

A Practical Guide to Impact Sourcing

**Delivery modalities and best practice
tips from the field**

Investing in a sustainable talent pipeline to
support business growth in the South African
GBS sector through **Impact Sourcing**



Business Process
Enabling
South Africa

CAPE3PO
FROM CAPE TOWN TO THE WORLD

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GLOSSARY

AI	Artificial Intelligence
B-BBEE	Broad-Based Black Economic Empowerment: a policy framework to guide transformation in South Africa across ownership, management control, skills development, enterprise and supplier development and socio-economic development
B-BBEE Scorecard	A compliance/measurement framework for B-BBEE
BPESA	Business Process Enabling South Africa
BPO	Business Process Outsourcing
BUYER	Outsources services to GBS operators and is their client; buyers typically run campaigns
CLIENT	Buyers of outsourced services
CODES	B-BBEE Codes of Good Practice, which outline, inter-alia, targets; includes generic codes and sector codes
CRM	Client Relationship Management
CSR	Corporate Social Responsibility
DEI	Diversity, Equity and Inclusion
dtic	Department of Trade, Industry and Competition in South Africa
ESG	Environmental, Social and Governance: a framework to measure a company's sustainability and impact on the environment and society
ETI	Employment Tax Incentive
GBS	Global Business Services
GBS Sector Master Plan	A dtic-led sector strategy in partnership with BPESA
KPIs	Key performance indicators
L&D	Learning and Development
NSF	National Skills Fund
PAYE	Pay as you earn
RFP	Request for Proposals
SARS	South Africa Revenue Service
SETA	Sector Education and Training Authorities: levy funded institutions that oversee skills development within their respective sectors. There are 21 SETAs representing various sectors of the economy; they fund learning programmes, accredit providers, and drive planning to address national priorities and skills gaps
SDL	Skills Development Levy: a levy imposed [on employers] to encourage learning and development in South Africa and is determined by an employer's salary bill. The funds are to be used to develop and improve skills of workers and unemployed people
QCTO	Quality Council for Trades and Occupations: a public entity that oversees the design, accreditation, implementation, assessment and certification of occupational qualifications and skills programmes. It also offers guidance, research, verification and certification services to skills development providers and assessment centres
Quadruple bottom line	Extension of triple bottom line (people, planet, profit) to include purpose
Quintile communities	Ranking system of South Africa's education system based on the socio-economic status of the area surrounding the school to address the historical inequality in education funding and resources. It is made up of five quintiles (Quintile 1: poorest schools, Quintile 5: most affluent)
UIF	Unemployment Insurance Fund
UN SDG	United Nations Sustainable Development Goals
WRI	Work-readiness Intervention

1. FOREWORD

Foreword BPESA



The Global Business Services (GBS) sector in South Africa stands at a pivotal moment. As we accelerate towards the national target of creating 500,000 cumulative new GBS jobs by 2030, our sector's ability to scale will depend as much on the inclusivity and agility of our talent pipelines as on our market competitiveness. Impact sourcing and inclusive hiring are therefore not peripheral initiatives—they are central to the long-term sustainability, resilience and global competitiveness of our industry.

For more than a decade, South Africa has been recognised as a **global leader in impact sourcing**, with more than one-third of the sector's workforce coming from underserved and excluded communities. This leadership is underpinned by the country's distinctive people advantage—strong communication capability, cultural affinity with key source markets, high empathy, and a proven track record of world-class service excellence. These advantages have been further validated through the 2025 **South Africa GBS Value Proposition Refresh**, which positions our country as a leading destination for CX, digital, financial services, AI-enabled operations and emerging technology roles.

As we enter a new phase of sector growth—characterised by **AI acceleration, digital transformation**, and increasingly complex entry-level work—the need for structured, inclusive and scalable talent pipelines has never been greater. The **GBS Skills Strategy 2025–2030**, developed in partnership with industry and launched at the BPESA GBS Conference in November 2025, identifies impact sourcing and inclusive hiring as strategic pillars. The Strategy outlines twelve priority focus areas, including demand-led training alignment, accessible funding, development of digital and ICT job families, and a sector-wide **Skills Intelligence Hub** that

will provide real-time labour market insights to support decision-making.

This **Impact Sourcing Practical Guide** is therefore a timely and important contribution to the sector. It translates field experience and ecosystem insights into practical delivery models, highlights enabling conditions for success, and provides realistic guidance on risks and implementation considerations. For operators, buyers, training partners and policymakers, this Guide offers a clear and actionable reference point.

BPESA welcomes this collaboration with CapeBPO and industry stakeholders, with the support of Harambee Youth Employment Accelerator. It reflects the spirit of the **GBS Masterplan**, which calls for coordinated ecosystem action, strengthened talent pipelines, expanded inclusive hiring, and a renewed commitment to job creation, transformation and sustainable growth.

As we prepare to mobilise the 5-year Skills Strategy from 2026 onwards, this Guide will play an important role in **accelerating inclusive hiring, supporting system-wide integration, and further strengthening South Africa's global value proposition**. We encourage all BPESA members, operators and partners to draw on this resource as we collectively build an agile, digitally enabled and inclusive workforce for the future.

Reshni G Singh

CEO BPESA

#Real impact. Real value.

Real opportunity for South Africa.





In its' capacity as the City of Cape Town and Western Cape Government's strategic business partner responsible for the growth and development of the BPO/GBS sector within the Western Cape, CapeBPO is thrilled to sponsor and endorse this guide as a credible and comprehensive resource to better understand the nuances and key considerations of inclusive hiring within the sector in South Africa.

Harambee, as a strategic support partner to CapeBPO and BPESA, has been at the forefront of raising awareness and the importance of 'impact sourcing' as part of organisational recruitment practices – and together with key partners, catalysed this practice by mobilising key public and private stakeholders and constituents to develop unconventional and progressive frameworks and modalities, which have provided gainful employment opportunities to tens of thousands of previously excluded youth who would not have

been afforded such opportunities had deliberate and structured interventions not taken place. At the same time, these youth have supported business and sector growth and allowed for the scale evident in the sector.

Through robust and extensive research and consultation with the broader ecosystem and taking into account both demand requirements and the current state of supply, the outcome of this guide represents a well-considered and data-driven approach to impact sourcing. CapeBPO is proud to both contribute to, and advocate for, this very important strategic collateral.

Clayton Williams
CEO CapeBPO



2. EXECUTIVE SUMMARY

The South African global business services sector—with consistently superior rankings in international outsource destinations for customer service operations—is set for continued growth. It has been underpinned by a talent pool largely comprising youth, recruited through a deliberate industry-led impact sourcing strategy and supported with government incentives.

But the current pool is insufficient to support business's growth prospects. Companies need to proactively invest in a talent pipeline before it becomes a constraint.

Leveraging learnings from impact sourcing strategies

Companies have impact sourced using different delivery modalities. Many lessons, including nuances around the local context, have been learned along the way. Successful models and/or elements from these models could be replicated to support the development of a talent pipeline.

These shared practical lessons and insights from business practitioners are documented in this guide—and could be helpful to new entrants into the market (as they consider impact sourcing delivery models and strategies) or incumbents seeking to optimise current models.

A range of delivery modalities used

Organisations impact-source directly or indirectly. The choice of model depends on their strategy. The four main models used are:

1. In-house	• 1a: Part of internal structure/ internal academy • 1b: Academy set up as separate legal entity with the parent company as anchor
2. Outsourced	• Traditional training provider • Specialist impact sourcing provider • GBS operator
3. Coordinated multi-party partnership	• Partnership intermediary/ coordinator

Each of these is unpacked, showing where its application may be useful and respective benefits and challenges.

Strong business case for impact sourcing

Returns are multi-dimensional—commercial and social. They include: (i) cost-effectiveness over the long-term, (ii) value to businesses and clients from the unique strengths of South African youth, (iii) contributions to ESG and good corporate citizenship, (iv) enabling business practice/licence policies in South Africa (e.g. points under the B-BBEE Scorecard) and globally (e.g. UN SDG goals), and (v) enhanced commercial returns through available incentives and funding.

Key ingredients for success

Successful models have some common foundational elements in place, such as (i) executive commitment and being embedded in the business strategy, (ii) client buy-in, (iii) a partnership approach, (iv) hand-picked trainers with previous operational experience, (v) considered recruitment strategies, (vi) a carefully crafted and delivered programme, and (vii) robust wrap-around systems for impact sourced hires.

The role of the employer is also critical for successful outcomes, through e.g. investing in infrastructure, adopting internal policy enablers and driving operational integration etc.

A deliberate strategy to optimise return and impact

To optimally benefit from impact sourcing requires an intentional, considered approach. A step-by-step guide to craft a strategy and choice of modality, with practical tips and links to useful additional resources is outlined to support businesses practitioners on this journey.



Amina

"...this opportunity **meant a great deal to me.**"

"The lessons I gained are things I carry with me every day."

"Initially, I doubted whether I would fit in. However, from the very first day of my induction, **Sigma felt like home.**"

"I have come to understand the **importance of going the extra mile for customers and adapting to the diverse needs of people we assist daily.**"

"a milestone I deeply value."

"I am proud of how far I have come and am excited about the person I am becoming."

"I have learned that giving up is never an option."

"[Amina] consistently demonstrated a **strong work ethic, discipline and a commitment to personal growth.**"

"She consistently displayed **accountability** and a **strong sense of responsibility.**"

"Her behaviour score reflects a **respectful, cooperative, and mature approach** in all interactions."

"Motivated, capable, and adaptable individual who adds value to any team."

*Name has been changed to respect the person's privacy

3. INTRODUCTION

The growing GBS sector in South Africa is underpinned by impact sourcing

- c. \$3 billion contribution to export revenues (from 2010 to September 2025)
- c. 180,000 jobs, of which 160,000 were for youth and 33,000 were inclusive (from 2010 to September 2025)
 - employed through a deliberate industry-led impact sourcing strategy, with strong government support

Consistent client satisfaction and confidence enabled by South African youth

- South Africa ranked in the top three international outsource destinations for Customer Service operations in recent years

Many companies have been impact-sourcing using different delivery modalities across different industry verticals, including healthcare, financial services, travel and tourism, hospitality and energy

- There are proven, successful models that invest in talent and yield positive return on investment (ROI)

The industry has bold ambitions to scale under the GBS Sector Master Plan

- c. 350,000 - 500,000 new jobs (from 2021/2022 to 2030)

Impact Sourcing will continue to be a key enabler, underpinned by incentives driving youth employment. This includes a likely extension of the current dtic incentive structure with a potentially higher and mandatory target from 25 to 30%

But the current talent pool is not sufficient to support business growth prospects

- not enough “ready” candidates
- high prevalence of poaching
- increasingly complex roles driven by digitisation, regulations, AI etc.
- higher English competency (B2/C1) and better comprehension/articulation required due to role complexity

Companies need to collectively invest more and timeously in a reliable, sustainable and role-relevant supply pool before it becomes a growth constraining factor. Successful delivery models could be replicated and scaled



South Africa ranked in the top three international outsource destinations for Customer Service operations in recent years

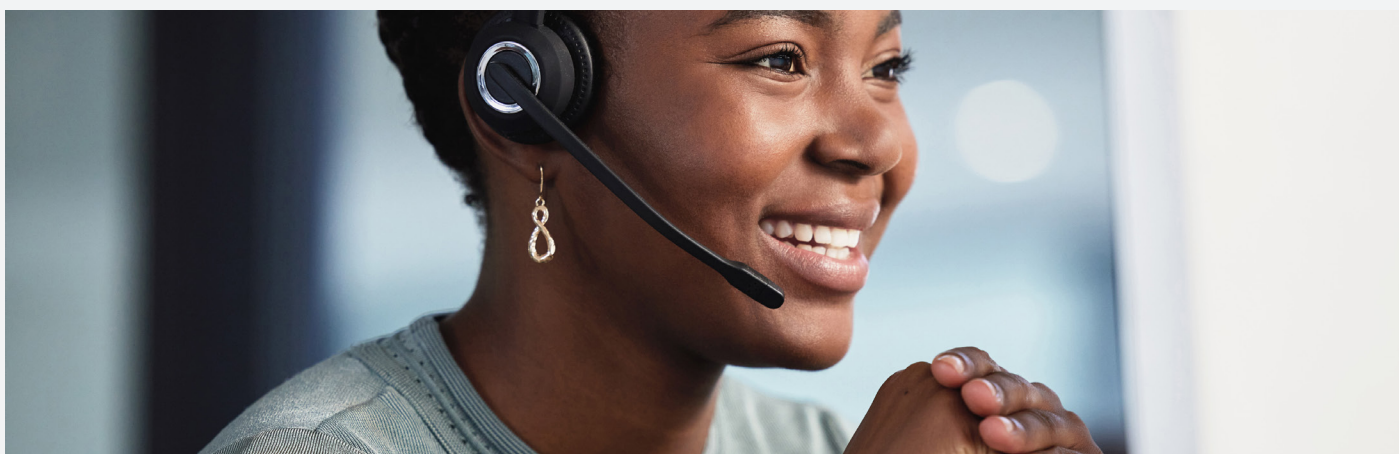
Purpose of document

- Outline impact sourcing delivery modalities, lessons and practical tips from practitioners operating across the value chain in South Africa (buyers, GBS operators, training providers and specialist impact sourcing providers)
- Share lessons from the field for the benefit of business executives and practitioners to help:
 - initiate or optimise impact sourcing delivery models and practices
 - support quicker decision-making
 - reduce time and costs navigating impact sourcing
 - improve employee integration/retention—and enhance employee and client experience
 - improve ROI
 - support business growth and more sustainable jobs for marginalised youth

Notes:

This document is based primarily on interviews

It is focussed exclusively on the South African market



The objective is to leverage learnings from impact sourcing strategies adopted across the value chain to enable, sharpen and optimise delivery models and proactively support and drive growth

4. IMPACT SOURCING: OVERVIEW

a. Definition



Intentional business hiring or outsourcing policy and practice that prioritises the employment of previously disadvantaged/marginalised people who have not had an opportunity due to economic and social exclusion** – and leverages this talent pool as an asset for business benefit

1. Holistic business and talent strategy and ethos that cascades across the value chain - from recruiting, employing, onboarding, training, integrating to retaining

Not just sourcing; not just training

2. Target segments include youth, single parents, people with disabilities, people from rural areas etc.*

3. [Strict] qualification criteria on economic exclusion**

4. Sub-set of inclusive hiring (also an intentional business hiring policy and practice that prioritises the employment of previously disadvantaged/marginalised people who have not had an opportunity)

**Target segment in South Africa is predominantly marginalised youth (under 35s) - driven by the high unemployment rate and various policy, incentive and funding instruments and initiatives that promote this segment. Sub-sets include women, people with disabilities and geographic inclusion etc.*

***Definition in South African context has evolved to include economic exclusion*



Impact sourcing goes deeper and seeks to break chains of economic exclusion – *Interviewee, specialist impact sourcing provider*

Impact Sourcing has evolved to Impact Employment. It's about the lifecycle, not just sourcing – *CEO, industry body*

b. Guiding ethos and foundational principles



Impact sourced or hired workers are quality workers

Impact sourcing does not mean that quality is compromised



Impact sourcing requires a **different hiring mindset and approach to traditional corporate approaches**

- need to see people through different lenses
- hiring is based on potential
- need alternate proxies for competence



Impact sourcing is not a typical training programme or “a transactional outcome of training”

- needs to be built on understanding of psycho-social situation – and to close human gap before skills gap
- requires careful design (product training, class/nesting period ratios, support in first 3 months etc.) for “work readiness, role readiness and operational readiness”
- requires integration into business model

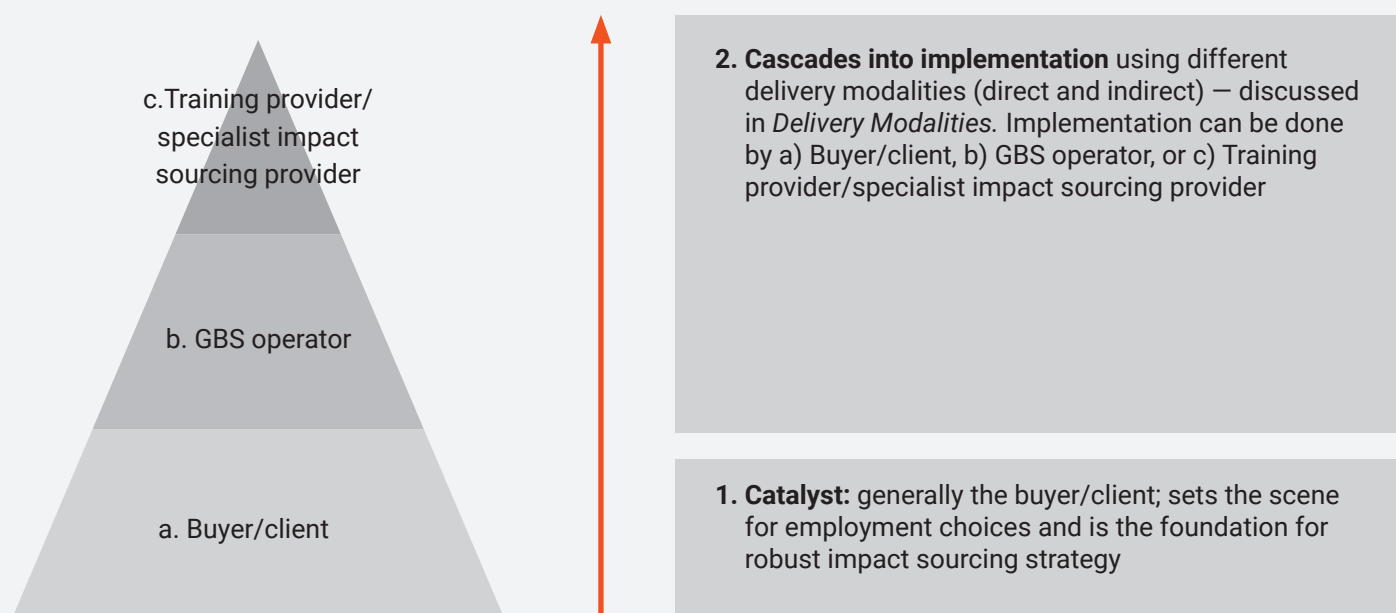


Two necessary halves for success: **equipped candidates and supportive employers**



c. Key procurers of impact sourcing

Target Impact Sourced Segment: [Marginalised youth]*



*The target segment in the South African GBS sector is predominantly marginalised youth (under 35s)

5. THE BUSINESS CASE

a. Drivers for buyers and players in the value chain



Commercial

- Cost arbitrage across locations
- Cost savings (loyalty, attrition)
- Subsidised:
 - access to available funding for skilling (YES, mandatory and discretionary SETA funding etc.)
 - access to incentives (ETI, dtic etc.)



Public relations and brand enhancement



People

- Reduce attrition, improve retention



Customer value proposition

- Improve client value proposition (distinct value-add)



Social

- DEI, CSR, ESG, UN SDGs (included in fair percentage of UK RFPs)
- Good corporate citizen (governance, reporting, investor considerations, shared value approach etc.)



Operational

- Grow supply pool
- Diversity of supply pool



Sense of purpose

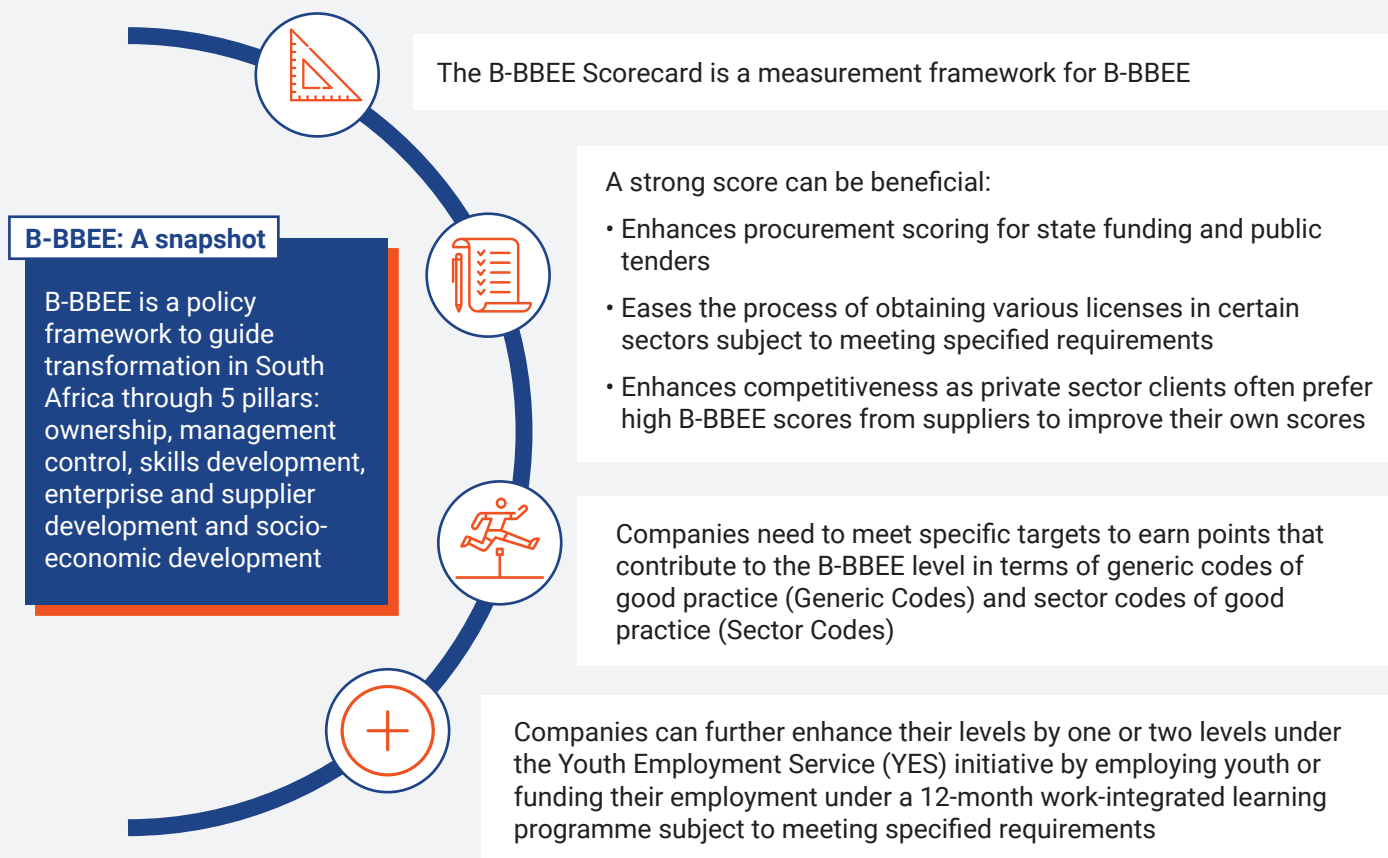
- For business and/or employees



"Licence"/business practice in South Africa

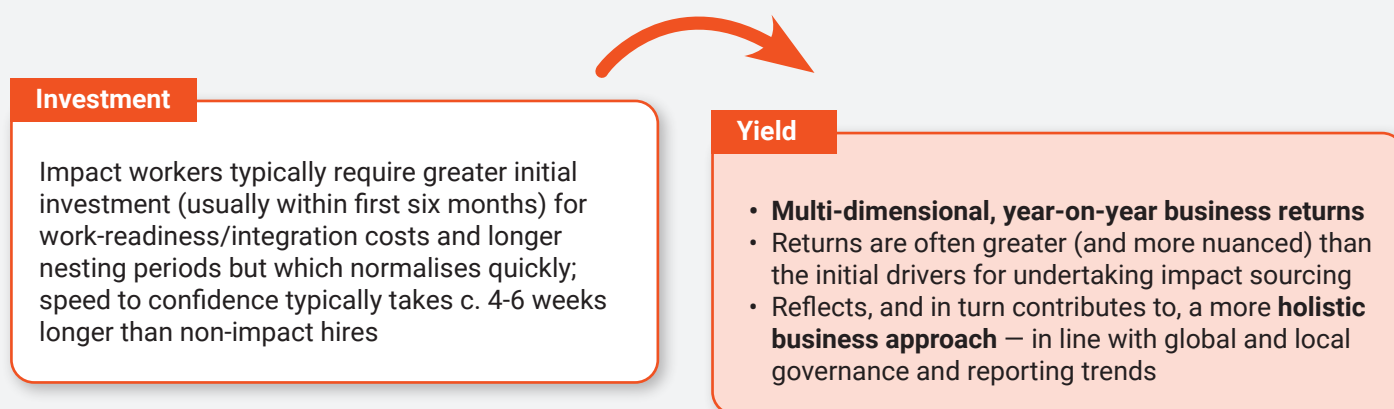
- Claim B-BBEE Scorecard points and skilling spend (where applicable)





For links to more information on Funding and Incentives and the B-BBEE Scorecard Codes of Good Practice, refer to *Additional Resources*.

b. ROI



Dimensions of returns

1 More cost effective over the long term

- Lower attrition/better retention
- Better attendance
- Better performance

Note that impact sourcing does place additional pressure on operational systems and people—and requires institutional support to achieve results

2 Impact sourced workers have unique attributes that add value to the business and clients

- Innovative, out-of-the-box thinkers
- Better problem-solving ability; see themselves as problem-solvers
- Carry themselves with grace
- Relatively greater warmth/rapport - valued by clients and for which they are willing to pay a premium (especially relevant given complex human nature of interactions)
- Respectful/obliging
- Positive influence on non-impact hires

3 Good quality, good, often better performance

- After initial 3-6 month ramp-up period, performance is equal to and quite often better than non-impact hires

4 People team benefits including minimal issues (absenteeism/performance etc.)

- Impact sourced workers tend to:
 - Place more value on the opportunity and are more loyal
 - Hold job in high regard
 - Not want to squander the opportunity
 - Have hunger/desire
- Means to effect DEI policies

5 Commercial/economic return

- Benefit from available government subsidies/incentives
- Benefit from available funding (grants/government)
- Cost arbitrage relative to other source destinations

6 Social/governance/corporate citizenship

- Social and societal impact/shared value: ESG/CSR
- Key strategic objective for many businesses
- Helps buyers/clients with their value proposition

7 Sense of purpose for business/employees

- Contributes to the fourth element of the quadruple bottom line i.e. company's core purpose; companies and employees also feel a sense of purpose through contribution to society - helps with employee values alignment and engagement

8 Deepens the collective industry talent pool

- Not cannibalising experienced workers from others
- Adds fresh talent
- Adds diversity

9 Enables business practice "licence"/policies in South Africa and globally

- Enables B-BBEE points in South Africa - qualifying training spend (including stipends and conversion to employment) under the skills development element of the B-BBEE Scorecard can enable a company to earn points and contribute to its overall B-BBEE score. Points could also be earned through the enterprise and supplier development element and socio-economic element of the scorecard, depending on choice of model and structure of commercial arrangements with training providers/specialist impact sourcing providers. Companies can enhance B-BBEE levels through the YES programme
- Positively contributes to key sustainability indicators on which many global companies are measured by investors and other key stakeholders e.g. UN SDGs

c. Examples of returns from practitioners across the value chain and models utilised

	Challenge/approach	Results
The in-house separate academy	Client seeking to improve performance with end customers	Client's performance scorecard shifted from red to green (20-40% increase in the proportion of impact sourced hires contributed to the shift)
The specialist impact sourcing provider	Client experiencing high staff turnover driven by high demand and short supply	- Retention: 100% (3-6 months), 80% (6-12 months), over 50% (>12 months) - High productivity - Once impact hires reach experience level of a typical non-impact hire, performance is equal or better than experienced hires
The in-house internal academy	Impact sourcing adopted as a global corporate initiative (commitment to 30% impact sourced hires)	- 42% more cost-effective than non-impact hires - Lower attrition (2.1% ave. per month vs. 7% ave per month for non-impact hires over 12-month period) - Performance/productivity equal or better than non-impact hires (depending on campaign)

d. Typical potential sources of funding for impact sourcing

1 Government						2 Private sector	3 Private sector/ philanthropy	4 Internal corporate funding
Incentives			Funding			YES	Grants, donations, co-payments (available from time to time)	Corporate treasury/finance, corporate social responsibility etc.
Funding incentives	Tax incentives (deductions)		SETAs		Other programmes (windows from time to time)			
	Employer Tax Incentive (ETI)	Section 12H	Mandatory grants	Discretionary grants	eg. Jobs Fund, Jobs Boost, NSF			

Refer to *Additional Resources* for links to:

- more information on potential funding sources and incentives
- key SETAs in the sector and other programmes
- a useful summary on eligibility criteria and the claiming process for tax incentives, YES, SETA funding and B-BBEE points in "A Snapshot of Key Government Incentives"
- What funders typically look for - a checklist of key items

6. DELIVERY MODALITIES

a. Overview

Organisations impact-source directly or indirectly using different delivery modalities. The choice of model is usually a matter of preference and depends on the organisation’s business strategy.

The models typically adopted are summarised below:

1. In-house		2. Outsourced			3. Coordinated multi-party partnership*
1a. Part of internal structure/ internal academy	1b. Academy set up as separate legal entity with parent company as anchor**	2a. Traditional training provider	2b. Specialist impact sourcing provider	2c. GBS operator	Partnership intermediary/ coordinator

**Coordinated multi-party partnership: a coordinator proactively intermediates between multiple stakeholders, bringing together funding, private sector jobs and community-based talent pipelines to deliver under a series of collaborative partnerships*
*** Could be for-profit or non-profit*



Typical primary allocation of key scope items between the impact sourcing organisation and the service provider (traditional training provider, specialist impact sourcing provider) or coordinated multi-party partnership coordinator across the different delivery modalities

Delivery Modality	Recruit ¹	Train	Employ	Onboard/ integrate	Retain	Fund (training etc.)	Structure/ secure funding
1a. Part of internal structure/ internal academy	●	●	●	●	●	●	●
1b. Academy set up as separate legal entity with parent company as anchor	○	○	●	●	●	○ ● ²	○
2a. Traditional training provider	○	○	●	●	●	●	●
2b. Specialist impact sourcing provider	○ ●	○ ●	●	● ● ³	●	●	●
2c. GBS operator ⁴	○	○	○ ●	○ ●	○ ●	○ ●	○ ●
3. Coordinated multi-party partnership	○ ●	○ ●	●	● ●	●	○	○

Notes

1. Many impact sourcing organisations work closely with respective provider for recruitment
2. Funding could come from parent company as a service fee (part of training/recruitment) and/or the academy could also access alternate sources of funding, including concessionary/grant funding or incentives
3. Impact sourcing organisation drives, often with support from specialist impact sourcing provider
4. Elements of scope varies, depending on arrangements between the parties

Legend	
Impact sourcing organisation	●
Service provider (traditional training provider, specialist impact sourcing provider) or coordinated multi-party partnership coordinator	○
Close partnership/support	○ ●

b. Summary of which delivery model could be useful against possible solves



If you wish to...	• Retain client engagement • Create a consistent pipeline (give clients confidence) • Get funding • Retain control over recruitment, training, cultural integration and compliance • Have quicker delivery	• Solve niche requirements e.g. People with disabilities • Secure experts focussed on customer service (allows you to focus on core business) • Get tried and tested impact sourcing • Save upfront investment (infrastructure etc.) • Test and get a feel for impact sourcing • Alleviate limited internal capacity to recruit and train	• Solve for scale and sustainability • Obtain funding • Share risk, resources and investment • Supplement limited internal capacity to secure funding, structure, recruit, train, oversee • Widen limited access to suitable candidates	• Solve for scale with quality • Diversify (more than one location; more than one provider)
A useful model may be...	1. In-house 	2. Outsourced 	3. Coordinated multi-party partnerships 	4. Hybrid 



c. Unpacking delivery models



The high-level benefits and challenges of each of the four models is summarised below. Note that this is not exhaustive - each model has unique hidden complexities, as contained elsewhere in the document.

A. Model 1a: In-house: Part of internal structure/internal academy

Benefits

Delivery

- Better understanding of client context and needs (can target recruitment and tailor training from the outset for improved integration)
- Training directly aligned with company culture and specific operational needs
- Able to align/shape workers to organisational culture and ways of work
- Full oversight of recruitment, curriculum, quality standards
- Develop/acquire and retain all training materials, methodologies and learner data
- Internal accountability to get results
- No interface risk
- Get workers quicker than in other models instead of waiting

Commercial

- After initial setup, marginal cost per worker decreases significantly

Compliance

- Direct control over compliance with B-BBEE Scorecard, Skills Development Act and UIF

Funding

- Can access funding but may be more constrained than Model 1b (In-house Academy)

Challenges

Not core business

Resources/infrastructure

- Significant upfront investment in infrastructure, technology, and dedicated specialised training/administration staff
- Sub-optimal space utilisation (spaces need to be permanently available due to attrition)
- Challenging for existing recruitment teams: adding complex lens to already burdened team
- Smaller GBS operators may not have infrastructure/support

Different recruitment strategy

- Tend to be bound by conventional corporate hiring requirements that may be less open to other candidates (i.e. sourcing on experience and qualifications versus potential) resulting in hiring more of the same
- May lack specialised knowledge in impact sourcing methodologies and community engagement
- Sourcing more difficult than typical corporate hiring; takes more time, is more costly
- Limited reach into new talent pools including underserved communities without established networks

No benchmark

- Cannot compare how current business model is working

Limiting

- Difficult to rapidly scale across multiple locations
- Difficult to adapt to demand fluctuations

B. Model 1b: In-house (Academy set up as separate legal entity with parent company as anchor)

Benefits

Funding

- Vehicle for training and funding to flow
- Ability to access grant funding if entity is non-profit
- Can register with multiple SETAs to access funding where training is aligned with the relevant SETA's needs or priorities and there is no double-dipping (funding the same beneficiaries)
- Subject to registration with relevant SETA and SARS (for PAYE) and meeting specific requirements, parent company could claim reimbursement of portion of 1% skills development levy paid and/or apply for discretionary grants for eligible training programmes from relevant SETA

B-BBEE Scorecard

- Subject to meeting B-BBEE Scorecard requirements and targets under the Codes, parent company could claim points for skills spend under the scorecard for accredited courses (up to 25% for non-accredited) and enhance B-BBEE levels through the YES programme

Delivery

- Accreditation easier if separate entity, as core business is skills and training
- Core focus is on delivery to clients; no competing for internal resource allocation
- Secure placement partner (parent) who knows client and recruits for a specific roles against client need
- Can offer independent services to operators
- Flexibility to be proactive/reactive

Commercial

- Able to charge placement fee (new revenue source)

Scale

- Allows scale from in-house
 - can be across sectors/verticals
 - can be migrated into hub for industry

Challenges

Separate business

- Need separate staff; Head of L&D can have oversight
- Parent company supports initially but there is pressure to become self-sustaining and often profitable, soon in the start-up phase

Takes time

- Takes time; if part of offering, accreditation takes time

Delivery

- Placement in market (outside parent) is hard
- Association with parent can be perceived as a threat



Benefits

Specialists with core focus

- Work with dedicated in-country specialists/subject matter experts
- Access to specialised impact sourcing knowledge and proven capabilities

Recruiting

- Provider has know-how to identify suitable candidates
- Able to leverage provider's existing recruitment channels, databases and community partnerships
- Can recruit large volumes of people

Delivery

- Provider has fit-for-purpose training programmes that can be adapted for different clients
- Provider is up-to-date with current legislation and qualifications at SETAs and QCTO, where applicable
- Provider can spend time on learner competence
- Faster time-to-market with provider's pre-existing infrastructure
- Easy – outline talent demand requirements and arrive at interviews
- Single stakeholder to manage
- If partnership approach, provider knows company budget/affordability
- Takes away red tape of recruitment for smaller GBS operators

Less risky

- Useful starting point - allows for testing, learning and getting proof points
- Ability to scale up or down based on business needs
- Risk mitigated if client does not proceed, as provider may be able to find alternative employers in stable

Commercial

- Clear per-candidate/per-placement costs with reduced financial risk
- Provider can tap into funding

Others

- Useful for niche requirements e.g. people with disabilities
- Opportunity to create incubators with partners to put qualified candidates into market (buyers and GBS operators get ready candidates)

B-BBEE Scorecard

- Subject to meeting B-BBEE Scorecard requirements and targets under the Codes,
- Buyer could claim points for skills spend under the scorecard for accredited courses (up to 25% for non-accredited) and enhance B-BBEE levels through the YES programme
 - Buyer could claim points for enterprise and supplier development under the B-BBEE Scorecard (for eligible support)

Challenges

Commercial

- Ongoing per-placement fees may exceed in-house costs over time, making it more expensive than in-house
- Risk of potential funding benefits not being passed on

Risky

- Provider is a key strategic delivery partner -
 - if there is misalignment, risk of brand/reputational damage, client issues, candidate issues etc.
 - if not managed appropriately, risk of not being legally compliant
- Business is disintermediated: requires good line of sight, close M&E and regular communication
- Interface risk between internal operations team and providers (separate accountability)

Arms-length; internal buy-in and support

- Still need internal operations buy-in and understanding of differences between impact workers and non-impact workers to adapt management style
- Lack of internal alignment of interest and accountability; greater risk of organisation not buying into impact sourced workers
- Less opportunity to build internal capability and knowledge on impact sourcing
- Limited internal resourcing to support workers

GBS operator needs/client needs

- Providers do not fully understand GBS operator's business/client (as the case may be) in a deep immersive way

Ethos alignment

- Potential disconnect between provider's approach and company culture
- Potential emphasis primarily on training versus holistic end-to-end impact sourcing business and talent strategy and ethos

Other

- Perceived/actual bias by provider
- Limited influence over training content and candidate selection criteria

Funding

Subject to registration with relevant SETA and SARS (for PAYE) and meeting specific requirements, buyer could claim reimbursement of portion of 1% skills development levy paid and/or apply for discretionary grants for eligible training programmes from relevant SETA

D. Model 3: Coordinated multi-party partnership

Benefits

Commercial

- Leverages available pools of capital to support co-funded model, translating to effective subsidy and potentially enabling a more sustainable impact sourcing strategy
- Economies of scale/benefit from shared model

Shared commitment

- Shared financial risk; shared commitment
- Shared overheads in some cases
- Co-funded administration and reporting

Delivery

- Structured and coordinated: coordinator packages, intermediates and delivers
- Coordinator secures and manages funding (which can be fragmented and can have time and resource intensive processes to secure)

Collaborative approach

- Balances requirements of funders, employers and workers
- Facilitates long-term relationships and a partnership approach (versus a transactional approach)
- Enhances ROI per candidate with realistic cost of work-readiness for impact sourced candidates

Scalable

Challenges

Collaborative approach

- Requires ongoing alignment between multiple stakeholders
- Joint decisions may take longer than unilateral approaches

Dedicated client resources required

- For partnership management

Shared outcomes

- More complex to measure individual contribution to outcomes



7. KEY INGREDIENTS FOR SUCCESS

1. Executive commitment



1. Strategic buy-in, commitment and top-down support
2. Impact sourcing strategy embedded into business strategy and model
3. Designated senior executive sponsor for programme—with mandate and authority to continually drive what business has committed to
4. Accountability through incorporation of target outcomes into company/individual KPIs

2. Client buy-in

"...one of the strongest things you can do"



1. Test resonance with clients; understand how it fits into broader corporate strategy (ESG/DEI/CSR/social/stakeholders etc.) and enhances value proposition to their clients
2. Advocate, share success stories, show foreign clients/buyers the impact on peoples' lives
3. Make impact sourcing part of value proposition; offer a blend of impact sourced and non-impact sourced hires

3. Partnerships

Deep partnerships from beginning to end key, regardless of model



1. Nurture deep relationships to build a long-term strategic partnership; approach with flexibility
2. Partner internally and externally, as much as possible; meet regularly
3. Outsourced/coordinated multi-party partnership model:

GBS operators/Buyers:

- Choose partners wisely with the right people to drive and stay true to organisational objectives
- Culture and candidate experience should match that of the company or transition becomes difficult
- Embrace training providers/specialist impact sourcing providers; the better they understand the company, the more effectively they can deliver
- Invest time in the first twelve weeks
- "Remain connected to programme" – catch up with provider every two weeks
- Contribute to content development so programme remains as close to client needs and evolving real world (e.g. vulnerability and customer care in UK)

Training providers/specialist impact sourcing providers:

- Create trust with GBS operator; remain independent and treat all equally and consistently
- Ignite a fire for intentional, meaningful impact sourcing and a passion for its delivery

3. Partnerships

Deep partnerships key from beginning to end, regardless of model



4. Inhouse model:

GBS operators/Buyers:

- Create close partnership between talent and operations teams plus clarity that operations team will take worker from point A to B to limit interface risk
- Get buy-in from operations team, otherwise can be negative experience for workers

4. Recruitment



1. Define clear role specifications based on client criteria/need – helps identify right fit and culture
2. Employers (whether GBS operators or buyers) are part of the recruitment process
3. Don't rush to hire; carefully choose the right match for the role
4. Utilise assessment methods that identify potential rather than just qualifications e.g. inclusive screeners on SA Youth built into an inclusive CV and ranking (For more details on SA Youth refer to *Additional Resources*)

Problem solving task/screener

- tests fluid intelligence (ability to reason, think flexibly and solve abstract problems) - useful for higher complexity roles

Behavioural screener

- tests interpersonal skills and work readiness (grit and resilience, growth mindset, proactive engagement in tasks)

5. Interviewing:

Face-to-face interviews; can do video calls for pre-screening

Ask probing questions to determine

- right fit for the job
- if impact sourcing candidate (e.g. economic exclusion)

Adopt different mindset: understand nature of the individual, their circumstances, their potential, the impact of the company's decision

6. Sourcing:

Use SA Youth to access new and untapped talent pools
(For more details on SA Youth, refer to *Additional Resources*)

Adopt a community-centric approach: establish partnerships with schools, churches and local leaders in quintile 1-3 communities

Develop trust-based recruitment that goes beyond traditional advertising

Keep up with where young people engage e.g. Tik-Tok

Leverage the power of youth peer referrals

5. Trainers

Ability of trainers, recruiters, coaches, supervisors to impart soft skills identified as big gap



1. Only hire facilitators/leadership who have previous on-the-floor operational experience (high coaching ability, even temperament), ideally from previous impact sourced cohorts as they would have walked the journey
2. Hand-pick team leaders
3. Intentionally shift management style to be less transactional



6. Programme



1. Curriculum design

- Should not be constrained by learnership requirements; craft on industry needs, which is more than learnerships
- Realistic, intensive programme duration
- Customise to campaign
- Should be future-ready:
 - Embed best practice work-readiness modules
 - Balance soft skills (empathy, communication, problem-solving) with digital literacy
 - Integrate AI awareness and "high human touch" training
 - Focus on adaptability and continuous learning mindset
 - Include workplace professionalism and cultural competency

2. Delivery

- Incorporate applied technical knowledge that mirrors the real world as closely as possible; role-play difficult customers (sets expectations)
- Simulate work environment; make classroom operationally relevant e.g. no cell-phones
- Incorporate site visits as much as possible (in office/listening to calls)
- Increase nesting period, backload glide path, lower ratios of support
- Place classrooms where people live
- Embed models with clients in pod facilities (workers feel part of client; helps with operational readiness)
- Flex curriculum based on each cohort; trainers must be able to emphasise/de-emphasise elements

3. Group

- Resist too many learners on a programme (affects quality and engagement)
- Keep group together (with team leader) for at least 6 months (helps build trust)

4. Candidate value proposition

- Offer permanent roles, not seasonal
- Provide company benefits (medical aid, funeral policy, life and disability)
- Once candidates pass training, equalise pay to match that of non-impact hires
- Pay stipends during training period; pay weekly not monthly

6. Programme



5. Long-term career

- Focus on long-term successful career; create awareness of job; show career progression; partner with GBS operator, where applicable, to grow staff
- Define clear advancement pathways from entry-level to supervisory roles; show role models who have successfully made this transition
- Drive skills-based progression rather than time-based promotion
- Include cross-training opportunities in different GBS functions
- Include leadership development for high-potential candidates

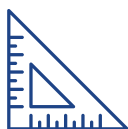
7. Comprehensive wrap-around support systems/integration support

"if happy mentally will enjoy coming to work"



1. Include fully supported nesting period; handhold in first three months of work
2. Ensure trainers follow cohort in company for one week after placements
3. Provide transport solutions: pick-up/drop off without cost, including from remote areas
4. Establish work-place navigation workshops addressing professional communication, conflict resolution and career planning
5. Offer coaching/mentoring from companies; extend mentorship to 90 days post placement
6. Create peer support networks including connecting alumni across companies
7. Embed mental health and resilience building programmes
8. Create supportive working conditions: physical and cultural working environment that is homely/safe
9. Help with opening of bank accounts and financial wellness
10. Facilitate engagements with operations at different levels of the organisation, including directors
11. Embed ongoing learning programmes e.g. short courses that will support workers in company
12. Institute monthly check-ins with career counsellors in first year for new employees
13. Provide cultural competency training to client management teams

8. Performance measurement and iteration, agility and adaption of model



1. Track business metrics (retention, customer satisfaction) and social impact metrics (household income uplift, community multiplier effects)
2. Map learner journeys and collect feedback regularly
3. Continually improve processes based on outcome data
4. Don't lose focus and understanding of why; continually refresh ethos internally (to get new personnel on board)
5. Use data to address negative perceptions
6. Be agile; adapt and evolve your model

9. A proven case



8. TIPS

(Note that applicability depends on model)

1. Know why and embrace	• Understand why the business is doing this versus following a trend • Embrace intentionally and wholeheartedly with leadership buy-in and corporate adoption
2. Perception of impact sourcing driven by charity narrative and client scepticism of quality	• Position and demonstrate value to the business: start with small pilot showing measurable outcomes • Facilitate client visits to programmes to show impact on candidates and their lives • Share success stories and career progression examples • Rebrand impact sourced worker as a quality worker • For models where a fee is charged, don't undercharge as this undervalues the worker
3. Campaigns	• Don't recruit impact sourced candidates into brand new campaign or with new client; wait after 6-12 months depending on sector/role complexity • Don't resource campaigns exclusively with impact sourced workers; blend is more effective
4. For applicable models, screen and interview employers/placement partners for suitability/fit	• Have the courage to say no; short term financial gain does not pay off
5. People-centred approach	• Don't just focus on numbers; be mindful that this is about people and their lives; ensure they don't feel they are just a number • Consider real day-to-day barriers that need breaking • Ensure wellness does not fall by the wayside • Treat impact sourced workers the same as non-impact sourced workers with same benefits • Offer placement services to alumni
6. Talent pool is underestimated	• They are more tech savvy than given credit for • Focus less on gaps versus making them role-ready; rebalance programme so that it considers background but also equips them to be role fit e.g. reduction of WRI from 6 months to 2 months?
7. People with disabilities can find the GBS environment challenging	• Check sensory tolerance capacity for contact centre (loud, high sensory, high stress) For a link to a recently published handbook: <i>The Inclusive Edge: A handbook for hiring and retaining youth with disabilities</i>, refer to Additional Resources



Put people first; performance and profit will follow –
Interviewee, buyer

8. Digital literacy gaps	• Provide extended curriculum with a digital foundation module: ◦ Basic computer literacy using simplified, gamified learning platforms ◦ Gradual introduction to CRM systems through simulation environments ◦ Peer mentoring programmes pairing digitally confident learners with those needing support ◦ Home-based digital practice using mobile platforms and family sharing programmes • Ensure that digital literacy skills and future of GBS skill sets including AI and data impact • Use clear common definition of digital job in GBS sector; define as role profile with competencies using common competency framework; develop such competencies/skills from entry into the business • Use a common framework for digital competency. For a framework proposed by Collective_X, refer to <i>Additional Resources</i>
9. Location of facilities: may be safe and secure but away from where target workers live; adds significant travel time and cost	• Negotiate subsidised transport routes with local taxi associations • Partner with clients to establish satellite training centers in township • Create residential training programmes for rural candidates with accommodation support • Advocate with local government for improved public transport routes to major GBS hubs
10. Managing potential tensions between impact sourced hires and non-impact sourced hires that may arise	• Be mindful and constantly aware of any potential tensions • Organisational change management processes and systems need to be in place to manage expected or unexpected consequences, including the risk of bullying
11. Success across industry verticals	• Effective outcomes are vertical agnostic and can be achieved across industry verticals. Examples include healthcare, energy, financial services, travel and tourism and hospitality. The critical success factor is employer support



9. EMPLOYER CONSIDERATIONS

1  Executive commitment, sponsorship and follow-through	Impact sourcing viewed as strategic, not charitable	Staff viewed as high quality, offering good ROI	Impact sourcing desired	Clear intention and understanding of rationale and model	Long-term perspective on ROI that includes social returns	Patient and supportive
2  Adoption of policy alignment/enablers	Flexible, holistic hiring policies that prioritise potential over perfect credentials		Compliance frameworks that support rather than hinder impact sourcing		Procurement/practices that value social impact alongside cost and quality	
3  Investment in infrastructure	Technology platforms accessible to entry-level users		Physical workspace design that supports collaborative learning		Transport solutions or location accessibility for underserved communities	
4  Integration into operations	Integrate into core business planning and performance measurement	Ensure realistic ramp-up assumptions	Plan early to prevent rush to fill seats/ recruitment shortcuts (workers not set up for success)		Enable model: sell to clients; integrate into value proposition	
5  Setting up team for success	Drive with dedicated impact sourcing champion	Equip team: cultural competency training, leadership development for team leaders		Adjust team leader KPIs	Offer equal career development opportunities	
6  Acknowledgement of background of impact sourced employee	Create safe environment and sense of belonging	Foster culture of respect	Have clear point person for impact sourced employee to call		Support impact sourced workers: Induction, wrap around support systems/ integration support (Refer to <i>Key Ingredients for Success</i>)	
7  Cultivation of trusted partnerships; staying active and involved	Be solution orientated; problem solve together			Check how things are going; review M&E; meet regularly		

10. CRAFTING AN IMPACT SOURCING STRATEGY AND CHOOSING THE RIGHT MODALITY

STEP BY STEP



Impact sourcing is not a dangerous experiment; To benefit, you need to be intentional – Interviewee, independent

Step 1: Key considerations for an intentional impact sourcing strategy

1. Define a clear strategy	2. Identify target segment	3. Identify operational changes
• What is the business objective? • What is the company seeking to solve for: • Scale, costs, tried and tested impact sourcing with specialists, retention, completion of learnership, someone to help with what may be a new/unknown concept to the business etc.? • Consider: • brand • how it supports clients • funding • What are the target outcomes and over what period? • How does it integrate into broader strategy?	• Choose carefully against what the business is solving for e.g. if solving for retention, matric/ Grade 11 may have better stickiness as they have fewer options than graduates • What gaps need to be addressed to be able deliver service?	• Identify changes that need to be made so that the target individual and company can mutually thrive and benefit

Step 2: Which model makes sense for the business?

4. Consider mix of outsourcing, insourcing, coordinated multi-party partnership/blended stack
• Choice of delivery model is a matter of preference and depends on strategy of business • Evaluate model options (See <i>Delivery Modalities</i>) • Note that models can evolve e.g. A GBS operator started in-house, then incubated a separate entity

Step 3: Craft a holistic model

5. Craft draft end-to-end model	6. Consider funding model	7. Consider Key Ingredients for Success	8. Consider Employer Considerations and Tips
• Include full value chain: recruiting, employing, onboarding, training, integrating and retaining • Take into account <i>Additional considerations for Model 1b: Academy (separate)</i>	• Needs to support • duration of training required • business operations plan for 12-24 months • Consider appropriate sources for multi-year plan: • shorter term funding (e.g. 12-month SETA funding, YES etc.) • balance with other sources taking into account timing, requirements etc. • Carefully consider funder requirements, timelines and delivery obligations against that of the business - is there alignment; what is the cost-benefit? • Proactively plan to ensure predictable sustainable funding	1. Executive commitment 2. Client buy-in 3. Partnerships 4. Recruitment 5. Trainers 6. Programme 7. Comprehensive wrap-around support systems /integration support 8. Performance measurement and iteration, agility and adaption of model. 9. A proven case	

Additional considerations for Model 1b: Academy (separate):

- Create business plan showing viable solution with agreed target outcomes
- Will courses be accredited?
- Under B-BBEE Scorecard,
 - can claim points for skills spend on accredited programmes
 - claim capped to 25% of budget on non-accredited programmes
- Accreditation takes time (new programmes can take indicatively 10-24 months but could be longer); may be quicker to select existing programme already registered with QCTO
- Possible approaches to consider:
 - start without accreditation
 - build accreditation with short qualifications
 - micro-certifications and badges (visible signs for the market)

Step 4: Get executive and client/buyer buy-in; prove the case

9. Get buy-in from executive team	10. Get buy-in from client/buyer	11. Prove the case
• For investment • For support which needs to cascade top-down	• Show benefits: commercial (cost arbitrage etc.) and social (ESG etc.) • Articulate importance and relevance to doing business in South Africa • Make it part of business value proposition	• Start small, with a pilot • Show ROI to help get buy-in from executive team, clients/buyers and operations teams

Step 5: Implement

12. Refine model	13. Implement
• Refine model based on learnings from pilot	• Consider relevant implementation components as incorporated into your model from: - <i>Key Ingredients for Success</i> (Items 4-7) - <i>Tips</i> - <i>Employer Considerations</i>

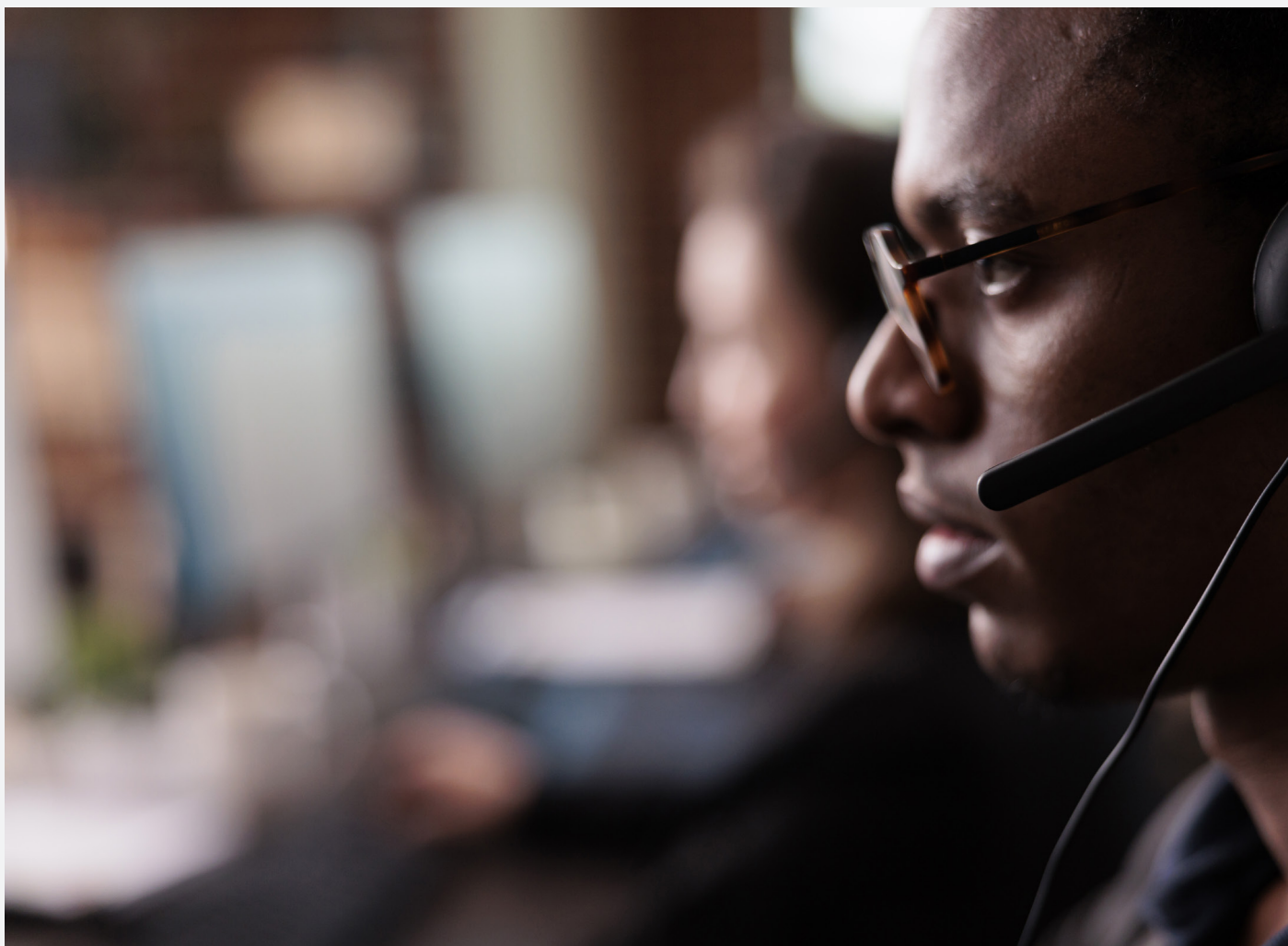
Step 6: Learn, adapt and evolve the model

14. Learn; be agile; adapt and evolve the model
1. Pick up recurring gaps from clients, internal managers and internal quality checks and be proactive in fixing 2. Refresh programme to address gaps from changing regulatory and client landscape 3. Work on targeted interventions to address specific gaps versus giving into client demands for experience

11. TRENDS

AND CONSIDERATIONS FOR DELIVERY MODELS

1. Politics and nationalism in certain buyer growth markets (favouring onshoring)	• Show how impact sourcing from South Africa is complementary to current/ local sourcing
2. Impact sourcing in buyer markets extending to their backyards where there are nodes of marginalised areas (<i>favouring onshoring</i>)	• Show how impact sourcing from South Africa is complementary to current/ local sourcing
3. Shift to cheaper countries	• Go up the skills value chain • Consider enablers to incentivise shift up the value chain • Demonstrate other skills, other talent
4. Regulatory changes in buyer markets	• Keep on the radar • Update curriculum regularly to address specifics; update providers • Invest more (risks if not done)
5. Litigious nature of certain buyer jurisdictions	• Exercise caution • Update curriculum regularly
6. Focus on Africa	• Build off South Africa's brand strength/value-add • Enhance value proposition by expanding beyond the domestic saturated geographic locations (urban Kwazulu-Natal, Western Cape and Gauteng)
7. In international markets, many people often do not want to work in call centres (<i>favouring offshoring</i>)	• Lean into this; show how impact sourcing from South Africa can effectively address this gap



8. Increasing awareness of how impact sourcing fits into quadruple bottom line/ESG	• Understand client governance/strategic frameworks and show how impact sourcing can support quadruple bottom line; have strong M&E/data, show data and impact stories
9. Offshore companies can't afford onshore e.g. UK (<i>favouring offshoring/near shoring</i>)	• Build off South Africa's brand strength/value-add • Articulate value for money offering
10. Digitisation/self-help/AI	• Update curriculum to equip workers • Educate them on what AI means for them • Introduce AI in schools
11. Online self-learning	• May be tempting to switch work-readiness training to online/ self-learning but need blended/supported approach (online not really accessible/ conducive)
12. Roles becoming more complex	• Refresh programmes to expand knowledge (perhaps on an industry shared basis?) • Extend programme duration

12. ADDITIONAL RESOURCES

a. General

i. INDUSTRY BODIES

- BPESA
<https://www.bpesa.org.za/>
- CapeBPO
<https://capebpo.org.za/>

ii. BUSINESS CASE & FOUNDATIONAL RESEARCH

- The Case for Impact Sourcing
https://www.everestgrp.com/wp-content/uploads/2014/09/RF-The-Case-for-Impact-Sourcing-Final-approved_vf.pdf
- Business Case for Impact Sourcing in South Africa
https://www.everestgrp.com/wp-content/uploads/2017/03/Business-Case-for-Impact-Sourcing-in-South-Africa-9262016_vf.pdf
- Business Case article/summary
<https://www.everestgrp.com/the-business-case-for-impact-sourcing-sherpas-in-blue-shirts/>
- Impact Sourcing State of the Market 2024
<https://www.everestgrp.com/report/egr-2024-0-r-6883/>

iii. IMPACT

Jobs

- BPESA Quarterly Jobs Report
<https://www.bpesa.org.za/quarterly-job-reports.html>

Case studies

- Teleperformance South Africa – Impact Sourcing Case Study (Everest/Rockefeller)
https://www.everestgrp.com/wp-content/uploads/2016/10/RF-Teleperformance-Case-Study-on-Impact-Sourcing-Final-approved_vf.pdf
- Harambee/Webhelp (Concentrix) – Betting on Youth
<https://www.harambee.co.za/youth-month/>
- Sigma Connected South Africa
<https://sigmaconnected.com/resources/whats-the-true-impact-of-impact-sourcing/>
- IAOP/Webhelp-Concentrix insight article
<https://www.iaop.org/CFSI/Articles/40/242>
- Everest Group – CareerBox/CCI Group Case Study
https://www.everestgrp.com/wp-content/uploads/2016/10/RF-Careerbox-Case-Study-on-Impact-Sourcing-Final-approved_vf.pdf
- Teleperformance – Impact Sourcing overview
https://www.tp.com/media/t5hn0x2k/two-pager_impact-sourcing_march2024.pdf
- Concentrix (incl. Webhelp) – Showcasing how Impact Sourcing can be integrated into ESG Reporting
https://www.concentrix.com/wp-content/uploads/dlm_uploads/2024/06/Concentrix-2024-ESG-Report.pdf

iv. FUNDING & INCENTIVES

Incentives

- **dtic – Global Business Services Incentives**
<https://www.thedtic.gov.za/financial-and-non-financial-support/incentives/global-business-services/>
- **Deloitte explainer on the GBS incentive**
https://www.deloitte.com/za/en/services/tax/analysis/the-gbs-incentive.html?utm_source=chatgpt.com
- **ETI/Section 12H**
<https://www.sars.gov.za/wp-content/uploads/Legal/Notes/Legal-IntR-IN-20-Additional-deduction-for-learnership-agreements.pdf>
- **Incentives for youth employment**
<https://heyzine.com/flip-book/7feb676d2d.html>

Potential sources of funding from time to time

- **SETA**
<https://www.mict.org.za/seta-funding/>
<https://www.mict.org.za/discretionary-grants-funding-process/>
<https://www.servicesseta.org.za/employers/>
- **Youth Employment Services (YES)**
<https://www.yes4youth.co.za/for-youth>
- **Jobs Fund**
<http://www.jobsfund.org.za/>
- **Jobs Boost**
<https://jobsboost.org.za/>
- **Outcomes financing/payments**
<https://www.thecollectivex.org/>

v. B-BBEE CODES

B-BBEE Generic and Sector Codes

<https://www.thedtic.gov.za/financial-and-non-financial-support/b-bbee/broad-based-black-economic-empowerment/>

vi. RECRUITMENT

Sourcing

- For an overview of SA Youth, refer overleaf

vii. TOOLS

- **Work-readiness and work integration**
For an overview of Harambee's Work-Readiness Solutions, refer overleaf
- **A competency framework for digital/ICT skills**
<https://www.thecollectivex.org/wp-content/uploads/2025/01/2024-12-06-SFIA-Competency-Framework-Digital.pdf>
- **People with disabilities**
The Inclusive Edge: A handbook for hiring and retaining youth with disabilities <https://www.bpesa.org.za/invest-in-south-africa/useful-documents/useful-documents/bpesa-gbs-disability-hiring-handbook-a-guide-to-hiring-and-retaining-youth-with-disabilities-oct-2025.html>
- **What do funders typically look for - a checklist of key items**
For a checklist of key items funders typically look for, refer overleaf

Frameworks & Implementation Guides

- **ESG framework: Measuring the 'S' in ESG for Youth Employment Initiatives:**
<https://imm.andeglobal.org/resource/youthemployesg/>
- **BSR/GISC – Buyers' Guide to Impact Sourcing**
https://www.bsr.org/reports/BSR_GISC_Buyers_Guide.pdf



Recruit entry-level talent anywhere in South Africa



Easy-to-use recruitment platform connecting GBS employers with young talent with potential

Find quality GBS talent

Recruit easily and inclusively – reaching diverse youth, including talent from quintile 1–3 schools



Find young people close to you



Streamline shortlisting with custom questions & voicenote introductions



Use custom questions to tailor applications to your opportunity



View SA Youth CVs which highlight behavioural skills as well as qualifications and experience



SA Youth goes beyond traditional screening by using inclusive, alternative methods helping you access talent that is often overlooked.

How it works

It's Easy-to-use

- Plus we're here to support you.



Simplify Recruitment

- Post opportunities and let the platform rank applicants by skills, education, location, and background.
- Manage interviews effortlessly with real-time scheduling and visibility of attendance.



Gain Insights and Improve Outcomes

- Track recruitment impact with real-time data and feedback.
- Capture outcomes to enhance future matches and support.



Expand your reach

5+ million

young people from all provinces in South Africa - both rural and urban areas - are registered on the platform



A proven source of entry-level talent for GBS companies



Benefits

Find the Right Talent Quickly

Real-time matching and screening to connect you with the best candidates, fast.



Engage and Retain Talent

Youth stay connected, returning to view messages and interview requests.



Scale with Ease

A cost-effective recruitment platform designed for entry-level talent. 100% free for young people and employers.



Recruit inclusively—and drive your quadruple bottom line!*

**people, planet, profit and purpose*

Contact Chris Cilenge
chris@harambee.co.za

Email: info@sayouth.co.za
WhatsApp: +27 64 869 8829
Learn more: sayouth.co.za



Integrating Young Talent – Made Easier

With Harambee Work Readiness Solutions



Unlock young talent through **impact sourcing**. With the right support and Harambee's Learning Solutions, you can turn young people's potential into **valued assets** for your organisation.

Partner with us to **capacitate your teams** with **learning resources and strategies** to effectively develop and **integrate young people** into your workplace and **equip your line leaders** with the tools they need to support them.

Harambee's Work Readiness Programme For Young Talent

Blended Learning

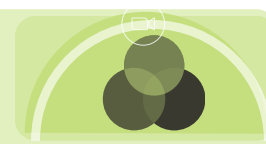
Learning content, videos, and resources



Harambee's Guide To Grow: Tools for Line Leaders

Micro-learning

Just-in-time learning videos and infographics



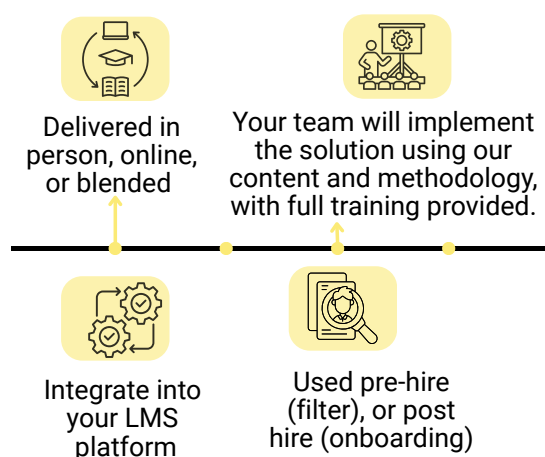
Customise based on your needs

- Personal Brand
- Growth Mindset
- Self-Discipline
- Accountability
- Resilience
- Communication
- Teamwork
- Interview Prep
- CV Writing
- Financial Wellness

Select what's relevant for you!

- Discipline Dilemmas
- Habits to master when leading young teams
- Role modelling mindsets and behaviours for success

How It Works



Benefits

- Supports inclusive hiring and ESG goals
- Enables:
 - Higher productivity with trained talent
 - Lower attrition from job-ready candidates
 - Scalable hiring that reduces recruitment costs
 - Building of workforce resilience
 - Better equipped line leaders
- Helps tap into new talent pools and integrate into the business

Critical Success Factors?

- ✓ Be an active co-creator of work-ready young talent
- ✓ Secure internal champions (we'll equip them)
- ✓ Onboard line leaders
- ✓ Commit to owning implementation



Get in Touch

Let's explore how this could work for your organisation.
Contact: Debbie@harambee.co.za



d. What do funders typically look for - a checklist of key items



Qualifying

In Place?

1. **Solid track record** delivering sustainable solutions of this nature ☐
2. **Strong capability and capacity** to deliver and meet their contractual requirements including robust systems, processes, governance, monitoring and evaluation and reporting – and a solid, experienced delivery team, in the case of aggregators ☐
3. **Evidence of financial sustainability** and track record of compliance e.g. historical financial reports, say past 2-3 years ☐
4. **Ethos alignment** ☐



Approach and design

In Place?

5. **Impact and outcomes** ☐
 - **Sustainable, measurable impact**
 - **Outcomes specifications (instead of input specification)** e.g. target outcome of number of candidates employed vs. specified training as an input and proof that the employment opportunities are available
6. **Compelling inclusion targets.** *Funders typically have different priority focus areas/ requirements; show how this will be addressed* ☐
7. **Creating additionality, catalysing.** *Show how funding is catalytic; show additionality generated as a result of funding. If a pilot, show potential for scale* ☐
8. **Robust programme design from beginning to end** that meets specified funder requirements and ensures sustainable outcomes ☐
9. **Alignment of interest and risk sharing** ☐
10. **Co-funding or match-funding** *(preferred/required by some funders – the latter in particular with state funders):* ☐
 - with employers, training providers/specialist impact sourcing providers
 - alongside other funders
11. **Well-designed monitoring and evaluation** to track impact. *Also helps to show how programme can influence the system/have broader impact* ☐



Application of funds

In Place?

12. **Clear and transparent budget** (ideally fixed price) _____ ☐
13. **Spend substantially towards candidates.** *Funders may have restrictions on certain uses* _____ ☐



Payments

In Place?

14. **Outcomes-based payments vs. milestone payments.** *Many funders allow milestone payments but with a heavier weighting on outcomes. Outcomes-based payments may have working capital implications which need to be factored* _____ ☐



Delivery

In Place?

15. **Clear programme and timelines** (ideally fixed time) that falls within their funding cycles. *Funders often have fixed and short-term funding cycles and the ability to deliver/utilise funding within those timelines is important* _____ ☐
16. **Robust, regular** performance tracking and monitoring, sound verification of outcomes/evidence for payments and high-quality, timeous reporting, including close out reports _____ ☐

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