Youth Empowerment Campaign

Evaluation Report

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G:ENESIS
UNLOCKING VALUE

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1. INTRODUCTION

In 2017, the Department of Higher Education and Training (DHET), in conjunction with Statistics South Africa (Stats SA), indicated that over 30% of NEET[1] youth (15 – 24 year olds) in South Africa, are from previously disadvantaged backgrounds (StatsSA, 2018). Having a high proportion of NEETs in a country can pose risks to societal stability, future economic growth prospects and overall well-being at both the individual and community level.

Youth unemployment in South Africa is a pressing socio-economic challenge which needs comprehensive engagement from a variety of private and public stakeholders to establish and test solutions which can help resolve structural failures and facilitate greater youth inclusion. The lack of work readiness skills and the resultant skills mismatch are major impediments to young people accessing job opportunities. The lack of a matric certification, higher education qualifications and the necessary degree of work readiness are key factors that exacerbate youth unemployment (Graham & Mlatsheni, 2015).

Aware of the challenges facing NEETs, the Financial Sector Conduct Authority's (FSCA)[2] Consumer Education Department (CED) developed a Youth Empowerment Campaign. The purpose of this campaign was to help empower youth through exposure to information and opportunities relating to financial education, employment and entrepreneurship. The campaign was hosted in three areas of Gauteng namely: Tembisa, Soweto and Soshanguve. These areas were chosen due to their high proportions of unemployed youth. The campaign intended to reach approximately 800 people per event across the three areas, totalling 2400 people. The campaign, funded by the Financial Services Consumer Education Foundation (hereafter 'the Foundation'), commenced in June 2018 and was concluded in July 2018.

Genesis Analytics (hereafter 'Genesis') was contracted by the FSCA to conduct an evaluation of the Youth Empowerment Campaign. The evaluation assessed the implementation of the campaign and the degree to which the campaign contributed to creating awareness of the importance of financial education among the targeted youth, exposing the youth to available employment opportunities and creating awareness about funding sources to promote entrepreneurship. The evaluation also serves to provide recommendations on how the campaign's design and implementation could be improved going forward.

This document constitutes a revised evaluation report for public distribution. The report begins with a description of the programme (Section 2) followed by an overview of the data collection process (Section 3), and an analysis of the key evaluation findings (Section 4). The report ends with the conclusion (Section 5) and recommendations for further reiterations of the campaign (Section 6).

2. BACKGROUND TO THE YOUTH EMPOWERMENT CAMPAIGN

In the context of the identified challenges facing unemployed youth in South Africa, the FSCA hosted a Youth Empowerment Campaign in three areas of Gauteng the objectives of which were to:

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[1] NEET: Not Employed or lacking Education or Training

[2] Previously the Financial Services Board (FSB)

- Create awareness of financial literacy and management (particularly savings and investments);

- Educate consumers on the challenges contributing to poor financial decision-making;

- Encourage entrepreneurship; and

- Link youth to potential employers.

The results chain, developed by Genesis and approved by the FSCA, is a useful way to illustrate the high-level theory of the Youth Empowerment Campaign identifying campaign activities, how they lead to immediate outputs, inform future outcomes and affect the overall long-term objectives. This is captured in Figure 1 below:

Figure 1: Results chain for the Youth Empowerment Campaign
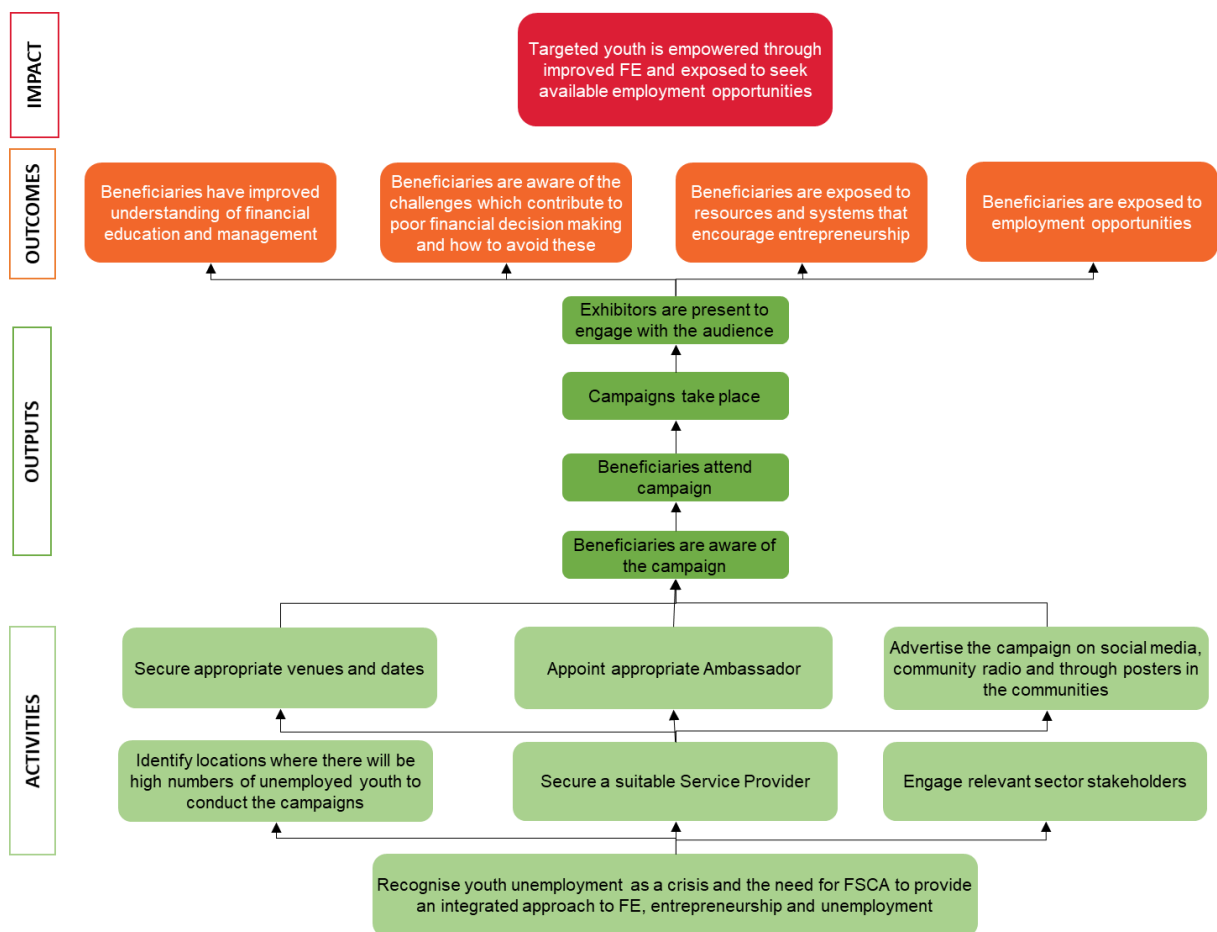
The campaign was originally set to take place throughout the month of June – Youth Month – but due to various procurement delays and conflicts with other campaigns in the areas, this was postponed to the end of June to mid-July 2018. The campaign commenced on 30 June 2018 at Tembisa in Moriting Park. This was followed by the second activation on the 7 July 2018 at Soweto Cricket Oval. The last campaign activation was at Soshanguve and was held at the Giant Stadium on the 14 July 2018.

The FSCA appointed an external service provider as the events management service provider to implement the campaign at the end of May 2018[3]. In order to bring awareness to the campaign a local comedian and radio personality was selected as the official ambassador of the campaign. The key objective was to pilot a holistic approach to youth empowerment where participants had access to a

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[3] The initial service provider pulled out of the campaign with very short notice. For this reason, the FSCA was required to re-advertise for a new service provider.

myriad of stakeholders providing information and resources relating to employment, entrepreneurship and financial decision-making and management. Examples of relevant stakeholders invited to exhibit at the campaign included government representatives (e.g. the Department of Labour), youth development organisations (e.g. Harambee), small business development organisations (e.g. the Small Enterprise Development Agency (SEDA) credit-related institutions (e.g. National Credit Regulator (NCR) and tertiary education institutions. To encourage audience engagement, there was also a competition (with cash prize money as an incentive), which asked questions about the various stakeholders attending.

During the three campaign activations, the stakeholders had two primary functions: 1) to present to the attendees about what their organisation does and the services they offer[4] and 2) to engage with any participants approaching their exhibition stall. YFM was appointed as the official media partner and was responsible for advertising the campaign and conducting radio interviews with FSCA representatives to dispense knowledge to its listeners about the purpose of the campaign, the key stakeholders that would be attending and to share valuable messages about money management. This was complemented by the pamphlets and posters which were distributed in the targeted areas. A social media strategy was also devised which utilised the social media platforms of the selected ambassadors to increase awareness of the campaign.

3. METHODOLOGY

This section describes the methods that were employed by the Genesis team in conducting the evaluation. It begins with an overview of the analysis framework and thereafter describes the data collection methods that were used.

3.1. ANALYSIS FRAMEWORK

The methodology used for this evaluation, as well as the data analysis, was informed by the OECD's Development Assistance Committee (DAC) criteria of Relevance, Efficiency, Effectiveness, Impact and Sustainability.[5] The criteria are summarised in Table 1.

Table 1: OECD DAC criteria

OECD DAC Criteria	Description
Relevance	This is the extent to which the Youth Empowerment Campaign was suitable for the needs of the beneficiaries.
Effectiveness	This is the degree to which the Youth Empowerment Campaign achieved its objectives identifying the factors which either supported or hindered reaching those objectives.
Efficiency	This is whether or not the Youth Empowerment Campaign was implemented in the time allocated to it, and where there may have been additional costs.
Impact	This criterion identifies what the youth attending gained from participating in the Youth Empowerment Campaign.
Sustainability	This is the extent to which the youth are likely to benefit from the information and access they received through attending the Youth Empowerment Campaign and to

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[4] Due to the number of participants at Soshanguve, presentations by each of the stakeholders was not possible.

[5] The OECD's DAC (Development Assistance Committee) criteria provide a useful framework for evaluating developmental assistance. This framework is globally recognised and is used by the majority of development assistance organisations, thus enabling comparison between programmes. More information is available at:
http://www.oecd.org/dac/evaluationofdevelopmentprogrammes/daccriteriaforevaluatingdevelopmentassistance.htm.

OECD DAC Criteria	Description
	what extent these will continue to serve the needs of the youth.

The analysis framework was subsequently used to inform the data collection tools. The data collection tools were the basis for engaging with various stakeholders and the analysis framework was used as the guiding framework for analysing the evaluation findings.

3.2. DATA COLLECTION METHODS

As shown in **Error! Reference source not found.** below, the research methodology employed qualitative and quantitative data collection methods. The diverse nature of the data collected has facilitated the triangulation and verification of information presented in this evaluation report.

Figure 2: Data collection methods

Site observations of the three activations

Evaluation forms and registers

Follow up telephonic calls

Key Informant Interviews (KIIs)
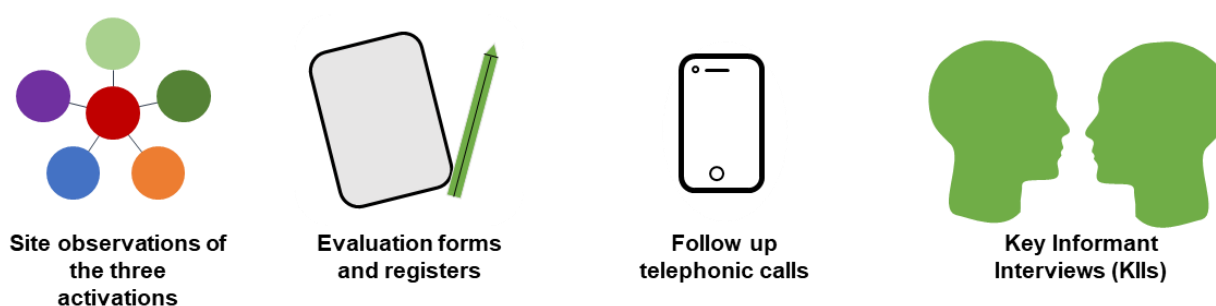
3.2.1. Site Observations and On-Site Interviews

The evaluation team conducted site observations in all three areas: Tembisa, Soweto and Soshanguve. The observations were guided by an observation sheet that was developed by the evaluation team and approved by the FSCA. During each campaign, both Genesis and the FSCA completed the observation sheet. Below is a detailed list of the campaign venues and the observers who completed the observation sheet:

Table 2: Completed site observation sheets

Observer	Institution	Specific location	Date
Nomnotho Gumede	Genesis Analytics	Tembisa, Moriting Park	30 June 2018
Keketso Matlebyane	FSCA	Tembisa, Moriting Park	30 June 2018
Nomnotho Gumede	Genesis Analytics	Soweto, Cricket Oval	07 July 2018
Colin Stevens	FSCA	Soweto, Cricket Oval	07 July 2018
Lindsay Harris	Genesis Analytics	Soshanguve, Giant Stadium	14 July 2018
Keketso Matlebyane	FSCA	Soshanguve, Giant Stadium	14 July 2018

The purpose of the site observations was to observe on-the-ground implementation of the activations and the effectiveness of the various activation methods in attracting the youth to attend the campaign. The observation sheet forms collected data around eight components depicted in Figure 3 below:

Figure 3: Key aspects of the Youth Empowerment Campaign observed
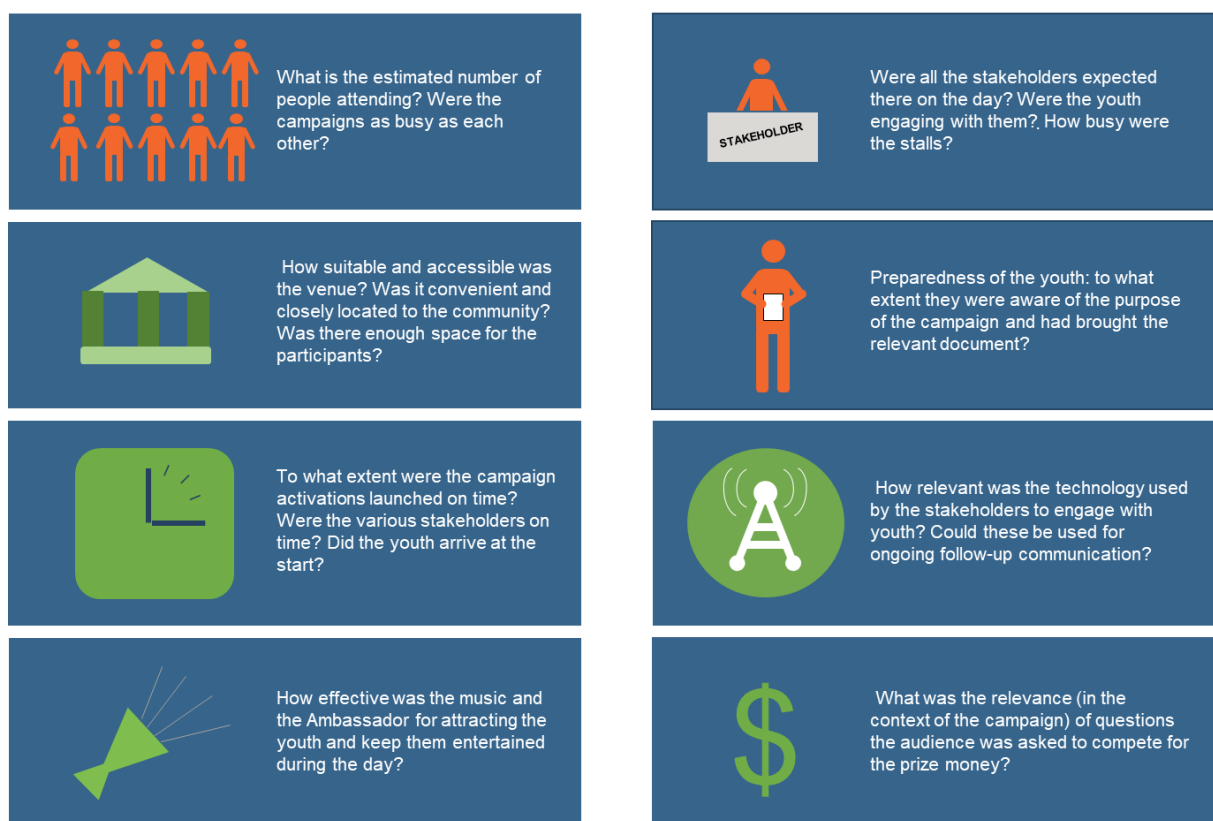
In addition to observing the above components, Genesis had informal interviews with the youth who attended different stalls present at the campaign and where possible, the winners of the prize money.

3.2.2. Registers

FSCA staff was available at the venue gate in all three campaigns to assist participants with completing the register. This was to ensure sufficient demographic and contact information was provided by the participants. The purpose of the registers was two-fold:

- To capture the reach of the activations for the different sites and ultimately, the overall reach of the programme.

- To provide contact information for the participants for Genesis to sample from to complete the follow-up calls.

3.2.3. Telephonic Follow-up Calls

The evaluation team conducted follow-up calls with a sample of the participants from each activation. The evaluation team used systematic sampling to select a 10% sample of participants to participate in the telephonic follow-up interviews. The attendees were sampled for each campaign, so that it was reflective of the attendance i.e. there were significantly more people who attended in Soshanguve and therefore more people were sampled from Soshanguve. As such, the sample reflects these nuances in size. The follow-up calls took place four weeks after each campaign to allow for sufficient time for the stakeholders to contact those they engaged with and vice versa.

The objective of the telephonic follow-up calls was to capture feedback from the youth about their experience at the campaign, the extent to which they enjoyed it, and how valuable they found it. The calls also included questions which related to knowledge of the stakeholders, and the extent to which they received feedback since the campaign. Figure 4 below illustrates the sample split between the three campaigns in Tembisa, Soweto, and Soshanguve respectively.

Figure 4: The proportion of the sample sizes for the three activations (% of respondents)
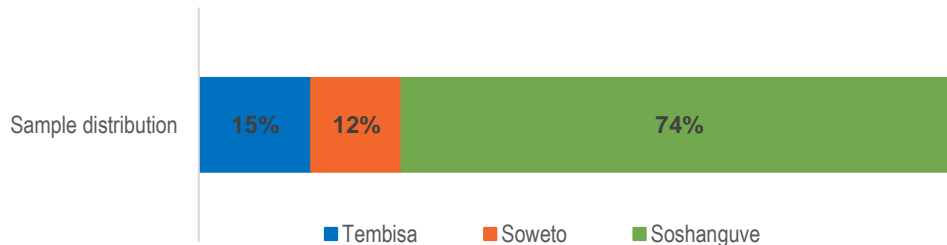
Figure 5 below presents the gender breakdown of the audience members who were contacted during the follow-up telephonic calls. In Tembisa, the audience was equally split between men and women while in Soweto and Soshanguve there were slightly more men compared to the number of women.

Figure 5: Gender breakdown of the samples by site, and overall
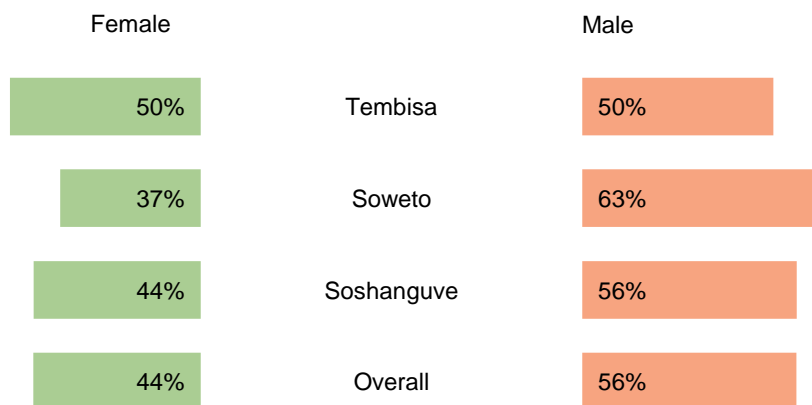
3.2.4. Key Informant Interviews

Genesis conducted Key Informant Interviews (KIIs) with various stakeholders who took part in the implementation of the Youth Empowerment Campaign. The purpose of the KIIs was to gain an understanding of the campaign's objectives, implementation, management and emerging outcomes from the perspective of different stakeholders. The KIIs further highlighted information on the challenges faced by the campaign during implementation as well as areas of success that can be leveraged for future implementation. To ensure richness of the qualitative data, the evaluation team interviewed stakeholders that exhibited consistently across the three campaigns as well as representatives from the FSCA and the service provider.

3.3. DATA LIMITATIONS

Limitations are any possible unforeseen challenges that can lead to the evaluation approach not being implemented as planned. The campaign experienced low attendance in the first two activations, this led to a smaller sample for these two sites during follow-up calls. A small sample can make the findings less reliable as there is a smaller portion to represent all the campaign beneficiaries. In capturing some of the registers, the evaluation team found that there were instances where registers did not have contact numbers as shown in Figure 6. This meant these participants could not be included in the group from which the sample was selected.

Figure 6: Incomplete register data[6]

There were also a number of people who were called but did not answer or had put down incorrect numbers. This is concerning as many were active job seekers. Although some registers collected age information about the participants, not all the registers collected gender information. For this reason, the evaluation team was unable to use this for the sampling process. Instead, these questions were included in the follow-up calls.

It was noted that some of the participants were outside of the age group of the youth category (18-35 years). The reasons for this will be explained in more detail below in the Findings and Analysis section. While the campaign was youth focused, there were older people in attendance. During the data collection, it was noted that some of the questions in the follow-up calls were less relevant for the older participants who were included in the sample. Similarly, the evaluation team experienced more challenges with communicating with these individuals – either due to language and/or hearing difficulties.

4. FINDINGS AND ANALYSIS

This section presents the findings of the evaluation. These findings have been organised according to the DAC criteria and the main themes emerging from the analysis of the quantitative and qualitative data.

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[6] To protect the anonymity of the respondents, names have not been displayed.

4.1. RELEVANCE

Relevance investigates the extent to which the Youth Empowerment Campaign design was suited to the priorities and needs of the audience members, and that the audience was aligned to the envisaged target. The design components discussed include marketing, content, music, ambassadors, exhibition stalls and the competition.

4.1.1. Campaign Design

The FSCA recognised the myriad of challenges facing unemployed youth in South Africa. In an effort to help address these difficulties, a holistic Youth Empowerment Campaign was designed. The overall objective of the Youth Empowerment Campaign was to provide the youth with an opportunity to engage with different government enterprises and private institutions to gain exposure to potential employment and support prospects. In the current socio-economic climate, the FSCA has recognised the importance of developing a culture of entrepreneurship. For this reason, another focus of the campaign was to expose youth to potential funding opportunities and guidance on the requirements for starting a business. Linked to the direct objectives of the FSCA, financial awareness and management remained a key focus area. The sections below detail the various components of the campaign, and the relevance of these as aligned to the objective of the campaign and the needs of the youth beneficiaries.

4.1.1.1. Marketing

Due to its youth-focus, the campaign required a stronger focus on social media marketing approaches compared to other campaigns which target a broader range of community members. However, the FSCA does not currently have any online social media platforms with an active following off which the campaign could leverage. To mitigate this, the ambassador was required to make posts on his various social media platforms (Facebook, Twitter and Instagram) to market the campaign to their followers. Due to cost limitations, the marketing was primarily conducted through the use of posters and pamphlets. Some effort was also made to share information about the campaign through radio interviews with FSCA staff – particularly through the YFM platform. The service provider noted: "the use of pamphlets is a very traditional marketing style. A more interconnected/end-to-end marketing approach would have been preferred" (KII, Service Provider). As such, this marketing approach is not as relevant to the youth target market as would have been preferred. While almost a quarter of the sampled participants (24%) cited a poster/pamphlet as how they heard about the campaign, this is still low, and is less relevant considering the communication methods used by the youth.

In an effort to bridge this gap, the campaign hired a public celebrity to act as an ambassador for the campaign and contribute to expanding awareness through social media sites such as Facebook, Twitter and Instagram. The relevance of these ambassadors in relation to the youth campaign will be discussed in more detail in Sub-Section 0. In addition to working with a celebrity, both the FSCA and service provider teams went to great lengths to share the information via WhatsApp groups and their own networks while there were also some stakeholders who posted the information on their own social media pages. This was relatively successful, with 59% of participants sampled citing a WhatsApp group (30%) or Word-of-mouth (28%)[7] as the method through which they had heard about the campaign. These approaches are particularly relevant for a youth-focused audience. While only 10% of the sampled participants indicated that they heard about the campaign through a notice on a

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[7] While a WhatsApp group would be considered a form of 'word-of-mouth', for the purposes of this report, word-of-mouth is non-social media related i.e. Ï heard about it from my friend".

stakeholder (exhibitor) social media page, it is likely that all three of these approaches would be even more impactful if the FSCA and the associated stakeholders had active social media pages and followers. Marketing will be discussed further under Section 4.2, focusing on the comparison of the different tools of advertising and the effectiveness thereof.

4.1.1.2. Content

During the campaign, content was shared through stakeholder engagement, and pamphlets or other documentation shared with the participants. Many of the stalls had banners displaying explanations of who they were or contact information which the participants could use to follow up with the stakeholders after the event.

The FSCA did request that the stakeholders present critical information about their organisation during the day. This occurred with varying success due to sound challenges and issues with noise. Both of these challenges are discussed in more detail in Section 4.2.

In addition to the individual stakeholders and promotional material distributed, there was a big screen in the venue which broadcasted the "Next of next week" series. While the content of this series is extremely relevant to the youth covering such topics as saving, investment and debt, there was no supporting sound and the subtitles were in English. This meant that if the participant was interested in understanding the content, they had to stop and read subtitles and in exchange limit their time with stakeholders. For this reason, this form of information sharing was not appropriate for the nature of the campaign.

4.1.1.3. Music

Due to the youth focus, it was recognised that a component of entertainment (unrelated to the content) would be important to attract youth to the event, and to encourage them to stay throughout the day. YFM provided music at each of the campaigns[8]. During the observations it was obvious that the youth attending the campaign enjoyed the entertainment. That said, while the relevance of having a DJ playing music was very apparent – and did attract the youth – there were concerns about the volume of music, and how much emphasis there was on the music and the DJ rather than using the opportunity to share more relevant information with the participants – either around financial decision-making, or about the stakeholders themselves. This was reiterated by the appointed service provider and various stakeholders during the KIIs. Examples of such feedback is captured in the figure below.

Figure 7: Concerns that the music was too loud and was prioritised over content

"The music was very loud. It was hard to hear what FSCA and the stakeholders were saying/ Less time (and resources) could have been spent on music, and more on content." Observation Form, Soshanguve

"It is a tricky balance (with the music) because then they (the youth) only come for that" KII, Service Provider

"I'd prefer if they shared more information (relevance to finance and the stakeholders) rather than just the music. It was important to grab the youth but then it was too much." KII, Stakeholder

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[8] As per FSCA procurement requirements, three quotes from radio stations were requested. These were reviewed by the Supply Chain team. YFM was selected due to its large youth following, and the relevance to this particular campaign.

4.1.1.4. Ambassadors

In addition to the YFM DJs, a campaign ambassador was selected. The purpose of the ambassador was to:

- Attract an audience through social media posts, leveraging on their existing following across various platforms;

- Share motivational stories about their own journey from a disadvantaged background to their current position to inspire the youth; and

- Integrate responsible financial practice into their stories on the day.

The feedback about the relevance of the ambassador selected was mixed. Only five percent (5%) of those interviewed during the follow-up calls indicated that their reason for attending the campaign was because they wanted to see the chosen ambassador. This is a very low number indicating that he may not have been the most relevant ambassador to select for the Youth Empowerment Campaign.

Throughout the campaign, the evaluation team visited the Ambassador's social media accounts to assess his engagement with those commenting on his posts about the campaign. "Leveraging the Ambassador's following was critical as FSCA does not have social media presence" (KII, Service Provider). Multiple factors were observed which further suggest he was not the most appropriate Ambassador for FSCA's Youth Empowerment Campaign, targeted at unemployed youth:

- **The Ambassador's preferred social media platform is Instagram.** Due to its high-quality image and video content, Instagram requires more data, and is not supported by feature phone browsers. As a result, this is a more expensive social media option, especially when selected mobile network providers offer zero-rated[9] Facebook, Twitter and WhatsApp access to users. As a result of the additional costs, it is more likely that the target audience for the Youth Empowerment Campaign are active on cheaper, more accessible options. At the FSCA's request, the Ambassador did post on Facebook and Twitter, but less often than on Instagram.

- **The Ambassador did not engage extensively with the comments on social media.** One of the primary reasons for an Ambassador was to leverage on their existing following and encourage those interested to attend the campaign. Unfortunately, there were cases where the Ambassador failed to engage with those who had commented on his post. This is unfortunate as it may well have discouraged people from attending.

One of the primary purposes of the selection of this particular ambassador was for him to share his story of overcoming poverty challenges with the youth as a means of motivation and inspiration. However, at the sites, this was not a major focus. He did not appear to interact with the audience very much, preferring to remain on the stage or with his team. While he was good at keeping the youth engaged with a comedic performance, he included very little relevant information about the stakeholders. These findings, captured in the observation forms, were reiterated during the KIIs; "I didn't see him talking about his story, which he was supposed to tell. He didn't know who the FSCA was. He was just talking about jokes." (KII, FSCA).

There were delays with FSCA procurement processes which meant that the Ambassador was unavailable for the campaign in Soweto. As a result, a second Ambassador was secured for this

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[9] Zero-rated services in this context are free mobile offerings which do not require data (Francis, 2015). This product excludes photo and video content, but allows users to update their status, read and comment on posts.

campaign[10]. Ambassador 1 and Ambassador 2 then worked together at the Soshanguve campaign. From the site observations, social media accounts, and feedback from the KIIs, it appears that Ambassador 2 was more relevant, and much better suited as an Ambassador for the Youth Empowerment Campaign.

- **Ambassador 2's public twitter profile refers to individual potential and the mission to fulfil it**. This fits well with the desire of the campaign to inspire youth to find opportunities to uplift themselves. As noted in one of the KIIs, "Next time, replace [Ambassador 1] with a motivational speaker to prompt the youth that it is there responsibility to action their own lives". KII, FSCA. In addition to this, Ambassador 2 has a larger online following than Ambassador 1 – 615 000 versus 314 000[11]. These factors emphasise that Ambassador 2 was a relevant and suitable option for the campaign Ambassador. In addition to this, Ambassador 2's posts appeared much better informed than Ambassador 1's. Ambassador 2 was also significantly more engaged with followers through the comment function.

- **It appeared that Ambassador 2 had a better rapport with the audience members.** An example of this was their different approaches to interacting with the youth. Ambassador 1 remained on the stage and the content he shared was not relevant to the stakeholders that were present on the day. By comparison, Ambassador 2 was interacting with the audience throughout the day, talking to the youth and engaging with them about responsible finance and why they were there. "[Ambassador 2] was very effective – he was closer in age (to the youth attending) … he was kind to the consumers. He was very interactive. He was asking good questions about the FSCA and what they were trying to do." (FSCA representative, KII).

4.1.1.5. Exhibition Stalls

A key component of the campaign was the exhibition stalls run by various stakeholders committed to supporting youth, employment and empowerment efforts. Stakeholders approached included those in the financial sector, various government departments, tertiary institutions, youth empowerment organisations and various enterprise development agencies.

Based on the feedback from the telephonic follow-up calls with the sample of participants, 89% of the participants agreed that the stakeholders represented at the campaign were appropriate and relevant for their needs. This was reiterated during the KIIs with the various stakeholders. As explained in Section 3.2.4, the stakeholders approached to participate in the KII process were limited to those who had exhibited at a minimum of two campaigns. Figure 8 captures a selection of the feedback from these stakeholders emphasising the relevance of their presence, as aligned to the purpose of the Youth Empowerment Campaign.

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[10] For the remainder of this report, the initial Ambassador will be referred to as Ambassador 1, while the second Ambassador selected will be referred to as Ambassador 2.

[11] Instagram followers used as an example as this was Ambassador 1's preferred platform. This varies when other social media platform followings are compared.

Figure 8: The stakeholders were well-suited for the campaign audience

"Partnering with them (FSCA) made it easier to reach youth (who) we…wouldn't normally have the ability to reach" KII, Stakeholder

"We educate youth on how to stay away from debt because it affects them when they are looking for jobs" KII, Stakeholder

"It was an opportunity for us to reach our target audience – in this case particularly youth" KII, Stakeholder

"We want to promote entrepreneurship as a method of reducing youth unemployment" KII Stakeholder

"We want to encourage youth to start their own businesses…and to be creative" KII, Stakeholder

Figure 9: Queue of youth at the Harambee Stall, Soshanguve

Based on the follow-up calls, the most approached stakeholder (remembered) was the Department of Labour, with 49% of the participants sampled indicating this was a stall they visited. Forty-one percent (41%) remembered visiting Harambee (see Figure 9). What is interesting about the two most popular stalls is that neither stakeholder provided any additional incentives, such as free Wi-Fi, sweets or an activity (e.g. a putting green).

This emphasises that it was their relevance which resonated well with the youth attending. In this sense, they were both interpreted as the most well-known, and perhaps the stalls most likely to result in employment. Both stalls were collecting CVs and contact details from the participants.

While only 11% of the sampled participants remembered visiting the FSCA staff, this may be because of the recent name change. Based on the site observations and supported further by the KII, this stall was extremely busy throughout the campaign. The stalls also had a number of different products, pamphlets and information booklets to share with the public.

4.1.1.6. Competition

One of the activities during the campaign was a competition. This was led by the Ambassador who helped keep the participants actively engaged as there was a cash prize. The competition required participants to accurately answer questions about the stakeholders attending.

Based on the observations, the questions asked at the three different sites did differ slightly but were generally aligned to the objectives of the campaign and were relevant to the efforts to share information about the stakeholders linked to youth employment, entrepreneurship and funding opportunities. The table below lists a few examples of the questions asked during the campaign.

Table 3: Examples of competition questions

Question
What does CIPC stand for?
What does the Credit Ombudsman do?
Name five stakeholders here today and explain what they do?
What does FSCA stand for?
What does DTI stand for?
What is the purpose of the FSCA?

Effort was made to ensure that the questions asked were relevant to the stakeholders who were present on the day – as this did vary between the different sites. Feedback was collected through the FSCA process which supported this: "We wanted to ask questions which were relevant to the stakeholders on the day" (KII, FSCA). There were instances where unrelated questions were observed, for example, in Soshanguve, one of the questions asked by Ambassador 1 was "What is the name of the guy covering your eyes?" (Observation form, Soshanguve). This was not relevant to improving financial management or aligned with the content of the campaign.

The prize awarded for answering three questions correctly was R500. This was deposited directly into the person's bank account with an emphasis to ensure that this money was to help encourage responsible money management. There was one winner who did not have a bank account, in which case the money was transferred via e-wallet. In addition to this, the winners were provided with information about unit trusts and other savings mechanisms which could be started with as little as R300. As such, it was clear that the method of awarding the competition prize money was designed to ensure it was relevant to the campaign, and to meet the needs of the youth attending.

4.1.2. Targeted Beneficiaries

As discussed above, the areas targeted: Tembisa, Soweto and Soshanguve were identified because they were communities representing high numbers of unemployed youth. As the campaign was youth-focused, it was intended for those between the ages of 18 to 35 years. While there were some older attendees, the sample analysis reflected that most participants were of an appropriate age[12]. **Error! Reference source not found.** illustrates the age distribution of the overall sample.

Figure 10: The majority of campaign participants, over 86%, were aged between 18 and 35 years[13]

| 0,6% | 30.5% | 55.5% | 7.9% | 4.3% |
| Younger than 18 years | 18 - 24 years | 25 - 35 years | 36 - 45 years | Older than 45 years |

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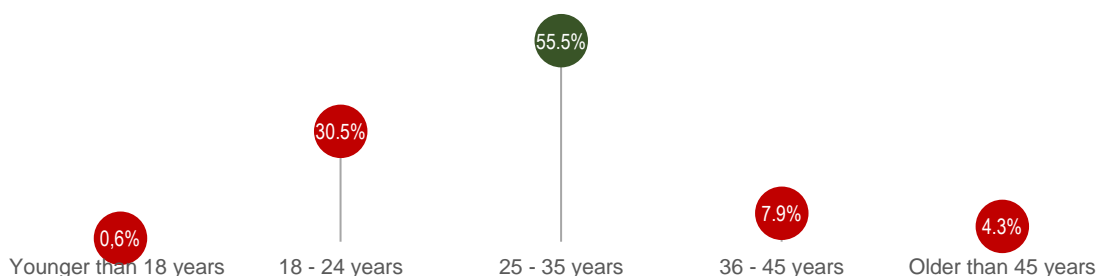
[12] Explained further in Section 4.2.5

[13] 1% of the sample declined to provide their age (n=164)

The above distribution varied slightly for the different sites, although the trend remained consistent. In Tembisa, 91,7% were between 18 and 35 years, in Soweto 94,7% were within this age bracket, and in Soshanguve 83,5% were between 18 and 35 years.

That said, during the site observations it was noted that there were elderly people at the campaign – mostly to speak to the FSCA about unclaimed pension benefits. This was reiterated by the data collected during the KIIs with the FSCA. In addition to this, there were requests from older participants for more relevant opportunities. While this is not applicable to the youth-orientated campaign, it does illustrate a need for similar opportunities or campaigns for other community members.

Figure 11: Feedback about older attendees and their needs

"Older people came, they knew FSCA dealt with unclaimed pensions (so even though they) are not related to youth we needed to prioritise their needs". KII, FSCA

"Please bring organisations who cater for people who are over 35 as we also need opportunities." Follow-up calls, Female 35-45 years, Soshanguve

"There were people there - elderly – but it was a youth event. But they had relevant questions...It might be someone who has 10 clothing accounts – they need to know how to get out" KII, FSCA

Aligned to the purpose of the campaign – to support employment and opportunities for young entrepreneurs - the level of education for the participants was important. From the analysis of the sample, this was appropriate with the majority of participants having finished matric or received further education.

Figure 12: Over 70% of the overall sample had either finished matric or had additional training

	Below matric	Finished matric	Further education
Tembisa	20.8%	50.0%	29.2%
Soweto	15.8%	52.6%	31.6%
Soshanguve	18.2%	35.5%	46.3%
Overall	18.3%	39.6%	42.1%
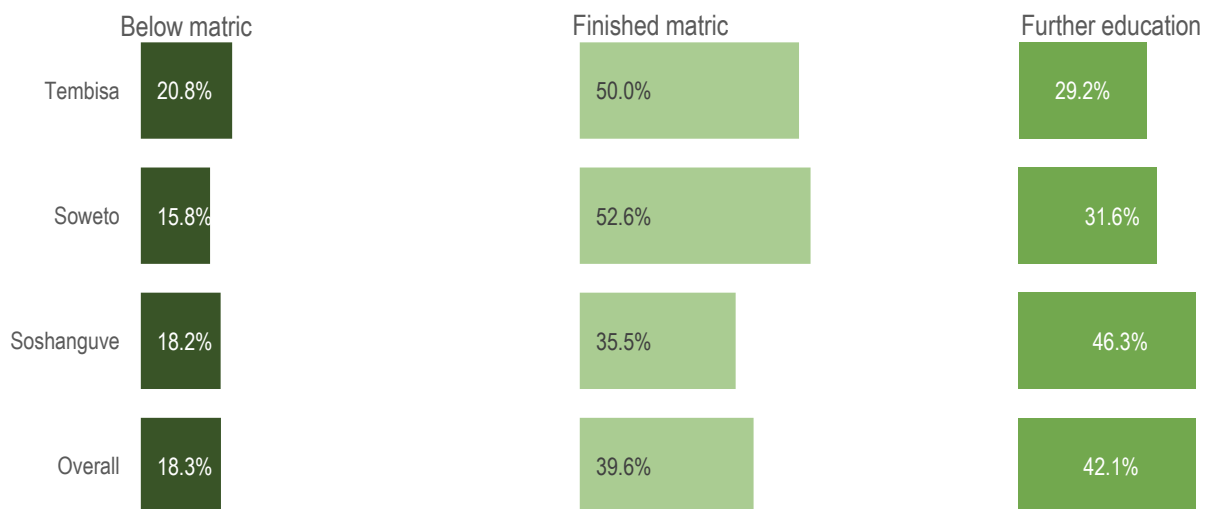
4.2. EFFECTIVENESS

This section discusses the effectiveness of the stakeholder collaboration – specifically between the FSCA and the appointed service provider as well as the exhibiting stakeholders. The successes and challenges regarding the overall implementation of the Youth Empowerment Campaign are also discussed.

4.2.1. Stakeholder Engagement

There were two primary organisations responsible for the design, development and implementation of the Youth Empowerment Campaign namely: the FSCA and the appointed service provider. Based on the KIIs with both parties, there were challenges at the commencement of the project. These were largely linked to ambiguity around roles and responsibilities as per the scope of work detailed in the Request for Quotation (RFQ). From the service provider's perspective, it was understood that they were responsible for the implementation of the activities, but not the funding or project management thereof. This was interpreted differently by the FSCA. This misalignment was further complicated by the nature of FSCA procurement where payment is held back until after the services have been delivered (and after the standard 30 working day payment period). This presented operational challenges for the service provider – a smaller organisation which did not have sufficient capital to front these costs prior to payment. This was exacerbated by delays in the procurement pipeline which meant that even after invoices had been submitted by the service provider, invoices were not always paid quickly which resulted in implementation delays (discussed in more detail in Section 4.2.2).

Small, Medium and Micro Enterprises (SMMEs) contribute valuably towards "economic growth, innovation and job creation" (Bureau for Economic Research, 2016). As a key player in the financial sector, it is optimistic that the FSCA is including such businesses in their tender processes. However, this more inclusive approach highlights a need for the FSCA procurement processes to be adjusted to ensure that SMMEs can realistically complete.

On the part of the FSCA, this was particularly challenging as the successful service provider was actually the second service provider appointed for this project and thus there was already pressure for a quick turnaround. This was exacerbated by the fact that the Consumer Education Department and the Procurement Department work slightly differently which presented challenges for the campaign team who do not have the ability to pay invoices. This suggests that more collaboration between the different departments within FSCA would be beneficial to ensuring such processes are extradited as quickly as possible. **Error! Reference source not found.** provides examples of feedback related to frustrations with the procurement process – both from the FSCA and the service provider perspective.

Figure 13: The FSCA procurement process caused challenges with project implementation

"Suddenly there is an additional logistical cost (+/-R2 million) which the service provider is expected to pay for (and is then reimbursed). This type of cost is too much for an organisation of our size" KII, Service Provider

"We want to give BEE companies an opportunity. But they don't have capital. You can't tell a small company we have this project worth R1.3 million then you need to pay for it all and only invoice after the fact", KII, FSCA Representative

"Our solution was that we funded the first activation. These costs were then invoiced and FSCA tried to have a quicker payment time. There were still delays. Activations were delayed because of the delayed payment" KII, Service Provider

Other than the procurement and payment challenges discussed above, the relationship between FSCA and the service provider was positive. There were mixed opinions regarding communication – this tended to vary, but overall both parties were happy with the degree of communication and reported a positive working relationship in terms of the actual implementation of campaign activities.

In addition to liaising with the service provider, it was FSCA's responsibility to secure the stakeholders who would exhibit at the events. This had varied success. The majority of the stakeholders approached were organisations or entities which have an existing relationship with the FSCA. Effort was made to target stakeholders who are prioritise youth-focused activities – particularly around employment, entrepreneurship, funding and financial management. While many of the stakeholders approached expressed enthusiasm for the campaign objectives, this did not always translate into attendance at the campaign. In some cases, the stakeholder would confirm their attendance the week before the event, and then fail to arrive on the day of the campaign. At the same time, there was inconsistency in attendance of the same stakeholders between the three campaigns. Of the 18 confirmed stakeholders, only seven attended all three campaigns which equates to 39%.

Based on the site observations during which the evaluation team engaged with some of the stakeholders it was communicated that, at least for the government entities, staff participating in the campaign were not paid overtime – as the campaign was implemented over a weekend. This was reiterated in the KII feedback: "When we follow up with them, they say they won't be paid for work on a Saturday" (KII, FSCA).

Simultaneously, due to the existing relationship between the FSCA and these entities, there was no official Memorandum of Understand (MOU) signed between the exhibitors and the FSCA. Unfortunately, this means that there is no accountability for a stakeholder who does not attend.

Table 4 below illustrates the attendance of participating stakeholders at the three campaigns.

Table 4: The consistency of exhibiting stakeholders at the campaigns was disappointing

Confirmed stakeholders	Tembisa	Soweto	Soshanguve
Chemin	✓	X	X
City of Tshwane	X	X	X
Companies and Intellectual Properties Commission (CIPC)	✓	✓	✓
Credit Ombudsman	✓	✓	✓
Department of Labour (DOL)	✓	✓	✓
Department of Trade and Industry (DTI)	X	X	X
Gauteng Consumer Department	✓	✓	✓
Global Environment Facility (GEF)	X	X	X
Harambee	✓	✓	✓
Industrial Development Corporation (IDC)	X	X	X
National Credit Agency (NCR)	✓	X	✓
National Empowerment Fund	✓	✓	✓
National Liquor Authority (NLA)	X	X	X
National Youth Development Agency (NYDA)	X	X	✓

QCoin	X	✓	X
Small Enterprise Development Agency (SEDA)	✓	✓	✓
Small Enterprise Finance Agency (SEFA)	X	X	X
South African Revenue Services (SARS)	X	X	X

Stakeholders who actively participated in the campaign had very mixed feedback. There were frustrations with some components of the campaign implementation – particularly related to communication, being informed ahead of time and the changing dates. Examples of these frustrations, captured from the KIIs, are illustrated in Figure 14.

Figure 14: Stakeholders exhibited frustrations with components of project management

"We didn't have meetings in between (the campaigns) to discuss what worked and what didn't so we could adjust activities for the subsequent activations" KII, Stakeholder

"It would be good if they could send the invitation ahead of time…and changing the dates was difficult" KII, Stakeholder

"The programmes (for the campaigns) were handed out 5 minutes before the launch. That is a challenge. You want to be prepared", KII, Stakeholder

Despite the challenges with the implementation, the overall feedback regarding ongoing relations with FSCA is positive. All stakeholders recognise the value in working together and are keen to continue attending similar events in future: "Yes, we will avail ourselves for another event. We have been working with FSCA for a long time!" (KII, Stakeholder).

4.2.2. Marketing

As discussed earlier in the report, there were challenges with the procurement and payment process. As the service provider noted: "The activations were delayed because of a delay in payment" (KII, Service Provider). The third site campaign was in Soshanguve (14th of July 2018) and this was the most successful. By this time, efforts had been made to ensure that the FSCA procurement process was as streamlined as possible (although challenges were still noted). There was a reputational risk component for the service provider due to the low numbers in Tembisa and Soweto. For these reasons, in the case of Soshanguve, promotion of the event began on Monday 9th of July, five days before the campaign on Saturday 14th of July. Due to limited funding, the service provider paid for the additional four days of activations as an opportunity to illustrate the value (KII, Service Provider). By comparison, in Tembisa and Soweto "pamphlets were put up on Thursday/Friday ahead of (the campaign) on Saturday. The public did not have enough time" (KII, Service Provider). During the follow-up calls, participants were asked for recommendations regarding future campaigns. One of the cited recommendations was more marketing.

The success of this more extended promotional period is reflected in **Error! Reference source not found.** showing both the decline of the proportion of participants who had not heard about the campaign before attending, as well as a similar decline in the need for additional marketing. These findings emerged from the follow-up calls.

Figure 15: Extended marketing resulted in increased exposure to participants

Had not heard about the campaign before   More marketing required
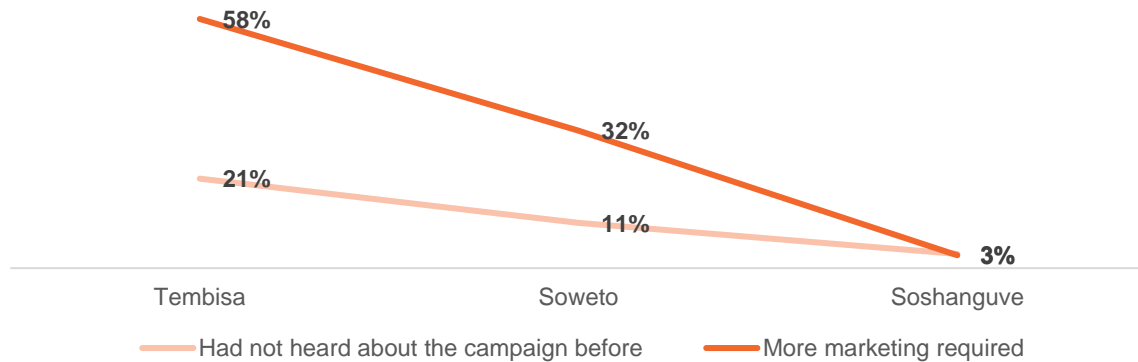
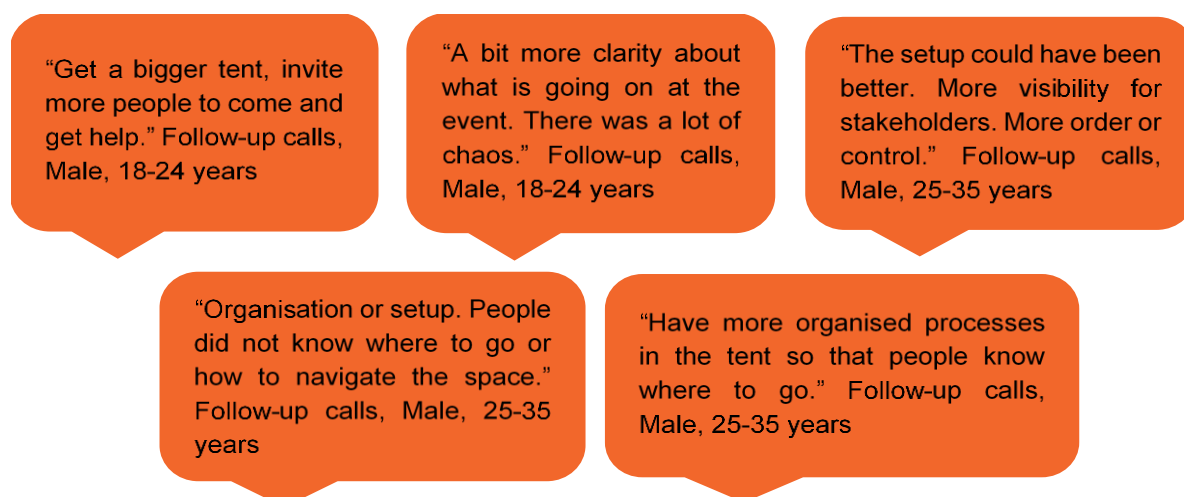## 4.2.3. The Effectiveness of On-Site Implementation

4.2.3.1. Venues

The initial brief in terms of the venue requirements was that they should be close to public transport and in a residential area – to ensure close proximity to the target audience. However, one of the challenges was that the venues had to be able to comfortably host 800 people. Finding a venue which would fulfil all of these specifications was difficult. There were also some budgetary limitations which were further compounded by the difficulties with the FSCA procurement process. For this reason, the venues that were selected were municipality-owned – this was led by FSCA with the service provider supporting. As such, they were the appropriate size and, due to an existing relationship with the FSCA were aware of the procurement processes.

Based on feedback from the observation forms, KIIs and the participant feedback, the venues for Tembisa and Soshanguve were appropriate, but there were issues with the venue in Soweto particularly because it was in a very quiet area which impacted on attendance.

It should also be noted that in many ways the Soshanguve campaign was different to that at Tembisa and Soweto. There were significantly more people than expected and this had a knock-on effect on the implementation staff, and the stakeholders' ability to address everyone's queries and questions as well as adding complexity to the management and logistics of that many people. Similarly, the number of people did mean it was more difficult to navigate within the tent, with large queues for numerous stakeholders. Examples of the feedback from Soshanguve participants is captured in Figure 16 below.

Figure 16: Soshanguve participants were frustrated with campaign logistics

"Get a bigger tent, invite more people to come and get help." Follow-up calls, Male, 18-24 years

"A bit more clarity about what is going on at the event. There was a lot of chaos." Follow-up calls, Male, 18-24 years

"The setup could have been better. More visibility for stakeholders. More order or control." Follow-up calls, Male, 25-35 years

"Organisation or setup. People did not know where to go or how to navigate the space." Follow-up calls, Male, 25-35 years

"Have more organised processes in the tent so that people know where to go." Follow-up calls, Male, 25-35 years

Despite the frustrations noted above, overall the venue-related operations on the day were a success. It was observed that all the exhibitor stalls and the stage were set up appropriately and timeously at each of the three sites. This was supported by positive feedback about the service provider's coordination captured from KIIs with the FSCA: "They led a successful project. The setup was good." (KII, FSCA).

It should be noted that the timing of the campaign during winter may have been a factor. All of the venues were outside with open air marquees. The temperatures for the weekends in question were particularly cold, suggesting that even if people were interested in the content, they were disinclined to going outside. This sentiment was also communicated on some of the comments linked to the social media posts.

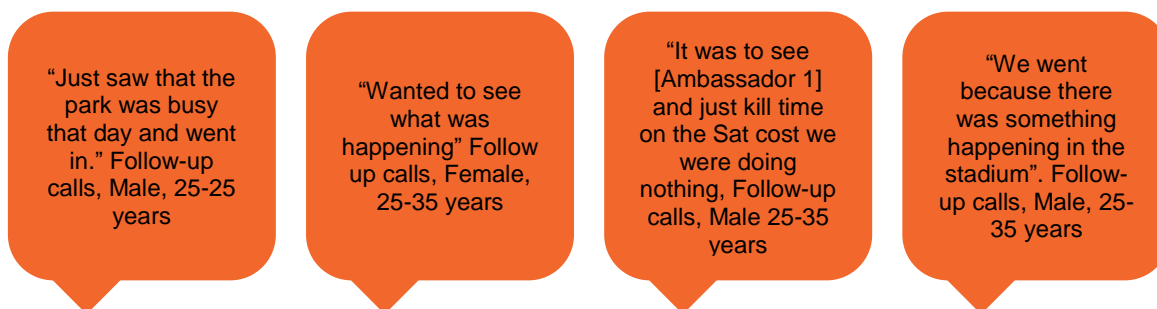## 4.2.3.2. Music and food

Figure 17: Participants queuing for food, Soshanguve

Effort was made to ensure that the caterers on the day were from the local community. This worked well across the three sites. There was sufficient food for both the stakeholders and the participants. The latter was difficult to gauge considering the variances in numbers between the sites, but based on feedback from KIIs with the FSCA, as well as the site observations, there were no significant issues.

The relevance of the music has already been discussed in Section 4.1.1.3, this section will focus on the effectiveness of the music. Based on the site observations as well as KII feedback, the music was extremely effective in attracting youth to the venue. In cases where people had not heard about the event ahead of time, they were intrigued by the music and so came to investigate what was happening. In this way, as an incentive tool it was very useful in ensuring that additional youth had access to the campaign in addition to those who had heard about it through the marketing efforts. However, it does mean that there were also participants who were not prepared for the other content. While they may have been interested in engaging with the stakeholders that were present, they did not have the documents required. Equally, this method of attracting the youth can mean that they are not interested in the other components. Some feedback, especially from participants at the Tembisa and Soweto events reflected this. This reemphasises the need for pre-event promotions and marketing.

Figure 18: The entertainment components of the campaign were positive incentives for attendees

> "Just saw that the park was busy that day and went in." Follow-up calls, Male, 25-25 years

> "Wanted to see what was happening" Follow up calls, Female, 25-35 years

> "It was to see [Ambassador 1] and just kill time on the Sat cost we were doing nothing, Follow-up calls, Male 25-35 years

> "We went because there was something happening in the stadium". Follow-up calls, Male, 25-35 years

The sound system worked well across all three sites, however, as mentioned earlier in the report, the volume was a challenge. This was supported by site observation feedback and the KIIs: "In Tembisa, I don't think YFM understood that when there are engagements between the stakeholders and ambassadors. Some of the stakeholders said that the level of noise was too much – it was hard to listen to the beneficiaries' questions," (KII, FSCA). Effort was made to address this with the subsequent campaigns, however, the music did tend to overshadow some of the other components of the campaign.

4.2.3.3. Stakeholder Attendance and Engagement

As already mentioned in this report, there were challenges with stakeholders confirming their attendance and then failing to arrive on the day. This had negative consequences for the effectiveness of the campaign as there were fewer stakeholders for the participants to engage with, and in some cases, they had come to meet with a specific stakeholder who was not actually present.

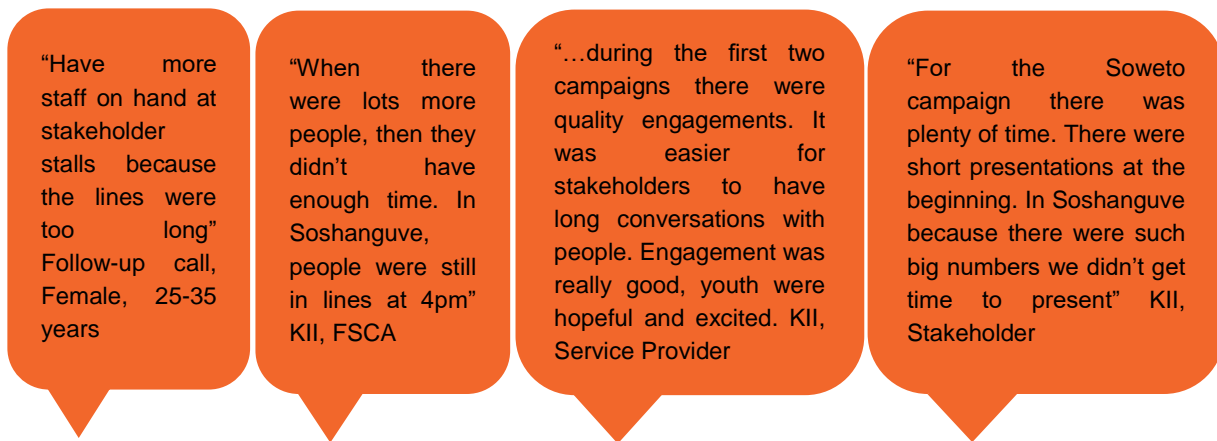**Figure 19: Example of an empty exhibitor stall, Tembisa**

In addition to this, it reflected poorly on the organisation of the event as many of the stalls were empty. One of the key objectives of the campaign was to inspire hope in the youth by providing them with access to organisations and institutions who can support and assist them. This had the opposite effect when many of the stalls were empty indicating that the youth are not a priority. As observed at the activation in Tembisa, "The campaign is a good initiative but all stakeholders need to commit and show up," (Observation Form, Tembisa).

That said, the stakeholders in attendance had ample time to engage with the participants. However, the quality and depth of engagement was influenced by the attendance. As an example, although the numbers of participants at the Tembisa and Soweto campaigns were significantly less than at Soshanguve, it was observed that this allowed the stakeholders to hold detailed discussions with those attending. By comparison, in Soshanguve, there were so many people, that the engagements were quite rushed, or limited due to the demand from others. These observations were supported by feedback captured during KIIs and with the participants contacted during the follow-up calls. Figure 20 below presents examples of this feedback.

Figure 20: Engagement between the stakeholders and participants varied across the sites

> "Have more staff on hand at stakeholder stalls because the lines were too long" Follow-up call, Female, 25-35 years

> "When there were lots more people, then they didn't have enough time. In Soshanguve, people were still in lines at 4pm" KII, FSCA

> "…during the first two campaigns there were quality engagements. It was easier for stakeholders to have long conversations with people. Engagement was really good, youth were hopeful and excited. KII, Service Provider

> "For the Soweto campaign there was plenty of time. There were short presentations at the beginning. In Soshanguve because there were such big numbers we didn't get time to present" KII, Stakeholder

4.2.4. Achievement of Reach Targets

Based on a variety of reasons, discussed above, the attendance at the campaign varied significantly across the three sites. Soshanguve, reaching a total of 1266 people, exceeded the target of 800

Figure 21: Attendance at Soshanguve far exceeded the target and other site' attendance

participants per site by 466 people. That said, overall, the total attendance was 1756 and the average attendance per site was 585 – below the target of 800. Figure 21 below illustrates the attendees per site, compared to each other and the target.
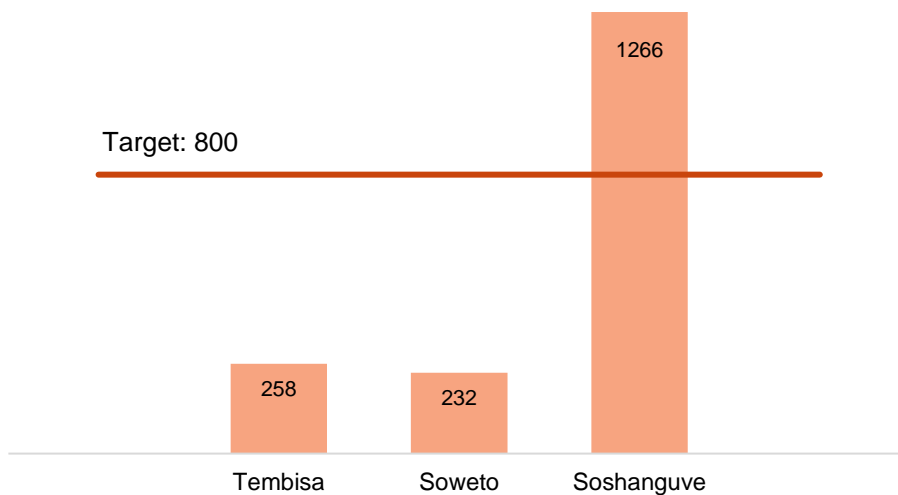
4.3. EFFICIENCY

This section focuses on the efficiency of the campaign which deals specifically with timing – both in terms of the overall campaign as well as the on-site implementation. While the budget information available to the evaluation team was limited, there are components of cost which were observed during the campaign which are explained in more detail in the section below.
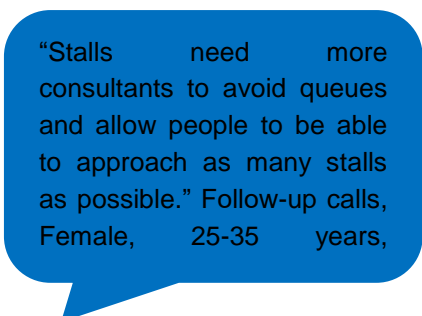
4.3.1. Campaign Timing

While the campaign was initially planned to be implemented during the month of June – this is Youth Month in South Africa, due to delays in the procurement process this became difficult. At the same time, when the FSCA and the service provider teams began the process of sourcing appropriate venues, it became apparent that there were numerous other campaigns and activities occurring during the same period. This made it difficult to secure a venue, and, in order to ensure community members could attend this FSCA sponsored campaign (due to competing events) it was determined that it would be delayed and implemented on 30 June, 7 and 14 July in Tembisa, Soweto and Soshanguve respectively.

Fortunately, the delays in the timeline of the campaign did not seem to negatively impact the stakeholders. This was specifically because the campaigns were over a weekend, and as such, few had conflicting work commitments and thus could adjust their schedules as needed.

4.3.2. The Efficiency of On-Site Implementation

In terms of the timing on the day, the feedback from the observations and the KIIs suggest there were minor delays at all three campaigns. However, consistently it was reported that the service provider, YFM and FSCA were all on-site ahead of schedule. The delays were specific to the stakeholders. In Soshanguve, the participants were asked not to approach the stalls when they arrived as they had not yet arrived and set up. In addition to this, while in Tembisa and Soweto there was more than enough time to engage with the participants, in Soshanguve, the numbers were significantly higher. This equated to a high number of queues and frustration on the part of the participants.

"Stalls need more consultants to avoid queues and allow people to be able to approach as many stalls as possible." Follow-up calls, Female, 25-35 years,

4.3.3. Costs

The evaluation team was unable to secure a detailed budget breakdown for the Youth Empowerment Campaign which limits the degree to which the budget can be evaluated against programme activities. However, through the process of the evaluation two areas of concern related to cost have been highlighted.

While the evaluation team was unable to secure the precise cost for securing Ambassador 1 (multiple emails to his booking agent went unanswered), due to his name in the industry, it is suspected that his costs were high. This was reiterated by KII feedback with the FSCA "[Ambassador 1] was expensive" (KII, FSCA). As mentioned earlier in this report, there were frustrations with his success as the ambassador, specifically around his appropriateness as an ambassador for a youth-focused campaign. As such, it may be worth investigating alternatives for future projects to enable the securement of other stakeholders who would add to the overall value of the campaign.

Some of the feedback from the participants was that the venue was far from where they lived and required they pay for transport to get there. But reducing other costs, it may be possible to provide free transport to local youth for future campaigns of this nature, thereby increasing the overall value of the campaign.

While it is recognised that food is a valuable incentive for the campaign – and the procurement of local suppliers does benefit the community - based on the site observations, there were additional food costs specifically for the service providers. This food was different to the refreshments provided to the participants and included additional expenses such as rented tables and chairs, as well as flowers (see Figure 22).

Figure 22: Dining area for stakeholders, Soshanguve

Lastly, as mentioned above, one of the challenges with the stakeholders not showing up is that the staff are not paid for the time they spend at the campaign as it is scheduled over a weekend. With additional funding, there may be an option for another form of incentive – perhaps a voucher – which could be given to the stakeholders as a thank you. This could also entice staff to follow through on their commitment to attend a particular campaign thereby solving one of the key challenges of the campaign.

4.4. IMPACT

This section discusses the intended impact of the Youth Empowerment Campaign on the participants and the unintended consequences.

4.4.1. Impact on Audience Members

Despite the fact that the campaign did not exceed the number of targets set, there are numerous components which have been successful (discussed in detail above). Over 1500 people had access to information and resources to support them with seeking employment and/or entrepreneurial decisions. One of the challenges with assessing the overall impact is that none of the stakeholders exhibiting at the campaigns recorded the number of youth they engaged with, or tracked their progress through the organisational pipeline. [14] Furthermore, many of the participants believed that they would get a job through the campaign and thus left frustrated and disappointed.
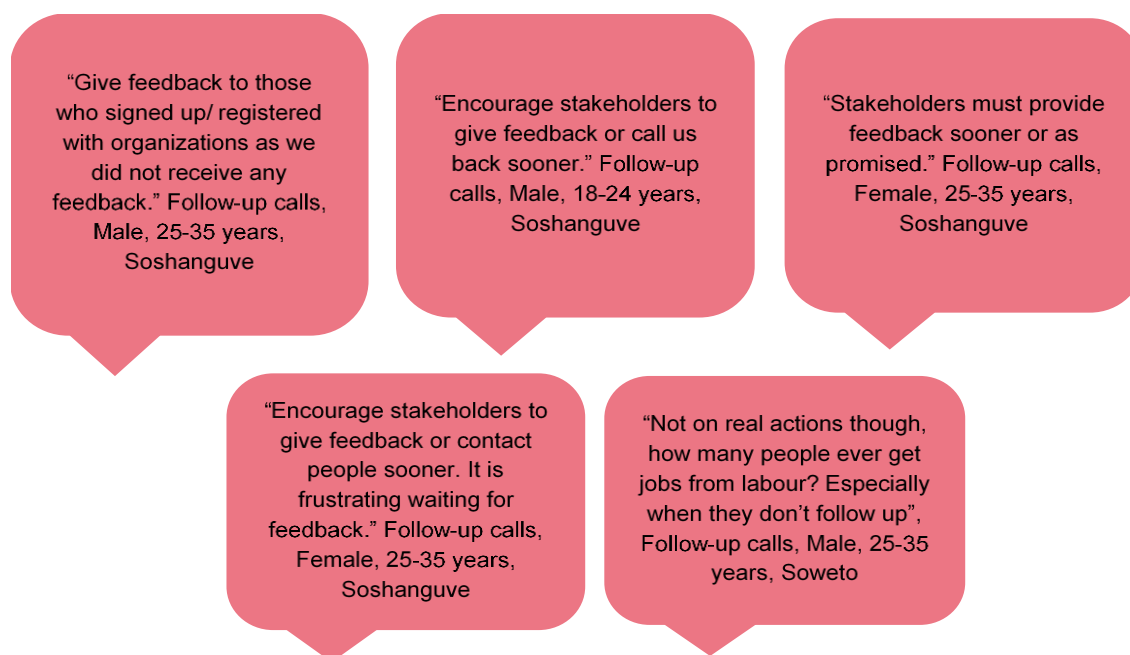
Only 13% of the participants received stakeholder feedback

This was exacerbated by the severe lack of follow-up on the part of the stakeholders. Overall, only 13% of the participants sampled indicated they had received any form of feedback from the stakeholders they had signed up with (Follow-up calls). With minor exceptions, the majority of feedback was in the form of an SMS notification from a stakeholder indicating that their CV had been received and captured on the database.

While participants appreciated the exposure that they were given through the campaign, the lack of stakeholder feedback was noted as very frustrating and disheartening. This is directly in opposition to what the campaign intended. Figure 23 illustrates some of the frustrations recorded by the participants.

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[14] It is possible that this information is available internally, but despite numerous attempts by the evaluation team requesting this from the stakeholders included in the KII process, it was not forthcoming.

Figure 23: Lack of stakeholder feedback was a key frustration for participants

"Give feedback to those who signed up/ registered with organizations as we did not receive any feedback." Follow-up calls, Male, 25-35 years, Soshanguve

"Encourage stakeholders to give feedback or call us back sooner." Follow-up calls, Male, 18-24 years, Soshanguve

"Stakeholders must provide feedback sooner or as promised." Follow-up calls, Female, 25-35 years, Soshanguve

"Encourage stakeholders to give feedback or contact people sooner. It is frustrating waiting for feedback." Follow-up calls, Female, 25-35 years, Soshanguve

"Not on real actions though, how many people ever get jobs from labour? Especially when they don't follow up", Follow-up calls, Male, 25-35 years, Soweto

Interestingly, the stakeholders interviewed were also frustrated with the lack of evidence supporting the impact of the campaign, arguing that to be able to illustrate impact as organisations they need to record when and where they interact with the public and be able to show whether or not they find jobs as a result. "One has to go back to Harambee and the Department of Labour[15] to see if anything came of it. To see how many people actually got jobs" (KII, Stakeholder).

It should be noted that during the follow-up calls, there were many challenges with participants having recorded a relative's number, or an incorrect or non-existent number. This could have just been for the register, but the lack of people answering their phones was quite high. In the context of job seekers, this is concerning and may well have had a negative consequence to the impact of the programme e.g. in cases where a stakeholder did try and was unsuccessful in contacting the participant.

The positive impact of the campaign was limited to the stakeholders who were present, and the resources they provided. In many cases, the requirements were quite specific e.g. a business plan or matric, but the needs of the youth attending were more diverse. There is an opportunity to diversify the impact by providing a broader spectrum of exhibitors including skill development organisations, private sector employers and tertiary institutions.

4.4.2. Unintended Consequences

The service provider sought to secure local caterers who had existing mandates to operate in the campaign areas. This had an additional benefit in the form of income generation for members of the local communities.[16] As discussed earlier in the report, one of the challenges with hiring small, local businesses is the need for initial payments ahead of service delivery. This is critical due to cash flow challenges. Should FSCA continue prioritising the appointment of local small businesses, adjustments will need to be made to the procurement processes.

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[15] Primary stakeholders collecting CVs

[16] As per J.M. Branding and FSCA requirements, these service providers were vetted to ensure they were able to provide quality service.

The FSCA presence at the campaign attracted some elderly members of the public who were looking for solutions to pension concerns. As observed, and reported in the KIIs, every effort was made to address these queries as quickly as possible, but this did, in some cases, mean that less resources were available for the target audience: youth.

During the campaign, some of the promotional material was still branded as FSB. While it is understood there is a need to use the existing stock, during this transitional period between FSB and FSCA, this could be confusing to the public who received these items and/or for the others who saw a person wearing an FSB branded t-shirt or cap.
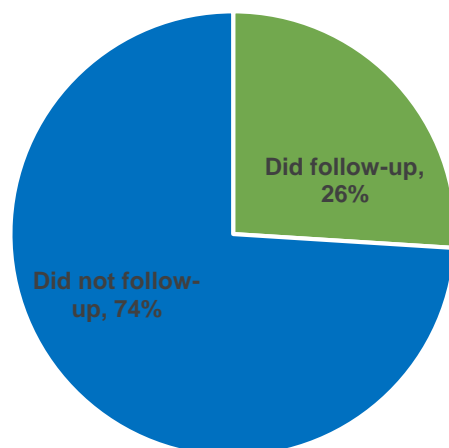
4.5. SUSTAINABILITY

This section measures whether the benefits of attending the Youth Empowerment Campaign are likely to continue in the long-term.

The nature of this campaign is not intended for long-term sustainability. It is rather an opportunity for youth to be exposed to opportunities and information and through this to be empowered in their own lives. Unfortunately, due to the lack of candidate monitoring on the part of the stakeholders, it is not possible to track to what extent this campaign helped with employment or entrepreneurial opportunities.

During the follow-up calls, one of the questions asked was whether or not the participant had followed up with a stakeholder since the campaign. This is a disappointing story with only 26% indicating some form of effort to contact a stakeholder.[17] This breakdown is illustrated in Figure 24 below.

Figure 24: Only 26% of participants followed up with a stakeholder after the campaign

This high proportion of participants failing to engage with the stakeholders after the campaign does not indicate long-term sustainability. The nature of the campaign itself is one campaign in a community. This also does not lend itself to more sustainable solutions. If there were a range of campaigns which occurred in the same community on a regular basis, there is a possibility that this

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[17] Contact is considered anything from following them on a social media platform, looking at their website, emailing or phoning them.

would help to establish a rapport with the youth, and thus result in more meaningful long-term engagements.

5.   CONCLUSION

The Youth Empowerment Campaign was a pilot project to test a holistic approach to youth empowerment where participants had access to a myriad of stakeholders providing information and resources relating to employment, entrepreneurship and financial decision-making and management.

While the number of participants at the Tembisa and Soweto sites was low, Soshanguve exceeded the target of 800. The demographic of participants was well aligned with the youth-focus of the campaign. The stakeholders who exhibited at the campaign were appropriate for the youth and reflected positive relationships with the FSCA. However, consistent attendance on the part of the stakeholders was disappointing.

There were a myriad of procurement challenges, however, the on-the-day implementation by the service provider was a success – and their marketing effort for Soshanguve was particularly effective. The music was a positive incentive attracting people to the sites but the content during the campaign could be expanded further. While Ambassador 1 was the official Ambassador, feedback from the participants, FSCA and stakeholders suggests that Ambassador 2 was more informed, engaged and better suited to the target audience.

One of the biggest challenges with this campaign was the lack of follow-up from the stakeholders and whether or not the engagements with participants had any concrete results in the form of job interviews or employment. This was also cited as one of the major frustrations on the part of the participants and should be an area of priority for future implementations of this type of campaign.

6.   RECOMMENDATIONS

Based on the findings of the Youth Empowerment Campaign evaluation, the following recommendations have been identified:

Programme logistics

- FSCA's internal procurement processes caused some delays and challenges with project implementation. Further inter-departmental cooperation, and adjustment of processes to support the appointment of SMMEs would help improve this going forward.

- Establishing MOUs with exhibiting stakeholders may support more reliable participation due to the accountability of a contract.

- The quality of contact information collected through the registers was a challenge. This could be improved by providing more information about the reason for collecting the contact details. An additional data capture resource would also support this.

- It is understood that municipality-owned venues were selected. In future, it would be beneficial to ensure these are all in close proximity to the targeted community.

- As illustrated by the success in Soshanguve, an extended period of pre-event marketing and promotions is important for ensuring high participation numbers.

- For future engagements with youth, a social-media campaign is preferred. The effectiveness of such a campaign would be further improved if the FSCA developed its own online followers who could be leveraged for projects of this nature.

- The campaign sought inspire hope and opportunity in the youth. Appointing a business leader or motivational speaker as a campaign ambassador, rather than a comedian, would be recommended in future.

Content and sustainability

- More diversity of stakeholders would be recommended for future campaigns. Examples include entrepreneurs from the informal sector (community-level), businesses which require unskilled or semi-skilled labour and tertiary institutions. While there were multiple stakeholders collecting CVs, there were fewer opportunities for those without formal education either seeking employment, skills development or funding for studies.

- It is recommended that the MOU with exhibiting stakeholders includes a requirement for the invited stakeholders to report on the pipeline of participants they engaged with to understand how they benefitted (i.e. whether or not they have received support following the campaign in the form of job interviews or even employment).

- Learning from the success of the Industrial Theatre and Game Show project, it may be valuable to consider integrating this type of component into the campaign. This would increase the opportunities for sharing financial knowledge.

- Post-campaign engagement on the part of the participants was very limited. Going forward, it may be beneficial to encourage the participants to follow-up with the stakeholders they are interested in.

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