

## YOUTH EMPOWERMENT CAMPAIGN | CASE STUDY

### INTRODUCTION

Aware of the challenges facing South Africa's unemployed youth, the Financial Sector Conduct Authority's (FSCA) <sup>1</sup> 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, funded by the Financial Services Consumer Education Foundation, commenced in June 2018 and was concluded in July 2018.

The purpose of the evaluation conducted by Genesis Analytics was to gain insights into the planning and implementation of the campaign, as well as the degree to which it improved financial education awareness among the target audience through exposing the youth to available employment opportunities and funding sources to promote entrepreneurship. The evaluation also provides recommendations on how the campaign's design and implementation could be improved going forward.

### PROJECT OVERVIEW

In the context of the identified challenges facing unemployed youth in South Africa, the FSCA's Youth Empowerment Campaign aimed to:

- Create awareness of financial literacy and management (particularly on savings and investments);
- Educate consumers on the challenges contributing to poor financial decision-making;
- Encourage entrepreneurship; and
- Link youth to potential employers.

The campaign commenced on 30 June 2018 at Tembisa in Moriting Park. This was followed by a second activation on 7 July 2018 at Soweto Cricket Oval. The last activation took place at Soshanguve and was held at the Giant Stadium on 14 July 2018. The Youth Empowerment Campaign reached a total of 1756 participants across the three activations.

**The key objective was to pilot a holistic approach to youth empowerment where participants had access to a myriad of stakeholders providing information and resources relating to employment, entrepreneurship, 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.



<sup>1</sup> Previously the Financial Services Board (FSB)

## APPROACH TO MONITORING & EVALUATION

The programme's theory of change was formulated by the evaluation team and approved by the FSCA. The theory of change depicts the logic (or theory) underpinning the project by identifying the project activities. The latter is utilised to show how they lead to immediate outputs, and showing how these, in turn, inform future outcomes and affect impact objectives in the long-term. **The intended impact of the Youth Empowerment Campaign was to expose youth to potential employment and entrepreneur opportunities while emphasising the importance of financial management and saving.**

### DATA COLLECTION PROCESS

In conducting the Monitoring and Evaluation for the Youth Empowerment Campaign, data was collected during various programme phases, using different methodologies. This is illustrated in the figure below:

**FIGURE 1: Overview of the methodology employed by the evaluation team**



The successes and lessons learned that are presented below are based on the data collected via these methods.

## SUCCESSES

### PROJECT IMPLEMENTATION

- Overall, both the FSCA and the appointed events management service provider reported it was **a positive working relationship**. The set-up for each of the campaigns was a particular area of success.

*"(The service provider) led a successful project. The setup was good." (KII, FSCA)*

- The FSCA has existing positive relationships with a variety of relevant stakeholders. This resulted in **significant buy-in** and an appreciation for the opportunity to reach the youth through the campaign.

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

- All stakeholders recognise the value in working together and are **keen to continue attending similar events in the future**.

*"Yes, we will avail ourselves for another event. We have been working with FSCA for a long time!" (KII, Stakeholder)*



## ATTRACTING AND ENGAGING THE PARTICIPANTS

- 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.

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

- **85% of the campaign participants were between 18 and 35 years of age** – thus appropriate for the target audience of the campaign.
- **Over 70% of the overall sample had either finished matric or had additional training** and thus had appropriate levels of education for the campaign as it aimed to support employment and opportunities for young entrepreneurs.
- A competition took place at each activation and required the participants to answer questions about the stakeholders in attendance. This was a **valuable way to keep those attending engaged**. It also provided another opportunity to emphasise responsible saving.
- The marketing efforts for the Soshanguve activation were particularly successful with **1266 participants in attendance. This was over the established target number of 800 for each of the activations.**



## LESSONS LEARNT

### PROJECT IMPLEMENTATION

- There were challenges at the commencement of the project between the FSCA and the appointed events management service provider. These were largely linked to ambiguity around roles and responsibilities and was further exacerbated by financial processes. The FSCA is guided by the Public Finance Management Act (PFMA) in the facilitation and completion of procurement and finance-related processes. These procedures can be highly bureaucratic and inflexible.

*"In the beginning, the scope of work was not clear. We understood what needed to happen from a functionality perspective but that didn't include project management – and the funding thereof." (KII, Stakeholder)*

- While many of the stakeholders approached expressed enthusiasm for the campaign objectives, this did not always translate into attendance at the campaign activations. **Of the 18 confirmed stakeholders, only seven attended all three of the activations which equates to 39%.**
- Stakeholders found the **lack of communication** at key points of the campaign frustrating.

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

- At Soshanguve 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**. This led to complexities relating to the management and logistics of assisting the amount of people in attendance.

*"There was a lot of chaos" (Follow-up calls, Male, 18 - 24 years).*

- While the music was a good incentive to attract the youth (and worked well), in some cases it was too loud and **interfered with the participants being able to effectively engage with the content provided by the stakeholders.**

*"I'd prefer if they shared more information (relevant 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)*



## FROM THE BENEFICIARY PERSPECTIVE

- Many of the participants believed that they would get a job through the campaign and thus left frustrated and disappointed. 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.

*"Give feedback to those who signed up/registers with organisations as we did not receive any feedback." (Follow-up calls, Male, 25 - 35 years)*

- It should be noted that the evaluation team had **severe challenges contacting the sample using the numbers provided on the registers**. This experience may have been shared by stakeholders attempting to contact the participants.
- Similarly, while further feedback is needed from stakeholders, this should go both ways. Only **26% of participants** interviewed indicated they had attempted to contact a stakeholder themselves.



## GOING FORWARD

### PROGRAMME LOGISTICS

- Establishing Memorandums of Understanding (MOUs) with exhibiting stakeholders may support more reliable participation due to the accountability of a formal agreement.
- 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 capturer 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 to 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.



Prepared By

**G:ENESIS**  
UNLOCKING VALUE FOR 20 YEARS