

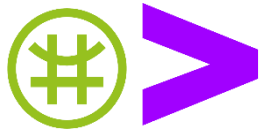


# **'S' measurement framework for youth employment initiatives**

**Methodology Playbook**

December 2023

# The Purpose of the 'S' Measurement Framework for Youth Employment Playbook



Why does this exist?

The 'S' measurement framework for youth employment exists to **holistically measure the sustainable impact of youth employment initiatives**. This framework will identify gaps and opportunities in programming to strengthen initiatives to drive meaningful and impactful programming in South Africa.

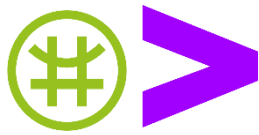
What is it?

The 'S' measurement framework is **a guide developed by Harambee and Accenture Development Partnerships (ADP) to support corporates, NGOs, SMMEs and youth forums to measure the impact of their youth employment initiatives**. This provides standardized reporting to holistically measure youth employment and subsequent systems change.

Who is this for?

**Corporates, NGOs, SMMEs, youth forums and other entities working to combat youth unemployment** through internal or community-based initiatives.

# The Methodology of the 'S' Measurement Framework for Youth Employment Playbook



How was the 'S' measurement framework developed?

**Harambee and Accenture Development Partnerships (ADP) employed a two-pronged approach** through primary and secondary research:

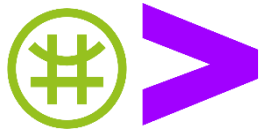
- For primary research, **6** youth NGOs and development organisations, and **7** corporates were interviewed for their insights on measuring the 'S' in ESG.
- For secondary research, **10** youth NGOs and development organisations, **8** corporates and **5** measurement frameworks were researched to better understand the current "what", "how" and gaps in measuring the social impact of youth employment initiatives.

Who created the playbook?

The framework and playbook was **created in collaboration** with an eco-system of partners including:



# Unlocking the 'S' in ESG for Youth Employment



**Environmental, Social and Governance (ESG) is an investment approach which measures the extent to which companies consider the environment, social and governance issues in their activities. The 'S' in ESG represents the social, or society, component including employees, suppliers, customers, and community-based stakeholders.**

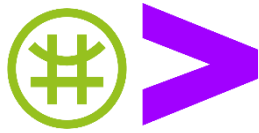
## Contextualising the 'S' in South Africa

- Many South African corporates have adopted ESG reporting, leveraging existing tools to measure their environmental, social and governance aspects.
- But while significant strides have been made on the 'environmental' and 'governance' aspects of ESG, the 'social' aspect remains vague, both in terms of framework, measurement as well the strategic, risk mitigation and commercial benefits for 'social' participants.
- A 2019 Global ESG survey by BNP Paribas revealed that **46% of investors surveyed found the 'S' to be the most difficult to analyse and embed in investment strategies.**
- In South Africa, the measurement of the 'S' can contribute to solving one of the country's biggest challenges - youth unemployment.

## Using the 'S' to address Youth Employment

- As youth unemployment refers to the *share of the labour force without work but available for and seeking employment* it is directly related to the social component in ESG.
- The high levels of youth unemployment in South Africa, coupled with increasing adoption rates of ESG practices and measurements locally and globally, provided Accenture and Harambee with an opportunity to support youth employment organisations in developing a measurement framework focused on the 'S' in ESG.
- It is through utilizing this framework that organisations will be able to quantitatively and qualitatively reflect their impact on youth employment.

# Research objectives, approach and methodology



**Research Objective: What can we learn from NGOs, measurement frameworks and corporates on how they define and measure the 'S' in ESG as it pertains to youth employment initiatives?**



**Research  
Peers**

NGOs

Measurement  
Frameworks

Corporates



**Research  
Approach**

1

Primary Research – Interviews of peers

2

Secondary Research – Desk review of peers



**Research  
Questions**

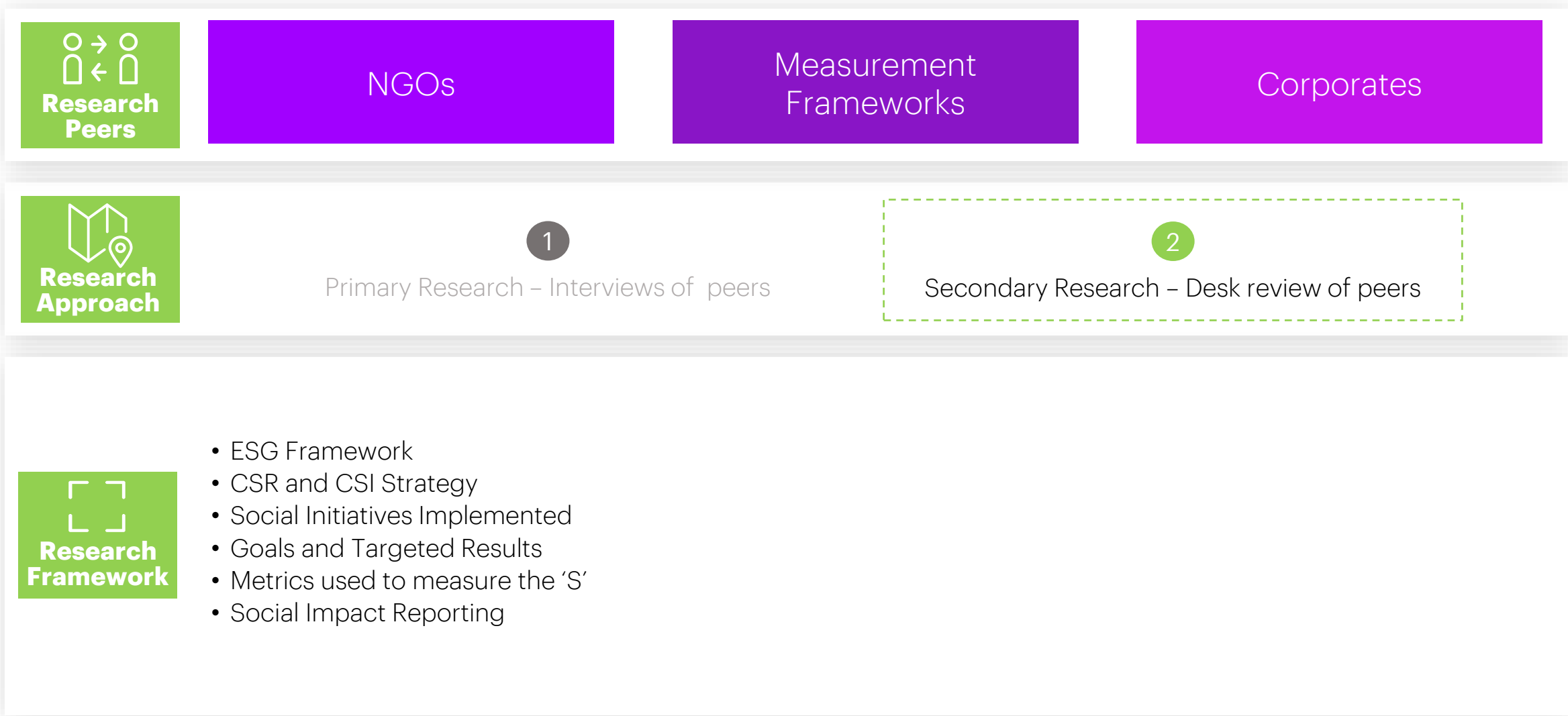
1. What do you know of the S in ESG? And How do you define the S in ESG?
2. How are you currently reporting on the S in ESG, and what metrics do you include?
3. How frequently do you report back the impact of your Social initiatives to funders, investors and Corporates?
4. What challenges, if any, do you experience when measuring the impact of your youth employment initiatives?
5. Do you use any specific frameworks when reporting the impact of your youth employment initiatives?
6. Would an ESG framework that focuses on the S specific to youth employment assist with reporting the true value and impact of your social initiatives?
7. As an organisation supported by numerous corporates and donors, do you find that reporting needs differ per funder or are funder reports replicable as they seek the same or similar information?
8. We understand that with many NGOs and Corporates tackling youth unemployment, the market in SA is quite saturated. What makes the work of your NGO or Corporate unique and how is this demonstrated to funders?
9. Do you have ideas for us as to how we quantify the social impact of youth employment initiatives? What would good look like for you?
10. Unpacking the definition of "S", which one of the two we have created; captures the S well for youth employment, what is missing? what should we add or take away? which definition do you prefer?



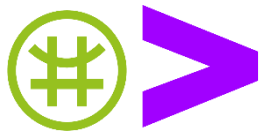
# Research objectives, approach and methodology



**Research Objective: What can we learn from NGOs, measurement frameworks and corporates on how they define and measure the 'S' in ESG as it pertains to youth employment initiatives?**



# NGOs find the 'S' as too broad and elusive



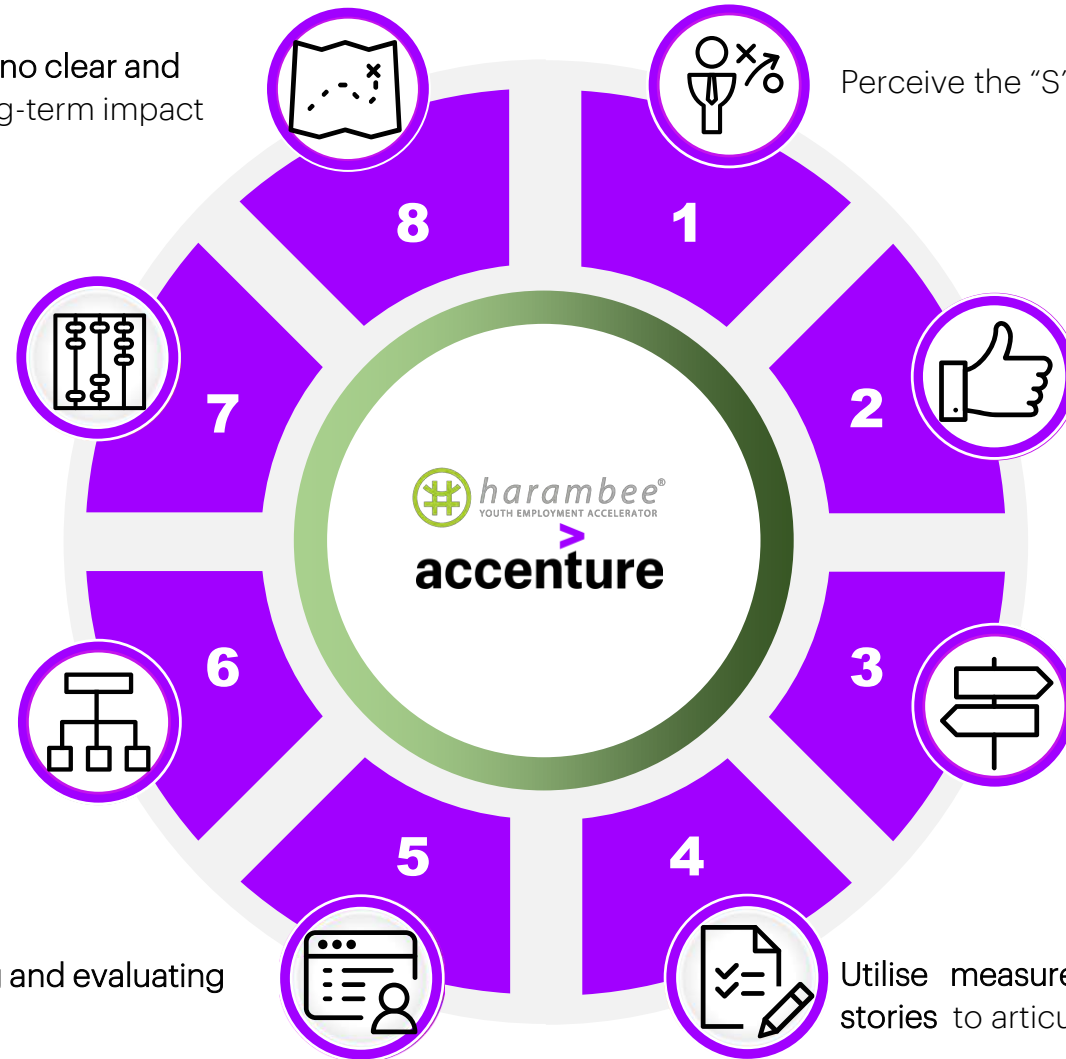
## Primary and Secondary Research Highlights

Quantifying the "S" is a challenge as there is **no clear and standardised metrics** and measuring the long-term impact on the livelihoods of youth.

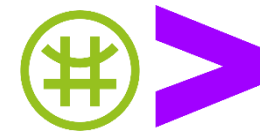
The frequency of reporting and the level of depth varies based on the size of the NGOs.

Majority of the **metrics utilised** are high level i.e., # of participants, # of job placements, # of trained skills, # of registered businesses, etc.

Majority are in the **early stages** of monitoring and evaluating the long-term impact of their initiatives.



# Corporates focus on the 'S' internally



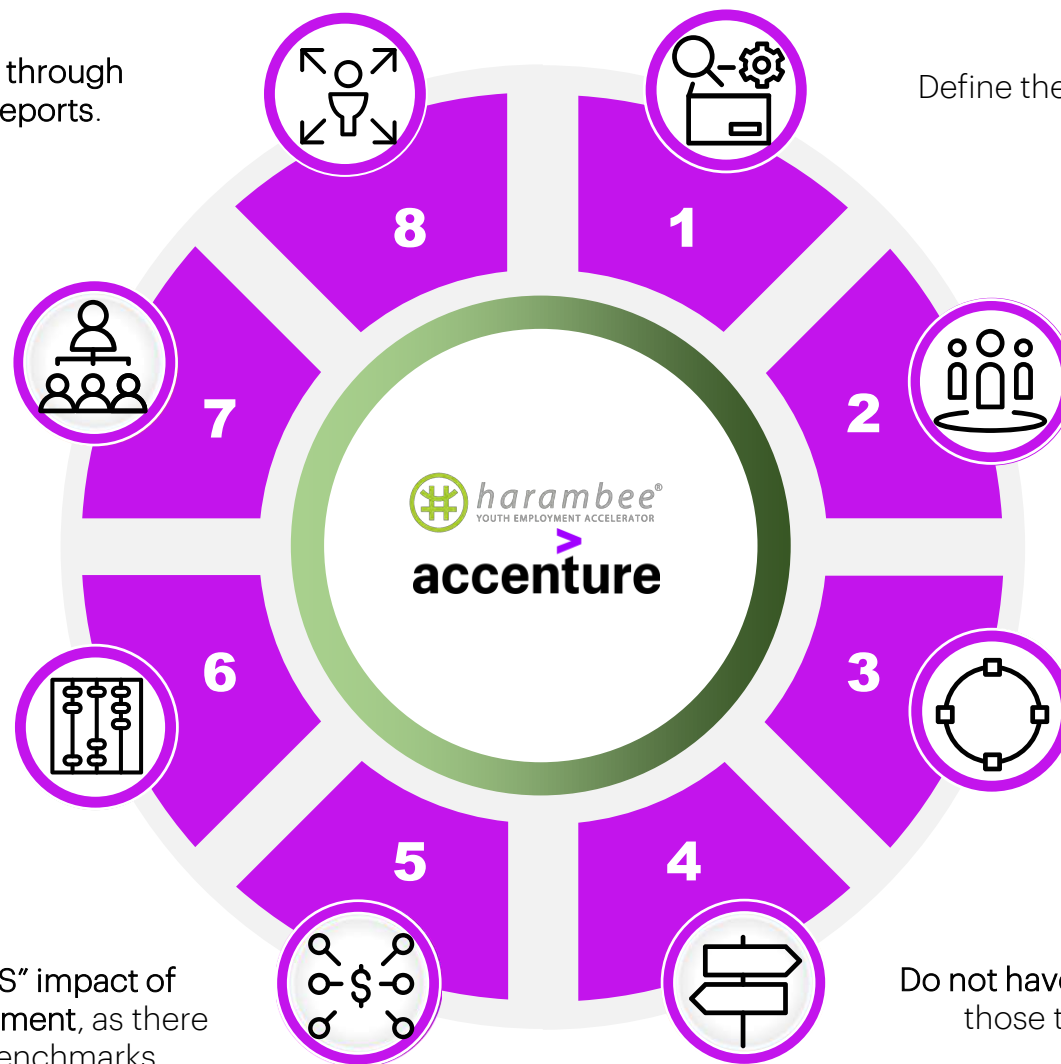
## Primary and Secondary Research Highlights

External stakeholders are usually reported to through integrated annual reports and sustainability reports.

Internally; Board, Committees and Operational teams receive reports on a quarterly and annual basis

Reporting needs and frequency differ internally and externally.

Find it difficult to measure and quantify the "S" impact of their youth programs outside of social investment, as there is no scientific approach and standardised benchmarks beyond monetary contribution



Define the "S" within the context of their operations and social investment

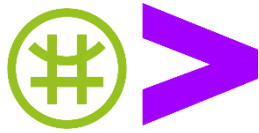
The "S" impact lens is focused on employees and the community at large

Majority have an end-to-end value chain approach when addressing youth unemployment.

Do not have a standardised measurement framework and those that do, are primarily aligning to the group ESG measurement framework



# Measurement Frameworks are not moving the dial



## Primary and Secondary Research Highlights

### 2. UNSDGs

The 17 SDGs are **comprehensive** and have **specific targets** linked to each goal but are not easily measured.

### 1. JSE

Define most of their social metrics within the **context of corporates**, their impact on their employees and impact on host communities through social investment..

### 3. GRI

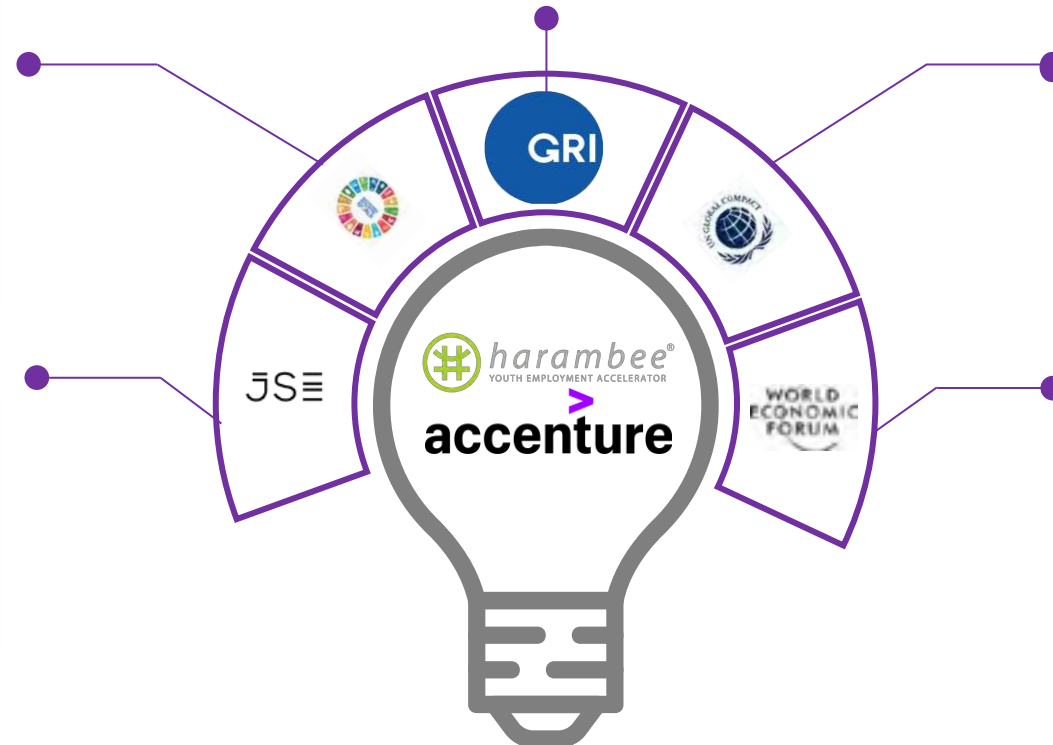
The standards defines most of their reporting/disclosure documents for employees by different categories, but they are **not comprehensive** for measuring the impact made in youth unemployment initiatives.

### 4. UNGC

The first 6 UNGC principles focus on social dimensions such as human rights and labour protection. However, they **do not state how to measure the impact** of putting in place measures in these dimensions.

### 5. WEF

WEF provide **universal metrics** to measure **stakeholder capitalism**. The people pillar contain metrics around equality, well-being and skilling of employees. For community impact WEF looks at the total social investment efforts made towards S in ESG.



# Measuring the 'S' – Our Hypothesis



Measuring the 'S' as it pertains to youth employment provides a business opportunity to standardize reporting across corporates and NGOs, allowing for numerous financial and non-financial benefits.



## Business Opportunity

Businesses that apply ESG frameworks primarily have a focus on the E and G. Due to the broadness of the "S", an opportunity has arisen for creating a visible tool that measures the "S" to provide a cohesive ESG measurement reporting.

The lack of social impact measurements has resulted in a disconnect for the "S" reporting for youth employment initiatives in a standardised manner for between NGOs, corporates and other key stakeholders.



## Key Stakeholders Impacted

NGOs

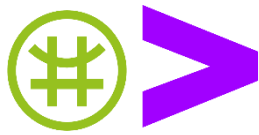
Corporates

Youth



## Hypothesis

Creating a standardized and holistic Social framework within ESG will **enable improved measurement** of the effectiveness, efficiency and sustainability of youth employment initiatives in South Africa. The holistic assessment is **critical for systems change** to address youth unemployment.



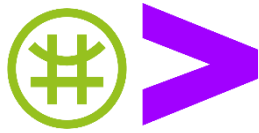
## How to use the guide:

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# Defining the S



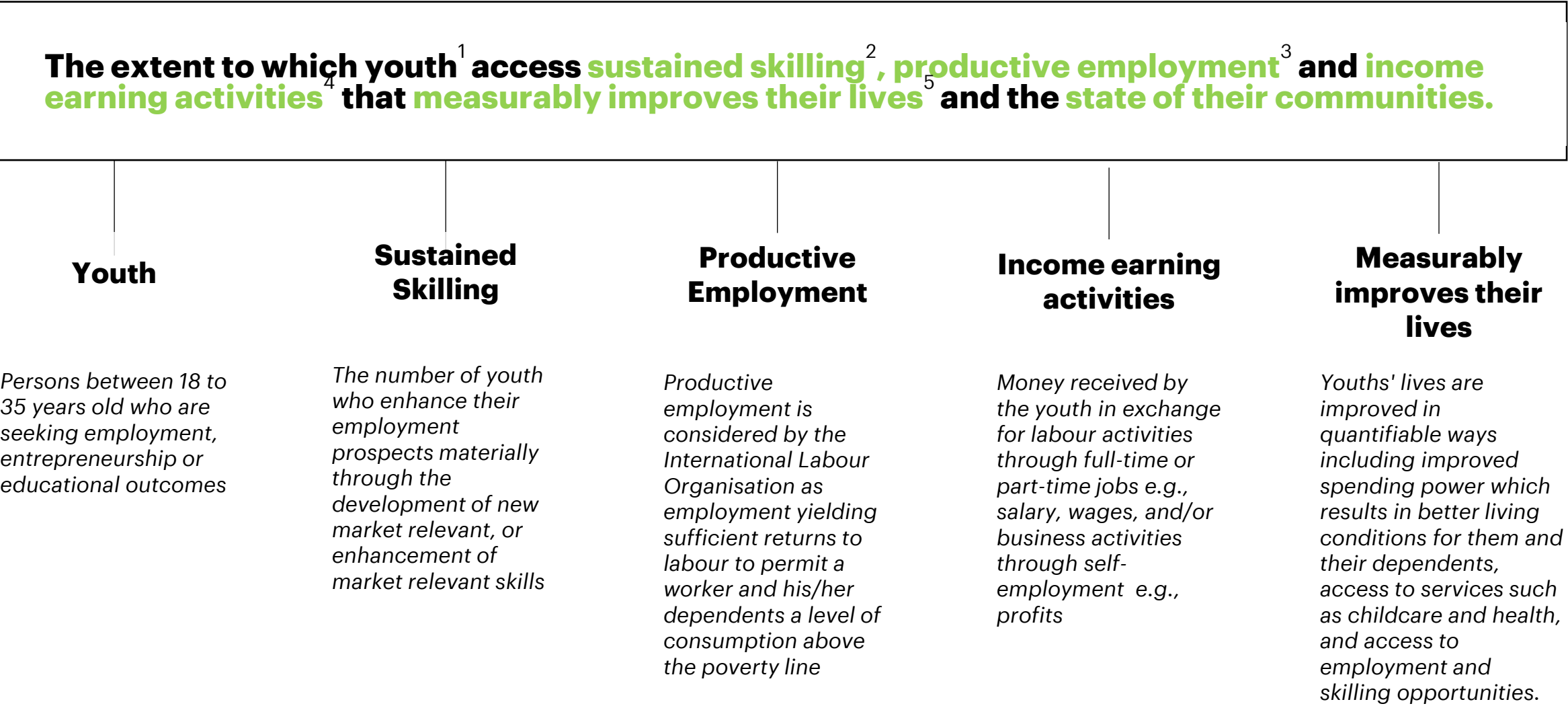
*Our definition of the 'S' for youth  
employment*

**The extent to which youth  
access sustained skilling,  
productive employment and  
income earning activities that  
measurably improves their  
lives and the state of their  
communities.**

# How we define the core components of the “S”



A standardised breakdown of the “S” definition key components



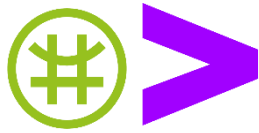
Source:<sup>1</sup>NYDA, <sup>2</sup> Accenture S2S Measurement Guide, <sup>3</sup> ILO group, <sup>4</sup> dictionary-Cambridge, <sup>5</sup> Harambee and Accenture definition





# The Framework





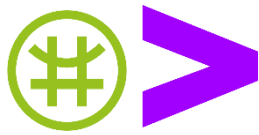
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**What gets measured,  
gets done.**

Peter Drucker, Management Guru,  
Economist & Author

Inspired by Interview partner: Johannes Wedenig from UNICEF Yoma

# Lay of the Land - Our Framework Overview



The measurement framework is multilayered based on the potential growth projection of the youth and the respective impact that the organization's youth employment initiative may have in each layer

|  | Reach  | Demographic   | Skilling & Entrepreneurship  | Employment  | Economic   | Wellness  |
|--|--|---|--|---|--|---|
| <b>Connected Layer/ Output</b><br>(Impact: Basic)<br>1-12 months                               | <ul style="list-style-type: none"> <li># of youth participating</li> <li># of provinces</li> <li># of youth from rural to urban &amp; peri-urban areas</li> </ul>  | <ul style="list-style-type: none"> <li>% sex split of participants</li> <li>Racial split of participants</li> <li># of persons with disability</li> <li>NQF/Education Level of Youth</li> </ul> | <ul style="list-style-type: none"> <li># of youth enrolled in skilling program</li> <li># of youth enrolled in entrepreneurship development program</li> </ul>   | <ul style="list-style-type: none"> <li>program participation</li> <li>Youth retention rate</li> <li>Youth drop-off rate</li> <li>Youth drop-off categorization</li> <li># of youth connected to a mentor</li> <li># / % of the workforce aged 18-35</li> </ul>  | <ul style="list-style-type: none"> <li>Average youth salary</li> <li>Ratio of youth salary to national minimum wage</li> <li>Ratio of youth salary to living wage</li> <li>Pay gap between male and female youth</li> <li>Value to SMEs (salary)</li> <li>Total salary injection into the economy</li> </ul> | <ul style="list-style-type: none"> <li># of youth surveyed regarding mental health</li> <li># of youth referred to free mental health tools</li> <li># youth showing a growth mindset/have received training on growth mindset</li> </ul> |
| <b>Improved Layer/ Outcome</b><br>(Substantial life improvement)<br>10 - 18 months             | <ul style="list-style-type: none"> <li># of youth from grant recipient household</li> <li>Average household size of youth participants</li> <li># of people the youth supports inside and outside their household</li> </ul> | Comparative change in the Demographic Connected Layer<br><ul style="list-style-type: none"> <li>NQF/Education Level of Youth</li> </ul>   | <b>Skilling:</b> <ul style="list-style-type: none"> <li># of youth who received certified training</li> <li># of youth who received non-certified training</li> <li># of youth placed in a working opportunity</li> <li># of youth pursuing further education</li> </ul> <b>Entrepreneurship:</b> <ul style="list-style-type: none"> <li>% youth starting businesses/increasing income streams</li> <li># of youth who started their own business</li> </ul> | <ul style="list-style-type: none"> <li># of youth connected to industry/employer network opportunities</li> <li># of youth in full-time employment</li> <li># of youth in part-time employment</li> <li># of youth in learnerships/apprenticeships/internships</li> <li># of youth employed by an SME</li> <li>Ratio of mentor to youth</li> </ul>                                | Comparative change in the Economic Connected Layer Metrics: <ul style="list-style-type: none"> <li># of youth who save every month</li> <li>How much the youth saved every month</li> <li>Household spend on food</li> <li>Comparative change in youth salary post the program</li> </ul>                    | <ul style="list-style-type: none"> <li># of youth reporting an improved mental health</li> <li># of youth participating in employee wellness programs</li> <li># of youth provided with mental health support</li> </ul>                  |
| <b>Sustained layer/ Impact</b><br>(Continuous improvement and long-term impact)<br>18 months + |  | Comparative Change in the Demographic Connected Layer<br><ul style="list-style-type: none"> <li>NQF/Education Level of Youth</li> </ul>   | <ul style="list-style-type: none"> <li># of youth who are destitute after 1 year</li> <li># of job secured in youth employment</li> <li># of youth who received further training</li> <li># of youth who started their own business</li> </ul>   | <ul style="list-style-type: none"> <li># of youth in full-time employment</li> <li># of youth in part-time employment</li> <li># of youth in learnerships/apprenticeships/internships</li> <li># of youth employed by an SME</li> <li>Client Progression</li> <li># of youth who became employee/owner</li> <li>Increased salary/warrens (owner &amp; employee impact)</li> </ul> | Comparative change in the Economic Improved Layer Metrics: <ul style="list-style-type: none"> <li># of youth that save every month</li> <li>How much the youth have saved every month</li> <li>Household spend on food</li> <li>Comparative change in youth salary post the program</li> </ul>               | <ul style="list-style-type: none"> <li># of youth reporting improved and holistic confidence, agency, emotional control</li> <li># of youth independently achieving mental health support</li> </ul>                                      |

Please note that the metrics can be adjusted as a percentage (% of number N)

Youth - persons 18-35 years old

The framework as shown on the left contains a set of measures and metrics that apply to six verticals critical for sustainable and impactful youth employment programming, namely:

- Reach
- Demographic
- Skills and Entrepreneurship
- Employment
- Economic
- Wellness

This provides a standardized and more holistic framework to measure the impact of youth employment initiatives rather than the surface-level output measures that numerous organizations usually use when reporting on their social impact.

Using the framework organizations can report on three levels of impact :

## 1. Connected level:

- Is the first layer of measurement and is the easiest of the three. Its focus is on measuring those who participated in an activity and/or youth employment initiative

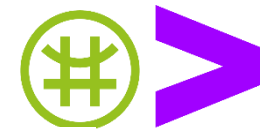
## 2. Improved level:

- Measures improvement in skills, mindset and household livelihoods
- Measures those who obtained work experience

## 3. Sustained level:

- Measures an increase in youth future competitiveness, job security or earning potential and career resilience
- Building of sustainable businesses and enterprises
- Creation of employment opportunities for others

# Our Measurement Framework in detail:



Adapted from Accenture's Skills to Succeed Measurement Approach



## Reach



## Demographic



## Skilling & Entrepreneurship



## Employment



## Economic



## Wellness

### Connected Layer/ Output

(Impact Basics)  
1-12 months

- # of youth participating
- # of provinces
- # of youth from rural vs urban & peri urban areas

- % sex split of participants
- Racial split of participants
- # of persons with disability
- NQF/Education Level of Youth

- # of youth enrolled in skilling program
- # of youth enrolled in entrepreneurship development program

- program participation duration
- Youth retention rate
- Youth drop off rate
- Youth drop off categorisation
- # of youth connected to a mentor
- # / % of the workforce aged 18 - 35

- Average youth salary
- Ratio of youth salary to national minimum wage
- Ratio of youth salary to living wage
- Pay gap between male and female youth
- Value to SMME (salary)
- Total salary injection into the economy

- # of youth surveyed regarding mental health
- # of youth referred to free mental health tools
- # youth showing a growth mindset/have received training on growth mindset

### Improved Layer/ Outcome

(Substantial life improvement)  
10 – 18 months

- # of youth from grant recipient households
- Average household size of youth participants
- # of people the youth supports inside and outside their household

- Comparative change in the Demographic Connected Layer
- NQF/Education Level of Youth

- Skilling:**
- # of youth who received certified training
  - # of youth who received non-certified training
  - # of youth placed in an earning opportunity
  - # of youth pursuing further education
- Entrepreneurship:**
- % youth starting side-hustle or increasing income streams
  - # of youth who started their own businesses

- # of youth connected to industry/employer network opportunity
- # of youth in full-time employment
- # of youth in part-time employment
- # of youth in learnerships/ apprenticeships/ internships
- # of youth employed by an SMME
- Ratio of mentor to youth

- Comparative change in the Economic Connected Layer Metrics
- # of youth who save every month
  - How much the youth saves every month
  - Household spend on food
  - Comparative change in youth salary post the program

- # of youth reporting an improved mental health
- # of youth participating in employee wellness programs
- # of youth provided with mental health support

### Sustained layer/ Impact

(Continuous improvement and long-term impact)  
18 months +

- Comparative change in the Demographic Connected Layer
- NQF/Education Level of Youth

- # of youth business operating after a year
- # of jobs created in youth businesses
- # of youth pursuing further skilling programs

- # of youth in full-time employment
- # of youth in part-time employment
- # of youth in learnerships/ apprenticeships/ internships
- # of youth employed by an SMME
- Career Progression
- # of youth who receive employee benefits
- Increase in salary over time (over & above inflation)

- Comparative change in the Economic Improved Layer Metrics
- # of youth that save every month
  - How much the youth saves every month
  - Household spend on food
  - Comparative change in youth salary post the program

- # of youth reporting improved self-image, confidence, agency, emotional status
- # of youth independently accessing mental health support

Please note that the metric can be adapted as a percentage (%) or number (#)

Youth – persons 18 - 35 years old



# **The Framework In Action: Case Study of NGO Inspire**





# Case Study: NGO Inspire – Connected Layer

Please note this case study is created for illustration purposes

NGO Inspire want to utilize the measurement tool to understand whether their work experience program has sustainable impact on the lives of the youth



## Context

**NGO Inspire** is a grassroots organization established in 2018 with the core focus of raising awareness of sexual and reproductive health and rights in South African communities. The organization has six full-time staff and numerous volunteers. To better reach the youth demographic in communities, the organization has received funding to run a **12-month work experience program** for **100 youth** across the Gauteng and Limpopo provinces. As this is a new program, NGO Inspire is eager to effectively measure the impact of their program and has started using '**S**' **measurement framework** focusing on the **connected** layer.

## Youth Program Activities

Linked to their health focus, NGO Inspire has structured a work experience program for the youth which includes community mobilization training, growth mindset and **free mental wellness tools** for all youth to be empowered as community mobilizers.

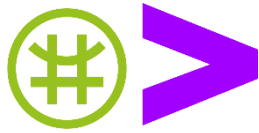
The organization has allocated five staff as mentors to the youth. And all youth are earning a **salary of R4,500** regardless of their NQL level. The youth are on the payroll of NGO Inspire.

## Youth Program Breakdown

The youth cohort consists of 60 **females and 40 males**. Twenty participants indicated they are from rural areas, 30 from peri-urban areas and 50 from urban areas. Five youth have disabilities.

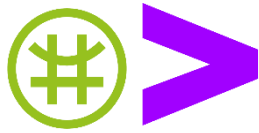
In line with B-BBEE race classifications, 78 youth are Black Africans, 12 are Coloured and 10 are Indian. At the end of the program, there were only **92 participants**. The eight drop offs left the program to pursue **alternative employment opportunities**.





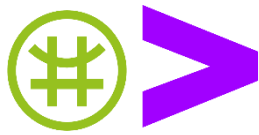
# Metrics for the Connected Layer

| Outcome Category | Metric  | Definition  | Source   | Calculation  | NGO Inspire Example  |
|------------------|---|---|--|--|--|
| Reach            | # of youth participating                          | The total number of youth participating/enrolled in a youth employment initiative                         | Programmatic data <ul style="list-style-type: none"> <li>Baseline survey</li> <li>ID number</li> </ul>   | <ul style="list-style-type: none"> <li>Count of number of youth participating</li> </ul>   | 100 youth in a program = 100 youth participating   |
|                  | # of provinces                                    | The total number of provinces where youth initiatives are taking place                                    | Programmatic data <ul style="list-style-type: none"> <li>Baseline survey of participant geographies</li> </ul>   | <ul style="list-style-type: none"> <li>Count of number of provinces</li> </ul>   | 100 Youth spread across Gauteng and Limpopo = 2 provinces  |
|                  | # of youth from rural, urban and peri-urban areas | The representation of areas where youth participants come from  | Programmatic data <ul style="list-style-type: none"> <li>Baseline survey where youth describe their geographical location/segmentation: rural, urban and peri-urban</li> </ul> | <ul style="list-style-type: none"> <li>Count of number of youth from rural communities</li> <li>Count of number of youth from urban communities</li> <li>Count of number of youth from peri-urban communities</li> </ul> | The 100 youth indicated: <ul style="list-style-type: none"> <li>20 youth from rural areas</li> <li>30 youth from peri urban areas</li> <li>50 youth from urban areas</li> </ul>  |
| Demographic      | % sexual split of participants                    | The distribution/representation of sex (male and female) participating in the youth employment initiative | Programmatic data <ul style="list-style-type: none"> <li>Baseline survey</li> <li>EEA1 form</li> <li>ID number</li> </ul>  | $\left[ \frac{\text{Count of youth of one sex}}{\text{Total number of youth participating in initiatives}} \right] \times 100$   | <ul style="list-style-type: none"> <li>40 youth indicated they are male = <math>(40 \div 100) \times 100 = 40\%</math></li> <li>60 youth indicated they are female = <math>(60 \div 100) \times 100 = 60\%</math></li> </ul> |



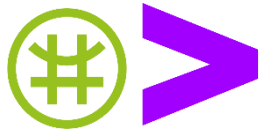
# Metrics for the Connected Layer

| Outcome Category              | Metric                                  | Definition  | Source  | Calculation  | NGO Inspire Example  |
|-------------------------------|---|---|---|--|--|
| Demographic                   | % racial split of youth                 | The ethnic groups (Black African, Coloured, White, Indian and Asian) of the youth who form part of the youth initiative   | Programmatic data <ul style="list-style-type: none"> <li>Baseline survey</li> <li>EEA1 form</li> </ul>      | $\left[ \frac{\text{Count of youth per ethnic group}}{\text{Total number of youth participating in initiatives}} \right] \times 100$ | <ul style="list-style-type: none"> <li>78 youth indicated to be Black Africans = <math>(78 \div 100) \times 100 = 78\%</math> Black Africans</li> <li>12 youth indicated to be Indian = <math>(12 \div 100) \times 100 = 12\%</math> Indian</li> <li>8 youth indicated to be Coloured = <math>(8 \div 100) \times 100 = 8\%</math> Coloured</li> <li>2 youth indicated to be White = <math>(2 \div 100) \times 100 = 2\%</math> white</li> </ul> |
|                               | # of youth with disability (UN terms)   | The total number of persons with <b>disabilities</b> participating in youth initiative (source for disabilities)  | Programmatic data <ul style="list-style-type: none"> <li>Baseline information</li> <li>EEA1 form</li> </ul> | <ul style="list-style-type: none"> <li>Total count of youth with disabilities</li> </ul>   | Five youth indicated to be living with disabilities = 5 participants with disabilities   |
|                               | % NQF Level of Youth (education level)  | The achieved level of education per youth NQF level categories: <ul style="list-style-type: none"> <li>Less than grade 9</li> <li>Level 1 – Grade 9</li> <li>Level 2 – Grade 10</li> <li>Level 3 – Grade 11</li> <li>Level 4 – Grade 12</li> <li>Level 5 – Higher Certificates</li> <li>Level 6 – National Diploma</li> <li>Level 7 – Bachelors Degree</li> <li>Level 8+ - Further post-graduate education</li> </ul> | Programmatic data <ul style="list-style-type: none"> <li>Baseline survey</li> </ul>                         | $\left[ \frac{\text{Number of youth per NQF level}}{\text{Total number of youth participating in initiatives}} \right] \times 100$   | From the baseline information the youth NQF levels are: <ul style="list-style-type: none"> <li>15 youth have level 1 (15%)</li> <li>70 youth have level 4 (70%)</li> <li>10 youth have level 5 (10%)</li> <li>3 youth have level 7(3%)</li> <li>2 youth have level 8 (2%)</li> </ul>   |
| Skilling and Entrepreneurship | # of youth enrolled in skilling program | The total number of youth participating/enrolled in <b>a skilling program</b> (a structured sequence of courses with defined competencies to meet specific skill requirements of an <u>occupation</u> )   | Programmatic data   | <ul style="list-style-type: none"> <li>Count of the number of youth enrolled in a skilling program</li> </ul>                        | All the 100 participating youth are enrolled in a skilling program to become community mobilisers  |



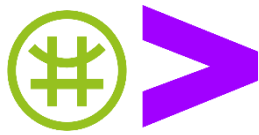
# Metrics for the Connected Layer

| Outcome Category              | Metric  | Definition  | Source            | Calculation   | NGO Inspire Example  |
|-------------------------------|---|---|-------------------|---|--|
| Skilling and Entrepreneurship | # of youth enrolled in entrepreneurship development program | The total number of youth participating/enrolled in an <b>entrepreneurship development program</b> (a program enhancing entrepreneurial skills and knowledge through structured <u>training</u> ) | Programmatic data | <ul style="list-style-type: none"> <li>Count of the number of youth enrolled in an entrepreneurship development program</li> </ul>                  | N/A – NGO Inspire offers a skilling program  |
| Employment                    | Program participation duration                              | The total length of the youth employment initiative   | Programmatic data | <ul style="list-style-type: none"> <li>Count of the number of months of a program</li> </ul>  | 12-month work experience for youth   |
|                               | % youth retention rate                                      | % of youth who completed the program vs the original starters   | Programmatic data | $\left[ \frac{\text{Total number of youth at the end of the program}}{\text{Total number of youth at the start of the program}} \right] \times 100$ | 92 youth at the end of the program ÷ 100 participants at the start = (92 ÷ 100) x 100 = 92% retention rate |
|                               | % youth drop off rate                                       | % of youth who dropped-off during the program   | Programmatic data | $\left[ \frac{\text{Number of youth who dropped-off}}{\text{Total number of youth at the start of the program}} \right] \times 100$                 | 8 youth dropped off ÷ 100 participants at the start = (8 ÷ 100) x 100 = 8% retention rate                  |



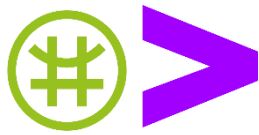
# Metrics for the Connected Layer

| Outcome Category | Metric                           | Definition  | Source   | Calculation   | NGO Inspire Example  |
|------------------|----------------------------------|---|--|---|--|
| Employment       | % youth drop off categorisation  | % of Categorized reasons including: <ul style="list-style-type: none"> <li>• Hired into alternative employment</li> <li>• Pursuit of further studies</li> <li>• Illness or death</li> <li>• Family responsibility</li> <li>• Other</li> </ul> | Programmatic data  | $\left[ \frac{\text{Number of youth per drop-off category}}{\text{Total number of youth drop-offs}} \right] \times 100$             | <p>Of the drop offs, all eight were hired alternative employment.</p> <p><math>(8 \div 8) \times 100 = 100\%</math> dropped for alternative employment</p> |
|                  | # of youth connected to a mentor | The total number of youth who have connected with a mentor  | Programmatic data  | <ul style="list-style-type: none"> <li>• Count of the no. of youth assigned a mentor</li> </ul>                                     | <p>There are five mentors supporting the 100 youth.</p> <p>100 youth are assigned to a mentor</p>  |
|                  | % of the workforce aged 18 - 35  | The total number of the workforce   | Company-wide data  | $\left[ \frac{\text{Total number of workforce aged 18-35}}{\text{Total number of overall workforce} \times 100} \right] \times 100$ | <p>The six full-time staff are above 35, and all youth are aged 18-35.</p> <p><math>(100 \div 106) \times 100 = 94\%</math> of the workforce are youth</p> |
| Economic         | Average youth salary             | The average income or wages earned by the youth   | Financial data <ul style="list-style-type: none"> <li>• EMP501</li> <li>• Payroll Extract</li> </ul> | $\left[ \frac{\text{Sum of total of youth salaries}}{\text{Total number of youth}} \right] \times 100$                              | Average salary = R 4500 per youth per month  |



# Metrics for the Connected Layer

| Outcome Category | Metric   | Definition   | Source   | Calculation   | NGO Inspire Example   |
|------------------|--|--|--|---|---|
| Economic         | Ratio of average youth salary to national minimum wage | The ratio of youth salaries compared to national minimum wage (currently R4 407 for a 40-hour work week – excluding UIF and SDL in South Africa)   | Financial data <ul style="list-style-type: none"> <li>EMP501</li> <li>Payroll Extract</li> </ul> | $\left[ \frac{\text{Average youth salary}}{\text{National Minimum Wage}} \right]$   | R 4500 ÷ R 4407 monthly minimum wage = 1,02 : 1                               |
|                  | Ratio of youth salary to living wage                   | <p>The ratio of youth salaries compared to living wage in relevant province.</p> <p>Average decent standard of living wage for a South African of R7 911 derived from Studies in Poverty and Inequality Institute (SPII)</p> | Financial data <ul style="list-style-type: none"> <li>EMP501</li> <li>Payroll Extract</li> </ul> | $\left[ \frac{\text{Average youth salary}}{\text{Average decent standard of living wage}} \right]$  | R 4500 ÷ R 7911 decent standard of living wage = 0,57: 1                      |
|                  | Pay gap between male and female youth                  | The difference between average earnings of male and female youth   | Financial data <ul style="list-style-type: none"> <li>EMP501</li> <li>Payroll Extract</li> </ul> | <ul style="list-style-type: none"> <li>Sum of total female youth salaries/total number of youth</li> <li>Sum of total male youth salaries/total number of youth</li> <li>Female average salary/male average salary</li> </ul> | <p>All youth are paid the same regardless of gender.</p> <p>Pay gap is 0.</p> |
|                  | Investment into SMMES                                  | Investment into SMMES through funded youth   | Programmatic data  | $\left[ \frac{\text{The total sum of youth salaries}}{\text{Total number of youth}} \right] \times 100$   | N/A – no youth was placed with an SMME  |



# Metrics for the Connected Layer

| Outcome Category | Metric  | Definition  | Source   | Calculation   | NGO Inspire Example   |
|------------------|---|---|--|---|---|
| Economic         | Total salary injection into the economy                                     | Salary injection into economy measured from youth salaries over the program duration  | <ul style="list-style-type: none"> <li>Programmatic data</li> <li>Financial data</li> </ul>        | <ul style="list-style-type: none"> <li>Average monthly salary of youth x 12 x total number of youth</li> </ul>  | R 4500 x 12 x 100 youth = R 5 400 000 injected into the economy     |
| Wellness         | # of youth surveyed regarding mental health                                 | The number of youth who participated in mental health surveys   | <ul style="list-style-type: none"> <li>Programmatic data</li> <li>Mental health survey</li> </ul>  | <ul style="list-style-type: none"> <li>Count the number of youth who participated in mental health surveys</li> </ul>   | All youth were surveyed for mental health = 100 youth               |
|                  | # of youth referred to free mental health tools                             | The number of youth referred to free mental health tools e.g. helplines, SADAG etc.   | <ul style="list-style-type: none"> <li>Programmatic data</li> </ul>                                | <ul style="list-style-type: none"> <li>Count the number of youth referred to any free mental health tools</li> </ul>  | Free mental health tools were shared with all youth = 100 youth     |
|                  | # youth showing a growth mindset / have received training on growth mindset | The number of youth who participated in efforts to promote a growth mindset through surveys aimed at helping them develop resilience, persistence, and a belief in their ability to learn and grow. | <ul style="list-style-type: none"> <li>Programmatic data</li> <li>Growth mindset survey</li> </ul> | <ul style="list-style-type: none"> <li>Count the number of youth who participated in efforts to promote growth mindset through completing a survey</li> </ul> | All youth participated in the growth mindset activities = 100 youth |



# Case Study: NGO Inspire – Improved Layer

Please note this case study  
is created for  
illustration purposes

Having successfully measured their youth skilling program over the past 11 months, NGO Inspire is now ready to better their measurement through using 'Improved' layer metrics to really measure the sustainable impact on the lives of the youth

## Context

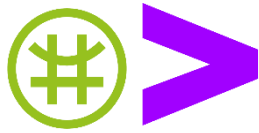
Eleven months into the youth work experience program, NGO Inspire aims to deepen their measurement to reflect on the impact and sustainability of the program. The NGO **implemented programmatic surveys** which included household, economic and wellness elements. The household survey indicated that 65 youth come from grant recipient households. The total number of people in youth households is 583. And youth are supporting 455 people inside, and outside, their households.

NGO Inspire has **encouraged a saving culture** among youth and 25 youth have been consistently saving R150 each month during the program. All 100 youth received non-certified community mobilization training from NGO Inspire and 45 youth received certified free LinkedIn training with various courses ranging from leadership, coding and soft skills. Twenty youth indicated they had side hustles including braiding hair, homework assistance to primary school students and selling food at taxi ranks.

As at month 11, one youth started a car wash business which he has registered with the Companies And Intellectual Property Commission. NGO Inspire has offered four 'star' youth permanent employment contracts, and two youth short-term 16-month employment contracts. Five youth have registered to further their education at the end of 12-months.

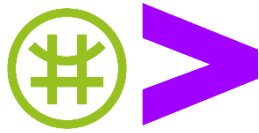
On wellness, 45 youth indicated that they have accessed the mental health tools provided to them by NGO Inspire, and 40 youth have indicated an improved state in their mental health.





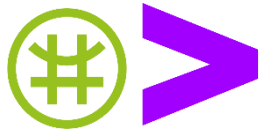
# Metrics for the Improved Layer

| Outcome Category              | Metric  | Definition  | Source   | Calculation  | NGO Inspire Example   |
|-------------------------------|---|---|--|--|---|
| Skilling and Entrepreneurship | # of youth who received certified training                    | The total number of youth who obtained designated credentials verifying their competency            | Programmatic data  | <ul style="list-style-type: none"> <li>The total number of youth with designated credentials post program</li> </ul>                                       | Of the 100 youth, 45 received certified free training through LinkedIn                                |
|                               | # of youth who received non-certified training                | The total number of youth who obtained training that does not entail designated credentials         | Programmatic data  | <ul style="list-style-type: none"> <li>The total number of youth who completed the training offered without designated credentials post program</li> </ul> | Of the 100 youth, all of them received non-certified community mobilization training                  |
|                               | % of youth who started their own businesses                   | The percentage of youth who started their businesses  | Programmatic data <ul style="list-style-type: none"> <li>Endline survey</li> </ul> | <ul style="list-style-type: none"> <li>The total number of youth with recently registered businesses during and post the program</li> </ul>                | One registered his car wash business<br><br>$(1 \div 100 \text{ youth}) \times 100 = 1\%$             |
|                               | % of youth placed in an earning opportunity                   | The percentage of youth placed into opportunities where they received some form of income / stipend | Programmatic data <ul style="list-style-type: none"> <li>Endline survey</li> </ul> | $\left[ \frac{\text{The count of youth who have received earning opportunities}}{\text{Total number of youth program participants}} \right] \times 100$    | 6 youth received opportunities after the program<br><br>$(6 \div 100 \text{ youth}) \times 100 = 6\%$ |
|                               | % of youth pursuing further education                         | The total number (or the proportion) of youth who pursue further academic education                 | Programmatic data <ul style="list-style-type: none"> <li>Endline survey</li> </ul> | $\left[ \frac{\text{The count of youth who pursue further education}}{\text{Total number of youth program participants}} \right] \times 100$               | 5 youth pursuing further education<br><br>$(5 \div 100 \text{ youth}) \times 100 = 5\%$               |
|                               | % of youth starting side-hustles or increasing income streams | The percentage of youth who are started a side hustle/any income-generating gig                     | Programmatic data <ul style="list-style-type: none"> <li>Endline survey</li> </ul> | $\left[ \frac{\text{The count of youth with a side hustle}}{\text{Total number of youth program participants}} \right] \times 100$                         | 20 youth with a side hustle<br><br>$20 \div 100 \text{ youth program participants} \times 100 = 20\%$ |



# Metrics for the Improved Layer

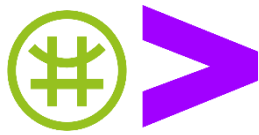
| Outcome Category | Metric  | Definition  | Source                                      | Calculation  | NGO Inspire Example   |
|------------------|---|---|---|--|---|
| Reach            | % of youth from grant recipient households                                    | The number of youth who reside in households that receive grants          | Programmatic Data<br>• Mid-Year survey      | $\left[ \frac{\text{Total number of youth from grant recipient households}}{\text{Total number of youth program participants}} \right] \times 100$ | <p>The total number of youth who come from grant recipient households is 65</p> <p><math>(65 \div 100) \times 100 = 65\%</math></p>   |
|                  | Average household size of youth participants                                  | The average number of persons per household where youth reside            | Programmatic Data<br>• Mid-Year survey      | $\left[ \frac{\text{Total number of persons in households that youth reside}}{\text{Total number of youth program participants}} \right]$          | <p>The total number of people in youth households is 583.</p> <ul style="list-style-type: none"> <li><math>583 \div 100</math> youth in the program = 5.83 is the average household size</li> </ul>                 |
|                  | Average number of people the youth support inside and outside their household | The average number of people a participating youth supports               | Programmatic Data<br>• Mid-Year survey      | $\left[ \frac{\text{Sum of the people supported by youth}}{\text{Total number of youth program participants}} \right]$                             | <p>The total number of people supported by youth is 455</p> <ul style="list-style-type: none"> <li><math>455 \div 100</math> youth in the program = 4.55 is the average no. of people supported by youth</li> </ul> |
| Demographic      | Comparative change in education level   | The comparative change in youth education level at the end of the program | Programmatic Data<br>Past reports / surveys | <ul style="list-style-type: none"> <li>Current or post-program metric values minus values calculated or measured during the program</li> </ul>     | No comparative change in education level yet.   |



# Metrics for the Improved Layer

| Outcome Category | Metric  | Definition  | Source   | Calculation  | NGO Inspire Example   |
|------------------|---|---|--|--|---|
| Employment       | # of youth connected to industry/employer network opportunity | The total number of youth who attended a network event and/or were personally introduced to an industry/ employer network | Programmatic data  | <ul style="list-style-type: none"> <li>Count of youth who got connected to an industry or employer network</li> </ul>                      | NGO Inspire has not linked youth to any employer networks   |
|                  | # of youth in full-time employment                            | The number of employed youth who usually work 30 or more hours a week   | Programmatic data <ul style="list-style-type: none"> <li>Endline survey</li> </ul> | <ul style="list-style-type: none"> <li>Count of youth in full-time employment</li> </ul>   | Four youth received full-time employment after the program<br><br>$(4 \div 100 \text{ youth}) \times 100 = 4\%$ |
|                  | # of youth in part-time employment                            | The number of employed youth who work less than 30 hours a week   | Programmatic data <ul style="list-style-type: none"> <li>Endline survey</li> </ul> | <ul style="list-style-type: none"> <li>Count of youth in part-time employment</li> </ul>   | Two youth received contract employment after the program<br><br>$(2 \div 100 \text{ youth}) \times 100 = 2\%$   |
|                  | # of youth in learnerships/apprenticeships/internships        | The number of youth who got placement in learnerships/ apprenticeships/ internships                                       | Programmatic data <ul style="list-style-type: none"> <li>Endline survey</li> </ul> | <ul style="list-style-type: none"> <li>Count of youth in who obtain learnerships/ apprenticeships/ internships post the program</li> </ul> | Number of youth who have received learnerships, internships or apprenticeships                                  |
|                  | # of youth employed by an SMME                                | The number of youth who were placed in Small, Micro, Medium, Enterprises*   | Company-wide data  | <ul style="list-style-type: none"> <li>Count of youth who get placement / employed by a SMME</li> </ul>                                    | Number of youth who have been employed by an SMME yet   |
|                  | Ratio of mentor to youth                                      | The average number of youth per mentor  | Programmatic data  | $\left[ \frac{\text{The total number of mentors}}{\text{Total number of youth in the program}} \right]$                                    | This can be measured during the program.<br><br>$(\text{Five mentors} \div 100 \text{ youth} = 1: 0,05)$        |

\*Micro enterprises are defined as enterprises with less than 10 employees and an industry dependent turnover of between R5m to R20m; small enterprises = 10 to 50 employees and an industry dependent turnover of R15m to R80m and medium enterprises = 50 to 250 employees and an industry dependent annual turnover of R35m to R220m



# Metrics for the Improved Layer

| Outcome Category | Metric  | Definition   | Source   | Calculation  | NGO Inspire Example  |
|------------------|---|--|--|--|--|
| Economic         | # of youth who save every month                     | The number of youth who save a portion of their earnings each month                    | Programmatic Data<br>• Mid-Year Survey                                 | • Count of youth who save monthly  | Of the 100 youth, 25 youth indicated that they save monthly  |
|                  | How much the youth saves every month                | The average portion of the youth's salary that is saved monthly                        | Programmatic Data<br>• Mid-Year Survey                                 | $\left[ \frac{\text{Total youth monthly savings}}{\text{Total number of youth that save}} \right] \times 100$                            | The 25 youth save R150 each for each month   |
|                  | Average monthly household spend on food             | The average portion of the youth's salary that is spent on food monthly                | Programmatic Data<br>• Mid-Year Survey                                 | $\left[ \frac{\text{Total amount spent on food in the household}}{\text{Total number of youth program participants}} \right] \times 100$ | R105 000/ 100 = R 1 050 is the average household spend per month (This is 23% of the youth salary) |
|                  | Comparative change in youth salary post the program | The difference between the youth salary before and after the completion of the program | Programmatic Data:<br>• Survey<br>Financial Data:<br>• Payroll extract | $\left[ \frac{\text{Original Salary} - \text{New Salary}}{\text{Original Salary}} \right] \times 100$                                    | There is no data collected on the change in salary   |



# Metrics for the Improved Layer

| Outcome Category | Metric  | Definition  | Source   | Calculation   | NGO Inspire Example  |
|------------------|---|---|--|---|--|
| Wellness         | # of youth reporting improved mental health             | The total number of youth reporting/indicating an improvement in their mental health since joining the program  | Programmatic Data <ul style="list-style-type: none"><li>Mid-Year Survey</li></ul>  | <ul style="list-style-type: none"><li>Total count of youth participants who indicated an improved mental health</li></ul>                           | Out of 100 youth, 40 youth indicated an improved mental health   |
|                  | # of youth participating in employee wellness programs  | The total number of youth participating in employee wellness programs   | Programmatic Data <ul style="list-style-type: none"><li>Mid-Year Survey</li></ul>  | <ul style="list-style-type: none"><li>Total count of youth participating in employee wellness programs</li></ul>                                    | NGO Inspire did not have a structured employee wellness program  |
|                  | # of youth provided with mental health support          | The total number of youth who have received mental health support during the program  | Programmatic Data <ul style="list-style-type: none"><li>Mid-Year Survey</li></ul>  | <ul style="list-style-type: none"><li>Total count of youth provided with mental health support</li></ul>  | Out of 100 youth, 45 youth participants indicated that they received mental health support during the program                          |
|                  | # of youth participating in financial wellness programs | The total number of youth participating in programs aimed at equipping young people with the skills and knowledge needed for sound financial decision-making. | Programmatic Data <ul style="list-style-type: none"><li>Mid-Year Survey</li><li>Financial wellness programs offered by banks</li></ul> | <ul style="list-style-type: none"><li>Total count of youth participating in financial wellness programs offered by their respective banks</li></ul> | Out of 100 youth, 30 youth indicated that they are participating in financial wellness programs offered through their respective banks |



# Case Study: NGO Inspire – Sustained Layer

Please note this case study  
is created for  
illustration purposes

18 months after implementing their youth work experience program, NGO Inspire is eager to re-connect with all 100 youth to measure the impact of the opportunity on the youth and whether their lives have improved.

## Context

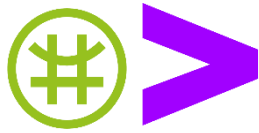
NGO Inspire has reached out to all 100 youth via phone calls and emails. Of the 100 youth contacted, only 42 responded to the **engagement survey** and shared their reflections on their lives including their employment status.

The youth who started the car wash still has his business and it is **still active** and now employs two other youth. Ten youth reported still that their side hustles are in operation and also engage in gig jobs for additional revenue streams. The four permanent youth still work for NGO inspire and the two youth in short-term employment still have seven months remaining on their contracts. Of the five youth who had registered to further their education at the end of program, three are now in permanent employment and two are still studying.

Three youth are **pursuing further skills programs**. Four youth are currently in a learnership. Two youth are now working for a clinic in full-time employment. One youth is currently working part-time for a tech SMME.

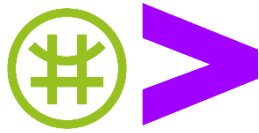
Fifteen youth are independently accessing mental health tools and services after exposure to them on the platform and of the 42 respondents, 35 youth reported improved self-image, confidence, agency and emotional status as a result of the work experience program.





# Metrics for the Sustained Layer

| Outcome Category            | Metric  | Definition  | Source  | Calculation  | NGO Inspire Example  |
|-----------------------------|---|---|---|--|--|
| Demographic                 | Comparative change in education level           | The comparative change in youth education level at the end of the program                   | Programmatic Data<br>Past reports/surveys   | <ul style="list-style-type: none"> <li>Current or post-program metric values minus values calculated or measured during the program</li> </ul> | 3 youth obtained their qualifications from further studies     |
| Skilling & Entrepreneurship | # of businesses still in operation after a year | The number of businesses that the youth started that are still in operation after a year    | Post-programmatic data <ul style="list-style-type: none"> <li>Endline survey</li> </ul> | <ul style="list-style-type: none"> <li>Total count of businesses that are still in operation during the reporting period</li> </ul>            | 1 youth business is still in operation since the program ended |
|                             | # of youth pursuing further skilling programs   | The number of youth pursuing further skilling programs after participating in an initiative | Post-programmatic data <ul style="list-style-type: none"> <li>Endline survey</li> </ul> | <ul style="list-style-type: none"> <li>Total count of youth pursuing further skilling post a program</li> </ul>                                | 3 youth are pursuing further skilling programs                 |
|                             | # of jobs created in youth business             | The number of people employed in youth business.  | Post-programmatic data <ul style="list-style-type: none"> <li>Endline survey</li> </ul> | <ul style="list-style-type: none"> <li>Total count of people employed in youth business</li> </ul>   | 2 youth are employed in the car wash business                  |
|                             | # of youth pursuing further education           | The number (or the proportion) of youth who pursue further academic education               | Post-programmatic data <ul style="list-style-type: none"> <li>Endline survey</li> </ul> | <ul style="list-style-type: none"> <li>The count of youth who pursue further education</li> </ul>  | 2 youth are pursuing further education                         |
| Economic                    | Career Progression :<br># of youth promoted     | The number of youth who obtained upward growth in their roles                               | Financial data  | <ul style="list-style-type: none"> <li>Total count of youth who got promoted</li> </ul>  | No youth reported a promotion                                  |



# Metrics for the Sustained Layer

| Outcome Category | Metric   | Definition  | Source            | Calculation  | NGO Inspire Example  |
|------------------|--|---|-------------------|--|--|
| Employment       | # of youth in full-time employment   | The number of employed youth who usually work 30 or more hours a week   | Programmatic data | • Total count of youth in full-time employment   | 9 youth are in full-time employment  |
|                  | # of youth in part-time employment   | The number of employed youth who work less than 30 hours a week   | Programmatic data | • Total count of youth in part-time employment   | 3 youth are in part-time employment  |
|                  | # of youth in learnerships/apprenticeships/internships                         | The number of youth who got placement in learnerships/apprenticeships/ internships  | Programmatic data | • Total count of youth in who obtain learnerships/apprenticeships/ internships post the program                                | 4 youth are in a learnership program   |
|                  | # of youth employed by an SMME   | The number of youth who got placement in Small, Micro, Medium, Enterprises  | Company-wide data | • Total count of youth who get placement / employed by a SMME  | 1 youth is employed by an SMME   |
|                  | # of youth who received employee benefits                                      | The number of youth who obtain benefits from their employers i.e medical aid, pension fund etc                                | Financial data    | • Count the youth who indicated to be receiving employee benefits  | Of the 9 youth employed full-time, 7 receive benefits from their employer  |
| Wellness         | # of youth independently accessing mental health support                       | The total number of empowered youth who now access mental health support themselves   | Programmatic data | • Count of youth independently accessing mental health support   | 15 youth are independently accessing mental health tools and services after exposure to them on the platform               |
|                  | # of youth reporting improved self-image, confidence, agency, emotional status | Any improvement in youth self - image , confidence , agency , emotional status and the general outlook on life and the future | Programmatic data | • Any improvement in youth self -image , confidence , agency , emotional status and the general outlook on life and the future | 35 youth reported improved self-image, confidence, agency and emotional status as a result of the work experience program. |



# **The Framework In Action: Case Study of ABC Ltd**

# Case Study: ABC Ltd - Connected Layer

Please note this case study  
is created for  
illustration purposes

ABC Ltd is an insurance provider in the South African market which has a track record of running youth employment initiatives, but sees an opportunity to improve their reporting to holistically measure the impact of their initiatives on their beneficiaries.



## Context

ABC Ltd is a registered insurance provider which has been operating in South Africa since 2009. The business employs 3 000 staff across all nine provinces with 500 staff aged between 18-35 (excluding the programs). While youth employment initiatives are not new to ABC Ltd, the company's Transformation team has been tasked by the Executive with finding better means of reporting the impact of their youth employment initiatives as they are currently deemed 'surface-level' metrics and the Executive is eager to better understand whether their annual spend results in improved outcomes for youth – internally and externally. ABC Ltd has come across the 'S' measurement framework for youth employment and has begun using this to measure the impact of their programs.

## Youth Employment Activities

ABC Ltd runs three programs each year focused on the empowerment and employment of youth, namely:

- **Graduate program** - Houses 50 youth for 18 months within the business. All youth have received a University degree related to Finance and/or Accounting. Youth receive both accredited and non-accredited training. Graduates are from Gauteng, Kwa-Zulu Natal and the Western Cape, and receive all R22 000 per month.
- **Learnership program** – Houses 20 youth for 12 months within the business. All youth have a matric certificate and through the business analysis learnership will receive an NQF level 5. The learnership takes place in Gauteng and youth receive R10 000 per month.
- **Work experience program** – Supports 80 youth with a 12-month quality work experience opportunity through an implementing NGO partner. Forty youth have a matric certificate and 40 have an NQF level 3. Youth receive non-accredited work readiness training and are situated across four provinces, namely – Limpopo, Mpumalanga, the North West and the Eastern Cape. Youth receive R5 000 per month.

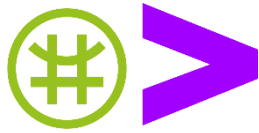
The overall cohort of 150 youth has a 60/40 female to male split. Work experience youth are from peri-urban communities, the remaining youth are from urban areas. Ten youth have disabilities. In line with B-BBEE race classifications, 100 youth are Black Africans, 20 are Coloured, 20 are Indian and 10 are white. There were no drop-offs from the graduate program. Three youth dropped off from the learnership program (one dismissal for non-attendance, and two for illness). ten youth dropped off the work experience program (three alternative employment, two illness, and five prefer not to disclose). All youth receive access to ABC Ltd's employee wellbeing program.



# Metrics for the Connected Layer

| Outcome Category | Metric  | Definition  | Source   | Calculation  | ABC Ltd Example   |
|------------------|---|---|--|--|---|
| Reach            | # of Youth participating                          | The number of youth participating/enrolled in a youth employment initiative | Programmatic data <ul style="list-style-type: none"> <li>Baseline survey</li> </ul>  | <ul style="list-style-type: none"> <li>Count of number of youth participating</li> </ul>   | Cohort has a total of 150 youth = 150 youth participating   |
|                  | # of provinces                                    | The number of provinces where youth initiatives are taking place            | Programmatic data <ul style="list-style-type: none"> <li>Baseline survey of participant geographies</li> </ul>   | <ul style="list-style-type: none"> <li>Count of number of provinces</li> </ul>   | <ul style="list-style-type: none"> <li>Graduate program is across 3 provinces - Gauteng, Kwa-Zulu Natal and the Western Cape</li> <li>Work experience program is across 4 provinces, namely – Limpopo, Mpumalanga, the Northwest and the Eastern Cape</li> <li>Learnership program is in 1 province, Gauteng</li> <li>Total provincial presence is 7</li> </ul> |
|                  | # of youth from rural, urban and peri-urban areas | The representation of areas where youth participants come from              | Programmatic data <ul style="list-style-type: none"> <li>Baseline survey where youth describe their geographical location/segmentation: rural, urban and peri-urban</li> </ul> | <ul style="list-style-type: none"> <li>Count of youth from rural communities</li> <li>Count of youth from urban communities</li> <li>Count of youth from peri-urban communities</li> </ul> | <p>Work experience youth are from peri-urban communities, the remaining youth are from urban areas.</p> <ul style="list-style-type: none"> <li>80 youth from peri – urban areas</li> <li>70 youth from urban areas</li> <li>0 youth from rural areas</li> </ul>   |

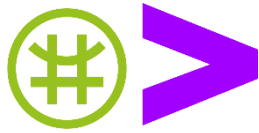




# Metrics for the Connected Layer

| Outcome Category | Metric                                  | Definition  | Source  | Calculation  | ABC Ltd Example  |
|------------------|---|---|---|--|--|
|                  | % sexual split of participants          | The distribution/representation of sex (male & female) participating in the youth employment initiative                 | Programmatic data <ul style="list-style-type: none"> <li>Baseline survey</li> <li>EEA1 form</li> <li>ID number</li> </ul> | $\left[ \frac{\text{Count of youth of one sex}}{\text{Total number of youth participating in initiatives}} \right] \times 100$       | The cohort has a 60/40 female to male split <ul style="list-style-type: none"> <li>60% females</li> <li>40% males</li> </ul>   |
|                  | % racial split of participants          | The ethnic groups (Black African, Coloured, White, Indian and Asian) of the youth who form part of the youth initiative | Programmatic data <ul style="list-style-type: none"> <li>Baseline survey</li> <li>EEA1 form</li> </ul>                    | $\left[ \frac{\text{Count of youth per ethnic group}}{\text{Total number of youth participating in initiatives}} \right] \times 100$ | 100 youth are Black Africans, 20 are Coloured, 20 are Indian and 10 are white <ul style="list-style-type: none"> <li>(100 Black Africans ÷ 150) x 100 = 67% Black Africans</li> <li>(20 Coloured ÷ 150) x 100 = 13% Coloured</li> <li>(20 Indian ÷ 150) x 100 = 13% Indian</li> <li>(10 White ÷ 150) x 100 = 7% White</li> </ul> |
|                  | # of persons with disability (UN terms) | The total number of persons with <b>disabilities</b> participating in youth initiative (source for disabilities)        | Programmatic data <ul style="list-style-type: none"> <li>Baseline information</li> <li>EEA1 form</li> </ul>               | <ul style="list-style-type: none"> <li>Total count of youth with disabilities</li> </ul>   | 5 youth indicated to be living with disabilities = five persons with disabilities  |





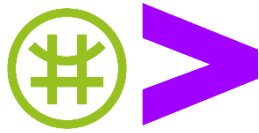
# Metrics for the Connected Layer

| Outcome Category              | Metric  | Definition   | Source   | Calculation  | ABC Ltd Example  |
|-------------------------------|---|--|--|--|--|
| Demographic                   | % NQF Level of Youth (education level)                      | <p>The achieved level of education per youth NQF level categories:</p> <ul style="list-style-type: none"> <li>• Less than grade 9</li> <li>• Level 1 – Grade 9</li> <li>• Level 2 – Grade 10</li> <li>• Level 3 – Grade 11</li> <li>• Level 4 – Grade 12</li> <li>• Level 5 – Higher Certificates</li> <li>• Level 6 – National Diploma</li> <li>• Level 7 – Bachelors Degree</li> <li>• Level 8+ - Further post-graduate education</li> </ul> | <p>Programmatic data</p> <ul style="list-style-type: none"> <li>• Baseline survey</li> </ul> | $\left[ \frac{\text{Number of youth per NQF level}}{\text{Total number of youth participating in initiatives}} \right] \times 100$ | <p>Across all youth programs the NQL levels are as follows:</p> <ul style="list-style-type: none"> <li>• Level 7 - 50 youth (33%)</li> <li>• Level 4 - 60 youth (40%)</li> <li>• Level 3 – 40 youth (27%)</li> </ul> |
| Skilling and Entrepreneurship | # of youth enrolled in skilling program                     | The total number of youth participating / enrolled in <b>a skilling program</b> (a structured sequence of courses with defined competencies to meet specific skill requirements of an <u>occupation</u> )  | Programmatic data  | <ul style="list-style-type: none"> <li>• Count of the no. of youth enrolled in a skilling program</li> </ul>                       | <p>The graduate and learnership youth are enrolled in a skilling program.</p> <p>50 + 20 youth = 70 youth</p>  |
|                               | # of youth enrolled in entrepreneurship development program | The total number of youth participating / enrolled in an <b>entrepreneurship development program</b> (a program enhancing entrepreneurial skills and knowledge through structured <u>training</u> )  | Programmatic data  | <ul style="list-style-type: none"> <li>• Count of the no. of youth enrolled in an entrepreneurship development program</li> </ul>  | N/A – ABC Ltd offers a skilling and employment program   |
| Employment                    | Program participation duration                              | The total length of the youth employment initiative  | Programmatic data  | <ul style="list-style-type: none"> <li>• Count of the no. of months of a program</li> </ul>  | <p>The graduate program is for 18 months</p> <p>The learnership and work experience programs are 12 months long</p>  |



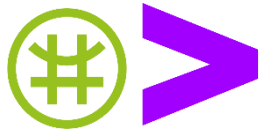
# Metrics for the Connected Layer

| Outcome Category              | Metric                          | Definition  | Source            | Calculation   | ABC Ltd Example   |
|-------------------------------|---------------------------------|---|-------------------|---|---|
| Skilling and Entrepreneurship | % youth retention rate          | The % of youth who completed the program vs the original starters   | Programmatic data | $\left[ \frac{\text{Total number of youth at the end of the program}}{\text{Total number of youth at the start of the program}} \right] \times 100$ | <ul style="list-style-type: none"> <li>There were 0 drop-offs from the graduate program.</li> <li>3 youth dropped off from the learnership program and 10 youth dropped off the work experience program</li> <li><math>(137 \div 150) \times 100 = 91\%</math> retention rate</li> </ul>  |
|                               | % youth drop off rate           | The % of youth who dropped-off during the program   | Programmatic data | $\left[ \frac{\text{Number of youth who dropped-off}}{\text{Total number of youth at the start of the program}} \right] \times 100$                 | <p>13 youth dropped off <math>\div</math> 150 participants at the start = <math>(13 \div 150) \times 100 = 8.7\%</math> drop off rate</p>   |
|                               | % youth drop off categorisation | The % of youth drop-offs as per categorized reasons including: <ul style="list-style-type: none"> <li>Alternative employment</li> <li>Pursuit of further studies</li> <li>Illness or death</li> <li>Family responsibility</li> <li>Other</li> </ul> | Programmatic data | $\left[ \frac{\text{Number of youth per drop-off category}}{\text{Total number of youth drop-offs}} \right] \times 100$                             | <p>Of the drop offs,</p> <ul style="list-style-type: none"> <li>1 youth was dismissed for non-attendance = <math>(1 \div 13) \times 100 = 8\%</math> non-attendance</li> <li>4 youth dropped off for illness = <math>(4 \div 13) \times 100 = 31\%</math> illness</li> <li>3 dropped off for alternative employment = <math>(3 \div 13) \times 100 = 23\%</math> alternative employment</li> <li>5 youth preferred not disclose drop off reason = <math>(5 \div 13) \times 100 = 38\%</math> other</li> </ul> |



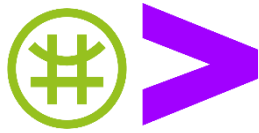
# Metrics for the Connected Layer

| Outcome Category | Metric                           | Definition  | Source   | Calculation   | ABC Ltd Example   |
|------------------|----------------------------------|---|--|---|---|
| Employment       | # of youth connected to a mentor | The total number of youth who were assigned/connected to a mentor | Programmatic data  | <ul style="list-style-type: none"> <li>Count of number of youth assigned a mentor</li> </ul>  | No formal mentoring was provided for the youth = 0 youth assigned a mentor  |
|                  | % of the workforce aged 18 - 35  | The total number of the workforce                                 | Company-wide data  | $\left[ \frac{\text{Total number of workforce aged 18-35}}{\text{Total number of overall workforce} \times 100} \right] \times 100$ | <ul style="list-style-type: none"> <li>The business employs 3 000 staff with 500 staff aged between 18-35 (excluding the programs).</li> <li>There are 150 youth in the employment programs:</li> </ul> <p><math>(650 \div 3150) \times 100 = 20,6\%</math> of the workforce are youth</p>  |
| Economic         | Average youth salary             | The average income or wages earned by the youth                   | Financial data <ul style="list-style-type: none"> <li>EMP501</li> <li>Payroll Extract</li> </ul> | $\left[ \frac{\text{Sum of total of youth salaries}}{\text{Total number of youth}} \right] \times 100$                              | <ul style="list-style-type: none"> <li>Graduate program salaries = R 22 000 monthly payments x 50 participants = R 1 100 000</li> <li>Learnership program salaries = R 10 000 monthly payment x 20 participants = R 200 000</li> <li>Work Experience program salaries = R 5 000 monthly payment x 80 participants = R 400 000</li> </ul> <p>Average salary = R 1 700 000 ÷ 150 youth = R 11 333. 33</p> |



# Metrics for the Connected Layer

| Outcome Category | Metric   | Definition   | Source   | Calculation  | ABC Ltd Example   |
|------------------|--|--|--|--|---|
| Economic         | Ratio of average youth salary to national minimum wage | The ratio of youth salaries compared to national minimum wage (currently R4 407 for a 40-hour work week – excluding UIF and SDL in South Africa)   | Financial data <ul style="list-style-type: none"> <li>EMP501</li> <li>Payroll Extract</li> </ul> | $\frac{\text{Average youth salary}}{\text{National Minimum Wage}}$   | R 11 333 ÷ R 4 407 minimum wage monthly = 2,6 : 1                             |
|                  | Ratio of youth salary to living wage                   | <p>The ratio of youth salaries compared to living wage in relevant province.</p> <p>Average decent standard of living wage for a South African of R7 911 derived from Studies in Poverty and Inequality Institute (SPII)</p> | Financial data <ul style="list-style-type: none"> <li>EMP501</li> <li>Payroll Extract</li> </ul> | $\frac{\text{Average youth salary}}{\text{Average decent standard of living wage}}$  | R 11 333 ÷ R 7 911 decent standard of living wage = 1,4 : 1                   |
|                  | Pay gap between male and female youth                  | The difference between average earnings of male and female youth   | Financial data <ul style="list-style-type: none"> <li>EMP501</li> <li>Payroll Extract</li> </ul> | <ul style="list-style-type: none"> <li>Sum of total female youth salaries / total number of youth</li> <li>Sum of total male youth salaries / total number of youth</li> <li>Female average salary/ male average salary</li> </ul> | <p>All youth are paid the same regardless of gender.</p> <p>Pay gap is 0.</p> |
|                  | Investment into SMMES                                  | Investment into SMMES through funded youth   | Programmatic data  | $\left[ \frac{\text{The total sum of youth salaries}}{\text{Total number of youth}} \right] \times 100$  | N/A – no youth was placed with an SMME  |



# Metrics for the Connected Layer

| Outcome Category | Metric  | Definition  | Source   | Calculation   | ABC Ltd Example  |
|------------------|---|---|--|---|--|
| Economic         | Total salary injection into the economy                                   | Salary injection into the economy measured from youth salaries over the program duration  | <ul style="list-style-type: none"> <li>Programmatic data</li> <li>Financial data</li> </ul>        | <ul style="list-style-type: none"> <li>Average monthly salary of youth x 12 x total number of youth</li> </ul>  | <ul style="list-style-type: none"> <li>Graduate: R 22 000 x 12 x 50 youth = R 13 200 000</li> <li>Learnership: R 10 000 x 12 x 20 youth = R 2 400 000</li> <li>Work Experience: R 5 000 x 12 x 80 youth = R 4 800 000</li> </ul> |
| Wellness         | # of youth surveyed regarding mental health                               | Number of youth who participated in mental health surveys   | <ul style="list-style-type: none"> <li>Programmatic data</li> <li>Mental health survey</li> </ul>  | <ul style="list-style-type: none"> <li>Count the number of youth who participated in mental health surveys</li> </ul>   | All youth were surveyed for mental health = 150 youth  |
|                  | # of youth referred to free mental health tools                           | Number of youth referred to free mental health tools e.g. helplines, SADAG etc.   | <ul style="list-style-type: none"> <li>Programmatic data</li> </ul>                                | <ul style="list-style-type: none"> <li>Count the number of youth referred to any free mental health tools</li> </ul>  | Free mental health tools were shared with all youth = 150 youth  |
|                  | # youth showing a growth mindset/have received training on growth mindset | Number of youth who participated in efforts to promote a growth mindset through surveys aimed helping the youth develop resilience, persistence, and a belief in their ability to learn and grow. | <ul style="list-style-type: none"> <li>Programmatic data</li> <li>Growth mindset survey</li> </ul> | <ul style="list-style-type: none"> <li>Count the number of youth who participated in efforts to promote growth mindset through completing a survey</li> </ul> | All youth participated in the growth mindset activities = 150 youth  |

# Case Study: ABC Ltd - Improved Layer

Please note this case study  
is created for  
illustration purposes

ABC Ltd's executive committee is delighted at the detailed reporting shared by the Transformation team as they now better understand their programmatic reach. Now, at 11 months, as some programs come to an end, the executive want to better understand if and how the programs improved the lives of the youth.

## Context

To measure the improvement of the lives of youth through the programs, ABC Ltd will use the 'Improved' layer of the 'S' measurement framework for youth employment initiatives. The company implemented numerous programmatic surveys which included household, economic and wellness elements. Across all three programs, the household survey indicated that of the 150 youth, 85 youth come from grant recipient households. The total number of people in youth households is 680 and youth are supporting 385 people inside and outside their households.

Due to ABC Ltd's insurance offerings, **all youth were encouraged to save each month** with 135 youth reporting consistent monthly savings. Savings levels have differed between the groups with graduates saving an average of R1 000 pm, learnership youth saving an average of R500 pm and work experience youth saving an average of R200 pm. The total spend on food is R185 000 across the cohort.

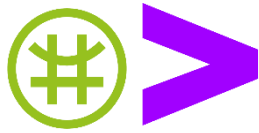
On **wellness**, ABC Ltd's programmatic data indicates that 95 youth accessed their free employee wellness offering. With 80 youth reporting an improved mental state in their mental health. All graduate youth have used the financial wellness offerings provided by the company.

The graduate program youth are within the program and there is therefore no post-programmatic data for them. There have been developments in the learnership and work experience programs:

- **Learnership program** – Of the remaining 17 youth, two have secured full-time employment with ABC Ltd and one full-time employment with another business. One youth has decided to register their farming side hustle as a business with the Companies And Intellectual Property Commission. Three youth indicated that they received gig employment as last-mile delivery drivers.
- **Work experience program** – Of the remaining 70 youth, four have secured full-time employment with local SMMES, two have secured part-time employment at a call centre, five youth have registered to further their education, 10 youth are continuing their side hustles, two youth have registered a catering business in partnership and five youth have also received gig employment as last-mile delivery drivers.

Additionally, the 17 learnership youth obtained their NQF level 5.





# Metrics for the Improved Layer

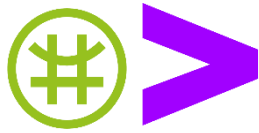
| Outcome Category | Metric   | Definition  | Source                                    | Calculation  | ABC Ltd Example  |
|------------------|--|---|---|--|--|
| Reach            | % of youth from grant recipient households                                     | The number of youth who reside in households that receive grants          | Programmatic Data<br>• Mid-Year survey    | $\left[ \frac{\text{Total number of youth from grant recipient households}}{\text{Total number of youth program participants}} \right] \times 100$ | <p>85 youth indicated that they come from grant recipient households</p> <p><math>(85 \div 150) \times 100 = 57\%</math></p>   |
|                  | Average household size of youth participants                                   | The average number of persons per household where youth reside            | Programmatic Data<br>• Mid-Year survey    | $\left[ \frac{\text{Total number of persons in households that youth reside}}{\text{Total number of youth program participants}} \right]$          | <p>The total number of people in youth households is 680.</p> <p><math>680 \div 150</math> youth in the program = 4.53 is the average household size</p>                                 |
|                  | Average number of people the youth supports inside and outside their household | The average number of people a youth supports                             | Programmatic Data<br>• Mid-Year survey    | $\left[ \frac{\text{Sum of the people supported by youth}}{\text{Total number of youth program participants}} \right]$                             | <p>Youth are supporting 385 people inside and outside their households.</p> <p><math>385 \div 150</math> youth in the program = 2,57 is the average no. of people supported by youth</p> |
| Demographic      | Comparative change in education level  | The comparative change in youth education level at the end of the program | Programmatic Data<br>Past reports/surveys | <ul style="list-style-type: none"> <li>Current or post program metric values minus values calculated or measured during the program</li> </ul>     | <p>17 learnership youth obtained their NQF level 5.</p>  |





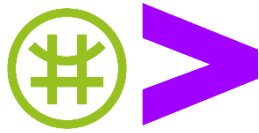
# Metrics for the Improved Layer

| Outcome Category              | Metric   | Definition  | Source   | Calculation   | ABC Ltd Example  |
|-------------------------------|--|---|--|---|--|
| Skilling and Entrepreneurship | # of youth who received certified training     | The total number of youth that obtained designated credentials verifying their competency           | Programmatic data  | <ul style="list-style-type: none"> <li>The sum of youth participants with designated credentials post program</li> </ul>  | Of the 150 youth, 17 learnership youth obtained their NQF level 5  |
|                               | # of youth who received non-certified training | The total number of youth who obtained training that does not entail designated credentials         | Programmatic data <ul style="list-style-type: none"> <li>Endline survey</li> </ul> | <ul style="list-style-type: none"> <li>The sum of youth participants that completed the training offered without designated credentials post program</li> </ul> | Of the 150 youth, 70 work experience youth received non-certified work readiness training  |
|                               | % of youth who started their own businesses    | The percentage of youth with recently registered businesses during/post the program                 | Programmatic data <ul style="list-style-type: none"> <li>Endline survey</li> </ul> | $\left[ \frac{\text{The count of youth who started their own business}}{\text{Total number of youth program participants}} \right] \times 100$                  | <ul style="list-style-type: none"> <li>1 youth from the learnership program registered their farming side hustle as a business with the CIPC.</li> <li>2 youth from the work experience program registered a catering business in partnership</li> </ul> <p><math>(3 \div 150 \text{ youth}) \times 100 = 2\%</math></p> |
|                               | % of youth placed in an earning opportunity    | The percentage of youth placed into opportunities where they received some form of income / stipend | Programmatic data <ul style="list-style-type: none"> <li>Endline survey</li> </ul> | $\left[ \frac{\text{The count of youth in earning opportunities}}{\text{Total number of youth program participants}} \right] \times 100$                        | <ul style="list-style-type: none"> <li>9 got employment</li> <li>8 got gig employment = 17 youth received opportunities after the program</li> </ul> <p><math>(17 \div 150 \text{ youth}) \times 100 = 11\%</math></p>   |



# Metrics for the Improved Layer

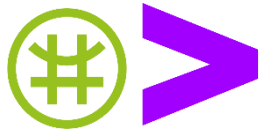
| Outcome Category              | Metric  | Definition  | Source                                | Calculation  | ABC Ltd Example  |
|-------------------------------|---|---|---------------------------------------|--|--|
| Skilling and Entrepreneurship | % of youth pursuing further education                         | The total number (or the proportion) of youth who pursue further academic education   | Programmatic data<br>• Endline survey | $\left[ \frac{\text{The count of youth pursuing further education}}{\text{Total number of youth program participants}} \right] \times 100$ | (5 youth pursuing further education ÷ 150 youth) x 100 = 3.3%  |
|                               | % of youth starting side-hustles or increasing income streams | The percentage of the participating youth who are starting a side hustle/any legal income generating gig                      | Programmatic data<br>• Endline survey | $\left[ \frac{\text{The count of youth with a side hustle}}{\text{Total number of youth program participants}} \right] \times 100$         | (10 youth with a side hustle ÷ 150 youth program participants) x 100 = 6,66%                           |
| Employment                    | # of youth connected to industry/employer network opportunity | The total number of youth who got attended a network event and/or were personally introduced to an industry/ employer network | Programmatic data                     | • Count of youth who got connected / exposure to an industry or employer network   | ABC Ltd has not linked youth to any employer networks  |
|                               | % of youth in full-time employment                            | The number of employed youth who usually work 30 or more hours a week   | Programmatic data<br>• Endline survey | • Total count of youth in full-time employment   | A total of 7 youth received full-time employment after the program<br><br>(7 ÷ 150 youth) x 100 = 4.7% |
|                               | % of youth in part-time employment                            | The number of employed youth who work less than 30 hours a week   | Programmatic data<br>• Endline survey | • Total count of youth in part-time employment   | 2 youth received part-time employment after the program<br><br>(2 ÷ 150 youth) x 100 = 1.3%            |



# Metrics for the Improved Layer

| Outcome Category | Metric   | Definition  | Source                                 | Calculation   | ABC Ltd Example  |
|------------------|--|---|--|---|--|
| Employment       | # of youth in learnerships/ apprenticeships/ internships | The total number of youth who got placement in learnerships/ apprenticeships/ internships | Programmatic data<br>• Endline survey  | • Total count of youth in who obtain learnerships/ apprenticeships/ internships post the program        | No youth have received learnerships, internships or apprenticeships post the program   |
|                  | # of youth employed by an SMME                           | The total number of youth who got placement in Small, Micro, Medium, Enterprises*         | Company-wide data                      | • Total count of youth who get placement/employed by a SMME   | 4 youth secured full-time employment with local SMMES  |
|                  | Ratio of mentor to youth                                 | The average number of youth per mentor  | Programmatic data                      | $\left[ \frac{\text{The total number of mentors}}{\text{Total number of youth in the program}} \right]$ | No youth received mentorship as part of the program  |
| Economic         | # of youth that save every month                         | The number of youth that save a portion of their earnings monthly                         | Programmatic Data<br>• Mid-Year Survey | • Sum of total youth participants that save monthly   | Of the 150 youth, 135 youth reported consistent monthly savings  |
|                  | Average youth monthly savings                            | The average portion of the youth's salary that is saved monthly                           | Programmatic Data<br>• Mid-Year Survey | $\left[ \frac{\text{The total monthly savings}}{\text{Total number of youth that saves}} \right]$       | <ul style="list-style-type: none"> <li>• Graduates save an average = R1 000 pm</li> <li>• Learnership youth save an average = R500 pm and</li> <li>• Work experience youth saving an average = R200 pm.</li> </ul> |

\*Micro enterprises are defined as enterprises with less than 10 employees and an industry dependent turnover of between R5m to R20m; small enterprises = 10 to 50 employees and an industry dependent turnover of R15m to R80m and medium enterprises = 50 to 250 employees and an industry dependent annual turnover of R35m to R220m



# Metrics for the Improved Layer

| Outcome Category | Metric  | Definition  | Source  | Calculation   | ABC Ltd Example   |
|------------------|---|---|---|---|---|
| Economic         | Average monthly Household spend on food                 | The average portion of the youth's salary that is spent on food monthly   | Programmatic Data <ul style="list-style-type: none"> <li>Mid-Year Survey</li> </ul>   | $\left[ \frac{\text{Total amount spent on food in the household}}{\text{Total number of youth in the program}} \right]$                               | R185 000/ 150 = R 1 233 is the average household spend per month  |
|                  | Comparative change in youth salary post the program     | The difference between the youth salary before and after the completion of the program  | Programmatic Data: <ul style="list-style-type: none"> <li>Survey</li> </ul> Financial Data: <ul style="list-style-type: none"> <li>Payroll extract</li> </ul> | $\left[ \frac{\text{Original Salary} - \text{New Salary}}{\text{Original Salary}} \right] \times 100$   | There is no data collected on the change in salary  |
| Wellness         | # of youth reporting an improved mental health          | Number of youth reporting / indicating an improvement in their mental health since joining the program  | Programmatic Data <ul style="list-style-type: none"> <li>Mid-Year Survey</li> </ul>   | <ul style="list-style-type: none"> <li>Total count of youth participants who indicated an improved mental health</li> </ul>                           | Out of 150 youth, 80 youth reported an improved mental state in their mental health                           |
|                  | # of youth participating in employee wellness programs  | Number of youth participating in employee wellness programs   | Programmatic Data <ul style="list-style-type: none"> <li>Mid-Year Survey</li> </ul>   | <ul style="list-style-type: none"> <li>Total count of youth participating in employee wellness programs</li> </ul>                                    | 95 youth accessed the free employee wellness offering   |
|                  | # of youth provided with mental health support          | Number of youth who have received mental health support during the program  | Programmatic Data <ul style="list-style-type: none"> <li>Mid-Year Survey</li> </ul>   | <ul style="list-style-type: none"> <li>Total count of youth provided with mental health supports</li> </ul>   | All 150 youth had access to the employee wellness   |
|                  | # of youth participating in financial wellness programs | Number of youth participating in programs aimed at equipping young people with the skills and knowledge needed for sound financial decision-making. | Programmatic Data <ul style="list-style-type: none"> <li>Mid-Year Survey</li> <li>Financial wellness offered by banks</li> </ul>                              | <ul style="list-style-type: none"> <li>Total count of youth participating in financial wellness programs offered by their respective banks</li> </ul> | Out of 150 youth, all 50 graduate youth participate in the financial wellness programs offered by the company |

# Case Study: ABC Ltd - Sustained Layer

Please note this case study  
is created for  
illustration purposes

18 months after implementing their numerous youth employment programs and with the end of the graduate program, ABC Ltd's Executive Committee is eager to evaluate the impact of their investment on the lives of the youth to assess whether the skilling and employment programs really improved economic outcomes of the youth.



## Context

Of the 50 graduate youth, ABC Ltd has absorbed 35 as permanent staff. The remaining 15 have opted for alternative employment options. 10 youth have disclosed that they are employed full-time at a competitor, and 5 youth have not updated ABC Ltd on their career progression. The youth absorbed as permanent staff all have access to the company's employee wellness program and receive other financial and non-financial benefits.

ABC Ltd has reached out to the learnership and work experience youth via LinkedIn and emails. Of the 87 youth contacted, only 50 were responsive and shared their reflections on their wellbeing, employment status and entrepreneurial activities.

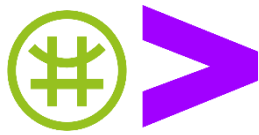
- **Learnership program** - 2 youth are still working full-time for ABC Ltd and have received a salary increase of 10%. The youth with the farming business is still doing well and now employs 5 youth in his business. There are now 5 youth working as last-mile delivery drivers. 2 youth reported that they are currently completing another learnership.
- **Work experience program** – There are now 6 youth who have secured full-time employment with local SMMEs. The 2 part-time youth at the call centre are now permanent staff. Of the 5 youth in education, all 5 are still busy with their studies. There are now 15 youth who are running their side hustles. The 2 youth who were running the catering business have now closed shop due to financial sustainability challenges. There are now 4 youth working as last-mile delivery drivers. 6 youth reported that they were still unemployed and eagerly awaiting opportunities from SAYouth.

Of the learnership and work experience youth contacted, 20 still access the free mental health resources and tools provided by ABC Ltd. 40 of the contacted youth reported an improved self-image.



# Metrics for the Sustained Layer

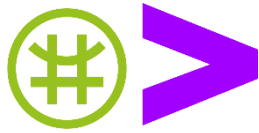
| Outcome Category            | Metric  | Definition  | Source                                    | Calculation  | ABC Ltd Example  |
|-----------------------------|---|---|---|--|--|
| Demographic                 | Comparative change in education level           | The comparative change in youth education level at the end of the program                   | Programmatic Data<br>Past reports/surveys | <ul style="list-style-type: none"> <li>Current or post-program metric values minus values calculated or measured during the program</li> </ul> | 5 youth are still in pursuit of further education                      |
| Skilling & Entrepreneurship | # of businesses still in operation after a year | The number of businesses that the youth started that are still in operation after a year    | Post-program endline survey               | <ul style="list-style-type: none"> <li>The total number of businesses that are still in operation during the reporting period</li> </ul>       | 1 youth business is still in operation since the program ended         |
|                             | # of youth pursuing further skilling programs   | The number of youth pursuing further skilling programs after participating in an initiative | Post-program endline survey               | <ul style="list-style-type: none"> <li>Number of youth pursuing further skilling post a program</li> </ul>                                     | 2 youth are pursuing further skilling programs via another learnership |
|                             | # of jobs created in youth business             | The total number of people employed in youth business.                                      | Post-program endline survey               | <ul style="list-style-type: none"> <li>The total number of people employed in youth business</li> </ul>  | 5 youth are employed in the farming business                           |
|                             | # of youth pursuing further education           | The total number (or the proportion) of youth who pursue further academic education         | Post-program endline survey               | <ul style="list-style-type: none"> <li>The count of youth who pursue further education</li> </ul>  | 5 youth are still pursuing further education                           |



# Metrics for the Sustained Layer

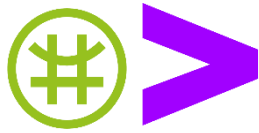
| Outcome Category | Metric   | Definition   | Source            | Calculation   | ABC Ltd Example  |
|------------------|--|--|-------------------|---|--|
| Employment       | Career Progression :<br># of youth promoted            | The number of youth who obtained upward growth in their roles                            | Financial data    | <ul style="list-style-type: none"> <li>Total count of youth who got promoted</li> </ul>   | No youth reported a promotion  |
|                  | # of youth in full-time employment                     | The number of employed youth who usually work 30 or more hours a week                    | Programmatic data | <ul style="list-style-type: none"> <li>Total count of youth in full-time employment</li> </ul>  | <ul style="list-style-type: none"> <li>35 graduates were absorbed by ABC Ltd</li> <li>10 graduates were employed at a competitor</li> <li>2 youth from the Learnership program are employed by ABC Ltd</li> <li>2 learnership youth are full-time from the call centre</li> <li>6 youth from the Work experience program are employed full-time in SMMEs</li> </ul> <p>A total of 53 youth are in full-time employment</p> |
|                  | # of youth in part-time employment                     | The number of employed youth who work less than 30 hours a week                          | Programmatic data | <ul style="list-style-type: none"> <li>Total count of youth in part-time employment</li> </ul>  | 0 youth are employed part-time   |
|                  | # of youth in learnerships/apprenticeships/internships | The total number of youth who got placement in learnerships/apprenticeships/ internships | Programmatic data | <ul style="list-style-type: none"> <li>Total count of youth in who obtain learnerships/apprenticeships/ internships post the program</li> </ul> | 2 youth reported that they are currently completing another learnership.   |
|                  | # of youth employed by an SMME                         | The total number of youth who got placement in Small, Micro, Medium, Enterprises         | Company-wide data | <ul style="list-style-type: none"> <li>Total count of youth who get placement / employed by a SMME</li> </ul>                                   | 6 youth employed by an SMME  |





# Metrics for the Sustained Layer

| Outcome Category | Metric   | Definition  | Source            | Calculation   | NGO Inspire Example   |
|------------------|--|---|-------------------|---|---|
| Employment       | Number of youth who receive employee benefits                                  | The total number of youth who obtain benefits from their employers i.e medical aid, pension fund etc                        | Financial data    | <ul style="list-style-type: none"><li>Count the youth who indicated to be receiving employee benefits</li></ul>   | The 37-youth absorbed by ABC Ltd receive financial and non-financial benefits   |
| Economic         | Career Progression : # of youth promoted                                       | The number of youth who obtained upward growth in their roles   | Financial data    | <ul style="list-style-type: none"><li>Total count of youth who got promoted</li></ul>   | No youth reported a promotion   |
| Wellness         | # of youth independently accessing mental health support                       | The total number of empowered youth who now access mental health support themselves   | Programmatic data | <ul style="list-style-type: none"><li>Count the number of youth independently accessing mental health support</li></ul>   | Of the learnership and work experience youth contacted, 20 still access the free mental health resources and tools provided by ABC Ltd.<br><br>All 37 youth absorbed as permanent staff by ABC Ltd also have access to mental health support. |
|                  | # of youth reporting improved self-image, confidence, agency, emotional status | Any improvement in youth self-image , confidence , agency , emotional status and the general outlook on life and the future | Programmatic data | <ul style="list-style-type: none"><li>Any improvement in youth self-image , confidence , agency , emotional status and the general outlook on life and the future</li></ul> | 20 learnership and work experience youth reported improved self-image, confidence, agency and emotional status  |



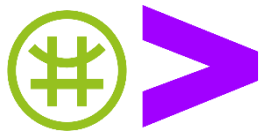
# How do I go about obtaining the relevant youth data for reporting purposes?

## Tangible resources to enhance the practicality of the tool

*\*Note these are examples of survey questions that can be used by organisations but users should always adapt their surveys according to their context and needs*



# Baseline Survey for Youth Programs (1/2)



**Please answer the following questions:**

1. Name: \_\_\_\_\_

2. Surname: \_\_\_\_\_

3. ID number: \_\_\_\_\_

4. Email Address: \_\_\_\_\_

5. What is your gender?

☐ Male ☐ Female ☐ Non-binary/third gender ☐ Prefer to self-describe ☐ Prefer not to say

6. Do you currently own a business? This includes formal businesses and informal businesses, for example street vendors)

☐ Yes ☐ No

7. What is your current employment status?

☐ Unemployed for less than 6 months ☐ Unemployed for between 6 months and 1 year ☐ Unemployed for more than 1 year ☐ Permanent employment ☐ Short-term/temporary employment ☐ Self-employed

8. What is highest level of school or degree that you have completed?

☐ No schooling completed ☐ Primary school ☐ Some high school, no matric certificate ☐ Matric ☐ Trade/technical/vocational training ☐ University bachelor's degree ☐ University honours degree ☐ Master's degree ☐ Other – please specify: ☐ Prefer not to answer



# Baseline Survey for Youth Programs (2/2)



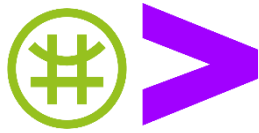
**Please answer the following questions:**

- 9. How many dependents to you have?
- 10. How many people are there in your household?
- 11. How many of these people earn an income?
- 12. How many of these people get a monthly pension or grant?
- 13. Social Support - Interpersonal Support Evaluation List



| Look at each statement and answer how often you feel this way?                       | Always | Often | Sometimes | Rarely | Never |
|--|--------|-------|-----------|--------|-------|
| I know someone I can put down as a reference when I apply for a job                  |        |       |           |        |       |
| I know many people I can put down as a reference when I apply for a job              |        |       |           |        |       |
| I have someone with whom I would feel comfortable doing a mock interview             |        |       |           |        |       |
| I rely on friends and family to help me with finding new job leads                   |        |       |           |        |       |
| I rely on people outside my friends and family to help me with finding new job leads |        |       |           |        |       |

# My First Salary Survey Example

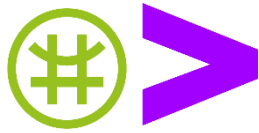


## **Please answer the following questions:**

1. We would like to find out *what did you most recently buy with your very first monthly salary?*
2. Before the Program, please tell us about your previous work experience, if any. Please select one of the following:
  - ☐ Never worked before
  - ☐ Casual worker
  - ☐ Other employment – please explain: \_\_\_\_\_
3. How long were you unemployed before starting the program?
  - ☐ 1 Month
  - ☐ 3-6 Months
  - ☐ 6-12 Months
  - ☐ More than a year
4. What did you buy with your first salary?
5. Why did buying this item mean so much to you?
6. How did you feel after buying this item?
7. How long had you thought about buying this item?
8. If you bought this item for someone else, how did they react?
9. How many people depend on your monthly Salary?
  - ☐ Myself Only
  - ☐ Myself+1 others
  - ☐ Myself+2 others
  - ☐ Myself+3 or more



# Mental Wellbeing Survey Example

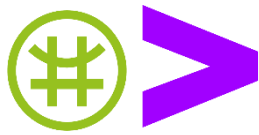


**How true are the statements below? Please indicate your answer using a scale of 1 – 10 with 1 being very false and 10 being very true.**

1. I feel how hopeful at this stage in your life.
2. I feel overwhelmed by my work.
3. I feel stressed about my situation at home.
4. I feel that my life is not meaningful.
5. I feel that I do not add value at work.
6. I feel that my manager does not support my work.
7. I feel exhausted regularly.
8. I follow any lifestyle changes to stay mentally fit.
9. I rate my physical fitness level as high compared to others of my age.
10. I strongly believe that there is room for my work to support my work-life balance and mental health?
11. I often feel calm and peaceful during working hours?
12. Over the last 12 months, I rate my overall mental health between 1-10.



# Growth Mindset Survey Example



**Please answer the following questions:**

1. No matter how much intelligence you have, you can always change it a good deal.  
☐ Disagree lot ☐ Disagree ☐ Disagree a Little ☐ Agree a Little ☐ Agree ☐ Agree a Lot
2. You can learn new things, but you cannot really change your basic level of intelligence.  
☐ Disagree lot ☐ Disagree ☐ Disagree a Little ☐ Agree a Little ☐ Agree ☐ Agree a Lot
3. I like my work best when it makes me think hard.  
☐ Disagree lot ☐ Disagree ☐ Disagree a Little ☐ Agree a Little ☐ Agree ☐ Agree a Lot
4. I like my work best when I can do it really well without too much trouble.  
☐ Disagree lot ☐ Disagree ☐ Disagree a Little ☐ Agree a Little ☐ Agree ☐ Agree a Lot
5. I like work that I'll learn from even if I make a lot of mistakes.  
☐ Disagree lot ☐ Disagree ☐ Disagree a Little ☐ Agree a Little ☐ Agree ☐ Agree a Lot
6. I like my work best when I can do it perfectly without any mistakes.  
☐ Disagree lot ☐ Disagree ☐ Disagree a Little ☐ Agree a Little ☐ Agree ☐ Agree a Lot
7. When something is hard, it just makes me want to work more on it, not less.  
☐ Disagree lot ☐ Disagree ☐ Disagree a Little ☐ Agree a Little ☐ Agree ☐ Agree a Lot
8. To tell the truth, when I work hard, it makes me feel as though I'm not very smart  
☐ Disagree lot ☐ Disagree ☐ Disagree a Little ☐ Agree a Little ☐ Agree ☐ Agree a Lot





# Endline Survey Example

**Please answer the following questions:**

1. ID Number (if changed): \_\_\_\_\_

2. Phone Number (if changed): \_\_\_\_\_

3. Email address (if changed): \_\_\_\_\_

4. Do you feel better equipped to find a job after completing this youth employment program?

☐ Yes ☐ No

5. What do you aim to do after the program?

☐ Find a job ☐ Pursue Studies ☐ Run a business ☐ Learnership ☐ Internship ☐ Unsure

6. How are you searching for work?

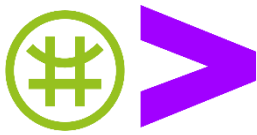
☐ The internet in general ☐ Job-searching platforms, please specify ☐ Through friends and family ☐ An organisation is helping me

7. If you have found a job, what kind of job is it?

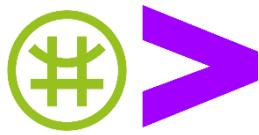
☐ Full-time ☐ Part-time ☐ Contract ☐ Internship ☐ Learnership ☐ If other, specify:

8. If you have found an earning opportunity, what sector is the role in?

☐ Mining ☐ Transport ☐ Energy ☐ Manufacturing ☐ Tourism ☐ Agriculture ☐ If other, specify:  
☐ Artisanal ☐ Digital ☐ Finance



# Free Mental Health Resources



## The South African Depression And Anxiety Group.

Is Africa's largest mental health support and advocacy group and is involved in counselling, outreach and capacity building work throughout South Africa.

SADAG Mental Health Line : 011 234 4837

Website Link: [SADAG](https://www.sadag.org.za/)



## The Panda Mental Health mobile app

Helps you to assess and track your mental health - providing you with tools to objectively measure how you are doing. It also allows you to schedule time with a registered professional(therapist, counsellor or coach) and receive 1:1 support, via text-based chat or directly.

Website Link: [panda health](https://panda.health/)



## Syked app

Provides you with access to qualified professionals(therapists) in the comfort of your own home through secure private video calls.

Website Link: [Syked](https://syked.co.za/)



## NPower.

Is a first-of-its kind NPO Mental Health Support program & 24-hour toll-free Helpline that offers FREE Mental Health Care & Support to all NPO's, NGOs & NPCs(workers, volunteers) in South Africa

NPower Support Helpline - 0800 515 515

Website Link: [NPower](https://www.npower.org.za/)



## Inala

Provides educational and psycho-social services to youth, individuals, families and communities to prevent and address adverse mental health.

Website Link: [Inala](https://www.inala.org.za/)



## Vive Teens app.

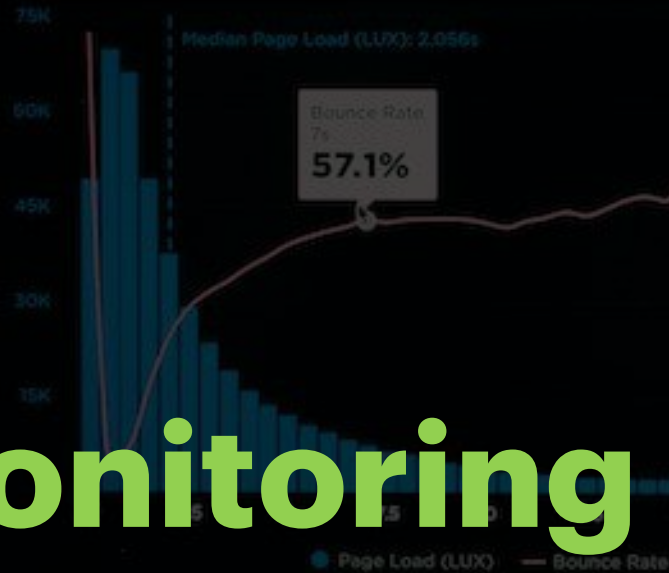
Aims to develop the emotional wellbeing of teenagers through assistive smart technology that enables our users to live healthier and happier lives

Website Link: [Vive Teens](https://www.vive.co.za/)



USERS: LAST 7 DAYS USING MEDIAN ▾

LOAD TIME VS BOUNCE RATE



OPTIONS



START RENDER VS BOUNCE RATE



OPTIONS



# Monitoring & Evaluation

PAGE VIEWS VS ONLOAD

Page Load (LUX)

0.7s

1s

0.8s

0.6s

0.4s

Page Views (LUX)

2.7Mpvs

Bounce Rate (LUX)

40.6%

OPTIONS



SESSIONS

Sessions (LUX)

479K

4 pvs

3.2 pvs

2.4 pvs

1.6 pvs

Session Length (LUX)

17min

40 min

32 min

24 min

16 min

PVs Per Session (LUX)

2pvs

100K

80K

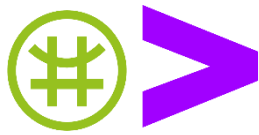
60K

40K

OPTIONS

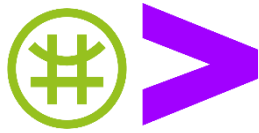


# Guideline for how to and how often to collect the survey data:



|   | Source                   | Period   | Frequency                            | Collection Channels  |
|---|--------------------------|--|--------------------------------------|--|
|    | Baseline Survey          | 0-1 months                                       | Once                                 | Email with survey link, Printout survey (distributed upon contract signing), Call centre |
|    | My First Salary Survey   | 1-3 Months                                       | Once                                 | Email with survey link, Printout survey (distributed upon contract signing), Call centre |
|    | Mental Wellbeing Survey  | 0-3 months, 4-6 months, 7-9 months, 10-12 Months | Quarterly                            | Anonymous Survey   |
|    | Growth Mindset Survey    | 0-3 months, 4-6 months, 7-9 months, 10-12 Months | Quarterly                            | Anonymous Survey   |
|   | Mid-year Survey          | 5-6 months                                       | Once                                 | Email with survey link, Printout survey (distributed upon contract signing), Call centre |
|  | End-line Survey          | 10-12 months                                     | Once                                 | Email with survey link, Printout survey (distributed upon contract signing), Call centre |
|  | Post-programmatic Survey | 18+ months                                       | Dependent on the capacity of the org | Email with survey link, Printout survey (distributed upon contract signing), Call centre |

# Contact Us



## Harambee Youth Employment Accelerator



**SHARMI SURIANARAIN**  
Harambee  
Chief Impact Officer



**GUY SHAND**  
Harambee  
Product Demand Solutions Head  
guy@harambee.co.za



**VICTORIA JOHN**  
Harambee  
Market Intelligence Lead  
VictoriaJ@harambee.co.za

## Accenture Development Partnerships



**KHETHIWE NKUNA**  
Accenture in South Africa  
Executive: Responsible Business



**FARAI NTULI**  
Accenture Development Partnerships Africa  
Livelihoods and Education Lead  
farai.mubaiwa@accenture.com



**MAHLATSE LAKA**  
Accenture in South Africa  
Strategy Consultant  
mahlatse.laka@accenture.com