



IMPACT REPORT 2019 -2022

FOUNDATION FOR YOUTH
EMPLOYMENT PAKISTAN

Generation
FOUNDATION FOR YOUTH
EMPLOYMENT PAKISTAN

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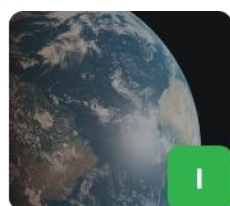
Introduction

In 2012, McKinsey & Company undertook extensive research in the unemployment space through which it uncovered that many young and unemployed adults are discouraged, disconnected, and lack not only market-ready skills and opportunities but also self-belief¹. Wanting to do more in this space, McKinsey & Company founded Generation in 2014 with a mission to *transform education to employment systems to prepare, place, and support people into life-changing careers that would otherwise be inaccessible*.

Ever since launching the first programs in 2015, Generation's focus has remained on preparing learners for middle-skill jobs—which feature high scarcity, turnover, or productivity variation—to help them achieve personal and professional success and, thus, fundamentally change their life trajectories. To measure our progress towards and hold ourselves accountable to this goal, we focus on three kinds of metrics: breadth, depth, and durability².

Breadth	The number of learners who graduate from our programs.
Depth	Our graduate employment and income outcomes within three and six months of program completion.
Durability	How these employment and income outcomes last over time - we follow the financial and personal well-being of our alumni for up to five years after they graduate.

To date, Generation has more than 72,000 graduates across 16 countries, who have earned more than \$630 million in wages, and works with more than 9,000 employers, implementation partners, and funders.



1 BREADTH

72,000+

graduates across 16 countries and 269 cities since launching in 2015

11,000+

employers, from start-ups to SMEs to Fortune 500 companies

35

Professions across tech, health care, customer service, skilled trades, and green jobs



2 DEPTH

81%

job placement within 3 months of graduation, rising to 90% at 6 months, with 88% in jobs 'very related' to the completed training program

3-4X

increase in income

65%

of our employed graduates over the last 12 months hired by repeat employer partners



3 DURABILITY

70%

can meet daily financial needs 2-6 years after graduation

~40%

can save for the future 2-6 years after graduation

75%

Of alumni report positive well-being across health, life satisfaction and optimism, and workplace community

¹ [Education to Employment: Designing a System that Works](#) – McKinsey.org

² [Beyond X Number Served](#) – Stanford Social Innovation Review

Overview of Impact in Pakistan

Generation launched in Pakistan through its exclusive licensee, Foundation for Youth Employment Pakistan (FYEP), an independent non-profit organization registered under S. 42 of the Companies Act, 2017. To date, FYEP has graduated 570 learners across 7 programs in 3 sectors, with outreach in 40+ districts across Pakistan.



Our programs have now reached learners in 50+ districts across Pakistan and a growing employer network

1 BREADTH

569

graduates across 60+ districts since launching in 2019

60+

employers, from customer service, IT and finance sectors



Significant shift in employment and income outcomes immediately following graduation from Generation

2 DEPTH

80%

job placement within six months of program completion

2-3X

increase in income



Employment outcomes sustain over time enabled by pilots launched in strategic high-demand sectors

3 DURABILITY

72%

of alumni are in paid work after 1 year of graduation

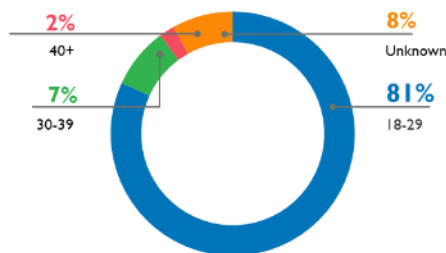
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successful pilot programs launched in 3 sectors

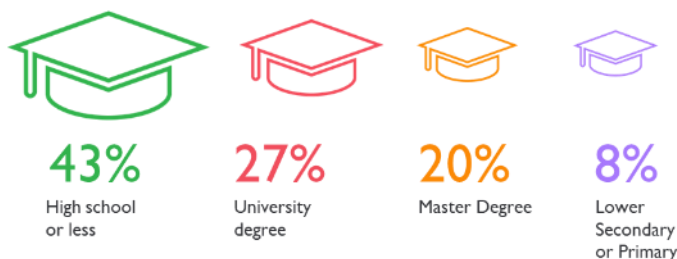
Our Learner Demographic

The majority of our learners belong to the 18-29 years' age bracket coming from a diverse range of educational and ethnic backgrounds. Our programs focus on recruiting learners from marginalised or disadvantaged groups to enable them access to a career-launching platform.

AGE BREAKDOWN

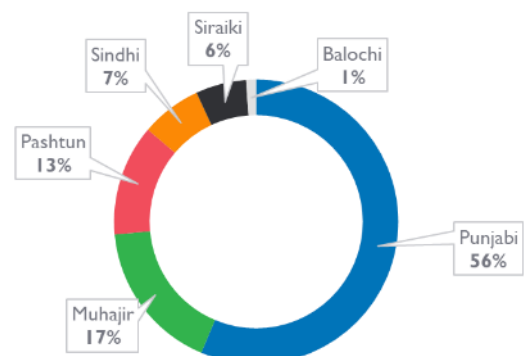


EDUCATION LEVEL



Sample size (n) = 672 Generation graduates and active learners from Pakistan

ETHNIC COMPOSITION

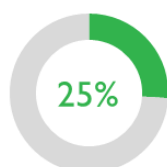


*Sample size (n) = 280 Generation graduates who provided their ethnicity information

Female Participation

We have made significant improvements and innovations in our program design and recruitment strategy to facilitate and promote female participation in the program (lower rates of female participation in skills-training programs is a common feature in Pakistan). Recently, we developed our Freelancing Program with a focus on female learners' participation, enabling them to gain skills to work from home. This, in particular, caters to the social and cultural realities of the Pakistani woman and communities to create their buy-in, as highlighted by a 49% female enrolment rate in the respective program—the highest for any Generation program in Pakistan to date.

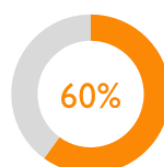
GENDER AND DEPENDENTS



Generation learners across all programs who identify as female



Generation learners in our Freelancing program who identify as female

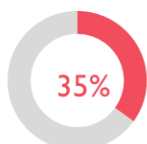


Generation learners with dependents

Economic Empowerment

We focus on the unemployed and underemployed to provide them with meaningful careers that result in sustained employment, income, and well-being leading to a ripple effect on their financial capacity to provide for themselves and their families. Among our learners, a large majority are unable to save money and a significant portion are dependent on financial assistance to make ends meet. The need for a sustainable source of income, therefore, becomes imperative.

FINANCIAL SITUATION PRIOR TO GENERATION

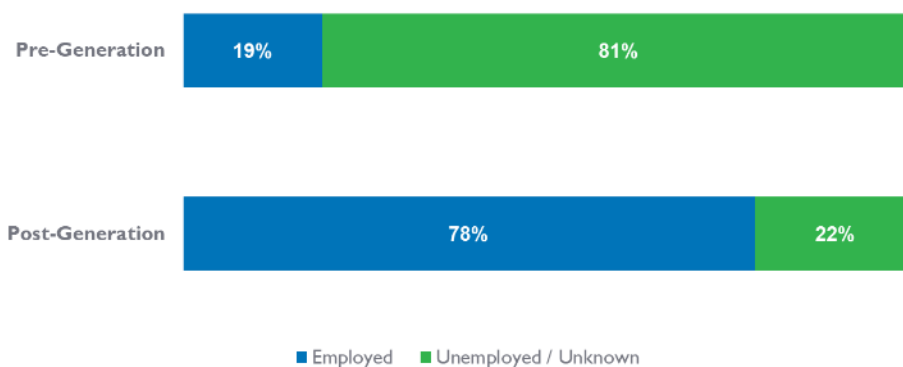


Receiving financial assistance



Unable to save money

After completing a Generation bootcamp, a majority of our earlier-unemployed graduates are placed in jobs within 180 days and experience an average income uplift of 2.9x. Females experience an income uplift greater than their male counterparts, reaching up to 3.3x of their pre-Generation income.

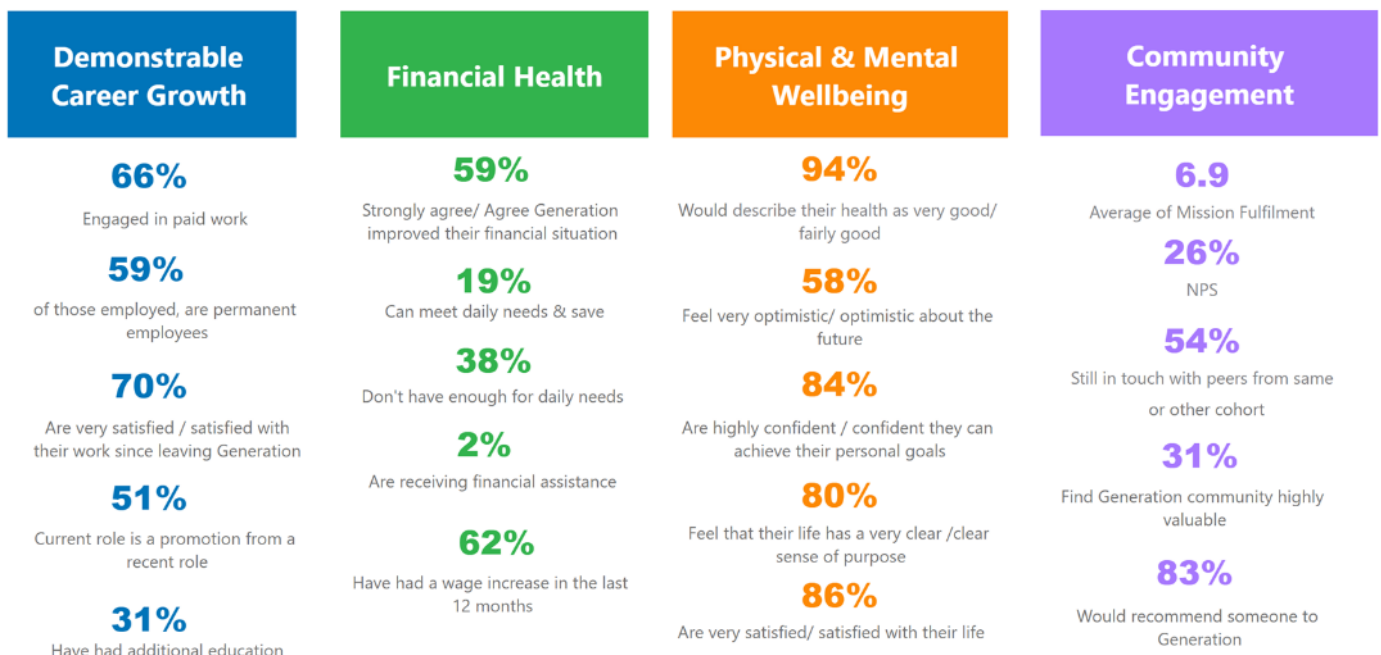


Sample size (n) = 487 Generation graduates from Pakistan

- **81%** of learners are unemployed when they join Generation
- Following Generation, **78%** of our graduates attain employment within six months of program completion

Long-term Alumni Impact

We measure the long-term impact of our programs on alumni who graduated at least 5 years ago across various indicators. In our latest Alumni Survey, 94% of our graduates (from cohorts launched in 2019) described having good mental health, more than two-thirds mentioned that the program improved their financial situation, and half reported receiving a promotion in their careers.



*Sample size (n) = 93 respondents who are Graduates from our programs in Pakistan from 2018-19

Our Partner Ecosystem

We are mindful that no single institution can solve the complex problem of youth unemployment. Generation is intentionally designed as a rigorous methodology and partnership along the employment value chain is essential to scaling our trajectory and impact. In Pakistan, FYEP has made extensive efforts to build an ecosystem of partners involving funders, training providers, government entities, and sector-specific employers to implement our programs and enable knowledge transfer.

Funding partners

Corporate donors and multilaterals bring varied funding philosophies and their own networks of additional partners to support the mission.



RODDENBERRY
FOUNDATION



unity



Microsoft



Pakistan Software Hub Association for IT & TICS

Employers and training partners

Generation provides employers with talent they would otherwise not have access to, while also actively combatting bias in the hiring system.

Training partners from within the industry facilitate better linkages and improved outcomes.

Tech



Healthcare



Customer Service & Sales



Government partners

We shape skilling systems and deploy public resources through our programs, advocating for outcomes-based financing.



Impact of our Programs

Microfinance Loan Officer Program

Our pilot program in Pakistan was the Microfinance Loan Officer program. This was launched in 2019 in partnership with the Punjab Skills Development Fund (PSDF). The program featured a 4-week-long bootcamp, implemented in collaboration with Rural Community Development Programs (RCDP), a leading microfinance institution, to prepare learners for a career in microfinance. The program launched in Lahore and Multan, with our mobilization footprint expanding to learners from 15+ cities across Punjab. We forged relationships with key employers in the sector including Khushhali Microfinance Bank and Telenor Microfinance Bank who hired our trainees. Due to the outbreak of COVID-19 and its impact on the Microfinance sector, specifically on entry-level hiring, the program was put on hold.



134 Individuals Graduated	93% Graduation Rate
50% Job attainment rate after 180 days of graduation	14% Learners joining the program were female
72% Placed graduates have remained on the job at the 1-year mark	1.65x Average increase in income after completing the program
91% Learners joining our program have dependents	70% Learners are aged between 18-24 years

Retail Sales Associate Program

In the same year (2019), we also launched our second program—the Retail Sales Associate program—again in partnership with the Punjab Skills Development Fund (PSDF). This program targeted the hiring needs for brands in the retail sector, which had experienced 40% annual growth between 2011-15 and employed 16% of the total labor force in Pakistan.

We developed a 4-week-long program and partnered with Star Farm, a concern of METRO Pakistan (one of Pakistan's largest wholesale and supermarket chains), for the training delivery. The program prepared learners as retail sales associates with an aim to enhance customer service and experience, drive sales, manage inventory, and ensure the store's upkeep. Key employer partners who hired graduates from the Program included leading local retail brands such as Sapphire, Kayseria, and Splash.

117 Individuals Graduated	79% Graduation Rate
72% Job attainment rate after 180 days of graduation	15% Learners joining the program were female
99% Learner only had high school education	1.45x Average increase in income after completing the program
100% Learners joining our program have dependents	81% Learners are aged between 18-24 years

Customer Experience Specialist (International Contact Centre Agent) Program

We re-launched operations with our Customer Experience Specialist program in 2021, in collaboration with IBEX, the country's largest provider of BPO services with annual hiring requirements north of 600-800 individuals.

We developed a 4-week-long program which prepared participants to receive, diagnose, troubleshoot and resolve customer issues while maintaining high-quality customer records and ensuring customer satisfaction. Through this program, we carried out our first mobilization efforts in Sindh with a focus on mobilizing learners in Karachi who had at least completed high school education—reaching around ~1900 applicants for our pilot cohort.

20 Individuals Graduated	100% Graduation Rate
62% Job attainment rate after 90 days of graduation	82% Job attainment rate after 180 days of graduation
75% Learners were unemployed before joining the Program	1.45x Average increase in income after completing the program
38% Learners joining our program have dependents	30% Learners joining the program were female

Junior Full Stack Developer Program

We developed our first tech program after an extensive period of research to determine high-demand job roles post-COVID-19 which predominantly included roles in software development. We launched the program in 2021 as a 14-week-long, 100% online program to prepare beneficiaries for roles as Junior Full Stack Developers in JavaScript. As Junior Full Stack Developers, graduates would go on to develop, test, and deploy front-end and back-end solutions, as part of tech-based start-ups and mid-to-large sized software development firms.

Mobilization efforts for the program were initially focused on Lahore, Punjab. However, seeing a significant interest for the program in Sindh, we expanded the scope of our program. Key employers who hired from the program included GenlTeam, Contour Software, and Mezino Technologies.

18 Individuals Graduated	67% Job attainment after 90 days of graduation
Learners joined from 11 different cities	100% Job attainment after 180 days of graduation
78% Learners were unemployed before the program	4.6x Average increase in income after completing the program

Caregiving Assistant Program

The Caregiving Assistant Program was a 6-week-long program, launched in 2021 in partnership with TAF Foundation in Karachi, to prepare participants to support patients (usually the elderly) with daily tasks such as hygiene, grooming, nutrition, physical movement, and other baseline requirements for continuous care, both in a domestic home setting as well as an organizational setting (including elderly-care facilities and hospitals). The Program comprises a 4-week classroom-based component and a 2-week on-the-job training component, conducted at two partner hospitals across Karachi.

We launched the pilot in Q4 2021 and developed key partnerships with welfare hospitals and nursing homes to provide on-the-job training for our learners including Indus Hospital, Al-Mustafa Trust Hospital and Nizari Nursing Home.

79 Individuals Graduated	95% Graduation Rate
71% Job attainment rate after 90 days of graduation	91% Job attainment rate after 180-days of graduation
68% Learners have only completed secondary education	2.7x Average increase in income after completing the program
44% Learners joining our program have dependents	50% Learners are aged between 18-24 years
57% Learners were unemployed before joining the Program	42% Learners joining the program were female

Junior Unity Game Developer Program

We launched our second tech program catering to the game development industry after successfully securing a grant from Unity Technologies (the world's leading 2D and 3D game development engine) in 2021.

We launched a 12-week-long, 100% online bootcamp to prepare participants to develop different game features and tasks, unit test the tasks, and coordinate with designers, artists and quality assurance teams for timely completion of deliverables. Furthermore, by building partnerships with 25+ leading gaming studios in Pakistan, we developed the country's first education-to-employment program for gaming studios to hire entry-level unity developers for their teams.



One key highlight of this program was Unity Technologies hiring two graduates as part of their own teams—a testament to the high-quality standard set by the program.

119 Individuals Graduated	78% Graduation Rate
87% Job attainment after 3 months of Graduation	98% Job attainment after 6 months of graduation
35% Learners were unemployed before joining the Program	4.9x Increase in income post bootcamp
15% Learners had Dependents	69% Learners between 18-24 years
56 Cities across Pakistan that learners joined from	21% Learners were ethnic minorities

Digital Marketing & Graphic Design Freelancing Program

Most recently, we developed and launched a first-of-its-kind Digital Marketing and Graphic Design Freelancing program to leverage Pakistani's rank as the third largest share in freelancers in the global freelance market. Our target population is learners who have completed a minimum of high school education and are unemployed or underemployed. Through this program, we also aim to bridge the gender-digital divide and increase female participation in the tech industry, as freelancing aligns with women's social and cultural reality in Pakistan—a large proportion of women are unable to join the workforce or leave their homes due to social and cultural barriers.



The program is bifurcated into two phases—a 10-week-long, 100% online training module followed by a 6-month-long apprenticeship period where graduates will work closely with assigned mentors (themselves active freelancers with relevant freelancing experience) to build their freelancing profiles and portfolios and start earning through successfully securing gigs with on major freelancing platforms and foreign clients.

83 Individuals Graduated	85.6% Graduation Rate
49% Learners in the program are females	49% Learners were unemployed before joining the program
40% Learners joining our program have dependents	47% Learners are aged between 18-24 years
26% Learners in the program aged above 30+	83% Learners have either insufficient funds or just enough for daily needs

The Next Five Years for FYEP

Over the next 5 years our aim is to train and place young people, women, and at-risk and minority segments to transform their lives while building the platform for the next horizon of scale and system change. Our main strategic pillars for the next 5-years comprise:

- 1 Capitalize on [changes in technology, demographics and globalization](#) across 3 sectors: ICT, Healthcare, and Customer Sales & Service
- 2 Provide opportunities for youth and adults towards [skills-training, mentorship, apprenticeship](#) and [placement](#) in rewarding and high-demand career pathways
- 3 Track well-being for [learners, employers, and society](#) and build out a [comprehensive training and support network](#) across Pakistan
- 4 Build a [coalitions of partners](#) including but not limited to [Global Tech Giants, Employers & Industry Associations, Accelerators, Youth-Based Organizations](#) and [International Donors & Public Institutions](#)
- 5 Deploy our proven methodology and global best-practices to include and empower disadvantaged groups like [women, religious / sectarian / ethnic minorities](#), and [refugees / displaced persons](#)

Alumni Stories



“Generation helped me prepare for the job, and they gave me the technical skills needed for it, the work ethic, the soft skills... Generation changed my life. I can think of myself as upper class now”.

- Abu Huraira, Junior Unity Developer Program Graduate

← [Click to read more](#)

“I struggled a lot to find a job, or to find an institute from where I could learn the things in which I was weak... [joining Generation] it fills my gaps in knowledge. Generation was the best thing I can say that happened to me. Now I will do work and support my family,”.

- Ayesha Alam, Junior Unity Developer Program Graduate

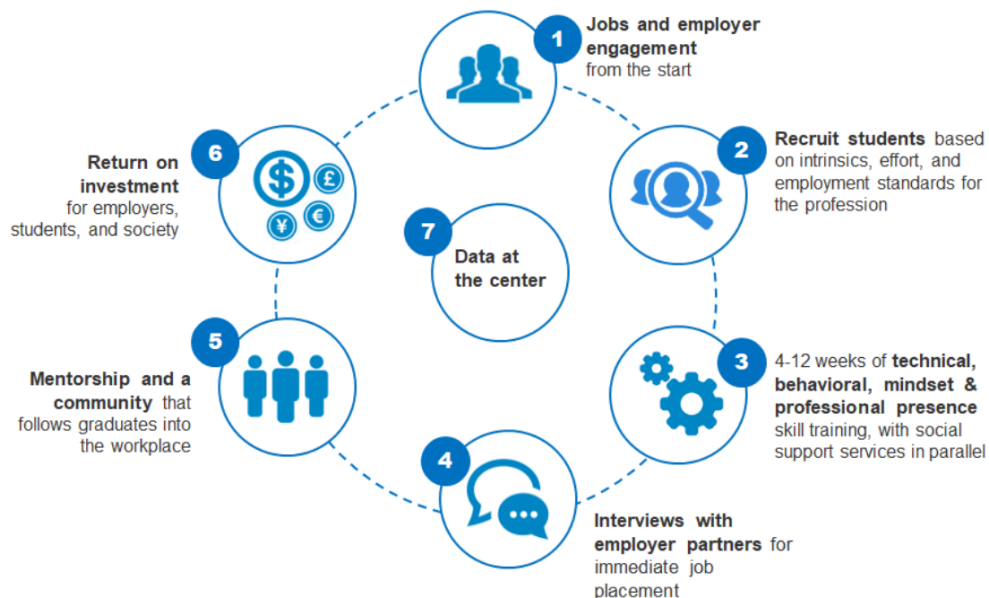
[Click to read more](#) →



Appendix

Generation 7-step Methodology for Impactful Employment Programs

Employment programs are often viewed as synonymous with training. In contrast, we have designed our methodology to overcome each obstacle in the employment value chain; and, as such, Generation's methodology has seven components, only one of which is training.



- Jobs and direct engagement with employers: We identify high-demand, middle-skill roles characterized by scarcity, churn, or productivity variation, and work with employers to pre-confirm job vacancies for graduates.
- Recruitment: Generation targets youth hardest hit by unemployment. We select learners based on literacy/numeracy level, intrinsics for each profession, and their personal commitment.
- Integrated 4- to 12-week work-readiness training: Boot camps are anchored in repeat and intensive practice of the most important activities (what we call 'breakdown moments') of each profession, integrating technical, behavioral, and mindset skills in every program module, every day. In parallel, to allow participants to focus on learning, we provide social support services, such as stipends, transportation assistance, and child care access.
- Interviews with employer partners: After we have prepared our learners in a specific profession, we connect them directly to employers who are ready to hire so that they can achieve job placement immediately.
- Mentorship and community: All learners receive mentorship during the boot camp, which continues during the first six months on the job. We develop a supportive social circle through learner and alumni networks and events, with the goal of increasing program and job retention.
- Return on investment: We track impact on participants (personal and financial well-being) and return for employers (retention, productivity, quality and performance on the job, speed to promotion).
- Data at the heart of our work: We gather data on our learner profile, performance in the bootcamp, and performance on the job to better tailor our approach and support graduate success.

Global Portfolio of Programs

Globally we offer trainings and placement in 35+ professions. Based on local priorities and market demand, we can choose to develop and contextualise programs from the global portfolio.



TECH

- Cloud support engineer
- Cyber security analyst
- Data analyst
- Data engineer
- Digital customer care
- Digital marketing analyst
- Front-end developer
- Game developer
- IT support specialist
- Java developer
- Junior full-stack developer
- Tech support specialist
- Mobile app developer
- .Net developer
- QA tester
- Robotic process automation tech
- Software developer
- Salesforce developer



HEALTHCARE

- Administrative medical assistant
- Disability support worker
- Nursing assistant



CUSTOMER SERVICE & SALES

- Call center agent
- Commercial salesperson
- Customer service supervisor
- Financial salesperson
- Food & beverage steward
- Hotel front-of-house staff
- Microfinance salesperson
- Retail banker
- Retail sales associate



SKILLED TRADES

- Machine operator
- Sewing machine operator



GREEN JOBS

- Solar PV installer
- Retrofit support assistant
- Bicycle repair technician



Interested? Drop us an email to get in touch:
generationpakistan@generation.org

For more details on Generation and our impact
globally and in Pakistan visit:
www.pakistan.generation.org

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