

THEORY OF CHANGE

Youth Workforce & Entrepreneurship

PROBLEM

25%

of global youth aged 15-29 are not in education, employment, or training. In many places, adults are out of work simply because their skills do not match the available opportunities. (ILO, 2016)











STRATEGIES



Improve educational quality and relevance



Build hard and soft skills holistically



Strengthen linking institutions

LANDSCAPE

Five major players must align to tackle this issue:



YOUTH & ADULTS seeking education, employment, and training



EDUCATION & TRAINING INSTITUTIONS that prepare individuals for the workforce



PRIVATE SECTOR employers determining the demand for workers



GOVERNMENT INSTITUTIONS that shape overall economic conditions



COMMUNITIES responsible for mentoring the next generation



Expand and improve work opportunities



Develop a culture of mentoring

PRINCIPLES

- Inclusion: ensuring that all voices are part of the effort to foster a stronger workforce
- Cross-cultural understanding and respect: nurturing essential values for working in new environments and with new people
- Experiential learning: giving participants the opportunity to investigate, act, and reflect upon what they've learned
- Education for work and life: promoting productive skills for all as part of the right to education
- Open doors to further growth: creating pathways for participants to transform basic skills into higher levels of expertise and leadership.

IMPACT

World Learning is building a future in which all youth and adults—including the marginalized—support each other to find or create decent work.



THEORY OF CHANGE Youth Workforce & Entrepreneurship



World Learning believes that **societies and economies are stronger when each person contributes** to individual and community prosperity. Workforce development and entrepreneurship programs build a more promising future by training youth and adults in the skills essential to the 21st century workplace, encouraging them to respond constructively to community needs and opportunities, and ultimately helping them find or create decent work.

World Learning realizes this vision through five strategies:

- (F) We improve educational quality and relevance for all, in support of lifelong learning.
- We **build skills holistically** through a comprehensive focus on civic engagement, entrepreneurship, and employability—including in the fields of science and technology.
- We **strengthen links with the private sector** by reinforcing career development centers, skills certification programs, business incubators, government policies, and more.
- We **expand and improve work opportunities** by encouraging youth-led community projects, promoting entrepreneurship, organizing work placements, and promoting good policy.
- Finally, we develop a culture of mentoring among our program alumni, parents, employers, and communities.

World Learning's experience and resources make a difference. Since our founding in 1932, we have developed a strong network of universities and other institutions promoting academic, professional, and social development, including our own SIT Graduate Institute. We operate around the world—in Algeria, Egypt, El Salvador, Kosovo, Pakistan, and beyond—alongside partners like Boeing, Cisco, and USAID, which offer critical technical and financial support. We offer proven expertise in six core programmatic areas: career center development, STEM education, industry and professional study tours, training in hard and soft skills, civic engagement and social enterprise, and English for the workplace—which is based on our gold-standard TESOL approach.

Underlying all these programs are the core principles that set World Learning apart. We are leaders in a cross-cutting approach to inclusion. We believe everyone has a right to education for work and life—as well as the opportunity for further growth. And we draw on our background in experiential learning and cross-cultural exchange to promote active engagement, self-reflection, and respectful collaboration.

At World Learning, we unite the key actors—including education and training institutions, private sector entities, government, and members of society serving in mentorship roles—so that together they can ensure that all youth and adults have a pathway toward a productive livelihood. As people pursue that path into the workforce, we all prosper.