harambee
YOUTH EMPLOYMENT ACCELERATOR

Accelerating inclusive youth employment in South Africa
Global Youth Unemployment

Unemployment

Source: IMF Country Report No. 14/338
**SOUTH AFRICA’S CHALLENGES ARE STRUCTURAL:**
*Education system and labour market require systemic change solutions*

<table>
<thead>
<tr>
<th>Factor</th>
<th>Ranking</th>
</tr>
</thead>
<tbody>
<tr>
<td>Burden of govt regulation</td>
<td>123</td>
</tr>
<tr>
<td>Business costs of crime &amp; violence</td>
<td>134</td>
</tr>
<tr>
<td>Favouritism in decisions of government officials</td>
<td>110</td>
</tr>
<tr>
<td>Quality of primary education</td>
<td>132</td>
</tr>
<tr>
<td>Quality of the higher education system</td>
<td>140</td>
</tr>
<tr>
<td>Quality of maths and science education</td>
<td>143</td>
</tr>
<tr>
<td>Co-operation in labour-employment relations</td>
<td>144</td>
</tr>
<tr>
<td>Flexibility of wage determination</td>
<td>140</td>
</tr>
<tr>
<td>Hiring and firing practices</td>
<td>143</td>
</tr>
<tr>
<td>Pay and productivity</td>
<td>134</td>
</tr>
</tbody>
</table>

*Source: World Economic Forum*
We see that there are **VACANT JOBS**
YET, HALF OF YOUNG SOUTH AFRICANS are unemployed
Market demands:
✓ Prior formal work experience to predict performance and likelihood of success
✓ Appropriate skills and competence
✓ Work-readiness “signals” required to mitigate hiring risk

Young people struggle with:
✗ Educational qualifications that don’t reflect their potential
✗ Gaps in their competence and work-readiness
✗ No networks into the economy
✗ No income to search efficiently
✗ No information on options

What is the Demand-Supply Mismatch?
Solving the Supply & Demand MISMATCH
HARAMBEE SYSTEMS-LEVEL ASSETS AND CAPABILITIES

Global recognition in the sector

Strong research partnerships

Solutions at labour-market level

Largest data set on youth in South Africa

Strategic support of key business and government initiatives

Tested public-private partnership model
Network of 400 Employers
UNDER R6 000
Household income per month

RANKED 7TH
FAVOURITE BRAND
With South Africa’s lower-income earners

1. Nike
2. Shoprite
3. Mr Price
4. Pick ‘n Pay
5. Coca-Cola
6. ABSA
7. Omo
8. Harambee
9. KFC
10. Converse
10. Edgars
10. Avon
10. MTN
10. SAB

“They are committed”

“They help to make a difference to the youth”

Source: Yellowwood Mobile Survey March 2014
Where household employment exists, >80% is low-paid or vulnerable employment

- 73% live off social grants
- Additional 17% live in households without any formal or grant income
- 16% live in informal dwellings, shacks
- Majority live in households of between 5-11 people*
- Average income earner supports > 4.6 other people
- >40% have children of their own*
- > 25% have studied beyond matric

Source: Baseline survey, Harambee Knowledge & Learning Team
NUMERACY IS A LONG TERM CHALLENGE

GRADE 3
45%

GRADE 6
57%

GRADE 9
97% of Grade 9 score less than 40%

Sources: SA: Dept of Basic Education Maths Annual National Assessments 2014
Employers who screen candidates out on numeracy miss >70% of the available and high-potential talent.

### Comparison of learning potential and numeracy scores

<table>
<thead>
<tr>
<th>Numeracy score</th>
<th>Learning potential score</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>1</td>
</tr>
<tr>
<td>1</td>
<td>5</td>
</tr>
<tr>
<td>2</td>
<td>18</td>
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<td>3</td>
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<td>8</td>
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<tr>
<td>9</td>
<td>2</td>
</tr>
<tr>
<td>10</td>
<td>3</td>
</tr>
</tbody>
</table>

78% have “low” numeracy scores

95% have the required learning potential for most entry level jobs

The correlation between learning potential and numeracy scores is weak, at 28%

Sample size: 28733
Source: Harambee Knowledge and Learning Team, June 2015
Industrial Pilot: ‘BOOTCAMP’ improved results from 8% to 77% in 6 weeks

Digital Skills: DATA ANALYTICS solutions to grow the pool

SME GROWTH OPPORTUNITIES: SALES AND SERVICE

New Geography Solutions: From Orange Farm to Cruise Liners

Micro-enterprise UBER DRIVERS generate income

Artisan Apprenticeships: New Proxies for Math to increase inclusion of talent
Harambee outperforms experienced hires on key metrics and are within range of achieving the targets of others.

<table>
<thead>
<tr>
<th>KPI GROUP</th>
<th>METRIC</th>
<th>TARGET</th>
<th>HARAMBEE AVERAGE 2015</th>
<th>EXPERIENCED HIRES AVERAGE 2015</th>
</tr>
</thead>
<tbody>
<tr>
<td>Efficiency</td>
<td>Adherence to schedule</td>
<td>92% or higher</td>
<td>91%</td>
<td>90%</td>
</tr>
<tr>
<td></td>
<td>Absenteeism</td>
<td>4% or lower</td>
<td>2.9%</td>
<td>5.3%</td>
</tr>
<tr>
<td>QA</td>
<td>Customer Experience</td>
<td>80% or higher</td>
<td>92%</td>
<td>91%</td>
</tr>
<tr>
<td></td>
<td>Compliance Errors</td>
<td>0.2% or lower (by team)</td>
<td>0.1%</td>
<td>0.3%</td>
</tr>
<tr>
<td></td>
<td>Operational/ risk Errors</td>
<td>0.5% or lower (by team)</td>
<td>1.2%</td>
<td>0.9%</td>
</tr>
<tr>
<td></td>
<td>Process Errors</td>
<td>2% or lower (by team)</td>
<td>1.9%</td>
<td>1.3%</td>
</tr>
</tbody>
</table>

Source: Data provided by employer, analysed by Harambee Knowledge & Learning Team. 6 months of data (June-December 2015)
Meet Peace: Employment gave Peace the opportunity to support her family and provide for her son

Peace is currently at Standard Bank. Peace dropped out of university where she was pursuing a degree in Theology, so that she could support her son. Peace spent a year searching for a job, but was unsuccessful at finding employment. She joined Harambee and completed her corporate bridge before being placed at Standard Bank in the general banking call centre. She hopes to stay at Standard Bank and move to Private Banking. She currently supports her son, mother and sister financially and has enrolled her son in day-care which has immensely assisted his development. Now that she is working, she aims to enroll part time in order to complete her studies and her masters.

Before Employment
- Dropped out of school
- Unemployed and job searching
- Financially dependent on family
- Taking care of her son

"I was registered on every job website and still nothing"

After Employment
- Full time employed with future career prospects
- Financially supports son, mother and sister
- Son enrolled at day-care
- Aims to complete BTech degree and masters

"I have to push, whether I like it or not. I can't make excuses because of my background"
Harambee's intervention is estimated to provide Peace with a lifetime benefit of ZAR ~R1.1m.
Knowledge Partnerships for research and impact

A collaboration between leading companies to build more inclusive global supply chains. Harambee a founding non-voting member.

Global non-partisan organization committed to producing an evidence base and empirical research on critical knowledge gaps in the global employment landscape.

Visiting fellowship supporting Harambee’s knowledge agenda, labour market change agent role, and matching rules engine.

RCT investigating the impact of signaling for 8,000 participants.

A multi-stakeholder partnership created to catalyze employment and productive work for 150 million youth by 2030.

RCT investigating LinkedIn’s network potential for ~1,500 participants.

Longitudinal and comparative study aims to contribute to evidence-based employment interventions addressing long term chronic unemployment.

Connects stakeholders in workforce development to identify and pursue solutions to a worldwide shortage of job opportunities for young people.
PATHWAY TO OPPORTUNITIES

1. CREATE YOUR PROFILE
2. GROW YOUR PROFILE
3. FIND YOUR MATCH
4. WIN AN INTERVIEW
5. INDUCT YOURSELF TO WORK

MULITPLE CHANNELS TO ENGAGE

- Mobi-Site (Free to use)
- Face-to-Face
- Text Messages
- Contact Centre (Calls, Voice Notes)

The journey to a job is clear. Harambee helps me navigate but I have to drive myself.
CONNECTING SA’s LARGEST NETWORK OF ACTIVE & ENGAGED JOB SEEKERS TO SA’s LARGEST NETWORK OF PREMIER EMPLOYERS OF ENTRY LEVEL WORK
Partnerships are a key enabler.
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