YOUTH – EMPLOYER PERSPECTIVE ON THE LABOUR MARKET CHALLENGES

SSA & MENA – 2021 Survey Results
CONTENTS

01 Introduction

02 Executive summary

03 Key insights deep dive

04 Work readiness program assessment
INTRODUCTION
OLIVER WYMAN COLLABORATED WITH INJAZ AL-ARAB AND JA AFRICA TO SURVEY YOUTH AND EMPLOYERS ON THE PERCEIVED SKILLS GAP IN THE LABOUR MARKET

Purpose

The rise of youth unemployment in Sub-Saharan Africa and the Middle East & North Africa cannot entirely be attributed to a lack of opportunities in the formal labour market. Part of the problem can potentially be explained by a widening gap between the supply of skills provided by youth and the demand for skills from employers.

The survey aims to deep dive into both youth and employers' perspectives of the labour market challenges to
• Deepen our insights on the challenges in the job market for both youth and employers, and
• Use these insights to influence the private sector and public policy in addressing these challenges

Approach

Over the month of May 2021, Oliver Wyman, in collaboration with JA Africa and INJAZ Al-Arab, successfully surveyed youth and employers in the following a four-step approach:

Design survey
Design survey | questionnaires based on skills gap problem statement

Deploy
Share survey | links through distribution channels (Social media, JA Africa/INJAZ Al-Arab network, email, WhatsApp)

Analyse
Analyse survey | results and extract key findings and insights

Validate
Hold focus group discussions with representatives of employers in the public and private sector
THE TWO SURVEYS CONDUCTED REPRESENT YOUTH AND EMPLOYERS' VIEWS ACROSS 13 MEMBER NATIONS

The youth-survey comprised of 20 questions covering five main topics

1. Perception of opportunities in the labour markets (public & private sector)
2. Perception of challenges in the labour market (public & private sector)
3. Skills gap diagnosis
4. Preparation for the workforce including access to education & training
5. Impact of COVID-19 on the labour market and prospects

The employer-survey comprised of 25 questions covering four main topics

1. Perception of skills gaps
2. Perception of challenges faced by young people
3. Employer-led initiatives to close skills gaps
4. Requirements for the future workforce considering the impact of COVID-19

Distributed to 13 countries across two regions

Middle East & North Africa
- Egypt
- Saudi Arabia
- Kuwait
- Lebanon
- Morocco
- Qatar
- UAE

Sub-Saharan Africa
- Eswatini
- Gabon
- Nigeria
- South Africa
- Uganda
- Zimbabwe
MORE THAN 350 EMPLOYERS ACROSS SUB-SAHARAN AFRICA, NORTH AFRICA AND THE MIDDLE EAST PARTICIPATED IN THE EMPLOYER-PERSPECTIVE SURVEY

352

Employer respondents

Representation of employers

<table>
<thead>
<tr>
<th>Industry (top 5)</th>
<th>% of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Education</td>
<td>27%</td>
</tr>
<tr>
<td>Other (public sector, NPO)</td>
<td>18%</td>
</tr>
<tr>
<td>Financial services</td>
<td>11%</td>
</tr>
<tr>
<td>Manufacture, engineering</td>
<td>6%</td>
</tr>
<tr>
<td>Professional services</td>
<td>6%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Organisational size (number of employees)</th>
<th>% of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>&gt;1000</td>
<td>20%</td>
</tr>
<tr>
<td>500–1000</td>
<td>11%</td>
</tr>
<tr>
<td>250–499</td>
<td>9%</td>
</tr>
<tr>
<td>50–249</td>
<td>14%</td>
</tr>
<tr>
<td>10–49</td>
<td>25%</td>
</tr>
<tr>
<td>&lt;10</td>
<td>20%</td>
</tr>
</tbody>
</table>

% of youth employed (% youths in firm)

<table>
<thead>
<tr>
<th>% of youth employed</th>
<th>% of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>&lt;15%</td>
<td>13%</td>
</tr>
<tr>
<td>15%–25%</td>
<td>18%</td>
</tr>
<tr>
<td>26%–45%</td>
<td>23%</td>
</tr>
<tr>
<td>&gt;45%</td>
<td>45%</td>
</tr>
</tbody>
</table>
MORE THAN 2000 YOUTH ACROSS SSA AND MENA ALSO PARTICIPATED IN THE SURVEY

2290
Youth respondents

% of respondents

<table>
<thead>
<tr>
<th>Age</th>
<th>16 to 20</th>
<th>21 to 25</th>
<th>26 to 30</th>
<th>31 to 35</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of respondents</td>
<td>30.13%</td>
<td>34.06%</td>
<td>21.62%</td>
<td>14.19%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Gender</th>
<th>Female</th>
<th>Male</th>
<th>Prefer not to say</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of respondents</td>
<td>57.77%</td>
<td>41.53%</td>
<td>0.70%</td>
</tr>
</tbody>
</table>

Highest achieved education level

<table>
<thead>
<tr>
<th>Professional designation</th>
<th>PhD &amp; professional qualification</th>
<th>Technical/Occupational certificate</th>
<th>Master’ degree</th>
<th>Secondary school or equivalent</th>
</tr>
</thead>
<tbody>
<tr>
<td>% of respondents</td>
<td>0.7%</td>
<td>1.4%</td>
<td>4.3%</td>
<td>8.2%</td>
</tr>
</tbody>
</table>

© Oliver Wyman
IN ADDITION TO THE SURVEYS
We conducted five focus groups to hear stakeholders' perspectives on the labour market and work-readiness programs

18 Employers
9 Industries
3 Focus groups

13 Member nations
13 Program facilitators
2 Focus groups

Military defence
Trade union
Professional services

Oil & gas
Educational institution
Wholesale & retail consumer services

Freight
Financial services
Youth development agencies

Program facilitators from Junior Achievement Africa and INJAZ Al-Arab provided feedback on the successes and shortfalls of work-readiness programs in their markets
## Oliver Wyman is a global management consulting firm with over 20 years of experience in the Middle East and Africa

<table>
<thead>
<tr>
<th>Founded</th>
<th>1984</th>
</tr>
</thead>
<tbody>
<tr>
<td>CSR initiatives</td>
<td>100+</td>
</tr>
<tr>
<td>Colleagues</td>
<td>5,000</td>
</tr>
<tr>
<td>Revenue (2020)</td>
<td>US$2 BN</td>
</tr>
<tr>
<td>Countries</td>
<td>29</td>
</tr>
<tr>
<td>Offices</td>
<td>60+</td>
</tr>
</tbody>
</table>

### Industry knowledge
- More than 35 years of experience in consulting with leading companies
  - Automotive
  - Aviation, Aerospace & Defense
  - Business Services
  - Communication, Media & Technology
  - Distribution & Wholesale
  - Educational
  - Energy
  - Financial Services
  - Health and Life Sciences
  - Industrial Products
  - Public Sector
  - Retail & Consumer Products
  - Surface Transportation
  - Travel & Leisure

### Capabilities
- Broad expertise in functional areas, with over 500 partners worldwide
  - Sustainability Center
  - Actuarial
  - Corporate Finance & Restructuring
  - Digital
  - Operations
  - Oliver Wyman Labs
  - Organizational Effectiveness
  - Pricing, Sales and Marketing
  - Risk Management
  - Service Operations
  - Strategic Information
  - Technology
  - Strategy

---

**Oliver Wyman Group** is part of **Marsh & McLennan Companies**, the NYSE traded $17 BN + global professional services firm.

**Oliver Wyman is a management consulting firm providing specialist advice** across a broad set of topics to our clients.

We have **offices across IMEA** in Johannesburg, Doha, Dubai, Abu Dhabi, Riyadh and Mumbai working with the largest institutions across the region.

---

**Lippincott**
- Brand strategy and design

**NERA Economic Consulting**
- Economic advice on competition, regulation and litigation
INJAZ AL-ARAB PROVIDES VARIOUS TRAINING PROGRAMS TO MENA’S YOUTH TO PROMOTE EMPLOYABILITY AND JOB CREATION

With a network of 13 ministries of education, over **4,000 schools**, **346 universities** and **80,000+ corporate volunteers**, INJAZ Al-Arab aims to equip the youth with the skills demanded by the private sector to foster employability and job creation.

Since 2004, more than **4 million students** have completed INJAZ Al-Arab programs across the MENA region.

INJAZ Al-Arab continues to **inspire and prepare a generation of Arab youth** to utilize their natural talent, inspiration, and passions to become the leaders of tomorrow.

By offering relevant training, mentorship and networking programs, INJAZ Al-Arab strives to accelerate Arab youth’s ability to contribute to the economic development of their nations and regions as **entrepreneurs and business leaders of their communities**.

INJAZ Al-Arab’s pillars of education comprise of **workforce readiness, financial literacy and entrepreneurship**.

---

**INJAZ AL-ARAB PROVIDES VARIOUS TRAINING PROGRAMS TO MENA’S YOUTH TO PROMOTE EMPLOYABILITY AND JOB CREATION**

- **13 Member Nations**
- **346 Universities**
- **13 Ministry of Education partnerships**
- **400+ Private sector partners**
- **4,213 Schools**
- **88,000 Volunteers**
- **4 MM+ Students**
**Junior Achievement Africa Provides SSA Youth with Training Programs to Bridge the Gap Between Classroom Education and the World of Work**

Junior Achievement Africa (JA Africa) is a non-profit organisation which builds skills and access to employment for youth across Africa.

JA Africa’s mission is to prepare youth for the future workforce, foster social mobility and financial inclusion among African youth through financial literacy, improved employability and microenterprise creation.

Since its first country and program launch in sub-Saharan Africa in 1979, JA now has a presence in 14 countries, with expansion underway in other countries. In the last decade alone, JA has reached and impacted over 2.2 million African youth.

JA Africa’s pillars are workforce readiness, financial literacy and entrepreneurship skills training.

<table>
<thead>
<tr>
<th><strong>14</strong></th>
<th>Member Nations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>26,513</strong></td>
<td>Teachers</td>
</tr>
<tr>
<td><strong>200+</strong></td>
<td>Partners</td>
</tr>
<tr>
<td><strong>34.5 MM+</strong></td>
<td>Contact hours</td>
</tr>
<tr>
<td><strong>~23,500</strong></td>
<td>Schools &amp; universities</td>
</tr>
<tr>
<td><strong>27,413</strong></td>
<td>Volunteers</td>
</tr>
<tr>
<td><strong>2.2 MM+</strong></td>
<td>Students</td>
</tr>
</tbody>
</table>
EXECUTIVE SUMMARY
YOUTH HAVE A POSITIVE OUTLOOK ON THE PRIVATE AND PUBLIC SECTORS, HOWEVER THERE ARE IMPORTANT CHALLENGES TO OVERCOME

Employers have clearly pointed to digital and behavioural skills as a significant gap for youth

Youth on the other hand have called out work experience as their key challenge to find employment
01. SECTORAL OPPORTUNITIES & CHALLENGES

36% Of MENA youth aim to occupy spaces in government agencies and public sector

33% Of SSA youth aspire to be entrepreneurs and self-employed in the short term

48% Of all youth are attracted to the technology industry

60% Of youth (71% in Africa; 51% in MENA) will need to overcome their lack of relevant work experience if they are to secure employment in either the public or private sector

02. QUALIFYING THE SKILLS GAP

Digital and behavioural skills gaps are the widest in the SSA labour market as observed by employers

41% Of SSA youth find it difficult to acquire digital skills ranging from basic computer skills and IT literacy to advanced technological, data and coding skills

43% Of MENA youth believe it is easy to acquire behavioural skills as it pertains to issues of professionalism, attitude, resilience and professional EQ

Behavioural and analytical skills gaps are the widest in the MENA labour market as observed by employers

Majority of employers and youth believe that technology has the potential to create jobs across regional markets. However, due to the digital skills gap in the market, organisations shy away from adopting new technologies

03. BRIDGING THE GAP

~70% Of youth strongly believe that they require upskilling and updated education in order to become and remain relevant in the market

50% Of employers believe that internships and learnerships provide the best preparation for the workplace

04. IMPACT OF COVID-19 ON LABOUR MARKETS

62% Of employers have experienced increased difficulty in creating jobs since the COVID-19 pandemic

50% Of youth have experienced increased difficulty in finding employment since the outbreak of COVID-19
KEY INSIGHTS DEEP DIVE
**01 SECTORAL OPPORTUNITIES & CHALLENGES**

High level youth perspectives about the public and private sectors

Perceived opportunities and challenges across industries

Barriers to entry in the public and private sectors

**02 QUALIFYING THE SKILLS GAP**

Skills gap diagnostic from the point of view of youth and employers

Technology: opportunities & challenges facing its adoption in the workplace

**03 BRIDGING THE GAP**

Qualifying the need for upskilling

Perceived efficiency of work readiness enablers

**04 IMPACT OF COVID-19 ON LABOUR MARKETS**

Economic impact of COVID-19 on job seeking and job creating

Job market impact of COVID-19
YOUTH ARE MORE ATTRACTION TO THE PRIVATE SECTOR THAN THE PUBLIC SECTOR

82%

70%

Of youth agree that they have a positive opinion about the private sector’s contribution to their country’s economy

Of youth agree that they have a positive opinion about the public sector’s contribution to their country’s economy
AS SUCH, YOUTH SEE THEMSELVES WORKING FOR LARGE COMPANIES IN THE PRIVATE SECTOR

Of youth see themselves working for multinational companies in the near future
### MENA YOUTH ARE INCLINED TOWARDS JOB PROSPECTS IN GOVERNMENT ENTITIES AND THE PUBLIC SECTOR

Which type of employer do you see yourself working for in the near future?

<table>
<thead>
<tr>
<th>Employer Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government entity/public sector</td>
<td>36%</td>
</tr>
<tr>
<td>Multinational company</td>
<td>25%</td>
</tr>
<tr>
<td>Self-employed</td>
<td>18%</td>
</tr>
<tr>
<td>Local company (small/medium/large)</td>
<td>10%</td>
</tr>
<tr>
<td>Start-up</td>
<td>5%</td>
</tr>
<tr>
<td>Non-profit organisation (NPO)</td>
<td>3%</td>
</tr>
<tr>
<td>Family business</td>
<td>3%</td>
</tr>
</tbody>
</table>

36% of MENA youth see themselves working for government entities or public sector employers.
1 in 3 SSA youth see self-employment as their primary job option in the near future

32% Increase from 2020
1. Sectoral opportunities & challenges

Perceived opportunities and challenges across industries

THE TECHNOLOGY INDUSTRY IS THE MOST ATTRACTIVE TO YOUNG PEOPLE

48%

Of youth (49% in SSA; 43% in MENA) believe that the technology industry presents the most opportunities for youth employment and job creation in their country
In your opinion, which industries do you believe are attractive for young people, and present the most opportunities for youth employment and job creation in your country?

Perceived opportunities and challenges across industries

SSA YOUTH BELIEVE THAT AGRICULTURE, FORESTRY AND MINING IS AS ATTRACTIVE FOR ENTRY AS THE TECHNOLOGY INDUSTRY

Responses do not add up to 100%; respondents could select more than one answer

From 2020
Favour towards agricultural industries has decreased 35.5%

Favour towards technology increased 36.1%
Perceived opportunities and challenges across industries

**FINANCIAL SERVICES AND EDUCATION ARE THE LEAST ATTRACTIVE INDUSTRIES FOR YOUTH DUE TO PERCEIVED BARRIERS TO ENTRY**

- Of SSA youth believe that the financial services industry is the most difficult industry to enter (34%)
- Of MENA youth believe that the education industry has the biggest barriers to entry (31%)

© Oliver Wyman
MENA YOUTH ARE ATTRACTED TO THE HOSPITALITY INDUSTRY

But also identified the industry as one with the second highest perceived barriers to entry

38%

Of MENA youth are attracted to the hospitality, food, leisure and travel industry

30%

Of MENA youth believe that the hospitality industry has the biggest barriers to entry

Hospitality is perceived to be the 2nd most difficult industry to enter

Hospitality is the 2nd most attractive industry to MENA youth
EMPLOYERS AND YOUTH HAVE MISALIGNED VIEWS OF WHAT FACTORS DISCOURAGE YOUTH FROM WORKING IN PUBLIC SECTOR

Of youth (63% in SSA; 62% in MENA) are discouraged from working in the public sector due to the lack of job opportunities and vacancies.

Top three factors which employers believe discourage youth from working in the public sector:

- Preferential treatment to personal connections: 51%
- Shortage of job opportunities (lack of vacancies): 42%
- Lack of information on available opportunities: 35%
EMPLOYERS OPINE THAT LACK OF REQUIRED SKILLSET PREVENTS YOUTH FROM WORKING IN THE PRIVATE SECTOR

Top three factors which discourage youth from working in the private sector

Lack of the skillset required by the job

- 49%

Lack of years of experience required for the job

- 49%

Shortage of job opportunities (no vacancies)

- 41%
Barriers to entry in the public and private sectors

**MAJORITY OF SSA YOUTH ARE DISCOURAGED FROM WORKING IN THE PRIVATE SECTOR DUE TO LACK OF RELEVANT WORK EXPERIENCE**

In your opinion, what are the factors that may discourage youth from working in the private sector?

- Lack of experience required: 72%
- Lack of job opportunities: 53%
- Low job security: 51%
- Lack of qualifications requested: 46%
- Lack of career development opportunities: 37%
- Uncompetitive compensation and benefits: 31%
- Long working hours: 29%
- Limited long-term career progression: 28%
- Lack of desirable opportunities: 23%

Responses do not add up to 100%; respondents could select more than one answer.

© Oliver Wyman
MENA YOUTH ARE DISCOURAGED FROM WORKING IN THE PRIVATE SECTOR DUE TO LONG WORKING HOURS, LACK OF OPPORTUNITIES AND INEXPERIENCE

In your opinion, what are the factors that may discourage youth from working in the private sector?

- Long working hours: 55%
- Lack of job opportunities: 54%
- Lack of experience required: 50%
- Low job security: 46%
- Uncompetitive compensation and benefits: 39%
- Lack of qualifications requested: 35%
- Lack of desirable opportunities: 34%
- Lack of career development opportunities: 30%
- Limited long-term career progression: 26%

Responses do not add up to 100%; respondents could select more than one answer.
Of youth (71% in SSA; 51% in MENA) will need to acquire relevant work experience if they are to secure employment in either the public or private sector.
Digitally and behavioural skills gaps are the widest in the SSA labour market as observed by employers.

**Skills gap diagnostic**

**Basic computer skills** (word processing, using spreadsheets and databases, finding information and communicating using computer technology) was called out as a key skills gap by focus group participants.

**Analytical skills**
- Decision Making
- Problem-solving

**Technical skills**
- STEM
- Project Management
- Business Knowledge

**Behavioural skills**
- Communication
- Creativity
- Entrepreneurial
- Leadership

**Digital skills**
- Cloud Computing
- Coding
- Data Management
- IT Literacy
ALREADY IDENTIFIED AS THE WIDEST SKILLS GAP BY EMPLOYERS, YOUTH IN SUB-SAHARAN AFRICA FIND IT MOST CHALLENGING TO ACQUIRE DIGITAL SKILLS

Currently the biggest issue is the youth’s limited IT and computer literacy. They struggle to gain access to computers. Sometimes they don’t know how to even use computers. As such, we have been obliged to include IT and computer literacy in the curriculum of our work-readiness programs.

Junior Achievement work-readiness program facilitator; focus group participant

Of SSA youth find it difficult to acquire digital skills ranging from basic computer skills and IT literacy to advanced technological, data and coding skills

Of MENA youth find it difficult to acquire digital skills

41%
28%
BEHAVIOURAL AND ANALYTICAL SKILLS GAPS ARE THE WIDEST IN THE MENA LABOUR MARKET AS OBSERVED BY EMPLOYERS
Of MENA youth believe it is easy to acquire behavioural skills as it pertains to issues of professionalism, attitude, resilience and professional EQ.

43%

We require communication skills and listening skills. A lot of youths lack understanding and have a fear asking questions.

HR Manager and CSR Champion; focus group participant
## Skills gap diagnostic

**FINANCIAL CONSTRAINTS AND LACK OF CAREER GUIDANCE DETER YOUTH FROM ACCESSING TRAINING AND EDUCATIONAL PROGRAMS**

Top five challenges faced by youth preventing them from gaining access to education and skills training

<table>
<thead>
<tr>
<th>Challenge</th>
<th>SSA</th>
<th>MENA</th>
</tr>
</thead>
<tbody>
<tr>
<td>Lack of financial resources</td>
<td>74%</td>
<td>47%</td>
</tr>
<tr>
<td>Lack of career guidance</td>
<td>43%</td>
<td>39%</td>
</tr>
<tr>
<td>Distance/transportation issues</td>
<td>28%</td>
<td>30%</td>
</tr>
<tr>
<td>Corruption/nepotism</td>
<td>38%</td>
<td>19%</td>
</tr>
<tr>
<td>Not enough information available</td>
<td>32%</td>
<td>24%</td>
</tr>
</tbody>
</table>

Responses do not add up to 100%; respondents could select more than one answer
MAJORITY OF EMPLOYERS AND YOUTH BELIEVE THAT TECHNOLOGY HAS THE POTENTIAL TO CREATE JOBS ACROSS REGIONAL MARKETS

What impact do you think technology has had on job creation in your country?

69% Creating jobs, 16% Destroying jobs, 15% I do not know

---

© Oliver Wyman
However, due to the digital skills gap in the market, organisations shy away from adopting new technologies.

What are the perceived barriers to the adoption of new technologies in your industry? Check all that apply.

Lack of digital and technical skills as identified by employers, and skills that youth cannot access

Responses do not add up to 100%; respondents could select more than one answer.
FURTHERMORE, TECHNOLOGICAL INTEGRATION AND AUTOMATION WILL REDUCE THE SIZE OF WORKFORCES AND JOB VACANCIES

Of employers (37% in SSA; 28% in MENA) expect to see a reduction in the workforce by 2025 and post COVID-19 due to the impact of technological integration and automation
LACK OF TECHNOLOGY-RELATED SKILLS IS A KEY DRIVER FOR LOW LEVELS OF JOB ACQUISITION AND RETENTION AMONG YOUTH

Of youth (38% in SSA; 24% in MENA) believe that their lack of proficiency in technology related skillsets (technology use, monitoring, control, design & programming) has caused them to miss out on job opportunities.

Of youth (16% in SSA; 13% in MENA*) believe that their lack of proficiency in technology related skillsets (technology use, monitoring, control, design & programming) has contributed to their unemployment by way of retrenchments and redundancy.

* 48% and 46% of youth respondents in SSA and MENA have not lost jobs due to a skills gap.
YOUTH STRONGLY BELIEVE THAT THEY REQUIRE UPSKILLING AND UPDATED EDUCATION IN ORDER TO BECOME AND REMAIN RELEVANT IN THE MARKET

To what extent do you agree with the following statement: “My current education and skills need to be updated in the upcoming years to adapt to ever changing labour market requirements”?

- Strongly agree: 78%
- Somewhat agree: 13%
- Neither agree nor disagree: 7%
- Somewhat disagree: 3%
- Strongly disagree: 2%
- Somewhat disagree: 1%
DESPITE THE CHALLENGES, THE MAJORITY OF EMPLOYERS ARE CONFIDENT IN THEIR ORGANISATION’S ABILITY TO IMPROVE YOUTH EMPLOYMENT AND UTILISATION

How confident are you in your organisation’s ability to contribute to efforts to reduce youth unemployment and labour underutilization?

- Confident: 67.4%
- Not confident: 18.1%
- I do not know: 14.5%

Uncertainty and lack of job security has caused 18.1% of employers to be pessimistic.

“This

In our organization we will always support youth and provide them with proper trainings and skills set needed to be prepared for the job. We collaborate with private sector and NGOs to promote and support our mission.”

Education employer; employer survey respondent
Qualifying the need for upskilling

**EMPLOYERS ARE CONFIDENT IN THE EDUCATION SYSTEM (PARTICULARLY VOCATIONAL TRAINING) AND IT’S ABILITY TO ADDRESS THE SKILLS GAP**

Which type of education do you believe plays the biggest role in addressing the skills gap?

<table>
<thead>
<tr>
<th>Type of Education</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Vocational/technical training</td>
<td>43%</td>
</tr>
<tr>
<td>Formal university education</td>
<td>21%</td>
</tr>
<tr>
<td>Professional qualifications</td>
<td>18%</td>
</tr>
<tr>
<td>Formal secondary education</td>
<td>10%</td>
</tr>
<tr>
<td>Post-graduate studies</td>
<td>8%</td>
</tr>
</tbody>
</table>

54% of employers believe in the education system’s ability to narrow the skills gap.
FURTHERMORE, YOUTH AND EMPLOYERS ALIKE, BELIEVE THAT EDUCATIONAL INSTITUTIONS ARE BEST PLACED TO PREPARE YOUTH FOR FUTURE JOBS

Who do you think should be responsible for preparing the youth for future jobs?

<table>
<thead>
<tr>
<th></th>
<th>Youth</th>
<th>Employer</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colleges, universities and schools</td>
<td>38%</td>
<td>32%</td>
</tr>
<tr>
<td>Government/public sector</td>
<td>25%</td>
<td>9%</td>
</tr>
<tr>
<td>Individual/self</td>
<td>22%</td>
<td>16%</td>
</tr>
<tr>
<td>Other (NPOs, Parents, etc.)</td>
<td>8%</td>
<td>18%</td>
</tr>
<tr>
<td>Private sector employers</td>
<td>6%</td>
<td>26%</td>
</tr>
</tbody>
</table>

Youth and employers also believe that they themselves are responsible for developing and preparing youth for the future workforce.
DESPITE THE CALL FOR VOCATIONAL TRAINING, BACHELOR DEGREES ARE REQUIRED MORE THAN VOCATIONAL CERTIFICATES FOR ENTRY-LEVEL JOBS IN THE WORKFORCE

68%
Of employers require, as the minimum level of education, bachelor degrees for entry-level jobs

39%
Of employer-led priority youth skills development programs are targeted at university students

18%
Of employers’ entry-level jobs require a technical and/or vocational certificate to qualify
**EMPLOYERS AND YOUTH BELIEVE THAT PRACTICAL WORK OPPORTUNITIES BEST PREPARE YOUTH FOR THE WORKPLACE**

- Of employers believe that internships and learnerships provide the best preparation for the workplace: **50%**
- Of youth (81% in SSA; 68% in MENA) believe that practical internships and learnerships provide the best preparation for the workplace: **73%**
- Of employers believe work-readiness programs produce work-ready youth: **35%**
MAJORITY OF EMPLOYERS RUN THEIR OWN PROPRIETARY YOUTH SKILLS DEVELOPMENT PROGRAMS

There is so much incentive for employers to run youth skills development programs. The skills pool and succession pool that one builds is an obvious incentive. From an HR perspective, you want to spend less time recruiting and training outside talent, especially if you can create a ready pool of talent in-house.

Human Resources Manager; focus group participant

60%

Of employers (67% in SSA; 52% in MENA) run their own proprietary youth skills development programs

41%

Of youth skills development programs run by employers are work-placement opportunities consisting of internships, on-the-job training, graduate and training programs

48% of employers run partner youth skills development programs with NPOs

Perceived efficiency of work readiness enablers

ALL REGIONS
WORK-PLACEMENT OPPORTUNITIES ARE ALSO THE MOST POPULAR EMPLOYER-EDUCATOR COLLABORATION FOR PREPARING YOUNG PEOPLE FOR FUTURE JOBS

How do you partner and collaborate with secondary and tertiary education institutions?

<table>
<thead>
<tr>
<th>Label</th>
<th>SSA %</th>
<th>MENA %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Other (Please specify)</td>
<td>7%</td>
<td>10%</td>
</tr>
<tr>
<td>Structured discussions with course directors</td>
<td>7%</td>
<td>10%</td>
</tr>
<tr>
<td>Participating in debates/seminars organised by educational institutions</td>
<td>9%</td>
<td>13%</td>
</tr>
<tr>
<td>Cooperation on curriculum design, study programs</td>
<td>26%</td>
<td>23%</td>
</tr>
<tr>
<td>Collaboration on research &amp; innovation</td>
<td>27%</td>
<td>27%</td>
</tr>
<tr>
<td>Cooperation with career services/centres</td>
<td>31%</td>
<td>25%</td>
</tr>
<tr>
<td>Formal arrangement to recruit graduates; internal job placement</td>
<td>31%</td>
<td>28%</td>
</tr>
<tr>
<td>Work placement opportunities for students</td>
<td>47%</td>
<td>40%</td>
</tr>
</tbody>
</table>

Work placement opportunities are important for providing relevant work experience for young people.

Responses do not add up to 100%; respondents could select more than one answer

© Oliver Wyman
FOR STAFFED EMPLOYEES, EMPLOYERS PROVIDE UP- AND RESKILLING OPPORTUNITIES TO ENSURE THE RELEVANCE OF SKILLS IN THEIR WORKFORCE

The availability of new and improved technology will cause a shift in the way things are done. Only those who reskill and upskill will be able to stay up to date and maximize the opportunities presented by this improved technology.

Professional services employee; Survey respondent

62%

Of employers (59% in SSA; 65% in MENA) have internal learning and development structures within their organisations to respond quickly to a shift in skills needs.
SSA AND MENA YOUTH WERE ECONOMICALLY IMPACTED TO VARYING DEGREES BY THE COVID-19 PANDEMIC

Of SSA youth who were employed before the COVID-19 outbreak either lost paying jobs, lost their own businesses or were furloughed

Of MENA youth also lost gainful employment or were put on temporary leave

Of employed MENA youth continued to work as per normal or work from home after the COVID-19 outbreak

Of SSA youth continued as per normal
Since the COVID-19 outbreak employers and youth have experienced increased difficulty in creating and finding jobs, respectively.

- Of employers (59% in SSA; 65% in MENA) have experienced increased difficulty in creating jobs since the COVID-19 pandemic.

- Of youth (83% in SSA; 61% in MENA) who were job-seekers before the COVID-19 outbreak have experienced increased difficulty in finding employment.
**JOB CREATION HAS BEEN MADE INCREASINGLY DIFFICULT ACROSS ALL INDUSTRIES BY THE COVID-19 PANDEMIC**

In comparison to before the COVID-19 outbreak, how much more easy/difficult is it to create jobs?

<table>
<thead>
<tr>
<th>Industry</th>
<th>A lot easier</th>
<th>A little easier</th>
<th>No change/the same</th>
<th>A little bit more difficult</th>
<th>A lot more difficult</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Education</strong></td>
<td>6%</td>
<td>20%</td>
<td>15%</td>
<td>45%</td>
<td>15%</td>
</tr>
<tr>
<td><strong>Technology</strong></td>
<td></td>
<td>13%</td>
<td>20%</td>
<td>33%</td>
<td>27%</td>
</tr>
<tr>
<td><strong>Financial Services</strong></td>
<td></td>
<td></td>
<td>12%</td>
<td>9%</td>
<td>7%</td>
</tr>
<tr>
<td><strong>Professional Services</strong></td>
<td></td>
<td></td>
<td>12%</td>
<td>9%</td>
<td>21%</td>
</tr>
<tr>
<td><strong>Manufacture, engineering &amp; construction</strong></td>
<td></td>
<td></td>
<td>15%</td>
<td>10%</td>
<td>30%</td>
</tr>
<tr>
<td><strong>Other (Public sector, NPOs, etc.)</strong></td>
<td></td>
<td></td>
<td>5%</td>
<td>20%</td>
<td>30%</td>
</tr>
</tbody>
</table>

Industries that are more technologically inclined i.e., technology and manufacturing sectors, have experienced less difficulty than other industries in creating jobs during the COVID-19 pandemic.
CONTACTS
CONTACTS

Pierre Romagny  
Partner  
Financial services, South Africa  
Pierre.Romagny@oliverwyman.com

Paul Calvey  
Partner  
Financial services, South Africa  
Paul.Calvey@oliverwyman.com

Malebo Mohube  
Senior Consultant  
South Africa  
Malebo.Mohube@oliverwyman.com

Sena Goka  
Director of Grants & Programs  
Junior Achievement Africa, Ghana  
sena.goka@ja-africa.org

Akosua Essuman  
Programs Officer & Board Liaison  
Junior Achievement Africa, Ghana  
akosua.essuman@ja-africa.org

Shahd Haswa  
Regional Entrepreneurship & Innovation Lead  
INJAZ Al-Arab, Jordan  
Shahd@injaz-arabia.org