



Annual Report

2020

Creating a sustainable entity to address youth unemployment and public health challenges

Transforming the youth empowerment sector through focused interventions

YHA's core focus of developing and advancing youth toward meaningful sustainable livelihoods aims to ensure that youth do not find themselves on a conveyor belt of unemployment. Mapping funding, skills demand and youth employment opportunities in various communities creates sustainable livelihoods for beneficiaries as well as a healthy business model for the organisation. This synergy ensures both the creation of sustainable job opportunities for beneficiaries as well as sustainable operations for YHA.

Annual Performance

Number of youth

691

Youth retention

97%

Female beneficiaries

73%

Geographic coverage

6 Provinces

Absorption

87%

Implementing partners

21

Total Revenue

17.6M

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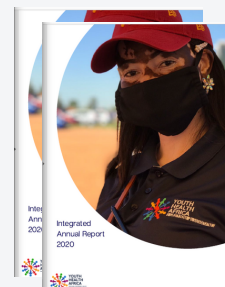
Partners

- 31 Key partners

Our reporting suite

You can find this report and others, including our demand creation and community projects report on our website

For more information, see www.youthhealthafrica.org/reports



What are our capabilities?

We deliver youth-focused interventions for healthcare response programs including demand creation, digit media campaigns and youth support in facilities and community projects.

To see more on the success of our interventions, see www.youthhealthafrica.org/capacity-statements

Social channels



Youth Health Africa
yha_africa



Youth Health Africa
Youth Health Africa



About our work



Youth testimonials

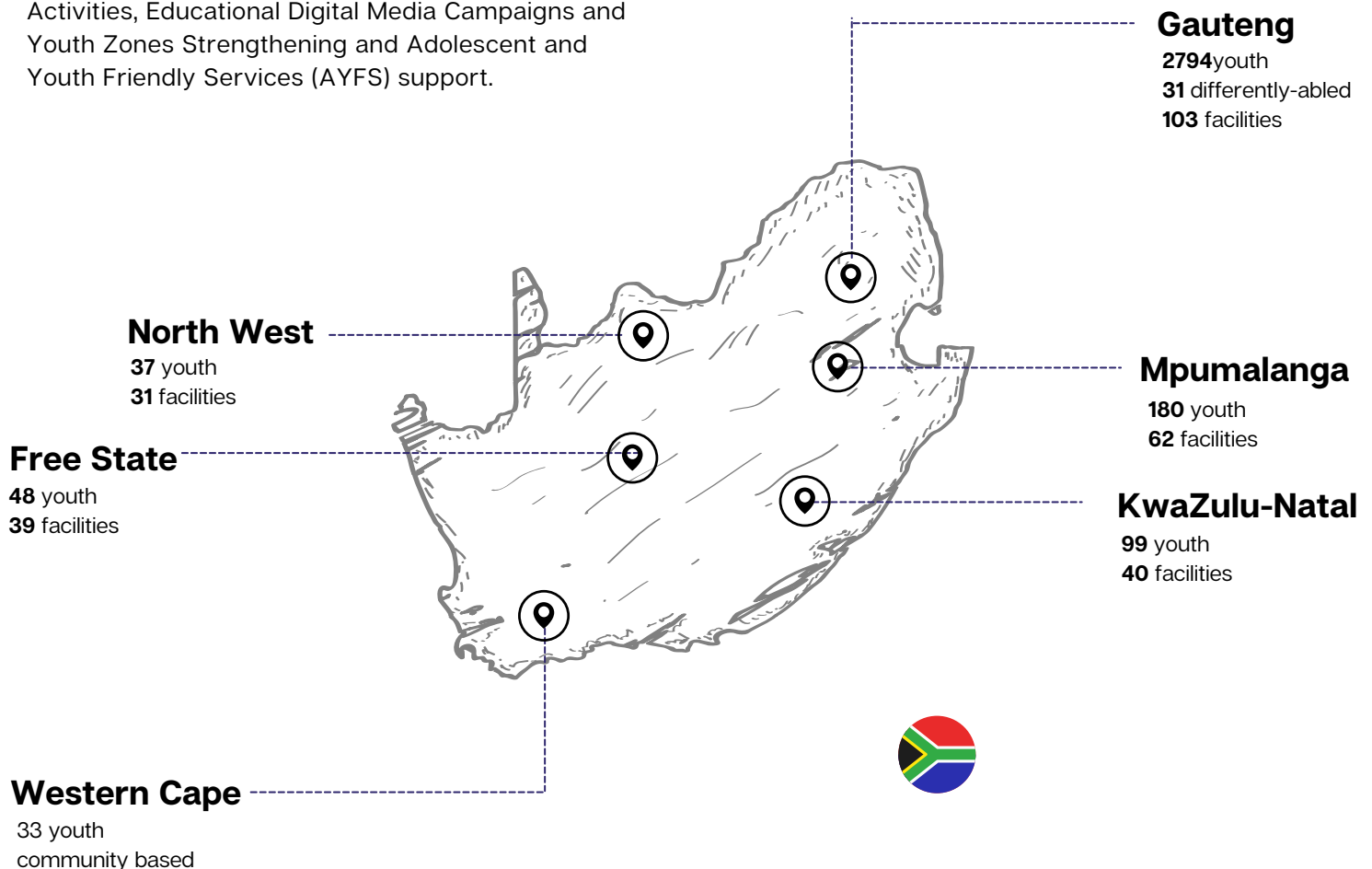
Strategic Report



Our organisation at a glance

Youth Health Africa (YHA) is a leading youth empowerment organisation that harnesses the workforce of the future through holistic skills development that leads to opportunities for Youth Health Africa is a registered Not for Profit organization which provides a one-year skills development program empowering disenfranchised youth through work experience in healthcare facilities. The youth are empowered with quality working experience and a stipend, as well as with in-depth knowledge about HIV and TB, and in turn are equipped to strengthen our country's response to HIV.

Youth undergo various training curriculums not only to fulfil their roles as, inter alia, lay counsellors, HIV self-screeners, patient facility navigators, data capturers and filing clerks but to inspire holistic development as young ambassadors, leaders and societal agents for change. The program is unique in its focus on personal growth and development, and once a month all youth on the program attend Development Days. These sessions cover career strategy, mental health and the Sustainable Development Goals (SDGs), amongst other thematic areas. The program is further integrated with Demand Creation Activities, Educational Digital Media Campaigns and Youth Zones Strengthening and Adolescent and Youth Friendly Services (AYFS) support.



Chairman's Statement



"People frequently reference youth as being “Our future” and working with YHA has really enforced fact in my mind."

Dino Rech
Board Chairman

Youth Health Africa has provided me with a tremendous amount of personal joy and satisfaction. This innovative organization was born out of an idea and desire to achieve dual impact in two of the most pressing and challenging areas facing us in Southern Africa. Youth unemployment and quality health access. YHA's momentum, its idea and its energy comes from talented youth that participate both in its leadership and define its programs. The additional leadership experience and expertise brought in by the well-seasoned CEO, Bulelani Kuwane, are complimentary to the energy and passion of the youthful executive team. Together the executive leadership team and the organization have surged dramatically from success to success and it's been a pleasure to observe and participate in. Ultimately YHA's beneficiaries are the many thousands of youth that have gone through the program as well as many more thousands of patients who have received better more efficient care thanks to their services. This is why we exist, and this is why the team is motivated and driven to succeed!

As I have watched the company and team grow, I have been pleased to note a number of significant highlights and encouraging signs for the future. YHA has established a diversified group of sponsors and more importantly happy return sponsors. The organization boasts a library now of positive reports and experiences / testimonial from the youth we have hosted and placed. This includes positive testimonials about the impact of the youth in the programs and area they work from the actual communities served. YHA has built an incredible and growing social media profile which warms my heart when read the comments and feel the enthusiasm around the organization and its mission. Another notable positive factor is that for a young company YHA has achieved relative financial stability and growth early in its lifecycle which is encouraging.

People frequently reference youth as being “Our future” and working with YHA has really enforced fact in my mind. There is no replacement for the drive passion and energy our Youth offer, all they want is a chance to actively participate in problem solving, to have a voice and to get their chance to contribute! YHA has provided this in many different ways and is a clear example of how, when empowered, the Youth will and must rise, to influence, shape, and lead to a better healthier and equitable society. Thank you for the chance to Chair this organization and I wish the team and leadership all the best moving forward.

Regards,

Dino

Chief Executive's Statement



"The impact of COVID-19, the struggling economy, the high levels of youth unemployment are justification that we are doing work that is desperately needed by our people and communities out there."

Bulelani Kuwane
Chief Executive Officer

2020 has been an interesting year in many ways. It began with an exciting decision to register Youth Health Africa (YHA) as an independent entity which is part of The Aurum Institute Group (Aurum). The youth work experience program had been implemented as an initiative of Aurum before that decision. YHA was registered at the start of COVID-19 and subsequent level 5 lockdown. This means most of the work we did, development processes, systems and other registrations were done while we were working from home. The following individuals played a vital role as co-founders of YHA, Ms Farai Mubaiwa, Ms Farai Mzungu, Ms Danai Nyagani and Ms Sarah Reeves. The founding directors included Ms Farai Mubaiwa, Dr Dino Rech and myself. Dino became the chairperson of the board. Ms Shakun Ramsamujh as a company secretary was involved in setting up governance processes.

I would like to extend our appreciation and gratitude to Aurum, board, executive management for their support during this time. Aurum provided us with start-up capital and funded some of our initiatives. Youth Employment Service (YES) was one of our strategic partners, it allowed us to expand our work to 6 provinces by the end of 2020. BroadReach Health Care funded us for 4 districts in 2 provinces.

Accenture South Africa offered us the greatest support we will not forget anytime soon. They helped us formulate our strategy for the next 5 years. It was a great journey we went through as a team. It was truly a learning experience. By the end of the year we had started to implement the strategy. I am sure 2021 will see us achieve some of the strategic objectives and targets we set ourselves. We hope that our partnership with Accenture continues to grow from strength to strength.

Our people are our greatest assets and I would like to appreciate their efforts during these challenging times of change and COVID-19 pandemic. They adapted very well to the changes of working from home and having to recruit, select, appoint, train and support youth in remotely. We all experienced the struggles of using Skype, Zoom, MS Teams (please mute, which button is for sharing documents, I have bad connection, etc.). We have a young, energetic, smart and resilient team. They lead from the front and I am there to whisper support from a distance.

The impact of COVID-19, the struggling economy, the high levels of youth unemployment are justification that we are doing work that is desperately needed by our people and communities out there. Our flagship youth work experience program continues to grow and improve. It is a crucial platform to support our public health initiatives. We cannot address youth unemployment on our own, we need partnership at all levels, government, corporates, communities, international agencies. Our program has reached cities, towns, townships and villages. Lastly, a big shout out to the many youth who were part of our program in 2020. We hope you had quality work experience. There is no Youth Health Africa without these young people we serve. We are here to serve and we will work hard to reach as many young people as possible in all corners of this country.

Ndolivhuwa

Bulelani Kuwane (Mr B)

Board of Directors



Dino Rech
Board Chairperson



Bulelani Kuwane
Chief Executive Officer



Farai Mubaiwa
Non-executive Director

Senior Leadership



Bulelani Kuwane
Chief Executive Officer



Joshila Hari
Chief Financial Officer



Ntebeng Kabula
HR Manager



Farai Mzungu
Program Manager
Youth Work Experience

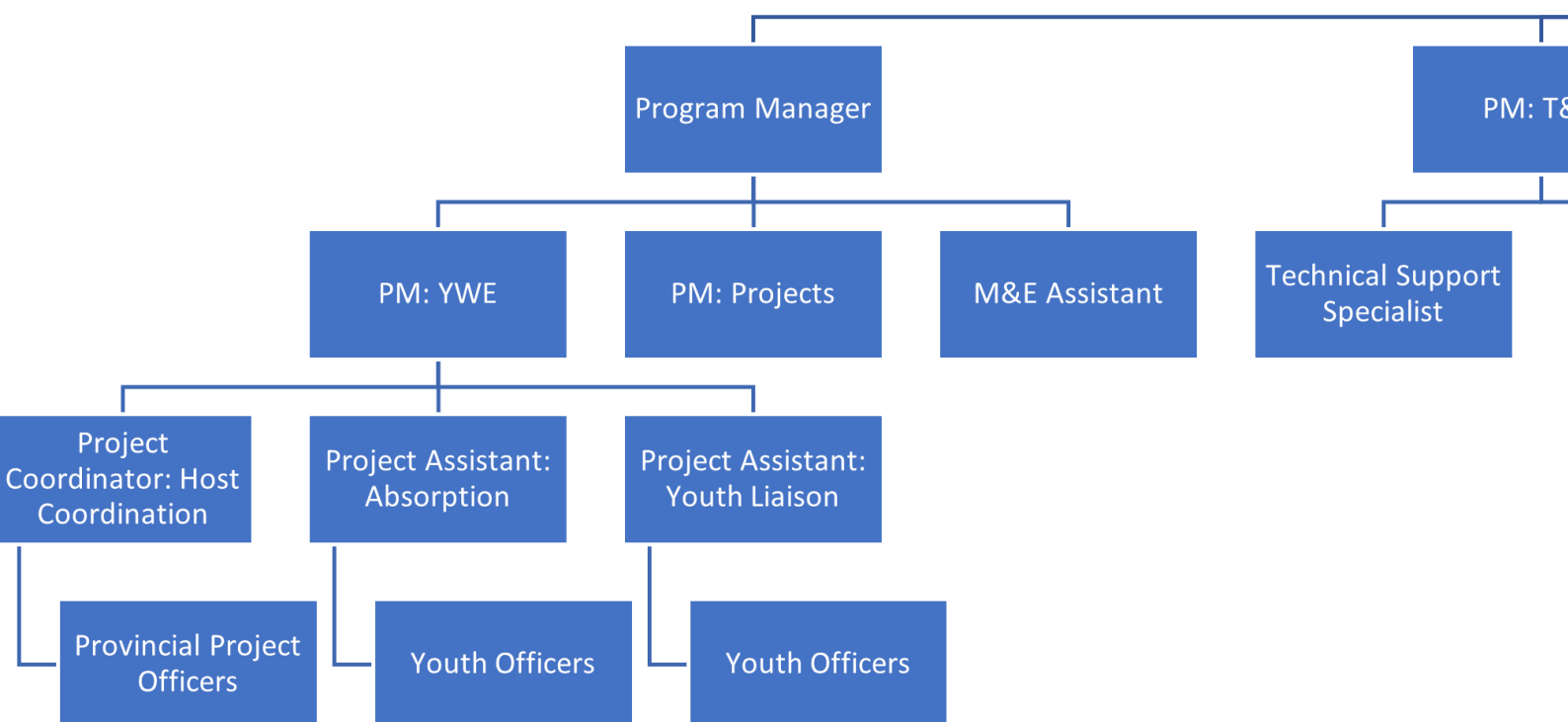


Danai Nyagani
Project Manager
Training and Development

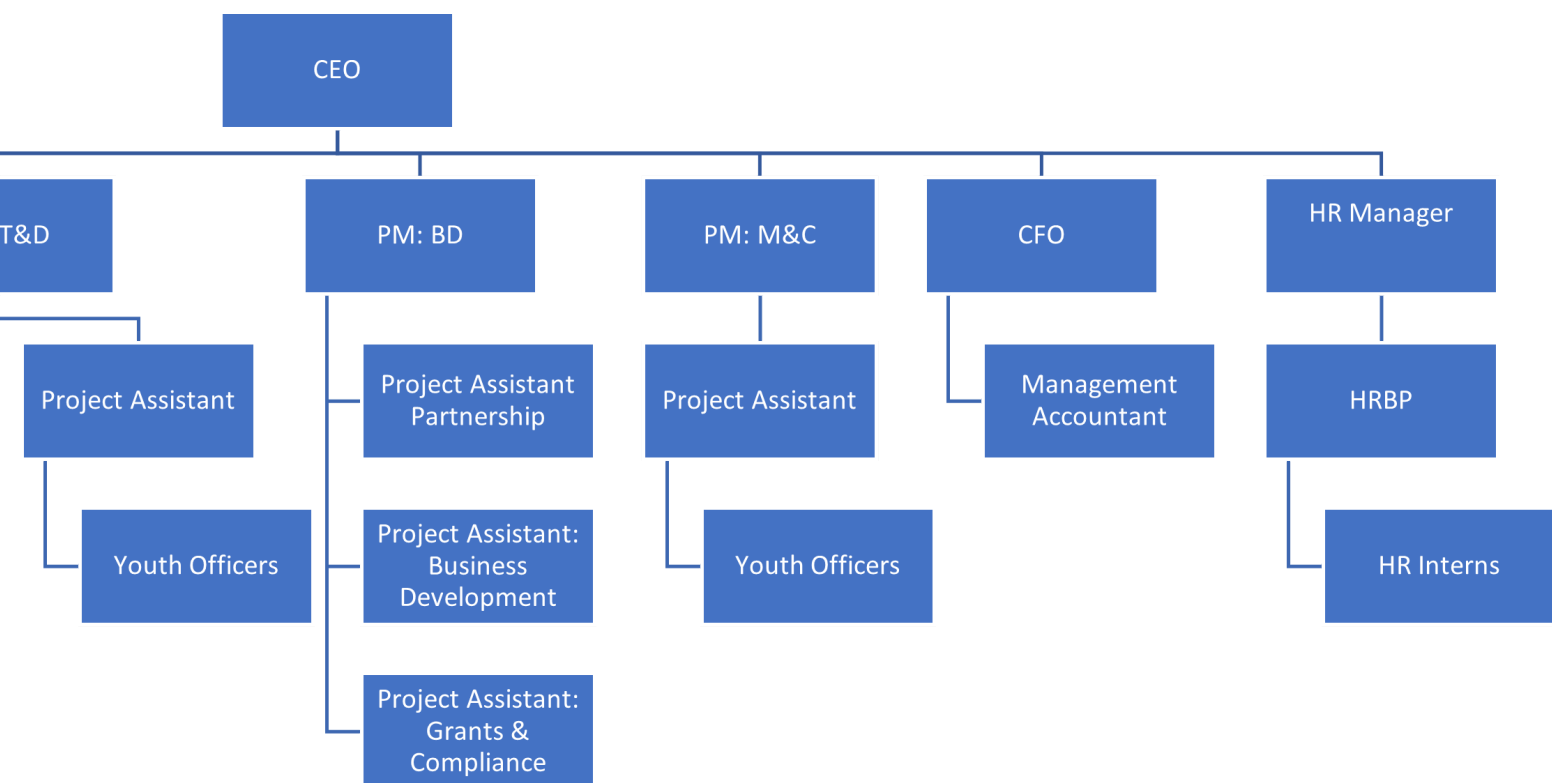


Sarah Reeves
Project Manager
New Business Development
& partnerships

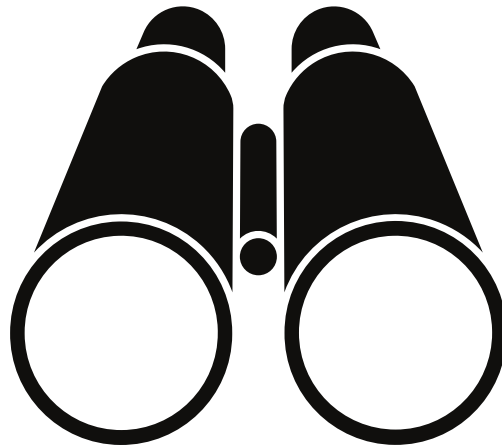
Organisational Structure



Organisational structure

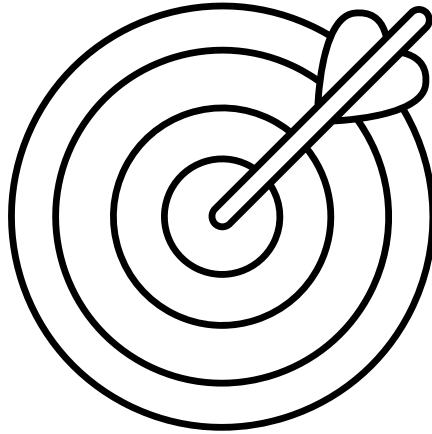


Vision



A leading African youth empowerment organisation harnessing the workforce of the future to create sustainable communities

Mission



To create holistic youth development opportunities to strengthen the public health sector for empowerment and employability

Values



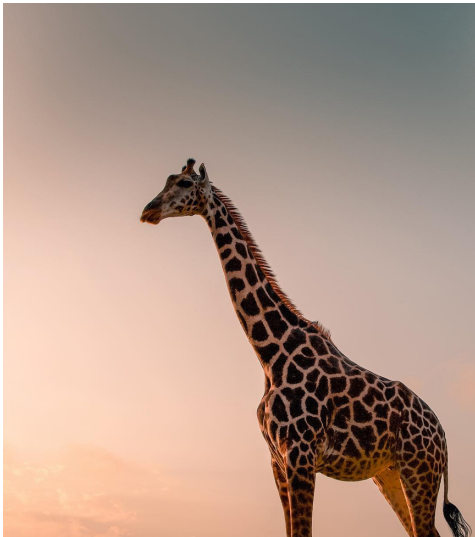
Inspirational
Ubuntu
Pioneering
Resilient
Reliable
Diligent
Dynamic

Guiding Principles



Youth Focused

Adopt a youth centric approach to the development of service offerings that accelerate youth toward meaningful life-time livelihoods and consequently addresses unemployment. Along with focusing on the disproportionately high level of youth unemployment, YHA has noted the need to more purposefully address unemployment of women. Noting the key role women play in communities and society, their increased participation in work experience training and health programs helps proliferate the message of improved health behaviours leading to sustainable growth and development.



Organisational Sustainability

Harness the leadership, talent and change strategies necessary to sustain the organisation long term. YHA's core focus of developing and advancing youth toward meaningful sustainable livelihoods aims to ensure that youth do not find themselves on a conveyor belt of unemployment. Mapping funding, skills demand and youth employment opportunities in various communities creates sustainable livelihoods for beneficiaries as well as a healthy business model for the organisation. This synergy ensures both the creation of sustainable job opportunities for beneficiaries as well as sustainable operations for YHA.



Market Relevance

Ensure service offerings are designed in line with current macro and micro socioeconomic trends. Africa's youthful population demands empowered and upskilled youth to move the continent further. YHA's local and community knowledge helps enrich training and development course content and delivery to ensure that service offerings are adapted to community specific context. In doing so, YHA is building a rich repository of content and skills that positions them to be a leading African organisation in youth empowerment in the public health sector and solving unemployment and health challenges. YHA goes beyond work readiness but seeks actual empowerment through content created for youth by youth.

Guiding Principles



Quality Management Approach

Develop a culture of consistent monitoring and evaluation of all activities and tasks to maintain excellence in delivery. YHA's differentiated approach to addressing youth unemployment focuses on addressing its root cause. In its operations and research YHA has identified that health determinants such as nutrition/ food security, healthy lifestyle choices, mental and emotional well-being etc. are key enablers that need to be addressed to position youth for long-term sustainable success. By addressing these issues as part of its approach YHA can enhance its impact on communities and highlight the importance of health determinants on community upliftment to funder and implementing partners.



Community Responsiveness

Recognise and respond to community specific needs in addressing youth unemployment. YHA's key differentiator is its ability to equip beneficiaries with a combination of soft and technical skills that allow them to seamlessly transition between healthcare specific roles and entry level roles in other industries. YHA's holistic approach to youth development goes beyond vocational training, endeavouring to equip youth with broader knowledge to more successfully navigate modern day society. This is done by creating awareness about healthy life choices across all diseases as well as public health changes that impact youth the most. These skills are provided along with soft skills that prepare beneficiaries for what to expect in entering the full-time workforce, what helps or hinders one's success in the workforce, and leadership and emotional intelligence skills that help youth to manage workplace and personal situations more constructively. Utilising the approach of youth ambassadorship to drive community upliftment and economic development is crucial in ensuring sustainability. Youth graduating from YHA programs are well positioned to be relevant in any employment opportunity, not only because their skills suite is transferrable across industries, but because their experience and coaching within YHA nurture a well-rounded, professional and responsible mindset.

Operational Report



Program Manager's Statement



"Making a tangible difference
in peoples lives"

Farai Mzungu
Program Manager

In 2020, much of the world tested to its limits in dealing with the pandemic. For young people between 18 and 34 who are already plagued with high levels of youth unemployment and are susceptible to being even more vulnerable in the face of public health challenges, overcoming the year was no easy task. I am proud that the work of Youth Health Africa has become even more important in these times. We strive to make a difference in the communities that we work in and it starts in the life of the youth that come into the organisation into our flagship youth work experience program. Not only does the 12-month opportunity impact them, but it also impacts their immediate families and communities.

Operational progress

Adaptability was the word of the day in ensuring that the organisation is able to meet its operational goals for the year. COVID-19 made us think more critically about what the key components of our operations were and we were creative in ensuring that the quality of those components remained the highest it could be. We worked with our partners in ensuring that we could execute adaptable approaches to youth work experience through the various levels of the South African national lockdown. In level 5, we maintained virtual contact with our partners and youth figuring out what the mode of work would be with this government intervention. As we responded to COVID-19, work that youth conducted in the facility became critical to the effective delivery of services, and therefore, program youth were identified as part of frontline healthcare workers.

With adaptation to host coordination, training and performance management, we ended the year on a high note with over 600 youth joining the organisation in 2020 alone. Absorption rates stored to over 80% and youth retention on programs was over an outstanding 90%.

People

Amidst the pandemic, it was important that as an organisation we not only ensure the health and well-being of our staff but that we could extend support into the communities in which we work. Thus, we launched an initiative focused on distributing food and essential hygiene and sanitary items to communities that were definitely vulnerable. With this, we were able to extend support to over 2500 families with supplies adequate to take care of 4 people for a period of a month. This ensured that over 10 000 people were supported through these parcels.

Innovation

In conversations of strengthening healthcare, we began to speak about various social determinants of health including education and food and nutrition. In these conversations, we idealised the introduction of innovative farming to support communities vulnerable of food insecurity. Through the British High Commission in a grant award, we will be piloting an aquaponics project at a local clinic running a social entrepreneurship and nutrition program. All in all, 2020 has been a phenomenal first year under YHA.

Farai Mzungu

Youth Work Experience

Outputs, Outcomes, Impact

Numbers of youth

691 youth joined Youth Health Africa in 2021 in various roles such as data capturers, filing clerks, tracers, lay counsellors and navigation clerks

Retention

97% retention rate of youth on the program. These are youth who join and complete the full 12 month work experience with YHA.

Geographic coverage

In 2020, YHA expanded its geographic coverage to Mpumalanga, Free State and KwaZulu-Natal, adding three more provinces to operations

Absorption

We saw big cohorts of over 300 youth absorbed into their placement partner organisations through 2020, giving YHA a very high absorption rate of 87% for the year.

Numbers of youth

There has been stronger delivery of programs within the 9 healthcare partners the youth are placed in with targets being met at an increased rate

Retention

97% of youth receive all development training learning outcomes, and receive their absorption support package with an updates CV, reference letters, cover letters and interview tool kits

Geographic coverage

With over 360 youth joining the organisation in 3 more provinces, YHA has presence in more than 100 new communities where youth can support the healthcare facilities in delivering more efficient services

Absorption

With an opportunity to work directly within the placement partner, youth continue to earn an income post their program experience with YHA.

Numbers of youth

More community members are receiving their medication, clients that have defaulted are returning onto treatment and leading healthier lives

Retention

97% of youth know what to expect in their job search post program, have developed holistically in the work place and other areas and have 12 months performance progress reports making them attractive to recruiters

Geographic coverage

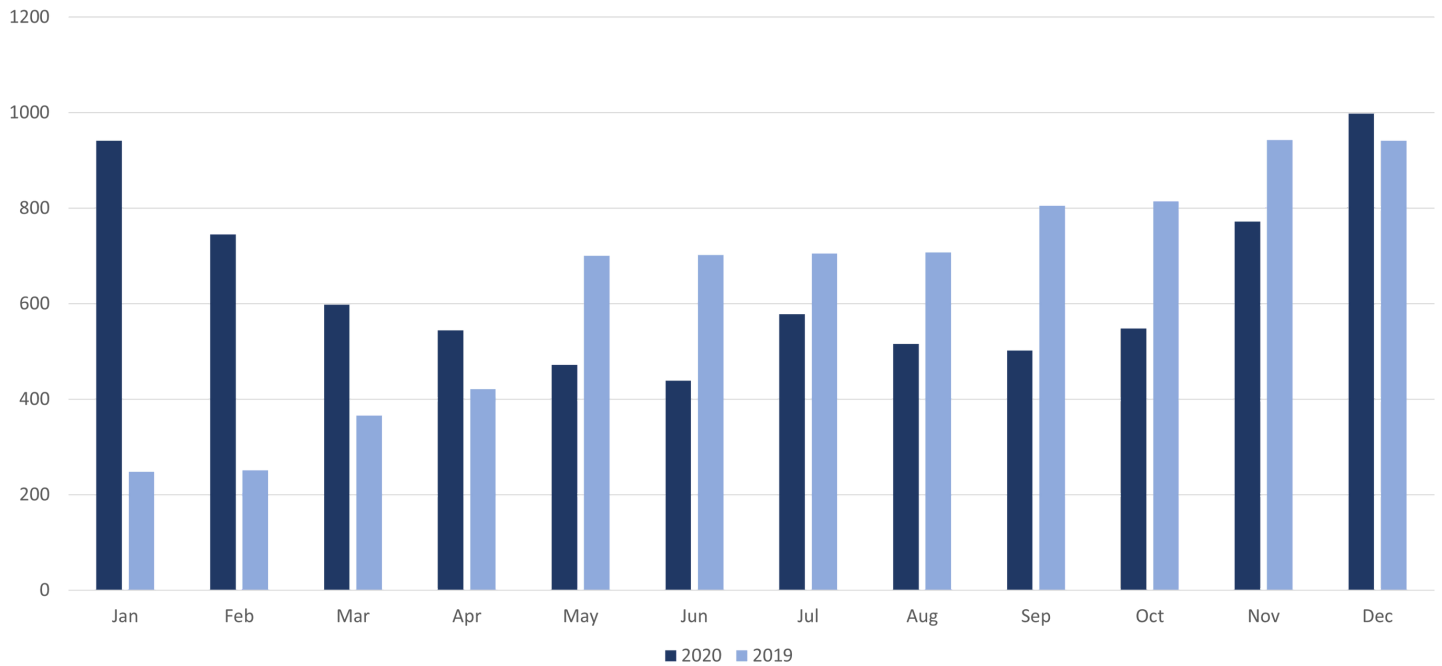
This expansion has meant YHA is able to contribute to the alleviation of youth unemployment in these rural communities and these youth can confidently participate in the country's economy

Absorption

There is confidence among youth for a clear career pathway that begins with an internship with Youth Health Africa and results in sustainable income for themselves and their families

Operational Report

Youth Work Experience



Reflection

2020 started on a high with big projects that commenced at the end of the year in 2019 that has us start the year with 941 youth on the program in January 2020. As cohorts from early 2019 exited the program between February and May we saw a sharp decline in youth numbers on the program with no new projects coming in to replenish the numbers of youth. Nearly 100% of youth that left the programme in these months were offered a job by their placement partners resulting in high absorption rates for Youth Health Africa.

The lack of new projects came about as a result of the outbreak of COVID-19 that left the country in a government declared a state of national disaster and a national lockdown that would last for the rest of 2020. Although prospects for new work initially seemed very low, we were able to recover new projects in June 2020 and then again in September and November. December came with 4 new projects and more than 250 new youth joining Youth Health Africa.

Due to regulations requiring social distancing and generally greater requirements to contain the spread of the virus, clinic decongestion efforts meant that youth had scheduled rotations in their work placements and other youth transitioned into working virtually.

In continuing to empower the youth, the program continues to focus on personal and career growth development through monthly sessions that cover inter alia career counselling, mental health and individual roles in meeting the Sustainable Development Goals (SDGs). Within the program, YHA has integrated demand creation activities such as educational digital media campaigns, youth zone strengthening and mass youth-driven HIV testing campaigns aimed at harnessing the youth on the program to encourage fellow youth from their community to take advantage of opportunities provided by YHA and utilise healthcare facilities. The incorporation of these demand creation activities helps amplify the sense of purpose youth gain from joining the program, as well as amplifying the impact YHA is able to achieve and securing a healthy pipeline of youth beneficiaries.

2020 was overall a great year of strategy and implementation and has left Youth Health Africa in a preferably stronger position for the next 5 years after a lot of learnings through the year.





Youth Work Experience (Internships)

Responding to the need for community health workers to strengthen the countries HIV and TB response, YHA works with health partners to upskill and empower youth between the ages of 18 - 35 years. Youth are upskilled through both work experience, and an in-depth training curriculum through placement on a paid internship program. Youth are placed in roles as HIVSS, Lay counsellors, Tracer, Data Capturers and Administration clerks.

1900+
youth
placed in
internships

Demand Creation - YouthDrive4Health

The campaigns entail work experience programmatic youth spending time stationed at a public location and these young people using the skills gained in facilities to mobilise the community, have conversations about HIV testing services and creating demand for community demands to get an HIV test on site.

600 people
tested for
HIV per
event

Filing Management

Youth work to implement a new phased filing system to ensure that the filing management for HIV and TB patients is effectively executed to improve processes that ensure patient retention. Following drastic evidence of the effectiveness of program, the fast uptake of the skills required to ensure the success of the filing management system, following only one month after the pilot, the program was expanded to see a placement of 314 youth.

Reduced
clinic
waiting time
in 3 districts

Training and Skills Development

YHA implements an intensive training program for both internships and accredited learnerships. Youth undergo three sets of training. 1) Work-readiness training focusing on soft skills, professionalism and leadership. 2) Technical training which is rolled out in conjunction with health partners. 3) Monthly Development Day training, focusing on career development, active citizenship, mental health and other pertinent topics. YHA also runs accredited skills development SETA training.

Virtual and
in-person
training

Research Data Collection

YHA has also partnered with the University of Washington to conduct an evaluation of the impact of youth working in health clinics. The evaluation study aims to understand how YHA youth impact health indicators in clinics in NMM, NW. The study involves three components, including a randomized trial, a costing study, as well as interviews with youth supervisors and representatives at the clinic.

Research
with
University
of
Washington

COVID-19 Response Work

YHA youth play a pivotal role in responding to the COVID-19 pandemic. This is through programs ensuring that vulnerable communities are supported through the lockdown with food and essential supplies. Youth have further been involved in vaccine trial projects with recruiting candidates for the vaccination trials ongoing with placement partners. Youth will also be involved once the vaccine has been developed in creating demand for it

2500+
parcels
distributed

Vulnerable Populations

Youth Health Africa focuses on ensuring all programs are inclusive of vulnerable populations. YHA runs programs to empower differently-abled youth, focusing on deaf candidates. Careers in the health sector remain largely inaccessible to differently-abled youth, and YHA aims to close this gap. YHA also runs programs within the LGBTIA+ community.

30 deaf
candidates
placed and
in SETA
training

Food Security

YHA is researching potential implementation of food security programs in Gauteng and the Eastern Cape, with a strong focus on entrepreneurship, as well as the connection between nutrition and HIV treatment. An Aquaponics unit has been piloted in Gauteng, which will create entrepreneurship opportunities for youth, as well as initiating food and nutrition programs within public health clinics. YHA focuses on both urban smart farming initiatives, as well as traditional agriculture.

Funding to
pilot
aquaponics
program

Partnerships and New Business Development

Reflection

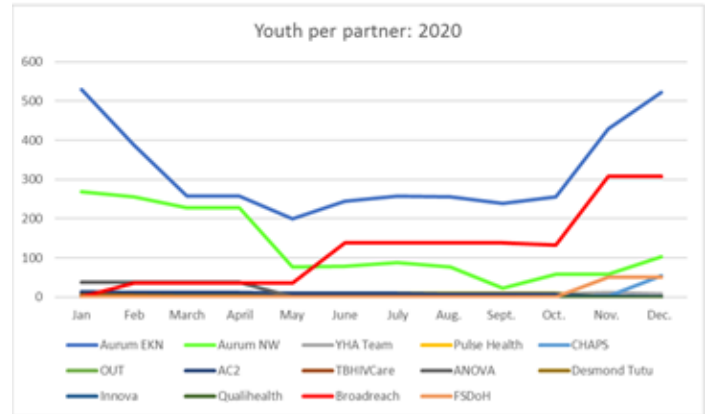
2020 was a year that changed the world, with jobs lost and the pandemic took hold of economies, livelihoods and the individual lives of so many people. The pandemic made the work of Youth Health Africa, all the more pertinent as youth unemployment continued to soar throughout the year, and further pressure was placed on the public healthcare system; and in this turbulent time, we were able to register Youth Health Africa as an independent NPC, a victory for the organization and the team behind it. As many industries were forced to stop working, Youth Health Africa continued to push and create a stronger organization, an organization that could work to address the destruction caused by COVID-19. The team grew more passionate, and the organization was able to take form, both in its structure, as well as in the impact it has been able to accomplish.

Through the formal registration of YHA, the former 'partners team', began to change its form into a more multidisciplinary function called Business Development. The formation of a new team and new function continues to take time, but as YHA aims to reach 10 000 young people each year, as well as to move into other African countries, the expansion of YHA's business is an important move to sustainability. Halfway through 2020, the partner's team then split in two, with partner management on one side, and grants and business development on the other.

Speaking as someone who has been at the organization from its inception, I can attest to the fact that 2020 was a pivotal year for the organization and has ensured we have a strong foundation on which to move forward.

Partnerships

Throughout 2020, YHA engaged with and forged strong relationships with multiple partners in multiple sectors. Our placement partners, both active and inactive are critical in creating pipelines of jobs and ensuring we are able to respond to funding. YHA partners are managed by a team of partner leads, who are responsible for ensuring that all youth gain meaningful work experience, as well as that they are contributing to the operations of the partner. The partner leads are responsible for the placement of youth, engaging with partners on a monthly basis, collecting KPIs as well as addressing challenges and concerns.



Throughout 2020, the YHA team worked with 13 placement partners, with a primary challenge being securing funding. The partner team was able to maintain a steady needs pipeline over between 2000 – 3000 throughout the year and ensured that a diverse set of partnerships could be managed. As the above graph indicates, The Aurum Institute and Broadreach were pivotal in the growth of YHA during 2020. With both organizations working as both placement partners, as well as funding partners. Along with financial support, also came scope to rollout various other projects, particularly with Aurum. In working with these two partners, the following projects should be highlighted:

YouthDrive4Health – Gauteng: City of Johannesburg, North West: Bojanala, DKK, NMM: The total impact of the program saw 5526 youth tested for HIV and those found positive, subsequently linked to care. The target for this campaign planned over 10 high energy youth driven community mobilisation and demand creation events was 4000. This target was exceeded by 38% with a model that aimed to leverage a cost-effective method of achieving high impact and meeting and exceeding the targets set per event. The cost per patient for youth drive events is set at the value of R60 which is at least R20 less the costs of the closest competing HIV testing demand creation program. The campaign entails work experience programmatic youth spending time stationed at a public location and these young people using the skills gained in facilities to mobilise the community, have conversations about HIV testing services and creating demand for community demands to get an HIV test on site.

YHA aims to provide demand creation services to other health implementing partners going forward, as youth are able to mobilize communities in a unique way.

File Management Internship Program – Mpumalanga: Gert Sibande, and Nkangala, Kwazulu-Natal: KCD and Ugu:

The pilot of this program saw 39 youth placed as filing interns in Broadreach facilities across the Gert Sibande district. Youth work to implement a new phased filing system to ensure that the filing management for HIV and TB patients is effectively executed to improve processes that ensure patient retention. Following drastic evidence of the effectiveness of the program, the fast uptake of the skills required to ensure the success of the filing management system, following only one month after the pilot, the program was expanded to see a further 103 interns. Following a further 3 months and exponential impact of results of the project, the project increased to onboard a further 200 interns across two other districts and another province. The full value of the project including expansion plans is R11 458 674 including the value for both stipend and project management.

The graph indicates that although the number of youth placed fluctuated, the year ended with much more youth being placed on the program. Throughout 2020, smaller partners such as OUT, Access Chapter 2 and Pulse Health became inactive. Although these partnerships are critical, funding was channelled to larger partners that provided the most support to YHA.

Performance Management

The management of the performance of youth through the implementation partner is critical in strengthening the program. A major challenge experienced in 2020 was a lack of KPI compliance, which was improved upon throughout the year. All youth supervisors are expected to submit a KPI for each youth, which seeks to understand the overall performance of youth, including their ability to reach targets. All metrics that are measured are attendance and timekeeping, responsibility and accountability, teamwork, growth as well as ability to perform technical tasks. The pandemic drastically affected the submissions of KPIs, which is shown in the below graph. The sharp decline in performance coincides with the first COVID-19 lockdown.



Partnership with the University of Washington

Strengthening the Health System's Response to HIV through Temporary Youth Lay Health Workers. The YHA team worked with the University of Washington throughout 2020 in an evaluation study of YHA. The evaluation study aims to understand how YHA youth impact health indicators in clinics in NMM, NW. The study involves three components, including a randomized trial, a costing study, as well as interviews with youth supervisors and representatives at the clinic. During 2020, a randomization event was conducted with the NMM Aurum team as well as the DoH. 45 youth were then placed in control and intervention roles.

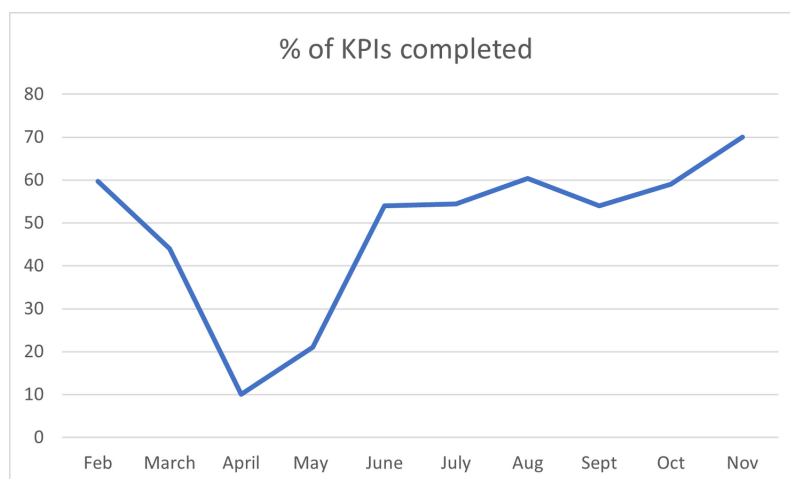
Conduct randomized trial for 9 months to see if intervention is effective at strengthening delivery of HIV prevention and treatment services:

- 10 clinics receive "base package"
- 10 clinics receive "intervention package"

Interns placed for one year at your clinic, beginning in October

- Control clinics: Interns in administrative roles
- Intervention clinics: Interns in program and administrative roles

Facilities work with Youth Health Africa project during internship period and the impact of the youth will be measured after 9 months. The partnership with the University of Washington enables YHA to have international visibility once fundings are published.





Building a Business Development Division

When YHA registered as an independent NGO, new business and fundraising became a function that needed to be built internally. The new division became responsible for the following functions and processes:

1. Grants and contracts management

- a. This function was built throughout the year through working with the Aurum team, as well as managing the Broadreach grant awarded in June.
- b. The team aims to scale up this function as more grants are awarded

2. Proposal development and submission

- a. The Business Development team worked with other divisions to fund new leads and submit new proposals. A highlight of 2020 was the confirmation of R100,000.00 from the British High Commission for an aquaponics pilot in Gauteng. During 2020 the BD team worked to seek new business opportunities, using the youth work experience model as a foundation. The team aims to look more broadly at healthcare, including GBV work, climate mitigation as well as food security in performance coincides with the first COVID-19 lockdown.

3. Management of funding partners

- a. The team worked closely with the YES team to ensure that all documents were submitted and that YHA was compliant with their processes, resulting in YHA receiving a large amount of funding at the end of 2020

4. Initiating partnerships with funders

Although a challenge, YHA worked with Lullaway during 2020, another youth empowerment organization, and gained critical skills

Training and Development

Overview

2020 was a year that no one had predicted nor understood the full extent of its impact on fundamentals such as communication, engagement, and learning. The COVID-19 pandemic drastically challenged how the training team was able to facilitate productive training. Before the pandemic, the team had relied heavily on in-person training as it allowed for robust and spontaneous engagement to occur. Moreover, the training was facilitated within the district to ensure that youth were able to easily travel to training and arrive promptly without worrying about the cost of transportation. It also allowed for colleagues located in the same district to debrief together and solve district-related challenges collaboratively. A state of disaster was announced on 15 March which immediately suspended all forms of training. The immediate worry the team had to overcome was finding a solution to the strict restrictions of contactless training that will continue to foster such interactive engagements.

From mid-April to mid-August, the training team facilitated virtual work readiness training, development day and check-in session for over 275 youth on the youth work experience program. The creation of the online platform was important as it created an opportunity for youth to share their experiences of being a frontline worker in a pandemic. Moreover, it enabled the broader operational team to touch base with the youth and offer support and critical updates on their work experience.

As the virtual training began to become a norm among the facilitators and youth, the team identified a major challenge, internet access. Many youths had expressed that the lack of infrastructure, the unreliable network and the cost of data made it a challenge for youth placed in the rural part of South Africa to fully engage in the virtual sessions. To ensure that every youth had an opportunity to engage with the training content and any other important notices about COVID-19 and their work experience, the team relied on the WhatsApp group to provide a summarised version of the virtual training. With an understanding of the environment YHA operates and intends to operate in, goals were developed as the critical areas of achieving the mission and vision. These goals cover different dimensions of the organisation to ensure a comprehensive strategy and are achieved through strategic objectives and activities that serve as stepping-stones.



January – Monitoring and evaluation

The team developed a pre and post evaluation tool which was used to benchmark youth's understanding of key issues addressed in the work-readiness training. The data collected from these two tools aided in the management of the work-readiness training as the team can amend the content according to indicators highlighted in the evaluation tool. Below is an example of the data generated from the evaluation tool.

February - Damelin Workshop

The year commenced with an exciting training opportunity for the team to engage with a unique cohort of youth. The team partnered with Damelin College Johannesburg in creating training content that covered two health topics: STI and unwanted pregnancy as part of the student orientation program. The main objective of the training was to inform students on the risk of engaging in risky behaviours that could result in unwanted pregnancy or the contraction of an STD or STI. The training team was cognisant of the diverse background of the student when creating the content and ensured that the students were able to learn new concepts, ask questions and test their understanding of key concepts. The team facilitated the session to 150 first-year students over two days in March and great lessons such as setting an optimal youth to facilitator ratio, performing dry runs with the team, and creating content in collaboration with youth were learnt and adopted to the facilitation model adopted with the YHA youth.

February / March - Development Day

The team implemented the first development day training with the youth. This training program is intended to expose youth to key challenges that directly impact youth within the South African context. It aims to capacitate the youth with knowledge and skills on how to navigate society and view community barriers as an opportunity to grow. The topics for development day were curated based on the feedback that youth have shared with the team regarding their ambitions. The goal of the development session is that youth is to take advantage of their 12-month internship to propel them a step closer to their dream career. As the success of the youth's development does not only lie with the operational team and youth but also includes the respective partners, continuous discussions were had with line managers in discovering the ideal model which would enable youth to robustly engage in the development day sessions whilst having a meaningful impact within the partner operations.

Graph 1: Development Day Themes



COVID-19 Pandemic

As COVID-19 became a new reality, the team spent the first few weeks brainstorming strategies to implement which will ensure that training continues to occur without increasing the risk of exposure for both the youth and the facilitation team. The team immediately took advantage of the youth's technological savviness began exploring web-based platforms to facilitate the training. The team explored Facebook live, Skype, Zoom, WhatsApp and MS Teams. The team identified that youth are more comfortable with the social media platforms like WhatsApp and Facebook, however, these platforms were not a dominant platform used within the workspace. The team ultimately decided on MS Teams as it is one of the most popular meeting platforms used in the workplace and empowering the youth with this skill would give them an additional advantage over their peers.

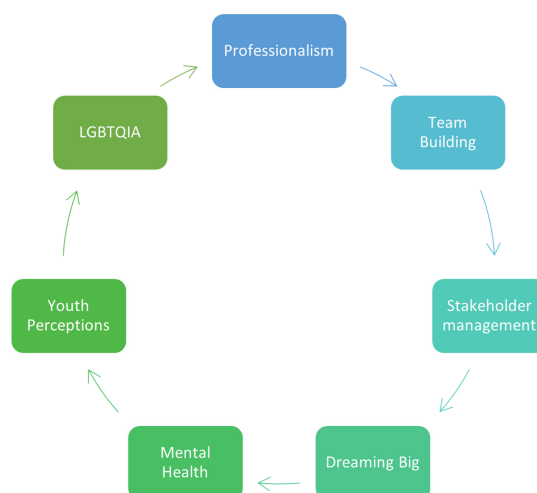
March/April - Team Development

A unique opportunity was created during the COVID for the operation team to identify technical skills and societal knowledge that they would like to learn. The objective of the team development session was to:

- Touch base and reflect on the impact that COVID-19 has on our immediate community
- Gain a new technical skill which contributes to the improved efficiency and productivity
- Have a robust engagement and debate on issues that impact youth

The topics were chosen by the training team in consult with the operational team and each team member was tasked with facilitating a session. This strategy was intentional as it provided team members to utilise and develop their content creation, presentation, and facilitation skills. Moreover, the team was able to receive constructive feedback and useful tools to advance their overall career ambition. Additionally, the team produce a train-the-trainer manual which highlights how the capacitation of new team members within the training department will occur and well as the possible options for ways to increase the size of the team.

Graph 2: Themes addressed in the team development



April/May – Virtual sessions

The team collaborated with the partners' team and Broadreach in adapting to the use of MS Teams to facilitate monthly development sessions and great lessons were learnt. Firstly, MS Teams was a powerful and necessary way for youth to connect with their colleagues during a time where working in the healthcare sector was a daunting task. Secondly, the platform allowed for sessions to be recorded for future reference and the team saw this to be valuable, especially in the facilitation of work-readiness and onboarding training. Lastly, the team was able to learn from the technical challenges that the Mpumalanga Broadreach cohort had in developing a how-to manual which was subsequently shared with all the youth on the program.

Thereafter, the team worked collaboratively with the Host Coordination and Partner's team in developing an intervention that aims to further strengthen the monthly site visits. As the pandemic has made it challenging to travel, the training team leveraged the success of the virtual development day sessions with the Broadreach youth and designed short check-in sessions. These sessions aim to gain a better understanding of how the youth are coping in the facilities during COVID-19 and how best the YHA team can support them in receiving a quality workplace experience.

In the first session check-in session, there 62% of the facilities were present with some facilities not being able to fully engage due to the poor bandwidth. Despite that, almost all the youth were able to provide feedback on their work experience within a COVID climate and shared some of the challenges that they were able to overcome with their peers.

Through this experience, the team was able to adapt this model and use a combination of virtual and telephonic check-ins to ensure that youth were allowed to provide valuable feedback on their work experience.

June/July – Online work-readiness training

As a response to the increased reliance on the virtual sessions, the team created resource packs that aimed to supplement the development day sessions. These resource packs were targeted towards addressing frequently asked questions by the youth and co-created with a key department, the youth liaison team. The packs addressed three general topics; HR, post-internship opportunities and general information were distributed within the various WhatsApp groups for easy reference.

The team redesigned the work-readiness training to adapt to the virtual training model to ensure that new youth on the program gained critical information about the organisation and their work experience despite not having in-person induction and work-readiness training. This included a one-day work-readiness training prerecording which addresses the journey of the project, the importance of development day and the absorption team as well as the expectations the youth need to meet in the workplace.

Additionally, an onboarding resource pack was created which include the history of YHA, the team members and the department they were responsible for and a detailed explanation of the journey of youth within the youth work experience program. This pack in conjunction with the prerecording were shared with new youth before the virtual work-readiness training to ensure that youth were still orientated into the organisation despite facing barriers that may limit their participation in the virtual session.

August/September – Personal questionnaire

The team had reflected on the discussions had with youth during the virtual training sessions and discovered that there was not enough data from youth regarding their opinion on key behavioural issues that the team intended to address in the various youth work experience program and mobilisation campaigns. After internal discussions, a 41- item anonymous personal questionnaire was developed which aimed to understand the perspective of youth regarding behavioural choices. The questionnaire had 6 sections which addressed: Basic Demographics, Educational Background, Work Experience, Career and personal ambitions, Financial Background, Mental Health and Sexual background

The information gained aided in understanding the background of the youth and equips the team with guidance on how to create a meaningful and empowering training and work experience program. A small sample of 13 youth was randomly selected to complete the paper-based questionnaire. The team was intentional in ensuring that there were no questions that would ask for identifying markers such as their name, surname, or place of residence. Below is a brief analysis of some of the key insights gained from the sample.

·Educational background

All 13 youth completed their matric with 7 of them completing bachelor and honours degrees. Whilst this sample is small, it is telling us it may be an indication that YHA in posts may be more accessible and/or attractive to youth who have completed their matric and pursue further education. Moreover, it may indicate that youth who have matric or higher are better equipped to express themselves in writing on job applications.

·Sexual behaviours

Some of the other questions on the questionnaire relate to the youth's sexual behaviours. A surprising number, 8 youth, have declared that they are not monogamous with their sexual partner. Given that none of the youth within the sample size identified English as a home language, the team recognised that there was a need to re-evaluate the use of the terminology that may not be part of the colloquial English widely understood by youth. Subsequently, the team made amendments to the questionnaire to ensure that the term monogamy was either changed or was explained before the youth answering the question.

Another key insight gained from this questionnaire relates to youth's knowledge about their HIV status. It was good to note that 86% of the respondents know their status. It was however concerning that 5% of the respondents selected that knowing their HIV does not apply to them. Moreover, 9% of the respondents stated that they do not know their status. While this is a small portion of the group, it poses a great risk as they may be engaging in risky behaviour thereby increasing their likelihood and that of their partner to contract HIV. The continued participation of youth in the HIV mobilisation campaign may change the perception of youth regarding knowing their status.

One of the challenges faced during the distribution of the questionnaire is the amount of time to capture the information. The team noted that there was not enough capacity to ensure that the completed questionnaires were captured. Therefore, alternative strategies were developed in ensuring that a sample of every new cohort that joins the youth work experience program was allowed to complete the survey thus reducing the data capturing time. While this may not be an ideal solution, the team continues to identify other strategies that are convenient and efficient to both the youth and the team.

October – Blended training model

As the team began implementing a blended training model of in-person and virtual sessions, the team took time in establishing a relationship with the youth where they felt comfortable sharing their experiences and concerns on the youth work experience program. This resulted in some youth sharing their lived experiences of some of the challenges they faced before participating in the program. As a result, the team began incorporating mental health into all the other topics and created short information packs that would provide youth with necessary information should they seek assistance internally or from a third party. Moreover, any concerns raised by youth which was within the scope of YHA was shared with relevant departments.

The team worked with the Youth Work Experience team in developing content for the AYFS program. The program aims to address the critical issues faced by youth as highlighted in the National Adolescent and Youth Health Policy (2017). The training team identified two objectives from the policy to develop training content for the ambassadors. This training session was facilitated via WhatsApp which was a new platform for the team to leverage in delivering training programs to and it was a success. The overall feedback from the ambassadors was that the sessions they facilitated were enlightening as they got to learn more about the AYFS program and saw the importance of both the AYFS program and the YHA workplace experience program.

November – SETA

As the organisation began establishing itself among the largest health implementors in the country, the need to branch into the learnership was identified. The training team was aware that they did not possess the necessary technical knowledge and experience in coordinating a seta program.

Therefore, YHA took advantage of the registration period in approaching an established training provider, Training Force, in facilitating a SETA program funded by Aurum. This partnership aimed to provide the team with some insight into what is required to deliver a high-quality SETA program and the various processes, policies, protocols, and skillsets needed to successfully be recognised as a SETA provider.

The training team aims to spend the majority of 2021 gaining the necessary technical skills and certification to meet the requirements for the organisation to register as a SETA provider for NQF 3: Business Administration. This program was carefully selected as many youths have shared their ambitions in establishing their businesses and given the nature of the work that the youth conduct with the partners, the skills gained from this program benefited various stakeholders that youth may encounter.

Conclusion

2020 has been the year of learning and adaptation. Through it all, the team was able to discover new methods, models and strategies to ensure that youth continued to learn on the internship. The experiences and challenges of facilitating in a pandemic have brought about changes to how the team engage with youth in creating and delivering content. The team looks forward to 2021 and is confident that the experience of 2020 will guide them in overcoming the challenges of 2021.

Financial Report and Audited Financial Statements

Statement of Profit or Loss and Other Comprehensive Income
31 December 2020

	2020 R
Project revenue	17 623 950
Total revenue	17 623 950
Total other income	
Total income for the year	17 623 950
operating expenses	18 004 518
Loss for the year	(380 568)
Other comprehensive income	
Total comprehensive income for the year	(380 568)

Statement of Financial Position as at
31 December 2020

	2020 R
Assets	
Current Assets	
Project funds receivables	1 352 670
Cash and cash equivalents	13 894 943
	15 247 613
Total Assets	
Equity and Liabilities	
Equity	(380 568)
Liabilities	
Non-Current Liabilities	
Long term loan	4 089 201
	4 089 201
Current Liabilities	
Trade and other payables	2 737 314
Funder advances	8 651 666
Provisions	150 000
	11 538 980
Total Liabilities	
Total Equity and Liabilities	15 247 613

Partnerships



Partners

Key Partnerships Supporting Us In The Delivery Of Our Programs



The Aurum Institute

Youth Health Africa is an affiliate of The Aurum Institute Group. Aurum plays the strategic role of being a funding, placement and founding partner of Youth Health Africa.



YES4YOUTH

Youth Health Africa is an Implementing Partner of the YES4YOUTH initiative. YES is YHA's biggest funder for youth placements and link YHA to corporate sponsorship for internships



