



# **The Impact Assessment of HKCNP Youth Upward Mobility Program and Related Youth Policy in Hong Kong**

The Impact Hub Limited  
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## Executive summary

### I. Background of this study

- The present study is commissioned by the HKCNP to evaluate the performance of the Youth Upward Mobility Mentorship Program (YUM). The study objective includes:
  - i. Assessing the impact and potential of the HKCNP's Youth Upward Mobility Mentorship Program (YUM);*
  - ii. Recommendations for HKCNP to enhance the effectiveness of YUM program and youth upward mobility policy in Hong Kong*
- The research is independently carried out by the Impact Hub Limited between May 2018 and August 2018. The research activities include extensive documentary and secondary data review, interviews with 44 stakeholders and questionnaires from one-third of the participating youth (n=21).

### II. Overview of YUM

- YUM is a community-based initiative that targets to promote upward mobility through providing full-time employment opportunities to youth. There are three pillars of YUM: employment opportunity, education with accredited program and mentorship. These pillars have formed a holistic work-based life and career incubation platform for youth.
- There are two cohorts between 2016 and 2018. 23 YUMers and 38 YUMers were recruited in the first and second cohort respectively. Overall 6 corporates participated and provided job opportunities to the YUMers.

### III. Social impacts of YUM

- Through in-depth investigations, the team identified that the impacts of the YUM were manifested among three groups of stakeholders. They are YUMers, corporates and mentors.
- Impacts on YUMers
  - 90% of the questionnaire respondents reported increase in job-related skills.
  - 76% of the questionnaire respondents agreed that YUM is helpful for future career development.

- Impacts on corporates
  - Managements conceived YUMers tend to retain longer than employees of the same ranking who did not receive support from YUM.
- Impacts on mentors
  - Mentors reported increased sense of connectedness with the society and youth, and increased self-fulfillment.
- We estimated the SROI towards the YUMers based on (1) the income of the youths generated by participating in the YUM, (2) the education opportunity provided to the participating youths in the YUM. The SROI is estimated to be 4.2.

#### IV. Future development of YUM

- The next step of YUM is to sustain its impacts, by scaling up the program. The YUM is in need of greater resources. Also, to strengthen its effectiveness, it needs to continuously improve the design of the program by addressing the education needs and aspirations of the participating youths.

#### V. Conclusion

- YUM is one of the few development programs for youth in Hong Kong. Its characteristics are to leverage on community resources and provide more opportunities to youth to improve their life chance. It helps to connect mentors and mentees to achieve a win-win situation for the betterment of the community. This is an innovative community work which should be sustained and scaled up to reach out to wider audience. The good practices on knowledge and experiences accumulated by the organizer, we believe the YUM can continue to play an important role to support youth development.

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## Chapter 1: Introduction

The Hong Kong Church Network for the Poor (HKCNP) has commissioned the Impact Hub Ltd to conduct a study to evaluate the performance of the Youth Upward Mobility Mentorship Program (YUM).

The objectives of this study include:

- I. Assessing the impact and potential of the HKCNP's Youth Upward Mobility Mentorship Program (YUM);*
- II. Developing planning and evaluation guideline on YUM program;*
- III. Recommendations for HKCNP to enhance the effectiveness of YUM program and youth upward mobility policy in Hong Kong.*

The research was carried out between May 2018 and August 2018 and the period of impact assessment for the YUM was between July 2016 and July 2018. A combination of methods was used to systematically and comprehensively gather data for this research, including extensive documentary and secondary administration data review, in-depth qualitative focus-group and individual interviews, and quantitative questionnaire-based surveys. Overall, the consultancy team conducted six focus-group interviews with 44 stakeholders (including YUMers, mentors, project managers of corporates and HKCNP YUM core team) and collected 21 questionnaires from the target participants of the YUM.

## Chapter 2: Youths upward mobility issues in Hong Kong

Hong Kong, according to the CENSUS 2016, has approximately 0.8 million youth population (aged between 15 and 24 years), accounting for 11.1% of the total population.<sup>1</sup> This young generation is a crucial human capital and is pivotal for the future development of our society.

Youth upward mobility has been one of the complex and challenging societal issue and requires innovative and collective actions to tackle. Interdisciplinary and intersectoral collaborations such as partnerships between schools, community service providers (e.g., churches), and private sector that galvanize as much societal capital to support and nurture the young generation is imperative. As advocated by the Youth Development Commission (YDC) of our HKSAR government, providing a diversified learning, training and development opportunities and constructing a conducive environment for the youths to develop is one crucial policy for youth development. Programs that facilitate life and career planning, such as job-tasting, mentorship programs, experiential learnings, all play an important role to put this policy direction into actual implementation.

Continuing education is one *but not the only* path for youth upward mobility. With every year only around 40% of the Hong Kong youth population were admitted to the higher education institutes (e.g., UGC undergraduate programs), it is bounded that a number of young generation in Hong Kong is in need to search for other paths. These may include studying overseas, or one that the HKCNP is most concern, which is participating in the labor market.

“Why” this group of youths should be concerned? Due to the change of school curriculum in 2009/2010, the students will be having six years of secondary education with one examination rather than the 5+2 arrangement before. Apparently, this arrangement has induced some new concern to our youth. As some of them are not academically gifted, they need to stay in schools for one more year and it might not be the best fit to the development of some students. At the same time, the majority of parents have the hope of the children to enter into tertiary education after finishing the six years of secondary education. However, the admission rate to the eight government funded institution is still around 18% and there are not many viable alternative to our young people who have not made their grade to entering into the Universities. As this group of youths (i.e. those who choose to enter labor market after their DSE exam) usually have almost none or very little job (and life) experience, they are very likely to encounter challenges in work settings. Without adequate support, this transition can be frustrated at times and at worse erode self-esteem and become detrimental to their future development. The sense of hopelessness and loss are quite prevalent among the school leavers. This can be exacerbated to their already narrowed opportunity in moving up the social ladder (as compared to the university graduates).

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<sup>1</sup> Census and Statistical Department. (2016). Hong Kong 2016 Population by census – Thematic report: Youth.

“What” does this group need? Adequate support – not only enhancing their **job-related skills** but also incubating their **personal development** – is indeed absolutely vital in this setting. At practice, this may be equivalent to vocational or on-the-job trainings (to enhance knowledge and skillsets) and life mentorship (to foster positive life development). It is essential to recognize that these two developmental components are interdependent and complementary with each other. Leaving out either one will weaken (or even fail) to provide supportive environment for this particular group of youths to thrive.

## 2.1 Existing youth development programs on upward mobility

Hong Kong is not in short of youth development programs, some are spearheaded by the government and other are community-driven. Generally, they can be classified into 4 major aspects: enhancing job skills, encouraging information exchange about different careers, providing financially support for further education and career development, and facilitating career and life planning (Table 1).<sup>2</sup> They all have their niches and unique positioning.

<b>Table 1: List of selected programs related to upward mobility in Hong Kong</b>		
<b>Program</b>	<b>Responsible organization</b>	<b>Objectives</b>
Youth Employment and Training Programme (YETP)	Labour Department	To enable young people to better understand themselves and their work aptitudes while enriching their job skills and experience so as to enhance employability.
Career Talks for School	Employees Retraining Board	To assist students in planning future learning and career direction.
Youth Development Fund	Commission on Youth	To help young people to start their own business, and support NGOs to organize innovative youth development projects not covered by existing schemes.
Youth Training Program	Employees Retraining Board	To rekindle young people's desire to learn and further study, and motivate them to actively plan for their future.
Life Buddies Mentoring Program	Commission on Poverty	To facilitate mentorship culture in the community and enhance youth's ability to upward mobility in order to reduce intergenerational poverty.
Upward Mobility Scholarship	Commission on Poverty	To award less privileged students from secondary schools, special schools and vocational training schools who demonstrate resilience in adversity and maintain a positive attitude towards life and learning .
Teen's Programme	Vocational Training Council	To encourage continuous learning, and assist youth in identifying their interest and career aspiration.
Project WeCan	Project WeCan HK	To empower students who are disadvantaged in learning to pursue higher studies and future careers.

<sup>2</sup> Classification was defined by the consultancy team by reviewing the objectives of youth development programs in Hong Kong.



人生理「才」計劃	The Hong Kong Federation of Youth Groups	To provide education on life planning to secondary schools and universities in Hong Kong.
JA Mentorship Program	Junior Achievement Hong Kong Limited	To facilitate career and personal planning of senior secondary students.

The YUM program designed, financed, operated, and managed by the HKCNP is part of this key supportive ecosystem for youth mobility development. The uniqueness of YUM, as one shall see in the next chapter, is its all-rounded support in “education”, “life mentorship”, and “creation of quality job opportunities”. The combination of these three features, making it a comprehensive and holistic work-based life and career incubation platform (職場生涯規劃), is a major characteristic of the YUM. In addition, the YUM program is backed by a solid interdisciplinary and intersectoral partnerships, with enthusiastic and substantial involvement from the private sectors. This is also one of the distinctive features of the YUM program.

## Chapter 3: YUM program and its impacts

### 3.1 Overview of YUM

YUM aiming to promote upward mobility through providing full-time employment opportunities for youth aged 18 to 25 years. YUM is designed based on the GUESS Model which emphasizes the importance of cooperation between stakeholders in helping youths.<sup>3</sup> There are three pillars in the program: corporates providing employment opportunities, education opportunities with accredited program and mentorship to provide social support. Its objectives were to

- I. Provide the youth who did not obtain satisfactory results in HKDSE with full-time employments with promotion prospects and chances of upward mobility*
- II. Fulfill the needs of various sectors in human resources*
- III. Equip the youth to join the workforce through the mentorship program and thus help them to develop positive lives*
- IV. Facilitate the collaboration between the government, civil institutions, schools and the business sector in promoting socio-economic development mode and reining the existing youth policy*

For each youth participating in the YUM program, they will be assigned to a corporate and provided them with related education opportunities.<sup>4</sup> Peer Support Group (PSG) and Mentor Peer Group (MPG) will be held regularly to provide social support for YUMers.

YUM program first started in 2016 and, between 2016 and 2018 two cohorts were organized. In the first cohort, the program recruited 23 YUMers and have 23 mentors provided mentorship support. 2 corporates were involved and they were EGL Tours and Hong Kong Broadband Network Limited. In the second cohort, the program expanded to include 38 YUMers and 35 mentors. 6 corporates were involved and they were Hong Kong Broadband Network Limited, Maxim's Group – Chinese Cuisine, Hong Yip Service Company Limited, Yang Memorial Methodist Social Service and Marriott International (HK). The mentors from both cohorts are either staff from corporates or churches that are committed to YUM on voluntary basis.<sup>5</sup>

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<sup>3</sup> GUESS represents initial of i) Government; ii) University; iii) Enterprise; iv) School; v) Society.

<sup>4</sup> Tuition fee will be paid by corporates upon youth's completion of YUM. The proportion of tuition fee paid will be subjected to corporates' decision. Most of the corporates provide full subsidy.

<sup>5</sup> There were 9 churches involved. They are Bethany Grace Church, Christian Canaan Church, Christian and Missionary Alliance Sun Kei Church, Christian and Missionary Alliance Mei Foo Church, Onesiphorus Mei Lam Church, Kwun Tong Swatow Baptist Church, E.F.C.C.- Tin Chuen Church, Sha Tin Methodist Church and Saddleback Church.

YUM is organized by HKCNP, an well-established charitable organization (section no.88) in Hong Kong, established since 2002. It has a very extensive network with Christian Church communities in Hong Kong and its organization missions are to provide instrumental support to the underprivileged. Although HKCNP is only a small-to-medium size NGO, it has a very extensive voluntary group backing up the organization and proven to be one of the managerial strength of the organization.

Prior to designing, self-financing, implementing the YUM program, the organization is one of the supporting organizations of the Child Development Fund helping to recruit and train mentors. From organizing and managing this program, HKCNP has built up great human capital and knowledge in youth development matters.

In the YUM, they contributed in the overall planning, staffing, organizing, development, recruitment and training of various partners and student candidates, coordination and execution of the program. It also produces procedural documentation and manuals, delivers training activities to mentors and participating youths, and coordinates with NGO partners to ensure smooth execution of the program. They carried out 67 booths on DSE result release day, 65 school talks, 7 company visits, 1 career fair, 10 job experience workshops over the two years.

# Youth Upward Mobility Mentorship Program (YUM)

## Promoting youth upward mobility

There are three pillars of YUM: employment opportunity, education opportunity and mentorship. YUMers will be provided with education and employment opportunity. The research was carried out between May 2018 and August 2018, and the period of impact assessment for the YUM was between July 2016 and July 2018.



### Stakeholders



61 YUMers



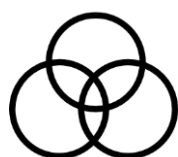
65 Mentors



6 Corporates



### Strengths of YUM



Holistic support  
for YUMers



Commitment  
from different  
parties

### Social Issues related to youth upward mobility

- A significant proportion of students are not eligible for further education after HKDSE
- The school leavers have narrow opportunities.

## Outputs and social outcomes of YUM

### Activities

- **67** booths on DSE result release day
- **65** school talks
- **10** job experience workshops
- **7** enterprises visits
- **1** career fair

### Outcomes



- Increase in job skills
- Income generation



- 90% (N=21) gained job related skills
- 76% (N=21) helpful for future career development
- HK\$12,050 average monthly salary



- Increase in self-fulfillment



- Increase in human resource capacity



- 60%-100% retention rate

SROI: 4.2

Overall satisfaction:



### 3.2 Social Impact of the YUM

Through the in-depth evaluation with the stakeholders (i.e. YUMers, mentors, project managers of corporates and HKCNP YUM core team), the team identified the impact of the YUM program are manifested among the (1) youths who participated in the program (YUMers), (2) individuals who provided mentorship to the YUMers (mentors), and (3) the participated corporates.

#### YUMers

Through the interviews with the YUMers, this group expressed that taking part in the program helped them to **improve their job-related skills**, as well as to promote **personal development**. Below are two cases illustrating how YUMers perceive the impacts of YUM.

##### Case 1: YUMer from EGL Tours (YUMer A)

YUMer A is an Outbound Tourist Escort. He described himself as not good at studying. He is interested to work in the music industry but he hesitated because of the career progress. He is also interested to open a restaurant but he lacks financial capitals. With unsatisfactory DSE result and ambitious that lack resources to achieve, he would have losing track in life if he did not join YUM.

*"If I did not join YUM, I think I will be a person without life direction and will only look for part time jobs randomly."*

Besides, he also expressed that he has acquired skills that cannot be learn from school and the working experience is precious to his future employment.

*"As a service provider, I have acquired different work related skills through the daily interactions with customers. These skills could not be learnt from school...Although other colleagues (those who graduated from university) received 4 more years of education, I, instead, had 2 years of working experience that I believe will be more useful and practical."*

Through the interview with the project manager of EGL who looks after YUMer A during the entire process, she described witnessing the changes of personality in YUMers A after he has more exposure with customers.

*"He did not talk much at his first month of work. We were so worried how could he be a tourist escort if he was not comfortable to talk and share. However, we saw the change at his sixth month that he started to express himself in front of his customers. And now, he can present himself comfortably just like other tourist escorts. It is doubtlessly a big improvement in him."*

**Case 2: YUMers from Yang Memorial Methodist Social Service (YUMer B)**

YUMer B is a Healthcare Worker (HCW) working in the elderly home. He mentioned that he applied all the job positions listed in YUM but he did not receive any offers except Yang Memorial Methodist Social Service. He was indeed disappointed with himself as he experienced so many failures just at the interview stage. Besides, he also mentioned that his family worried whether he is capable of being a HCW as it requires strength and energy when taking care clients while he is relatively weak and short. Despite these failures and limitations, he works hard to fulfill the job requirement, which enhances his self-esteem.

*"I feel like when I tried things out slowly, I can perform well and I gradually have developed more confidence in work. I am now more satisfied with my working performance."*

Further, he realized that he has become more outspoken after joining YUM as he can now better communicate with colleagues and clients.

*"I used to be an introvert and quiet person but now, I learn to communicate with others and I am more willing to talk to the clients."*

Moreover, he reported gaining more professional knowledge about healthcare, which enriches his understanding of the industry.

*"I have learnt a lot of knowledge from work, for example, how to handle wounds and how to facilitate feeding of the elderly."*

21 YUMers completed a questionnaire enquiring about their experience in taking part in the YUM program. These 21 respondents were recruited from 4 participating corporates and their average monthly income was HK\$12,050. 90% (N=21) of the respondents believed that they acquired job-related skills after taking in the YUM program, and 76% (N=21) reported that joining the program is helpful for their future career development. Out of a scale of 1 (extremely unsatisfied) to 5 (extremely satisfied), this group rated their satisfaction towards YUM as 3.3 (57% neutral and 38% satisfied). There are room for further improvement in understanding and responding to the concern of the participants. More details of the survey can be found in Appendix 3.2.

**Table 3.2.1: Job-related skills, future career development**

	N (%)
<b>Gained job-related skills</b>	
Agree	7 (33%)
Somewhat agree	12 (57%)
Disagree	2 (10%)
<b>Helpful for future career development</b>	
Agree	2 (10%)
Somewhat agree	14 (66%)
Disagree	5 (24%)

## **Corporates**

During the interview, project managers of the corporates described that YUM provides a group of younger workers, which **facilitate a positive working atmosphere**.

*“To a nursery home setting, this group of youth is obviously very energetic and can boost the positivity in the workplace. They are good at interacting with clients and colleagues. They have good relationship with seniors that the seniors always share working experience and provide advice for youth to be better. The working atmosphere becomes more joyous and positive with this group of youth joining us.” (Project manager of Yang Memorial Methodist Social Service).*

Project managers perceived that YUMers tend to retain longer than employees of the same ranking without support from the YUM. Based on the data from the HKCNP, YUMers have a retention rate of 60% to 100%. However, objective data from corporates concerning retention rate of other employees are not available. We therefore cannot make an objective comparison.

*“The retention rate seems to be better when YUM has a mentoring program.”  
(Project manager of Hong Yip Service Company Limited)*

*“To compare with people of the same ranking, those who joined YUM seem to have a higher retention rate.  
(Project manager of Yang Memorial Methodist Social Service)*

## **Mentors**

During the interviews, mentors expressed an **increase in self-fulfillment** through connecting with the YUMers.

### **Case 3: Mentor of Yang Memorial Methodist Social Service (Mentor A)**

Background: Mentor A is a pastor. He is a mentor recruited from a church that is committed to YUM. He is interested to serve the youth population. He particularly chose two YUMers who are more challenging to handle. At times, they might reject him if he invites them to share and join the activities. However, their relationship develops over time and he feels touched to witness this change.

*“There was a mentee who prepared food for us every time when we had gathering. I feel so touched and warm by his act... Also, YUM indeed is an eye-opening experience for me. It is not about how much I have sacrificed but how much I have received from the youth. I treasure the time connecting and developing friendship with them!”*

**Case 4: Mentor of Hong Yip Service Company Limited (Mentor B)**

Background: Mentor B has retired. He worked in the customer service industry before. He expressed that he gained more understanding about the working attitude of youths nowadays and got to know more about the change of working environment. He feels more connected to the society after being a mentor in YUM.

*"I feel like I have more understanding to the younger generation after being a mentor of the YUM. The mentees will share with me their working experience and I realized it is so different from what I experienced in the past. If I did not connect with them through this program, I would not have known these."*

### 3.3 Social Return on Investment of the YUM towards the participating youths

We estimate the Social Return on Investment (SROI) of the YUM. SROI approach is adapted as an analytic tool for measuring the value of social, cultural and environmental factors to quantify the social impacts of a program. The general form of the SROI calculation can be found in Appendix 3.3.

In this assessment, we estimate the SROI of YUM to quantify the social impacts of it. The investment refers to the input from HKCNP on organizing the YUM (HK\$0.8 million for two years, mainly from donations) and the contribution of the corporates (HK\$0.2 million). In this context, we only accounted the tangible resources. Although we are aware of the intangible resources (in-kind support) injected to the YUM, there is no available data for us to take it into account for calculation. The total investment is therefore estimated to be HK\$1 million.

We monetize the social return of the YUM on the participating youths, mainly on two areas: (1) the income of the youths generated by participating in the YUM, (2) the education opportunity provided to the participating youths in the YUM.

For monetizing (1), it is estimated from the average monthly salary of the YUMers, which is HK\$12,050.<sup>6</sup> During the study period, 61 YUMers have achieved 731 months of participation. The monetized social return of (1) of the YUM towards the participating youths is estimated to be HK\$8 million. However, it will be overly optimistic to assume all participating youths, should they not taking part in YUM, will not be able to get any work (hence not making any salary).

Thus, to avoid an overestimation of the social return of the YUM, there is a need to make an assumption on the potential salary this group could receive (should all participating youths not taking part in the YUM). Given this group of youth has almost

<sup>6</sup> It is the average salary reported by 21 YUMers from the self-report questionnaire.



no previous work experience and limited education attainment, this group is unlikely to acquire job opportunities that are given with high salary. Thus, we made an assumption that all of them will have a monthly salary at the minimum wage level (HK\$34.5 per hour).<sup>7</sup> Given this assumption, the social return of the YUM is estimated as HK\$4 million. While we cannot pinpoint the exact amount of the social return, we estimate the monetary value of the YUM towards the participating youths on income generating is between the range of HK\$4 million to HK\$8 million.

For monetizing (2), it is estimated from the total tuition fee paid by corporates upon completion of the program. During the study period, there were 14 YUMers graduated from the program (i.e. 9 from EGL tours and 5 from Hong Kong Broadband Network Limited). With EGL offering full subsidy to the tuition fee (i.e. HK\$18,500 per person) and Hong Kong Broadband Network Limited subsidizing 80% of the tuition fee (HK\$23,200 per person), the monetized social return of (2) is estimated to be HK\$0.2 million. The total monetized social return of YUM therefore is estimated to be HK\$4.2 million to HK\$8.2 million.

The total monetized social return of YUM therefore is estimated to be HK\$4.2 million to HK\$8.2 million. Using the SROI calculation (i.e. Total monetized social return divided by total investment, see Appendix 3.3), the SROI of YUM towards participating youth is ranging from 4.2 to 8.2. Since there are uncertainty about the exact impact of YUM towards YUMers on (1), we suggest to adopt the estimated SROI at the lower bound. Thus, we use 4.2 as the reference of the impact of YUM, although it might be an underestimation.

### 3.4 Strengths and challenges of YUM

#### Strengths of YUM

##### ***Holistic support for the participating youths***

The design of YUM that incorporated mentoring, employment opportunities and education from accredited program has attracted youths to join the program. Each element has its niche and values to participating youths during their transition from school life to work. Mentoring offers social support to YUMers that sustains their participation and engagement in the program, and employment opportunity offers chance for youth to earn a living with their skills. Education opportunities provide chances for youth to acquire knowledge for work and continuous education. These elements complimented each other and, as a result, benefit the youths.

*“The program is generally good. With a job, I can earn money and know more people. With subsidized education, I can carry on further education later.” (YUMer of Hong Kong Broadband Network Limited)*

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<sup>7</sup> HK\$34.5 is the Statutory Minimum Wage (SMW) with effect from 1May 2017 (<https://www.labour.gov.hk/eng/news/mwo.htm>).

“Before I join this program, I do not know who can I look for when I am stuck. After joining YUM, I feel glad to have a mentor to discuss with when I encounter problems either in life or at work.” (YUMers of Yang Memorial Methodist Social Service)

### ***High commitment from key stakeholders***

The commitment of corporates has contributed the success of the YUM program. They are devoted and prepared to provide necessary support for YUMers throughout the course of the program. They are also very accommodative to cater the needs of the YUMers. Their commitment to fulfill the needs of YUMers reflected their support to YUMers that can potentially increase the morale of YUMers .

In addition, the commitment of the mentors in supporting and incubating the YUMers is also substantive. Although they are all in voluntary-basis, mentors are highly committed to meet YUMers on a regular basis and when they are in need regularly. They utilized different forms to support the YUMers, including life experience sharing, emotional coaching, and work-related support. These instrumental social support is likely crucial to help participating to sustain and growth in the course of the program.

#### **Commitment from corporates**

*“They are allowed to either go to school on a certain day or go to work for full day. In this way, they can better focus on the task they have to do on that day and they can spend less time travelling from place to place.” (Project manager of EGL Tours)*

*“The managers are very kind to give us time to study.” (YUMers of Hong Yip Service Company Limited)*

#### **Commitment from mentors**

*“Apart from having gathering monthly, we will arrange meetings with YUMers individually. We may also find them through phone calls and Whatsapp.” (Mentor of Yang Memorial Methodist Social Service)*

*“The mentees are willing to keep contact with us. We usually chat in Whatsapp and they will reply from time to time” (Mentor of Hong Yip Service Company Limited)*

*“The mentees will ask us some work-related problems such as customer service skills and relationship issues with colleagues. As I work in the same industry as them, I am happy to share with them my experience.” (Mentor of Hong Yip Service Company Limited)*

*“Since the mentors have years of working experience, they can always provide practical advices to help us and encourage us. These advices are valuable to us as a beginner worker of the society.” (YUMer of EGL)*

## **Challenges of YUM**

### ***Difficulties in sustaining the impact***

Although YUM started showing signs of promising impact to the society, it faces increasing challenges in sustaining its impact. One of the plausible reasons is that YUM, at its current state, is still a small-scale community-driven initiative and, due to the lack of scaling, it has a high transaction cost (taking in an intangible form) at the management level. They face increasingly demand to scale-up (e.g., corporates are increasingly expecting HKCNP to identify more potential YUMers and more corporates are increasingly to taking part in the program). While HKCNP currently has limited resources and manpower in managing the program, the pressing demand of “scaling-up” may turn out to be a ‘burden’ to the organization, and without increasing resources, it is possible to develop to become a “risk” of the program. Increasing resources to sustain the program (e.g., government funding or donations) become a pressing matter.

### ***Demand in further improving the quality of the program***

From the interviews with the participating youths, the team noticed the demand of a further improvement in the design of the program. The improvement is mainly on two areas. The first is an increase in “matching” between mentors and mentees, as some at times found a “gap” between themselves and mentors.

*“Some mentors who have retired or in a different industry might find it hard to understand the mentees’ working problems. YUMers also reported some gaps in terms of advices and arrangements.” (Project manager of Yang Memorial Methodist Social Service)*

Another potential area of improvement is on its education program. YUMers expressed their expectations and aspirations of obtaining a qualification from an accredited program. However, among the past two cohorts, there are occasions of a deviation between YUMers’ expectation and what they actually obtained. There is a need to further align the expectations base upon YUMers’ education needs.

## Chapter 4: Recommendations and conclusions

### Recommendations

YUM is one of the few community-driven initiative that targets to support youth upward mobility in Hong Kong. From the impact assessment, the team identified empirical evidence highlighting its promising impacts. Given what have observed, the team highly recommends YUM to continuously support this group of youths, and given the commitment observed among the participating parties (i.e. corporates and mentors), it is anticipated the YUM will continue to helping youths to identify their career pathways and improve their life chance.

A pressing need of the YUM is to sustain its impacts. The team believed a measure to achieve this is by scaling up, particularly paying more effort on recruiting potential YUMers. This can take the form of increasing recruitment channels and frequencies, organizing publicity work, and connecting to other programs that can mutually benefit each other. In order to scaling-up the program, the team also recommends YUM to identify financial resources to support their meaningful work.

Another crucial issue that YUM should focus on is to further enhancing the quality of the program. This can take the form of forming greater matching mechanisms between YUMers, mentors, and corporates. Also, there is a need for the YUM to develop a more structured, externally recognized education program that suffices the expectation and aspiration of the YUMers. The team suggests that the effort to provide quality educational support will further help the YUMers to better identify their future pathways.

Apart from more devotion from the YUM, we believe stakeholders in our society can also contribute more in helping youths to identify their pathways. HKSAR government can take a greater lead in supporting meaningful youth development programs in Hong Kong. In addition, more public education work can be conducted to increase general public awareness on the potential benefits of youth development work towards the society. Reinforcing life career planning education as a crucial youth development direction is also crucial too.

### Conclusions

Hong Kong is facing increasing social challenges such as widening social inequality and population aging. Our youths plays a crucial role in sustaining the growth and the wellbeing of our society, and incubating them to fully develop their potential become imperative. YUM is one of the few well-structured youth development programs in Hong Kong that targets to improve youth upward mobility. It aims to provide more options and pathways for youths to develop their own aspiration. With the experience and hard work accumulated in the past two decades, YUM yielded promising impacts in helping youths to develop themselves and as well helping corporates to develop their human resources. The next step of YUM is to sustain and scale-up its impact, and

further enhance the quality of the program. We believe the continuous devotion from the stakeholders and an increase in resource will help YUM to further its impact to the society. Restoring hope by providing opportunity to our young people is very important

## Appendix 3.2

**Table 3.2.2: Demographic data of respondents**

	N (%)
<b>Sex</b>	
Male	17 (81%)
Female	4 (19%)
<b>Age</b>	
18-20	10 (48%)
21-24	11 (52%)
<b>Educational attainment</b>	
Secondary education	11 (52%)
Tertiary education (Non-degree courses/ associate degree)	10 (48%)
<b>Housing arrangement (missing, N=1)</b>	
Public housing	10 (50%)
Home ownership scheme housing	3 (15%)
Private housing	7 (35%)

**Table 3.2.3: Job nature, corporates, and monthly salary**

	N (%)
<b>Job nature</b>	
Broadband technician	5 (24%)
Healthcare worker	8 (38%)
Outbound tourist escort	2 (10%)
Engineering trainee	6 (28%)
<b>Corporates</b>	
Hong Kong Broadband Network Limited	5 (24%)
Yang Memorial Methodist Social Service	8 (38%)
EGL Tours	2 (10%)
Hong Yip Service Company Limited	6 (28%)
<b>Salary (missing, N=1)<sup>a</sup></b>	
< \$12,000	11 (52%)
\$12,001-\$15,000	8 (38%)
> \$15,000	2 (10%)
<b>Job promotion</b>	
Yes	3 (14%)
No	18 (86%)

<sup>a</sup> average monthly salary of the respondents is HK\$12050.

### Appendix 3.3

The general form of the SROI calculation is as below,

$$SROI = \frac{S_{YUM}}{I_{YUM}}$$

where:

- 1)  $S_{YUM}$ : Monetized social return of YUMers within evaluation period
- 2)  $I_{YUM}$ : Total investment/capital/equity of YUM within evaluation period