

Creating an Inclusive Nation

Youth4Jobs

2019 impact and way forward



Creating an Inclusive Nation

Youth4Jobs

December 2019 : Impact and way forward

Context of the Study

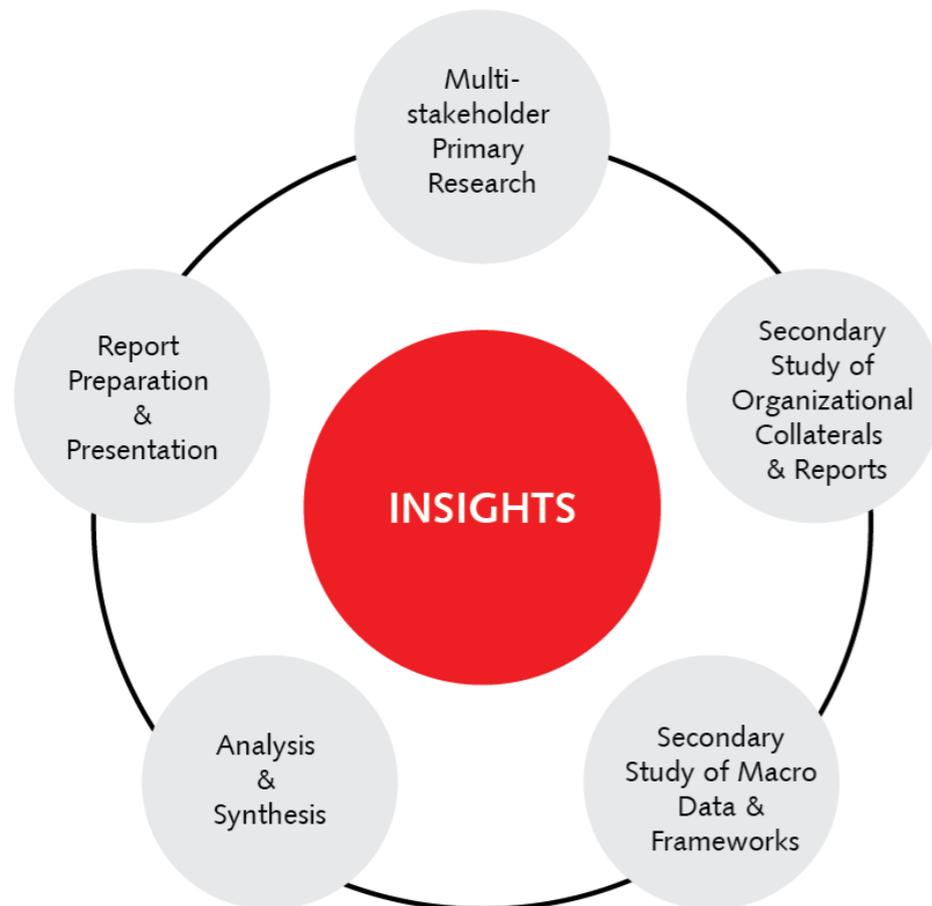
- India situation - large and complex
 - Sizeable opportunities for action
 - Need to understand systemic patterns and interconnections
- Consolidation of Youth4Jobs' work and impact - foundation for future strategy
- Systemic view on the impact on lives of PwDs going beyond job, income and material gains



Key points for discussion

- The context of disability in the country
- Impact of Youth4Jobs' work on the PwDs, employers, the larger society and nation
- Deliberations on the way forward

Methodology



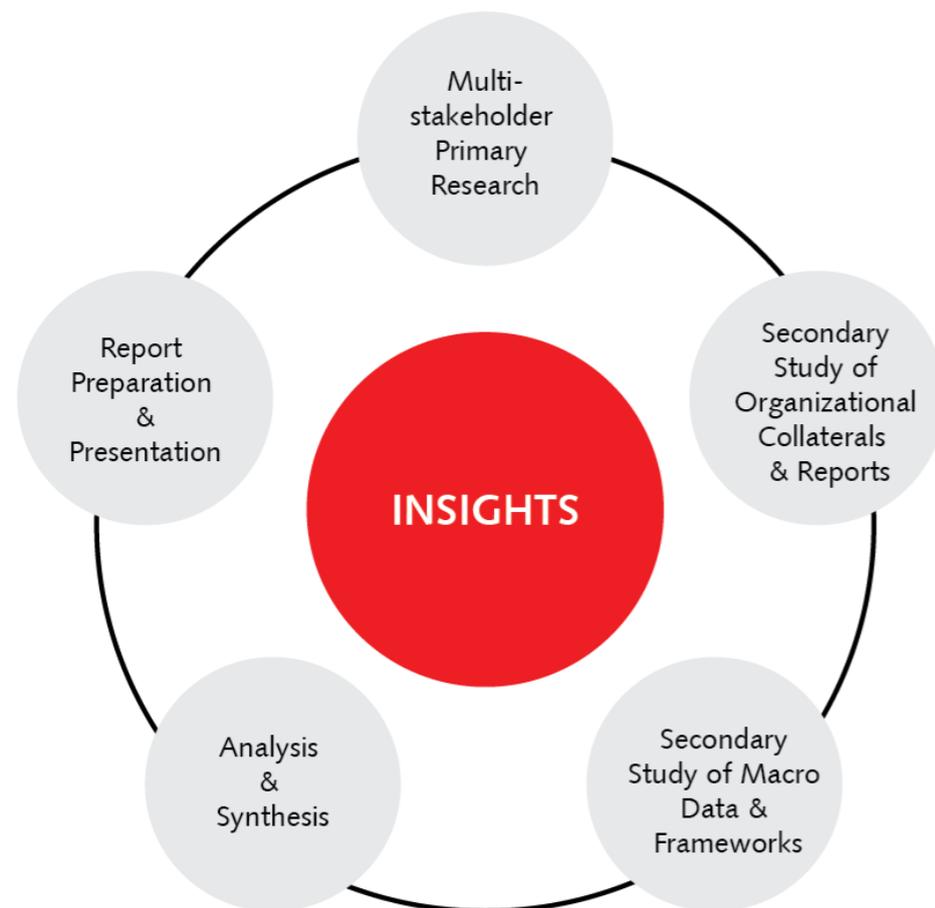
Locomotor Impairment - 11
Speech and Hearing Impairment - 20
Visual Impairment - 7
Intellectual Impairment - 3

Primary Research Centres

In person and telephonic in-depth conversations

- Hyderabad
- Mumbai
- Chennai
- Madurai
- Bengaluru

Methodology



Secondary Study

The Capability Approach first articulated by Amartya Sen

Systems Thinking for solving complex social issues

The Social Labs Approach

The 2030 Agenda for Sustainable Development

Global Context: Movement towards Rights of PwDs

Large number of PwDs across the world

- Disability a consequence and a cause of poverty
- Evolution of approach towards human rights lens for disability
 - Includes creation of supportive communities that are inclusive and diverse
- More than half of the Sustainable Development Goals (SDGs) address disability

1

BILLION
WORLDWIDE

800

MILLION
DEVELOPING COUNTRIES

640 -720

MILLION UNEMPLOYED IN
DEVELOPING COUNTRIES



India Context

- Disability - difficult to address - culturally and socially
- Under-reporting - 2.21% - 8%
 - Hinders policy action
- Progressive policies but poor implementation
- PwDs' low socio-economic status; poor education levels
 - 95% of PwDs working in unorganised sector
 - Limited opportunities for education and training, with rural areas worse off



36%

PwDs

WORKING

47%

MEN PwDs

WORKING

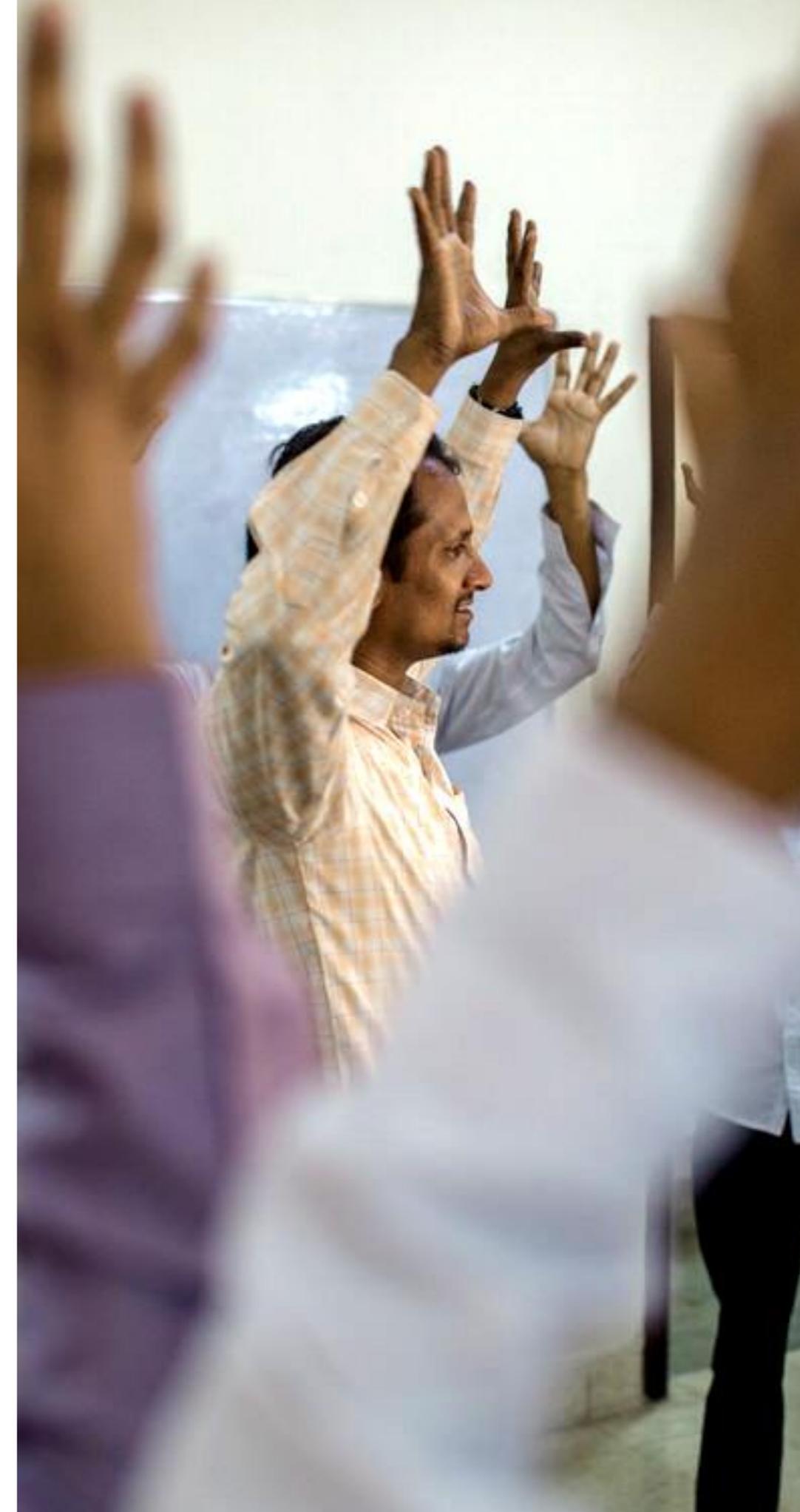
23%

WOMEN PwDs

WORKING

Youth4Jobs: Beginning

- Building on successful work with EGMM
 - Efficient and quick mobilisation
 - Upskilling
 - Placement
- Identification of PwDs as the most vulnerable and marginalised
- Deepened understanding of needs of distinct disability groups
- Designed the most apparent practical solution that would work for both the PwDs and the market - WISE & Corporate Connect



Youth4Jobs: Filling a Major Gap in Ecosystem

Government

Welfare mindset
Subsidies and doles - barrier to looking
for real jobs

Employers

Negligible understanding of spectrum and
kinds of disabilities Job roles suited for a
PwDS

Local Neighbourhood Groups

Charity, limited reach and funding

PwDs

Access to formal
sector jobs limited

WISE

Work Integrated Soft Skills and English Programme Concept

- Age Groups - 18- 27 years
- Rural youth with disability with formal schooling
- Mobilization - local organizations and governmental channels
- WISE training - language, communication, computer literacy, soft skills and life skills; counselling
- Categorized and mapped needs of different disabilities
- Sector specific training
- Trained, job-ready PwDs placed in entry level jobs



Mobilisation

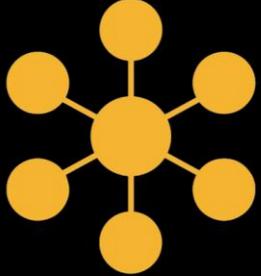
Skilling

Placement

Advocacy

CORPORATE CONNECT

Concept

 <p>Job Mapping</p>	 <p>Sensitization Workshops</p>
 <p>Accessibility Audits</p>	 <p>Sign Language Training</p>
 <p>Advising on Inclusive HR Policies</p>	
 <p>Inclusion Strategies</p>	 <p>Workplace Adaptations</p>



INNOVATIVE SOLUTIONS EMERGE



PRODUCTIVITY INCREASES



ATTRITION REDUCES



WHY HIRE PwDs



BUILDS BRAND SOCIAL CAUSE WITH BUSINESS

COLLEGE CONNECT

Concept

- Companies expressing interest in hiring college educated youth
- Age Groups - 18- 27 years
- Focus - Urban youth with disability with college education. Final year students
- Mobilisation - MoU with colleges and aggregate batches
- Trainings specific to local company needs
- Career guidance seminars, placement seminars, mock interviews
- Handholding onboarding and follow up for 6 months



CAMPUS/OFF CAMPUS, SIGN MOU,
CONDUCT PRE-ASSESSMENT,
FINALISE TRAINING CALENDAR,



LIFE SKILLS,
COMMUNICATION SKILLS,
IT SKILLS, SECTOR SKILLS



EVENTS & WORKSHOPS,
CAMPUS RECRUITMENT,
COMPANY SERVICES.



SCHOOL CONNECT
Concept

- Backward integration required - work with schools
- Age Groups - 12- 16 years
- Focus - Adolescents with visual impairment & speech and hearing impairment
- Mobilisation - Government special schools
- Trainings - language, communication, computer literacy and life skills
- Adolescents prepared to work in formal setting on reaching adulthood

ADVOCACY: Knowledge and Research

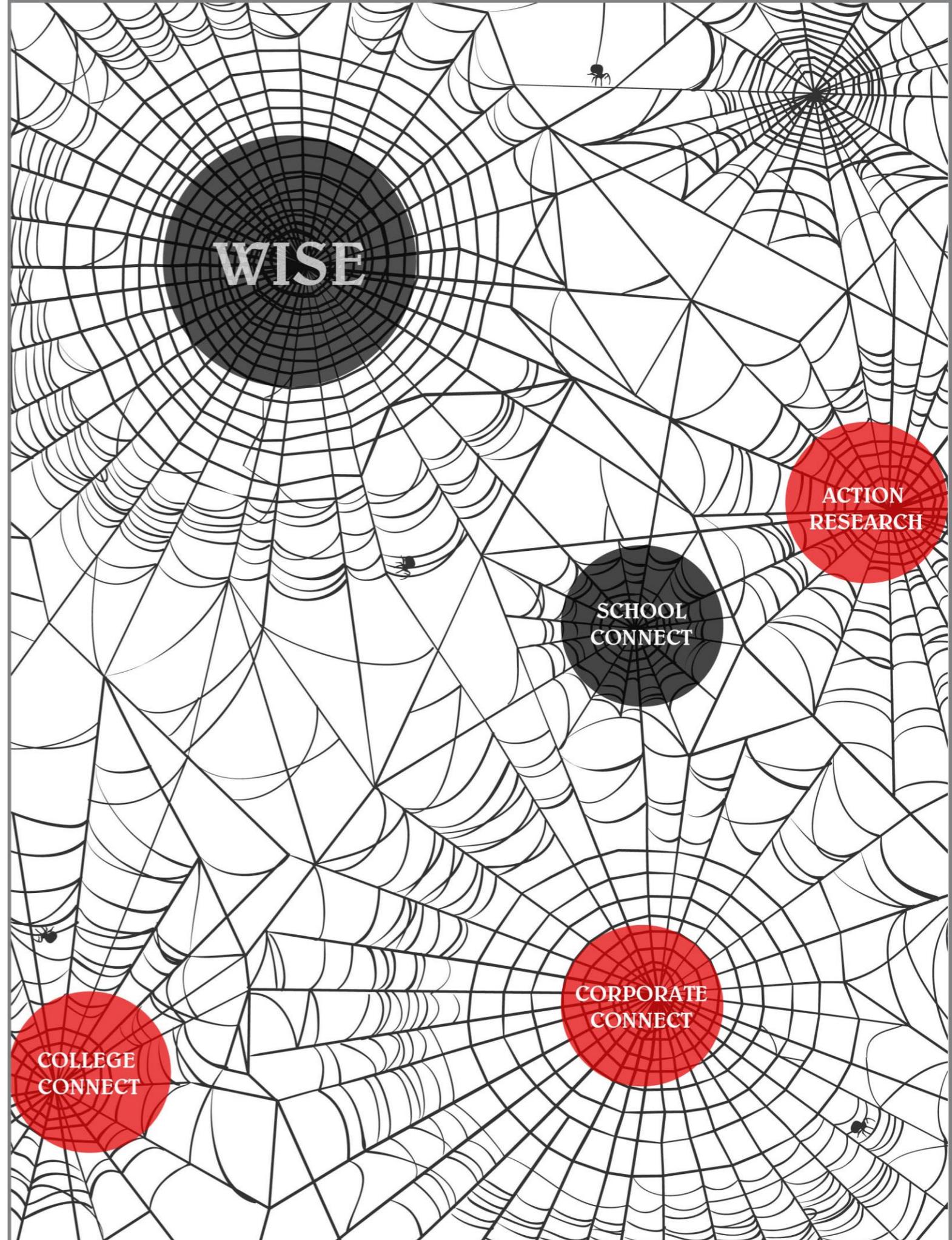
Concept

Actionable and workable knowledge in different sectors

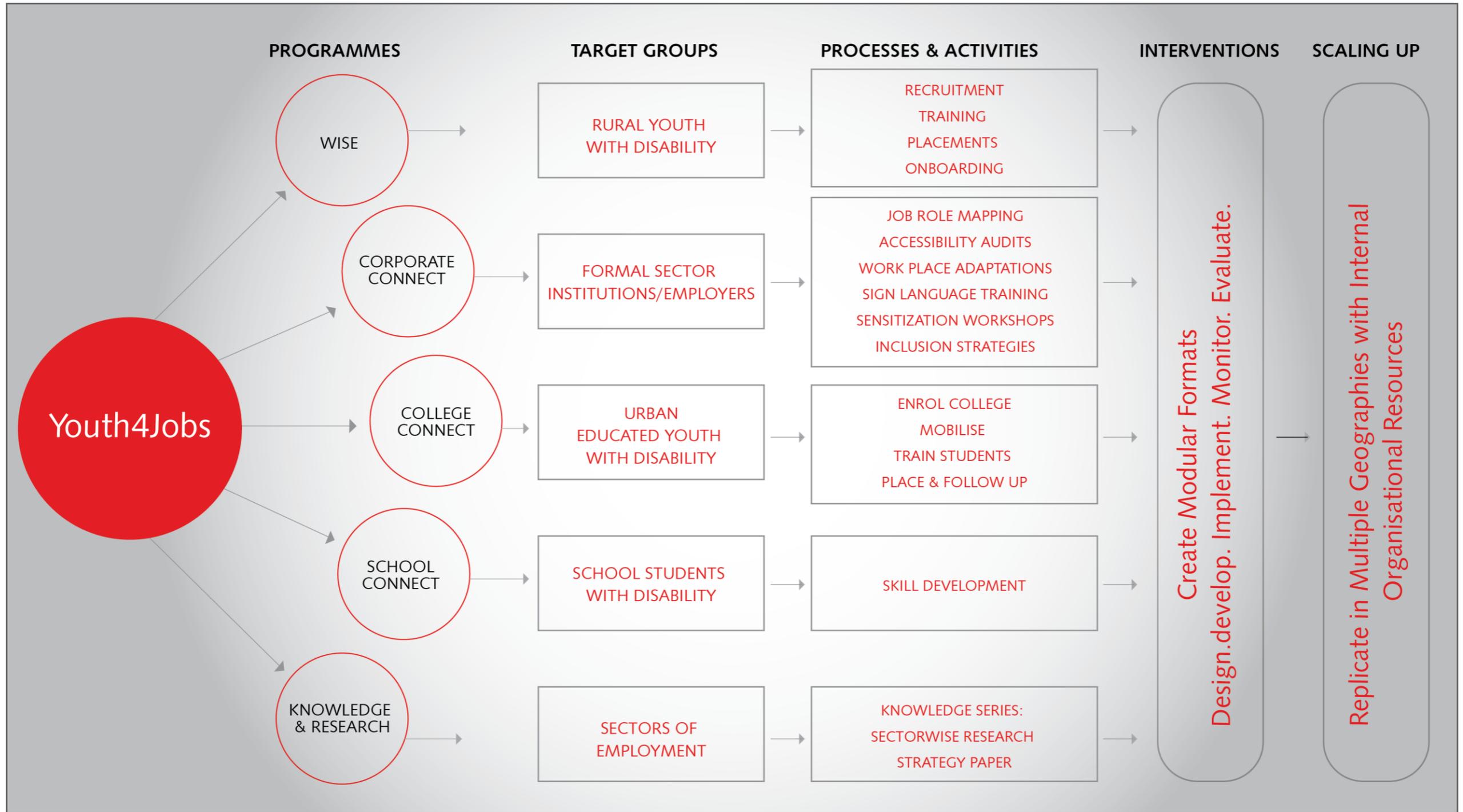
- Identifying opportunities for employment for PwDs in various sectors
- Illustrating best practices for institutions
- Establishing significance of creating multi-stakeholder partnerships

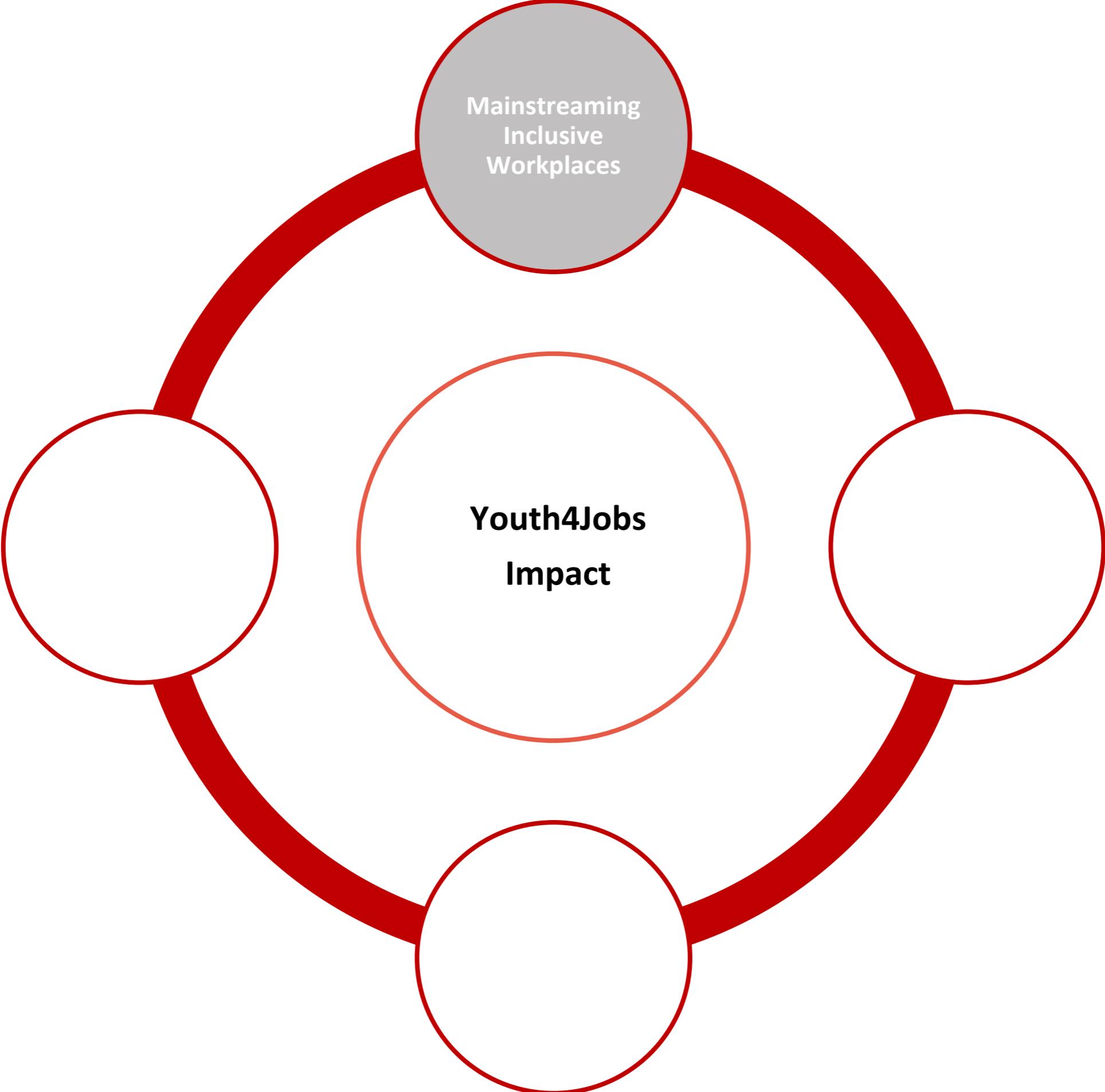


Youth4Jobs'
Operational
Model



Linear Operational Model





Mainstreaming
Inclusive
Workplaces

**Youth4Jobs
Impact**

Mainstreaming Inclusive Workplaces

Targeting the Most Vulnerable

- Enabled large reach by not passing on the financial cost to the PwDs

Institutionalizing Opportunities For Employment

- Provided institutional and collective voice
- Identified and facilitated job creation opportunities
- Customized, experiential need mapping
- Creative Solutioning - 'silent cashier', 'automotive segment'



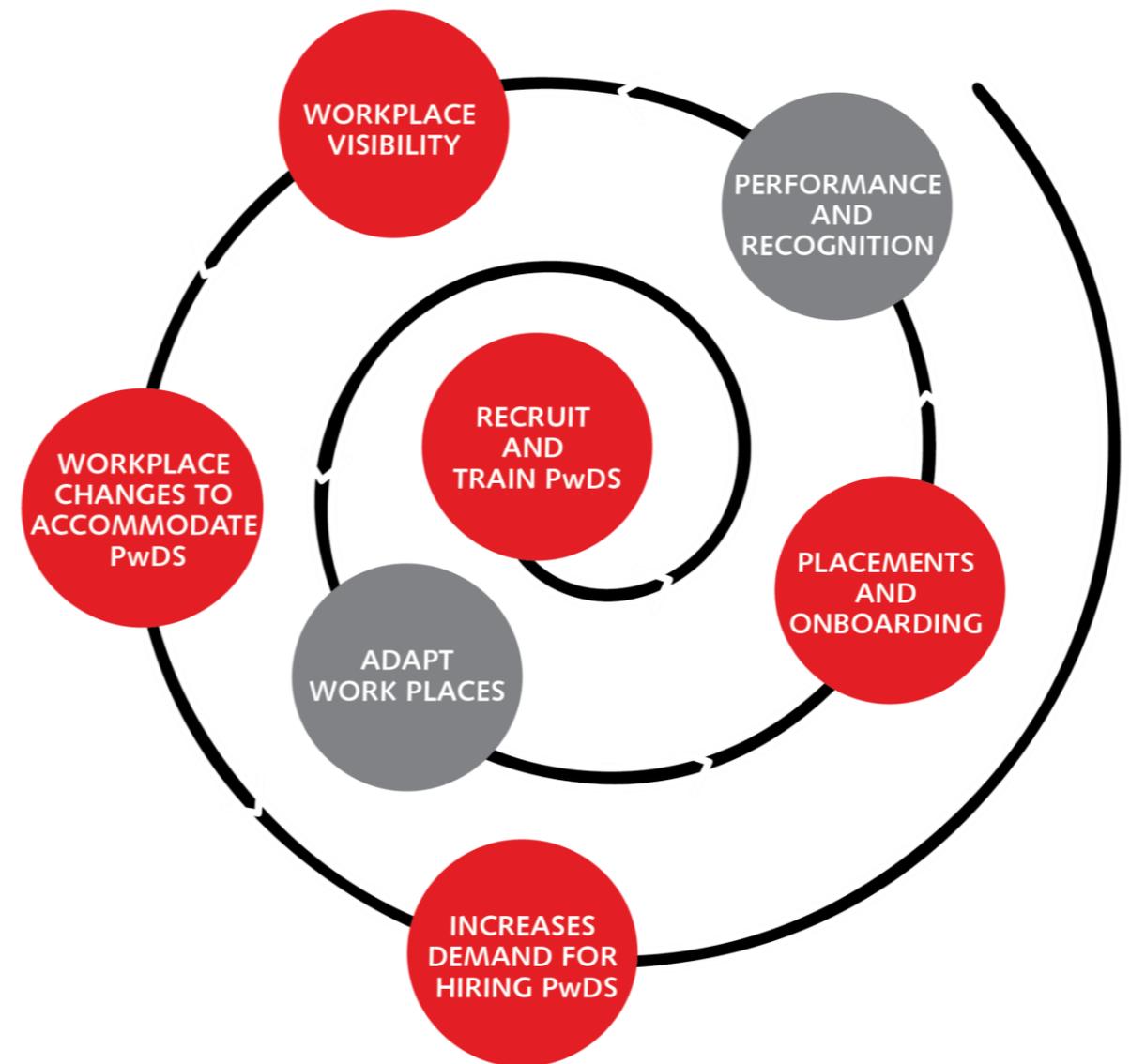
Mainstreaming Inclusive Workplaces

Creating a Pool of Work Ready Motivated PwDs

- In sync with needs of organizations
- Rigorous preparation of candidates
- Involving parents

Demonstrating Economic Benefits of Hiring PwDs

- Facilitating environment for PwDs' performance at work
 - Greater diligence, loyalty, discipline and enthusiasm
- Register lower absenteeism and longer tenures



Mainstreaming Inclusive Workplaces

Improving Productivity and Motivating all Employees

- Punctuality and lower absenteeism - rub-off effect
- Role model PwDs
- Greater sensitivity among co-workers

Encouraging Disability Champions

- Across levels
- Sensitisation workshops
- Request to hire more PwDs

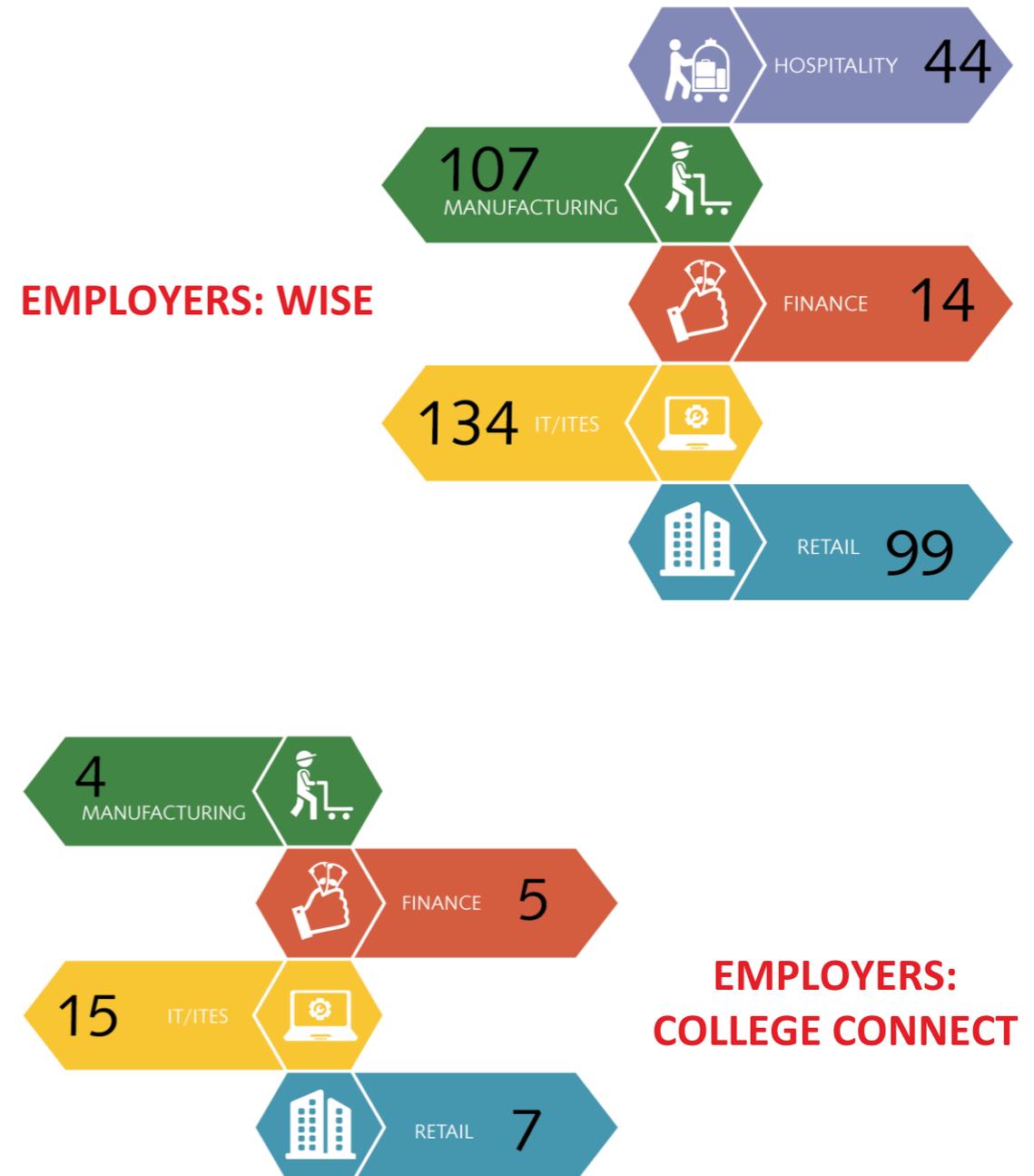
Mainstreaming Inclusive Workplaces

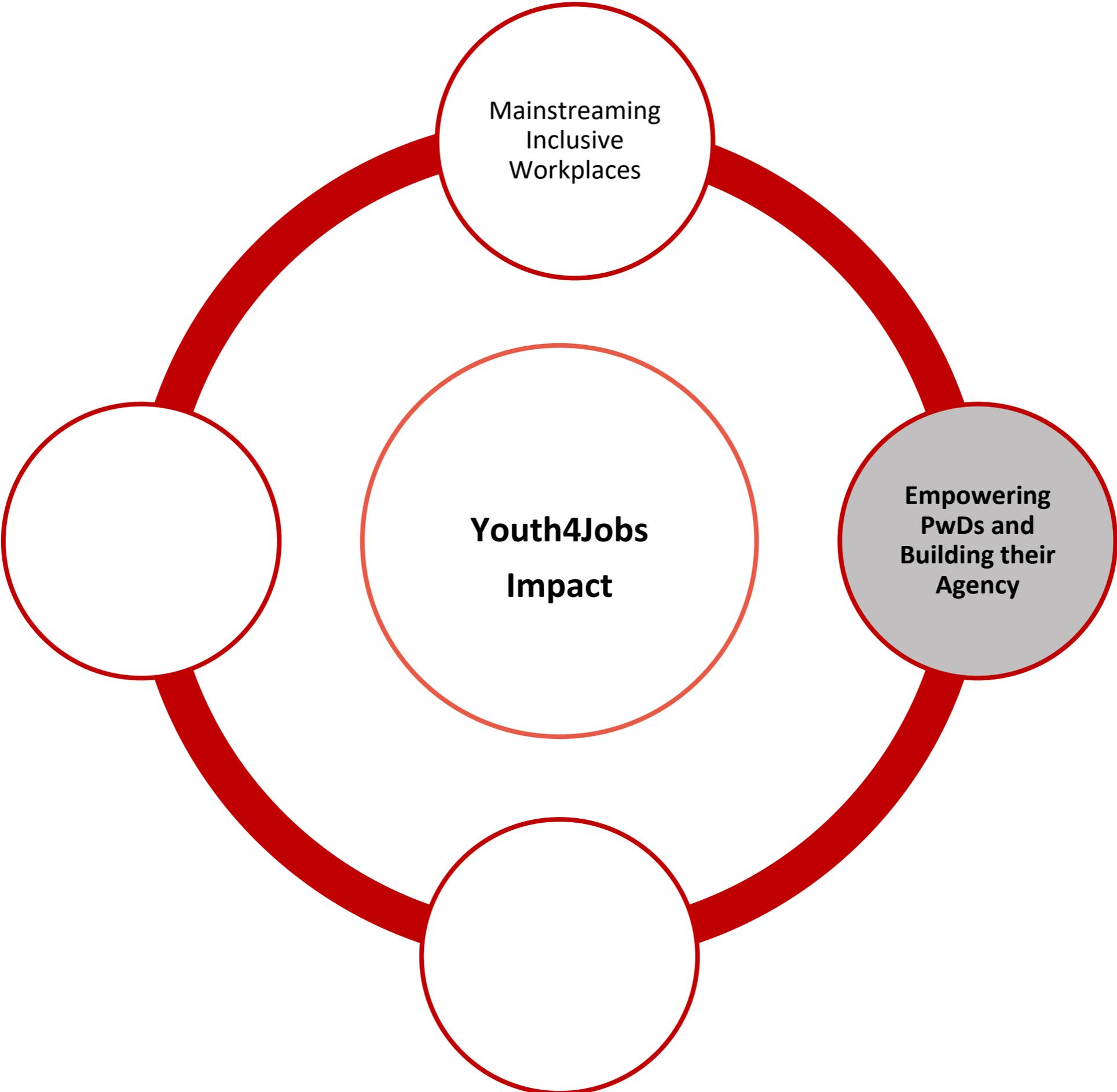
Making Disability Visible at Workplaces

- Bringing PwDs in public and professional spaces

Reinforcing and Building Employer Brands

- Inclusiveness trend
- 'Social Good' - enjoy preference with both customers and employers
- Facilitated 429 companies





Mainstreaming
Inclusive
Workplaces

**Youth4Jobs
Impact**

**Empowering
PwDs and
Building their
Agency**



Kavita (name changed), a 27-year-old woman with severe locomotor disability, works as a customer service associate at a leading ecommerce company. She is the highest earning member of her family, and her family's pride in her is unmissable. Her mother is a nurse and father had to discontinue work due to health reasons. One of four sisters, she grew up in a residential facility for disadvantaged and vulnerable children.

Kavita's sheltered upbringing shaped her aspirations and instilled in her a desire to be independent. She was, however, not prepared for the discrimination she faced once she came out into the real world and tried to secure employment. She was rejected multiple times when she approached companies for jobs on her own.

She credits Youth4Jobs with building her confidence as well as equipping her with skills to secure employment at the leading ecommerce company. Kavita truly enjoys going to work, despite her mobility challenges. She commutes on her own using the office transport and is able to navigate her way around in a supportive work environment. She sees herself contributing significantly to her workplace and feels valued, having received the best performance award within 2-3 months of joining. Workplace interactions help her learn new things and broaden her horizons. She now has aspirations to grow in her job and become a team lead.

Her employment has transformed her life and position in the family. With a salary of Rs 21,000/- per month she is able to support her family - paying the rent, helping her parents and sisters. The shift from being completely dependent on family support to becoming the provider and an asset to her family has significantly enhanced her self-esteem and shown the way to a life lived with dignity.



Ayesha, a 37 year old woman, was adopted by a Muslim family when they found her abandoned on a gunny bag in a hospital they were visiting. Ayesha, has severe locomotor disability. Although an overall good student, Ayesha, found it difficult to study more than her matriculation, as transportation and mobility became a significant barrier in her life. But she compensated by learning to type, learning tailoring and stitching, completing a computer course and contributing significantly to the upkeep of the household. For over 10 years she organized tuition classes in the evenings at her home.

Time and again she felt compelled to apply for jobs through newspapers, friends and online. She attempted to work at a college and at a fashion designer boutique. The tele-marketing company demanded long working hours, from 8 am to 10 pm in the night, and coupled with the long-distance travel that ate into her meagre salary, became an unsuitable long term option. Thereafter, she worked alongside a friend's aunt, a fashion designer, who enabled her travel with pick up and drop but the machines were too high and not adapted to her physically.

The Youth4Jobs team lined her up for an interview with an investment banking company that took interest in her candidature and offered her Rs 25,000/- Rs 30,000/- a month, and a promise of a pick-up and drop facility. She attributes her confidence to finding a regular well paid job that she had the good fortune to get and attributes this gainful employment opportunity to Youth4Jobs.

Her stint has lasted over 16 months, she is responsible for looking after the logistics and transportation functions in the office-taking calls, tracking cabs on the GPS. She feels happy, motivated and seems to have acquired a sense of purpose in stepping out on a daily basis, earning her own keep and saving for a dream home in the future.

Empowering PwDs and Building their Agency

Creating Exclusive Spaces for PwDs

- First point of access for skill training and potential jobs
- Fosters friendships, protection and connections
- Move away from solitary and protective home lives

Gaining Respect and Dignity

- Defined by abilities in work community
- Earning respect of colleagues
- Entitlements of white collar jobs- transportation, leave encashment, cafeterias, health benefits



Empowering PwDs and Building their Agency

Building Career Pathways, Expanding Work Choices

- Job stickiness, longer tenures than non-PwDs
- Start planning career moves

Facilitating Safe Workplaces to Build Social Capital

- Organized sector - safe space to contribute and socialize
- Work relationships and network build social capital
- Unencumbered by the baggage of shame and protection

Empowering PwDs and Building their Agency

Reducing Isolation

- Access to new people, thoughts and ideas
- Travel by public and company transport, go out with colleagues and friends

Increasing Visibility, Changing Attitudes

- PwDs visibility at public and workplaces challenges stereotypes and outdated notions about their abilities
- shift in attitude of people in communities and organisations

Empowering PwDs and Building their Agency

Enhancing Self-perception, Increasing Aspirations

- Shift from victimhood to self-reliance
- Freedom of choice and sense of financial security
- Increasing and diverse Aspirations

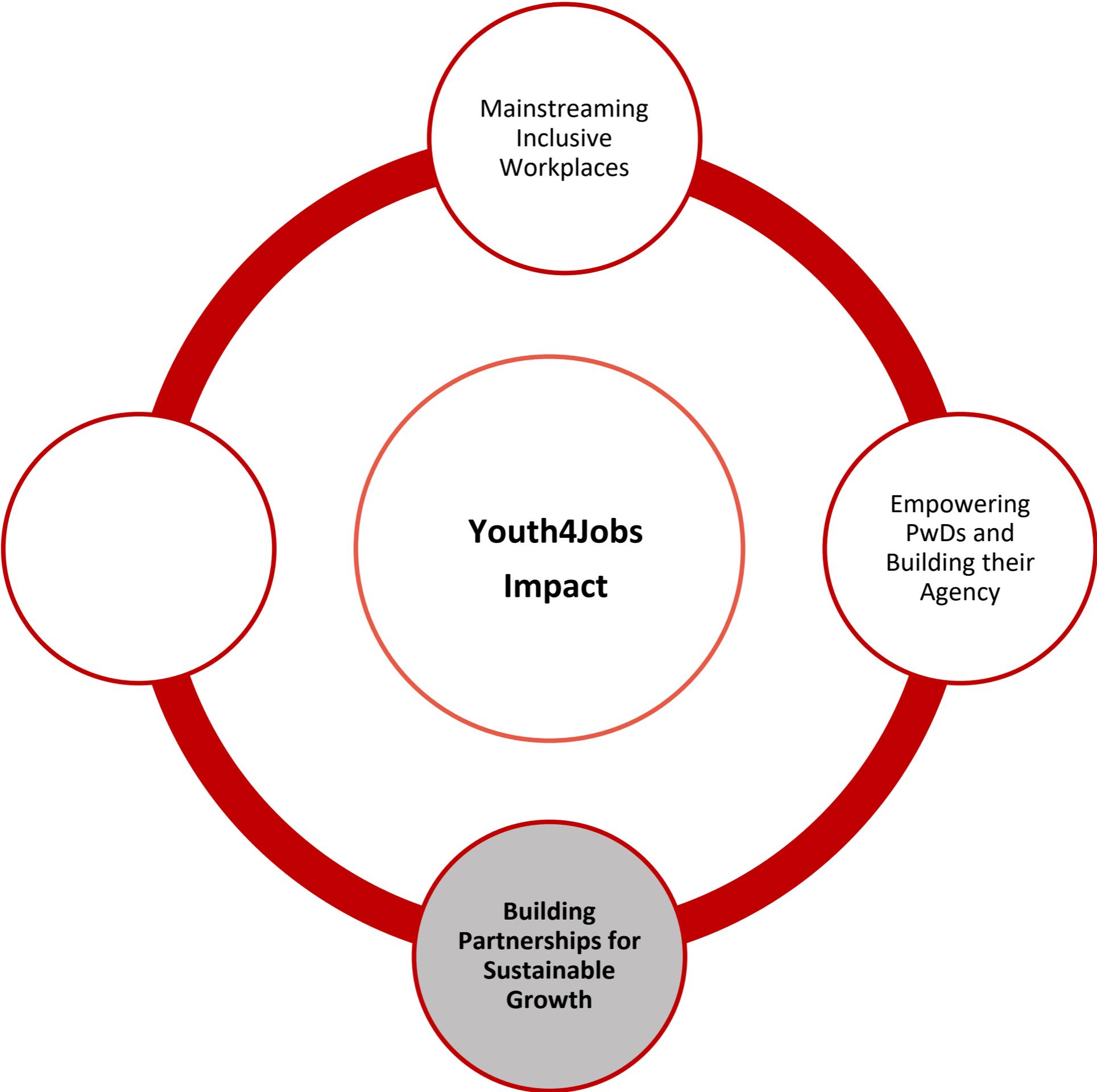
Changing Status from Liability to Asset Creators

- Expected role - Families as protectors and providers
- PwDs may spend years looking for employment
- Gainful employment leads to significant contribution to family income
- Leading to higher self esteem

Empowering PwDs and Building their Agency

Developing Agency of PwDs

- Discover their agency
- Youth4Jobs initiates the process of PwDs finding their own values and goals



Mainstreaming
Inclusive
Workplaces

**Youth4Jobs
Impact**

Empowering
PwDs and
Building their
Agency

**Building
Partnerships for
Sustainable
Growth**

Building Partnerships for Sustainable Growth

Nurturing Successful Partnerships

- Partnered with multiple stakeholders - schools, colleges, companies, government institutions and industry associations

Balancing Community and Market Needs

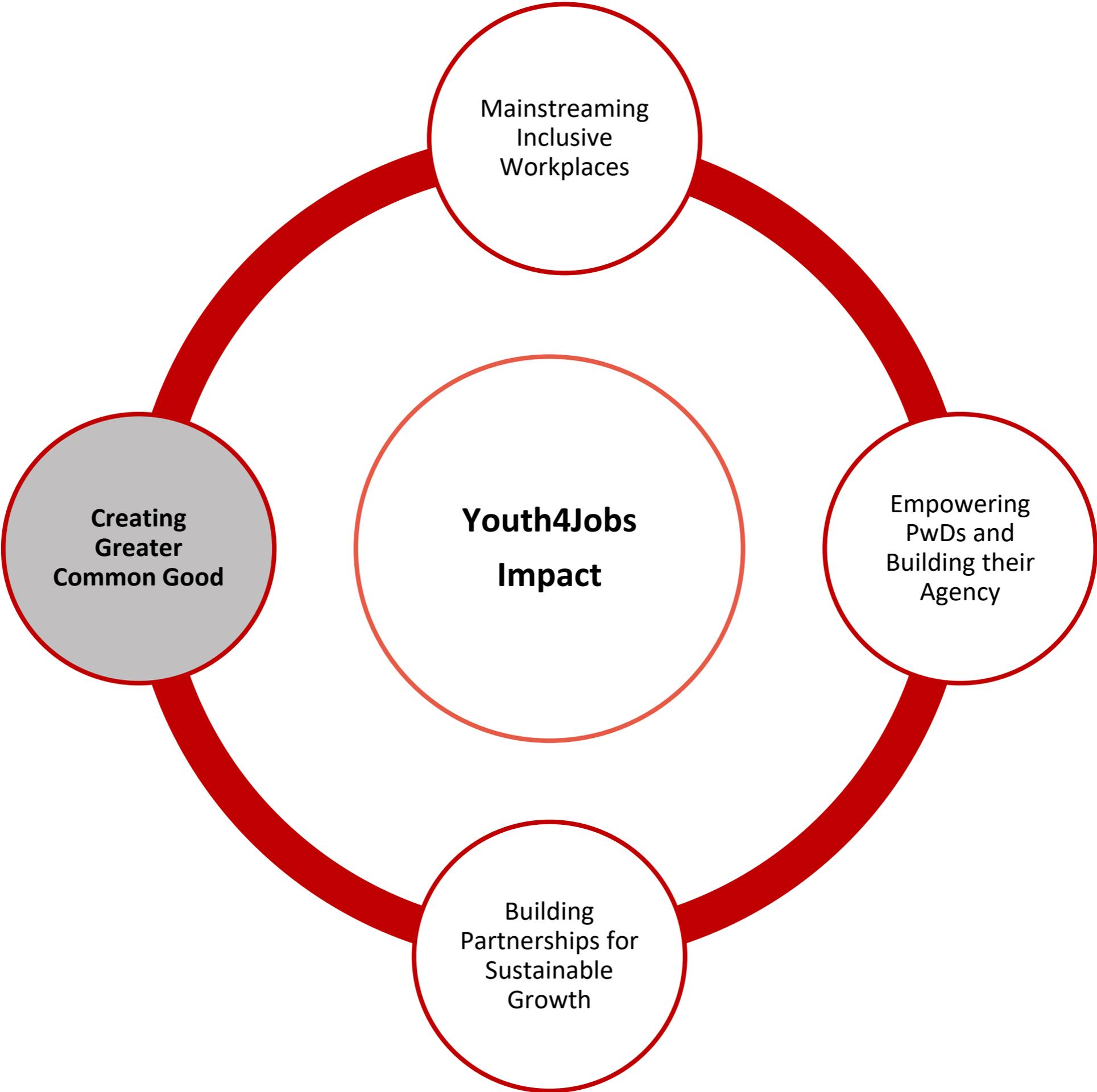
- Trained PwDs often unable to find employment
- Employers need help
 - Matching PwDs to job roles
 - Making accessible work environment – infrastructure, other employees
- Youth4Jobs placement rate significantly high - 60% of PwDs trained



Building Partnerships for Sustainable Growth

Developing Knowledge, Influencing Markets

- Curating research studies and industry specific documents to inform and influence various sectors
 - Studies document emerging trends and success stories of PwD hiring
 - Advocates for greater share of PwD inclusion in corporate, private and public sector organisations



Mainstreaming
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Empowering
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**Youth4Jobs
Impact**

Building
Partnerships for
Sustainable
Growth

Creating
Greater
Common Good

Creating Greater Common Good

Enhancing Country's Skilled Workforce

- Opened up access to a skilled and productive workforce
- Demonstrated a model to transform a marginalized community into skilled workforce
- Contributing to nation building

Creating Productive Citizens

- Facilitated access to real jobs for PwDs with even basic schooling
- PwDs want to pay it forward by helping other PwDs



Creating Greater Common Good

Setting Trends for Inclusive Hiring

- Trendsetter for employability of PwDs in the organized sector
- Opened new sectors for PwD employment - retail, ecommerce, media, entertainment, banking & financial services, beauty and wellness

Challenging Stereotypes

- Proved that PwDs are effective in customer facing and other roles
- Mapped roles in many sectors to accommodate PwD hires

Creating Greater Common Good

Connecting Communities, Building Stronger Ties

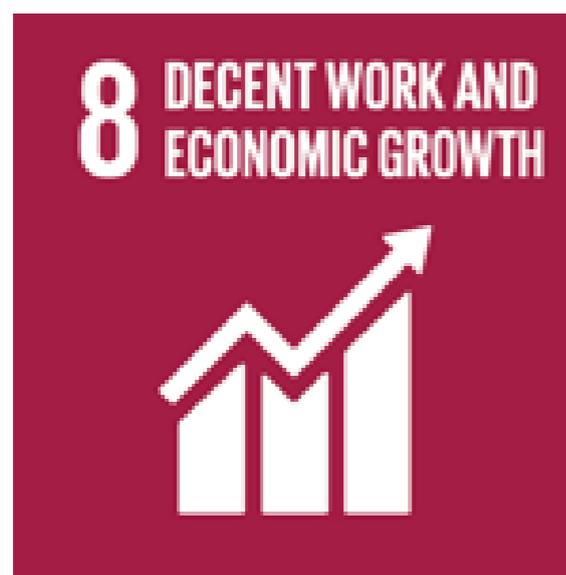
- Building ownership across stakeholders
 - Rolling out processes and infrastructure changes in employer organizations
 - General sensitization of employees
 - Community outreach
- Bringing together disparate groups of people into a community that upholds a common vision of equality and inclusion

Creating Greater Common Good

Renewing India's Commitments to Sustainable Development Goals



- **Goal 4 Quality Education**
 - Employability training - most excluded segments
 - Access for excluded PwDs in rural and urban areas
 - Safe and inclusive learning environments
 - School Connect program - reaches out to adolescents with disabilities in school settings



- **Goal 8 Decent Work and Economic Growth**
 - Facilitated full and productive employment and decent work for both women and men
 - 10,072 PwDs placed by Youth4Jobs
 - 23% of whom were women

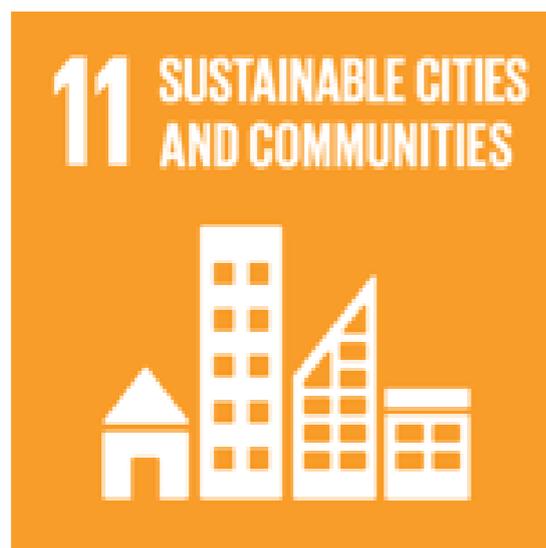
Creating Greater Common Good

Renewing India's Commitments to Sustainable Development Goals



- **Goal 10 Reduced inequalities**

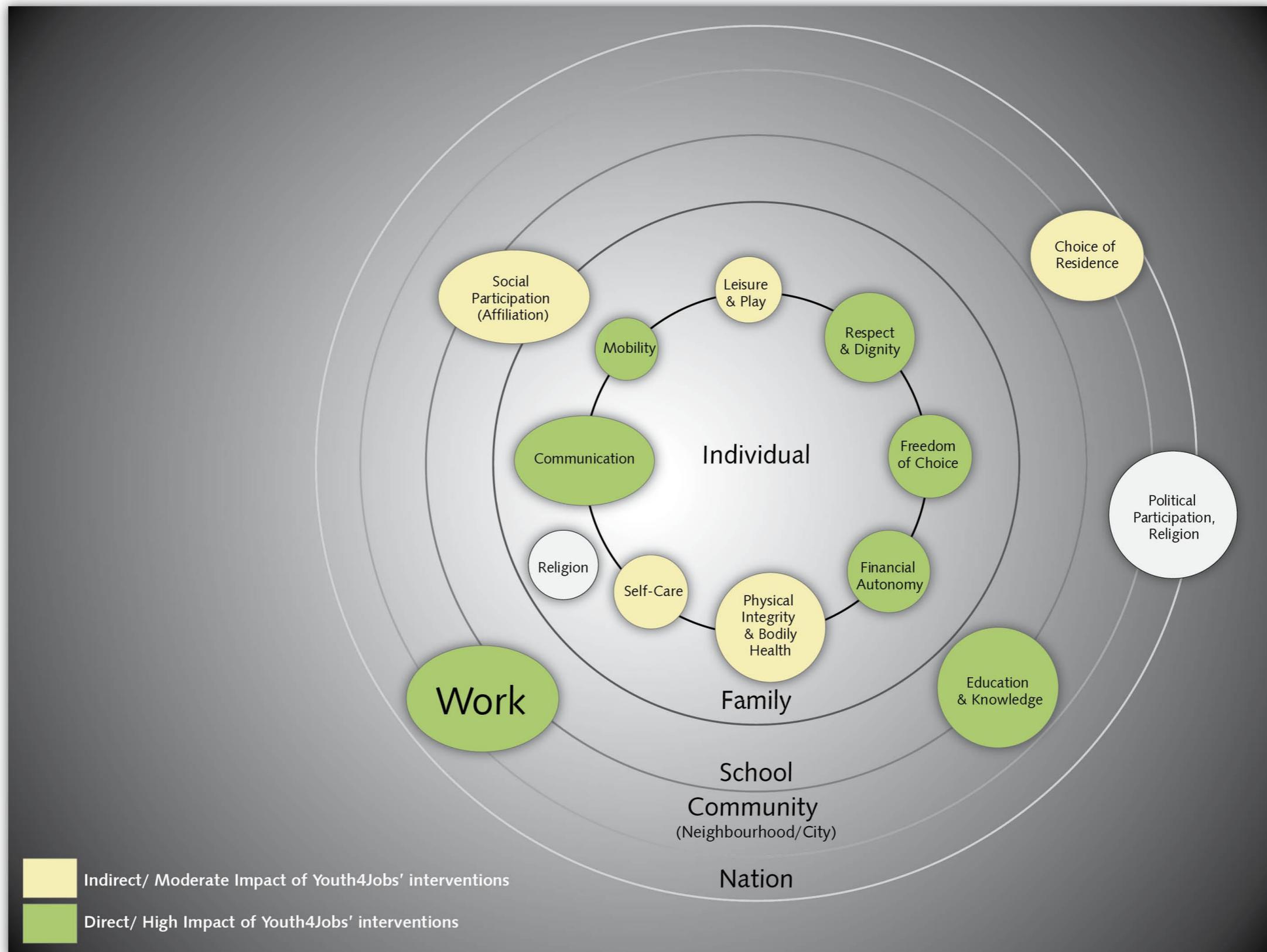
- Ensuring economic inclusion of marginalized PwDs
- Social integration with decent, steady income helps
- New professional & personal relationships with coworkers
- Improving leverage within family



- **Goal 11 Sustainable Cities and Communities**

- Facilitating organizations to create safe and inclusive workspaces - access to premises, facilities and other informal spaces, safe transportation

Deepening Impact for the Future





Manav works in an organisation that is currently creating a platform app that would enable artists to exchange their skills and find suitable avenues for performance and exchange of work. Manav was the only remaining employee when there was a mass exodus in the organisation. He sensed Ray (his boss) was stressed and alone, and quickly stepped in to support the entrepreneur/boss. Thereafter, as time went by they began trusting Manav with a lot of responsibilities-driving the back end valuable data and all of the administration related duties in the office.

Manav values the relationship he shares with his employer Ray, believes that he is the source of his confidence and continuous motivation. He believes a major contributing factor for continuing to work with the organization is how they treat him and recruit other Persons with Disabilities - with respect and inclusiveness. Company dinners and outings are never complete without them going out together in visible public places. Manav feels valued and recognised for his contribution to the organization.

Manav comes from a low income farmer household, with his mother at its helm and four siblings, he being the youngest. He was affected by polio at the age of three. He stayed on to finish his schooling till higher secondary in Ratnagiri. He worked on multiple jobs before he met Youth4Jobs team member at a job fair. They later kept in touch with him through whatsapp.

His work and regular income has helped him secure a close bond with his family. He helps his mother with her doctor visits, contributes to the brother's family that he currently stays with and has dreams of doing a business on the side with his nephew. He wants to buy a modified four wheeler on an EMI scheme and also get his nephew to use it as a livelihood option, securing an additional source of income. He now feels confident of providing for himself and his family, and perhaps for a spouse in the future. He explicitly puts forth a desire to find someone suitable to share his life.



Deepening Impact for the Future

Central Question

Is Not

“Is the PwD satisfied?”

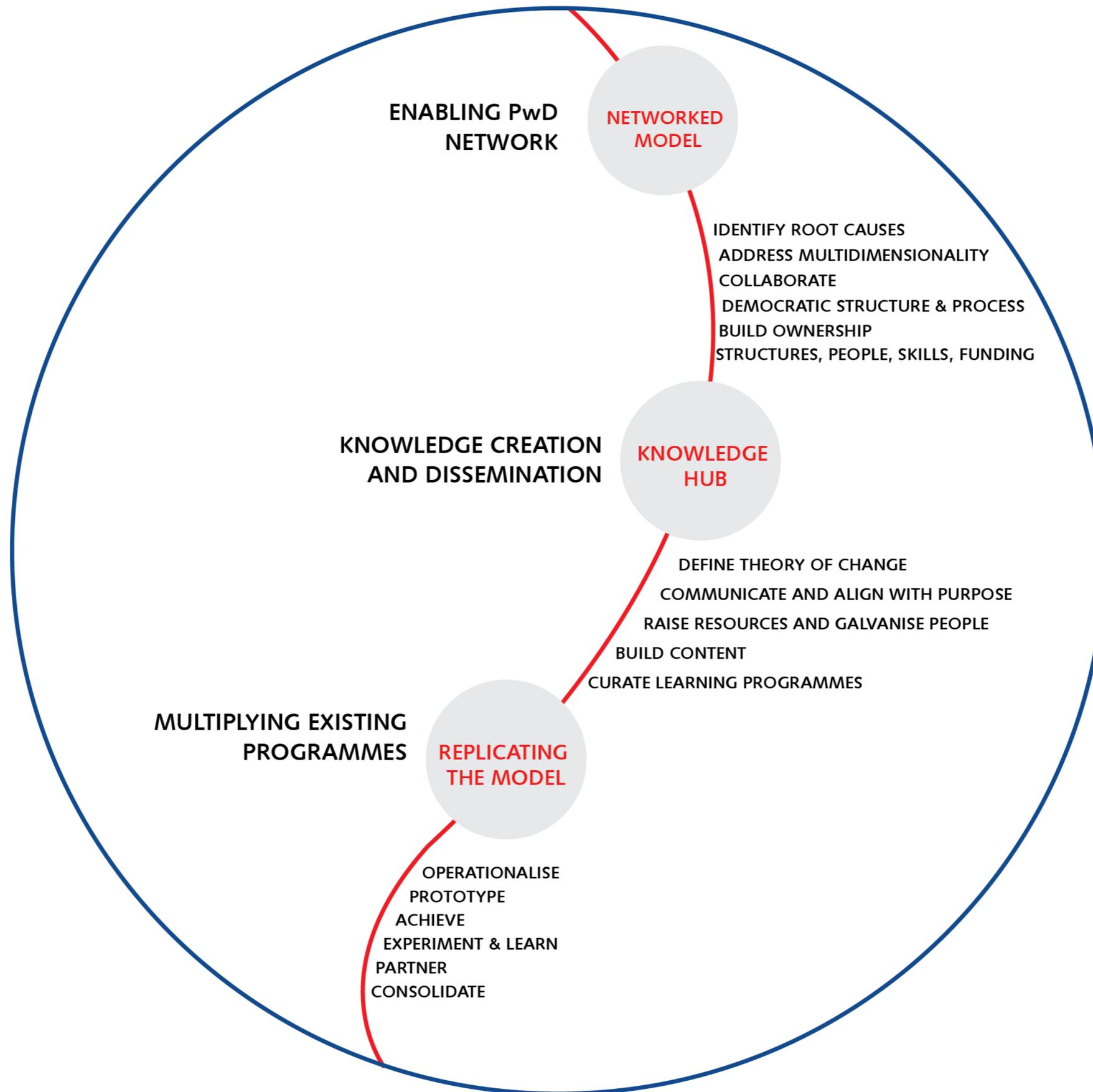
“How much more does the PwD earn or how have been her materialistic gains?”

But

Deeper understanding of impact leads us to ask

“What are PwDs able to do or be after Youth4Jobs’ work with them?”

Unfolding Multiple Opportunities



Theory of Change

Creating an enabling environment for the vulnerable PwDs in order for them to realise their full potential, by demonstration of a multi-stakeholder engagement model at scale that will transform the national landscape for disability and livelihoods.

What is the problem you are trying to solve?

Across the country PwDs face discrimination and exclusion from all spheres of life (economic, social, political, cultural, civil) which results in significantly reduced opportunities for education and employment

Who is your key audience?

PwD Youth and their families:

- Rural Schooled (Educated)
- Urban Educated Youth

Employers: Organized Sector-Private and Public

What is your entry point to reaching your audience?

1. Mobilization & Training Centres:

- In Partnership with Organizations, Schools, Colleges, Govt.
- On their Own

2. Leaderships of Organizations

3. Referral Network (of companies)

4. Sectoral Representative Institutions

What steps are needed to bring about change?

1. Aggregate: Bringing together groups of job seekers -PwDs by Disability
2. Upskill: Creating work place readiness and skill certification
 - Training on English, Computers, Soft Skills
 - Counselling, Motivating and Confidence Building
3. Engage and Place:
 - Job Role Mapping
 - Identifying and Connecting Candidates to Roles
 - Handholding Interview and Onboarding
4. Enrol: Leadership Sensitization and Enrolment
5. Ready:
 - Workplace Infrastructure Audit and Recommendations
 - Sensitization Workshop with Employees
6. Champion:
 - Sectoral Best Practices
 - Knowledge for Inclusion

Theory of Change

Creating an enabling environment for the vulnerable PwDs in order for them to realise their full potential, by demonstration of a multi-stakeholder engagement model at scale that will transform the national landscape for disability and livelihoods.

Measurable effect of your work?

1. Created Access Points for PwDs for Work Related
 - Information
 - Learning and Development
 - Choices
 - Facilities
2. Cohorts of Motivated and Work-ready Employable PwD Youth
3. PwD Youth Placed in Appropriate Formal Sector Jobs
4. Onboarded Leader Champions
5. Modified Workplace and Processes to Accommodate PwDs
6. Consolidated and Shared Domain Knowledge

What are the wider benefits of your work?

Current Outcomes:

1. Empowered PwDs with enhanced agency
 - Sustainable Career Pathways
 - Increased Income
 - Enhanced Well-being
 - Heightened Growth Opportunities
 - Increased Agency
2. Created Equal Opportunity Work Places that are Inclusive and Diverse
 - Institutionalizing Opportunities for PwD Employment
 - Strong Employer Engagement
 - Shift in Employer Mindsets
 - Ready Skilled Workforce of PwD Youth
3. Built Partnerships for Sustainable Growth
 - Nurtured Multi-stakeholder and Multi-sectoral Partnerships
 - Developed Knowledge to Influence Markets
4. Increased Societal Inclusion
 - Increased Numbers of Skilled PwD Workforce
 - Increased Inclusive Hiring Trend
 - Increased Ownership among Different Stakeholders Advocating for Inclusion
 - Contributed to India's Commitment to Sustainable Development Goals

What are the wider benefits of your work?

Future Outcomes:

1. Empowered Network of PwDs Enabling their own Access to
 - Information
 - Learning and Development
 - Choices
 - Entitlements
2. PwDs with Agency making Informed Life Choices for their own Wellbeing
3. Enabling Ecosystem of Multiple Stakeholder Partnerships that Nurtures Inclusion and Participation of PwDs in all Spheres of Life
 - Establish Thought Leadership
 - Enhance Capability of Other Organizations

What are the wider benefits of your work?

1. Creating an enabling environment for the livelihoods of the vulnerable PwDs in order for them to realise their full potential.
2. Demonstration of a model at scale that will transform the national landscape for disability and livelihoods of Persons with Disabilities.



Higher At Work is a research and strategy consulting firm. It helps organisations arrive at systemic views of their challenges, identify key leverage points and design solutions that have far ranging impact.