



Annex 1

POLICY INFLUENCE PLAN – Grant number OW2.044 – University of the Witwatersrand

The plan outlines the context for, and approach to, policy influence to be adopted for the study. The plan includes identification of three key policy makers who have the potential to influence policy on the basis of the evaluation findings. The plan outlines the nature of the planned interaction between the principal investigators and other project staff and these policy makers. The plan also includes a description for your broader communication plans to reach other stakeholders, such as media, professional associations an trade unions, religious groups and so on.

The policy-stakeholder engagement plan must be submitted for first tranche payment.

CONTEXT

What is the political/social/cultural/economic environment that could affect both the timing and design of your evaluation and the opportunities for the findings to influence policy?

Unemployment, especially youth unemployment, is a key policy (and political) challenge for South Africa. At least 3 million young people are classified as unemployed – with many more discouraged and not looking for work. In an attempt to tackle this, and other economic challenges, the South African government has proposed a number of economic strategies, the most recent being the New Growth Plan (NGP) announced in late 2010. This plan emanated from the newly created Ministry of Economic Development and targets the creation of 5 million new jobs by 2020. The NGP proposes to create many of these jobs through investment in infrastructure and other government led initiatives. President Zuma endorsed the plan at the African National Congress's (ANC's) 99th birthday celebration in January 2011 and has indicated that job-creation would be top of the

GUIDELINES

What is the current use of evidence in policy making in the country in general, and in the sector of your study, and the concerned implementing agency, in particular. This section should consider political economy and other social or cultural factors which may affect the chance to influence policy.

Possible resources include:

OECD Political Economy Analysis, www.oecd.org/dac/governance/politicaconomy/; Governance and Social Development Resource Centre, <http://www.gsdrc.org/go/topic-guides/political-economy-analysis>; ODI, <http://www.odi.org.uk/programmes/politics-governance/work-political-economy-analysis.asp>

cabinet's agenda in 2011. These developments indicate that reducing unemployment is a priority for the South African government.

In parallel to this increased government focus on unemployment in the last five years there has been an increase in youth nationalism and voice that has coalesced around the ANC Youth League Chairman Julius Malema. Malema's constituents are those that have been marginalised by South Africa's economic transformation, including unemployed youth. Malema's rhetoric has been fierce and confrontational and there has been very little admonishment from more senior members of the ANC. The rise of this faction within the ANC adds additional importance to the creation of jobs which may help to placate a politically, and economically, destructive constituency.

The broad church nature of the ANC and its participation in the Tripartite Alliance (the ANC, Congress of South African Trade Unions and the South African Communist Party) means that the real political economy struggles happen within the ruling party. These often happen behind closed doors and thus it is often difficult to know which faction is in the ascendancy, or in fact who belongs to which faction. What this means in terms of influencing policy is that having a policy proposal associated with a particular faction may be detrimental. It also suggests that concrete evidence for the success of a proposed intervention and broad knowledge of this, through the media and meetings with stakeholder groups, is essential in order to create support and an environment conducive for the implementation of the policy.

The agencies that actually implement policy are the various South African government departments and these are the primary stakeholders that need to be engaged with for successful implementation of the policy. The main departments which will be impacted by



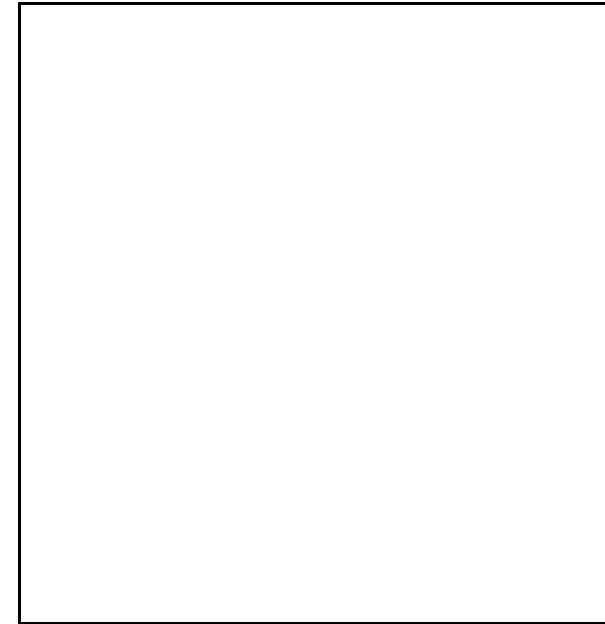
a youth wage subsidy are: National Treasury; Trade and Industry; Labour; Economic Development; and the Presidency. This project is working directly with the National Treasury but will need to obtain support from these various other departments. Most are currently represented on the steering committee and will need to be engaged more fully.

Both the government as a whole and National Treasury are supportive of evidence based policy making. A specific Department of Performance Management, Monitoring and Evaluation within the Presidency has been created under President Zuma. There is now pressure on individual department to monitor and evaluate performance and policies. National Treasury has also recently been building up their understanding of impact evaluation, particularly through randomised trials, by sending employees to attend workshops run by organisations such as J-PAL.

RISKS

Are there any expected risks associated with the dissemination and policy influence of your evaluation? (e.g. screening of findings and recommendations to suit political purposes, high political turnover, limited freedom of press etc..)

This work is being done for the South African National Treasury. As such interim reports generated by this research are confidential and can only be released with the consent of the National Treasury. There is also confidentiality in terms of publishing any results or papers based on this project. However, the contract with Treasury stipulates that consent shall not be “unreasonably withheld” and there is a time limit for withholding consent, which corresponds to early 2012. The risk associated with working so closely with National Treasury and these confidentiality agreements is that any results do not enter the public domain and could be suppressed if not favourable. However, the time



GUIDELINES

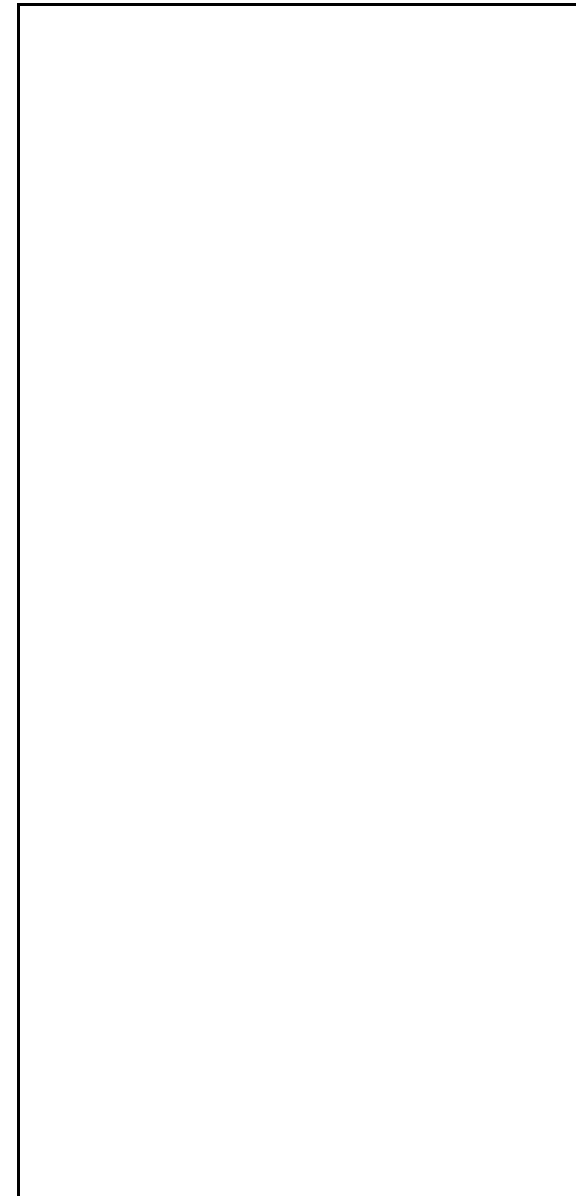
Describe, assess the level of risks and identify mitigation strategies

restriction on the withholding of consent for the publication of results and other publications mitigates this risk.

The second area of risk is the explicit opposition of the largest South African trade union organisation – the Congress of South African Trade Unions (COSATU) – to youth wage subsidies. As discussed above, COSATU has an electoral alliance with the ANC and many members of the ANC, including cabinet ministers are current or former members of COSATU. Despite this, ANC and COSATU policies do differ and COSATU is a junior partner in the alliance. The ANC does not want COSATU to break away and form a left-of-centre opposition party. The example of the emergence of the Movement for Democratic Change (MDC) from the trade union movement in Zimbabwe is used to illustrate this danger. The ANC therefore does not want to antagonise COSATU too much.

In order to mitigate this explicit opposition we have invited representatives of organised labour to be on the steering committee for this project. They refused. We therefore had to drop organised business from the steering committee to avoid criticism of favouritism.

There are two other ways we can mitigate this opposition. The first is to provide concrete evidence that the policy works and to address the concerns that have been raised. There are two main concerns of organised labour – that subsidies for younger workers will displace older workers, and that since the subsidy is temporary young workers will be discarded once their subsidies end and will be replaced by other subsidy holders. We have attempted to gather evidence to investigate both of these concerns in the design of the project. To address the displacement effect of older workers we have asked firms for a breakdown of employment by age before the hiring of subsidy holders. We will then compare the change in employment age profiles between the treatment and control



firms. We also ask companies about the reason for the position or vacancy that the new hire has filled. To address the temporary hiring of young workers we will be following all those in our sample and interviewing them after the subsidy period. We can thus ascertain whether subsidised employment has been temporary and, even if temporary, whether it has change the work trajectories of young people.

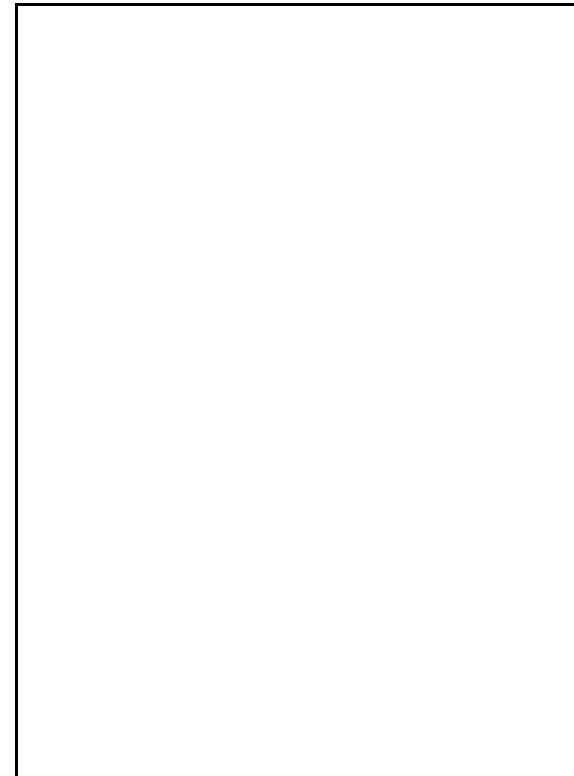
The second way to mitigate this risk is to present the evidence widely and create a groundswell of support for this policy (should the evaluation show that it does indeed work). This can be done through engagement, including non-technical presentations of results, with stake-holders both within and outside of government. We have also had a number of discussions with journalists and members of the media, off record, about this project and they have displayed interest in publishing articles about the outcome of this project. The South African press is not government controlled, and subject to approval from Treasury or the lapse the confidentiality time limit, we can publicise the results freely.

STAKEHOLDER AND POLICY-MAKER ANALYSIS

Which individuals or groups must you reach to influence policy? Which are the most influential?

We have identified six groups to target in order to influence policy:

1. National Treasury
2. Presidency and the Department of Economic Development and other departments - Labour
3. Organised labour



GUIDELINES

There are many tools available to help choose who the best audiences might be. The most obvious audiences might not be the most strategic. Try to highlight around six key primary audiences where attention can be focused.

Think about who may influence policy, considering professional associations and trade unions, other CSOs, opposition parties,

4. Organised business
5. Small and medium business
6. The public through the press

1. National Treasury

This project is a collaboration with the National Treasury. David Faulkner, Director: Growth and Labour, Macroeconomic Policy and Analysis, is the person managing the project from the National Treasury side. He reports to Dr Chris Loewald, Deputy Director-General of Economic Policy (the second most senior civil service post). Andrew Donaldson, Deputy Director-General Public Finance has also been involved with the project. Letsetja Kganyago (Director-General and most senior civil servant within Treasury), and both the former Minister of Finance (and now Minister in the Presidency), Trevor Manuel, and the current Minister of Finance, Pravin Gordhan, have all been briefed about this project and are supportive.

The National Treasury is the most important stake-holder since they design economic policy and they will be responsible for allocating the funding once the policy is implemented. The Minister of Finance, in his 2010 Budget Speech, announced the possible implementation of a youth wage subsidy so he has an interest in its implementation.

2. The Presidency, Department of Performance Management, Monitoring and Evaluation, Department of Economic Development and the Department of Labour

The implementation of the policy will require broader consultation across a number of economic departments. The Presidency coordinates and ensures coherence in policy

religious groups and the media, in addition to 'official' policy makers in the areas of interest.

Avoid broad categories such as the "general public" or "Policy-makers" and try to highlight around six key primary audiences where more attention can be focused, even if you have a longer list. Whenever possible identify individuals or key influencers.

Possible resources/tools listed

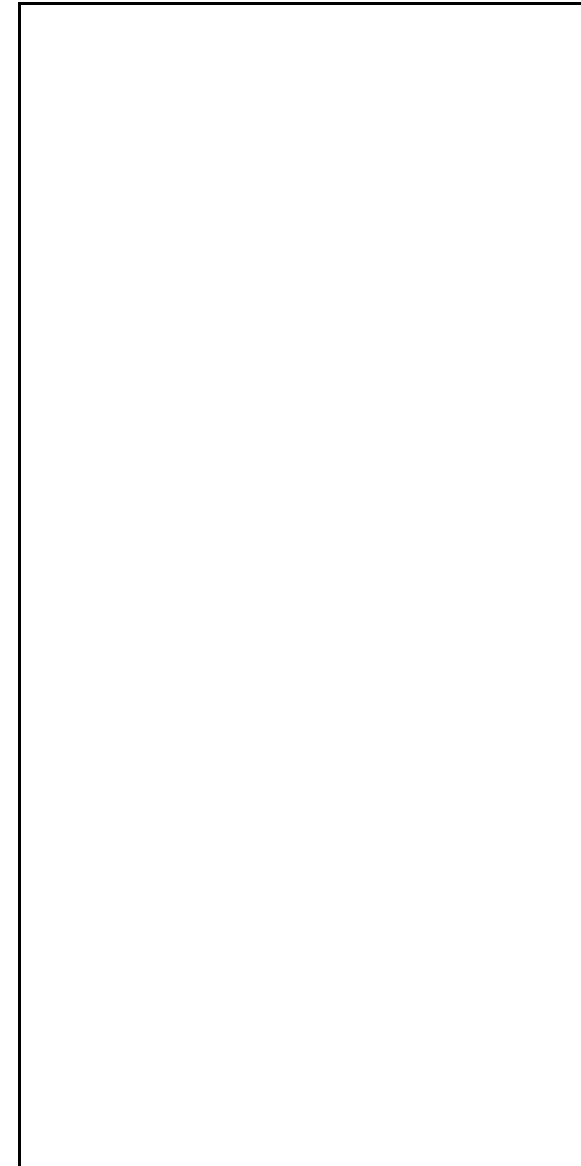
development and implementation. The Presidency is represented on the steering committee by Percy Moleke (Chief Policy Analyst). The National Planning Commission (NPC) within the Presidency, responsible for developing a long term vision and strategic plan for South Africa, is another key role player. The Minister responsible for the NPC, Trevor Manuel, is the former Minister of Finance who initially signed off on this project. Kuben Naidoo, Acting Head of the NPC Secretariat, is another contact we have within the Presidency.

The newly created Department of Economic Development is also involved with developing economic policy. There are still a number of vacancies within this department and they are not represented on the steering committee yet. The Department of Labour is represented by Ian Maçun, Executive Manager Collective bargaining.

We have steering committee meetings approximately twice a year and the members of the committee are briefed on progress and findings. Thus, once the results of the implementation will not be sprung on them. We will also discuss with the steering committee members how best to brief their respective departments. It is likely that this will take the form of a presentation and question and answer session before the results are officially released.

3. Organised labour

As discussed above, a sceptical constituency is organised labour. They have already displayed reticence to engage by refusing to participate on the steering committee. The National Labour and Economic Development Institute (NAELDI) is a think tank closely associated with COSATU. This would be a good place to make an initial presentation to the organised labour constituency. We have a relationship with Rudi Dicks, the Executive Director of NAELDI. Patrick Phelane, COSATU's Labour Policy coordinator, is an ex-student



of Economics at the University of the Witwatersrand.

In interacting with organised labour it is vital to address their concerns outlined above. It is also important that this research is presented as being apolitical and done by an independent institution – AMERU. It is also important to consider the timing of the interaction. It may be detrimental to present the results to this constituency before they have been presented widely to policy makers, to avoid lobbying against the policy.

4. Organised business

We have already briefed members of the Management Committee of Business Unity South Africa (BUSA), the largest body representing organised business in South Africa. Included in this briefing was BUSA's Director of Economic Policy. BUSA also represents organised business at the National Economic Development and Labour Council (NEDLAC) which is the major social dialogue institution in South Africa. It is a powerful business lobby group and is likely to be supportive of the policy should the evaluation indicate that the intervention is successful. Prof Raymond Parsons, the Deputy CEO, is an ex-Visiting Professor at the University of the Witwatersrand, and would be a suitable person to initially brief about the results of the intervention. Again the timing of this communication is crucial. Given the confrontational relationship between organised business and organised labour in South Africa, organised labour will immediately oppose it if the impression is created that this is a policy emanating from organised business.

5. Small and medium business

Small and medium businesses are underrepresented in organisations such as BUSA. Yet this policy may be more beneficial to them since subsidy payments could form a larger part of their wage bill than for large companies. Furthermore, small and medium



businesses are often less linked into the policy debate and thus less aware of what is happening because they are not part of organisations such as BUSA. Regional Chambers of Business are the most likely organisations to which these types of businesses belong. Many of these Chambers of Business have weekly or monthly email newsletters which they send to their members. We will provide a short summary of the research (and a link to more detailed research) to be included in these newsletters.

6. The public through the press

The interaction with stake-holders discussed above is focused, in many cases on particular people. However, this type of interaction may miss certain types of people (for example the CEO of a business may not read the email newsletters from the business organisation his firm is part of). It also does not create a broader public debate. To reach these types of people and create this type of debate the results need to be disseminated more broadly. Carol Paton of the Financial Mail has already written a piece on youth unemployment (<http://www.financialmail.co.za/Article.aspx?id=104597>) for which she interviewed a number of people involved with the project. She is interested in writing about the project once the results come out. In addition to the broader reach of an article such as this, it can also place the results in a broader context and report reactions from other stake-holders. The Financial Mail is the leading weekly business publication in South Africa and has a readership of over 180,000.

Possible resources include

Stakeholder analysis (World Bank, <http://www1.worldbank.org/publicsector/anticorrupt/PoliticalEconomy/PDFVersion.pdf>)

Social network analysis (ODI-FAO, http://www.foodsec.org/DL/course/shortcourseFK/en/pdf/trainerresources/Pg_SNA.pdf)

Alignment Interest Influence Matrix (ODI, www.odi.org.uk/.../428-presentation-4-method-alignment-interest-influence-matrix.ppt).

KEY POLICY MAKERS

Identify three policy makers with the potential to influence policy in the area addressed by your evaluation and justify your selection. You may add additional policy makers if you wish.

<p>1. Name: Dr Chris Loewald</p> <p>Position: Deputy Director-General: Economic Policy</p> <p>Contacts: Christopher.Loewald@treasury.gov.za</p> <p>Type of organization: Government Department</p>	<p>Name of organization: National Treasury</p> <p>Website: http://www.treasury.gov.za/</p>
<p>Relevance/Level of influence:</p> <p>Why is his/her participation important? Dr Loewald manages that develops economic policy within the National Treasury. This unit will lead the design of the youth wage subsidy intervention.</p> <p>What role do they play in the policy making process? This unit designs economic policy within the Treasury.</p> <p>How much influence/leverage are they expected to have? Large.</p> <p>What is their perceived interest in the evaluation process? High. They are collaborating closely on this project.</p> <p>Are they part of a particular network (e.g. policy network, policy committees/advisory boards, research community, etc.)? Within government they are part of the economic cluster of ministries which will need to discuss and approve the subsidy.</p>	
<p>Have your organization had previous experiences with this policy maker. If so, please describe.</p> <p>Yes. A strong relationship. Regular meetings. Ex-students are employed in key positions within the unit.</p>	
<p>2. Name: Rudi Dicks</p> <p>Position: Executive Director</p> <p>Contacts: rudi@naledi.org.za</p> <p>Type of organization: COSATU affiliated research institution (think-tank)</p>	<p>Name of organization: NALEDI</p> <p>Website: www.naledi.org.za</p>

Relevance/Level of influence:

Why is his/her participation important? Given COSATU's opposition to this policy it is important to engage with them and present the evidence of the evaluation. Given that NALEDI undertakes economic research for COSATU they will be better able to engage with the research than the broader COSATU leadership.

What role do they play in the policy making process? They are part of NEDLAC, a social dialogue institution where policies are meant to be discussed before they are tabled. However, they do not play a direct role in policy making.

How much influence/leverage are they expected to have? They will be able to influence the outcome negatively if they are not engaged with and are opposed to the policy. If they are supportive of the policy (highly unlikely) the policy will very likely be implemented.

What is their perceived interest in the evaluation process? Very low. They benefit from operating in an environment where quantitative evidence is sparse and anecdotes can be used to support their positions.

Are they part of a particular network (e.g. policy network, policy committees/advisory boards, research community, etc.)? Part of organized labour, member of NEDLAC, active in the policy community.

Have your organization had previous experiences with this policy maker. If so, please describe.

3. Name: Carol Paton

Name of organization: Financial Mail

Position: Contributing editor

Contacts: patonc@fm.co.za

Website: www.fm.co.za

Type of organization: Media – weekly business publication

Relevance/Level of influence: Why is his/her participation important? Carol will be able to disseminate the results widely and place them in the broader context of South African unemployment.

What role do they play in the policy making process? The Financial Mail is the business publication that will most likely be read by senior government officials.

How much influence/leverage are they expected to have? Fairly substantial through the dissemination of the results.

What is their perceived interest in the evaluation process? High.

Are they part of a particular network (e.g. policy network, policy committees/advisory boards, research community, etc.)? Network of journalists. The story will likely be picked up by other media.

Have your organization had previous experiences with this policy maker. If so, please describe.

Yes. Been interviewed by Carol Paton. Had numerous 'off the record' discussions.

STAKEHOLDER ENGAGEMENT PLAN

Please provide a detailed plan for engaging relevant stakeholders throughout the evaluation process. Stakeholders include the policy makers identified above, but also other representatives of civil society organizations, the media and so on. The plan should clearly identify the roles of each stakeholder in policymaking or influencing, action plan for specific activities, as well as expected results and long-term outcomes.

Stage in evaluation	Objectives and dimension of the engagement	Channels and Frequency	Stakeholders	Focal Point	Monitoring/ Learning and influencing indicators
	<p><i>Highlight the kind of engagements and policy influence objectives (Awareness raising/Knowledge sharing/Policy influencing)</i></p> <p><i>What are the specific drivers? What are the expected benefits?</i></p>	<p><i>Specify the channels used, e.g. Meeting, Design workshop, Training workshop, Dissemination workshop, Partnership with key intermediaries/allies, Participation / contribution to discussion (online forums/ working groups, Media interviews/briefings/opinion pieces, Focus group/town hall meeting, Presentation at national and international conferences. Providing study outputs such as briefing notes and videos</i></p> <p><i>Frequency: (monthly/quarterly/annually or once/twice etc.)</i></p>	<p><i>This should include but not be limited to the three policy-makers identified above</i></p>	<p><i>Name the person or people in the team responsible to carry out this engagement</i></p>	<p><i>Identify key indicators and measuring tools (see guidelines for section on evaluation below)</i></p>

Study design	<i>Awareness Raising; Knowledge Sharing</i>	<p><i>Channels: Meetings, design workshop, circulation of proposed project design (within the steering committee and National Treasury); partnership with key allies (National Treasury, Department of Labour and other government departments represented on the steering committee).</i></p> <p><i>Frequency: Monthly interaction with National Treasury, quarterly interaction with Department of Labour and other departments represented on the Steering committee; once off meeting with organized business but follow up communication through email.</i></p>	<p><i>National Treasury; Department of Labour; Presidency; BUSA.</i></p>	<p><i>Neil Rankin and David Faulkner; Volker Schöer and Gareth Roberts</i></p>	<p><i>Sign off of project by the Minister of Finance</i></p>
Implementation	<i>Awareness Raising; Knowledge Sharing; Policy influence</i>	<p><i>Channels: Meetings (National Treasury and steering committee); training/briefing workshops (Department of Labour); partnership with key allies (National Treasury, Department of Labour and other government departments represented on the steering committee); media interview (Financial Mail)</i></p>	<p><i>National Treasury; Department of Labour; Presidency; BUSA; Financial Mail.</i></p>	<p><i>Neil Rankin and David Faulkner; Volker Schöer and Gareth Roberts</i></p>	<p><i>Media article – Financial Mail;</i></p> <p><i>Approximately ten high level policy makers (Director and above) interacted with in each steering committee meeting across represented government departments.</i></p> <p><i>Briefing of Deputy</i></p>

		<i>Frequency: Steering committee meetings (quarterly – half-yearly); Monthly interaction with Treasury; One media interview.</i>			<i>Director-General National Treasury. Memos to Director-General and Minister of Finance.</i> <i>Announcement of planned youth wage subsidy in President's 2010 "State of the Nation" address and 2010 budget.</i>
Preliminary findings	<i>Awareness Raising; Knowledge Sharing; Policy influence</i>	<i>Channels: Meetings and briefings (National Treasury and steering committee); meetings and/or one-on-one briefings to key individuals in the Presidency; Department of Labour; Department of Trade and Industry and Department of Economic Development. Partnership with key allies (National Treasury, Department of Labour and other government departments represented on the steering committee). Media interview (if appropriate). Briefing of organized business and organized labour (if appropriate). Presentation of technical results at national and international conferences. Preparation of non-technical briefing notes.</i>	<i>National Treasury; Department of Labour; Presidency; Department of Trade and Industry; Department of Economic Development; BUSA; Financial Mail; NALEDI.</i>	<i>Neil Rankin and David Faulkner; Volker Schöer, Gareth Roberts and Jim Levinsohn.</i>	<i>Media article – Financial Mail.</i> <i>Briefings of senior policy makers in five government department, and organized business and organized labour.</i> <i>Non-technical results forwarded to Minister of Finance and Director-General of the National Treasury.</i> <i>Non-technical results made available on a website (and if possible a record of downloads).</i>

		<p><i>Frequency: At least two meetings with National Treasury and steering committee.</i></p> <p><i>Once-off meetings and/or briefings at other government departments (may be delayed until final results are ready).</i></p> <p><i>Once-off media interview (may be delayed until final results are ready).</i></p> <p><i>Once-off briefings with business and labour (if appropriate and may be delayed until final results are ready)</i></p>			<p><i>Presentation of technical results at at least one local and one international conference.</i></p>
Dissemination	<p><i>Awareness Raising; Policy influence</i></p>	<p><i>Channels: Meetings and briefings with Treasury and steering committee (presentation of final report). Circulation of non-technical summary to government officials that were briefed on preliminary results. Posting of the results and non-technical summary on website. Presentations at national and international conferences. Media interviews and/or press-releases.</i></p> <p><i>Frequency: These activities will</i></p>	<p><i>National Treasury;</i></p> <p><i>Department of Labour;</i></p> <p><i>Presidency;</i></p> <p><i>Department of Trade and Industry;</i></p> <p><i>Department of Economic Development;</i></p> <p><i>BUSA;</i></p> <p><i>Financial Mail (and other South African media);</i></p>	<p><i>Neil Rankin and David Faulkner; Volker Schöer, Gareth Roberts and Jim Levinsohn.</i></p>	<p><i>Number of mentions in the media.</i></p> <p><i>Number of downloads of non-technical summary.</i></p> <p><i>Number of downloads of technical papers.</i></p> <p><i>Number of high level policy makers briefed.</i></p> <p><i>Number of presentations at</i></p>

		<i>mostly be once-off and will be repeated if necessary and requested.</i>	<i>NALEDI.</i>		<i>conferences.</i>
Adoption of recommendations	<i>Policy influence</i>	<i>Channels: Partnership with key allies (National Treasury, Presidency) to provide evidence and support for the policy. Frequency: As necessary</i>	<i>National Treasury; Presidency.</i>	<i>Neil Rankin and David Faulkner; Vdker Schöer, Gareth Roberts and Jim Levinsohn.</i>	<i>Implementation of the policy; recognition of the sensitivity of youth employment to wages; implementation of other potential policies based on evidence from the data collected by the project.</i>

BUDGET

How much time, financial and human resources are expected to be allocated for the implementation of the engagement plan?

Costs.

Staff time: this has been costed under the general staff requirements for the project.

Travel costs: 50 trips by car Johannesburg-Pretoria (R500 a trip) – R25,000.

10 trips to Cape Town (local conferences, presentations to parliament etc), R1,500 per return flight, R750 accommodation and car hire (R2,250 a trip)– R22,500.

2 trips to international conferences (R25,000 per trip)- R50,000

Preparation of non-technical report (editing, layout, DTP etc) – R20,000

Website maintenance – R10,000

Total – R127,500

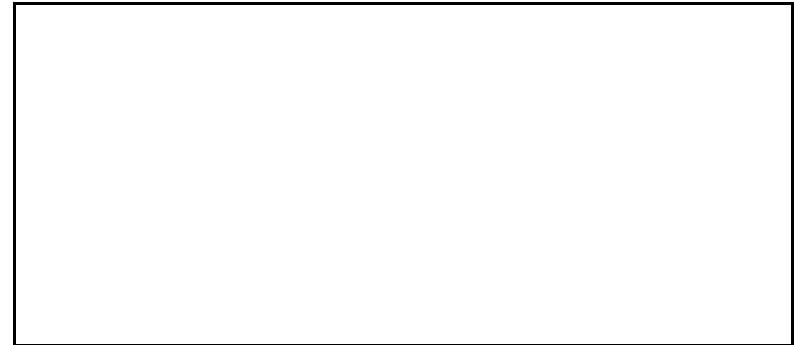
These costs are funded by the National Treasury

GUIDELINES

The main budget items to consider are: staff time; travel costs for presentations/dissemination events; editing, design, production, translation and dissemination costs. We encourage you to think medium to long-term for your engagement plan.

Time

Over the course of the project we have budgeted one day of staff time for three people based in Johannesburg to attend meetings in Pretoria. This is approximately 50 meetings.



EVALUATION AND LEARNING

How will you measure the influence of your evaluation?

Outcome measures

The ultimate measure of the evaluation is whether the policy (a youth wage subsidy) is implemented should the evaluation show positive results. Further impact will be whether the results of the evaluation influence the design of the policy (for example whether the policy is targeted at certain types of firms or certain sectors).

Secondary outcome measures are: first, whether the data generated by, and the results of, this project have any impact on other policies (for example should the project demonstrate that firms are highly sensitive to the price of youth labour then another sensible policy would be to change is minimum wages for young people); and second, whether the evidence generated by this project can influence the broader public debate on youth unemployment.

GUIDELINES

Note 3ie requires that you submit information on the number of people reached by different dissemination activities, and documentation of adoption of study recommendations.

The team should identify:

- Specific intermediate outcome indicators such as: # of media clippings, # of citations, web metrics data, # of knowledge sharing/dissemination events, # of people reached, # of high level policy makers engaged, feedback ratings.

- Final outcome and impact indicators such as: policy/programme design demonstrably changed as a result of the evaluation finding; legislation has been adopted; funding has been increased or cut; # of policy makers and practitioners reporting having been influenced by the study.

- Qualitative data such as: feedback, stories, quotes.

Possible resources listed below

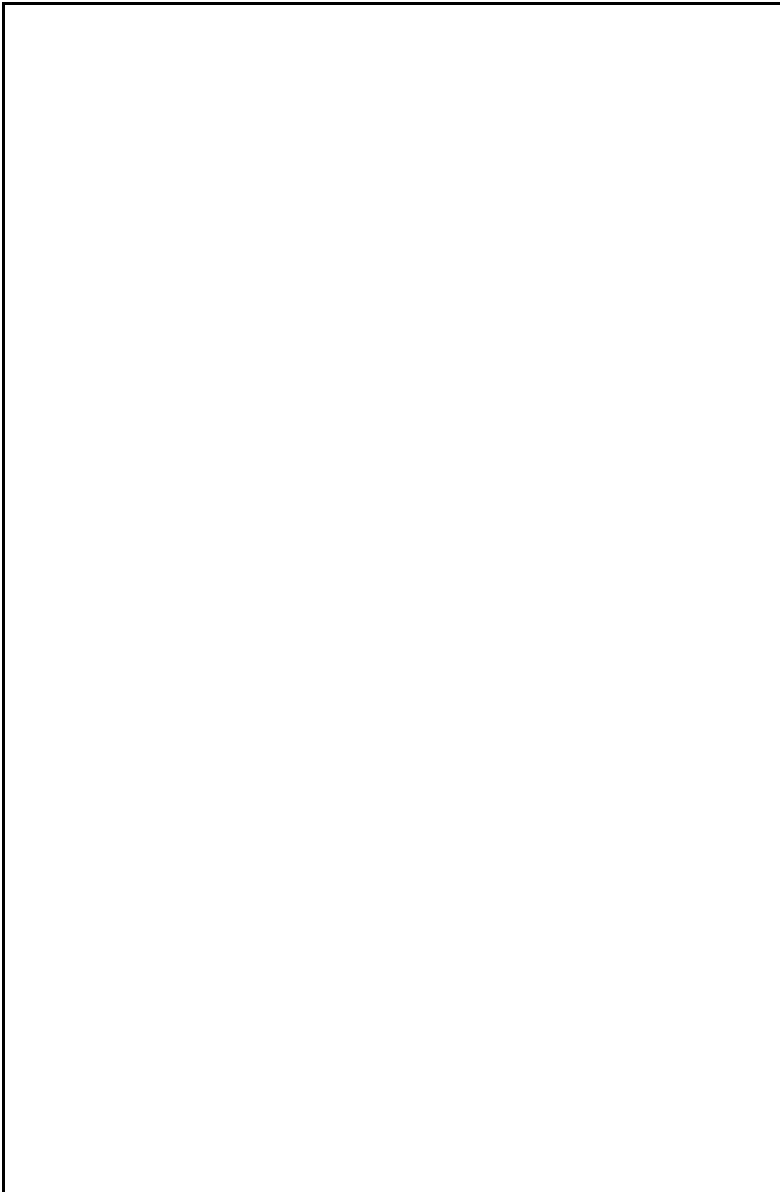
A further outcome measure is whether the South African government in general, and the National Treasury in particular, continue to evaluate proposed policies using this type of technique.

How can these specific outcomes be measured?

Whether the youth wage subsidy is implemented is clear-cut – it will require legislation and budget allocation from the fiscus. Measuring whether it is influenced by this evaluation will require comparing the recommendations of the project report with the realised policy.

Measuring the secondary outcomes is less straightforward. Measuring other policy impact will involve reviewing changes in youth and employment policies and comparing these changes with the findings of this research. In terms of measuring the impact of this research on the broader debate about unemployment and youth unemployment in South Africa this will entail an intermediate measure – the number of times this research is mentioned in the media.

Even if randomisation becomes entrenched as an evaluation mechanism used by the South African government it is impossible to ascribe causation to this project. The best measure of success in this area is whether the research team involved in the current project is asked to conduct future evaluations for the National Treasury or other South African government departments.



Intermediate measures

We intend to track a number of intermediate measures:

- The number of times this project is measured in the South African media;
- The number of briefings of high-level government officials;
- The number of downloads of non-technical and technical reports;
- The number of conference presentations;
- The number of journal articles this project creates.

We will also ask those government officials involved with the project, primarily from the National Treasury, to reflect on the outcomes of the project from their perspective and the impact they see within government. We will do a similar exercise from the researcher perspective.

Possible resources include

Intelligent Measurement <http://intelligentmeasurement.wordpress.com/category/campaign-evaluation/>; Communications Consortium Media Center (CCMC) guidelines for evaluating non-profit communications efforts <http://www.buildinitiative.org/files/evaluatingcommunications.pdf>; Outcome Mapping http://www.outcomemapping.ca/download.php?file=/resource/files/admin_en_OMLC_Brochure.pdf; and <http://www.odi.org.uk/resources/download/1751.pdf>. Most Significant Change <http://www.mande.co.uk/docs/MSCGuide.pdf>

