepreneurship Review* project, which aims to develop high-quality case studies of Korean startups and entrepreneurs for undergraduate and graduate students’ research and study. This project will contribute not only to establishing a solid foundation for entrepreneurship education in Korea, but also to promoting the entrepreneurial spirit among youth. The foundation also promotes youth entrepreneurship through additional education and networking initiatives such as *Go! Future Entrepreneur*, an entrepreneurship education program for primary school students carried out in partnership with Junior Achievement Korea.

CARNEGIE CORPORATION OF NEW YORK

Andrew Carnegie envisioned **Carnegie Corporation of New York** as a foundation that would “promote the advancement and diffusion of knowledge and understanding.” In keeping with this mandate, the foundation’s work incorporates an affirmation of its historic role as an education foundation, but also honors Andrew Carnegie’s passion for international peace and the health of our democracy.

The Carnegie Corporation believes in the education—especially higher education—of youth in Africa as a means to attain skills that lead to better jobs and opportunities and make Africa’s “demographic dividend” a reality. A correlation exists between higher education gross enrollment ratios and economic advancement, but World Bank research has shown that it holds only when the education is of high quality. As the university sector expands rapidly across the continent, the quality of education is jeopardized, in part, by weak postgraduate training capacity in existing universities. In response, the Corporation is focusing on strengthening the academic workforce, with the dual aims of augmenting the capacity of African countries to generate research to underpin economic expansion, and strengthening the capacity of African universities to provide high-quality education. Given the high cost and limited relevance of training abroad, the Corporation has taken up the challenge of assisting a set of the continent’s most firmly-established universities to expand and achieve excellence in postgraduate, particularly doctoral, training, through a three-pronged strategy:

- Support to four key universities—University of Cape Town, University of Ghana, Makerere University, and University of the Witwatersrand—to strengthen postgraduate training capacity in fields of their choosing.
- Support to postgraduate training and research networks, which use innovative means to share resources and introduce quality enhancements. These include the *Regional Initiative in Science and Engineering*, offering masters and doctoral training in science and engineering; the *Consortium for Advanced Research and Training in Africa*, piloting a doctoral program in population and public health; and the doctoral programs of the *Regional Universities Forum for Capacity Building in Agriculture*.
- Support to fellowship programs, which, through competitions, identify and support scholars and scientists to complete their PhDs and engage in research and writing. These include the *African Humanities Program*, the *Next Generation Social Sciences in Africa Fellowship Program*, and the *International Foundation for Science Collaborative Research Program*.

The Corporation also supports research and policy outreach on higher education to improve the functioning of national higher education systems and university governance and planning. The *Higher Education Research and Advocacy Network in Africa (HERANA)* exemplifies this effort. Further, the Corporation is a leading supporter of the *Continental Summit on Revitalizing Higher Education for Africa’s Future*, which will take place in Dakar, Senegal, in March 2015.

In addition, the Corporation recently completed an initiative to strengthen public libraries in South Africa and university libraries in South Africa, Ghana, and Uganda. The Corporation believes that public libraries are a critical resource for self-development and workforce development.

Since 2000, the Corporation has invested more than \$500 million in African higher education and public and university libraries.

COUNCIL ON FOUNDATIONS

The **Council on Foundations** is a United States-based leadership association formed of approximately 1,600 independent, operating, community, public, and company-sponsored foundations and corporate giving programs in the United States and abroad. It provides the opportunity, leadership, and tools needed by philanthropic organizations to expand, enhance, and sustain their ability to advance the common good. In this capacity, the Council has facilitated several notable collaborations focused on workforce development, outlined below.

- *National Fund for Workforce Solutions (NFWS)*. The Council was the leadership partner of the National Fund from 2007 to 2012 during the first phase of the Fund's roll-out model, originally piloted by the Ford Foundation, Annie E. Casey Foundation, Rockefeller Foundation, and Hitachi Foundation. NFWS targeted low-skilled individuals for career advancement training and credentialing, while simultaneously engaging employers around their skill needs and job growth strategies. As the Leadership Partner, the Council shared the Fund's matching funds opportunity with Council members, supported the National Investor Committee, and provided technical assistance to local foundations on workforce development issues.

Now in its second phase, called *National Fund 2.0*, a new blueprint will guide the National Fund's efforts over the next five years as it generates greater impact by transforming workforce practices and systems, more deeply engaging employers through sector-specific partnerships that will improve career opportunities for low-wage workers and unemployed jobseekers. The Fund has engaged approximately 200 foundations for this effort.

- *Lansdowne Group*. The Council co-leads a cross-sector community of practice that is exploring how partnerships among the public, business, research and advocacy, and foundation sectors can catalyze increased employment of people with disabilities in the labor market. The formulation of this national thought leaders group arose out of the National Summit on an Inclusive Workforce in 2012, co-hosted by the Council, the U.S. Business Leadership Network, and Delaware Governor Jack Markell, then chair of the National Governors Association. This gathering created a launch platform to initiate a cross-sector conversation about how to work to improve employment outcomes for people with disabilities after the 2008 economic recession. The Chicago Community Trust provided the seed funding and continues to support this work along with the Mizrahi Family Foundation and the New York Community Trust.
- *Workforce Matters Funders Network*. The Council played a catalyzing role in the development of the *Workforce Matters Funders Network* in 2010 with a core funders group. Founding funders included: the Ford Foundation, Annie E. Casey Foundation, New York Community Trust, Hitachi Foundation, Joyce Foundation, and Kellogg Foundation. The group acts as a network that leverages the collective knowledge, relationships, and experiences of funders to support stronger and smarter philanthropy, as well as public policy on workforce development and training. The funders' network grew to nearly 300 members in 2014.

EUROPEAN FOUNDATION CENTRE

The **European Foundation Centre** is an international membership association of foundations and corporate funders. Its mission is to be a natural partner to those seeking to strengthen the European philanthropic sector. Employment has not traditionally been this sector’s priority, but since the global economic crisis and the resulting austerity measures across the continent, it is stepping up efforts in several areas to respond to the unprecedented levels of unemployment, particularly affecting youth.

Some examples of member activities in this area, loosely categorized, are as follows:

- *Providing direct support to vulnerable groups.* The **ERSTE Stiftung** (Vienna) funds employment programs for Roma populations in Romania and Hungary. The **King Baudouin Foundation (KBF)** (Brussels) works to address the disproportionately high unemployment rates of second-generation migrants in Belgium. KBF partners individuals with mentoring institutions to develop individuals’ social and cognitive skills, expand their socio-professional networks, and boost self-confidence and self-reliance. The **Bertelsmann Stiftung** (Barcelona chapter) focuses on improving access to vocational training for disadvantaged groups.
- *Marrying public and private efforts.* **Fundación ONCE** (Madrid) receives EU Structural Funds for a program that helps those with disabilities find viable employment. Over the past 25 years, more than 100,000 individuals have joined the marketplace through this program, including 9,000 people in Spain during 2014. **La Caixa Foundation** (Barcelona) coordinates a network of nongovernmental organizations (NGOs), corporations, universities, and public authorities that helps individuals who are at a higher risk of social exclusion gain access to the labor market. In 2013, the partnership assisted more than 14,000 individuals.
- *Designing research with the future in mind.* The **Unicredit Foundation** (Milan) funds innovative social research looking at new means of interaction between the public, private, and nonprofit sectors. The aim is to develop sustainable solutions, involving social innovation and entrepreneurship, to emerging social issues. **LundbeckFonden** (Copenhagen) prepares for a more competitive Europe by building its capacity as a knowledge-based society through promoting and stimulating the next generation’s involvement in science. The *European Mass Experiment (E-MAX)* organizes and promotes an annual mass experiment, involving thousands of school children collaborating to collect new scientific data on issues touching their everyday life.
- *Showing long-term commitment.* **Fondazione CRT** (Torino) addresses youth employment through its *Master dei Talenti* program, which annually since 1992, has placed young graduates in employment across Europe, largely in the social and nonprofit sectors. **Fundação Calouste Gulbenkian** (Lisbon) runs a program that translates certificates, diplomas, and resumes for qualified migrant doctors to ensure they have the documentation required to seek employment in Portugal in their field of expertise. Through the program, they also receive financial support for Portuguese language courses or financial aid for books.
- *European level coordination.* This work has been underpinned and supported by the creation of the *Foundations for Youth* network, involving six major European foundations with a Secretariat at the EFC. Beyond networking and the sharing of best practices, the network aims to engage in the broader European Union policy context.

FORD FOUNDATION

The **Ford Foundation**, which was created with gifts and bequests by Edsel and Henry Ford, is an independent, nonprofit, nongovernmental organization, with its own board, and is entirely separate from the Ford Motor Company. The foundation supports visionary leaders and organizations on the frontlines of social change worldwide. For more than half a century, the foundation has worked to strengthen democratic values, reduce poverty and injustice, promote international cooperation, and advance human achievement. Program officers in the United States, Africa, the Middle East, Asia, and Latin America explore opportunities to further the foundation's goals, formulate strategies, and recommend proposals for funding.

Working across its four offices in Africa and the Middle East, the Ford Foundation has recently begun to support the planning, design, and implementation of an Africa Youth Opportunity Initiative. This Africa-led, employer-driven initiative represents a commitment over a multi-year period to help individuals ages 16–24 year gain the necessary skills, knowledge, and experiences for realizing their individual and collective potential.

The initiative aims to create stronger “on-ramps” for young people into the labor market—either through full-time work or through apprenticeship opportunities that blend employment, leadership, and education/training. Responsibility will be shared among educators, employers, government, and young people themselves.

The Ford Foundation is currently conducting a landscaping analysis to identify and map other efforts that could be synergistic with this one. After completing this scan and determining some preliminary options for an initiative design, the foundation will host a series of regional meetings around the continent. The meetings will convene leading government, corporate, civil society, higher education, and youth leaders, with the purpose of vetting ideas, exploring potential initiatives on which to build partnerships, identifying challenges and critical regional differences, and building excitement about the importance and goals for such an initiative.

The foundation's emphasis will be on innovation, experimentation, and action—developing a group of partners willing to co-create solutions at the scale required to enable Africa to benefit from the huge untapped potential and reap the “demographic dividend” of its young population.

GLOBAL PHILANTHROPY FORUM

The **Global Philanthropy Forum (GPF)** is a learning community of more than 1,800 individual donors, social investors, and foundation executives committed to advancing inclusive development globally. Its purpose is to inform, enable, and enhance the strategic nature—and ultimate impact—of their work.

The GPF's initial members were the architects and beneficiaries of the information revolution, and the technology-driven globalization it helped spark. They want to see its benefits more evenly shared, and its dangers mitigated. They have been joined by new philanthropists who have replicated GPF's peer learning model in Latin America, Africa, and South Asia in countries that have opened and connected their economies and privatized previously state-run industries. Like their Silicon Valley counterparts, the new philanthropists who take part seek to advance economic growth that is not only robust, but broad-based, and development that is not simply rapid, but inclusive. They hope to advance these goals through strategic grant-making, impact investing, and their policy voice.

Toward these ends, members of the GPF and its regional affiliates pursue strategies that:

- Promote the accessibility, quality, and relevance of elementary, secondary, and tertiary education.
- Enhance the status of women and girls, providing them the tools they need to succeed.
- Advance public health by strengthening systems to prevent or treat communicable and non-communicable diseases.
- Assure access to capital, mentorship, and training needed to start, sustain, and grow a commercial enterprise.
- Invest in small and medium-size enterprises that provide goods, services, and income-generating opportunities, growing the middle class; invest in the infrastructure to support this growth.
- Lead “inclusive businesses” that deliver social benefit as part of their value chain.
- Support programs that identify and nurture ethical leaders and provide them the skills and values-based networks they need to succeed.
- Mitigate the effects of climate change; address resource scarcity and biodiversity loss.
- Build capacity for conflict prevention, conflict resolution, and post-conflict reconciliation.
- Advance human rights, including labor rights and the rights of the child. Stop human trafficking.
- Rely on data-driven strategies to support these and other approaches.

In pursuit of these goals, GPF members partner across sectors, disciplines, and geographic boundaries. Whether from Palo Alto, London, Mumbai, Lagos, or São Paulo, these philanthropists are willing to take on complex problems—such as endemic poverty—and to create new models for addressing them.

Through its programming and match-making services, GPF connects donors to issues, effective strategies, potential co-funding partners, and emblematic agents of change from around the world. By building and continually refreshing a lasting learning community, GPF seeks to expand the number of philanthropists who will be strategic in the pursuit of their goals.

INTERNATIONAL YOUTH FOUNDATION

Young people across the globe express a passionate desire to build their own futures, gain financial independence, and revitalize their communities. The **International Youth Foundation (IYF)** is committed to helping them achieve these goals.

Since 1990, IYF has worked in 72 countries with more than 472 public, private, and civil society partners to positively impact the lives of over 17 million young women and men. IYF's approach is straightforward: the foundation assesses the untapped potential of the region's private sector, governments, civil society, and youth themselves. Together with our partners, IYF takes the findings of such community assessments to co-design and ultimately deliver programs that address the livelihood needs of young people. IYF equips youth with the personal, interpersonal, workplace, and entrepreneurial skills that prepare them to make positive social and economic contributions to their households and communities.

All IYF programs are anchored in transformational life skills through *Passport to Success (PTS)*. Developed in partnership with the GE Foundation, this 80-module curriculum provides youth with a solid foundation of skills to support their personal, academic, and professional development. PTS is especially valuable to youth-at-risk who must navigate rapidly changing social, economic, and political landscapes.

PTS training is tailored to respond to the needs of employers, while also addressing the challenges that youth face in their communities. The ultimate goal is to prepare young people for work that actually exists in the local labor market. Where formal jobs are scarce, PTS prepares participants for self-employment. IYF uses innovative methodology that is highly interactive to capture young imaginations and allows trainees to practice what they have learned. Participants learn to handle conflict effectively and understand the expectations of others as the participants establish pathways to achieve their life goals.

With nearly 25 years of youth development experience, IYF is a thought leader on the subject and has published a series of 'What Works in Youth Development' articles, along with numerous case studies, white papers, and reports. Of particular note, IYF was commissioned by Microsoft to produce the 2012 paper 'Opportunity for Action—Preparing Youth for 21st Century Jobs,' which outlines the challenges that youth face and a call for decisive action to safeguard their futures. Together with Hilton Worldwide, IYF also published 'Creating Opportunities for Youth in Hospitality' to raise awareness about the youth unemployment crisis and highlight solutions that the hospitality sector can provide.

Success lies in IYF's continued ability to provide youth with the livelihood-building tools, resources, and opportunities to place youth in internships and jobs. As such, IYF has partnered with a wide variety of private and public organizations, including Caterpillar, Chevron, Cummins, Hilton Worldwide, King Khalid Foundation, MasterCard, The MasterCard Foundation, Microsoft, the Inter-American Development Bank, Saudi Aramco, Starbucks, Sylvan/Laureate Foundation, USAID, Walmart, World Bank Group, and others.

JOHN D. AND CATHERINE T. MACARTHUR FOUNDATION

The **John D. and Catherine T. MacArthur Foundation** aims to foster the development of knowledge, nurture individual creativity, strengthen institutions, help improve public policy, and provide information to the public primarily through support for public interest media. The foundation is pursuing efforts around the world to equip youth with higher-order skills that meet the demands of today’s economy.

Cities of Learning. National support for the growing Cities of Learning effort, which began in Chicago in 2013, and has since expanded to Dallas, Los Angeles, and Pittsburgh. Cities of Learning turn a city into a campus all youth can access. Each City of Learning creates a coordinated network of out-of-school learning organizations (museums, parks, and libraries) to provide enriching learning experiences to youth who lack such opportunities. Each City of Learning offers a mix of programs to help young people find and pursue their interests and develop creative, intellectual, and workplace skills. [CitiesOfLearning.org](#).

Digital Badges. Support for the spread and scale of digital badges as a way to make all types of learning more visible and increase innovation, relevance, diversity, and equity in education and workplace training. Since 2006, the foundation has supported an array of efforts to transform badging into a trusted, secure, and portable alternative certification process. With a fledgling badging system now in place, MacArthur partners are working to help business and professional and academic institutions across the country incorporate badges into their hiring, promotion, admissions, and certification processes. [ReconnectLearning.org](#).

Stevens Initiative. Designed in part to address the global education-to-employment gap, the new Stevens Initiative will support programming that provides young people with the 21st century skills that global employers are seeking: language skills, digital literacy, critical thinking, cross-cultural communication, and collaborative problem-solving. Tapping into the power of new technologies, the Stevens Initiative will use virtual exchange to fuel the largest-ever increase in people-to-people exchanges between the United States and the Middle East. The goal is to create a global classroom that vastly increases the number and diversity of youth who have a meaningful cross-cultural experience as part of their job-relevant learning experiences. [StevensInitiative.org](#).

Connected Learning. Designed to develop professional and workforce skills, Connected Learning aims to boost academic achievement and career success by harnessing what young people care about most—their peer networks and their interests—and providing opportunities to apply their learning in real-world settings. Connected Learning aims to increase engagement for all learners, including nontraditional students and youth who are not thriving in traditional school settings. It recognizes that learning can take place anywhere and everywhere. When young people connect in-school academics with out-of-school interests, find supportive social networks, and have opportunities to build their skills in the workplace and other real-world settings, they can map out clear, personalized pathways to higher education or career success. [ConnectedLearning.tv](#).

THE KRESGE FOUNDATION

Youth unemployment threatens to create a jobless generation. Delayed job experience and skills development makes it more difficult for young people to be absorbed into the labor market down the road. This problem jeopardizes the social fabric and economic development of cities and countries around the world recovering from the global financial crisis. In America, the issue is particularly pressing among low-income and minority communities in its cities, where **The Kresge Foundation** focuses its grant-making. Detroit has a youth unemployment rate of 27.7 percent. The city ranks at the top of the country's 25 largest metro areas with the highest youth unemployment rates. Like in many of these cities, youth from African American communities are disproportionately affected.

Each of the six programs at The Kresge Foundation (Arts and Culture, Detroit/Community Development, Education, Environment, Health, and Human Services) tackles youth unemployment and job creation in some way. Among them, the Detroit/Community Development and Education programs are most closely implicated in supporting skills training for marginalized and vulnerable youth and in reinforcing tertiary education projects that close the skills/job mismatch. One of the key priorities for Kresge's Detroit/Community Development program in 2015–2016 is to channel support toward increasing job training for Detroit residents, which includes young men and boys of color outside formal education systems. This work intersects with another Detroit priority that is crucial for creating jobs for young people—inclusive access to 21st Century Regional Transit. The Kresge Foundation is using its involvement as a leading stakeholder in a public-private consortium to create Detroit's first ever light-rail mass transit system to ensure that low-income and minority residents have improved transportation to access jobs and services. The Kresge Foundation believes that public systems are interdependent, so only a multi-sector approach—as it is employing in Detroit—can tackle the issue of youth unemployment and create lasting, sustainable jobs for young people.

Kresge's education program tackles the other major issues of school-to-work transitions and a skills/job mismatch among America's young people, who are not adequately prepared by tertiary education for the changing demands of the job market. Employers around the country are finding it difficult to fill positions with applicants from the STEM fields (science, technology, engineering, and mathematics). Universities often do little to prepare young people to become risk-taking entrepreneurs. Kresge tackles these gaps through its support of national organizations, such as Young Invincibles, which focuses on empowering "opportunity youth" with information regarding entrepreneurship and jobs, and the American Association of Community Colleges, which helps community colleges build a technologically skilled workforce for a globally competitive green economy. In all of these grantee partnerships, the foundation targets organizations working to bolster low-income and underrepresented youth to become leaders and future job creators in their urban communities.

THE MASTERCARD FOUNDATION

The MasterCard Foundation is a global organization based in Toronto, Canada, with over \$9 billion in assets. Through collaboration with partner organizations in 49 countries, the foundation’s programs promote financial inclusion and advance youth learning, mostly in Africa. The foundation was established in 2006 through the generosity of MasterCard Worldwide when it became a public company. From inception, the foundation was designed to be an independent entity with its own management and Board of Directors. No company executives serve on the foundation’s Board. All decisions are determined by the foundation’s Board of Directors and President and CEO.

The MasterCard Foundation’s vision is to create opportunities for all people to learn and prosper. The Foundation is advancing youth learning and promoting financial inclusion to catalyze prosperity in developing countries. The foundation’s *Youth Learning Program* prepares young people to engage in the economy and lead change in their communities. This program scales access to quality education and develops economic opportunities for youth in 25 countries in Africa. Young people are at the center of these programs. They have multiple responsibilities as students, providers for their families, and current and future leaders. The foundation’s programs support multiple pathways to enable young people to realize their full potential and aspirations. Some examples are listed below:

- *The MasterCard Foundation Youth Think Tank* is one of many ways the foundation is able to hear directly from and listen to the views of young people. The Think Tank is intended to provide insight and develop youth-led ideas for the foundation’s programs and strategies.
- *The MasterCard Foundation Scholars Program* is a \$500 million, 10-year education and leadership development program. The Scholars Program will enable 15,000 young people living in poverty to complete secondary and tertiary education by providing them with comprehensive scholarships, internships, mentorship, and leadership skills. Transition to employment is a main focal point of this program.
- *The Economic Opportunities for Youth Program* takes a holistic approach to enable young people to transition to employment. It provides out-of-school, unemployed young people with market-relevant skills, connections to employers, and access to financial services. To date, 59,127 young people have transitioned to jobs, entrepreneurship, further training, or education, and 700,000 young people have gained access to financial services. The foundation has invested approximately \$270 million in this program.

MO IBRAHIM FOUNDATION

The **Mo Ibrahim Foundation (MIF)** was established in 2006 with a focus on the critical importance of leadership and governance in Africa. By providing tools to support progress in leadership and governance, MIF aims to promote meaningful change on the continent. MIF, which is a non-grant-making organization, focuses on defining, assessing, and enhancing governance and leadership in Africa through four main initiatives: the *Ibrahim Index of African Governance (IIAG)*, the *Ibrahim Prize*, the *Ibrahim Forum*, and *Fellowships and Scholarships*.

Central to the work of MIF is the encouragement of data-driven policy making in Africa. By providing citizens, governments, institutions, and the private sector with data, the foundation provides tools to accurately assess progress on the ground, thus allowing the design of more efficient policies. To encourage that resource-allocation decisions are based on robust statistics, the foundation produces two data-focused initiatives: the *IIAG* and the annual 'Facts & Figures' publication, produced for the *Ibrahim Forum*, which is based on a core topic of particular pertinence to Africa in that year.

The *2012 Ibrahim Forum* focused on 'African Youth: Fulfilling the Potential,' for which employment concerns are paramount. A chapter of the associated Facts & Figures document was titled 'Employment: Dilemmas, Dynamics, Decisions.' This chapter addresses various issues related to youth unemployment, underemployment, and education, and continues to be used to stimulate data-driven debate.

The *2013 Ibrahim Forum* titled 'Africa Ahead: The Next 50 Years,' addresses a broad range of topics within the context of the 50th anniversary of the African Union. One of these topics was the mismatch between education and the labor market in Africa.

Uniquely positioned as a user, producer, and supporter of African statistics, statistical capacity is a core concern for the foundation. Data on African youth are not easily accessible, or are of poor quality or consistency, for the topics that are the most important and relevant to this demographic. The foundation's data collaborations with *Afrobarometer* and *Global Integrity* aim to help address the paucity of data on a range of issues, including employment. *Afrobarometer* measures the social, political, and economic atmosphere in Africa through citizen surveys. The current survey questionnaire includes questions that ask citizens to provide their evaluations of government performance in managing the economy and creating jobs. *Global Integrity* collects expert assessment data in every African country on a range of governance-related issues, including, for example, whether there are mechanisms in place to address issues of youth employment.

THE MOZILLA FOUNDATION

The Mozilla Foundation is a nonprofit organization that promotes openness, innovation, and participation on the Internet. The Foundation wholly owns the subsidiary organization, the Mozilla Corporation.

At the core of Mozilla’s work are programs that move people from using to making the Web, from consumption to creation. This involves building tools and software, but also helping people and communities learn about the open ethos and building blocks that make up the Web. The Foundation is doing this through:

- Increasing global digital literacy—continuing to build tools and curricula
- Facilitating the growth of local content—working with volunteers around the world to translate Mozilla tools and develop features specifically relevant to their communities
- Building and supporting open platforms and ultra-low-cost phones—working with commercial and philanthropic organizations to make smartphones accessible in emerging markets.

Mozilla is best known for the Firefox browser, but it also advances its mission through other software projects, grants, and engagement and education efforts, such as the *Mozilla Webmaker Program* that enables people to learn how the Web works by building and remixing it. *Webmaker*, which is available in 22 languages, is a community of educators and a collection of tools and curricula. Its educator networks interact at local, national, and global levels through community calls, Massively Open Online Courses, and programmatic initiatives to bring web literacy and digital skills to millions around the world. Through the *Hive Learning Networks*, a growing constellation of communities across the world that connect schools, business, and community-based organizations, teachers and mentors are helping young people learn the skills needed for college and career readiness. Mozilla’s *Webmaker* badges provide the opportunity for people to get recognition for skills they learn online and offline and use them for educational and career advancement.

Mozilla is now working to make sure that the next billion users who come online have opportunities for innovation, education, and entrepreneurship. Within 10 years, half the planet will have access to the Internet through a smartphone. Mozilla has entered into a partnership with GSMA, the trade association of mobile providers, to catalyze local content creation and delivery in emerging digital economies in India, Bangladesh, and East Africa. Connecting four billion people, of whom 90 percent live in developing countries, has the potential to unlock extraordinary economic opportunity for the next generation across the globe.

THE NAND & JEET KHEMKA FOUNDATION

The Nand & Jeet Khemka Foundation (the Khemka Foundation) is focused on social entrepreneurship, leadership and ethics, good governance, development and philanthropy infrastructure, and climate change. The Khemka Foundation also addresses issues of youth employability, citizen engagement, and integrated & sustainable rural development through its sister concerns Youthreach and The Nabha Foundation, respectively.

Over the years, their initiatives have reached out to enhance the employability potential of thousands of disadvantaged youth by imparting life skills and skills in spoken English and by providing personalized services like career planning, counseling, and placement to reduce attrition and ensure productive employment. The foundation has also worked with women in rural Punjab, training them in the extinct art of Phulkari embroidery, not only providing them with a livelihood, but also empowering them and reviving a lost art.

The foundation works with more than 300 educational institutions worldwide to build a community of ethical, altruistic leaders who work together to improve the state of the world. They have trained more than 3,000 teachers and provided scholarships to hundreds of students to facilitate this process.

Recently, the European Commission partnered with the Khemka Foundation to help increase the uptake of public schemes in health/sanitation, social security, and education, and to improve the institutional design for delivering public schemes as well as effective large-scale information dissemination and awareness generation mechanisms.

The foundation has instituted several large grants, including one to set up the Public Health Foundation of India in collaboration with the Indian government to address the limited institutional capacity and to strengthen training, research, and policy development in the area of public health.

The Khemka Foundation also provided a grant to launch the Prince of Wales's P8 Group, which brings together senior officials from leading public pension funds to develop actions related to global issues, particularly climate change. In March 2009, the IFC hosted the annual summit of the P8 Group, and has since been helping it explore sustainable investment opportunities in emerging markets. There have been discussions among the P8 Group about launching the Climate Change Clean Pool Fund (CP3), an Asian infrastructure fund.

The World Bank Group has been a partner in the *Khemka Forum on Social Entrepreneurship*, housed at the Indian School of Business. This is a hub for investors, practitioners, philanthropists, and thought leaders in India around social entrepreneurship.

OPEN SOCIETY FOUNDATIONS—THE SOROS ECONOMIC DEVELOPMENT FUND

The **Soros Economic Development Fund (SEDF)** is a nonprofit private foundation that is part of the Open Society Foundations (OSF), a network of charitable foundations created by investor and philanthropist George Soros. SEDF promotes economic opportunities and access to products and services for underserved populations in developing countries and communities. It invests in sustainable businesses or initiatives that strive to alleviate poverty by creating jobs and revitalizing deteriorating communities.

SEDF's overarching objective is to promote development by supporting greater access to financial services, as well as targeted investments along the agricultural value chain. These investments create businesses and jobs that keep families above the poverty level, increase income, and improve access to affordable services.

Established in 1997, SEDF initially focused on entrepreneurship and small business development working in Central and Eastern Europe to strengthen transitional economies. This was done by developing new or supporting existing financial institutions that worked with micro and small-sized enterprises.

Following the accession of most Central and Eastern European states to the European Union, SEDF refocused efforts on other OSF priority regions, such as Sub-Saharan Africa, while maintaining its emphasis on countries emerging from conflict and transitioning to democracy. In addition to shifting geographies, SEDF also began looking for investments that potentially held greater opportunities for job creation as well as creating access to good services.

Currently SEDF is active in Sub-Saharan Africa, the West Bank of Palestine excluding Gaza, and South Asia including India.

SEDF has a staff of 15 spread out between Freetown, Johannesburg, London, and New York, and manages an existing portfolio of \$100+ million in equity and debt investments.

The following are two examples of investments currently in the portfolio:

- After the earthquake in Haiti in 2010, the fund worked with the IFC to provide a \$3 million working capital loan to Codevi, a textile manufacturing company from the Dominican Republic, for them to relocate part of their operation from the Dominican Republic to Haiti's only fully operational Free Trade Zone. The Zone houses five apparel manufacturers in 240,000 square feet of industrial space creating thousands of new jobs.
- In early 2014, SEDF made a \$15 million commitment (in addition to an existing \$10 million) to Aspada, an investment firm in India focusing on education, health care, agriculture, logistics, and financial services. The investments aim to make products and services more accessible and affordable to low-income communities.

ROBERT BOSCH STIFTUNG

The **Robert Bosch Stiftung** is one of the major German foundations associated with a private company. It holds 92 percent of the share capital of Robert Bosch GmbH. Established in 1964, it represents the philanthropic endeavors of Robert Bosch (1861–1942), focusing on the fields of science, health, international relations, education, society, and culture. Between 1964 and 2013, the foundation made available 1.2 billion euros for projects. In 2013, approximately 70 million euros were spent on project funding.

The Robert Bosch Stiftung approaches the matter of jobs and employment mainly from the perspective of demographic change and the recent crisis of youth employment in Southern Europe.

More than any other nation of the Organisation for Economic Co-operation and Development (OECD), Germany will be confronted with a massively aging population over the coming years that, little by little, will be accompanied by a population decrease. The changes in employment provision and the altered age structure of the population present great challenges. To address these changes to the working world in a more comprehensive manner, the Robert Bosch Stiftung commissioned the study ‘The Future of the Working World’ in close cooperation with the Institute for Employment and Employability at the Ludwigshafen University of Applied Sciences.

Youth unemployment has increased drastically in several European Union countries in recent years. There is a “lost generation” of youth under 25 years of age, a quarter of whom are unemployed. The Robert Bosch Stiftung and Robert Bosch GmbH are working together to combat youth unemployment in southern Europe. The Foundation commissioned the Center for European Economic Research, one of the leading economic institutes in Germany, to conduct a study titled ‘Youth Unemployment in Europe,’ which illustrates how unemployment among young people has developed in recent years. It diagnoses the major structural hurdles that young people face when entering the workforce and recommends general measures that should be taken based on this information. The focus is on Spain, Italy, and Greece, southern European countries where large numbers of young people are suffering from unemployment.

THE ROCKEFELLER FOUNDATION

For more than 100 years, **The Rockefeller Foundation**’s mission has been to promote the well-being of humanity throughout the world. Today, this mission is pursued through dual goals: advancing inclusive economies that expand opportunities for more broadly shared prosperity, and building resilience by helping people, communities, and institutions prepare for, withstand, and emerge stronger from acute shocks and chronic stresses. To achieve these goals, the Rockefeller Foundation works at the intersection of four focus areas—advance health, revalue ecosystems, secure livelihoods, and transform cities—to address the root causes of emerging challenges and to create systemic change.

Together with partners and grantees, the foundation strives to catalyze and scale transformative innovations, create unlikely partnerships that span sectors, and take risks others cannot or will not.

To achieve the overarching goal of creating more inclusive economies, the Rockefeller Foundation works to address the significant unemployment and inequality in the jobs market. The foundation is committed to addressing roadblocks to employment, and challenges in finding good jobs that provide people with security, opportunities for upward mobility, and the ability to contribute to their families and communities.

Among those groups facing the greatest barriers to advancing their own well-being are the world’s unemployed youth. For several years, the foundation has explored new solutions to the youth employment challenge in Africa and the United States—two regions where the opportunities are distinct, yet dynamic. The foundation sees much potential for innovation on the demand side to engage employers in tackling unemployment.

In 2013, the Rockefeller Foundation announced a nearly \$100 million initiative, *Digital Jobs Africa (DJA)*. DJA aims to impact one million lives in six countries in Africa by catalyzing sustainable information communication technology-enabled employment opportunities and skills training for high potential, disadvantaged African youth. One of the digital job opportunities that the foundation aims to catalyze is impact sourcing. Put simply, impact sourcing is a business process outsourcing service delivery model that employs high potential but previously disadvantaged individuals. The foundation is working closely with the private sector to catalyze this opportunity, recognizing that the most sustainable and scalable path to achieving impact is through the tangible business value that impact sourcing provides.

The Rockefeller Foundation’s *U.S. Youth Employment* initiative seeks to create a more inclusive economy that employs more youth in career-building jobs, especially the poor or vulnerable. Addressing the youth employment crisis at scale requires the engagement of employers, who have an important role and responsibility in supporting young Americans’ entry into the workforce. Many see the potential value in hiring more young workers, but are unclear about how to accurately capture that value. This dynamic problem space is primed for intervention—and the foundation is actively working to understand how to help employers leverage young talent to meet their business needs.

SILATECH

Silatech is a regional social initiative that works to create jobs and expand economic opportunities for young Arabs. The organization promotes large-scale job creation, entrepreneurship, access to capital and markets, and the participation and engagement of young people in economic and social development. Founded in 2008 by Her Highness Sheikha Moza bint Nasser, Silatech finds innovative solutions to challenging problems, working with a wide spectrum of development organizations, governments, and the private sector to foster sustainable, positive change for Arab youth. As of April 2014, Silatech has financed more than 78,000 youth-owned businesses, created or sustained more than 103,000 jobs, and trained more than 2,350 youth-focused nongovernmental organization staff. Silatech currently has programs in 16 Arab countries. Silatech's primary areas of focus are youth enterprise (especially microenterprise) and employability.

Silatech is the region's leading provider of youth-focused microenterprise support services and offers three types of support to young Arab entrepreneurs:

- *Seed investment funds* to encourage financial institutions to start introducing financial products and services to the high-growth youth market, in the process changing the mindset of the financial industry toward young people as viable clients;
- *Technical assistance*, including product design, technology, and training, to help financial institutions develop and deploy youth-focused products and services with a special focus on youth microenterprises; and,
- *Ecosystem support* to strengthen the surrounding enterprise environment and help in the creation and growth of youth microenterprises.

In the area of employability, Silatech seeks to help young Arabs make successful transitions to work through improved career guidance, skills development, and direct links with existing employment opportunities. These include:

- *Career and Job Placement Centers*: Silatech partners with universities, schools, community-based organizations, and public agencies to provide guidance, training, internship, and job placement support to youth.
- *Web and Mobile Portals*: In April 2012, Silatech and Microsoft launched Ta3mal.com, the region's first employability portal linking youth to career guidance, training, eLearning, work readiness, and internship and job opportunities. Ta3mal.com now has specialized country portals developed especially for six Arab countries.
- *Career Guidance Resources*: Tamheed is Silatech's career guidance program. It includes online psychometric and language assessments, a career advising framework, and training for career advisors.
- *Skills Development*: Silatech supports Youth Serving Organizations with curricula and capacity building in a range of workplace-relevant soft skills, and direct eLearning for workforce development skills to youth through the Ta3mal portal.
- *Work Experience and Jobs*: Silatech has developed tools and resources to help employers understand the value that interns can bring to the workplace, and is helping employers to structure meaningful, learning-oriented internship opportunities.

THE TONY ELUMELU FOUNDATION

The Tony Elumelu Foundation's (TEF) mission is to promote African economic development through entrepreneurship and competitiveness. Unemployment and the youth bulge are recurring themes in debates and discourse around the challenge of long-term African development and closely related to the foundation's focus areas. TEF has been actively engaged in advocacy, and the development of programs, partnerships, investments, and grants that advance active youth engagement and job creation, especially among young people in Africa.

Job creation has been a major focus of the foundation this year. On the advocacy side, in January 2014, Tony Elumelu published an op-ed entitled "A 'Marshall Plan' for Africa's Employment Challenge." The op-ed highlighted the demographics of the continent and the necessity of having a long-term strategy to create more than 10 million jobs a year to sustain Africa's youth population, preserve societal stability, and achieve sustainable economic growth. It proposes a Marshall Plan that focuses on rule of law, investments in infrastructure, and the development of the manufacturing and processing sector, as the key to creating these much-needed modern jobs. The foundation also provided two grants to the Olusegun Obasanjo Foundation to support their 'Accelerating Youth Employment in Africa' conference that took place in Addis Ababa on the sidelines of the African Union Heads of State Summit in January and to support their *Youth Employment and Empowerment Initiative*.

In April, Mr. Elumelu addressed the UN Secretary-General, General Assembly, and ECOSOC on the importance of partnership in the Post-2015 Development Agenda. The speech argued that to successfully eradicate extreme poverty by 2030, job creation must be one of the Sustainable Development Goals. The 2nd issue of the newly established Africapitalism Institute's *Africapitalist Magazine* was dedicated to the challenge of youth unemployment in Africa, featuring interviews with Presidents Jonathan of Nigeria, Ellen Johnson-Sirleaf of Liberia, and Carlos Lopes, Secretary-General of the UN Economic Commission for Africa (UNECA) on job creation.

Recently, the foundation finalized a joint venture partnership with GEMS Skills, the skills training arm of the GEMS Education Group, to build a vocational training and skills business to sustainably increase employability in Nigeria.

Earlier this year President Jonathan established a Presidential Jobs Board to identify barriers to increased job creation, as well as to recommend policies to create three million domestic jobs within 12 months. Mr. Elumelu will serve as Vice-Chairman of the newly inaugurated board.

On the programmatic side, the foundation launched the Elumelu Nigeria Empowerment Fund (ENEF) to transform post-conflict and post-disaster communities in Nigeria into thriving and economically sustainable communities, with a focus on entrepreneurship and job creation. In December, the foundation will announce the launch of a \$100 million entrepreneurship initiative to provide training, mentoring, and capital to 10,000 African entrepreneurs over the next decade. The program aims to create a minimum of 250,000 jobs in Africa over the same period.

UNITED NATIONS FOUNDATION

The United Nations (UN) and Secretary-General Ban Ki-moon seek innovative solutions to accelerate progress on our collective goals for a more peaceful and prosperous world. Goal 8 of the proposed Sustainable Development Goals for the post-2015 agenda calls on the global community to mobilize resources to promote “full and productive employment” for young people. In addition, the UN resolution, “Entrepreneurs for Development,” which was passed with the support of 129 countries, highlights the growing recognition by member states that young people will have to shift their thinking from being job seekers to job-creators, given that an estimated 425 million young people will join the labor force between 2015 and 2030.

Founded by entrepreneur and philanthropist Ted Turner, the **United Nations Foundation** (UN Foundation) brings together individuals and partners to support the life-saving and life-changing work of the UN. Guided by Ted Turner’s vision, the foundation encourages an entrepreneurial and innovative spirit in all its work. This can be seen in campaigns and initiatives such as the *Global Alliance for Clean Cookstoves*, the *Mobile Alliance for Maternal Action* and the *Energy Access Practitioners Network*, which are built around entrepreneur networks. These three initiatives use market-based approaches to support entrepreneurial activities. By providing training such as business plan development, market segmentation and capacity building they help empower people to create new jobs.

In 2013, the UN Foundation and the ExxonMobil Foundation released ‘A Roadmap for Promoting Women’s Economic Empowerment’ to identify proven interventions to increase women’s productivity and earnings in emerging economies. The study found that providing support and resources to women can help drive growth in local and regional economies and promotes economic vitality.

With the Skoll Foundation, the UN Foundation is working with social entrepreneurs to match them with UN partners to scale their country level solutions. These social enterprises address challenging problems while providing training and job opportunities to local populations. Another part of the foundation’s scaling services matches our Global Entrepreneur Council members with policy leaders and UN representatives to facilitate knowledge sharing.

There is a unique opportunity for entrepreneurs to tackle the global need for job creation, thereby driving progress toward economic prosperity. As the global community agrees on a new set of goals, the UN Foundation will continue to find ways to support innovation and entrepreneurs to achieve “full and productive employment” worldwide by 2030.

THE WILLIAM AND FLORA HEWLETT FOUNDATION

The William and Flora Hewlett Foundation (the Hewlett Foundation), established in 1966, has ambitious goals that include: helping to reduce global poverty; limiting the risk of climate change; improving education for students in California and elsewhere; improving reproductive health and rights worldwide; supporting vibrant performing arts in our community; advancing the field of philanthropy; and supporting disadvantaged communities in the San Francisco Bay Area. In 2013, the foundation awarded approximately \$224,618,000 in grants and disbursed approximately \$240,100,000 in grant and gift payments. Of that, approximately half of the foundation’s resources are dedicated to international grant making.

While the foundation does not have an explicit focus on jobs in the United States or overseas, several activities contribute to an improved understanding of the dynamics of employment and work in developing countries, and to enabling conditions for skills development. They are listed below.

The Hewlett Foundation is the founding supporter of *Data2X*, which seeks to improve the amount and quality of gender-specific information, particularly concerning economic activity. In partnership with the World Bank Group (Gender and Jobs Global Practices), the International Labor Organization, and the Food and Agricultural Organization, *Data2X* is advancing the collection of information using new definitions of labor force participation and work, including participation in the informal economy and unpaid work.

The Hewlett Foundation also supports *Women in Informal Employment: Globalizing and Organizing (WIEGO)* a global action-research-policy network that seeks to improve the status of the working poor, especially women, in the informal economy.

The Hewlett Foundation, along with the UK Department for International Development and the International Development Research Centre, is supporting approximately \$15 million of policy research on the micro- and macroeconomic dimensions of women’s work. The foundation also supports a significant amount of work on how demographic changes affect the prospects for development in low-income countries; this includes work with the World Bank Group and other partners on the conditions under which the promise of the “demographic dividend” is likely to be realized.

W.K. KELLOGG FOUNDATION

The **W.K. Kellogg Foundation (WKKF)**, founded in 1930 as an independent, private foundation by breakfast cereal pioneer Will Keith Kellogg, is among the largest philanthropic foundations in the United States. Guided by the belief that all children should have an equal opportunity to thrive, WKKF works with communities to create conditions for vulnerable children so they can realize their full potential in school, work, and life. Undergirding all that we do is a commitment to promoting racial equity and community engagement.

As a grant-making and change-making organization, we support organizations that work to increase families' assets, employment opportunities, and access to resources. Our investments are targeted to help families gain and grow skills and knowledge, along with access to networks and pathways that lead to employment and success in higher-skilled, higher-paying careers. We also partner with educational institutions on career certifications, credentials, and other degrees. Our network of grantee partners also provides workforce mobility coaching, career planning, and training in high-demand fields and other resources and services to help move families out of poverty.

Young men and boys of color face a sobering reality of persistent economic, health, and educational disparities. WKKF is committed to changing hearts, minds, and deeply held and often-unconscious biases that cause the structural inequities that diminish opportunities for young men of color and others in our society.

In Mississippi, the foundation recently invested in 26 community organizations over a period of three years, to build a comprehensive network of support from birth into adulthood, to grow their educational, emotional, physical, and economic potential.

WKKF is also one of the leading partners in the Executive Alliance of 40+ foundations in response to President Obama's *My Brother's Keeper* initiative that calls on leaders and stakeholders across the nation to help young men of color reach their full potential. In an effort to build demand from employers, WKKF works with community stakeholders to connect businesses and potential employees in the community. The foundation invests in nonprofit and for-profit entities that help grow and develop employment opportunities for families and stimulate economic growth for communities. Businesses benefit from higher employee retention and increased return on investment in their own hiring and training processes, and local families gain access to real and relevant career opportunities where they live.

WKKF works to mobilize all members of the workforce, economic development and business and industry sectors to build effective pipelines into quality jobs for families to gain economic stability and to break the cycle of poverty for the next generation.

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SOLVING THE JOBS PUZZLE



**OPPORTUNITY
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