Quality work experience

Factsheet

It is essential to not only meet quantitative targets of youth employment, but to ensure every YES experience creates lasting change.

The quality of work experience provided by YES is key to the impact this unique collaboration between business, government and labour will have on the South African economy.

Youth employment is an indicator of future economic growth, and current economic stability. To drive sustainable growth at scale, the support given to 18 to 35 year-old unemployed youth in South Africa needs to be of the highest possible quality, regardless of where youth are based, or what industry they work in.

YES also has a responsibility to ensure that the efforts of government and labour, and the investments of industry, make a difference.

Government has extended the Employment Tax Incentive, and created mechanisms to level up B-BBEE for firms who meet YES targets by investing in youth work experiences. These benefits encourage firms to scale their work experience offering.

The quality work experience measure is therefore essential in order to ensure that YES has the sustainable impact on South Africa's economy – and for thousands of its youth – that it was designed to have.

How do we ensure quality?

Quality profiling — **Making the best possible placements**

YES works closely with Washington-based think tank Skills4YouthEmployment (S4Y) to accurately profile youth so as to find the best placement for each person. S4Y's extensive research identifies the link between a candidate's job profile and job description as key to a quality experience.

YES, S4Y and the Dell Foundation collaborate on profiling youth, in particular those who do not have the accreditation or formal certification that would otherwise provide profile insights.

Quality content — **Evidence-based and tailored**

YES provides every youth, regardless of location or education, with high quality, behaviour-orientated, curated content. This content is delivered digitally through a mobile phone, and has been tailored for South African youth in collaboration with global best-practice institutions such as the World Bank.

Digital literacy — **Skills for a digital economy**

The mobile phone, provided at a specially negotiated cost not available outside of YES, also incrementally builds digital literacy, supporting youth as they enter the digital economy.

All YES youth, regardless of where they are placed, will participate in digital work-readiness programmes through the YES App.

At the low cost of approximately R1,000, YES transforms the life of a young person by linking them to the information superhighway. Evidence shows a strong relationship between smartphone penetration and GDP growth per capita, and that linking people to the internet provides the biggest shifter of economic advancement. [1 and 2]

Financial literacy — **Training future investors**

The YES App incorporates behavioural interventions that help YES youth earning an income for the first time to manage income, as well as credit.

YES youth therefore exit their work experience with better financial literacy, decreasing financial risk to them and their families, and creating potential future investors in South Africa's economy.

Soft skills — **Intangible benefits**

Youth are continuously equipped with the soft skills required to integrate into new workplaces. Hubs and locally identified community organisations play a role in face-to-face support wherever possible. YES is also investigating AI chatbots to assist in this. Global examples have shown promise.

Quality mentorship — **Supporting employers**

YES is working with experts to develop a digital app-based employer toolkit to guide employers and SMMEs to better manage youth, ensuring that all parties have a better experience.

Tangible outputs — **Breaking the work-experience cycle**

YES youth are provided with a reference letter and standard CV, which is currently being integrated into LinkedIn as a credible market reference. The risk that youth will return to unemployment is thereby significantly reduced. Research shows youth with quality reference letters and CVs are three times more likely to be offered gainful employment. Through continuous tracking, YES builds a portfolio for each youth, detailing their progress and lessons.

Feedback loops — **Quality monitoring and external support**

YES provides multiple, easily accessible channels for youth to raise concerns about their placement and to seek support, guidance or help. Through the YES phone, rigorous monitoring, measurement, evaluation and reporting across youth, employers and the programme help YES learn what is working, and rapidly iterate while the programme scales.

This data not only allows a high quality experience for both youth and employers, but also strengthens the quality of YES work experiences for future participants.

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1. 60% of South Africa's adult population owns a smartphone. Stats SA, Nov 2017
2. Deloitte, CISCO and GSMA: What is the impact of mobile telephony on economic growth? (2012) "Waverman et. al (2005) concluded that 10 more mobile phones per 100 people would increase GDP per capita growth by up to 0.6 percentage points. Studies focussing on developing countries found this impact to be larger, between 0.8 and 1.2 percentage points." https://www.gsma.com/publicpolicy/wp-content/uploads/2012/11/gsma-deloitte-impact-mobile-telephony-economic-growth.pdf

Yes is a one-year **work experience** designed to:

- Drive the **employability** of youth
- Ensure **soft skills** and **work readiness**
- Build a **learning** mindset
- Ensure a **real work experience** takes place
- Offer youth an **opportunity** to showcase their abilities
- **De-risk** with some valuable work experience
- Create an **exit strategy** that helps youth with future employability, including a quality CV, a credible reference letter, and access to a digital network of employers and opportunities

What is a '**quality**' work experience?

In order to create work experiences for as many youth as possible, diverse and innovative solutions will be built into the YES model. This includes a variety of work, industries, and geographic locations.

Quality is therefore not defined by the location or perceived status of YES work experiences, but by the value provided to each and every youth.

What are we measuring?

Value to **YES** employers:

Are participating YES companies providing the best experience?

- Do they meet compliance requirements?
  - Baseline data is taken
  - YES Target is registered
- Have youth been provided with clear contracts?
- Are youth being supported throughout the year?
- Are companies clearly contracted into the programme with set terms and conditions?

Are participating YES companies having the best experience?

- Receive baseline certificates and registration compliance for verification (not done by YES)

Growing the employability of **YES** youth:

During work experience:

- Are they well managed?
- Do they have safe pathways to log unfair labour practice, and interventions to assist?
- Have basic conditions of employment been maintained?
- Are all youth having consistent experiences?
- Are youth learning over the period of the work experience?
  - The personal development trajectory of each youth is evaluated
  - The learning and mindset shift of youth over the course of the 12-month experience is evaluated

After work experience:

- Have they completed the 24 work readiness modules and assessments?
- The YES exit pack was provided, including a standardised CV and reference letter built from the portfolio of evidence from the youth assessments, surveys and supervisor surveys and responses.

How do we demonstrate our impact?

Value to **YES** employers:

Quality Work Experience:	YES Stakeholders	YES Evidence
Youth benefit from YES with a full year of quality work experience Pathways to economic wellness and inclusion are being created for youth through the YES initiative with positive community spillovers and sustainable work experiences	Dept. of Labour Dept. of Trade and Industry Presidency and Dept. of Higher Education Business	Quality and quantity are measured
A clear exit strategy is in place in the one-year employment contract	Dept. of Labour	**Youth exit into their first year after YES with:** · A credible, validated letter of reference · A portfolio of evidence gathered throughout the work experience year
Youth are not taken advantage of for the benefit of the incentives B-BBEE benefits are not abused or gamed to allow firms to benefit if youth impact is not achieved	Dept. of Labour Dept. of Trade and Industry	The YES registration platform and data collected here. The awarding of a YES certificate for completed data.
Youth have avenues to communicate learning and experience with YES and implementation partners other than their immediate employers	Dept. of Labour	The YES youth hotline YES weekly surveys The development of an app chatline Zero-rated data on the YES app
Youth receive consistent management, support and benefits regardless of their geographic location or industry	Dept. of Labour	The YES application training modules and assessments via digital delivery on the YES smartphone. The YES implementation partner model
YES must create new work opportunities and must be additive	Dept. of Trade and Industry. Presidency and Dept. of Higher Education	The YES Gazette and Practice Note rules
YES is working in the way it was intended, and that evidence is presented quarterly to monitor this progress	Dept. of Trade and Industry	Agile and scaled reporting through the monitoring and evaluation system allows for rapid interventions and iteration to ensure new, sustainable and quality jobs are being created
SANAS, verification agencies, B-BBEE consulting agencies and YES are clearly aligned on YES objectives and compliance criteria	Dept. of Trade and Industry	YES, SANAS and the dti will have a SANAS endorsed pack and YES will do a national road show with SANAS
That South Africa's youth currently excluded from the economy, and those without certification, are extended opportunities to become economically active through these work experiences.	Presidency and Dept. of Higher Education	Ongoing innovation on youth profiling and community based work experiences are key focus areas for YES

Now is the
time for all
of us to say
“Thuma Mina”

YES 4 YOUTH CO.ZA

Registration No: 2017/267641/08 | NPC: 217-849
PBO: 930061969 | Corporate Hotline: 087 330 0084

www.yes4youth.co.za