PHILANTHROPY AND YOUTH EMPOWERMENT

FOUNDATIONS' INNOVATIVE APPROACHES TO SUPPORT YOUTH

OECD DEVELOPMENT CENTRE

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EDITORIAL

There are an estimated 1.8 billion young people between the ages of 10 and 24 in the world today. Around 90% of these adolescents and youth live in developing countries, where they make up a large proportion of the overall population. Policy makers in many developing and emerging economies acknowledge the pressing nature of the "youth bulge" challenge and are trying to identify ways to successfully integrate young people into their countries' societies and labour markets.

With regard to these endeavours, many other development actors have shifted their focus to youth. Among these actors, foundations have allocated increasing resources and support for exploring innovative ways to empower youth in developing countries. Youth inclusion is also one of the major topics in the OECD Development Centre's work, which aims to help governments better design and implement policies. Foundations belonging to the OECD Development Centre's Global Network of Foundations Working for Development – "netFWD" – have identified youth empowerment as a priority. They aim to share and codify knowledge in order to build on emerging good practices and scale up emerging successes.

However, as this study demonstrates, their approaches and perspectives vary considerably. They range from support of health and education to skills training, and from full-fledged youth programmes to support of social enterprises that offer solutions to some of the problems faced by youth. Yet there is increasing consensus that there are no easy solutions or quick fixes to the challenges youth are facing today and an emerging recognition that youth need to be approached holistically.

While there is little reliable or quantifiable data on philanthropic flows toward development, and even less on flows targeting youth, this study provides a qualitative analysis of the ways foundations work to empower young people in developing countries. It brings together case studies from 11 foundations supporting youth and offers insights on the uniqueness of the philanthropic approach to youth empowerment. It is not meant to be an exhaustive study of the entire landscape of foundations that work with young people. Rather, it provides new research and evidence-based examples from a sample of foundations that have pioneered particularly innovative approaches.

The youth bulges faced by many developing countries pose great challenges, but they should also be recognised for what they can be: a historic opportunity for societal transformation and positive change, if the right enabling environment is put in place. This study shows that foundations can play a significant role in constructing this enabling environment and effecting positive social change by helping to integrate youth into society, strengthening their employability and citizenry, and thus empowering them to lead the lives they choose.

Mario Pezzini

Director, OECD Development Centre

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Interviews:
- Novartis Foundation for Sustainable Development - Dr. Anne Aerts, Head and Kiara Barnes, Communications Officer
- The Rockefeller Foundation - Eme Essen, Senior Associate Director
- Instituto Ayrton Senna - Tatiana Filgueiras, Evaluation and Strategic Planning Manager
- Emirates Foundation for Youth Development- Clare Woodcraft, CEO

Additional contributors through discussions on October 25th at the OECD, Paris:
- Tony Emulu Foundation - Wiebe Boer, CEO
- Stars Foundation - David Crook, Development Director
- The Edmond de Rothschild Foundations- Firoz Ladak, Executive Director

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INTRODUCTION

There is a growing force – 1.8 billion strong – of young people who are searching for their rightful place in society. This is the largest cohort of young people ever (Beyond 2015, 2013). These young people are largely living in developing countries: 90% of the world's population under the age of 30 is concentrated in developing or emerging economies (UNFPA, 2012). In Egypt, for example, young people between the ages of 15 and 24 represented 24% of the population in 2012, or roughly 20 million people (Central Agency for Public Mobilisation and Statistics, 2012).

At the same time, youth in many developing countries are receiving better education. In Africa, the continent with the youngest population in the world, it is estimated that 59% of 20-24 years olds will have received a secondary education by 2030, compared to 42% today (see Figure 1 below). However, while GDP growth has been buoyant in developing countries, not enough jobs and an insufficient proportion of quality jobs have been created to accommodate the numbers of young people in search of work. In 2008, for example, Tunisia had an alarming youth unemployment rate of 31% (AfDB, 2011), and in 2013 more than 40% of female youth were unemployed in North Africa (Population Reference Bureau, 2013). These official unemployment rates often do not include youth who have given up the search for employment; the "broader youth unemployment rate" that includes these discouraged youths is significantly higher (African Economic Outlook, 2012).

Figure 1. **Education among youths aged 20-24 in Africa, 2000-2030**
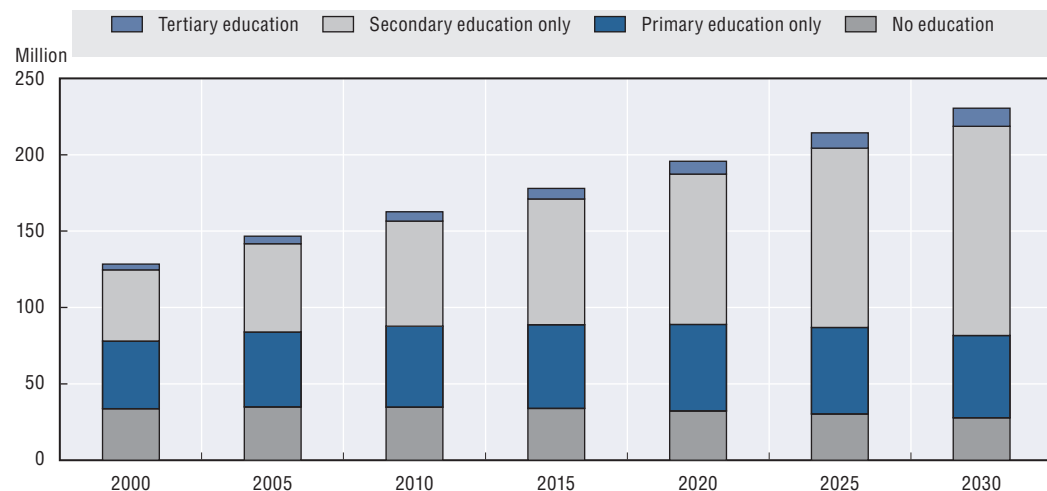
Source: OECD African Economic Outlook 2012.

Unsurprisingly, young adults are often at the centre of movements demanding reform and pressing for change in their countries. They are motivated by record high unemployment or underemployment; a lack of equitable access to quality education; poor governance and disputable human rights records of their governments; and marginalisation from decision making. If not adequately addressed and incorporated into national development efforts, these conditions can increase alienation and radicalisation among these young adults, and result in growing poverty rates. On the other hand, with the right mix of education, continuous training, leadership, trust, opportunities and support at the individual and organisational level as well as within their enabling environment, they can become the generation capable of tackling the most pressing issues of our time.

Leaders in governments and foundations alike are growing aware of the fact that youth has been both dramatically underserved and unheard. Until recently, development programming did not target youth specifically, nor did it ensure that interventions designed for adults were accessible and appropriate for youth. The Millennium Development Goals (MDGs)* focused on primary school children and children under five, along with adults. While many donors and foundations do fund or implement youth programmes, very few have a specific department or dedicated advisors focusing on youth issues. Responsibility for policy is often spread across departments without a systematic vision of how these different departments could better work together to promote a coherent approach towards youth (International Rescue Committee, 2012).

This is changing. A very important category emerging for the post-2015 agenda includes the ''NEETs''* (young people Not in Education, Employment or Training), who are estimated to account for about a third of the global youth population (Assad and Levison, 2013). In some countries, this proportion is even larger: in Zimbabwe, for example, 56% of youth between the ages of 15 and 29 have been identified as NEETs (International Futures, 2012).

Leaders are also increasingly aware that, from a macroeconomic perspective, youth bulges* represent a unique opportunity for a country to reap the demographic dividend*. Many developing countries are entering a demographic window of opportunity as their fertility rates and infant mortality rates decline and the share of the active (young) population increases. When appropriate policies are put in place, many countries experience a period of accelerated economic growth.

Accordingly, there is growing interest in creating better opportunities for youth. Policy makers and other development stakeholders like foundations are looking for new ways to create and scale up access to training and education, technology and economic opportunity for youth to harness the huge potential offered by these demographic transitions.

Reading this study

This study is aimed primarily at philanthropic organisations that work with and for youth, or are considering doing so. It is also aimed at other development stakeholders working with and for youth.

As foundations invest in initiatives specifically targeting youth, they find themselves considering:

- Who else is working towards similar goals?
- What are some of the innovative approaches that philanthropic actors are using and what are some of the lessons learned?
- What is the specific value added of philanthropic support for youth compared to efforts from other development actors?
- How can foundations effectively partner with other types of organisations to increase the impact of their interventions and better serve young people?
- What are ways for bringing successful projects and approaches to scale?

* See Glossary of Terms for all terms marked with an *.

This study provides insights on each of these questions by focusing on the unique role played by foundations in youth empowerment. It includes an overview of trends, highlights specific examples of programmes and partnerships, and offers recommendations to foundations and policymakers on how to work together to achieve greater impact. It is hoped that this study will inspire further dialogue, innovation and collaboration among foundations, governments, donors, the private sector and civil society alike.

The study is constructed in three main sections. **Section I** underlines the reasons why foundations target youth and sets out a typology of the different kinds of philanthropic organisations that work in the field. **Section II** examines the unique and catalytic roles foundations play in youth empowerment. It is structured on the basis of a simplified model of the "programme development cycle" often followed by foundations, which can be divided into four stages: *i)* innovate and design; *ii)* operate; *iii)* evaluate; and *iv)* advocate. For each stage, Section II describes the roles foundations play with the help of practical examples from the case study foundations and beyond. **Section III** identifies challenges for foundations along each of the stages of the programme cycle, with proposed recommendations for enhancing the impact of youth interventions. The main findings from the study are then summarised in the concluding section.

Methodology

Eleven case studies submitted by netFWD members and other foundations form the basis of this study, with supporting data from selected annual reports and third-party impact evaluation literature. Interviews were conducted with senior foundation managers and actors involved more closely in specific projects to provide additional input into the case studies. Further source material was drawn from published records, reports and interviews with subject matter specialists. In addition to external review, the preliminary findings were shared with netFWD members and associated observers at a facilitated workshop held in October 2013.

I. SETTING
THE STAGE

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Why foundations focus on youth

Foundations work with young people for the same reasons as other development actors. They recognise that the transition from adolescence to adulthood is a critical window of opportunity, while understanding "youth" as a stage in life rather than a specific age. This is the prime stage of life to set a young person onto the pathway to prosperity. However, this is also a period of risk – it is during this stage in life that young people tend to drop out of school, experience unemployment and unwanted pregnancies, acquire sexually transmitted infections, turn to violence or get married prematurely. In many countries the consequences of youth unemployment amount to a loss of several percentage points of GDP per year. For example, across Latin America, negative youth behaviours have been shown to reduce economic growth by 2% (UN Programme on Youth, 2011). Quite simply, this is the stage of life where far too many young people fall into poverty traps, with long-lasting implications for their future health, earning potential and well-being, and that of subsequent generations.

> **"Youth": A life stage rather than a specific age**
> "'Youth' is defined as the critical window in someone's life from the onset of adolescence through to early adulthood. The actual numerical age range for this can vary by region. The onset of youth can be earlier in countries where youth, especially girls, start taking on family roles and responsibilities earlier, and later in countries where acquiring an education or a stable job may take longer. The age range can span from 10-35, though 15-24 years old is the more common age range used." (OECD Factbook, 2012).

However, it is also a stage of life where well-targeted investments can yield enormous benefits for youth and society alike. Young people can make invaluable contributions to their families, economic growth, peace building and sustainable development (IRC, 2012). The dynamism, entrepreneurialism and innovation young people often exhibit provide a vast base of economic potential if harnessed adequately. Various studies find that countries that manage to provide youth with education, support and opportunities will yield significant growth and contribute to achieving a demographic dividend*. For example, in India, if the ratio of young female to male workers increased by 10%, the country's productivity would also increase by 8% (Plan, 2009). On the individual level, the returns on investment in youth are just as evident. A review of 42 countries indicated that an extra year of schooling for girls at secondary school level can increase their future earnings by 10-20% (Psacharopoulos and Patrinos, 2004).

The challenge lies in identifying precisely these "adequate" initiatives that empower youth, which necessarily vary from one target group to another and among focus countries. Empowering youth is defined in this study as "creating and supporting the enabling conditions under which young people can act on their own behalf, and on their own terms, rather than at the direction of others." Supporting youth empowerment thus goes far beyond the youth employment or education and skills agendas. From the perspective of foundations, working on youth empowerment is thus defined by the question of how to create an enabling environment that best allows youth to use the window of opportunity at a given stage of their life.

> **Youth Empowerment***
> Empowering youth is defined in this study as "creating and supporting the enabling conditions under which young people can act on their own behalf, and on their own terms, rather than at the direction of others."
> (Commonwealth Secretariat, 2007).

The landscape of foundations that work for youth empowerment

This OECD netFWD study profiles a broad range of foundations, from individual family foundations that work with grassroots youth organisations to large corporate foundations that are shaping major global initiatives. The research for this study quickly revealed the significant diversity across foundations in terms of their missions, strategies and operational approaches towards youth empowerment. Any attempt to draw overall insights about foundations' work in youth empowerment is challenging. Accordingly, this study embraces this diversity rather than attempting to draw overly simplistic and often misleading generalisations.

The landscape of foundations that work in youth empowerment includes:

- **Individual family foundations.** There is a broad range of individual or family-based foundations, with the Foundation Center counting over 36 000 in the United States alone (Foundation Center, 2012). Their focus tends to be based on the personal passion and interests of their founders. These foundations are predominantly from and based in the global north. The Edmond De Rothschild Foundation, headquartered in Geneva, exemplifies this philanthropic tradition.
- **Larger, more established foundations.** They operate as significant sources of funding for international development efforts and are increasingly playing a major role in high-level policy discussion. These foundations are sometimes based on the wealth of high-net-worth individuals, for example the Ford Foundation, the Bill & Melinda Gates Foundation, the Skoll Foundation, the Omidyar Network and the Rockefeller Foundation. Given their size and clout, they can provide strategic stewardship and more holistic support to their partners or grantees in developing countries, from technical assistance to scholarship and mentoring programmes combined with unrestricted funding and seed funding for entrepreneurship initiatives.
- **A bold and new set of philanthropists from the global south.** Examples are the Tony Elumelu Foundation of Nigeria, the Sawiris Foundation for Social Development of Egypt, the Instituto Ayrton Senna in Brazil and the Stars Foundation founded by His Excellency Amr Al-Dabbagh of Saudi Arabia. This category also includes philanthropists from the south whose foundations are at times hosted in the north, such as the Mo Ibrahim Foundation based in the United Kingdom. Many philanthropists in the south have generated their wealth themselves through entrepreneurial ventures, and they tend to apply the same culture of innovation, creativity and entrepreneurship to their philanthropic approach as they did in building their commercial ventures.
- **Corporate foundations.** In the United State in 2010, there were more than 2 700 corporate foundations (Foundation Center, 2011). These organisations, when engaging in philanthropic support, tend to offer a blend of funding combined with technical assistance and in-kind donations. Examples include the Novartis Foundation for Sustainable Development, Sinopec-Addax Petroleum Foundation, Equity Bank Foundation, Western Union Foundation, East Africa Breweries Foundation, Safaricom Foundation and the Bharti Foundation, among others. In many cases, their investments are aligned with their business goals, such as entering into or expanding in markets, or sourcing talented human capital. Others act quite independently from their corporate sponsors.

- **Foundations that emanate from collaborations between governments and civil society.** These foundations often align themselves closely with the agenda of policy makers and partner with civil society as a means of achieving the goals of government. The African Capacity Building Foundation and the Emirates Foundation for Youth Development are examples that fall into this category.

While foundations may vary in terms of their overall focus on youth, this diversity fosters innovation and creativity in the types of programmes and models they support:

Some foundations place young people at the centre of their mission. A foundation's motivation sometimes stems from the personal beliefs and passion of its founders, often based in human-rights based approaches and principles. Other times the drive to work with youth is based on the belief in the power and potential of young people as the leaders of tomorrow. Some of the larger foundations also have been influenced by research that shows that investing in young people, especially young women, is the most effective investment one can make (OECD DAC, 2010). Examples include the Nike Foundation, the MasterCard Foundation, the Emirates Foundation and Instituto Ayrton Senna.

Other foundations may not be exclusively focused on youth, but rather support youth as a means to a broader development outcome, such as poverty reduction or more inclusive growth. Indeed, the youth agenda is often linked to all of the MDGs: food security, education, maternal and child health, HIV/AIDS, entrepreneurship, access to clean water. For example, the Sinopec-Addax Petroleum Foundation works on the premise that providing youth with appropriate skills and tools enables them to be "community change agents", thus creating benefits for entire communities. Similarly, the Sawiris Foundation's mission is to contribute to Egypt's human development, create sustainable job opportunities and empower citizens to build productive lives that enable them to realise their full potential. To achieve this, the foundation recognises that Egypt's relatively well-educated youth possess huge potential for becoming socio-economically responsible "actors of change". The Sawiris Foundation has therefore developed the Young Innovators Awards (YIA) programme, which aims to stimulate the environment for scientific research and development among college students in public universities in Egypt. Other practitioners of this integrated approach include the Rockefeller Foundation, the Novartis Foundation and the African Capacity Building Foundation.

II. THE UNIQUE ROLES OF FOUNDATIONS

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Foundations play unique and catalytic roles in the youth empowerment landscape that extend far beyond funding programmes. They add value in a wide variety of ways beyond the funding they provide, and do so throughout the entire lifecycle of a programme or initiative.

This study section profiles the unique value addition that foundations contribute to Youth Empowerment programmes at all stages of a programme development cycle (as shown below).

Figure 2. **The programme development cycle**
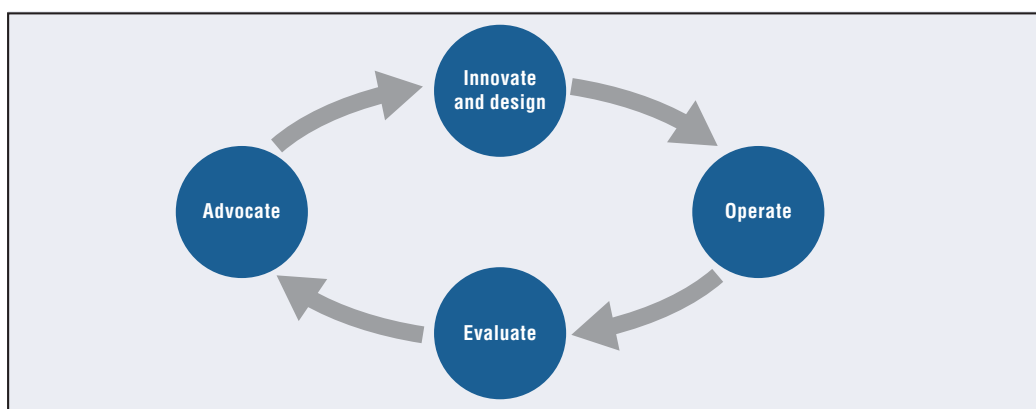
Note: This figure represents a theoretical simplification and by no means claims universal applicability. Rather, it should be understood as tool that aids at distinguishing, analysing and organising the different roles and entry points of foundations when supporting youth.
Source: Dalberg Global Development Advisors.

- *Innovate and design:* This stage includes all activities linked to designing a new programme or significantly redesigning an existing initiative. This phase implies identifying target regions and beneficiaries to extensive research and mapping exercises and the actual detailed designing of action plans, strategic frameworks, monitoring and evaluation frameworks, staff and budget plans, etc.
- *Operate:* The operation stage refers to all issues linked to direct or indirect implementation, programme oversight, strategic planning and continuous improvement.
- *Evaluate:* The evaluation stage combines all provisions linked to measuring the success of ongoing programmes, namely monitoring and evaluation as well as impact assessments of running programmes, knowledge management and the way that data is shared.
- *Advocate:* This stage involves all the activities linked to promoting or mobilising around specific causes, projects or approaches. The activities supporting or facilitating the scale-up of successful programmes or projects is key to this phase. The advocacy phase may also entail the sharing of failures and lessons learned with the view of informing future programming and of dialoguing with other partners.

Innovate and design

One of the most catalytic roles that foundations play in at the "Innovate and Design" phase is sponsoring research, identifying new opportunities and mapping out strategies for innovative programme design. For example, the Rockefeller Foundation committed USD 100 million to fund its "Digital Jobs Africa" (DJA) Initiative. This initiative provides funding to social enterprises and NGOs with different models aimed at employing youth with high potential in the digital economy. The Rockefeller Foundation designed the initiative to ensure that their grantees track and share their successes and failures in order to learn from one another and develop more effective and robust approaches to job creation for youth in the information and communications technology (ICT) sector.

Foundations play a very active role in the creation of cutting-edge and innovative solutions for youth. For example, due to factors ranging from poor candidate selection to highly repetitive jobs, employee retention is a particular problem for the Business Process Outsourcing (BPO) industries. In South Africa, for example, call centres have turnover rates as high as 20% (ThinkSales, 2011)[1]. Recognising these shortcomings, foundations are experimenting with funding training programmes that focus not only on hard skills but also on the soft skills* required of a long-term employee, as well as the provision of broader accompanying education or skill acquisition. This is not new in itself; what is different is the way it is marketed to the private sector as a business solution as Impact Sourcing*. One of the social enterprises pioneering this approach is Digital Divide Data, part of the Rockefeller DJA initiative.

Box 1. **ICT and Youth Employment**

The increasing availability of Information and Communication Technology in developing countries holds significant potential for youth empowerment efforts, especially related to the creation of formal job opportunities in the digital economy, as well as the improved access to information and training on the individual level. A recent study by Dalberg (Dalberg Global Development Advisors, 2014) distinguishes various ICT-enabled employment areas that have achieved promising results so far in a number of African countries and merit philanthropic investment and support. These emerging markets include Impact Sourcing, Online Work, Local Content Innovation, E-Public Goods and E-Entrepreneurship. Next to the Rockefeller's pioneering Digital Jobs Africa Initiative, a number of other foundations such as the MasterCard Foundation are also integrating the ICT dimension into their youth strategies, be it by supporting social enterprises that offer ICT skills and employment opportunities to disadvantaged youth like Digital Divide Data or Samasource or using ICT to reach new target groups.

Foundations also serve as conveners/brokers to bring different stakeholders, especially young people, together for programme design efforts or to develop sector-wide approaches*. They sometimes use their position as relatively neutral conveners to help launch coalitions for change, broker additional partnerships and convene grantees to facilitate learning and knowledge-sharing, often through networks. For example, the Africa Capacity Building Foundation (ACBF) and its members identified youth unemployment in North Africa as a priority and area of focus for the foundation's work. They used their convening power in the region to organise a forum in Nouakchott, Mauritania, that brought together stakeholders who are focusing their efforts on youth unemployment in countries across the region, as well as young people themselves. The youth voiced their interests and needs: for mentoring, a vibrant job market, a channel for regular youth participation in decision-making and training, and accreditation of skills that would be valuable in the job market. Based on these inputs, the ACBF, youth agents and youth designed a programme that includes: *i)* coaching and mentoring to empower young graduates to become entrepreneurs;

ii) supporting markets for young entrepreneurs' products and services; *iii)* establishing a Youth Council working group comprising institutions from the public, private and civil sectors dealing with youth employment and entrepreneurship; and *iv)* developing a curriculum for a degree-level training programme in youth employment and entrepreneurship. Efforts by the Instituto Ayrton Senna and the Omidyar Network also illustrate this practice.

Some foundations provide much-needed funding for earlier-stage organisations, programmes or ideas. This funding, which is not tied to achieving short-term results, sometimes sets these foundations apart from "traditional" aid providers that focus on results over shorter cycles. The foundations involved thus capitalise on their comparative advantages in terms of organisational flexibility to experiment with new models or approaches and invest in projects that may not yet have achieved proof of concept. Cultivating such new ideas is also linked to the explicit willingness of many of these foundations to create a broader "platform of innovation", which they define as combining expertise – their own or that of their grantees and partners – with knowledge management through systematic monitoring and evaluation as well as funding. This positions foundations as "enablers of innovation". The Edmond de Rothschild Foundation, for example, set up a fund with the social enterprise incubator UnLtd India that finances for-profit social enterprises in the earliest stages of business creation, when social entrepreneurs face the biggest hurdles to launching their businesses. Other foundations also provide early-stage funding in the framework of their broader strategic shift towards a "venture philanthropy approach" (OECD netFWD, 2014). For example, the Emirates Foundation's venture philanthropy approach to youth development entails engagement periods of up to 10 years and the goal of transforming all of their programmes into sustainable social enterprises over this period.

Operate

In the "Operate" stage, foundations often support the incubation and institutional strengthening of organisations and enterprises that offer promising solutions for youth. Beyond financial support to programmes, they often provide "capacity building grants" to reinforce technical expertise, broker partnerships or sponsor speaking opportunities for relevant knowledge-sharing events in order to strengthen the core or organisational capacity of their partners. Indeed, in many cases, non-financial support is as important as financial support and has been shown to enhance the effectiveness, sustainability and impact of youth interventions. For instance, the Edmond de Rothschild Foundation systematically supports a two-pronged approach – providing both financial support and know-how to leverage grants most effectively. The Foundation's partners are also committed to this dual engagement. Their grantee UnLtd India, for instance, provides entrepreneurs with a complete ecosystem for success – capital, working space, professional support and training. Another interesting approach to institutional capacity-building is the provision of unrestricted funds* that enable organisations to build their internal and operational capabilities. Stars Foundation, for example, strongly believes in empowering local actors through the provision of unearmarked funds. "We find that all too often organisations are restricted by a rigid approach to funding, which can limit effectiveness," the foundation says.

Some foundations develop and implement innovative approaches to building the long-term operational and financial sustainability of their grantees. With the themes of impact and sustainability taking centre stage in the philanthropic sector, foundations are giving increased thought on how to make their investments more impactful. In many foundations, long-term sustainability of interventions has become one of the decisive indicators determining programme design and operation, and, depending on the kind of intervention, some foundations aim for complete grantee

independence by the end of the engagement period. The Edmond de Rothschild Foundation, for example, set-up a financing mechanism called Growth Challenge together with their grantee UnLtd India, to fund the most promising social entrepreneurs unable to access market capital. In addition to providing financing for the social businesses' growth, this financing mechanism helps create a track-record of debt servicing that will allow the businesses to eventually access traditional capital markets. At the same time, the financing mechanism generates sufficient revenue for UnLtd India to fund an even greater number of social businesses. As a result, after three years of programme support from the Edmond de Rothschild Foundation, the mechanism is entirely self-financing.

Evaluate

Foundations are pioneering new methods for measuring the impact of their programmes. For example, the Instituto Ayrton Senna has focused efforts on properly measuring its work in order to generate evidence that will affect public policies. As a result, the foundation is committing to developing a new methodology to measure "soft skills" in education. In partnership with the OECD Centre for Educational Research and Innovation (CERI), the Instituto Ayrton Senna has been developing an instrument to measure social and emotional skills to support public policy. The measurement occurs at the school-system level to track the progress of cognitive and non-cognitive skills and the impact they have on the long-term success of students. Student data is collected and analysed in the Instituto Ayrton Senna's database.

Foundations are also designing their monitoring and evaluation activities in a way that allows them to construct a sound evidence base to facilitate future scaling-up of successful projects. Anticipating the crucial challenge of facilitating scale-up once a project has proven successful, some foundations are designing their M&E frameworks in a comprehensive and accessible manner that will make it easier to convince potential partners from the public or private sector to pick up pilot projects and bring them to scale. For example, the MasterCard Foundation has pioneered a variety of partnerships with academia and the private sector to gather substantial data on the impact of their programmes with view of facilitating future scale-up.

Advocate

Some foundations use their funding and technical expertise to bring youth to the forefront of the international development debate and beyond. Examples include Stars Foundation's advocacy of investing in the capacity and sustainability of front-line organisations that support children and young people, and the Nike Foundation's "Girl Effect", which mobilises global support for investing in adolescent girls. The Nike Foundation applies its corporate marketing expertise to build momentum around investing in girls and young women. To ensure that girls are appropriately included in the development agenda, the foundation brought together the thinking of 508 girls living in poverty across the globe and the expertise of more than 25 of the world's leading development organisations. The resulting "Girl Declaration" proposes five goals and seven principles. It is supported by the signatures of prominent individuals like Archbishop Desmond Tutu and Malala Yousafzai, who have thereby endorsed the effort to create a better future for girls living in poverty.

In this stage, foundations can also be important partners for specific causes that require the mobilisation of high-level political support. For example, the Instituto Ayrton Senna has become an advocate of higher quality education in Brazil. While supporting the development of

public school pedagogy in Brazil over the last two decades, the institute has come to recognise that a complete education includes not only literacy and numeracy, but also non-cognitive skills. These skills are the ability to learn from mistakes, make a plan and follow through, and hold oneself and others in high esteem. Such skills are traditionally overlooked in Brazil's public education. As a result, Instituto Ayrton Senna, jointly with Brazil's Ministry of Education and the OECD CERI, launched a high-level policy forum on "Skills for Social Progress" in March 2014. The forum's objective is to promote the importance of social and emotional skills in fostering children's lifetime success and social progress. The forum welcomed ministers and high-level officials from 14 countries, as well as leaders of major educational initiatives, superintendents of major school districts and leading researchers in the fields of education, personality psychology and economics, among them the Nobel laureate James Heckman. Central on the foundation's agenda are the acquisition and sharing of evidence about the significance of non-cognitive skills, as well as supporting an advocacy strategy. The strategy involves partnerships for launching books and sponsoring documentaries, the organisation of a forum of more than 30 organisations to debate the topic, the launch of a dedicated website planned for August 2014 and continuous press contact to publicise this important agenda.

Foundations also act as advocates and brokers of approaches that have proven successful enough to call for scale-up. Many of the foundations that fund early-stage ideas often actively seek funding partners who can help take their grantees to the next level in order to reach a larger size and scale. The Novartis Foundation, which is actively involved in the project-cycle management of the programmes it supports, uses multi-stakeholder partnerships to scale up successful pilot projects. For example, the Novartis Foundation's support of the Regional Psychosocial Support Initiative (REPSSI) for children affected by poverty, conflict, HIV and AIDS dates back to 1996, when the foundation, in partnership with the Swiss charity Terre des Hommes, helped develop the "Humuliza" pilot project in Kagera, Tanzania. The pilot's pioneering programmes provided psychosocial care for children affected by HIV/AIDS. Today, REPSSI is supported by major international donors and collaborates with 158 non-governmental organisations to develop and disseminate courses and tools for psychosocial support, reaching more than 5 million children since 2002.

Foundations can also play important roles in convening policy makers and youth advocates on a regular basis to engage in dialogue. For example, the Emirates Foundation serves as a bridge between youth and the government of the United Arab Emirates. The foundation developed a 34 000-strong youth database for the purpose of understanding youth trends and aspirations through engagement, development, research and joint project collaboration relevant to youth development. In addition, youth hold many of the staff positions at the foundation. On the supply side, the Emirates Foundation works with the government of the United Arab Emirates and the business community to secure political and financial support for youth development. Through the "Business Breakfast Social Investment Club", the foundation provides a quarterly forum for senior business executives to meet with senior private sector and government representatives to discuss youth development and related topics – e.g. talent growth, skills development and recruitment – that are pertinent to the UAE's development plans

III. CHALLENGES AND RECOMMENDATIONS

III. CHALLENGES AND RECOMMENDATIONS

This section explores the ways in which foundations could further optimise their efforts to empower young people. It also discusses the main challenges that foundations face along the programme cycle and proposes recommendations to enhance the impact of their efforts.

Innovate and design

Challenge: Youth are an elusive target.

Most programmes are set up to work specifically with disadvantaged youth. But identifying and accessing "at-risk" youth, those who are most in need of support is a challenging matter, particularly in developing countries where statistical capacities and population data collection are often less comprehensive or not available at all. The additional cost of doing due diligence to identify particularly marginalised youth populations, including through youth consultations, can thus be a deterrent for foundations that do not have sufficient financial or human resources. This means that interventions are likely to benefit youth who are more easily accessible or visible, i.e. who experience lower levels of exclusion, for instance those already registered in an existing training programme.

Foundations also find it particularly difficult to consult directly with youth in programme design and to integrate these data into programming. Traditional sources of information still play a dominant part in programme design; many funders still rely on channels like donor conferences, newspaper articles and academic research to inform their opinions, while the voice of youth is often not taken into account[2]. As a result, research for this study suggests that funders, programme designers and policy makers are generally keen to include such youth consultations in programme design, but often fail to do so in practice either because they do not have the appropriate resources or because they do not know how to target relevant youth groups.

Recommendations

Engage youth at three different levels in programme design:

Grant Proposals. At the very least, foundations should require partners seeking funding to demonstrate that youth have been engaged in programme design. Progressive foundations could even consider offering small design grants to enable grantees to conduct these *ex ante* consultations.

Monitoring & Evaluation. Foundations should require their grantees to involve youth more systematically in monitoring and evaluation efforts from the outset. Recognising that some degree of bias may exist when grantees consult youth (beneficiaries), foundations could also turn to youth-led civil society groups, which can assist in independent monitoring and serve as a sounding board among peers.

Strategic Planning. Foundations whose strategic focus is largely related to youth should consider establishing partnerships with youth-led civil society groups, who could provide input from the outset on overall strategic planning. Having youth organisations as part of these foundations' selection committees or boards could also be considered.

Make sure to reach the bottom of the pyramid. Foundations should ensure that their programmes are accessible to the most vulnerable sections of youth. The MasterCard Foundation found that a key barrier to participation in more conventional job-training models for many of the most marginalised youth was that they could not afford to forgo other more immediate income-

generating activities. Based on extensive engagement with young people and experts in the field, the foundation was able to pioneer an approach to scaling up programmes that enable young people to gain practical skills in blended programmatic models that provide them with both training and some kind of simultaneous income (paid internships, etc.). Another example is the focus of the Novartis Foundation on vulnerable children through the REPSSI initiative that provides psychosocial support specifically for vulnerable children who have been affected by poverty, conflict, HIV and AIDS.

Challenge: Youth are living in a complex social context.

Youth interventions do not take place in a vacuum; the many social relations in which they are embedded need to be understood and integrated into planning. Young people are strongly influenced by the structures that shape their lives, and may be subject to pressure from actors such as religious authorities or families. Programme design cannot ignore the influential role of power relations. Approaches undertaken with a narrow lens to address a very specific technical problem tend to overlook the opportunities and constraints of the overall political economy. They may result in limited success at best or, at worst, in larger unintended negative consequences[3].

Recommendations

Approach youth empowerment holistically. Recognise that young people are students, consumers of health care, workers, care givers and more, and develop programmes that work with the multi-dimensional aspects of this target group. This lens not only sees the intertwining of issues that converge in the life of a young person, but also helps set priorities when they are facing competing demands. Employing positive youth development* or empowerment practices to complement education or employment goals for youth is suggested. The Sinopec-Addax Petroleum Foundation represents a good example of a foundation employing a positive youth development approach to all their youth programming.

Conduct political economy analysis at the macro and micro levels and re-assess periodically. At the micro level, taking account of the cultural, political and social context of a young person's life must be undertaken *ex ante* and serve as a compass when planning interventions. Such analysis must also be periodically re-assessed since context and power structures change over time, making different target groups more vulnerable as a result. At the macro level, foundations could explore making more use of existing data by partnering with other foundations in the field or referring to data collections and indexes that are publicly available.

Box 2. **Positive Youth Development**

Positive Youth Development (PYD) describes the process through which young people acquire the cognitive, social and emotional skills and abilities required to navigate life (see glossary). There is a growing recognition in the philanthropic sector of the importance of taking a holistic approach to working with young people and developing their self-confidence. For example, the Instituto Ayrton Senna is currently investing in an approach to measure and evaluate soft/non-cognitive skills within education. The institute is recognised by UNESCO as a leader in the creation and dissemination of new education programmes that aim to strengthen the students' sense of identity and provide support for achieving life goals. However, Positive Youth Development (PYD) programmes often require intensive personal attention over a number of years and, thus, are challenging in terms of both resource and scale. They are also difficult to assess in terms of impact due to their focus on qualitative change.

Challenge: Many foundations have displayed little appetite for taking risks.

It is generally believed that foundations have high tolerance and appetite for taking risk. In reality however, a general risk aversion is persistent throughout the sector. Foundations that are affiliated with a corporation or a family's legacy are rightly concerned about reputational risks. Smaller foundations are appropriately concerned about the operational risks of taking more adventurous approaches. The governance structure of foundations – which emphasises fiduciary responsibility – can be biased towards conservatism in decisions about funding.

At the end of the day, few foundations can be said to work with the most marginalised and excluded young people, especially in post-conflict and fragile states* like Sierra Leone or Timor Leste. The result can be an inadvertent over-concentration of funding in more stable and better-known regions. By focusing on projects that can deliver large results in shorter time frames, donors – foundations included – are finding that their portfolios wind up disproportionately benefiting young people who are already in training programmes or educational institutions (the "low-hanging fruit") and who are arguably not always in the greatest need of support.

Recommendations

Envisage taking risks as an integral part of addressing the youth challenge. Given that foundations have a uniquely independent mandate and are ultimately accountable only to their boards, they can and should push boundaries. Risk taking must thus be encouraged, both when making funding decisions but also in terms of geographical allocations. Foundations can support agendas that are unpopular with undemocratic regimes, for example encouraging young women to exercise their rights. They can expand their work into conflict or post-conflict zones (e.g. supporting youth in countries like Mali or Madagascar), and ensure that they are working with youth who do not have other options for support.

Mitigate risks through partnerships and financing structures. Foundations can mitigate some of the risks of moving into nascent or challenging areas through strategic partnerships with other development actors that can offer expertise or more extensive operational capabilities. The use of financing structures that reward success rather than effort (e.g. payment on delivery) is becoming an increasingly common way of aligning incentives among organisations and of alleviating concerns among foundation boards about taking on financial obligations to relatively untested organisations or strategies.

Box 3. **Alternative Risk Management Mechanisms: Impact Awards**

One way of managing the strategic risk of operating in challenging environments such as fragile states is focusing on supporting those local organisations that already have a good track record and local legitimacy in these countries. Such organisations, however, are often scarce and difficult to identify from afar. One solution to this problem is the use of awards that create productive competition and are accessible to applicants from all countries through online application processes and other information technologies. For example, Stars Foundation's Impact Awards serve as a means to recognise and reward outstanding local organisations that deliver impact on the front line. This method has allowed Stars to identify and support local organisations in fragile states including Timor Leste and Somalia since the Awards' inception in 2007.

Operate

Challenge: Tailoring operations to meet the needs of specific segments of youth.

Young people are not a homogenous group and their needs, constraints and the way in which they fit into the social fabric may vary greatly based on regional context as well as religion or gender. A well conceptualised operational model that approaches youth holistically may still fail on the ground due to a lack of appreciation of local customs and norms. While there may, for example, often exist an inherent tension between respecting local customs and traditions and pursuing goals such as female empowerment in many developing countries, it is also the responsibility of foundations to use regularly updated and thorough due diligence and political economy analysis to be able to design interventions that take proper account of local realities.

Recommendation

Encourage grantees to staff their programmes in a youth-centric manner. The actors providing services to youth are not neutral, and picking them carefully can determine the success of a programme. Foundations should encourage their grantees to take a holistic view to ensure that their operational model is youth-centric and inclusive and that they employ young people to work with youth when relevant. Indeed, youth often respond better to young people. Girls often feel more comfortable when supported by women. Extra attention may need to be given in creating a culturally sensitive environment in which youth will thrive. The Edmond de Rothschild and Emirates foundations have followed this path by trying to hire an increasing number of young people as foundation staff, and by institutionalising the participation of youth in programme design.

Challenge: The attention spans of highly energetic, creative and passionate young people are shorter than those of other groups of beneficiaries.

Foundations that are not prepared to respond to feedback or adapt to change quickly risk losing the attention of the youth they are trying to support, or lowering the impact of their own programmes. This suggests the importance of being flexible and making changes quickly, but not necessarily following "fads" or moving away from more "bread and butter" development approaches[4]. Youth programming must adapt quickly in fluid contexts where sources of information are proximate, evidence-based and varied. This also calls for periodic analysis of changes in the political economy so as to be able to reflect any major shift onto programming.

Recommendation

Be reactive to stay relevant. The world in which today's young people study, work and socialise moves quickly. Programmes that work with youth must follow suit and be prepared to adapt in real time to stay relevant and design regular and rapid feedback mechanisms to make course adjustments along the way. To this end, social media can also present an effective way of gathering direct feedback quickly and at low cost. Rapid adjustment of programme design ensures continued buy-in to the programme, leading to greater participation and ultimately more effective outcomes. For example, the Nike Foundation developed a quarterly evaluation system that includes feedback from participants as well as intended beneficiaries through written and video documentation in order to improve its programming from one training to the next.

Evaluate

Challenge: There is a serious lack of reliable data.

Data on youth support provided by foundations often does not exist or is not comparable due to competing definitions of youth, making it challenging to design a programme based on empirical evidence. Further, identifying adequate indicators for a programme's Theory of Change* can be particularly difficult when dealing with qualitative data. Like the adolescents and young adults themselves, the collection of information about them often falls in between the cracks, as they are surveyed neither as children, nor as adults. Additionally, the data that is collected is often not shared and compiled, leaving a very incomplete picture of the group that foundations are trying to serve.

Recommendations

Invest in rigorous M&E at foundations and grantee level. Foundations should design and implement a monitoring and evaluation process that, ideally, tracks the full programme cycle as well as the impact of investment, evaluates programmes independently and makes them publicly available. The costs of comprehensive M&E efforts are high in both financial and human-resource terms. This can make them difficult to shoulder, especially for smaller foundations. However, the long-term benefit of compiling reliable data on the impact of interventions is important and can contribute to more effective and cost-efficient programming. Foundations should also ensure that they enable their grantees to undertake comprehensive M&E efforts by allocating dedicated financial resources or technical assistance.

Explore partnering with actors from academia or the private sector. Addressing the evaluation challenges with outsider expertise can provide fruitful results. Foundations should explore partnerships with the academic community to design innovative M&E frameworks. One example is the MasterCard Foundation, which embarked in 2011 on a six-year evaluation collaboration with the University of Minnesota to assess the overall impact of its "Learn, Earn and Save Initiative". Another example is the UBS Optimus Foundation, which has partnered with the MIT Poverty Action Lab to evaluate the impact of education projects through randomized controlled trials*.

Compile and share data through networks. The immense growth of foundations in terms of both number and influence has seen the establishment of networks of foundations. These networks have championed the innovative gathering and communication of project/programme data and funding flows, as well as providing a common platform through which foundations can engage. These networks need to be supported to report and disaggregate data in a way that can make youth-specific work more transparent and accountable.

> ### Box 4. **Foundations and Randomnized Controlled Trials**
>
> Famous in the development community through the award-winning work of Esther Duflo and the MIT Poverty Action Lab (J-PAL), Randomnized Controlled Trials (RCTs) are increasingly being discussed in the philanthropic sector as an alternative way to assess impact and design or do *ex ante* research informing programming. Originating from the medical sector, RCTs in their most basic form are experiments in which people are allocated at random into an experiment or control group, with the only expected difference between the groups being the intervention they receive or do not receive. While they seem to produce sound evidence on the effectiveness of interventions, critics are warning that RCTs are not suited for complex issues that are difficult to measure with a small number of indicators and are also too costly to be employed at larger scale. A number of foundations are experimenting with RCTs method nevertheless and are highly satisfied with the results. One example is the UBS Optimus Foundation, which partners with J-PAL on all their programmes to explore the causal relationships informing outcomes and also gives technical and financial support to the implementation of RCTs in the framework of the Children and Violence Evaluation Challenge Fund. Another example is MasterCard Foundation, which has supported a RCT of the work of its grantee (BRAC), focusing on the Empowerment and Livelihoods for Adolescents programme in Uganda. This RCT tracked 4 800 girls over two years and built an evidence base for the use of combined interventions that target to improve labour market outcomes and changing risky behaviours simulatenously.
>
> See Bandiera et al (2012): Empowering Adolescent Girls: Evidence from a Randomnized Control Trial in Uganda.

Challenge: Young people tend to have idealistic expectations about what a programme is going to achieve.

If a programme's goals have not been communicated or understood adequately, this can result in young people being disappointed and negatively assessing a programme when, in fact, outcomes may take much longer to materialise. Foundations need to find effective ways to engage with youth about their expectations and experiences in programmes and to manage expectations while continuously directing feedback into programme learning.

Recommendation

Use social media for outreach and data collection. With ICT and social media, current generations of young people are more open and transparent about their needs and interests than any before. ICT and social media make it possible to engage large numbers of youth in unprecedented ways. Data mining* of social media – the collection and analysis of social media content with the help of specific software solutions – can complement more traditional sources of data captured by governments. Mining social media data can help determine customer or target-group sentiments and consequently inform strategic decision making. In both cases, the information must be shared and jointly compiled to gain a more complete picture, all the time respecting the privacy of youth[5].

Advocate

Challenge: Poor communication among foundations, government and the private sector, which may all support different aspects of the social fabric of a young person's life.

Many national strategies and development assistance initiatives have outlined approaches and goals for working with young people. Yet foundations often operate in parallel and sometimes in duplication of these efforts because they have not invested in researching the political economy of development assistance or because they want to expedite implementation and demonstrate

quick wins. As a result, the existing programmes, frameworks and possible alliances around youth empowerment are not fully utilised or cannot cross-fertilise plans that are domestically driven with support from local youth groups.

Recommendation

Act as an intermediary/bridge between government and business. Governments and the private sector are essential nodes in any network that enables youth to become self-sufficient and productive. Governments offer systemic education and skill development. Through training programmes and jobs, businesses ensure that young people are rewarded for these skills. There are often conflicts of interest that make it difficult for governments and the private sector to negotiate partnerships. Foundations can be the bridge between these sets of critical actors

Challenge: Transformative programme models are often resource intensive and/or require the coordination of multiple sectors, making scale-up difficult.

Genuine scaling-up of a youth programme is rare, though attempts are being made (Reinsch and e-MFP, 2012)[6]. Many factors contribute to this "lack of scalability of interventions", including so-called "high-touch" business models, that require very close relationships with beneficiaries, thus making these models highly transformative, but not easily scalable. Additionally, foundations often do not engage with the whole spectrum of partners who could take programmes to scale, such as government, donors and businesses. As a result, there is a proliferation of fragmented pilot interventions rather than large implementations across regions that can achieve economies of scale and yield lasting results.

Recommendation

Prepare to demonstrate and advocate. Foundations should build a strong emphasis on gathering information that would help "make the case" for the programme to eventually be scaled-up. Early in the process, they could also identify what kinds of funders might be potential partners for subsequent rounds of funding, and engage them early in a programme's life cycle to encourage buy-in.

Challenge: Youth are often the unheard cohort in the public sphere.

Whether because many are too young to vote, do not yet have the purchasing power of their next generation or do not yet have access to the mainstream media, youth are often unable to make their voice heard. This is changing in radical ways with social movements in the Middle East, Brazil, Thailand and Spain, but there remains a lack of systematic channels for the voice of youth to be shared across the larger public domain. When foundations and society in general set their agendas without hearing what youth think, even the best intentioned programming will be insufficient to meet the needs of young people.

Recommendation

Amplify the voice of youth. Open dialogues with youth and donors, governments, beneficiaries and civil society. This has to be institutionalised (i.e. protected by appropriate laws and supported by dedicated bodies) and anchored in state-building efforts, for example through state-society dialogue. The UN Foundation's Girl Up campaign is an innovative model for empowering youth – it enlists various social media tools to equip adolescent girls in the United States to become engaged in the topic of empowering girls around the world. These girls become empowered to mobilise funds, write to their congressional representatives and build local groups of other inspired adolescent girls. In doing so, they not only bring the voice of adolescent girls into policy discussions in America, they also become effective advocates on behalf of adolescent girls throughout the world.

CONCLUSION

CONCLUSION

Foundations and other development stakeholders are at a crossroads. The development community is re-evaluating the MDGs and discussing the contours of the post-2015 development agenda. In setting new priorities, actors are preparing to engage in new ways while emphasising different priorities. Public-private partnerships are becoming more frequent, while the role of the private sector in the post-2015 development agenda has been affirmed more forcefully than it was in the original MDGs framework. It is widely accepted that sustainable and scalable change occurs when governments, corporations and civil society collaborate. On the ground, this should translate into contractual agreements among actors from different sectors of society and be applied to the youth empowerment agenda. However, in practice, this may remain a challenge. While development actors are applying increased scrutiny to their work[7], and trying to learn from what has proved successful, they have not yet put all of these findings into practice, especially when related to scaling-up partnerships across stakeholders from different sectors, although exceptions exist (Youth Employment Network, 2013)[8].

Foundations' support is critical for youth empowerment efforts. In 2012, private grants, including philanthropic flows from foundations accounted for merely 6% of the total net resource flows from Development Assistance Community (DAC) donors to developing countries. Yet, while their financial contribution is relatively small in overall development terms (UK International Development Committee, 2012)[9], foundations are taking a lead in employing innovative approaches to philanthropy and providing more than just funding: they serve as advisors, provide technical assistance, support research and advocate for innovation.

The changing face of foundations needs to be acknowledged. Historically associated with the global north, in particular the United States, the landscape is changing with the emergence of foundations based in the global south, such as the Tony Elumelu Foundation and Sawiris Foundation, and/or established in the north by individuals from the south, like the Mo Ibrahim Foundation. These foundations are becoming an important voice in development. Many foundations are also changing their operating models and experimenting with more business-minded approaches, associated with models – such as venture philanthropy or catalytic philanthropy – that break with the long-standing non-profit dogma.

Based on this review of cases from foundations working with youth, this study found that foundations employ innovative approaches in all stages of the programme development cycle and have an important role to play in addressing the global challenge of empowering young people. They can do so as promoters of innovation, by testing and operating new models that work for youth or simply by experimenting and admitting that not all experiences are successful and that learning also happens through these failures. In addition, the study finds that foundations often complement the efforts of other development actors and can optimise them too. Yet, such collaboration still represents untapped potential as it could become more systematic on an issues-based approach. It could also become even more effective through investing in more rigorous M&E, employing new types of information technologies and social media to facilitate direct engagement with youth, and through bridging the gap between government and the private sector. In profiling selected foundations, this review has led to a set of recommendations relevant to foundations and other development actors that work with youth in developing countries.

This review further identified significant gaps in the current literature on philanthropic engagement for youth that could be addressed by future work. One of the common demands from stakeholders and aid actors in developing countries is to explore ways to structure partnerships more effectively with the broad range of foundations that are active in supporting youth. The study points to taking research one step further and possibly developing a handbook or practical guidance note addressing these questions. This would require a comprehensive review of existing partnerships in selected countries, an identification of the challenges they are faced with and an analysis of how their partners have addressed them. The Guidelines for Effective Philanthropic Engagement[10], developed under the supervision of netFWD, could constitute the basis for such an effort.

GLOSSARY

GLOSSARY

Data mining

Data mining refers to the practice of analysing existing datasets from different angles in order to generate new knowledge that can inform strategic decision making. Often used in the context of social media, data mining refers to the gathering and analysis of social media data to determine customer sentiment and support business orientation. (Source: Dalberg, based on Clifton, Christopher (2010): "Encyclopædia Britannica: Definition of Data Mining")

Demographic dividend

The demographic dividend is the accelerated economic growth that may result from a decline in a country's mortality and fertility and the subsequent change in the age structure of the population. With fewer births each year, a country's young, dependent population grows smaller in relation to the working-age population. (Source: Population Reference Bureau, 2012)

Foundations

Foundations are independent non-state entities that associate private resources and deploy these through funding or by running own programmes towards advancing social, cultural, economic, environmental, scientific and other public good purposes at local, regional or international level under a defined legal status. (Source: OECD netFWD, Guidelines for Effective Philanthropic Engagement, 2014)

Fragile states

Fragile states is the term used for countries facing particularly severe development challenges: weak institutional capacity, poor governance and a fractured economy. (World Bank) The OECD defines fragile states as those failing to provide basic services to poor people because they are unwilling or unable to do so. (Source: OECD, DAC Guidelines and Reference Series Applying Strategic Environmental Assessment, 2006)

Impact Sourcing

Impact Sourcing (IS) employs people at the base of the pyramid – who have limited opportunity for sustainable employment – as workers in business-process outsourcing centres to provide high-quality, information-based services to domestic and international clients. (Source: Monitor Inclusive Markets, 2011)

Monitoring and Evaluation (M&E)

Monitoring and Evaluation describes a set of distinct but interrelated processes. Monitoring is the systematic collection and analysis of information as a project or programme progresses, based on targets set and activities planned during the planning phases of work. It helps to keep the work on track, and can let management know when things are going wrong. Evaluation is the comparison of actual project or programme impacts against the agreed strategic plans. It looks at what you set out to do, what you have accomplished and how you accomplished it. This process can be formative (taking place during the life of a project or organisation, with the intention of improving the strategy or functioning of the project or organisation). It can also be summative (drawing lessons from a completed project or an organisation that is no longer functioning). What monitoring and evaluation have in common is that they are geared towards learning from what you are doing and how you are doing it, by focusing on efficiency, effectiveness and impact. (Source: Civicus, 2011)

Millennium Development Goals (MDGs)

The MDGs are eight international development goals that were established following the Millennium Summit of the United Nations in 2000, after the adoption of the United Nations Millennium Declaration. All 189 United Nations member states at the time (there are 193 currently) and at least 23 international organisations committed to help achieve the Millennium Development Goals by 2015. The MDGs – which range from halving extreme poverty and providing universal primary education to halting the spread of HIV/AIDS, all by the target date of 2015 – form a blueprint agreed to by all the world's countries and the world's leading development institutions. They have galvanised unprecedented efforts to meet the needs of the world's poorest. (Source: United Nations Millennium Development Goals, http://www.un.org/millenniumgoals/)

NEETs (young people Not in Education, Employment or Training)	"A young person is considered NEET if he or she is has left the school system and is not employed or in continuing education. Thus the NEETs include unemployed and discouraged young people as well as those who are considered to be out of the labour force or inactive." (OECD African Economic Outlook, 2012)
Positive Youth Development (PYD)	Positive youth development refers to intentional efforts of other youth, adults, communities, government agencies and schools to provide opportunities for youth to enhance their interests, skills, and abilities into adulthood. The term describes the process through which young people acquire the cognitive, social and emotional skills and abilities required to navigate life. (Source: University of Minnesota Extension Center for Youth Development, Key to Quality Youth Development, 2014)
Sector-wide approach (SWAp)	A SWAp is a process in which funding for the sector – whether internal or from donors – supports a single policy and expenditure programme, under government leadership, and adopting common approaches across the sector. It is generally accompanied by efforts to strengthen government procedures for disbursement and accountability. A SWAp should ideally involve broad stakeholder consultation in the design of a coherent sector programme at micro, meso and macro levels, and strong co-ordination among donors and between donors and government. (Source: Farrington, 2001)
Soft skills/ hard skills	Soft skills is a term often associated with the cluster of personality traits – social graces, communication, language, personal habits, friendliness and optimism – that characterise relationships with other people. Soft skills complement hard skills, which are the occupational requirements of a job and many other activities. Hard skills are about a person's skill set and ability to perform a certain type of task or activity. (Source: Career Opportunities News, 2002)
Theory of Change	A Theory of Change defines all building blocks required to bring about a given long-term goal. It is a presentation and articulation of the assumptions about how changes are expected to happen within any particular context and in relation to a particular intervention. (Source: Center for Theory of Change; Keystone Accountability)
Unrestricted funding	Unrestricted funding is an amount of money provided such that the giver does not place requirements on how it should be spent. The money is deployed at the discretion of the recipient of funds. Often this type of provision of money is in the form of grants and used to finance the operating budget of an organisation. (Source: Dalberg Global Development Advisors, based on interviews with Stars Foundation and BusinessDictionary.com, 2014)
Youth	Youth is defined as the critical window in someone's life from the onset of adolescence to early adulthood. The actual numerical age range for this can vary by region. The onset of youth can be earlier in countries where youth, especially girls, start taking on family roles and responsibilities earlier, and later in countries where acquiring an education or a stable job may take longer. The age range can span from 10 to 35, though 15-24 years old is the more common age range used. (Source: OECD Factbook, 2012)
Youth bulge	The term youth bulge is used to define a situation in which the population share of the 15-24 year-olds exceeds 20 per cent and the share of the 0-14 year-olds (often also referred to as the "children bulge" and a good predictor of future youth bulges) is higher than 30 percent. (Source: Schomaker, 2013)
Youth empowerment	Empowering young people means creating and supporting the enabling conditions under which young people can act on their own behalf, and on their own terms, rather than at the direction of others. (Source: Commonwealth Secretariat, 2007)

ANNEX I:
CASE STUDIES

THE AFRICAN CAPACITY BUILDING FOUNDATION

FOUNDATION

Mission: The African Capacity Building Foundation (ACBF) aspires to be the leading African institution, in partnership with other stakeholders, in building human and institutional capacity for good governance, sustainable growth and poverty reduction in Africa.

Approach: ACBF operates through three modalities: knowledge management; advisory work and technical assistance; and grant making. Partnerships are central to ACBF's approach. ACBF partners with 4 multilateral, 13 bilateral and 38 African country organisations.

Achievements: ACBF's key achievements in building the capacity of African institutions include: *i)* supporting policy think tanks that work closely with government to analyse, design, implement and monitor policy; *ii)* providing training programmes that help to increase the cadre of qualified economists in public and private-sector organisations; *iii)* promoting financial management and accountability, resulting in higher quality decision making and management of budgetary resources within ministries; and *iv)* offering knowledge products on institutional capacity building to facilitate wider learning across the continent.

In terms of youth, ACBF was instrumental in the development of the Nouakchott Declaration on youth employment and entrepreneurship in 2011; in the harmonisation of information through the Labour Market Information System (LMIS) as part of the Observatoire Statistique et Economique d'Afrique Subsaharienne (AFRISTAT) and African Union (AU); and in the development of a Gender in Agriculture Index through the Empower Women in Agriculture (EWA) initiative.

Operations: Founded in 1991, ACBF operates in 45 African countries.

Funding: ACBF funds its operations and programmes through membership contributions as well as grants from multilateral and bilateral partner organisations. Its total investment over the past 20 years exceeds EUR 366 million. The average annual budget of the foundation is around EUR 11 million.

YOUTH PROGRAMME

Context: Africa has the fastest growing and most youthful population in the world, with 200 million Africans aged 15 to 24. Africa's annual population growth of 2.2% and the fertility rate of 5.2 children per woman is the highest in the world, adding about 10 million youth into the labour force each year. With more than 40% of Africans under 15 years of age, this figure is expected to grow significantly, leading to a huge increase in unemployment due to insufficient labour market demand and a major skills mismatch.

Programme description: ACBF gains a clear picture of the scale and nature of youth unemployment through targeted dialogue with young people in North Africa. These insights are being used to inform interventions designed to enable young people to enter the labour market.

ACBF's south-south capacity building programme began in 2013, focusing on entrepreneurship and job creation in Mauritania, with the participation of Algeria, Egypt, Libya, Morocco and Tunisia. The programme consists of: *i)* coaching and mentoring to empower young graduates to become entrepreneurs; *ii)* supporting markets for young entrepreneurs' products and services; *iii)* establishing a Youth Council working group comprising institutions from public, private and civil sectors dealing with youth employment and entrepreneurship; and *iv)* developing a curriculum for a degree-level training programme in youth employment and entrepreneurship.

Coaching sessions will be led by coaches recruited among successful businessmen and women in the West African region. Trainees will be selected among young graduates and young entrepreneurs as well as young professionals from civil service who are under 40 years old. The coaching and mentoring programme comprises several modules, including self-confidence

building, new social media, the development of business proposals and marketing strategies, e-commerce initiatives, and skills in accounting, tax management, public relations and use of databases of available funding and grants.

Support to Markets aims to support the development and creation of markets for products and services of young entrepreneurs. This involves an intense marketing campaign through radio, print, TV, social media and events to build demand.

The Youth Council is responsible for overseeing advocacy efforts for young entrepreneurs, consisting of a broad partnership between the government, universities, civil society and multilateral donors. The Youth Council will also lead workshops to establish key themes and modalities of the curriculum for a degree training programme in youth employment and entrepreneurship.

Partnerships: Partnerships will be formed with continental and regional organisations, including the Maghreb Arabic Union (UMA), the Economic Community of West African States (ECOWAS) and the African Union, as well as public, private, civil-society and donor communities. ACBF is working closely with the Centre Mauritanien d'Analyse de Politiques (CMAP), an ACBF-supported policy think tank.

ACBF will further engage North African governments in order to help them address the principal issues to emerge from the Arab Spring, namely the need to support the development of youth entrepreneurs. This is planned in line with the foundation's current strategy, which recommends engaging with the governments of North Africa to set up a new generation of policy think tanks dealing with youth unemployment issues. A key feature of this engagement will be lesson-sharing workshops organised by CMAP to bring together a network of agents responsible for youth unemployment activities in countries across the region.

Scale & Sustainability: The south-south capacity-building programme is a pilot project that aims to build the capacity of governments to address youth unemployment and to expand this initiative to other countries based on lessons learned. The foundation has a proactive resource mobilisation strategy for future scale-up and is committed to seeking additional funds from governments in the region and the international

donor community. For instance, the foundation is in advanced discussions with private sector companies working in the agricultural sector that could be critical actors in providing training for young entrepreneurs.

Outcomes/Impact: By addressing youth unemployment through skills and capacity building, the programme aims to have a significant impact on economic productivity and poverty reduction. The project employs a theory of change and a result measurement framework, with corresponding indicators, to track impact and extract lessons.

Combined with the work the foundation does on improving the capacity of countries to improve their Labor Information Management Systems (LMIS), this effort is expected to lead to a stronger capacity to integrate results from pilots in youth employment creation into wider efforts of tracking impact of policies using LMIS.

THE EDMOND DE ROTHSCHILD FOUNDATION

EDMOND DE ROTHSCHILD
FOUNDATION

FOUNDATION

Mission: Whether in Health, Education, Arts & Culture or Social Entrepreneurship, the Edmond de Rothschild Foundation works to promote social empowerment for a more inclusive and collaborative society.

Approach: The Edmond de Rothschild Foundation employs an entrepreneurial approach to philanthropy: identifying key social challenges; developing bold solutions and innovative models through active partnerships with key stakeholders; and measuring outputs for sustainable impact. EdRF promotes the professionalisation of philanthropy through the sharing of best practices, co-funding and business acumen.

In promoting youth empowerment, EdRF conceives multi-faceted capacity-building programmes and fosters cross-sectoral cooperation (legal, financial, marketing, communication) to support social entrepreneurship. It bridges the gap between market demand and skills through practical training programmes and leverages specialised financing vehicles to sustain enterprise development.

EdRF's holistic strategy also buttresses leadership and human development that translates into more robust organisations and improved efficiency from the non-profit sector.

Achievements: Through its programmes and projects across the world, EdRF impacts thousands of young entrepreneurs every year, providing financing, leadership and skills training, professional accompaniment and organisational support to individuals and social businesses.

Operations: EdRF is part of a network of family foundations that operate in Europe, North America, the Middle East, South Asia and Africa.

Funding: EdRF's activities are wholly funded through a historical endowment.

YOUTH PROGRAMME

Context: Despite the dynamism and growth of Indian capital markets in recent years, access is not equally distributed across geographies or populations, making it especially difficult for young entrepreneurs to implement their ideas. Even successful and growing social businesses rarely have a compelling record of debt servicing that would qualify them for credit from traditional capital markets.

Programme description: UnLtd India is a social business incubator in India. It offers a "complete ecosystem" for start-ups and more mature social enterprises, manages the Bombay Connect hub and hosts a national conference for early-stage entrepreneurs.

Despite promising achievements, successful social businesses have difficulty financing their growth. EdRF worked closely with UnLtd India to set up a financing mechanism ("Growth Challenge") to fund the most promising social businesses unable to access market capital for their development. Growth Challenge responded to a triple objective: financing the social business's growth in the short term; creating a track record of debt-servicing for improved access to established, traditional capital markets for long-term growth; and generating revenue for UnLtd India to fund an even greater number of social businesses and increase autonomy.

After three years of program support from EdRF, the mechanism is entirely self-financing. The model is being developed and replicated in other parts of India with an identical goal of financial viability, creating a track record of credit and community building.

Partnerships: As part of its strategy, EdRF systematically builds broad-based, cross-sectoral support for its projects. More than a simple endorsement of the programme's efficiency, it is an essential

ingredient to matching the programme's ambitions and objectives to the needs of beneficiaries and the wider community. Support for UnLtd India comes from corporate and private foundations, the private sector, social investors and other institutional actors.

Scale & Sustainability: Both the early stage support and Growth Challenge financing are being actively replicated in several Indian states. Indeed, revenues from the financing mechanism developed with EdRF will prove crucial in financing this growth. Outside of India, similar financial mechanisms are being put into place for social businesses in Singapore and Indonesia.

Outcomes/Impact: Since Growth Challenge began in 2011, over USD 1 million in capital and more than 550 hours of non-financial support and training have been provided to 50 social businesses. Over 100 jobs have been created within these structures, nearly 600 000 consumers have been reached with socially responsible goods and services, a quarter of the invested capital has been repaid, and an additional USD 1.75 million in funding has been raised.

EMIRATES FOUNDATION
FOR YOUTH DEVELOPMENT

EMIRATES
FOUNDATION
FOR YOUTH DEVELOPMENT

FOUNDATION

Mission: Emirates Foundation (EF) works to inspire, empower and guide youth of the UAE to ensure a sustainable future for the nation.

Approach: EF works with partners in the private and public sectors using the venture philanthropy model to create a positive and sustainable impact on the lives of youth. EF has adopted the following approaches to achieve change: *i)* identifying, educating and informing about the social challenges facing UAE youth; *ii)* developing sustainable enterprise-based solutions in the form of structured programmes to address pre-identified gaps; and *iii)* motivating UAE youth to volunteer and give back to society.

EF's programmes and projects are being transitioned into the model of "social enterprise". To this effect, EF is working to ensure that each programme adopts a sustainable approach that creates long-term social value and is financially viable. The ultimate goal is to spin off each of the core programmes into independent entities – essentially social enterprises.

All of the foundation's programmes aim to address some of the key challenges and obstacles facing UAE youth. EF undertakes research and engages extensively with a wide stakeholder base to identify solutions to these challenges. Each programme is developed in a phased approach in order to ensure that it can genuinely meet the needs of the market and provide sustainable solutions to local social challenges over the longer term.

Achievements: Over the past seven years, EF has helped more than 32 000 young people make positive contributions to their communities through its programmes. Key performance indicators (KPIs) are used in each programme to evaluate and develop the programme on a continuous basis. KPI data collected during 2013 indicates that EF has nearly 40 000 young people registered in its database, of whom more than 15 000 are actively participating in programmes. EF has also engaged close to 8 000 young people through

outreach. Future score-cards will also track youth satisfaction with programmes designed to impact their lives.

Operations: EF is an independent philanthropic organisation established by the government of the Emirate of Abu Dhabi to facilitate public and privately funded initiatives to improve the welfare of youth across the UAE.

Funding: Funding is provided by the government of the Emirate of Abu Dhabi, private donors and corporations. EF has an annual budget of nearly EUR 26 million.

YOUTH PROGRAMME

Context: Some 210 000 Emiratis are expected to join the workforce in 2019. This poses significant challenges for the UAE. Currently less than 1% of the Emirati labour force works in the private sector, and the public sector is unable to absorb the entirety of the local labour force. UAE youth also face challenges around skills mismatch. Published figures suggest that in 2011 only 24.6% of Emirati students were engaged in technical learning, which is critical to support the drive towards a knowledge-based economy. The mismatch between the types of jobs that will be created and the type of skills Emirati students are pursuing could increase unemployment levels. Growing unemployment and disengagement of young people – due to their inability to offer the relevant skill set required by the business sector – increases the potential for delinquency.

Programme description: To address the needs of UAE youth, EF created a portfolio of six programmes across three themes: *i)* leadership and empowerment; *ii)* community engagement; and *iii)* social inclusion.

Takatof is an example of a community engagement programme. Inspired by HH Sheikh Mohammed Bin Zayed Al Nahyan, crown prince of Abu Dhabi and deputy supreme commander of the UAE Armed Forces, Takatof is a voluntary social programme designed by EF to foster a culture of volunteering throughout the UAE.

Takatof offers young people opportunities to volunteer for humanitarian, social and community programmes that serve those least able to help themselves. The programme trains, supports and connects volunteers to deliver positive change and to promote collaboration with other third-sector institutions.

The programme has a dedicated call centre and powerful network of more than 34 000 registered volunteers. Using various communication tools, the programme regularly engages registered volunteers in various events and activities and retains their commitment through multiple recognition opportunities.

Partnerships: EF is funded partly by the government and partly by the private sector. Private-sector partnerships are with a variety of corporations whereby funding is provided but the funding entity also becomes engaged in the foundation's activities. EF aims to provide a value proposition to the private sector in the following forms: Content and Thought Leadership opportunities, by engaging them through various EF platforms such as the EF Business Breakfast for Social Investment; Community Outreach and Youth Engagement, including access to EF's youth database for the purpose of better understanding youth trends and aspirations and joint project collaboration relevant to youth development; Employee Engagement and Programme Participation, including volunteering opportunities for employees both with the EF's programmes and also within the foundation itself (e.g. providing technical support on areas such as marketing, business development and finance), and opportunities to nominate employees to become peer mentors and coaches.

Scale & Sustainability: The programme operates out of the Emirate of Abu Dhabi and over the past two years has been extended to the Northern Emirates, notably with the opening of an office in Dubai.

EF is working to ensure that Takatof develops its own earned-income and revenue stream. This comes through providing a value proposition to private sector partners in addition to ensuring that the programme is run on a "business basis", with core KPIs, competent staff, efficient financial management, and strong marketing and communication networks. The foundation provides technical and financial support to Takatof with a view to rendering it institutionally and financially independent. This is achieved through dedicated internal resources (e.g. Director of Enterprise Transition).

Outcomes/Impact: Since 2007, the programme has registered 34 295 youth as participants in the programme, of whom 78% are Emirati. Registered volunteers comprise youth between the ages of 15 and 35, and include school students, university students, employed individuals and unemployed individuals. Becoming an active volunteer in Takatof is now mandatory for any youth signing up for EF programmes.

The foundation is currently developing more quantitative KPIs that can capture the real economic value of volunteers' hours. In 2012, Takatof supported more than 10 other sector entities looking to promote volunteering, recorded more than 130 000 volunteering hours and signed up 3 000 new volunteers, all of whom were trained.

INSTITUTO AYRTON SENNA

FOUNDATION

Mission: Instituto Ayrton Senna (IAS) aims to research, produce and apply knowledge to achieve large-scale improvements in the quality of education in Brazil, in partnership with the government. Established to achieve the vision of the late three-time world Formula 1 champion Ayrton Senna, who believed in providing young people with equal opportunities to reach their potential, the institute aims to develop the country's next generation so that young people are equipped to respond to the professional economic, cultural and political demands of the 21st century.

Objective: The institute provides management services to public educators. These services include diagnosis, planning, training of managers and teachers, and the development of innovative pedagogical solutions to problems in the education sector.

Achievements: The institute trains more than 74 000 teachers and managers every year, and almost 2 million children and young people benefit directly from the work of these teachers in more than 1 200 municipalities in various regions of Brazil.

IAS is the first non-academic organisation in Latin America to be granted an academic chair in Education and Human Development by UNESCO. This recognition asserts IAS's position as a global leader in the creation and dissemination of new education programmes that are able to enhance the human development of a country.

Operations: Founded in 1994, IAS operates in more than 1 200 partner cities in Brazil.

Funding: IAS funds its operations and programmes with its own resources, donations and private-initiative partnerships. The Foundation invests annually about EUR 8 million into educational programmes.

YOUTH PROGRAMME

Context: The dropout rate among high school students in Brazil is a major challenge within the education sector. In 2011, just 51.1% of 19-year-old students had completed high school. (In Brazil, the appropriate age to graduate from high school is 17-18 years old). Considering the size of Brazil's population, this translates into millions of young people who have been let down by the country's public education system.

Programme description: Since its foundation in 1994, the IAS has been working to develop and apply educational solutions to the main obstacles to students' success, such as illiteracy, age/grade gap and school abandonment. Ten years ago, IAS created the SuperAção (Youth SuperAction) programme to address this problem using a preventive approach. The programme targets students in their final years of primary education (14- and 15-year-olds) to support academic skills and reinvigorate the student's commitment to completing high school. IAS targets underprivileged youths through this initiative, empowering them to transcend the barriers they face and encouraging them to take control of their future through education and formulating concrete life goals.

In 2013, the IAS launched a new innovative curriculum for high schools that integrates the development of both cognitive and non-cognitive skills, such as communication, collaboration, creativity, self-control and self-efficacy. The new curriculum is being tested in the Colégio Estadual Chico Anysio in Rio de Janeiro and is planned to be adopted by 53 state schools until 2015.

Partnerships: IAS develops, tests and implements programmes with local and regional governments in Brazil. Because IAS is a respected local foundation, the Brazilian state agencies are willing to share data. IAS also partners with policy organisations, such as the OECD, to identify methods to monitor and evaluate non-cognitive skills in education.

Scale & Sustainability: Due to Brazil's geographic size and the fact that more than 90% of children and youth are enrolled in the public school system, IAS recognises that it must develop large-scale solutions for public school systems in order to make a significant, long-term and sustainable change to the country's education sector. To achieve this, IAS makes available instruments through which its curriculum may be implemented by public education bodies free of charge.

Outcomes/Impact: An external evaluation conducted by a leading Brazilian political analyst and economist found that IAS programmes improved by 11 times the national speed of improvement of the grade pass rate. The evaluation showed that while the annual rate of "progress" ("speed of improvement") for non-partner cities was 0.3 p.p./year, IAS's partner cities performed at around 3.2 p.p/year during the period 1996-2006.

THE MASTERCARD FOUNDATION

The MasterCard Foundation

FOUNDATION

Mission: The MasterCard Foundation advances youth learning and promotes financial inclusion to catalyse prosperity in developing countries.

Approach: The foundation's core principles are to collaborate, innovate and achieve. It collaborates closely with partners to build knowledge about effective, proven models that can be scaled.

Achievements: The foundation's programmes are serving more than 5.6 million people by providing a combination of skills-building, education, employment and access to financial services.

Operations: The MasterCard Foundation is an independent foundation based in Toronto, Canada. It collaborates with 68 partner organisations in 46 developing countries, with a specific focus on sub-Saharan Africa.

Funding: The MasterCard Foundation was established in 2006 due to the generosity of MasterCard Worldwide when it became a public company. It currently has more than approximately USD 9 billion in assets.

YOUTH PROGRAMME

Context: Africa is home to the world's youngest population, seven of the 10 fastest growing economies and an emerging movement of entrepreneurs. There are now 600 million people under the age of 25. By 2045, that number will double. However, millions of people lack access to financial services or are unable to obtain quality education. The MasterCard Foundation has chosen to contribute to a new inclusive, more equitable Africa through work in Financial Inclusion and Youth Learning.

Programme description: Under its Youth Learning programme, the foundation helps prepare young people in sub-Saharan Africa to secure economic opportunities and lead change in their communities. The foundation has formed a variety of partnerships and seeks opportunities to collaborate and learn across its portfolio.

For example, The MasterCard Foundation launched the Learn, Earn, and Save Program in 2011. Under this programme, the foundation created partnerships with three implementing organisations (CAP Foundation, Fundación Paraguaya and Swisscontact) that support holistic approaches to creating training and employment or entrepreneurship opportunities for disadvantaged young people in Kenya, Tanzania and Uganda. A fourth partner, the University of Minnesota, serves as a learning partner for the initiative. UMN designed a common monitoring, evaluation and learning framework to help share insights and information for each individual implementing organisation as well as across the initiative.

Partnerships: The MasterCard Foundation creates partnerships with a variety of types of organisations, including international and regional NGOs, bilateral organisations and universities. In the case of the Learn, Earn and Save initiative, the foundation partnered with all four organisations individually. Learning is shared across all partners because of a shared commitment to the initiative's goals. Each year partners meet to share results, learnings and improvements to their projects.

Scale & Sustainability: Individual organisations are forging partnerships across sectors, including government, educational institutions, and private sector employers, as part of the implementation of their projects. It is hoped that this work will lay the groundwork for future efforts to bring scale to the projects.

Outcomes/Impact: Through this initiative, The MasterCard Foundation is testing an approach for sharing learning among separate organisations working with a common learning framework and objective. During implementation phases, this approach is intended to help organisations fine-tune and course correct. Upon completion of the project, the initiative will contribute to a significant piece of comparative learning about experiential learning and enterprise-training models for disadvantaged young people.

While the projects are all still in midstream, young people who have participated in each approach are reporting an enhanced understanding of economic opportunities in their communities and increased soft skills. In addition, participants say they have experienced increased confidence and resilience as they work in the community, enabling them to protect their own interests and safety in the face of sexual and financial exploitation.

As a result, many youth are using this new-found drive to plan and save for their future. The financial literacy components of each program have assisted youth in understanding how money and savings can be tools to achieve their future goals.

THE NOVARTIS FOUNDATION FOR SUSTAINABLE DEVELOPMENT

**Novartis Foundation
for Sustainable Development**

NOVARTIS
caring and curing

FOUNDATION

Mission: The Novartis Foundation for Sustainable Development (NFSD) is the non-profit commitment of the Swiss pharmaceutical company to patients with limited access to health services. NFSD works with partners to deliver innovative science-driven and patient-centered solutions for optimal health outcomes.

Approach: NFSD operates on the core belief that everyone deserves access to quality health care. Taking a holistic approach to health, the foundation supports quality physical, mental and social well-being. It aims to understand the needs of patients, families and health care providers in order to develop better health services for a greater impact on health outcomes. Together with its partners, the foundation takes a community-based approach, working towards evidence-informed solutions that best optimise patient outcomes in developing countries. With this evidence, the NFSD helps to bridge the gap from patients to health services to health policies.

Achievements: For more than 30 years, the Novartis Foundation has worked to improve access to quality health care for people in low-income communities, specifically targeting diseases such as leprosy and malaria. NFSD has established leadership positions in both field and policy work through its varied partnerships. In particular, the foundation has contributed significantly to efforts to eliminate leprosy, pioneering the use of social marketing techniques to generate demand for diagnosis and treatment.

Operations: NFSD is part of the corporate responsibility portfolio of Novartis. The foundation is a non-profit organisation with 30 years of experience focusing on improving access to quality healthcare for patients in low-income communities across the developing world, including sub-Saharan Africa and South Asia.

Funding: Funding is provided by Novartis with an annual budget of approximately EUR 8 million.

YOUTH PROGRAMME

Context: Millions of children in sub-Saharan Africa are growing up without parents as a result of HIV/AIDS. The pandemic is putting their health, well-being and sometimes their very survival at risk – not to mention the development prospects of their countries at the macro level.

Programme description: NFSD co-founded and continues to support the Regional Psychosocial Support Initiative (REPSSI) for children affected by poverty, conflict, HIV and AIDS. REPSSI's main objective is to help children and young people cope with their loss and regain confidence. REPSSI works in 13 countries in Southern and Eastern Africa and aims to mainstream psychosocial support within all programmes of partner organisations.

Partnerships: Collaborating with 158 non-governmental organisations, REPSSI develops and disseminates courses and tools for psychosocial support of children who are affected by poverty, conflict, HIV or AIDS.

Scale & Sustainability: To date, the initiative has reached more than 5 million children. REPSSI works through four branches in 13 countries in Southern and Eastern Africa.

Outcomes/Impact: REPSSI is today recognised as a leading organisation worldwide in the field of psychosocial support, with recognition from organisations such as the Southern African Development Community (SADC) and UNICEF.

OLUSEGUN OBASANJO FOUNDATION

FOUNDATION

Mission: Former Nigerian President Olusegun Obasanjo established the Olusegun Obasanjo Foundation (OOF) with the mission to advance human security throughout Africa.

Approach: The five initiatives of the OOF focus on: youth employment and empowerment, girl-child education, non-communicable and water-borne diseases, leadership and food security.

The OOF's critical success factor is its use of local knowledge of and relationships with the community, private and public companies, market forces, and educational institutions. The foundation's insight helps to select operating partners and to inform local policymakers of practices that can complement existing policies.

Achievements: The OOF aims to measure its impact through monitoring and evaluation that assesses both quantitative and qualitative effects. The foundation's Youth Employment and Empowerment Initiative supports Africa's youth by creating job opportunities, supporting entrepreneurs and supplying job-skills training. The foundation plans to monitor: *i)* job conversion rates of target populations of youths upon programme completion; and *ii)* the academic performance of youths participating in its sport-based programmes.

Operations: Established in February 2013, the OOF promotes the advancement of human security throughout Africa.

Funding: The OOF funds its operations and grants with individual and corporate donations.

YOUTH PROGRAMME

Context: Large numbers of students drop out of school in Nigeria because they cannot pay school fees of Naira 2 000 (EUR 10), even in installments. Some students withdraw in order to seek sources of income, while others are forced to drop out of school to support family members or due to pregnancy.

Programme description: Refocus Youths Empowerment Foundation (RYEF), based in Nigeria, mobilises students and their care givers to make school a priority and provides funds needed to overcome financial barriers. The mobilisation and sensitisation unit of RYEF's monitoring and evaluation division sensitises students and their community about the importance of education, the role of parents in the education of their children, girl-child education, truancy and poor discipline among senior secondary school children.

Partnerships: This work is done at the grassroots level and is only successful with the support of local organisations that are known in the community.

Scale & Sustainability: The OOF executes its programmes by working directly with governments, private sector organisations and NGOs to build sustainable investment and operating models.

Programme description: The OOF's programme has two facets. The first, entrepreneur competition, involves identifying high-potential entrepreneurs and connecting them with mentors, capital and resources. The second, youth mentorship and internship, involves providing career development guidance and preparation for full-time employment. Both of these initiatives will be piloted in three African countries and will target development industries driving economic activity in each country.

Outcomes/Impact: The OOF's youth programmes are expected to develop the skills of the youthful African workforce, support greater economic activity and growth in target sectors and countries, and galvanise young entrepreneurs to be the economic drivers of Africa.

THE ROCKEFELLER FOUNDATION

FOUNDATION

Mission: To improve the well-being of humanity around the world.

Approach: The foundation seeks to achieve its vision through work aimed at meeting four equally important goals: *i)* revalue ecosystems; *ii)* advance health; *iii)* secure livelihoods; and *iv)* transform cities. Seeking and shaping innovative solutions at the intersections of these four areas, the Rockefeller Foundation maintains a portfolio of interconnected initiatives. Each initiative addresses two, three or more of the issue areas, often in overlapping geographic regions. All incorporate rigorous monitoring to track the impact of the foundation's work.

Achievements: From funding an unknown scholar named Albert Einstein to accelerating the impact investing industry, the Rockefeller Foundation has a long tradition of enhancing the impact of individuals, institutions and organisations working to change the world in line with the foundation's mission.

Operations: John D. Rockefeller, Sr., established the Rockefeller Foundation in 1913. From its three offices in New York, Bangkok and Nairobi, it has global reach across three continents.

Funding: Funding is provided by the legacy of John D. Rockefeller.

YOUTH INITIATIVE – DIGITAL JOBS AFRICA

Context: The current pace of job creation in Africa cannot meet the demands of the world's fast-growing youth population. Sustained investment in Information Communication Technology-enabled (ICT) infrastructure, and improvements in the quality of and access to education across the African continent over the past decade, position many countries to compete in the global jobs market and provide sustainable employment for the continent's youth.

Initiative description: In response, the Rockefeller Foundation created the Digital Jobs Africa Initiative to catalyse the creation of sustainable ICT employment opportunities and skills training for high potential but disadvantaged African youth. This initiative is led out of the Rockefeller Foundation's Africa Regional Office. The foundation has committed approximately USD 100 million (EUR 73 million) over the next seven years to the initiative.

Outcomes/Impact: Digital Jobs Africa expects to impact 1 million lives in six countries across the continent (Egypt, Ghana, Kenya, Morocco, Nigeria and South Africa) though skills training and job creation in the ICT-enabled sector. Working through its grantees and partners, the foundation's work creates impact at two levels: through improving the well-being of those employed, their families and communities; and by influencing broader adoption of inclusive business practices that lead to job creation for youth at scale in ICT-enabled sectors. The initiative has adopted three primary strategies to achieve impact: creating digital jobs by supporting the Impact Sourcing sector; exploring new digital job opportunities by working with local organisations to provide skills training; and promoting an enabling environment for digital jobs by co-ordinating government and businesses to adopt inclusive business practices favourable to youths.

Partnerships: The foundation works in close partnership with other stakeholders – private sector, government, civil society and the development community – to leverage funds and align complementary programmes in order to achieve the initiative's impact goal. For example, RF grantee Digital Divide Data (DDD) is a social enterprise that creates better futures for disadvantaged youth in developing countries through training and employment in the Business Process Outsourcing (BPO) sector. DDD works with a range of NGO partners that are active in Nairobi's urban slums in order to target young people who could benefit from their work. These NGO partners help with referrals and initial screening, providing additional support as needed if individuals become employed.

Scale & Sustainability: The question of scale and sustainability is addressed differently by the initiative's partner organisations. For example, the Community & Individual Development Association (CIDA) and the Impact Sourcing Academy (ISA) have developed a full curriculum for accredited call-centre training, first in Johannesburg and now in Durban. Private-sector companies have approached CIDA/ISA to conduct similar training for their employees. While the holistic educational philosophy of CIDA focuses on character development, ISA focuses on industry-driven skills development that builds knowledge and experience around working in the BPO sector. This packaged training, developed in partnership with the private sector, is an opportunity to scale the CIDA/ISA approach.

Outcomes/Impact: The impact that is being made is demonstrated in another example, Samasource. Samasource is a social business that connects women and youth living in poverty to dignified work via the Internet. Samasource has provided life-changing work to more than 3 000 people, impacted more than 9 000 workers and dependents, paid out over USD 2 million (EUR 1.5 million) in living wages and has grown revenue at a 77% compound annual growth rate since 2009.

THE SAWIRIS FOUNDATION FOR SOCIAL DEVELOPMENT

FOUNDATION

Mission: The mission of the Sawiris Foundation for Social Development (SFSD) is to contribute to Egypt's human development, create sustainable job opportunities and empower citizens to build productive lives that enable them to realise their full potential.

Approach: SFSD aspires to be a pioneer in the provision of innovative and sustainable development initiatives in Egypt. SFSD supports initiatives that focus on two main areas: investment in human capital through education, training for employment and culture, and the provision of social safety nets for the poor through micro-credit schemes, health and other basic community services.

SFSD's approach stands on five main pillars: *i)* forging effective partnerships with civil society and corporate and governmental actors; *ii)* an employment-backward model in which labour market needs are comprehensively assessed prior to the design and provision of training in order to maximise job potential for trainees; *iii)* fostering healthy competition among young people through annual awards and scholarships; *iv)* instituting best practices by going beyond grant giving and ensuring that grantees are supported to apply the best practices in the strategic planning of their project proposals, financial management, monitoring and evaluation, and reporting; and *v)* going to scale.

Achievements: SFSD has reached more than 60 000 beneficiaries through its jobs creation initiatives, scholarships and micro-credit projects. This does not take into account its wider portfolio covering the areas of health and infrastructure.

Operations: Established in 2001, the Sawiris Foundation is a family-funded grant-making foundation. SFSD operates in Egypt and, as of 2013, had projects in 22 governorates, almost two-thirds of the country, including remote areas such as Sinai.

Funding: The foundation funds its operations and programmes mainly with its own resources through the Sawiris family. SFSD has an annual budget of approximately EUR 8 million.

YOUTH PROGRAMME

Context: Egypt's relatively well-educated youth possess huge potential to be "actors of change" and become increasingly socially responsible. This is especially needed in Egypt's post-revolutionary society.

Programme description: The Young Innovators Awards (YIA) aim to stimulate the environment for scientific research and development among college students in public universities in Egypt. Through a combination of financial awards and practical training, the programme builds upon the talents of young Egyptian scientists to allow them to pursue long-term careers in the field of scientific innovation in Egypt. The programme also helps create productive linkages between university research and applications in industry and agriculture. Since 2004, the programme has offered annual awards to students for research and design.

Partnerships: SFSD is one of five partners funding this initiative, alongside Misr el-Kheir Foundation, Al Korra Foundation, Mobinil and Sadko. It has attracted additional funding and implemented partnerships with numerous businesses, government agencies, educational institutions and civil society philanthropists.

Scale & Sustainability: Since its inception in 2004, YIA has grown to cover all 19 national Egyptian universities, including all 67 faculties of engineering, agriculture and science. The programme benefits from the involvement of the Egyptian government through the Supreme Council of Universities, an affiliate of the Ministry of Higher Education and Scientific Research.

Outcomes/Impact: To date, more than 3 500 young scientists, engineers and researchers in these universities have received YIA awards or scholarships to support their graduation projects.

THE SINOPEC-ADDAX PETROLEUM FOUNDATION

FOUNDATION

Mission: The goal of the Sinopec-Addax Petroleum Foundation (SAPF) goal is to address the root causes of poverty and to help deprived communities by strengthening their skills and by providing them with the appropriate conditions to reach self-sufficiency.

Approach: SAPF pursues an integrated approach by focusing on three areas: health, education and environment. The foundation provides grants for cross-disciplinary and participatory programmes.

As a corporate foundation, SAPF's added value is its tailor-made approach to working with communities, direct contact and on-site presence, partnership spirit with grantees and business acumen. This is especially useful to grantees who are refining and professionalising their programme.

Achievements: SAPF builds on the experience of the Addax Petroleum Foundation and the implementation of more than 70 projects since 2007. Since it was re-established in 2011, the foundation has launched 22 projects in 18 countries spanning the African continent and the Middle East, as well as a partnership in China.

Operations: SAPF is a non-profit independent entity registered in Geneva, Switzerland.

Funding: Founded by Addax Petroleum Corporation, SAPF also benefits from support of the Sinopec Group, shareholder of APC. SAPF has an annual income of about EUR 1 million.

YOUTH PROGRAMME

Context: SAPF's investment in realising the potential of youths is based on the following beliefs:
- Fostering positive youth development benefits the entire community.
- Helping youth develop a life plan can reduce poverty in a sustainable way.
- Providing youth the appropriate skills to be critically aware enables them to be community change agents.

- Youth empowerment can secure sustainable economic and social development, and lasting peace.
- Youth is an untapped resource to support Africa's food security.

Programme description: By encouraging the development of context-relevant solutions to problems experienced by youths, SAPF supports projects that work with young people ranging from provision of drinking water and solar electricity in West Africa to vocational agricultural training in Tanzania. As an example, the Tanzania project, implemented in partnership with Swisscontact, trains unemployed youth and smallholder farmers and their families how to cultivate crops using environmentally sustainable methods.

Partnerships: SAPF has an established approach to working with partners. It always signs a partnership agreement that outlines all obligations and rights of both parties. SAPF also formulates objectives with corresponding funding phases. SAPF requests personal involvement by accountable project holders.

Scale & Sustainability: SAPF only funds organisations with expertise in designing and implementing sustainable development projects.

Outcomes/Impact: SAPF tracks short- and long-term results. An example of SAPF's impact is its vocational agricultural training. Through this programme, youths are able to access the labour market with new skills. The programme also supports entrepreneurship, access to supply chains and produce markets, and awareness of waste management.

STARS FOUNDATION

FOUNDATION

Mission: Stars Foundation invests in organisations and ideas that transform the lives of disadvantaged children and their communities globally. The foundation has committed to reaching 20 million people by 2020. Its flagship programme, the Stars Impact Awards, recognise and reward effective local organisations on the front line in the fight against poverty and child mortality.

Approach: Stars' approach is defined by four pillars: a focus on the well-being of children; a belief in unlocking the power of local organisations; a commitment to sharing examples of effective practice; and a desire to accelerate progress through partnerships, including with governments and private sector actors. Stars advocates for more responsive relationships with – and better enabling environments for – civil society in order to support local ownership of the development agenda.

Achievements: To date, Stars has awarded more than 50 local NGOs working with more than 2 million people across 24 different countries. In many cases, the award has enabled recipient organisations to secure additional funding, raise their profile and build new partnerships.

Operations: Founded in 2001 by Al-Dabbagh Group and based in London, Stars is an independent charitable foundation with three main programmes, two of which directly support local grassroots organisations working with children and young people. The flagship programme, the Stars Impact Awards, are open to local NGOs operating in the 100 countries where under-five mortality rates are highest, working in the areas of Health, Education, Protection and WASH.

Funding: Stars has an annual budget of GBP 2.2 million, the majority of which is provided by Al-Dabbagh Group. Partners such as The Ashmore Foundation have also funded a number of Impact Awards in recent years.

YOUTH PROGRAMME

Context: Kenya's unemployment rate is 40%; more than half of those out of work are young people. With close to two-thirds of Kenyans under the age of 35, the number of young people attempting – but failing – to enter the active labour force each year is growing by the hundreds of thousands.

Programme description: In response to Kenya's unemployment crisis, two web designers in 2001 established NairoBits Trust, an organisation targeting Kenyan youth living in poverty in one of Kenya's many informal settlements. NairoBits aims to improve their ability to enter the labour market by training vulnerable young people in digital technologies, including advanced web and multimedia design courses. NairoBits also offers "soft skills" through employability training, sexual-health workshops and peacebuilding games.

After selecting NairoBits as a "Small Award Winner" in the 2012 Stars Impact Awards, Stars convened a group of trusts and foundations interested in supporting enterprise and youth employment in Africa. The collaborative group is currently exploring ways in which it might further support NairoBits.

Partnerships: The organisation has established a number of partnerships with community-based organisations as well as local and international companies. This has had a major impact on the sustainability of its programmes.

Scale & Sustainability: NairoBits' programmes reach more than 4 000 Kenyan young people each year, with plans to expand geographical reach. Its success has led to similar projects being established in Tanzania (ZanziBits), Ethiopia (AddisBits) and Uganda (KampaBits).

With only 2% of the organisation's annual donations and funding assigned as "unrestricted", NairoBits allocated a portion of the Stars funding toward core costs to safeguard the resilience and sustainability of current services. The remainder has been used to support NairoBits alumni to establish themselves as freelance ICT consultants, overseen by mentors.

Outcomes/Impact: NairoBits has a 90% success rate in placing its young graduates into internships with local ICT-related companies. More than 80% of those internships eventually turn into full-time formal employment.

The Stars approach has allowed NairoBits to invest in its own sustainability, directing the funding to core costs and improving programme design. The credibility conferred by winning an Impact Award prize has also led to greater profile and substantial partnership opportunities for NairoBits.

Notes

1. Call centres are among the industry sectors with the highest staff turnover. In South Africa, that figure is estimated to be 20% per year. (http://www.thinksales.co.za/call-centre-staff-retention-success, 12 November 2013).

2. There are notable examples where the participation of youth has been prioritised in programme planning, including the US-based Sierra Health Foundation (Paul and Lefkovitz, 2006).

3. There are encouraging examples of foundations that have placed the analysis of politics at the centre of the design and evaluation process, such as The W.K. Kellogg Foundation (W.K. Kellogg Foundation, 2004) and the William and Flora Hewlett Foundation (Melamed, 2012).

4. However, foundations have also been criticised for following development "fads" (UK International Development Committee, 2012) rather than "bread and butter" development interventions. It is argued that there is "too much on glamorous science and long-term technology bets and not enough on putting boots on the ground in places like Africa" (The Economist, 2008, in UK International Development Committee, 2012).

5. The Lorna Young Foundation in Kenya is an example that employs social media as a means of connecting youth to development (Nairobi Business Monthly, 2013).

6. This is a collection of case studies of microfinance programmes targeting youth, concluding that scale has not been achieved and that to do so the microfinance sector needs to seek more funding from donors. The MasterCard Foundation's YouthSave is cited as a promising example of scale being attempted.

7. This trend is due in part to the economic crisis in OECD countries and increased pressure to demonstrate value for money, while the use of social media can make successes and failures easily viewed. Finally, this is in part due to increased pressure for more accountability and transparency towards both beneficiaries and recipient governments.

8. For example, within the Youth Employment Network, a joint UN, World Bank and ILO initiative established to act as a vehicle to address the global challenge of youth employment, the number of evaluation and impact reports increased twofold from 2007 to 2013. "Evidence" presentation, Youth Employment Network, 7 Feb 2013.

9. According to this comprehensive report, while huge amounts of funding are clearly being spent by foundations in the international development sector, there are difficulties involved in calculating the total annual value of current spending. The report quotes a number of estimates, including the OECD Development Assistance Committee (DAC) which reports a global total of USD 22.2 billion in private grant spending in 2009 (representing an increase of more than 100% since 2000). However, the reporting of spending data to the DAC is voluntary and does not include corporate private giving. The US-based Hudson Institute, which does, puts 2009 philanthropic giving at USD 52.5 billion, nearly double the OECD estimate. Even so, developing funding by foundations is significantly lower than Official Development Assistance (ODA, funding paid by government donors), which was USD 120 billion in the same year (2009).

10. The Guidelines for Effective Philanthropic Engagement (GEPEs) are a collaborative, non-binding and voluntary dialogue tool developed under the leadership of netFWD, together with the European Foundation Centre (EFC), STARS Foundation, UNDP and the Worldwide Initiative for Grantmakers Support (WINGS), with support from the Rockefeller Foundation. The GEPEs were developed to initiate and enhance cooperation in addressing global development challenges among foundations and other development actors, with particular focus on governments and official donors. The Guidelines thus seek to bridge the ''collaboration/communication gap'' between philanthropic organisations and other actors.

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