EVPA CoLab AWARD
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AN IMPACT-DRIVEN THREE-WAY COLLABORATION TO SUPPORT 100,000 YOUNG PEOPLE TOWARDS EMPLOYMENT

Submitted by the Accenture, France

A 2.3M$ grant to support 100,000 young people away from school or looking for their first job toward employment, with a strong focus on soft skills and collaboration between NGOs (Article 1 and Fondation Mozaïk), companies and connections with national recovery plan "Un Jeune Une Solution".

BACKGROUND

A. Which **type of organisation** are you (tick all that apply)?
- A Capital Provider (grant maker): An engaged grant maker deploying financial capital (philanthropy) and other resources for impact (probono)
- An Intermediary: an advisory, capacity building organisation or research organisation supporting capital providers, impact delivery organisations and other stakeholders and/or enhancing knowledge in the impact economy.

B. Please briefly summarise your **mission**

Accenture Foundation in France mission is to combine human ingenuosity and technology for a better world. It includes 2 programs :

- Our global Skills to Succeed initiative is about supporting and empowering people to take on the shifting workforce landscape and build a more economically inclusive world. Together with our partners, in the past decade Skills to Succeed has equipped nearly 4.6 million people with the skills to make substantive improvements to their lives.
- Our initiative Tech For Society is about encouraging and supporting social innovation, using the potential of technology for a greater impact. We aim to use the power of technology to meet major social challenges by testing innovative solutions created jointly by NGOs, companies and public sector, and then scaling them up.

C. Which of the **use cases** does your practice(s) apply to? Please tick all that apply!
- Social innovation in public services / with public authorities
- Transforming value chains and industries
- Building impact (investing) ecosystems

D. Which **system practice field(s)** does your practice apply to? Please select the most relevant (max three).
- Strategy design
- Collaboration
- System leadership & governance

E. Please give us a brief background 1) what motivated you to act and who initiated the practice(s), inside or outside your organisation, and (if applicable) 2) describe the event that triggered your engagement.

A first "global grant" from Accenture Global corporate citizenship team was granted to Article 1 to develop "Jobready", a platform dedicated to soft skills identification, development and enhancement. After a year and half, it appeared that :

- Jobready reached more than 8,000 young people who connected to the platform
- However, it appeared that the value chain toward employment was not complete.

We decided to apply to build a proposal for a second grant, which would include Fondation Mozaïk to complete the value chain, and contribute to the national recovery plan "Un Jeune, Une Solution" by supporting 100,000 young people within 3 years.

THE PRACTICE(S)

F. Please describe the key elements of your collaboration and system change practice so that we better understand what the practice entails, how it works and what makes it interesting.

The project to support 100,000 young toward employment encouraged two historical partners of the Foundation, Article 1 and Mozaik RH to collaborate to fulfill the value chain toward employment.
The collaboration is based on 5 components:
- **Advocacy**: The objective is to generate a change of mindset among recruiters and promote recruitment based on soft skills. Each of the partnering organizations will mobilize its own corporate network to engage them around a common advocacy on the importance of soft skills (advocacy) but also to go beyond the declaration of commitment (use case) by raising awareness among recruiters in charge of candidate search. They will also support partners in the design of *ad hoc* recruitment drives
- **Acquisition**: to involve as many young French people as possible within the scope of the target and help them increase their ability to "get a job". After their involvement, beneficiaries are enrolled in various activities to develop their employability such as tests on soft-skills, online training, job placement workshops (interview, CV, cover letter, self-confidence) and secure actual job offers from recruiters. Complementary funding is brought by other partners of the two organizations to support the related activities and enable greater reach and impact.
- **Technology**: the aim is to enhance the two platforms DVT and Jobready that are necessary to scale the program. It includes the improvement of the existing platforms and connection to the different job boards and Application Tracking Systems (ATS) of companies involved, to both optimize the volume of job opportunities and better

connect candidates and recruiters, maximizing the technological services of each of our two partners platform. On this stream, Accenture Foundation is strongly committed to provide probono.

- **Replication and expansion**: based on insights and learning gained, in the mid-term deployment of the program, replicable assets should be identified to encourage similar projects to occur in other countries.
- **PMO support**: an Accenture manager expert in human resources is dedicated to program management to respect the schedule, facilitate the coordination between the two organizations and set up probono support from the foundation.

G. Briefly **analyse the situation before you introduced the practice**. What contributed to maintaining the status quo and producing (undesirable) results, e.g. resources (or lack of resources), rules (informal and formal), roles (relevant actors from the public, private and social sector, their legitimacy or effectiveness) and/or the kind and quality of relationships (informal and formal cooperation, power dynamics, information flows).[1]

As per 2019 data, in France 20-24-year-olds are twice as likely to be unemployed than older cohorts. Covid-19 has sharpened the jobs crisis, affecting disproportionately those who are already in unstable working situations, or with little or no professional experience, from socially disadvantaged backgrounds and minority backgrounds. Soft skills and employability skills are much needed, for young people facing hardships to enter the labour market (lack of qualification or experience, discriminations …).

Existing programs, including Article 1 and Fondation Mozaïk's projects, would usually target a specific population (first-jobseekers and experienced job seekers) and/or obstacle to employment.

H. Please describe the **actual results** you sought to achieve with your practice, **the parameters you sought to influence most**; roles, relationships, rules, and resources and how?

Our proposal is the following :

Article 1 are poised to scale their "Jobready" platform / program to new regions in France reaching youth in collaboration with Government, alliance partners and clients, closing the employment gaps at a national level. To accomplish this, Article 1 will partner with another established Accenture non-profit partner, Fondation Mozaïk, who will leverage their platform DiversifiezVosTalents platform (Diversify your talents), to reach experienced jobseekers from diverse backgrounds. Both partners are part of a larger ecosystem of 15 organizations working on the issue of equal opportunities for both young people and companies. Article 1 and Fondation Mozaïk will create an end-to-end employment value chain, supporting 100,000 first-time and experienced jobseekers with skills, and close employment gaps in the country complementing each other by addressing two different beneficiary groups (first-jobseekers and experienced job seekers) and focusing on different activities in the value chain (identification and development of soft skills to job placement). This 3-way collaboration will enable the program to scale at a national level, drive concrete impact on filled jobs. Article 1 and Fondation Mozaïk are supported by various companies, some of whom are Accenture's (tech) ecosystem partners, which enhances the impacts and outcomes for jobseekers and employers, alike.

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[1] See more details on using the 5R framework (Results, Ressources, Rules, Roles, Relationships) for systems analysis for example here Ashoka Online Guide on System Change, part 3 ' based on USAIDs Programm Cycle.

I. Please describe the **intended results** you sought to achieve with your practice and **the parameters you sought to influence most** – if considerably different from the actual results described above.

By focusing on soft skills (identification, development and enhancement), and by involving two well-known NGOs working for equal opportunities, the program also aims at changing recruitment practices and opening evn more job opportunities for youth.

J. Please specifically explain the **role other actors and collaboration played** in this practice (if not the main practice itself) and insert a figure that illustrates the main stakeholders and partnerships that play a role in the practice you are presenting here.

YOUR INSIGHTS

K. What went well and why? What were the challenges you faced and how did you overcome them? What would you do differently today and why?

- Accenture, Article 1 and Fondation Mozaïk have known and trusted each other for many years. The co-construction of (i) the objectives of our collaboration and (ii) the financial means necessary for achieving impact targets was a determining factor.
- Our collaboration is ambitious and has multiple axes (soft skils advocacy, connections of our digital platforms...). The project management led by Accenture and the support of Accenture France experts - in pro bono - allow us to move forward efficiently towards the achievement of the impact objectives we have set.
- Because of the COVID situation, Article 1 and Fondaiton Mozaïk RH had to reinvent their approach to make it digital while keeping the humane like with their beneficiaries and their teams.

L. Which three pieces of advice would you give to your peers?

- Co-constructing the common objectives and agenda
- Do not underestimate the coordination time necessary for the project and its ongoing impact assessment
- Set up an efficient project governance

And always remain flexible in order to adapt to the unexpected events and roadmaps of each organization inherent in any project

CONTACTS

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