



Measurement for enhanced impact

TOOLS & UNDERSTANDING FOR EFFECTIVE MEASUREMENT
OF ENKE: CATALYST PROGRAM



behold

THE CHANGE OF SOCIAL BUSINESS



This report was commissioned by **enke: MYM** to Behold SA in the period of August and September 2018. The content of the report, including the articulated results, are propriety of **enke: MYM**.

The methodology used to come to the results presented, is a generally accepted methodology. Both the use and the instructions for the use of it are not bound to any propriety as such.

The opinions expressed in the report about the effectiveness of **enke: Catalyst** Program, are those of Behold SA and based on its experience and expertise relating to matters of social impact measurement and management.

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List of Abbreviations and Terms

enke	Short name for enke: Make Your Mark
NEET	Not in education employment or training
Catalyst Program	The enke: Catalyst Program
Catalysts	References participants in the enke: Catalyst Program
ToC	Theory of Change

Executive Summary

enke: Make Your Mark (enke) commissioned Behold SA to conduct an independent assessment of the activities and related monitoring and evaluation tools for the enke: Catalyst Program to date. This evaluation project had the following objectives:

1. To evaluate and measure the impact that the Catalyst Program has made and to what extent it can be attributed to *enke*.
2. To evaluate and assess the accuracy of the measurement tools available in enke: Catalyst Program.
3. To provide recommendations based on the assessment

enke: Make Your Mark is a leadership development and training organisation that generates and incubates youth-led social impact projects, developing the skills of youth to increase their effectiveness as leaders and ability to contribute to a positive future. The organisation runs three youth and leadership development programs for high school, post-secondary and post-school youth, as well as specialised consulting services for other organisations.

This project was focused on the enke: Catalyst Program, which was designed for youth (ages 18-35 years old) that are not in education, employment and training (NEET) to

- Break the continuum of hopelessness by working with post-school, unemployed youth to rebuild their self-belief and resilience through training, practical experience and inspiration.
- Inspire and support a bias toward entrepreneurial thinking and innovation by helping young people develop the skills, networks and desire to identify and access opportunity.
- Help youth place themselves into employment, education or enterprise.
- Build a scalable program to reach hundreds of thousands of youth by 2030.

The pilot of the Program was launched in October 2016, and to date, 141 youth participated and 129 have graduated from the Program. The organisation developed the curriculum and measurement tools for the enke: Catalyst Program using thorough research and have run 3 tests with the intent of continuously learning and improving the program for effective scale.

The overall purpose of this evaluation project was to assist enke to better understand the effectiveness of its activities, monitoring tools related to the Catalyst as part of continuous improvement and plans to scale and contribute to reducing the number of youth who are not in education, employment or training (NEET). The evaluation project was conducted from 6-31 August 2018.

Behold SA utilises the SROI (Social Return on Investment) methodology for understanding and articulating impact generated. Thus, this assessment will have a strong social aspect while ensuring that all the technical aspects that may not affect people directly are accounted for.

Introduction

Overview

enke: Make Your Mark is a leadership development and training organisation that generates and incubates youth-led social impact projects, developing the skills of youth to increase their effectiveness as leaders and ability to contribute to a positive future. We do this by connecting, equipping, and inspiring young people to implement social impact projects that tackle issues that affect their communities. This contributes to developing effective young leaders – youth who have the desire and capability to access post-school opportunities, whether that's an internship, employment, entrepreneurship, or civic leadership.

Since 2009, enke has trained over 3,000 youth, whose projects have had a positive impact on over 69,000 people in communities across South Africa. Additionally, through the shared experience of enke's programs, youth become part of a community of diverse youth who are autonomously working towards achieving better futures for themselves and with each other.

The enke: Catalyst Program was designed for youth (ages 18-35 years old) that are not in education, employment and training (NEET). The objectives of the Catalyst Program are to:

- Break the continuum of hopelessness by working with post-school, unemployed youth to rebuild their self-belief and resilience through training, practical experience and inspiration.
- Inspire and support a bias toward entrepreneurial thinking and innovation by helping young people develop the skills, networks and desire to identify and access opportunity.
- Help youth place themselves into employment, education or enterprise
- Build a scalable program to reach hundreds of thousands of youth by 2030

The program is made up of 3 core modules and has been delivered as a mix of residential and non-residential training with youth between the ages of 18 and 35.

- Personal Development - participants are taken through rigorous personal development training focused on rebuilding self-belief and self-confidence.
- Entrepreneurial Development - using Design Thinking, participants enter an entrepreneurial development module.
- Life Outcome/Pathway Training - over 3 months, participants engage with information and resources to guide them through navigating the obstacles they will face around access to education, employment and training.

enke: Make Your Mark developed the curriculum and measurement tools for the Catalyst Program using thorough research and have run 3 tests with the intent of continuously learning and improving the program for effective scale. The pilot of the Program was launched in October 2016, and to date 141 youth have participated, with 129 graduating (completing) the Program. After initial testing, the program has reported on relatively high numbers of participants convert into economically active citizens with both qualitative and quantitative data to prove impact.

Assessment Approach

As Behold SA, our approach is geared towards building capacity within an organization to continue the measurement of social impact, based on a thorough understanding and assisted by tailored software. We strongly believe that the key to successfully maximizing one's social impact, a holistic and participatory approach is needed. However, from time-to-time an independent review is imperative as this provides assurance towards all stakeholders, and it allows for management to reflect and be reflected on. Thus, we are appreciative of enke's desire to learn and improve through conducting this independent review.

Behold SA utilises the SROI (Social Return on Investment) methodology for understanding and articulating impact generated. Thus, this assessment will have a strong social aspect while ensuring that all the technical aspects that may not affect people directly are accounted for.

For this project, Behold SA followed a tailored version of our standard approach to social impact measurement, in order to meet the Project Objectives. This approach ensured that our independence as evaluators was guaranteed. Our standard approach is a participatory process (kick-off and feedback workshops) to establish the project's key focus areas. In this approach, we do not assume that we can effectively measure impact without direct and full input from those that are directly managing and participating in the program.

The procedure conducted was as follows:

1. Kick off Workshop
 - a. This includes the Theory of Change workshop which was held with the staff & board of directors.
2. Assessment of current tools
3. Data collection & Processing
 - a. Best Practices & Socio- demographic analyses
4. Analysis and draft reporting
5. Feedback workshops
6. Final reporting

Limitations

The main limitation for this project was the time constraint. The evaluation project was carried out from 6-31 August 2018. The reason for conducting the evaluation within the constrained time period was for operational reasons as due to an internal leadership transition where the individual at enke with the greatest background and knowledge on the Catalyst Program was leaving and their input was essential in understanding the data collected. With more time we may have been able to conduct a more in-depth assessment, however, we were able to conduct the project to our satisfaction and are confident in the procedures applied and the results from the assessment.

Results

Summary from Procedures Undertaken

The TOC workshop

Behold SA conducted a kick-start Theory of Change Workshop with the *enke* staff directly and indirectly associated with the Catalyst Program. The purpose of the kick-start workshop was to determine the Outcomes and Ultimate goal of the Catalyst Program, and establish the indicators needed for impact measurement.

The result of the kick-start workshop was the definition of one Ultimate goal and 6 related Outcomes as follows:

The Ultimate goal of the program according to the staff at *enke* is

“Young people are socially and economically active in a sustainable manner”.

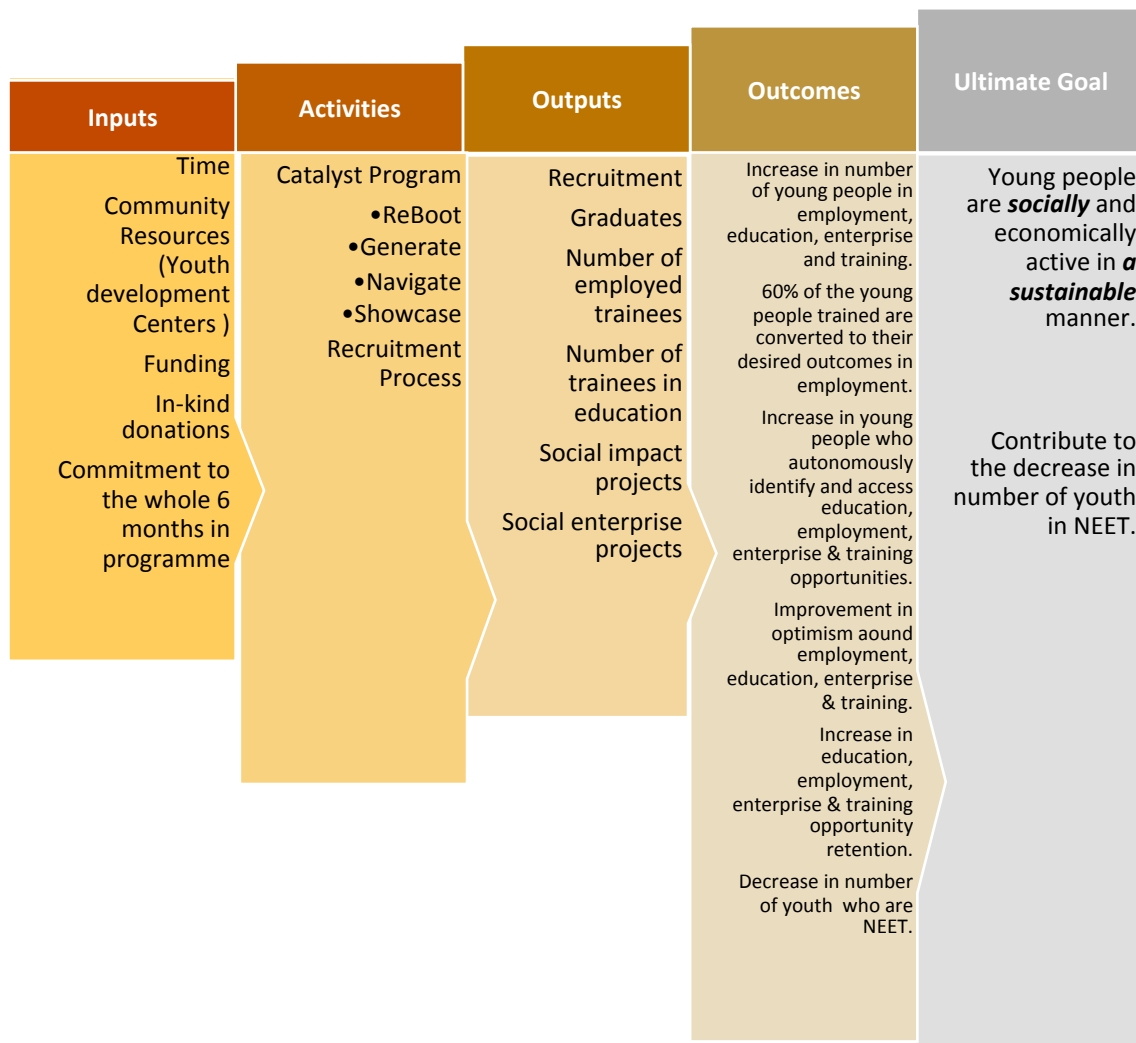
When coming to this goal, there was a discussion around the use of the words “socially” and “sustainable”, which could be misinterpreted or misunderstood outside of the Program’s intended context, and potentially lead to problems when presented to potential funders & sponsors.

With the understanding of the Program’s Ultimate Goal, the staff had to come up with a consolidated list of Outcomes, which would inform Behold SA’s impact measurement and calculation of the Catalyst program. The list of indicators is as follows:

- i. Increase in number of young people in employment, education, enterprise and training.
- ii. 60% of the young people trained, are converted to their desired outcomes in employment.
- iii. Increase in young people who autonomously identify and access education, employment, and enterprise and training opportunities.
- iv. Improvement in optimism around employment, education, enterprise & training.
- v. Increase in education, employment, enterprise & training opportunity retention.
- vi. Decrease in number of youth who are NEET.

Workshop with Board of Directors

Following the kick-start workshop, the second step was presenting the findings to *enke*’s Board of Directors, and gathering further input on any additions or subtractions to the Outcomes and/or Ultimate Goal created by the *enke* staff. Through this discussion, the board put forward the addition of the word ‘increase’ at the beginning of the Ultimate Goal, thus changing it to: “Increase in the number of young people who are socially and economically active in a sustainable manner”. There was agreement that as direct as this statement is, it does present issues such as *enke* being fully responsible for increasing the number of youth no longer NEET. The discussion also brought forward a more direct goal, which was: “Contribute to reducing the number of youth who are NEET”.



Focus Groups – Beneficiaries

The aim of speaking to the Catalyst Program beneficiaries was to determine whether enke's Ultimate Goal is being achieved. The main objectives of the focus groups were:

1. To further refine the intended and unintended social impact of the *enke*: Catalyst Program.
2. To assess the Theory of Change and establish whether the activities lead to impact
3. To establish how participants perceive the (social) change, and how they value it.

These objectives were met through two facilitated focus groups, with the following questions being posed to both:

- What has changed in your life since leaving the Catalyst Program?

- In your understanding, what is the aim of the Catalyst Program?
- What has been the influence on the community?
- Has there been a difference in your job hunting?
 - a. Has it changed your approach?

The focus group discussions were recorded in order to have evidence of the discussions.

Quantitative Data

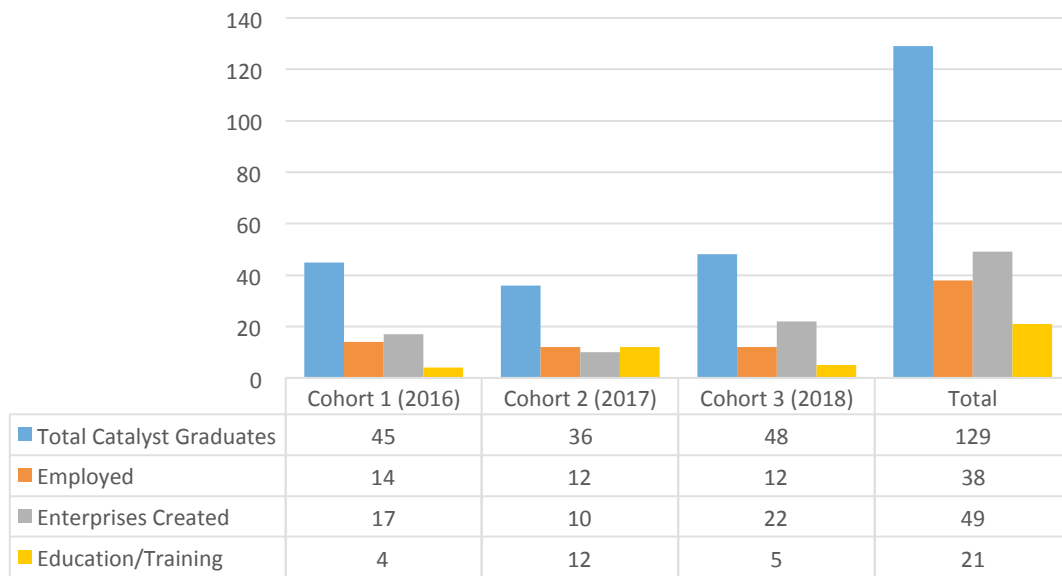
The ultimate goal of the *enke*: Catalyst Program is that ***Young people are socially and economically active in a sustainable manner***; as expressed in the outcomes created by the *enke* staff.

In the 2016 cohort, there were 45/47 graduates from the Catalyst Program; 36/37 Catalyst Program Graduates in 2017 and 48/57 Catalyst Program Graduates in 2018.

The Quantitative data presented below is the visual representation of the data collected by *enke*. The data collected is a reflection of the Catalyst program graduates after they have finished the program, not a year or two after they have finished their training with *enke*'s Catalyst Program. It is important to note that the data collected is a reflection of the status of the graduates after they have completed their training. It is not a reflection of the status of the graduates a few years after they have left the program. This is important, as it could be expected that over a period of one or more years, the participants yield higher results. In order to understand that, longitudinal studies with annual or bi-annual data gathering on the status of participants are necessary.

<i>Cohort</i>	<i>Total Participants registered (started training)</i>	<i>Total Catalyst Graduates (completed training)</i>	<i>Employed</i>	<i>Enterprises Created</i>	<i>Education/Training</i>
<i>Cohort 1 (2016)</i>	47	45	14	17	4
<i>Cohort 2 (2017)</i>	37	36	12	10	12
<i>Cohort 3 (2018)</i>	57	48	12	22	5
<i>Total</i>	141	129	38	49	21

Comparison of Catalyst Graduate Outcomes / Post-Program Placement



Social Return on Investment (SROI)

The method Behold SA uses for impact measurement is called Social Return On Investment (SROI), a framework for measuring and accounting for a much broader concept of value. SROI seeks to reduce inequality and environmental degradation and improve wellbeing by incorporating social, environmental and economic costs and benefits.

SROI measures change in ways that are relevant to the people or organisations that experience or contribute to it. It tells the story of how change is being created by measuring social, environmental and economic outcomes and uses monetary values to represent them. This enables a ratio of benefits to costs to be calculated.

The Social Return on Investment (SROI) is a ratio that gives insight in the social value that is created per invested Rand. A ratio of 2,61 means that per ZAR invested, a social value of R2,61 is created.

The ratio is calculated by estimating the total present value of costs and benefits. The timing of these costs and benefits are taken into account when calculating the present value because future benefits are less valuable than present benefits. How much less valuable depends on the discount rate, a percentage that represents the estimated value depreciation per year.

The Social Return on Investment of enke: Catalyst Program

In our assessment, the SROI of **enke: Catalyst Program** is accurately reflected as R2,61.

This is solid reflection of the social value generated by the project, based on the overall strong quality and availability of the project data, and combined with both the informed insights of **enke**'s management team and our expertise.

Currently **enke**'s management team is extremely conservative with regards to the attribution aspect of the impact claim, which would 'only' make the social value R1,02 per ZAR spend.

Being conservative is an important principle in the SROI methodology when assessing the impact and constructing the impact claim. However, in our assessment based on the qualitative feedback, **enke** is currently under-reporting on the social impact that the program has, due to the very conservative attribution. A key lesson from this assessment is for **enke** to be a bit less conservative in its attribution and more accurately present the true social value that they are creating for the youth in their programs and for society at large.

The Catalyst Program has

- An SROI ratio of **R2,61**
- At a discount of 3,50%
- And a Total Input: R1.258.890,38
- Culminating in a total social value of **R 3.288.008**

To calculate the ratio, one has to know the total present value. The Total present value is the difference between the present value of cash inflows and the present value of cash outflows over a period of time. Total present Value is used in capital budgeting to analyse the profitability of a projected investment or project.

What the ratio means

In order to get the SROI ration, you divide the discounted value of benefits by the total investment.

$$\text{SROI ratio} = \frac{\text{Total Present Value}}{\text{Value of inputs}}$$

An SROI ratio of 1 : 2,61 implies that, for every R1.00 invested, R2,61 of social value has been created for the beneficiaries in the program during the period of assessment.

The discount rate

The definition of a discount rate is "the interest rate used to discount future costs and benefits to a present value". For this project, the discount rate is 3,5%.

Impact Map

Stakeholder	Outcome	Indicator	Impact Claim	Valuation
The Catalysts	Increase in education, employment, enterprise & training opportunity retention.	Unable to measure due to lack of clarity of data.	0%	
The Catalysts	Increase in number of young people in employment, education, enterprise and training.	The number of Catalyst Graduates in employment after graduation. Number of Catalysts in education and/or training after the Program. Number of enterprises created after the Catalyst Program.	15%	R15.382,32
The Catalysts	60% of the young people trained are converted to their desired outcomes in employment.	Increase in finding meaningful employment.	60%	R225.983,55
The Catalysts	Increase in young people who autonomously identify and access education, employment, enterprise & training opportunities.	Difficult to measure	40%	

The Catalysts	Improvement in optimism around employment, education, enterprise & training.	The Increase in optimism, confidence, resilience & self-belief	28%	R3.046.656,62
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Impact claim

The impact claim is a summation of three aspects that provide means to place the measured social value in a broader context. Social value is not created in isolation, and therefore the it is important to understand these three aspects:

- (1) Deadweight: What would have happened in any case
Measured as a percentage. I.e. a deadweight of 60% means, that it is assumed that 60% of the social value would have happened in any case, and that 40% is due to the project intervention.

- (2) Attribution: How much of the social value measured is due to other interventions
Measured as a percentage. This means for an attribution of 90%, that 90% of the measured social value is assumed to be generated by other interventions, and 10% by the project itself

- (3) Displacement: How much of the social value created displaces existing social values.
Also measured as a percentage, whereby a 30% displacement means that 30% of the social value measured is replacing existing social value, and 70% is newly generated social value.

All three aspects are multiplied with each other, culminating in an impact claim that is also expressed as a percentage.

Deadweight (%) X Attribution (%) X Displacement (%) = Impact Claim (%)

Overview of the effect changing attribution on measured social value

In order to come to the SROI ratio and associated social value measured as presented above, an analysis was undertaken whereby the attribution aspect of the impact claim for all outcomes was changed.

At first, the original very conservative view was adopted (see table below with original and amended attribution levels), resulting in a SROI ratio of R1,02. Although this ratio falls within the range of acceptable ratios for SROI, based on the focus group discussions, it is believed that it understates the social value created for the beneficiaries.

Subsequently the attribution levels within the impact claim were amended with 20%, meaning that the attribution percentage was reduced by 1/5 (20%) from the original percentage. Practically that means, that if the attribution level was originally 90%, it was

reduced to 72%. In layman's terms, originally 90% of social value was attributed as being generated by other interventions (meaning 10% generated by the enke Catalyst Program), and that has been reduced to 72% attributed to other interventions (meaning 28% generated by the enke Catalyst Program).

	Original attribution	Original Impact Claim	Amended Attribution	Amended Impact Claim
Increase in number of young people in employment, education, enterprise and training	50%	13%	40%	15%
		R 12.807		R 15.368
60% of the young people trained are converted to their desired outcomes in employment.	50%	50%	40%	60%
		R 188.319		R 225 983
Improvement in optimism around employment, education, enterprise & training.	90%	90%	72%	28%
		R 1.088.092		R 3.046.656,62

Qualitative Data

Focus Groups

To further understand the intended and unintended impact of the Catalyst Program, Behold SA held two focus group discussions with beneficiaries, with the following questions used to facilitate the discussion:

- I. What has changed in your life since leaving the Catalyst Program?
- II. In your understanding, what is the aim of the Catalyst Program?
- III. What has been the influence on the community?
- IV. Has there been a difference in your job hunting?
 - b. Has it changed your approach?

The beneficiaries were divided into two groups - one group of 6 in the morning and another group of 4 in the afternoon. Listening to the beneficiaries of the Catalyst Program there was a clear difference in the way the beneficiaries described their lives before entering the program and after leaving the program.

Results:

I. What has changed in your life since leaving the Catalyst Program?

The beneficiaries described experiencing a difference in their Personal Development, crediting this to the ***Personal Development*** module from the Program.

The mention of using a vision board resonated through both focus groups; giving credit to the increases in confidence, their way of thinking and the approach to people, with the biggest change being having better direction in career planning, business planning and/or achieving personal goals.

The Entrepreneurial Thinking module also resonated through the focus groups. What stood out for the beneficiaries here was learning about leveraging social capital instead of financial capital in order to start a business and/or enterprise. This has taught them to formulate ideas on making money in order to further goals such as studying further or becoming business owners in order to employ community members.

II. In your understanding, what is the aim of the Catalyst Program?

In both groups, phrases such as “changing the lives of youth” and “Make youth economically active by making a change in the community” were thrown around, indicating that what the Catalyst Program is trying to achieve with its ultimate goal, is evident in how the beneficiaries understand the aim of the Program. This proved the intended impact that the Catalyst Program has on the youth who are NEET.

III. What has been the influence on the community?

The beneficiaries expressed that those who have started enterprises have had a positive impact on the community. Additionally, when other community members see the change in the beneficiaries, they also want to go through the change and to go through the program that the beneficiaries have gone through, which is actively encouraged by the Catalysts.

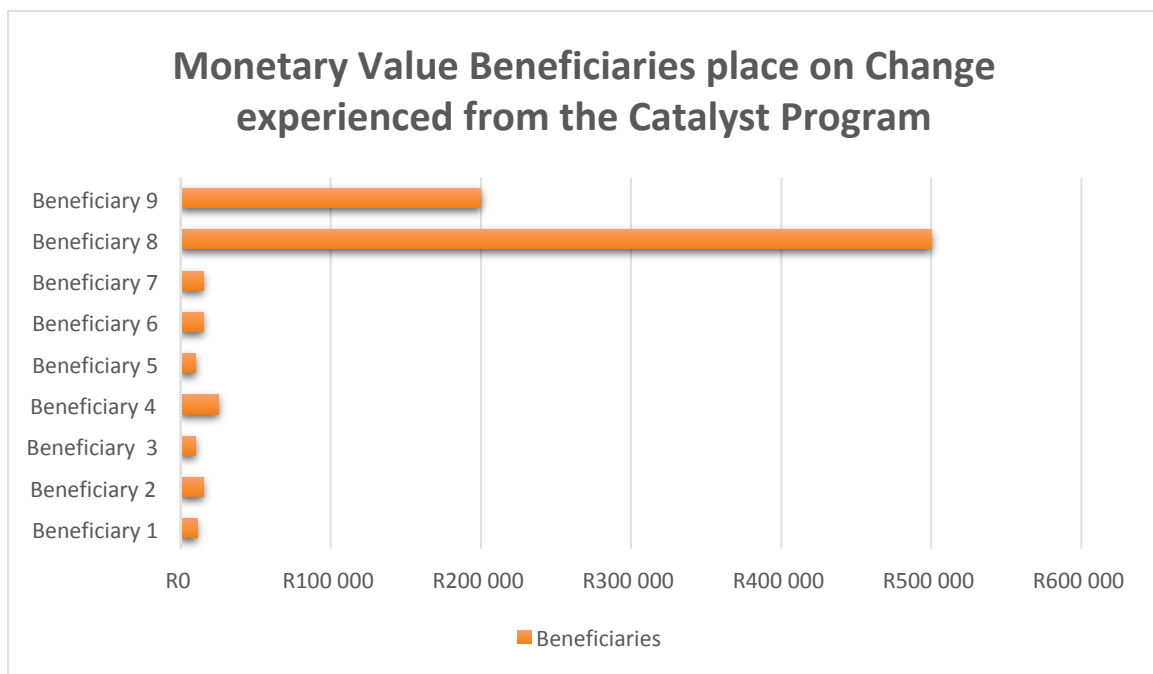
IV. Has there been a difference in your job hunting? Has it changed your approach?

The recent beneficiaries of the Program reported that learning how to structure their C.V. has become a skill they did not know they required in the process of job hunting.

The Program has also restored their hope, as before the program many were feeling frustrated and at a loss for strength to keep applying for employment. The soft skills module contributed to their self-belief and self-confidence, with many reporting that they felt more prepared to face the challenges that life has presented to them.

However, the greatest evidence of programmatic impact came from the question on the monetary value they would assign to the change they believe they have experienced through the program. The most profound answer given was “How do you put a price on your sanity?” Through the discussion, there was a common financial value of R15 000, that the beneficiaries say they would pay for the change they have experienced from being part of the program.

Below is an overview of the beneficiaries’ responses in assigning a monetary to the change they believe they have experienced through the program.



Partner Interviews

West Rand Youth Development Centre

The West Rand Youth Development Centre has been a key stakeholder through the evolution of the Catalyst Program. To that end, we met with West Rand Youth Development staff to determine the perspective the youth centre has about the program. The discussion was focused on the following topics:

- i. How the program has affected the community, according to the youth development centre.
- ii. If and how the program affects the West Rand Youth Development Centre as a whole.
- iii. How the Centre helps returning Catalyst Graduates
- iv. How much would the Youth Development Centre charge for the change catalyst Graduates claim to have experienced as a result of the Catalyst Program
- v. Improvements on the Catalyst Program

As West Rand Youth Development Centre is a skills development centre, creating a partnership with the enke: Catalyst Program was an easy fit. Below is the summary of the discussion had with the partners in response to the above questions.

i. Effect of the Catalyst program

- The effect of the Catalyst Program has been a positive one.
- To some extent, candidates feel it has been a life-changing experience..
- As a result of the program, the Youth Development centre gained a volunteer. Speaking to the candidate, he reiterates how the Catalyst Program helped shape his idea of starting as business. Being part of the program allowed this individual to shape not only his career path, but his mind-set.

Catalyst Program participants do not necessarily enter the Program with an entrepreneurial mindset, however through the course of the Program, most report that they develop this mindset. Instead of only gaining skills to acquire a job, most participants graduate from the Program wanting to take charge of their own careers through entrepreneurship.

The Youth Development centre reports that the Catalyst Program has had a positive effect on members in the community in direct and indirect ways. Catalyst graduates have created a Youth Club that teaches community members about the skills and soft skills learnt through the Catalyst program. Additionally, when speaking about the Catalyst Program graduates, they report that graduates have been motivated by the Program to do better with their lives and because of the changes they experience, they are in turn referring other community members to

apply to be a part of the Catalyst Program. They report that Catalyst graduates are still implementing the skills learned in the Catalyst Program; and that business ideas formed through the Catalyst Program have been implemented by the graduates.

ii. If and how the Catalyst program has affected your organization

There has been an increase in the number of beneficiaries accessing the Youth Development centre for the Catalyst Program, resulting in an increase in the number of people accessing the range of services offered at the Youth Development Centre.

A Catalyst Program graduate has promised to come back to the Youth Development Centre and train people on the skills learnt in the Catalyst Program so that even those who don't get accepted onto the Program can benefit.

iii. How the centre assists returning Catalyst Graduates

The Youth Development Centre offers referrals for any Catalyst Graduates who want to start a business. These referrals are to organisations such as the National Youth Development Agency and Gauteng Enterprise Propeller who offer assistance with branding and marketing materials to get a business off the ground.

Another way the Youth Development Centre helps the Graduates is by providing computers and templates for business plans and business profile drafting.

iv. How much would they charge for the change experienced by the Catalysts?

The Youth Development Centre estimated that the change is worth R10 000, which interestingly, falls into a similar range the beneficiaries assigned to the change experienced through the Catalyst Program.

v. Recommendations

Keeping a track record of the individuals who have graduated from the Program.

Kliptown Job Centre

For the first 2018 intake of the Program, Kliptown Job Centre came on board as a key implementing partner. To that end, the purpose of the meeting with Kliptown Job Centre was to determine the perspective that youth centre has on the program. Similar to the discussion with the West Ran Youth Development Centre, the conversation focused on:

- i. How the program has affected the community, according to the youth development centre.
- ii. If and how the program affects the Kliptown Job Centre as a whole.
- iii. Improvements on the Catalyst program

- iv. How the Centre helps returning Catalyst Graduates
- v. How much would the Youth Development Centre charge for the change Catalyst Graduates claim to have experienced as a result of the Catalyst Program

Below is a summary of the conversation held with the Kliptown Job Centre in response to the above questions asked by Behold SA to the centre.

i. Effect of the Catalyst program

The Kliptown Jobs Centre reported a big difference in the individuals who have been through the program, with the most significant changes being in the individual's self-esteem and communication. The Catalysts are reportedly now better at communicating and handling themselves in an interview, and/or when approaching a prospective business partner or investor.

However, the Jobs Centre reports that there have been no significant effects on the community as a whole. Rather there is an assumption that the community will be affected by the individuals who want to/ are in the process of starting businesses in the community, who will ultimately employ the community members.

ii. If and how the Catalyst program has affected your organization

The Catalyst Program has brought exposure to the Kliptown Jobs Centre. Through word of mouth, Catalyst Graduates go back into the community and communicate that their lives have changed because of the Catalyst program offered through the Kliptown Jobs Centre, which in turn has brought more people into the centre.

iii. How the centre assists returning Catalyst Graduates

The Kliptown Jobs Centre assists returning Catalyst Graduates through revamping and fixing their CVs, and helping the graduates look for and apply to opportunities found on the internet.

iv. How much would they charge for the change experienced by the Catalysts?

The amount the centre would charge for the change experienced by the graduates is a sum between R90 000 to R100 000. The centre believes the program is not just about learning soft skills, but also learning to be practical in the change they have experienced, which inflates the amount the centre believes could be charged.

v. Recommendations

The recommendations from the Kliptown Jobs Centre are that:

- The Catalyst Program should be run for more days in the week, and not just the current format of 2 days in the week.

- The Graduates should have more contact time with the mentors they meet at the Innovation Showcase.

Assessment of Program Content & Demographics

Assessment of Program Content

According to StatsSA, South Africa's unemployment rate is high for both youth and adults; however, in the first quarter of 2018, the unemployment rate among young people aged 15–34 was 38,2%, implying that more than one in every three young people in the labour force did not have a job. Some of these young people have become discouraged with the labour market and are also not building on their skills base through education and training, thus they are not in employment, education or training (NEET).

The enke: Catalyst Program serves youth between the ages of 18 and 35. The Catalyst Program aims to achieve 4 objectives that feed into the need to decrease the number of unemployed youth in South Africa. In its fourth iteration, the ultimate aim is to “build a scalable program to reach hundreds of thousands of youth by 2030”.

The very essence of the Catalyst program is to restore hope to youth that have been plagued by years of unemployment. As a psychological, cognitive construct, hope represents the realistically possible. Research and scale development efforts in the early 1990's led to the design of a dispositional hope scale (Snyder et al., 1991) that deconstructed hope into two separate but related constructs. One concept concerned hope-agency, the ability of an individual to formulate or envision goals that motivated the individual to plan a course of behaviour. The second construct concerned hope-pathways, the ability to see a plan or process by which the goals might be accomplished.

enke's first Catalyst Program objective is to ‘break the continuum of hopelessness by working with post-school, unemployed youth to rebuild their self-belief and resilience through training, practical experience and inspiration’. This objective is achieved and made a reality through enke's Personal Development module.

The second objective of the Catalyst Program is to “Inspire and support a bias toward entrepreneurial thinking and innovation by helping young people develop the skills, networks and desire to identify and access opportunity”. The Catalyst Program has the Entrepreneurial Development module where the youth in the programme are taught to be more than just employees, but to be the employer as well.

The third objective of the Catalyst Program is to “Help youth place themselves into employment, education or enterprise”. enke brings this objective to life by facilitating a module called Ready for Work Training. The aim of this module is to engage the youth with information and resources readying the beneficiaries for the workplace.

Demographics of *enke*: Catalyst Program's beneficiaries

The *enke*: Catalyst Program caters for youth between the ages of 18 to 35. This initiative is for young people who are not in employment, education or training (NEETs).

StatsSA regards youth as being between the ages of 15-34, hence these statistics are indicative of this specific age group. In the approximate 10.3 million South African youth, 3.3 million is estimated to not be in employment, education or training (NEETs). In this age group, 29.6% is male and 35.3% is female.

enke has specific selection criteria that participants need to fit in order to be eligible to be part of the Program. As part of the list of requirements, participants must have a matric certificate and reside in the Johannesburg area, specifically Kagiso or Kliptown- which are townships on the west end of the Johannesburg area.

Analysis & Discussion

Measurement Tools

Data collection:

Each cohort has a social media account through which data is collected, with the aim that the beneficiaries report once a month on developments or changes in their lives with regards to education and/or training, enterprise and employment. This approach gives the choice to report a change entirely on the Catalyst.

The positives of this is everyone is on social media. With over 15 million users in South Africa alone, it's clear that Social Media offers our population many benefits. Of the 15 million users of social media, 45% of these users are WhatsApp users. WhatsApp is the social media platform that the Catalyst program relies on in order for the beneficiaries to report on once a month. This means that the beneficiaries have access to WhatsApp and are able to report and/or ask for support at not much extra cost.

However, the negative of this is that the beneficiaries are left to report at their own discretion. They can report if and when there is a change, meaning that there is no formal system of collecting data from the beneficiaries. Even when the beneficiaries are expected to report once a month, there is no guarantee that the beneficiaries will report on the WhatsApp group of any changes in their NEET status.

Participatory Impact Assessment:

The Participatory Impact Assessment (PIA) involves the adaptation of participatory tools combined with more conventional statistical approaches specifically to measure the impact of humanitarian assistance and development projects on people's lives.

The approach consists of a flexible methodology that can be adapted to local conditions. The approach acknowledges local people as experts by emphasising the involvement of project participants and community members in assessing project impact – and by recognising that local people are capable of identifying and measuring their own indicators of change.

This methodology measures the beneficiaries change in optimism, confidence, resilience & self-belief across the Program. The results can be seen in the table below

Year	Number of people	Percentage Increase
Cohort 1 (2016)	40	88%
Cohort 2 (2017)	30	82%
Cohort 3 (2018)	36	76%

The cumulative results from all three cohorts is a combined reported 82% increase in optimism, confidence, resilience and self-belief, with 106 people reporting positive shifts in these areas.

Recommendations

Data Collected & Ways to Improve data collection

The data produced in the cohort reports are a combination of the previous years' change in NEET status of the youth who participated in the Catalyst Program, and represent an increase in the beneficiaries who have enterprises, have secured employment and are in education and training. The data collected in the Catalyst Program feeds into the organization's ultimate goal, which means it helps in proving this goal. However, through more frequent data collection, the organization could create a time line of how efficient the program is for the beneficiaries in their individual future plans post-the Catalyst Program. The principle of expecting the Catalysts to report back to *enke* puts total autonomy on the beneficiaries, which could make or break the data collection process through the possibility that the beneficiaries forget to inform *enke* of any changes in their EET status.

How to improve impact

One of the questions asked to the beneficiaries during the focus group discussion was how *enke* can improve the impact made by the Catalyst Program. There were a number of ways the beneficiaries suggested to improve the impact that the Catalyst Program, these were:

- I. The first cohort beneficiaries suggested that the program brings back the camp, and credited a lot of the mind set change to the camp as it was the first step in seeing a world beyond their own.
- II. More contact time between the staff and the Catalyst graduates after the beneficiaries have left the program.

To further elaborate on more contact time; the Innovation Showcase where the Catalyst graduates have a mini-mentorship session for their next steps has potential to improve impact. There could be mini-mentorship sessions where the Innovation Showcase mentors come back for a group mentorship session. In this session, the mentors check in with the Catalyst Graduates and further help in informing their next steps. This will not only help in future planning but it will reignite the increase in optimism, confidence, resilience & self-belief that the Catalyst Graduates reportedly experience at the end of the program.

A third recommendation would be to have at least one person from each of the Youth Centres attend a full Catalyst cohort. This will enable the Youth Development Centre to provide better support to the graduates post-program, as they will be able to identify the best opportunities in line with the training.

After talking to the partners, a recurring recommendation was that the recruitment process needs more time, and greater focus on what the Program is about as it is a reason some of the participants drop out before completing the program.

Conclusion

enke: Make Your Mark commissioned Behold SA to conduct an evaluation of the Catalyst Program with the aim of achieving and fulfilling two objectives: To evaluate and measure the impact the **Catalyst Program** has had, and to what extent it can be attributed to **enke**. And the second objective was to evaluate and assess the accuracy of the measurement tools available in **enke: Catalyst Program**. Both of these objectives have been met.

In order to meet the objectives set for this project, Behold SA took a tailored approach to the social impact measurement, based on the Social Return on Investment (SROI) methodology.

Standard in any SROI study is the commencement of the process with a Theory of Change workshop. The discussions taking place during the workshop resulted in a succinct Theory of Change framework, that provided clear direction for outcomes to be measured. Subsequently, data collection and processing would be the norm. However, the rich data available within the organisation ensured that this aspect wasn't much needed, as it was only needed to reorganise the internal data to allow for SROI use.

In order to verify the results and simultaneously also provide qualitative feedback, two focus group discussions were organised. Participants from all three years of the Catalyst Program were present across the two focus groups. The outcomes of the discussion provided an overall positive feedback on the Catalyst Program, with some critical notes for further improvement. Notable results from the focus group discussion are that:

- (a) the call for reintroducing the camp that the first cohorts participated in, but that have been taken out of the Catalyst Program since;
- (b) all participants in the focus group indicate a strong personal development as a result;
- (c) participants articulate the intended program objectives rather accurately.
- (d) Participants indicate that *on average* they would spend R15 000 on the Program if they were to pay for it, with two participants actually indicating the value at R200 000 respectively R500 000.
- (e) More contact time between the staff and the Catalyst graduates after the beneficiaries have left the program. A rehash of the mini-mentorship session held at the Showcase.

The Catalyst Program intends to realise long-term impact. This would have to constitute a long-term approach to social impact measurement, most likely in the form of longitudinal studies. Since that data is not readily at hand for each cohort, most notably because the latest cohort has not yet been out of the program for a year, it was decided to measure the impact of the program outcomes at the end of the program. In other words, what was the change the beneficiaries experienced just after the Catalyst Program had ended.

Another reason to do this lays in the adherence of the evaluators to the conservative views on the possible attribution of the Catalyst Program to the outcomes realised. **enke** in general

takes a rather extreme conservative view on how much of the changes can be attributed to themselves.

To calculate the Impact claim which ultimately gives the SROI ratio, the most important aspect to discuss is the impact claim, which is calculated by multiplying three aspect: Displacement, Attribution & Deadweight (all three are expressed in percentages).

In calculating the **Catalyst Program's** SROI, it was important to note that **enke's** management was very conservative in stating the attribution of the Catalyst program on the social value created for the beneficiaries of the program. This resulted in a SROI ratio of R1,02. Although this ratio falls within the range of acceptable ratios for SROI, based on the focus group discussions, it is believed that it understate the social value created for the beneficiaries.

Subsequently, a less conservative view on the attribution aspect was taken, by increasing **enke's** contribution to the outcomes by 20% across all measured outcomes. This resulted in a SROI ratio of R2,61 and a total social value created of R3 288 008. In our experience and judgement, this ratio and social value represent far more accurately the impact that **enke: Catalyst Program** generates.

This leads to the conclusion and recommendations to **enke's** management team to incorporate a less conservative view.

The assessment of the current measurement tools show a great use of the social media tool WhatsApp to connect to and keep track of current and past participants in the program. It is noted however, that it is currently left to the participants to inform **enke** from changes as they progress through life.

The participatory Impact Assessment is a good tool to understand how the participants experience change. It provides a solid perspective on how the program yield into positive changes towards optimism, confidence, resilience and self-belief.

In discussing ways to improve impact, the following suggestions were brought up:

- i. A more frequent collection of the data by the organization would further help in creating a time line of how efficient the program to the beneficiaries in their individual future plans after leaving the Catalyst Program.
- ii. Data collected per cohort instead of an overall data collection.

Overall, the level of understanding within **enke** of social impact and the process of how to optimize this, is exceptional compared to most of similar organisations we have worked with. The engagement of the management team and staff in deepening the understanding is encouraging and paves the way for continuous improvement in the measurement and management of social value. This in return holds a strong promise for the sustainability of the – at least as far as we can assess – the **Catalyst Program**.