

# **RAPID ASSESSMENT ON JOBS CREATED AND SUSTAINED PROGRAMMES.**

Final Report



**nyda**

NATIONAL YOUTH DEVELOPMENT AGENCY  
**OUR YOUTH. OUR FUTURE.**

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EBUS-TECH CONSULTING (PTY) LTD

88 Marshall Street, 5<sup>th</sup> Floor Samancor House, Marshalltown Johannesburg 2001.

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## Abstract

### Theoretical Framework for Employment Generation

Every society has a host of human needs that are not being fully met, needs for greater physical comfort, health, education, environmental safety, enjoyment, luxury, curiosity, travel, etc. **These unmet needs represent a huge untapped potential for employment generation.**

A study by the International Commission on Peace and Food showed that a strategy designed to improve nutritional levels in India by increasing the productivity and incomes of farming families could generate downstream multiplier effect capable of creating 100 million new jobs within a ten year period.

**Every society also has a vast reservoir of unutilized and underutilized resources in terms of knowledge, skill, technology, information, organization, management expertise, money and values that can be harnessed to meet those needs.**

For example, Indian citizens currently hold private savings of more than \$200 billion in the form of gold which could be invested in productive activities that generate employment. The Government has recently introduced a banking scheme that permits payment of interest by banks on deposit of gold jewelry and use of the deposit as a part of the bank's reserve for the purposes of determining how much money it can lend. This effectively converts the gold into money.

Land and water productivity are very low in many developing countries. Cotton grown under irrigated conditions in India on average consumes 30 times as much water and five times as much land per unit of cotton produced than is required by leading cotton growers in California using the latest technology for crop management.

There is no inherent limit to the capacity of society to increase its knowledge, skill, technology, information, organization, management expertise or values, therefore there is no inherent limit to its capacity for development and employment generation.

Given the fact that employment is the primary means provided by society for individuals to achieve and maintain economic security under current economic systems, societies are necessarily obligated to ensure that the system provides opportunities for every citizen to obtain gainful employment. Every nation has an obligation to guarantee access to gainful employment to all its citizens. **Employment should be made a constitutional right.**

This does not mean that government should or could employ every job seeker, any more than it means the government should itself grow all the food needed to ensure food security for its population. Rather it means government has an obligation to formulate and modify its policies to make the system meet this objective.

The number of jobs and the level of employment in any society is a function of the extent to which the political-social-economic system is able to harness the available resources to meet human needs. The level of employment generated is not fixed according to any universal laws of economics. It depends on the implicit values and explicit policies on which the system is based. Changing those values and policies changes the availability of employment. There is ample scope for increasing employment opportunities in every country through a judicious application of policies. Interest rates, tax rates, zoning laws, environmental regulations, limits on the number of licensed physicians or taxicabs, import and export restrictions, limits on business hours are just a few of the ways in which policies influence the number of jobs created.

A tax system that provides incentives for capital investment in the form of depreciation allowances while discouraging employment through the levying of payroll tax is an example of an explicit policy that creates an inbuilt bias toward investment in technology rather than labor.

The initiative of Netherlands to ensure part-time employees the same worker rights as full-time employees enabled large numbers of people who preferred part-time work to reduce their working hours and thereby created a proportionate number of new jobs.

The conception that technological advancement inevitably destroys more jobs than it creates is not supported by the facts. There is no direct relationship between technological development and unemployment. Therefore, it is not true that rising levels of unemployment will be an inevitable aspect of the future society. In spite of the unprecedented adoption of new technologies during this century, the USA, which is one of the most technologically advanced nations in the world, has quadrupled the number of people employed since 1900 and has a higher percentage of its population employed today than at any time in the past 100 years. It is true that introduction of new technologies can eliminate jobs in specific fields of activity. It is also true that it can create many more jobs in other fields related to scientific and industrial research, education, equipment manufacture and repair. The higher paid jobs generated by technological development also increase purchasing power and demand for goods and services generating a multiplier effect that creates jobs in unrelated sectors of the economy. In many fields, a shortage of labor is a driving force for technological advancement rather than vice versa.

There is a shortage of labor for agriculture not only in industrialized nations, which immigrant labor is essential, but even in the more developed regions of countries such as India (e.g. Punjab, Pune, Coimbatore) According to current estimates there are more than 200,000 unfilled jobs for computer software professionals in the USA today alone.

The tooling and machining industry in USA, which employs highly skilled, high paid (average \$40,000 or more) workers, has been suffering from an increasing shortage of job applicants for the past decade or more, despite concerted efforts by the industry to promote careers in this sector.

Current problems of youth unemployment in Europe and many developing countries are a result of a complex mix of factors which can respond to effective policy initiatives.

The impact of labor market rigidity on unemployment levels in France and Germany has been well documented. Recently France has reported progress in loosening up labor markets.

The population explosion that has peaked in most countries has created a larger wave of new entrants to the labor force that will gradually decline in the coming years.

The sudden influx of large numbers of women into the labor force is a onetime increase which has raised unemployment levels in some countries at the same time that overall employment rates have been rising.

## ***Executive Summary***

The purpose of the rapid assessment of the Jobs created and sustained Programme was to provide answers to various questions related to the policies, procedures and processes established for implementing the Jobs created and sustained programme and if it is still applicable and to identify areas that needs to be improved.

The study set out to:

- ❖ Develop a theoretical framework for the Jobs created and sustained Programme.
- ❖ Determine if the Jobs created and sustained Programme is meeting its objectives.
- ❖ To identify gaps that are inhibiting the programme to succeed.
- ❖ To outline the possible solutions and recommendations for improving performance of the Jobs created and sustained Programme.
- ❖ To highlight successes and record them as benchmarks for other young people that will be supported in the future.

Five research processes were used to obtain the information to be able to answer the research questions and recommend improvements.

- ❖ Inception and Briefing meeting with the NYDA Senior manager and Subordinate in the Monitoring and Evaluation Department.
- ❖ A clarification meeting with the NYDA Executive Director (ED) and Chief Operating Officer (COO)
- ❖ A review of the NYDA available literature on the Jobs created and sustained Programme and Other Literature on Jobs created and sustained.
- ❖ A branch visit to interview the product owner involved in the programme process.
- ❖ A questionnaire to obtain quantitative information from the Beneficiaries

The research population included in this study was the 45 beneficiaries of the NYDA Jobs created and sustained Programme since inception located nationally.

It was agreed that there will be forty-five (45) telephonic interviews and two face-to-face interviews. A total of eighty-four (84) telephone calls were made before the forty-five interviews could be realized.

The conclusions and recommendations are provided according to assessment of the Jobs created and sustained process. The motivation being that it will indicate specifically what are efficient and what is not and what ought to be done to optimise the system.

From the literature, it is evident that there is indeed little consensus on the construct of Jobs Created and Sustained, but that its importance cannot be overstated.

It was a bit difficult to quantify the findings relating to NYDA implementation of the youth Jobs created and sustained programme as the programme itself was reliant on the entrepreneurship programme, what was not clear though was how many of those beneficiaries who gained employment through the entrepreneurship programme still retained their employment for the simply reasons that a failed entrepreneurial venture, result in a lost Job and a failing entrepreneurial venture with more than one employee could face same problems. At the completion of the assessment we then resolve that the finding on the entrepreneurship development and support programme was directly related to the Jobs created and sustained Programme and therefore make the following findings. (1). **NYDA Data Repository:** The branch data was inconsistent and difficult to

retrieve (case in point Western Cape most beneficiary Phone number were not working). (2). **Programme Funding:** Branch offices are under-resourced and could thus not deliver on all the elements of the grant process, and the non-financial needs of the grantees could not be met due to a lack of resources, both financial and human. (3). **Market linkages programmes:** there is need for newly minted entrepreneurs to have access to establish market channel. (4). **Lobbying Government on Education Policy:** Governments and education authorities should include self-employment as a viable alternative within an overall careers advice structure. (5). **Lobbying Government on Entrepreneurships Policy:** business favorable policies will go a long way to help youths retained their business and create more jobs while retaining those jobs already in the system and ensuring their optimal participation within the sector. (6). **Community Development Effort to be intensified:** Comprehensive strategies need to be developed for strengthening the implementation of the various NYDA programmes through the establishment of appropriate community development channel from ownership, management and cultural perspective there by creating enabling environment for growth and its attendant effect of jobs creation in the community.(7). **Investigate Wholesale and Retail Landscape for Cooperation:** The wholesale and retails landscape needs to systematically increase the number of high-growth businesses that are owned by those who were previously excluded from meaningful economic activity (i.e. blacks, women, rural communities, and people with disabilities).

# Chapter 1 - Introduction

## 1.1 Background

Ebus-Tech Consulting is contracted by National Youth Development Agency (NYDA) to conduct rapid assessment on Jobs created and sustained programme as advertised in their terms of references with the intention(s), to develop a theoretical framework for the Jobs created and sustained programme. That is, provide an explanation based on findings on why the current implementation model of the programme is not effective and how it can be improve upon. The theoretical framework should provide a lens through which the programme can be implemented effectively and efficiently, and all recommendation should be measurable so that they can be evaluated to determine progress and/or impact, thereby achieving the following objectives.

- i. To determine if there are effective policies that guide to programme(s) implementation.
- ii. To determine how NYDA can improve its product offerings under Jobs created and sustained Programme, to meet the needs of young Applicants and be more impactful.
- iii. To re-design programmes that are not structured in an impactful manner.
- iv. To identify gaps that are inhibiting the Jobs created and sustained Programme from being successful and determine the causes of the gaps or lack of performance (if any).
- v. To outline the possible solutions and recommendations for improving performance of the Jobs created and sustained Programme

### **NYDA Background.**

The National Youth Development Agency (NYDA) is a South African based agency established primarily to tackle challenges that the nation's youth are faced with. The NYDA was established by an Act of parliament, act no 54 of 2008. The institution was established to be a single, unitary structure, established to address youth development issues at National, Provincial and Local government level. The existence of the NYDA should be located within the broad context of South Africa's development dynamics. Similar to many developing countries, South Africa has a large population of youth, those between the ages 14-35; represent 42% of the total population. Given the youthful nature of the South African population much of the socio economic challenges faced by the nation, i.e. poverty, inequality and joblessness, poor health etc., are borne by the youth. The gravity of challenges South Africa is faced with, require multi - pronged efforts, that simultaneously promote the development of sustainable livelihoods, reduce poverty, inequality and prioritise the development of policies which create an enabling environment for youth development.

The NYDA plays a lead role in ensuring that all major stakeholder's, i.e. government, private sector and civil society, prioritise youth development and contribute towards identifying and implementing lasting solutions which address youth development challenges. Furthermore, the NYDA designs and implements programmes aimed at improving lives and opportunities available to youth. These programmes could be clustered as follows:

At an individual level (**Micro level**), the NYDA provides direct services to youth in the form of information provision, career guidance services, mentorship, skills development and training, entrepreneurial development and support, health awareness programmes and involvement in sport.

At a Community level (**Meso Level**), the NYDA encourages young people to be catalysts for change in their communities through involvement in community development activities, social cohesion activities, national youth service programmes and dialogue.

At a Provincial and National level (**Macro Level**), through its policy development, partnerships and research programmes, the NYDA facilitates the participation of youth in developing key policy inputs which shape the socio economic landscape of South Africa.

The National Youth Development Agency derives its mandate from the legislative frameworks, including the NYDA Act (54 of 2008), the National Youth Policy (2009-2014) and the draft Integrated Youth Development Strategy as adopted by the Youth Convention of 2006. The NYDA activities could be summarized as follows:

- a) Lobby and advocate for integration and mainstreaming of youth development in all spheres of government, private sector and civil society
- b) Initiate, implement, facilitate and coordinate youth development programmes
- c) Monitor and evaluate youth development intervention across the board and mobilise youth for active participation in civil society engagements

### **Background to the Programme.**

Jobs created and sustained through entrepreneurship development are derived from the three programmes, namely; Market Linkages, Voucher and Grant Programme. The jobs are either created or sustained as a result of the intervention offered by the programme in business on a young entrepreneur.

The Jobs created and sustained Programme consists of three components, namely:

- Market Linkages
- Voucher Programme
- Grant Programme

The NYDA position is that there are persistent challenges faced by youth job seekers resulting in desolation and attempt to stay away from participating in job hunting activities by youths in the ages of 25 – 34 years of age cohort due to.

- a) Lack of awareness by youths of government initiatives,
- b) Access to Jobs created and sustained support services,

### **1.2. Purpose of Evaluation**

The purpose of the evaluation is to develop a theoretical framework for the Jobs Created and Sustained Programme. That is, provide an explanation based on findings on why the current implementation model of the programme is not effective and how can we improve it. The theoretical framework should provide a lens through which the programme can be implemented effectively and efficiently, and all recommendation should be measurable so that they can be evaluated to determine progress and/or impact.

### **1.3. Objectives of the Evaluation**

The assessment and evaluation aims at investigating the following premise.

- To determine what NYDA have to do to stimulate more jobs to be created by the enterprises that are supported.
- To determine if there are more programmes in the NYDA that can be used to stimulate job creation for supported entrepreneurs.

- To come up with a business model that can be used by NYDA to stimulate more job creation through entrepreneurship support.

#### **1.4. Assessment and Evaluation Problems**

The assessment and evaluation aims at investigating the following premise.

- 1) Determine whether there is sound business case for Jobs created and sustained Programme
- 2) Determine if policies, procedures and processes established for implementing the Jobs created and sustained, are still applicable and relevant.
- 3) Establish efficiency of resources applied in implementing the Jobs created and sustained Programme.
- 4) Identify gaps that are inhibiting the Jobs created and sustained Programme from being successful and determine the causes of the gaps or lack of performance (if any).
- 5) Benefit analysis of the programme

#### **1.5. Assessment and Evaluation questions**

The assessment and evaluation aims at investigating the following questions;

- i. What is the role of the National Youth Development Agency in the development and support of Applicants
- ii. What are the factor structure, discriminant validity and the internal consistency of development and support of youth Applicants
- iii. How do the gender groups differ regarding the development and support of youth Applicants
- iv. How does the rural setting vs urban setting differ regarding the development and support of Applicants?
- v. What are the effects of exiting NYDA/Government policies on development and support of youth(s) Applicants?
- vi. What Incentives are there to attract youths to Jobs created and sustained?

#### **1.6. Study Delimitations**

The assessment and evaluation aims at investigating the following questions;

- i. How relevant in today's world is the National Youth Development Agency (NYDA) Programme (s) on youth Jobs created and sustained.
- ii. How can the present programme (s) offering be improve upon?

These afore mentioned objectives will be achieve by interviewing at the headoffice the officers responsible for the projects/programme(s), and inculcating the brief statement from the Manager/Senior Manager in charge of the programme monitoring and Evaluations, the CFO office, the Executive Director, reviewing the applicable literature as identified and telephonically interviewing forty-five (45) programme beneficiaries across the Nine (9) province of South Africa.

## Chapter 2: Research Methodology

### 2.1. Introduction

Career is defined by the Oxford English Dictionary as a person's "course or progress through life (or a distinct portion of life)".<sup>1</sup> In this definition career is understood to relate to a range of aspects of an individual's life, learning and work.

Career can also be described as a profession or occupation or business of any individual and can be considered as a person's working life<sup>2</sup>. It can be simplified by common language saying that I am an Engineer, I am a Doctor, I am a Lawyer, I am a Stage Actor, etc. This indicates that career is a process in which an individual earn some knowledge and skill. Because of such knowledge and skill, he/she is engaged in some business and start earning money or name or fame or status etc. Key skills include the ability to reflect on one's current career, research the labour market, determine whether education is necessary, find openings, and make career changes.

#### **Career Factor Theories:**

Schruder (2006)<sup>3</sup> mentioned three factor basis theories for career of an individual which are reviewed to understand how factor theories help individual in career.

**Objective factor theory:** This theory assumes that the applicants are rational and the choice is objective based and more depending on benefits the Job. These factors may include the salary, other benefits, location, opportunities for career advancement, promotion, etc. **Subjective factor theory:** This theory talks about needs of an applicant and suggests that decision making is dominated by social and psychological factors. The status of the job, reputation of the organization and other similar factors plays an important role.

**Critical contact theory:** when the applicant is not able to make choice based on objective or subjective he ends up with choosing a career based on observations. Like how the recruiter keeps in touch with the candidate, the promptness of response and similar factors are important. This theory is more valid with experienced professionals.

It can be observed that the above theories take that applicants get open choice of employers and careers. But on a practical ground when there is shortage of jobs and in strong competition for expected job impacts the decision making procedure. On many occasions individuals are forced to take whatever job is available to them. As found by Ott-Holland (2013)<sup>4</sup> and his colleagues that culture can have a major influence on career choice, depending on the type of culture.

Due to this kind of situation, people do not stop at one place continue working and they start looking for a career of their liking.

Five research processes were used to obtain the information to be able to answer the research questions and recommend improvements, the processes are as follows.

- ❖ Inception and Briefing meeting with the NYDA Senior manager and Subordinate in the research department.
- ❖ A clarification meeting with the NYDA Executive Director (ED) and Chief Financial Officer (CFO)
- ❖ A review of the NYDA available literature on the Jobs created and sustained Programme and Other Literature on Jobs created and sustained.
- ❖ A branch visit to interview the product owner involved in the programme process.
- ❖ A questionnaire to obtain quantitative information from the Beneficiaries

- ❖ A review of business processes and procedures used by Beneficiaries.
- ❖ A review of Training Materials used for the training aspect of the programme

## 2.2. Acronyms, Abbreviations and Definitions

### 2.2.1. Acronyms and abbreviations

CRM	Customer Relationship Management
EPWP	Expanded Public Works Programme
NYDA	National Youth Development Agency
Jobs Programme	Job and Opportunities Seekers Programme
MRM	Monitoring and Results Measurement
MSC approach	Most Significant Change approach
NEET	Not in Employment, Education or Training
SETA	Sector Education and Training Authority
DFI	Developmental Financial Institution
DTI	Department of Trade and Industry
EDP	Jobs created and sustained Programme
EF	Enterprise Finance
FDD	Functional Design Document
GEM	Global Entrepreneurship Monitor
HO	Head Office
HOGAC	Head Office Grants Approval Committee
IDC	Industrial Development Corporation
KPI	Key Performance Indicator
M&E	Monitoring and Evaluation
MKL	Market Linkages
MoU	Memorandum of Understanding
NYDA	National Youth Development Agency
OBA	Outcomes Based Approach
PTS	Project Tracking System
RBF	Results Based Framework
SDC	Service Delivery Channel
SEFA	Small Enterprise Finance Agency
SME	Small and Medium Enterprises
TEA	Total Early Stage Entrepreneurial Activity
VAT	Value Added Tax
YAC	Youth Advisory Centre
PDDD:	Programme Design and Development Division
ToR's	Terms of Reference

## 2.2.2. Definitions

Job(s)	<p>A paid position of regular employment, A group of homogeneous tasks related by similarity of functions. When performed by an employee in an exchange for pay, a job consists of duties, responsibilities, and tasks (performance elements) that are (1) defined and specific, and (2) can be accomplished, quantified, measured, and rated.</p> <p>A job can mean "some work that has to be done", for example: there are jobs to be done in the house: washing up, mending things that are broken, etc. A job can also mean: work that a person does to earn money. The word "job" may be used when a person works for someone else "an employer" who pays them for the work {wikipedia}.</p>
Job(s) Placement	<p>Jobs created and sustaineds are basically extended internships or work experience assignments. ... around a yearlong work placement. Otherwise, placements might be undertaken in the summer. 'Placement' is a pretty broad term and it gets bandied about by employers, so when applying always check exactly what they mean by placement</p> <p>Other definitions</p> <p>Jobs created and sustained is a profession or agency that helps unemployed individuals find work. A Jobs created and sustained agency also provides a service to employers by giving them qualified workers for contract jobs or available positions.</p>
Job Created, Creation.	<p><b>Job Creation.</b> The process by which the number of <b>jobs</b> in an economy increases. <b>Job creation</b> often refers to government policies intended to reduce unemployment. ... On the other hand, a government may hire workers itself, for example, to build a road.</p> <p>the process <b>of creating</b> new <b>jobs</b>, especially to <b>provide</b> work for people who are unemployed: Small business still generates 90% of the new <b>job</b> creation in the country. <b>job</b>-creation schemes/strategies/targets. {Cambridge Business English Dictionary}</p> <p><b>The process of providing new jobs, especially for people who are unemployed:</b> <i>the government's job creation strategy</i>{ Cambridge English Dictionary }</p>
Job retained	<p><b>Jobs retained means</b> an estimate of those previously existing filled positions that are <b>retained</b> as a result of funding by the Recovery Act. ... <b>Jobs retained means</b> an estimate of those previously existing filled positions that are <b>retained</b> as a result of funding by the American Recovery and Reinvestment Act of 2009.</p> <p><b>Retained job means</b> a full-time equivalent permanent position in existence at the time an employer applies for financial assistance which remains continuously filled or authorized to be filled as soon as possible and which is at risk of elimination if the project for which the employer is seeking assistance does not proceed{Law Insider}.</p>
Job sustained.	<p><b>Sustained employment</b> means an individual <b>employment</b> situation that the member maintains over time but not for less than 90 calendar days following the receipt of <b>employment</b> services and supports {Law Insider}.</p>
Career	<p>The progress and actions taken by a person throughout a lifetime, especially those related to that person's occupations. A career is often composed of the jobs held, titles earned and work accomplished over a long period of time, rather than just referring to one position</p>
Employee	<p>An employee type is a group defined by how employees are paid. Employee types are used for payroll, time tracking, and reporting purposes. Examples of predefined employee types include Full-time Hourly, Part-time Salaried, and Contractor employee types.</p>
Employer	<p>A person or organization that employs people.</p> <p>An employer is an organization, institution, government entity, agency, company, professional services firm, nonprofit association, small business, store, or individual who employs or puts to work, a person who is called an employee or a staff member.</p>
Employment	<p>Employment is defined as what you do as a paying job. An example of employment is working for a coffee shop. The definition of employment is the</p>

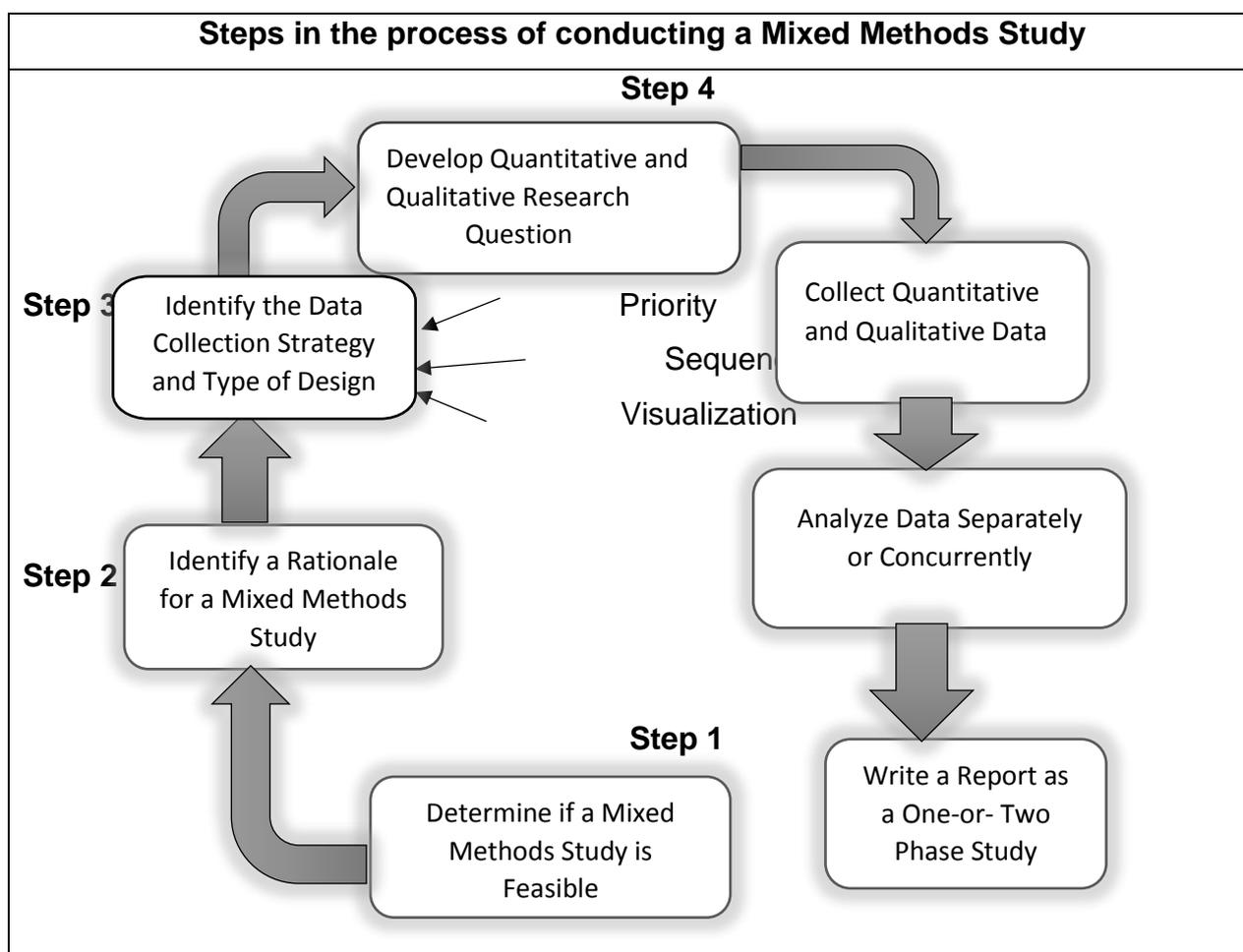
	<p>number or percentage of people who have jobs. An example of employment is the percentage of citizens with paying jobs listed state by state.</p> <p>Employment is a relationship between two parties, usually based on a contract where work is paid for, where one party, which may be a corporation, for profit, not-for-profit organization, co-operative or other entity is the employer and the other is the employee {Wikipedia}.</p>
Unemployment	<p>The state of being unemployed.</p> <p>Unemployment occurs when a person who is actively searching for employment is unable to find work. ... The most frequent measure of unemployment is the unemployment rate, which is the number of unemployed people divided by the number of people in the labor force</p>
Employability & Employable Skills:	<p>Have been defined as: "A set of achievements, understandings and personal attributes that make individuals more likely to gain employment and to be successful in their chosen occupations". Peter Knight &amp; Mantz Yorke (HEFCE/DfES ESECT group).</p> <p>Employability is "The continuous fulfilling, acquiring or creating of work through the optimal use of competencies" (Van der Heijde &amp; Van der Heijden, 2006, p. 453); It is "... the relative chances of acquiring and maintaining different kinds of employment" (Brown et al., 2003, p.111);</p>
Skills Development:	<p>The Skills Development Act aims to develop the skills of the South African workforce and to improve the quality of life of workers and their prospects of work, thereby improving productivity in the workplace and the competitiveness of employers and to promote self-employment.(Skills Development Act of SA).</p>
Beneficiary	<p>A young person between the ages of 18 and 35, whom benefited from the Jobs created and sustained programme.</p>

### 2.3. Assessment Design.

Identifying and examining the variables relating to youths (youth being define in terms of this assessment and evaluation as anybody between the ages of 18 - 35years), Jobs created and sustained Programme demands a dynamic assessment and evaluation approach that is firmly rooted in both qualitative and quantitative epistemology. This is necessary to ensure that the respondents (Youths-Unemployed, Colleges Graduate, Business Managers, Business Owners and Human Resources) in a study of this magnitude and complexity are not denied their subjective views on the phenomena being studied, while the objectivity of the entire study is guaranteed. In line with this thinking, this study will be based on a mixed methods assessment and evaluation approach which is explained in detail in the following sections.

The assessment and evaluation process below provides a summary of the important issues that need to be taken into consideration and reviewed before undertaking any assessment and evaluation. The different stages serve as a basis from which to consider the following: the assessment and evaluation approach adopted; appropriate assessment and evaluation strategies; the assessment and evaluation time lines that are under review; and the data collection techniques employed by the assessor/evaluator/researcher.

**Figure 1: Steps in the process of conducting a mixed methods study (Adapted from Cannon, 2004)**



The seven steps indicated in figure1 above is observe from the planning stage of this assessment and evaluation and will continue through to the data analysis stage. We must emphasizes the fact that rather than viewing various other assessment and evaluation methods as part of an incompatible quantitative/qualitative dichotomy, in this study, we will approached them as complementary modes of investigation, resulting in a deeper understanding of the phenomenon being studied (Herman & Egri, 2003). The following section discusses in

detail, the qualitative and quantitative assessment and evaluation methods that were used in this study and, later the phases in the data collection and analysis are tabulated.

## 2.4. Data Collection

Data collection entailed the collection and collation of qualitative data through one-one interviews conducted locally and questionnaires flighted nationally, where applicable. Due to the tight timeline for the evaluation, data collection followed the most efficient format.

Data collection methods included being briefed on the project by NYDA Functionaries, Literature review, conducting one-on-one interviews with Two (2) product owners and telephonically interviewing identified participants using the developed questionnaires.

The Questionnaires were used to collect quantitative data that will provide statistical descriptions, relationships and analysis. The one-on-one interviews with the two Product Owners provided qualitative and exploratory data. De Vos (1998:358) indicates that when working from a qualitative perspective, the researcher must attempt a first-hand, holistic understanding of the phenomenon and data collection is shaped as the investigation proceeds. During the data collection phase, a sample of responses were back checked after 10%, 30%, 50% and 70% completion to ensure the credibility of the findings. In total 20% of all respondents are back checked for quality purposes. Key themes from interviews and discussions were relayed and observations made reported on in response to evaluation questions as part of the findings.

Basic output descriptive statistic in the form of frequencies, relative ranking and importance of perceptions, barriers and success drivers were examined. In addition, inferential statistics were applied to evaluate significance of differences during time periods (to show impact), regression analysis to enable driver analysis. The questionnaires were administered by telephonically interview, about eighty-four (84) candidates were contacted before we could account for the forty-five (45) require by the ToR's.

The questionnaire, based on the literature review and the study objectives, was designed to extract information about Jobs created and sustained programmes as indicated on the TOR's. It included direct questions asking what challenges they faced with the *programme policies*; the questionnaire consisted of eighteen (18) questions, covering the requirements of the ToR's. The questions were mixed, using open- and closed-formats, such as leading questions, importance questions, Likert-type questions, bipolar, and dichotomous questions.

Interviews provided a way to analyse data through inferences. The interactive nature of the interview process allows flexibility; the questions function as a guide, and enable the Interviewer to probe further when a point arise deem relevant to the objective and worth further exploration (Seale, 2004:184). Wengraf (quoted in Babbie & Mouton, 2001) also credits the interview technique because it enables the Interviewer to entice information from the interviewee that may not be on the list of questions but is pertinent to the study.

The major disadvantage of qualitative interviews is that it limits the study to very few respondents because it is time consuming; consequently the sample size is not representative of the total population and results cannot not be taken as representative of all.

A 25 - 30 minutes, in-depth interviews were conducted with the product owner from the NYDA as the wealth of information they had would be better extracted through a one-on-one process and their input was invaluable to the process of understanding Jobs created and sustained Programme policies & procedures.

The final assessment and evaluation method adopted was the use of secondary data, extensive review was done on

Youths Jobs created and sustained through academic and scholarly journals (local and international), political viewpoints and critiques on Jobs created and sustained implementation, media releases and documented articles and books, all form part of the literature review.

## **2.5. Instrument**

The researchers used the questionnaire to solicit the answers and asked participants for explanations and their responses were captured electronically. The questions consisted of eighteen (18) questions and contained both open and closed ended questions (refer to Annexure 1 for the detailed questionnaire). Interviews were also held with youths and graduates.

### **Interviews**

Two types of interviews were used in this study, namely one-one interviews and structured interviews. Interview is define an as a social encounter where speakers collaborate in producing retrospective and prospective accounts or versions of their past or future actions, experiences, feelings and thoughts (Seale, Giampietro, Gubrium and Silverman (2004)).

#### **One-One interviews**

The one-one interview was used to achieve a myriad of objectives in our assessment and evaluation, one-one interviews can be used to obtain general background information about a topic of interest for generating assessment and evaluation hypotheses that can be submitted to further assessment and evaluation and testing using more quantitative approaches; to stimulate new ideas and creative concepts; to learn how respondents talk about the phenomenon of interest which may facilitate quantitative assessment and evaluation tools; and to interpret previously obtained qualitative results.

One-one interviews was conducted first, followed by the structured interviews. The purpose of this exercise is to assist us in formulating relevant questions for the questionnaires.

#### **Semi-Structured interviews**

Semi-structured interviews was conducted telephonically with forty-five (45) beneficiaries and their responses recorded with their permission. This allowed us to get first-hand information from the beneficiaries with regard to their experiences, challenges, frustrations and opinions. The questions were mostly open ended, making it possible for the interviewer to add new questions during the interviewing process, depending on the responses of the participants.

## **2.6. Literature Review:**

To review available literature(s) for the validity of assessment and evaluations done on Jobs created and sustained programmes and to confirm if the question posed below in method, regarding Youths participation in the economy of South Africa are suitably addressed, if not what is the way forward.

The literature review examines youth Jobs created and sustained globally with specific examples where these had been implemented successfully, provides a brief situational analysis of the current situation of young people in South Africa and looks at the Small Medium and Micro Enterprises (SMME) landscape that the programme beneficiaries must constantly navigate.

A review of the Seven (7) identified Literatures on youth Jobs created and sustained with over three hundred

and seventy Five (375+) pages to determine whether they are still applicable and to identify areas that needs to be improved.

The documents reviewed are as follows:

### 2.6.1. Presentation of Relevant Literature(s) for Assessment and evaluation.

Literature Title	Author(s)	Description
<b>An impact evaluation of the NYDA Grant Programme</b>	<b>Dr Amanda Hamilton-Attwell Ms. Hajera Ebrahim</b>	An impact evaluation of the NYDA Grant Programme for the period April 2014 to September 2014
<b>Impact Evaluation Of The Voucher Programme</b>	<b>NYDA</b>	Impact evaluation programme of the National Youth Development Agency's (NYDA) voucher programme (VP) that was implemented during 2014/15, 2015/16 and 2016/17 financial years.
<b>Rapid Assessment Of The Socio-Economic Benefits Of The NYDA Grant Programme</b>	<b>Imperial Assessment and evaluation &amp; Consultancy.</b>	Rapid Assessment Of The Socio-Economic Benefits Of The Nyda Grant Programme
<b>Retail's Contribution And Strategies For Job Creation And Retention (P24 – P31)</b>	W&R SETA and Cape Peninsula University of Technology	The retail sector, with its large footprint in both urban and rural areas, has the potential to create more sustainable jobs in South Africa, something that is widely recognised as essential for the country's political and economic stability
<b>Employers' perceptions of the employability skills of new graduates (P57 – P98)</b>	Research commissioned by the Edge Foundation: Authors: Kevin Lowden, Stuart Hall, Dr Dely Elliot and Jon Lewin	The main objectives of the research were: To explore the perceptions of employers and Higher Education Institution staff concerning the skills, knowledge and characteristics which help undergraduates /new graduates to be Employable.

## **What is currently been done**

The NYDA has been implementing various programmes since its inception which seek to address the development and improvement of the Life skills of both unemployed and employed South African youths to meet the needs of the country national development plan.

In an effort to address the youth unemployment issue in South Africa, the NYDA launched the Job and Opportunities Seekers (JOBS) Programme which was first conceptualised during the policy discourse of the Accelerated Shared Growth Initiative of South Africa (ASGISA) in 2006. The rationale for the Jobs created and sustained Programme is based on the National Development Plan (2008) and includes initiating, designing and coordinating programmes aimed at integrating the youth into the economy. The Jobs created and sustained Programme is designed and implemented to empower young people in order to access opportunities that enable them to develop, improve their lives, become productive citizens and participate in the mainstream economy<sup>8</sup>. The Jobs created and sustained Programme is an online database for unemployed youth seeking employment opportunities and is aimed at facilitating the link between unemployed youth, employment and other skills development related opportunities. It is currently managed through the Skills Development and Transfer unit of the NYDA.

Specifically, the aim of the Jobs created and sustained Programme is to recruit, train, prepare, place and sustain young people in a job or training opportunities that are available in the public and private sectors and civil society organisations in South Africa. In doing so, the programme seeks to ultimately increase youth employment in the longer-term.

The NYDA Jobs created and sustained Programme comprises of three components:

### **❖ Jobs created and sustained**

The Jobs created and sustained Programme was initially designed such that the three activities take place sequentially. The evaluation team got this impression from the terms of reference but during further interaction with NYDA and the data collection stage, it was clear that the activities operate as three independent components of the Jobs created and sustained Programme and there is no systematic way of linking the youth beneficiaries to the three activities. According to the initial programme design, the first step would be matching a candidate to opportunity providers such as potential employers, providers of internships, apprenticeships etc. and sending the candidate's CV to these. Thereafter, the candidate would undergo job preparedness training and Life skills training which equips them with the necessary skills and knowledge to apply for the job, be interviewed successfully and retain the job in future.

The programme currently works in collaboration with two partners: Catalyx Consulting and Lulaway. These strategic partnerships are intended to enhance the programme's intended objective which is to create and provide jobs to young South Africans.

Based on the Theory of Change workshop that was held between Genesis, and representatives from the NYDA, it was learned that the NYDA conducts work-readiness training and placements independently as well as through their partners. In addition, some job seekers may immediately be added to the job seekers database without undergoing any training. Other participants may undergo only one training course but may never be placed in a job if no opportunity exists. Thus, the process described above reflects the ideal that the programme aims to achieve but implementation may not materialize in this fashion. The evaluation will

sample participants that have received at least one of the services and that have participated in the programme directly through the NYDA or through its partners i.e. both methods of delivery will be evaluated. The literatures review focused at determining if the evaluators found new ways of doing things that is worth investigating further, In order to define the boundaries, we used the Cambridge Business English Dictionary definition of all the construct in the argument for and against proposed theory (accessed on 17 March 2020), and all the definitions will be found on the section title definition.

Furthermore, in order to expand our definition, we borrowed from articles penned by experts using search engines, such as google, yahoo.....etc.

We reviewed a number of articles from some literature on employment, employability, skills development and retention in the wholesale and retail sectors in the UK and the USA. The two countries though different from South Africa, both have histories of racial and social segregation based on slavery and social class distinction, which during the period of social emancipation triggered the need for transformation to address historical inequalities.

We hoped examples from these countries would give us lessons on how they have or are trying to overcome challenges of youth's unemployment issues.

Furthermore, a summary of the most pertinent studies relating to employment, employability, skills development and retention is presented to build a national view of what constitutes an employable person.

Finally, the interaction and influence of various factor's on employability are discussed, allowing us to draw meaningful conclusions from the reviews.

Excerpt from *Uncommon Opportunities: Agenda for Peace and Equitable Development* by the International Commission on Peace and Food (Zed Books, 1994, p.72-75)

"In spite of widespread anxiety that machines are progressively replacing people in the workforce, *historically there has been a strong positive correlation between technological development and job creation*. It is certainly the case that the commercial application of each new phase of productive technologies does displace people from traditional occupations, reduce the number of workers required to carry out specific tasks, and can in the short term lead to fewer jobs in specific industries. In the process, a larger number of low-wage, unskilled jobs are replaced with a smaller number of higher-wage, more skilled jobs resulting in rising levels of worker productivity and rising personal incomes. But that is only the most direct initial impact of improved technology. Seen from a wider perspective and traced patiently along the course of its myriad consequences, the introduction of new technology acts as a catalyst that generates a positive ripple effect which, on average, results in the creation of many more jobs--more skilled, more productive and higher wage jobs--than it destroys. The rising productivity made possible by technology reduces production costs and thereby lowers the price of products and services to customers and consumers. The lower prices result in increased demand, greater consumption, higher levels of production and even greater cost reductions due to economies of scale.

"This represents only the first cycle of job creation. While jobs are being eliminated in low skilled manual or assembly operations, simultaneously they are being created in industries that manufacture and service the more sophisticated machines as well as in R & D laboratories that develop the new machines, materials and manufacturing processes. The workers who operate the improved machines require higher levels of skill, which demands more education and training, thus creating demand for jobs in the service sector. The more

productive and higher paid industrial workers utilize their enhanced purchasing power to buy more goods and services than before--spending more on travel, consumer goods, housing, leisure, health and the education of offspring--thus, creating demand for more jobs in other industries. Rising incomes generate higher standards and expectations, bringing changes in life style that create new needs and new commercial activities.

“Advances in technology provide society with greater conveniences and in the process endow the society with greater creative and productive abilities. Over time, these new abilities spur the creation of new activities in many different fields distantly related to the original point of innovation. The process results in improvements in health, which raise the level of physical energy; higher standards of education, which raise the level of mental energy and culture; and higher levels of social skills and organization, which raise the energy level of the entire society, making it ever more creative and productive. A comprehensive study of this wider process of job creation and destruction arising from technological innovation is needed to develop specific coefficients for measuring the impact of technological advances in different fields on total employment. Finally we may hope to dispel the widespread fear and sense of helplessness that this issue evokes.

“This process can lead to enormous growth in new jobs. The best documented example of this process is the automotive industry. Inspired by the idea of making a car affordable by the working class masses at the turn of the century, Henry Ford adopted new manufacturing technology, the automated assembly line, to produce the first low priced automobile. Ford's technology increased worker productivity more than seven-fold and reduced production costs by two-thirds. As an immediate result, thousands of small, custom-built manufacturers of cars and horse-drawn carriages were put out of business. But the growing demand for low cost vehicles generated explosive growth for the industry, creating tens of thousands of new jobs in the process. Globally, production rose from less than 250,000 vehicles in 1910 to 42 million in 1980. Nine decades later, the automotive industry is still the largest manufacturing industry in the world and the single largest source of jobs in the American economy. Every job created in automotive manufacturing has spawned roughly ten more in related occupations. Thus, about 9 percent of the entire US workforce is employed in occupations directly related to automotive manufacture, sales and services, road construction and maintenance, and transport of freight and passengers. Globally 7 to 9 million workers were employed in automotive manufacturing in 1980 and perhaps as many as 50 to 80 million in related occupations. In addition, the spread of automotive technology has had tremendous impact on the growth of other industries stimulated by the greater mobility of the public--retail trade, hotels, restaurants, tourism, recreation--and indirectly on agriculture, as well as every other service and manufacturing industry that benefits from lower cost and greater speed of passenger and freight transport.

“The notion that there are a fixed or inherently limited number of jobs that can be created by the economy is a fiction. It is not just advances in technology that work in this fashion. Every major advance in social attitudes, institutions, values and life style has a dual effect on employment, creating jobs in some areas and destroying them in others. Higher standards of education not only raise productivity. They stimulate higher expectations that lead to greater consumption as well. Changing attitudes toward the environment have created entirely new industries and generated new jobs in every field where impact on the environment is of concern. New types of organization such as fast food restaurants, franchising and hire purchase or leasing create new jobs

by hastening the growth or expanding the activities of the society. Shifting attitudes toward marriage and the role of women create greater demand for jobs but also more opportunities for employment, because working women consume more and require additional services, e.g. the dramatic increase in demand for day-care services in industrial nations.

“Anxiety regarding the impact of technological development on jobs has been aggravated by the belief--largely a hangover from the Industrial Age--that in the industrial nation's automation is rapidly eliminating replacing high wage manufacturing jobs with low wage jobs in the service sector. Actually, services have had a dominant place in Western economies for most of the 20th Century. In America, they now account for 79 percent of all jobs, 74 percent of GDP, and generate a \$56 billion trade surplus, compared to a \$132 billion deficit for goods. Technological development, such as advances in computers, telecommunications and medical technology, have played at least as great a role in the growth of the service sector as in manufacturing. New service jobs in banking, foreign trade, research, design and engineering, computer software, education, health, law, finance, business management, communications, transportation, media and entertainment demand higher levels of education and skills and offer higher pay. In 1992 the median manufacturing job in the US paid only \$19 per week more than the median job in manufacturing. The growth of technology is freeing workers from the drudgery of the production line, while providing consumers a quality of life previously available only to the wealthiest.

“The organization of production is also a major determinant of the number of jobs created. The Western pattern of mass production by monolithic corporations that emerged during the first three quarters of this century is no longer the inevitable or even the obvious pattern for either industrial or developing countries in the coming decades. Smaller, technology intensive firms are faster at adapting new technology, more flexible in meeting specialized customer needs and generate more skilled, better paying jobs. Recent experience, such as in the Prato region of Italy, indicates that proper blending of new technologies in existing productive sectors can be utilized to preserve a geographically decentralized, small scale pattern of production and enable small firms to match the competitiveness of countries with much lower labor costs. This offers an attractive alternative for preserving the small-scale decentralized pattern of production still prevalent in developing countries and for the future development of enterprises in new industries.

“Each advance in attitudes, life styles, social institutions and forms of commercial organization has ultimately expanded the scope of economic activities and raised living standards substantially. Jobs are created by our innate capacities for human resourcefulness and ingenuity which expresses as invention, innovation and social imitation. The ultimate determinant of the numbers and quality of jobs in future will not be physical or even financial constraints, but rather—‘science, technology, values and social organization--in a word, the human imagination’.”

#### **Wholesale and Retail's Contribution to Job Creation.**

Excerpt from a research paper titled **(Retail's Contribution and Strategies for Job Creation and Retention; W&R Seta “Wholesale and retail chair Leadership” 1 June 2015)**, authored by Dr Burton MALGAS et al, “the retail sector, with its large footprint in both urban and rural areas, has the potential to create more sustainable jobs in South Africa, something that is widely recognised as essential for the country's political and economic stability”.

This literature set the tone by demystifying one of the most popular believed reason by the industry players why companies are not hiring which is the supposed restrictive labour environment in the opening pages, which I will explain here to mean government policies on employment (BCESA), my interest was pique on accessing this information resulting in extensive search for the full research document to further buttress my understanding, I then discovered that the research was quite extensive in nature covering the perceived reasons responsible for the wholesale and retail sector not creating enough jobs and the major factors responsible for their findings such as (technology and labour), the research could not explore other factors relating to the labour environment itself, such as effect of race, rural setting, small retailer, union & political activities, market forces due to limitations that were set by time constraints and resources, although in its conclusion it did made these sage observations.

“The creation and retention of jobs within the Wholesale & Retail Sector has shown that it is not based on one factor but requires a multi-factor approach; also the external environment plays a vital role in developing this sector. The PESTEL (political, economic, social, technological, environment and legal) model can help to understand this.

The Political decisions have an impact on the Retail Sector direction, the NDP is a 45 classic example. The economic factors have a strong bearing in driving the Retail Sector to create jobs or shed jobs based on the supply and demand within the sector.

The Social factors cannot be ignored as they also play a pivotal role in determining the Retail Sector contribution, especially regarding support of the SMME's and emerging small businesses in creating jobs or shedding jobs.

The power and influence of Technology cannot be overlooked by the Retail Sector as this is one of the key factors affecting the Retail sector, especially online shopping, ecommerce and e-marketing, which reduces the space of the shop floor and influences warehousing and transport logistics.

Mechanisation and automation in the sector is going to create new jobs and careers.

The study has shown that a comprehensive and viable strategy which is actionable is crucial for alleviating unemployment in the sector, especially youth unemployment.

The usage of different integrated strategies and methods by the Retail Sector and NYDA are an important factor in finding solutions to reduce unemployment through offering the youth entrepreneurial opportunities in the sector.

The empowerment and transformation of the Retail Sector is an imperative.

The Retail Sector cannot afford to be an onlooker but must be an active stakeholder in changing and improving the entire Retail Sector”.

Which further serve to strength my believes that a way, tool or system is ripe for exploration/development to help bring together all the cited viewpoints for better understanding of the underling factors responsible for joblessness within the wholesale and retail sector especially in a country where youths unemployment have hit an alarming proportions.

### **Access to jobs for young people**

Increasing employability and obtaining of gainful employment are the goals of every student intern and job seeker. Internships, paid or unpaid, serve as a rite of passage to a job or a career, and they do play an important role for their constituents (students/interns, employers and academic

institutions), the nation's society, labour force and economy. From the employers' and academic institutions' perspective, there are numerous benefits with low or non-existent costs. From the student interns'

perspective, when comparing the costs and benefits of unpaid to paid internships, it appears that the unpaid ones come with high opportunity costs and contribute substantially less to the interns' success and goal of securing gainful employment.

Additionally, the current setup allows for some employers to take advantage of the lack of strict monitoring and enforcement of the labour laws, which results in intern exploitation. From the societal and economic perspectives, unpaid internships restrict access and opportunity to good jobs for people of disadvantaged socioeconomic backgrounds, constrict social and economic mobility, and have a negative impact on the economy at both the microeconomic and macroeconomic levels (Pologeorgis, 2012).

### **Employers' Perceptions of the Employability Skills.**

In the research report commissioned by Edge Foundation (*Employers' Perceptions Of The Employability Skills Of New Graduates*: Authored by: Kevin Lowden, Stuart Hall, et al), it cited the National Institute of Adult Continuing Education in United Kingdom (NIACE) in 1998 saying that employability is better understood as a social construct and stressed that to see it as only an individual issue was to miss important aspects of the concept.

Therefore, NIACE believes that employability is a responsibility shared more equally between:

- individuals who must be responsible for accepting the consequences of choices they make;
- Businesses which, in employing a workforce and serving customers, inculcate particular values and attitudes as well as shaping behaviours. (In many senses what makes “employability” is determined by employers). Employers have a particular responsibility to develop the employability of their staff – for business reasons more than altruistic ones;
- Public bodies (schools, colleges, universities, the benefits agency, local and national government agencies) which have a duty to secure the employability of all citizens.
- NIACE stressed the relative nature of the concept of employability and highlighted that particular attitudes and values may be highly contextual. For example ‘what are appropriate values in foreign exchange dealing may be less so in healthcare’.

The literature indicates that employers want graduates who can adapt to the workplace culture, (same can be said for all other employee required by most employers) use their abilities and skills to evolve the organisation and participate in innovative teamwork.

Employers also value critical thinking (reflection) as this is required for innovation and anticipating and leading change (Harvey *et al*, 1997; Little 2001 in Lees 2002), this particular section of the report is indicative of our current research questions except to say the focus of the discussion is very much different from the situation we are undertaking to study but all the expostulated ideas here is in line with what our research intend to address.

The literature findings equally cited overwhelmingly that employers, students, graduates and HEI representatives' value work-based learning such as placements and internships which is a model of our current system of Learnerships, apprenticeships and Internship as particularly effective approaches to promote the employability of graduates.

The literature also quoted "UKCES (2009a) as stating that opportunities such as placements and internships not only seem to offer an effective applied method of inculcating appropriate awareness, skills and abilities in graduates but can also promote productive

Collaboration and partnerships between HEIs and employers, building greater understanding between these stakeholders.

The importance of placements and internships has been recognised by policymakers and supported by funding and their value is also evidenced(UKCES (2009a)), this is important to our construct as a similar process is already in place here in South Africa to address all the aspect mentioned, like I argued earlier the only issue with this research is that it was done in a country with a different background to ours and the key focus was undergraduate, the need of our research is slightly different as we seek to include all other element that might have been overlook or not applicable to the research environment although the idea is to import the different construct mention here and apply it to our own unique situation and therefore determine the outcome.

### **Employment and Economic Growth**

In a paper publish by the Development Policy Research Unit School of Economics University of Cape town titled: Higher Education, Employment and Economic Growth: Exploring the Interactions authored by Haroon Borat et al, in the section on labour market outcome it noted that there was Highest employment growth for the better educated and declining employment growth for those with less education, relating to the increasingly capital intensive growth path and growth in medium and semi-skilled occupation.

It further went on to say that workers with low levels of qualifications are clustered around occupational types that demand low skills, while high-level jobs are mostly filled by workers with high skills and education and that mixed employment growth for certificate holders- high skilled as well as low skilled employment growth, grade-Hiring inflation where better educated workers are doing work previously reserved for workers with lower skills.

Understandably so, but the underling factors responsible for this situation was not explore I could only discern from this literature a policy focus exploration or an attempt to uncover the factors responsible for the current woeful unemployment data.

### **Business Development programme – Grant Programme**

According to the report by **Imperial Research and consultancy** In May 2013, the NYDA shifted its core focus from enterprise finance to skills and education and instead of offering loan finance to young people, it now offers grant finance of between R1000 and R100 000 (I was informed that this figure has equally be scaled up R250,000.00)to individual and youth co-operatives, and it equally partnered with Industrial

Development Corporation (IDC) and the Small Enterprise Finance Agency to assist youth-owned businesses with funding and support over a period of five years. This more than R25 million grant programme offers both financial and non-financial support to qualifying young entrepreneurs between the ages of 18 and 35.

Recipients of this grant in their sample, male entrepreneurs were in the majority (58%) but female entrepreneurs (42%) were not far behind.

40% of the businesses they visited for this study are fully owned by women while 49.7% of the visited businesses are owned by men. The remainder 10.3% is owned by females who are co-owners with males in business.

The South African Government has prioritised the advancement of businesses owned by women and youth through various initiatives including policies, preferential funding schemes and targeted support. (Madzivhandila, 2014; Sanyal & Hisam, 2015)

The gap in entrepreneurial participation between male and female entrepreneurs is lessening and this was attributed to initiatives by the Government and other similar initiatives that have started to bear fruit.

Some 600 small to medium enterprises benefit from the financial portion of the NYDA Grant Programme per year. These businesses consist of individual ventures and cooperatives. Additionally, many more can benefit from non-financial business support services including branding, marketing and website development. It was equally noted that although South Africa's overall total early stage entrepreneurial activity (TEA) decline from 9.2% to 6.9% in 2016 this was mainly due to decreased entrepreneurial activity among South African men.

The grantees that took part in the study indicated that they had accessed the grant from the three thresholds – Idea generation and survivalist, Start-ups PTY and Cooperatives and Expansion Stage PTY and Cooperatives. It should be noted that a fourth threshold – Expansion Stage PTY and Cooperatives was introduced by the NYDA, but the grantees who were visited either did not know about it or did not qualify.

61.3% (majority) of the grantees qualified for Threshold 2 – Start-ups and Cooperatives (R10,001 – R50,000) an indication that most businesses had endured through the initial stages of the business cycle and are consistently generating revenue and adding new customers. Some of these businesses are maintaining a small profit margin that allows them to continue operating. 24% of the grantees' businesses are at Growth stage which qualified them for Threshold 3 (R50, 001 – R100, 000). These businesses have established their presence in the communities where they operate and have realistic growth strategies in place. They reported experiencing significant growth in revenue and cash flow. The remainder 14.7% of the businesses visited qualified for Threshold 1 – Idea generation and survivalist (R1000 – R10, 000). They had ideas which were worth pursuing, met the grant criteria and made the business entities legal (business registration).

### **Business Consultancy Services – Voucher Programme**

Report on: **Impact evaluation of the voucher programme March 2019** was reviewed and the following discoveries were made, The gender distribution of the beneficiaries of the voucher programme interviewed stand at about 74 % males and 26% females, in Mpumalanga (11% males and 4% females); Western Cape (5% males and 2% females); Gauteng (23% males and 6%); Northwest (14% males and 2% females); Free State (11% males and 4%); Eastern Cape (6% males and 5%). this skewed in favour of males, seems to confirm the historical trend observed in the performance of the voucher programme since its inception that, although females constitute the majority population and experience more unemployment than their male counterparts, the NYDA has not done enough to ensure that more females access the voucher programme.

Indeed, there appear to be no change in the number of males and females who access the programme since the last evaluation was conducted in 2007. If the organization is committed to women economic empowerment, some drastic action needs to be taken to ensure that more young women access the programme

Findings from the survey indicate that voucher programme beneficiaries are involved in a variety and wide-ranging businesses, the majority of which are aligned to the business focus of the vouchers issued. According to survey data 28% of the respondents, which constitutes the majority, are in the manufacturing sector. Manufacturing might be most attractive sector for young people mostly due to its diversity and the sector's massive demand for skilled people. In addition, employment trends in the country show that there is a huge array of career progression opportunities in the manufacturing sector.

The results also indicate that the voucher programme beneficiaries are also involved in mainly ICT (14%) and event planning (14%) sectors. ICT business is an important business, as it enables self-paced learning, provides access to wide range of up-to-date learning materials, enriches learning through a combination of audio, video, images, text and animation. The other business sectors that voucher beneficiaries are involved in are marketing and communication (4%), printing (4%), hair dressing (4%), courier services (4%), photography (4%), construction (4%), mechanical (4%), production (7%) and transportation (7%).

**Survey data** from the respondents depicts the legal nature of enterprises operated by the voucher beneficiaries, the largest legal nature adopted by the beneficiaries, is the private limited (Pty Ltd) legal entity with 88% of the respondents, close cooperation with 8%, co-operative society (3%).

The huge adoption of Pty LTD might be explained by its advantages that, liability of shareholders is limited to the share capital they have subscribed, and any debts which they may have personally guaranteed. Shareholders and directors can be employed by the company under normal salary and wage conditions and their income taxed at personal rates.

That the partnership is the least adopted form of business ownership might be explained the principle of liability involved in this form of ownership. In a partnership, generally, partners are personally liable for the business debts and liabilities. Each partner is also liable for the debts incurred by the actions of other partners. Overall assessment of the voucher programme revealed that According to the figure, in 2014/15 financial year, the most preferred and in high demand voucher was the business plan voucher (36%), followed by the website development and hosting for one-year voucher (25%). The vouchers with less demand were marketing and promotion (3%), book keeping and financial administration also (3%) and financial account systems (3%).

In the 2015/16 financial year the business plan voucher was again in high demand and followed by the financial management (Accounts & Policies) voucher at 15%. The vouchers that were in less demand were the marketing and promotion vouchers at 4%.

In the 2016/17 financial year, the business plan voucher was, once again, the voucher in high demand at 46%, and followed by the marketing and branding voucher at 13%. The voucher that was in less demand during this financial year was the business operation manuals. with least vouchers received being the Business Operation Manuals.

The consistent high demand for business plan vouchers during the period under review for the programme could be explained by two factors. The first factor is that most of the beneficiaries are first time applicants for

the voucher programme. The second is that many young people are increasingly exploring starting their own enterprises and that the first step in this direction, in terms of their own perspective, is to develop a business plan. However, as discussed later in this report, there tends to be low chances of success in getting the business plans financed. Due to the popularity of this voucher and its low return on investment, the NYDA might need to consider setting specific terms and conditions for the service providers involved in the development of these business plans, for example, linking the business plan development voucher with the business feasibility study voucher.

### **Business Advisory Services – Mentorship and Market Linkages Programme**

Report on: **Impact evaluation of the voucher programme March 2019** confirmed intimated that the objectives of market linkages, which is also located within the PDDD and is a non-financial intervention, include the following:

- ❖ Linking young entrepreneurs to emerging procurement opportunities in the private and public sector.
- ❖ Enhancing the competitiveness and supply capacity of the youth owned companies.
- ❖ Facilitating the purchase of equity stakes by youth entrepreneurs (minimum of 26% stake per transaction); into viable businesses. Facilitating the provision of joint venture as well as sub contract opportunities to youth entrepreneurs.

About a fifth (20%), of beneficiaries accessed market linkages in 2014 and 2015 respectively. Another 28% accessed market linkages in 2016 and just under one third (32%), accessed market linkages in 2017. The positive outlook from this information is the fact that, this represented about one in ten (12%), increase in linking NYDA voucher programme beneficiaries to markets. Nonetheless, the data also show that less than 70% of the programme beneficiaries received support to access the market linkage programme. This could also had been attributed the complexities of the internal administrative NYDA processes, which could have hindered internal integration.

### **CONCLUSION**

Finally, It suffice to say although research have being done on entrepreneurship with the focus on attracting, developing and retaining skills in the workplace none have actually been done with the focus define in this research.

This report have therefore attempted to provide a review of the literature that has thus far shaped the understanding of employability (youths, graduate's) and skills development and retention.

our extensive knowledge repository search for previous literature on the specific subject of "Job Created and sustained " unfortunately did not yield any result, although as mentioned earlier in this review vast repository of materials were found on the components that make up the entirety of the research subject, so we resorted to a piece meal approach to unlock the wealth of knowledge already in the space where it was then discovered that issues of Race, Technology, Labour Practices, Government Policies..... need to be investigated/study for complicities in the current situation of the Country Job creating ability, it is therefore imperative that the NYDA undertakes to engage the stakeholders on how to transform cultural mindsets that are currently delaying change.

In other words, the NYDA must develop strategies in consultation with the relevant stakeholders on how best to make establish companies appreciate the benefits of a youth workforce that is truly diversified.

Industry leaders must be challenged to come up with creative but implementable solutions and to commit to change the playing fields if the programmes are to succeed, Clear career paths for managers and diversity management training for senior executives are critical. Such training must ask the tough questions and deal with those of race, privilege, and empowerment issues that are sometimes awkward and uncomfortable to confront.

This means that in implementing the required change management processes, senior executives must not longer be rewarded for maintaining the status quo, business as usual from employability perspective will not transform the national employment landscape, unions operation in the wholesale and retail sector should also actively assist in monitoring the inclusion of PDIs on the retail corporate Boards.

Government investment vehicle to equally assist in this regards by doing their due diligence before making investment decisions (not profit consideration only), this is one of the important pillars of the BEE Codes on which retail corporates are intentionally refusing to entertain the national transformation agenda.

Perhaps that is because many retailers, especially in the clothing and footwear category, do not need government tenders to succeed, and so are not strictly monitored for compliance.

Many of the retail companies are so well-established that the barrier to newcomer's entrance into this market is often so high, and that their companies are guaranteed sales from PDIs, even if they implement no changes.

In light of the success that the recent student protests have had on forcing government and HEIs to review tertiary student funding, their management structures, and their labour broking practices, South African consumers might do well to follow suit, thus assisting the government to force this sector transformation.

Organised peaceful stay-aways (wallet protest) and protest marches must focus not only on salary increases for the masses of underpaid retail workers but also on demanding the implementation of concrete diversity enhancing plans and representativeness in senior management and executive structures.

Skills Development and Training must be seen as the means to an end and not the end in itself.

Several models regarding the conceptualisation of Job Creation and employability were presented in this review. Given the scope of the study, those sources deemed most relevant to jobs creation employability were utilised in order to identify the skills that need to be seen in potential employees both of the non-graduate and graduates at university level, those desired by employers, and those that are lacking according to employers.

From the literature, it is evident that there is indeed little consensus on the construct of employability, but that its importance cannot be overstated.

The literature review also shown that career choice / lack of thereof, cultural issues, race, localization, technology access / lack of, have contribute to general employability or lack of by means of the competencies they encompass.

An analysis of the articles from different parts of the world has indicated that successful transformation is a result of carefully designed and interconnected interventions at different levels. We have seen how policy legislation alone failed to overcome the entrenched boundaries and some achievements could only be realized in areas where the companies accepted and agreed to the objectives of transformation.

Transformation works where a number of interventions are in place to create an enabling environment, potentiate the individual through education and raised self-esteem, and the creation of opportunities for the individual to succeed.

Ultimately while an enabling environment is being created for the previously disadvantaged individuals, care should be taken to ensure that the historically privileged who have potential are not excluded from the development process.

Moreover, the NYDA should set realistic targets that do not limit the number of designated candidates who demonstrate potential. So, the targets set should reflect the minimum number of previously disadvantaged individuals required and no maximum.

Information from the literature that was reviewed, therefore, indicates that while the provision of educational support may be useful in contributing to transformation, it is on its own not adequate to achieve transformation as there are other forces that need to be addressed.

NYDA's intervention of awarding bursaries to educate beneficiaries can partially contribute to increased levels of education, which may be transformative in itself (because it increases numbers and attempts to level the playing field), but it does not have much influence in terms of the Jobs created and sustained of these graduates.

Within the context of organizational change there were nuances of the positive role of mentoring relationships and culturing of the 'I belong to the organization' to combat the problematic attitudinal and racial mind-sets. Well-prepared mentors, committed to promoting and managing diversity, can be enablers in the acquisition of workplace skills and prepare candidates to higher levels of responsibility.

While studies pointed to the need to have a holistic approach when implementing rural interventions, emphasis were mostly limited to on-going support for development.

Our study will investigate further by looking to see what other factors might enable the NYDA participants' metro-urban-rural-large-medium-small micro-enterprises to grow in the context of employability, skills development and retention within an enabling economic environment.

## 2.7. Sampling

The Terms of Reference (TOR) clearly indicated the number of beneficiaries that should be interviewed telephonically for the assessment and they are tabulated in alphabetical order as follows.

**Table 1: Sample Composition.**

Province	Total Numbers of Respondents	Individual	Cooperative	Enterprise
Eastern Cape	5	1	2	2
Free State	5	2	1	2
Gauteng	5	1	2	2
Kwa-Zulu Natal	5	1	2	2
Limpopo	5	1	2	2
Mpumalanga	5	1	2	2
Northern Cape	5	1	1	3
North West	7	4	0	3
Western Cape	1	1	0	0

### Sampling Procedures for the Assessment.

The sample was chosen from database of beneficiary nationally provided by the NYDA, which included individual, Cooperatives and Enterprise. The assessment and evaluation team adopted purposive sampling

for the interviews, “Purposive” to select Sample’s based on knowledge of the population (Punch, 2005:187) Respondents with expertise and direct involvement with Jobs created and sustained (i.e. Product Owner’s) Staff of NYDA were selected as key respondents, this selection was done with help from the Manager Organizational performance monitoring.

Completing the survey was voluntary – thus the method used for the survey was a self-selected convenience sample.

**Table 2: Sample Composition and Techniques used.**

<b>Technique</b>	<b>Quantity</b>	<b>Details</b>
<b>Project/Programme Briefs</b>	4	Manager Research Department. Senior Manager Research Department. Chief Financial Officer (NYDA). Executive Director (NYDA).
<b>Interviews</b>	2	Product Owner Jobs created and sustained. Product Owner Jobplacement
<b>Questionnaires Telephonically applied to respondents</b>	45	Individual, Cooperatives and Enterprise Beneficiaries of the Jobs created and sustained Programmes

### **Sampling Procedures for the Quantitative study**

During the initial planning stages of the assessment, we have intended to involve all programme beneficiary in the country, but due to the size of the Database and the time available to complete the assessment and evaluation, we decided to limit our sample to telephone interviews, we further decided to focus our investigation mostly on the identified beneficiary whose number were on the database provided.

The 45 beneficiary which were identified for this assessment and evaluation have similar backgrounds with regard to their status, the implications and success of the design and related methodology have a bearing on the population and sample size, for example, the elements of the population considered for actual inclusion in the study.

### **2.8. Data Analysis:**

The data was collated in MS Word and MS Excel, and analysed using MS Excel. Themes were identified from the survey data and were used as an indication of the key findings. The in-depth interviews were analysed through content analysis, deconstruction of the conversations, reconstruction within the themes and drawing meanings from words and phrases used (Lee, 1999).

Responses are incorporated in the whole assessment and evaluation to offer and give a balanced view of this assessment and evaluation project.

### **2.9. Validity and reliability**

According to Rossouw (2003:122-123), validity and reliability are essential in both quantitative and qualitative research. This means that the findings and conclusions of the study must be credible and truthful in the eyes of readers and users of the research (Somekh & Lewin, 2005:348). In this study, validity and reliability was enriched through the use of the 2 different data collection methods and data analysis methods; reference to the existing body of knowledge and prolonged involvement of the researchers with the respondents, in order to have a clear understanding so as to eliminate misconceptions during data collection/analysis (Rossouw, 2003:123)

The different methodological approaches assist in the triangulation process of the different outcomes. The Mixed Methods approach was used to be able to mix the quantitative approach in a form of a Survey and questionnaire to enhance personal interviews. The questionnaire also had open ended questions to provide qualitative responses. Peer review of the findings is been work on through focus group sampling from the respondents. This will further validate the study's findings.

**Table 3: Seven steps in the data analysis process**

Stages in the mixed methods data analysis process	Description of each stage	Application in quantitative data analysis	Application in qualitative data analysis
1. Data Reduction	Reducing the dimensionality of the qualitative and quantitative data	Via descriptive statistics, exploratory factor analysis and cluster analysis	Via exploratory thematic analysis
2. Data Display	Pictorially describing both the qualitative and quantitative data	Using tables and graphs	Using matrices, charts, graphs, networks, lists, rubrics, and Venn diagrams
3. Data Transformation		Quantitative data are converted into narrative data that can be analyzed qualitatively	Qualitative data are converted into numerical codes that can be represented statistically
4. Data Correlation		Quantitative data is correlated with qualitative data	Qualitative data is correlated with quantitative data
5. Data Consolidation	Both qualitative and quantitative data are combined to create new or consolidated variables		
6. Data Comparison	Involves comparing data from both the qualitative and quantitative data sources.		
7. Data Integration	This is a final stage, wherein both qualitative and quantitative data are integrated into either a coherent whole or two separate sets of coherent wholes		

### Ensuring Validity and Reliability

As this study entails the use of both qualitative and quantitative assessment and evaluation data, the concepts used to express validity and reliability are broader than those traditionally associated with quantitative assessment and evaluation. When working with qualitative data, the concepts of trustworthiness, dependability, transferability, and credibility are also used, so in order to ensure the validity and reliability of the content of the three questionnaires, the questionnaires are to be piloted, and the following processes for ensuring validity and reliability, legitimizing the data, and finally lending credibility to the assessment and evaluation report are to be used for this study.

### Triangulation

Triangulation is define as the use of two or more methods of data collection to study a particular phenomenon. Cohen, Manion and Morrison (2000:112) triangulation is viewed as a verification procedure whereby researchers search for convergence among multiple and different sources of information to form themes or categories in a study. It is a system of sorting through the data to find common themes or categories by eliminating overlapping areas. Triangulation was employed in this study.

The business managers/owners for the structured interviews were male and female from NYDA, Youths Beneficiaries identify to complete the questionnaires, were from different community backgrounds, thus providing multiple sources of information from which to form themes.

For the purpose of this study, the three sources of data are placed at the points of a triangle, where each data source provides a philosophical starting point for the other data sources. The three data sources for this study, and how they will be triangulated, are represented in the diagram below.

**Figure 2: Representation of the triangulation of Data sources**

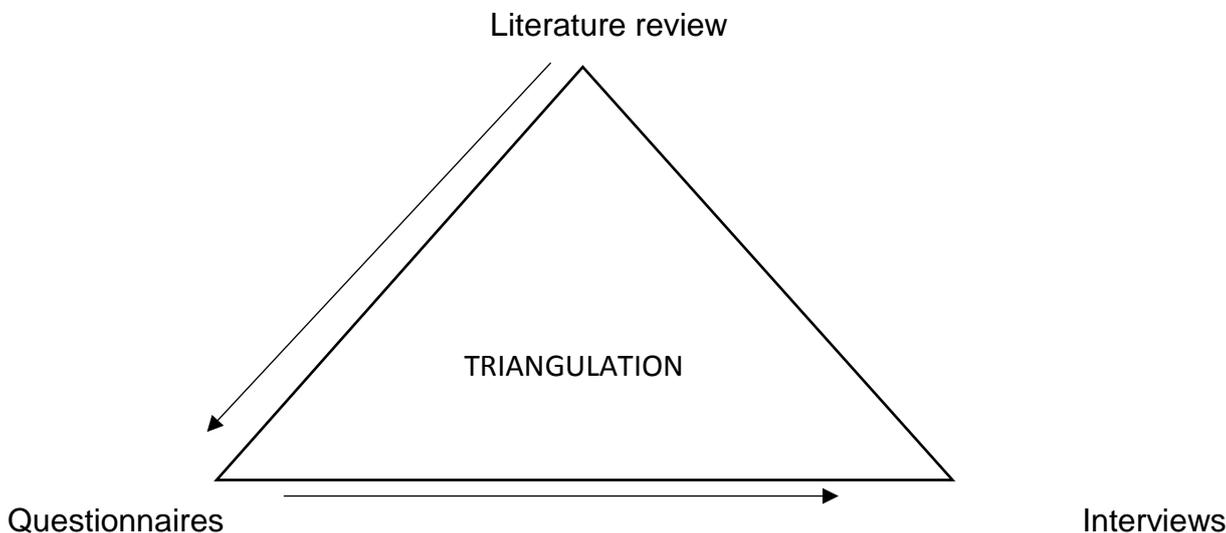


Figure 3. Represents the three data sources that was used in this study, namely: literature review, questionnaires, and interviews. The literature review was used to provide secondary data which assisted the researchers to formulate questions for the questionnaires; the questions for the business managers/owners questionnaires were drawn directly from the literatures and ToR's, the findings from the analyse questionnaires informed the types of questions that were included in the interview schedule for business managers/Product owners.

### **Thick Description**

Thick description is a procedure that is used in qualitative assessment and evaluation to ensure validity and reliability. This procedure is concerned with describing the setting, the participants, and the themes of a qualitative study in rich detail. Thick description has been used in this study in the presentation of the qualitative assessment and evaluation findings where the actual words of the participants have been used constantly. The purpose of thick description is that it creates —verisimilitude, that is, statements that produce for the readers the feeling that they have experienced, or could experience, the events being described in the study.

The purpose of reporting the findings using thick description is to provide as much detail as possible for the readers. It also enables the readers to make decisions about the applicability of the findings to other settings or similar contexts.

### **Peer Review**

The third and last procedure for ensuring validity and reliability in this study will be peer review (Creswell & Miller, 2000). Peer review is the review of the data and assessment and evaluation

process by someone who is familiar with the assessment and evaluation or the phenomena being explored. A peer reviewer provides support, plays devil's advocate, challenges the researchers assumptions, pushes the study to the next step, and asks in-depth questions about methods and interpretations (Lincoln & Guba, 1985). This procedure was used during both phases of data collection and interpretation. The peer reviewer will be a researcher choosing by 'Ebus-Tech and agreed to by NYDA.

## **Summary and Conclusion**

In this document we put together the assessment and evaluation design and methodology that underpin this study. detailed information regarding the mixed methods design, its origins, its relevance to this study and its general characteristics, were explored in this document and it build on the methodological propositions made in this document by employing the proposed data presentation and analysis approaches to analyze the quantitative and qualitative data.

### **2.10. Ethics and Limitations**

Surveys was conducted telephonically, with the expectation that respondents could answer questions in the comfort of their offices/homes and thus would be willing to participate. However, we were only able to account for Forty-five (45) beneficiaries after making about eighty-four (84) calls, representing a response rate of about 52%. With this samples, the findings should be seen as representative of the current situation of the programme, being indicative of the situation in which the youth's beneficiary finds themselves.

These findings are generally believed to be credible and trustworthy because of methodological triangulation, the use of peer debriefing, and checking results with a focus group made up of industry experts and representatives of the respondents (Padgett, 1998).

### **Ethics**

Respondents were informed that the information was for assessment and evaluation and that the process was voluntary and confidential. Names of responding individuals would not be divulged.

It was found that the notion of Youths Jobs created and sustained is supported by a majority of people and institutions.

## Chapter 3: Assessment Findings

### 3.1. Introduction

Entrepreneurship provides numerous benefits to the economy and local communities, including:

- The creation of jobs and an increase in local incomes and wealth (Henderson, 2002).
- A faster and higher ratio of local economic growth (Barth, Yago, & Zeidman, 2008).
- A lower cost associated with creating and growing small businesses (Edmiston, 2007).
- A tool to escape poverty (Barth, Yago, & Zeidman, 2008).

The question lies in the general awareness of key available legislated incentives and their implementation. Are the challenges faced by the Youths in South Africa unique to the nation.....? A comparative analysis of international trends in Youths Jobs created and sustained is needed.

More than half of the jobs in South Africa are created by small businesses that have 1- 49 employees or less. Even smaller firms, those with less than 99 employees make a significant impact. Comparably more than 98 percent of all firms in America have 0 to 99 employees and these small companies employ almost one out of every three workers (SBA Office of Advocacy).

Although there are many benefits of entrepreneurship, business creation faces significant challenges in South Africa studies have found there were more business closures than startups adding entrepreneurship-based education to the core curriculum can positively influence the creation of new entrepreneurs in South Africa? Based upon the traditional role of public education, which in large part is to prepare students for economic competitiveness, a significant shift toward entrepreneurship education should be considered. The positive benefit of entrepreneurship in the South Africa economy and the challenges of creating and maintaining small businesses across the nation make a strong argument for entrepreneurship education.

The term entrepreneurship is most commonly used to describe any individual that seeks to start and own a business. However, there are other useful key definitions.

There has been a historic debate as to whether entrepreneurship is learned or inherent. Research suggests that both the traits and skills entrepreneurs possess can be taught. Not only can it be taught, but entrepreneurship education can affect the overall supply of small businesses.

The teaching of entrepreneurial skills and attributes and behaviors is often not properly integrated into school curricula or not adequately taught on different educational levels. Most education systems still teach traditional values of compliance to the norm rather than independent thinking and acting, risk-taking and self-reliance. Moreover, an academic approach to education nurtures skills that are appropriate to working in the public sector or large private Company/Organization but not for an entrepreneurial career. Even business study programs at universities in many countries often do not include sufficient entrepreneurial elements.

Thus, students are neither encouraged nor educated to become entrepreneurs but rather managers

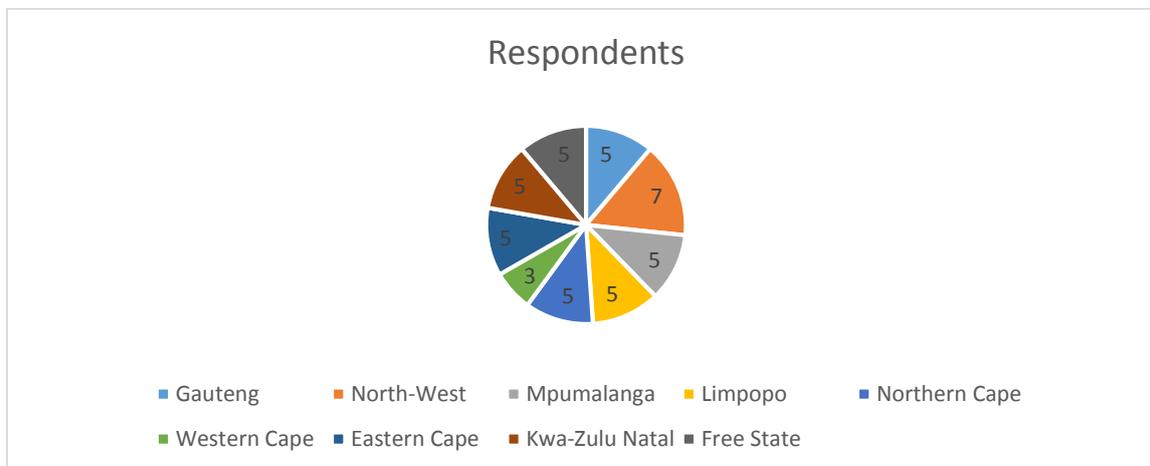
Youth entrepreneurship education research has showed that:...students trained in entrepreneurship and who engaged in a classroom-based enterprise also had a higher sense of personal control and self-esteem than a comparable cohort. These factors are very important in the short-term behavior of students and the likelihood of avoiding destructive criminal behavior (here NYDA is on track with its business training programmes).

### 3.2. Profile of Respondents

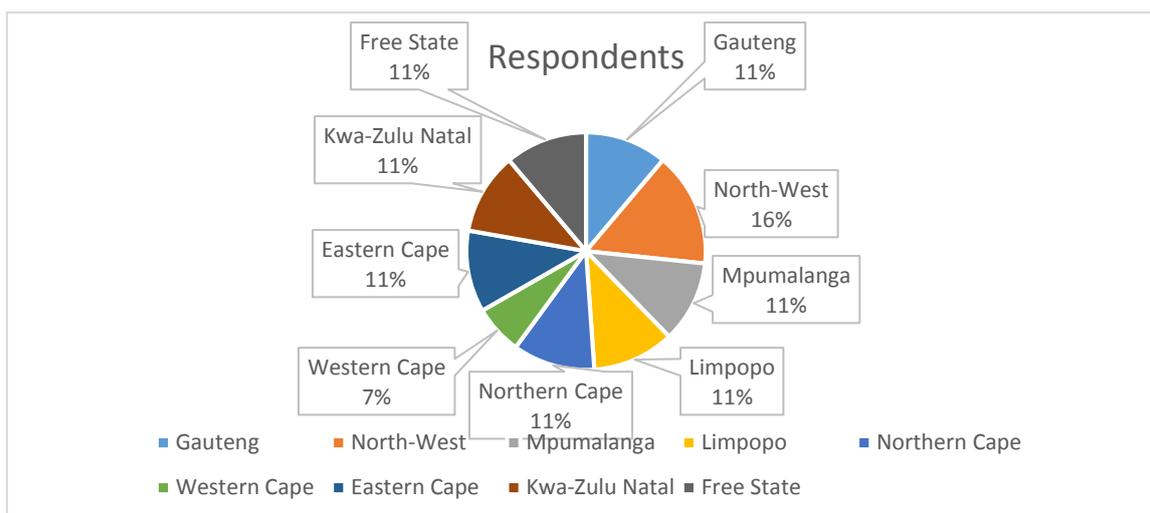
#### Demographics of the youth respondents Province *distribution*

The provincial distribution of the beneficiaries of the Jobs created and sustained Programme who were interviewed telephonically is show as depicted in **figure 3 & 4** below.

**Figure 3: Province Distribution of respondents by numbers**



**Figure 5: Province Distribution of respondents by Percentage**



### 3.3. Key Findings

It was a bit difficult to quantify the findings relating to NYDA implementation of youth Jobs created and sustained programme as the programme itself was reliant on the entrepreneurship programme, what was not clear though was how many of those beneficiaries who gained employment through the entrepreneurship programme still retained their employment for the simply reasons that a failed entrepreneurial venture, result in a lost Job and a failing entrepreneurial venture with more than one employee could face same problems. At the completion of the assessment we then resolve that the finding on the entrepreneurship development and support programme was directly related to the Jobs created and sustained Programme and therefore make the following findings and recommendation in chapter 4.

- a) **NYDA Data Repository:** The branch data was inconsistent and difficult to retrieve (case in point Western Cape most beneficiary Phone number were not working).

- b) **Programme Funding:** Branch offices are under-resourced and could thus not deliver on all the elements of the grant process, and the non-financial needs of the grantees could not be met due to a lack of resources, both financial and human.
- c) **Market linkages programmes:** there is need for newly minted entrepreneurs to have access to establish market channel.
- d) **Lobbying Government on Education Policy:** Governments and education authorities should include self-employment as a viable alternative within an overall careers advice structure.
- e) **Lobbying Government on Entrepreneurships Policy:** business favorable policies will go a long way to help youths retained their business and create more jobs while retaining those jobs already in the system and ensuring their optimal participation within the sector.
- f) **Community Development Effort to be intensified:** Comprehensive strategies need to be developed for strengthening the implementation of the various NYDA programmes through the establishment of appropriate community development channel from ownership, management and cultural perspective there by creating enabling environment for growth and its attendant effect of jobs creation in the community.
- g) **Investigate Wholesale and Retail Landscape for Cooperation:** The wholesale and retails landscape needs to systematically increase the number of high-growth businesses that are owned by those who were previously excluded from meaningful economic activity (i.e. blacks, women, rural communities, and people with disabilities).

## Chapter 4: Recommendations and Conclusions

### 4.1. Recommendations

The purpose of this section, which constitutes the last part of this Assessment report, is to provide the NYDA with practical and actionable recommendations based on the findings of this evaluation. The recommendations are linked to each evaluation objective and the findings of the study.

A deeper inspection of the key findings mentioned here will alert you to the state of changes require in the change job creation from ownership, management and cultural perspective there by creating enabling environment for growth and its attendant effect of jobs creation in the Country Landscape.

<b>Findings Items</b>	<b><i>Explanations &amp; Recommendations</i></b>
<b>NYDA Data Repository:</b>	<p>Database of beneficiary was inconsistent and difficult to work with.</p> <ol style="list-style-type: none"> <li>1. The spreadsheets should be replaced with a better data management system with capability to rendered data extraction/reports as when needed.</li> </ol>
<b>Programme Funding</b>	<p>More funding for programmes and branch offices are required for NYDA to deliver on all the elements of the grant process.</p> <ol style="list-style-type: none"> <li>1. NYDA should make representation to the national Fiscus for additional funding.</li> <li>2. NYDA with its broad mandate could sources funds easily from SETA's to augment its allocations from fiscus.</li> </ol>
<b>Market linkages programmes:</b>	<p>The small businesses that the NYDA has helped to establish can only thrive if the established retailers are willing to assist. For example, establish exhibitors can help more rural entrepreneurs display at their expos and actively encourage sales by helping them with e-marketing and online sales.</p> <p>Bigger retailers can put them in their supplier chain and procure from them, so they can have secure target markets. More established local retailers can take them for experiential learning and mentoring. Industries can build factories and firms in rural communities and link the local small enterprises to their Enterprise Development programmes.</p> <p>All these interventions would need immense stakeholder engagement and a fair amount of co-ordination, this can only be achieved if the NYDA consults widely, gets commitment from key stakeholders, and develops a comprehensive communication strategy for its vision of change.</p> <p>Significant areas that demand urgent attention are,</p> <ol style="list-style-type: none"> <li>1. The NYDA's staffing needs (human capital);</li> <li>2. its ability to communicate its change agenda with all its stakeholders; and</li> <li>3. Collaborating with other entities in the public and private domain to ensure that qualifying participants who complete NYDA-sponsored business development programme do indeed become entrepreneurs.</li> </ol>
<b>Lobbying Government on Education Policy:</b>	<p>Traditionally, advice to young people about the world of work is biased towards the benefits of working in a large company or within government. Often the</p>

	<p>benefits of supporting young people into new enterprise are not captured, nor the effectiveness of initiatives deployed. As the United Nation’s World Youth Action Plan states: “the challenge is to scale up the successful aspects of [youth] initiatives.”</p> <ol style="list-style-type: none"> <li>1. NYDA to assist in shaping education policies that ensure those leaving full-time education have the skills and qualifications needed for future employment or enterprise.</li> </ol>
<p><b>Lobbying Government on Entrepreneurships Policy1:</b></p>	<p>Business networks can be valuable to businesses throughout their life cycle, but perhaps especially during the startup phase. Given the economic, social and political benefits of a productive young population, it is in a government’s interests to promote and support entrepreneurship using structures already in place</p> <ol style="list-style-type: none"> <li>1. NYDA to lobby Governments to adopt policies that utilise existing structures, such as chambers of commerce and other business networks, to support the development of youth entrepreneurship.</li> </ol>
<p><b>Lobbying Government on Entrepreneurships Policy2:</b></p>	<p>Business plan competitions have been shown to provide an effective and engaging means to introduce a variety of business-related subjects to new audiences. Competitions can generate even more tangible benefits if winners are given an opportunity to turn their business proposition into reality.</p> <ol style="list-style-type: none"> <li>1. NYDA should develop and encourage schools and colleges to run business plan competitions that promote start-up opportunities,</li> </ol>
<p><b>Lobbying Government on Entrepreneurships Policy3</b></p>	<p>Targeting investment at youth entrepreneurship schemes can bring long-term benefits to governments, both in reducing unemployment and other welfare payments, and in increasing tax revenue.</p> <ol style="list-style-type: none"> <li>1. NYDA should Lobby Governments policies to prioritise investment in youth entrepreneurship initiatives to tackle youth unemployment as a means to reducing social grants costs.</li> </ol>
<p><b>Community Development Effort to be intensified</b></p>	<p>Successful Funded Youth enterprise organisations should engage in community outreach and mobilisation to foster a culture and spirit of entrepreneurship.</p> <p>Those organisations that specialise in supporting young entrepreneurs have a valuable role to play in communicating the potential benefits of starting a business to wider audiences.</p> <ol style="list-style-type: none"> <li>1. NYDA to educate community’s organizations on awareness of the opportunities available in entrepreneurship.</li> </ol>
<p><b>Investigate Wholesale and Retail Landscape for cooperation:</b></p>	<p>Creating links between new entrepreneurs and established companies in the wholesale and Retail sector can bring multiple benefits. The value of support through advice, networks and other relationships cannot be overestimated for a new entrepreneur. In addition, business start-ups provide a boost to their</p>

	<p>local economy, increasing overall market size and potentially contributing to supply and distribution chains of existing companies.</p> <ol style="list-style-type: none"> <li>1. NYDA to investigate the wholesale and retail landscape for its known potentials for massive job creation and added entrepreneurial abilities and develop a sustainable partnership with key players in the sector to further its agenda.</li> </ol>
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## 4.2. Conclusions

This study draws on best practice from both local and international organizations in order to make cross-sectoral recommendations for creating a culture of youth employability. It is not intended to provide complete answers but to give a snapshot of what is working in different parts of the world to give young people a chance to become successful citizens.

Youth unemployment presents a significant challenge, and future forecasts demonstrate the need for an immediate, robust and coordinated response, *NYDA Jobs created and sustained Programme* can provide a long-term route out of poverty for many unemployed young people, and as the recommendations set out in this report show, *NYDA* collaborating with different sectors can play its part in making *Jobs created and sustained Programme* work.

The real benefits are derived when sectors work together to create a culture of employability, with opportunities open to young people:

- For young people, it helps them achieve economic independence and make a valuable social contribution, and it raises their self-esteem.
- For society, it reduces the costs associated with youth unemployment, helps spread prosperity, and reduces youth disenfranchisement and social conflict.
- For governments, it can reduce welfare costs and increase revenue, and it provides opportunities to benefit from the talent, enthusiasm and energy of the young people they serve.

This study draws on best practice from both local and international organizations in order to make cross-sectoral recommendations for creating a culture of youth employability. It is not intended to provide complete answers but to give a snapshot of what is working in different parts of the world to give young people a chance to become successful citizens.

One potential way of creating and sustaining jobs is to increase youth entrepreneurship. Becoming an entrepreneur potentially offers benefits to the young person through deepening their human capital attributes (self-reliance, skill development) and increasing their levels of happiness (Blanchflower and Oswald, 1998). It also offers societal benefits. Entrepreneurs create jobs, increase innovation, raise competition and are responsive to changing economic opportunities and trends. Entrepreneurship offers other positive externalities. A young person setting up a new business may provide ‘demonstration’ or learning externalities in that they may act as a role model for other young people. This may be particularly advantageous in deprived communities because setting up a new business – especially if it goes on to be successful – may signal that entrepreneurship is a mechanism for helping disadvantaged people break out of social exclusion. Indeed, one of the reasons why youth entrepreneurship is so attractive is that it offers an indigenous solution to economic disadvantage (De Clercq and Honig, 2011; Greene et al, 2008). For example, if 10 per cent of

NEETs were integrated more fully in the EU labour market, estimates suggest that this could save EU taxpayers €10 billion per annum (Eurofound, 2011).

There is equally some evidence, that if socially disadvantaged individuals do become self-employed that they are more likely to have better outcomes.