

Generation
GHANA

Ghana Impact Report 2025



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Foreword

In a rapidly shifting global economy, the power of purposeful collaboration and bold innovation has never been more critical. At Generation Ghana, we believe that while talent is universal, opportunity is not—and this report captures how, together with our partners, we are working to close that gap.

The urgency of our mission is clear: only 10% of graduates in Ghana secure employment within their first year. Many face up to a decade of joblessness. This is not just a statistic—it's a reflection of systemic barriers that delay dreams and deepen inequality. This report tells the story of how we are confronting these challenges head-on.

Through market-driven skills training, mentorship, and work-readiness support, we are shortening the path from education to employment. The results are tangible: young people launching careers they once thought were out of reach, women entering digital spaces where they've long been underrepresented, and communities gaining new tools for economic mobility.

Our partners have been instrumental in this journey. As Marine Houmeau, COO of Azubi Africa, shares: *"The GROW program is already making a visible impact—learners are engaged, mindset shifts are happening.... The combination of strong content, learner commitment, and structured support is setting a solid foundation for job-readiness."*

The impact of the program is not only experienced by our learners but by coalition partner organisations as well. As Femi Adewunmi, Programs Director at MEST Africa, notes:

"GROW has enabled us to train youth in essential digital skills, directly leading to employment opportunities and expanding our reach.... It's also strengthened our internal mentorship culture and broadened our tech ecosystem."

This is a story of adaptation and resilience. As challenges emerged—from evolving job market demands to infrastructure barriers—we remained focused yet flexible, rethinking systems and doubling down on what works.

We invite you to explore the pages that follow—not just as a reflection of what we've done, but as a call to action for what we can achieve together.

Vandyck Lomotey

Country Program Director

Generation Ghana



Project Overview & Objectives



In 2023, Generation launched Project GROW (Ghana Remote and Online Work) in partnership with the Mastercard Foundation to equip 2,000 young Ghanaians (70% women) for local and global GBS and gig jobs. Launched to address the dual challenge of youth unemployment and the rising global demand for digital freelance talent, the Ghana Remote Online Work (GROW) equips young Ghanaians with the technical skills, mindset, and support systems required to thrive in the global digital economy—without leaving their communities.

This innovative project prepares learners, particularly those facing barriers to employment, to access and sustain dignified and fulfilling work. We focus on providing practical, demand-driven training tailored to high-growth sectors within the digital economy. By combining intensive, job-focused training with mentorship, career readiness, and post-graduation support, GROW is helping to build a pipeline of competitive, globally aware, and future-ready digital professionals.

This has been achieved through a coalition of delivery partners, including MEST Africa, Blossom Academy, and Azubi Africa.

Key Highlights



- Equip youth with market-relevant digital and freelance skills through reskilling and upskilling;
- Enable pathways to sustainable, full-time or freelance employment;
- Promote income generation through remote and flexible work models;
- Foster long-term employability by building both technical and soft skills.
- Remove logistical barriers, such as device access and power supply, through device loan and ownership schemes, as well as partnerships with local hubs.

Key Stakeholders

Partner & Employer Testimonials



Delivery Partners



Employers



concentrix

Infrastructure Partners and Learner Hubs



Mobilization Partners





Impact

Generation Ghana has already demonstrated strong early results, transforming the livelihoods of its participants through skills training and job placement. Generation is not only increasing incomes but also improving confidence, digital fluency, and long-term career readiness, showing tangible outcomes for learners and employers.

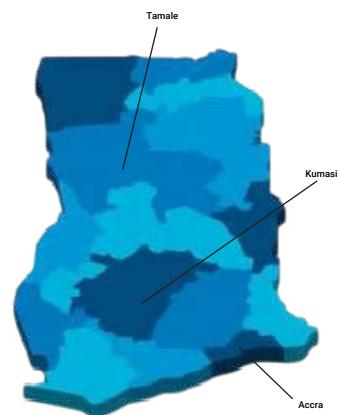


Key Highlights:

Breadth:

2000+

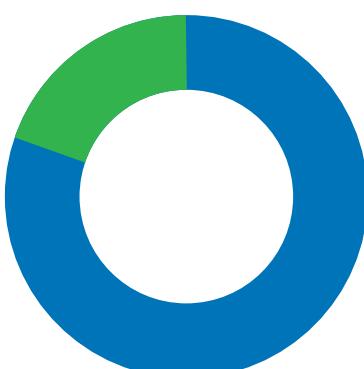
young Ghanaians enrolled (94% graduation rate) in digital skills training programs in Digital Customer Service, Digital Marketing, Data Analysis, Web Development and AWS Intensive Cloud Computing.



74%

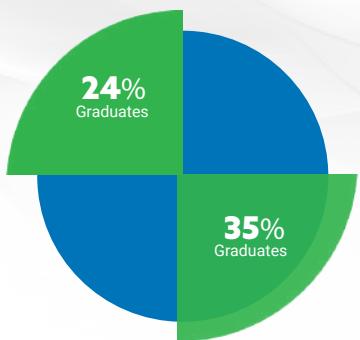
females have been trained to date across Accra, Kumasi and Tamale.

Depth:



84%

of program participants were unemployed before joining the program, with **92%** of graduates gaining employment within 6 months post-graduation across **400+** employers.



Graduates are 24 percentage points more likely to find jobs and 35 percentage point more likely to earn living wages than eligible non-participants.

We have also achieved comparable placement and income metrics across male and female participants.

64%

of graduates earn above our living wage benchmark (GHC 1,850), with income increasing 3.4x post-program.

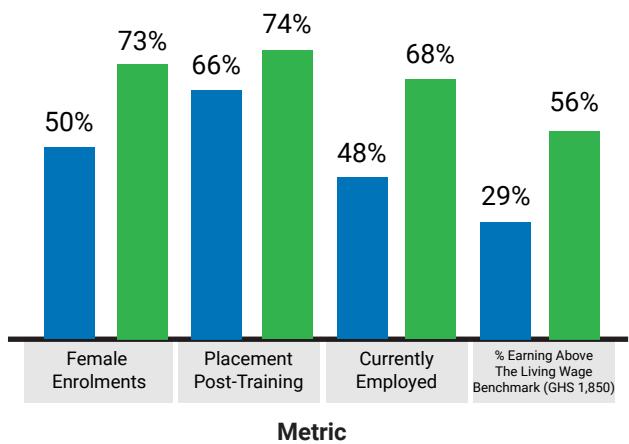


Household income rises 2.5x, creating a transformational family impact as **38%** have dependents. Overall, our graduates are projected to earn ~\$4M cumulatively by the end of 2026.

Durability :

Local Capacity-Building - Partners achieved strong improvements in placement, living wage attainment, and female enrollment:

- Average Partner Outcome Pre-GROW
- Current Average Partner Outcome





7 Key Learnings



Through continuous iteration and evaluation, Generation Ghana has identified critical success factors and areas for improvement. These learnings are shaping the evolution of the program toward greater scale, sustainability, and lasting impact. Insights range from remote delivery enhancements to partner engagement and post-program support.

Key Highlights

- **Shared Purpose and Partner Enablement Accelerate Impact**

Early alignment on mission, values, and metrics with coalition partners — paired with differentiated onboarding and ongoing support — built trust, ensured quality delivery (even for partners new to digital models), and enabled scale. Partnerships with infrastructure providers, such as the Ghana Library Authority, further expanded reach and accessibility.

- **Agility and Market Responsiveness Drive Relevance**

Close employer relationships and regular joint planning kept curriculum aligned to evolving market needs, while rapid adjustments to program design maintained relevance. Remote, on-demand screening and early instructor onboarding strengthened readiness to deliver in fast-changing environments.

- **Employer and Gig Market Connections Unlock Opportunity**

Warm introductions to local and international employers, alongside hybrid mentorship and super-agent models for gig sourcing, provided graduates — especially marginalised groups—with direct, dignified work pathways. This combination increased freelance readiness, confidence, and income post-program.

- **Holistic Learner Support Sustains Strong Outcomes**

Proactive learner engagement before cohort start, targeted coaching during delivery, and extended post-graduation freelance support reduced dropouts, improved gig-readiness, and strengthened job retention — particularly for women and underserved populations.

- **Quality at Scale Comes from Strong Systems and Ownership**

Weekly cross-functional coordination, standardized delivery processes, and robust data systems maintained consistent quality even as programs expanded. Assigning learner leadership roles fostered accountability, collaboration, and completion rates, resulting in a 94% graduation rate.

- **Inclusion Requires Multi-Channel, Community-Based Mobilization**

Female-centered messaging boosted female enrollment to 74%, while offline partnerships and community-based outreach brought in digitally excluded populations. Combining these strategies allowed us to mobilize 4,000–5,000 applicants per cohort across multiple recruitment channels.

- **Sustainability Emerges from Ecosystem Alignment**

By aligning incentives through pay-for-performance models, optimizing costs via blended delivery and AI-enhanced efficiencies, and addressing tech access through income-tied financing and learning hubs, we are building an ecosystem that can sustain and scale impact well beyond project funding.



Generation Ghana's Approach



Generation Ghana successfully adapted **Generation's proven 7-step methodology** to the GROW program, ensuring every stage of training and placement was informed by the needs of employers and the realities of the digital economy.

Employer-Driven Curriculum Design

We employed rigorous backwards design methodology, beginning with extensive employer engagement and market research. Through co-created Employer Packs and structured scoping meetings with hiring partners, we identified critical technical and soft-skill requirements. This employer-first approach ensured our curriculum, screening processes, and practical laboratories directly reflected real-world remote hiring expectations and workplace demands.

Inclusive Mobilization and Recruitment

Our recruitment strategy achieved significant scale while maintaining 4,000-5,000 applicants per cohort and 74% average female enrollment. Key elements included:

- Targeting young adults (18–35) from diverse socio-economic backgrounds, often unemployed or underemployed and facing systemic barriers to employment
- A female-centred brand identity
- Streamlined one-sitting remote application process,
- Proactive pre-enrollment support chats.

Holistic Screening & Selection

We assessed not just technical aptitude but also **remote readiness and intrinsic qualities**—including self-regulation, proactive written updates, and resilience in low-bandwidth environments.

Key innovations included:

- “Fire in the belly” tests and creativity checks
- Embedding risk assessment early to tailor individualized support.
- Designing selection criteria to deliver equitable outcomes across demographics

Integrated Technical, Behavioural, and Mindset Skills Training

Training combined technical stacks (Cloud Computing, Data Analysis, Digital Customer Success, Digital Marketing) with structured Behavioural Skills & Mindsets coupled with AI essentials. Additionally, intensive instructor onboarding, Communities of Practice, learner leadership roles (e.g., course reps, pods, accountability buddies), and weekly cross-functional problem-solving sessions ensure learners are supported to navigate fast-paced content without extending program duration..

Dual-Pathway Placement Strategy

Our placement model prepared learners for both formal employment and freelance work:

- Staged work preference surveys and a Work Track Panel to match pathways.
- Enhanced “Super-Agent” roles for both mentoring and gig acquisition.
- Extended freelance support post-graduation, including pricing strategies and recurring revenue coaching.
- Continuous opportunity sourcing and warm introductions ensure participants have their documents before the right people, making hiring decisions
- Systematic Transition Tracker processes ensured smooth handoffs between program phases, while continued instructor involvement supported ongoing portfolio development.

Comprehensive In-Program and Post-Placement Learner Support

Our mentorship strategy featured dual mentorship models addressing both career development and social-emotional support needs. We scaled volunteer mentor capacity, expanded regional connectivity hubs, and improved devices and stipend distribution processes. These efforts were supported by continuous data collection and differentiated support initiatives.

Adaptive Program Design & Continuous Improvement

At the heart of our approach is a commitment to continuous data collection, agile ways of working, and iterative refinement. These principles have guided every stage of the program—from design to delivery and post-placement support. By embedding real-time feedback loops and engaging a broad spectrum of stakeholders, we've ensured that the program remains responsive, inclusive, and aligned with the evolving needs of Ghana's remote work ecosystem.



Graduate Testimonials



At the heart of Generation Ghana's impact are the stories of our graduates: people who have turned ambition into achievement with the right skills, support, and opportunity. Their journeys reflect Generation's ability to unlock potential, boost confidence, create lasting change and foster economic mobility for underrepresented communities.



"It's one thing to teach someone a course, it's another thing getting them practically ready for the job market."

- **Evelyn**, Digital Customer Support Graduate

"Generation helped me unlock a potential I didn't even know I had. I am more confident, skilled, and ready to take on any challenge that comes my way."

- **Duke**, Web Development Graduate



Graduate Testimonials



"To my fellow women, I would like to say that Generation is here for you, so you should also take advantage of this amazing opportunity and benefit from one of Generation's programs."

- **Yvonne**, Digital Customer Service Graduate



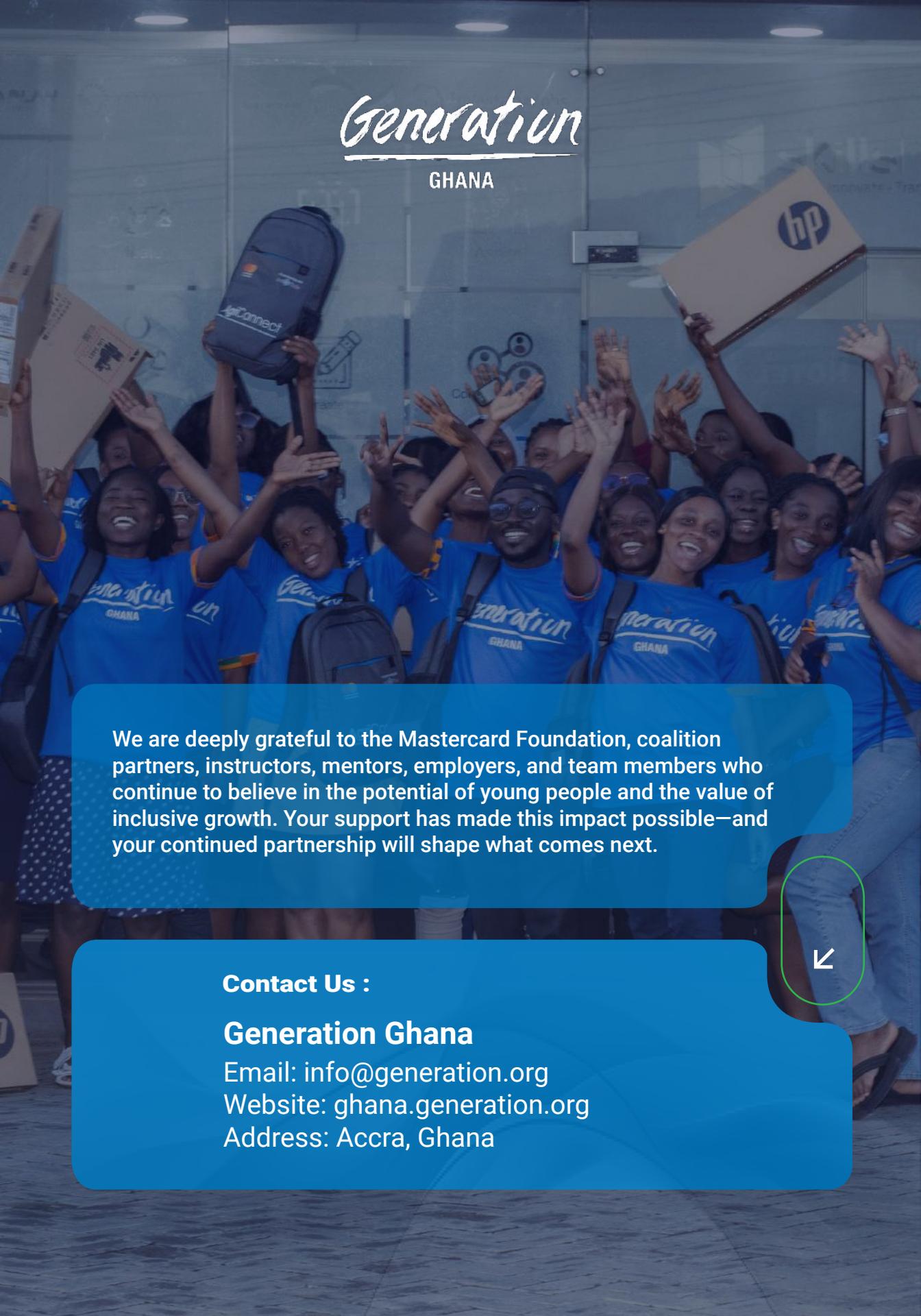
"Generation has been like a mentor – or should I say, a mom – in my life. It changed everything!" -

Yvette, Digital Customer Service Graduate



Generation

GHANA



We are deeply grateful to the Mastercard Foundation, coalition partners, instructors, mentors, employers, and team members who continue to believe in the potential of young people and the value of inclusive growth. Your support has made this impact possible—and your continued partnership will shape what comes next.

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