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Examining the Impact of MSR's Program on its Members from 2007 to 2024

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Prepared by :

Kathryn Mulligan
Aidan Greenfield
Nicolas LeSieur
Stryder Crouse

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Abstract

This study examines the impact of the Men on the Side of the Road (MSR) program in Namibia, focusing on its effectiveness in enhancing economic empowerment and social upliftment of its members. Established in 2007 in Katutura, a township marked by socio-economic challenges that are traceable back to the country's colonial history, MSR aims to provide unemployed individuals with job placement opportunities, financial and English literacy classes, vocational training, and professional development. While in Namibia, we administered 343 surveys and conducted 5 focus groups and 3 interviews with MSR members based in three locations, Windhoek, Swakopmund, and Walvis Bay, between March and April 2024. The study aimed to examine the improvement in income levels, financial stability, and the overall enhancement of members' life satisfaction and self-esteem. Member's opinions about the program were overwhelmingly positive. The usefulness of training and programs along with satisfaction across all areas had consistently high ratings. Members frequently wrote about needing more access to resources like computers and the internet. MSR also lacks an effective form of communication with members. Despite this, members' economic and social well-being increased due to participation in the program. Wages went up and people were able to get better jobs. This study underscores the importance of addressing unemployment as a systemic issue as well as implementing long term solutions for the Namibian working class.

Executive Summary

Background: Namibia suffers from unemployment which stems from deficiencies in the education system, slow employment creation, corruption, and poor economic growth. Namibia's history, marked by colonial legacies and post-independence challenges, explains the issues present in the economy and the education system which underscores the importance and value of MSR, a non-profit organization assisting people with employment in the community.

Purpose and Objectives: MSR lacks a feedback mechanism, hindering their understanding of the effectiveness of their program. The study addresses MSR's critical need for data on how members are impacted by the program across all facets of life. Our specific objectives were to...

1. Identify and analyze the demographic characteristics of MSR members by age, sex, residence, and educational background.
2. Investigate members' participation in the program to understand how applicable MSR's programs are in the real world.
3. Track what previous members have had for employment opportunities after the program.
4. Collect data on income levels, financial stability, and overall economic well-being.
5. Examine how MSR has improved members' confidence, self-esteem, and overall well-being across various facets of life.

Methodology: Both qualitative and quantitative methodologies, including surveys, interviews, and focus groups, were utilized to collect data from past and current MSR members. Across Windhoek, Swakopmund, and Walvis Bay 344 surveys were administered, both in-person and online. The surveys provided quantitative data on our key variables. We conducted qualitative research through 5 focus groups and 3 interviews to gain insight into members' lives. This

allowed us to support our findings from the survey. Quantitative data was organized and analyzed in Excel where the qualitative data was broken down into a code book where primary codes were identified.

Key Findings: Across ages, genders, and locations, MSR members are benefiting from the program in many ways. There are high rates of participation across all programs like financial literacy, English literacy, entrepreneurship training, and job searching skills. They were all rated high in usefulness and satisfaction as well. There were notable increases in wage and employment for older members, proving MSR's long term effectiveness. There were drastic improvements in social well-being across all members. Overall, members expressed gratitude for MSR programs and support.

Recommendations: The main recommendations made by members were that MSR must obtain more funding. Many members expressed that they would like MSR to provide more access to more office resources such as the internet, computers, printers, and newspapers.

Conclusion: MSR has been able to change the lives of many members in an area where job opportunities are scarce and there is significant data to back this up. Most shortcomings of the program stem from wider economic issues within Namibia, outside of MSR's control.

1.0 Introduction

Katutura is a township of Windhoek, Namibia, and was a segregated neighborhood for Black residents in Windhoek that originated in the 1950s after the Old Location (the previous area of segregation) was shut down and all residents were forced out. Katutura translates to ‘the place where we don’t stay’ (Melber, 2023). This move caused a slew of problems in terms of the economy, the education system, and of course the political environment. These issues were never resolved directly leading to socioeconomic inequality (Melber, 2023).

Figure 1: Map of Namibia in the context of the South African region from Ezilon Maps.



Men on the Side of the Road (MSR) was registered as a welfare organization to better the lives of this community. Established in Katutura in the year 2007, MSR began to provide men stationed on the side of the road, hence the name, opportunities to better their lives through job placement. Many men are daily wage laborers to support themselves financially, but MSR aims to teach and mentor these men to prepare them for stable employment with consistent pay in the future. As seen in Figure 2 below, seven general steps capture the

program and how they work with individuals. It is important to note membership is completely free and it lasts for two years and at that point can be renewed.

Figure 2: Graphic from MSR's official website outlining the seven steps that members progress through.



More specifically MSR offers its members financial and English literacy classes, vocational training, as well as other professional development opportunities. MSR has a small but dedicated and productive group working together to keep the organization growing. Crystal Beukes, the CEO out of Swakopmund, runs the organization and handles all external affairs. Tomas Shilongo is the fieldworker of MSR and is located in Windhoek. He is responsible for taking calls from all the members as well as taking in new members. For the duration of the project, Tomas was the main point of contact for Windhoek where Crystal was for Swakopmund and Walvis Bay.

Figure 3: MSR members in Class



MSR has a lack of data regarding the efficacy and effectiveness of its program. This data is vital to improving and adapting the program to the needs of its members. Memberships last two years before requiring renewal. In their proposal, they specifically mentioned the lack of membership renewal which they hope is due to program success. However, they had no way of knowing if this was true or not. They asked our WPI team to collect comprehensive data that can help answer their questions. By collecting both qualitative and quantitative data from past participants through surveys and interviews, we can highlight problems and champion successful tactics to improve the MSR experience. Working alongside MSR we can provide them with the tools to reflect on their values and goals as an organization. This work is essential to MSR's mission by improving the organization and providing resources to the organization.

After almost 10 successful years, in 2016 they gained their footing and were able to expand their offerings to women and youth as well. They then went on to open a new location in Swakopmund in 2017 and then more recently in 2022 in Walvis Bay. This was a major step forward for the organization as well as the community. To date, MSR has helped over 3,000 people in the areas of Windhoek and Swakopmund.

The study used surveys, focus groups, and interviews from people who have been helped by MSR since 2007 in order to assess the effectiveness of the organization's program in fostering economic empowerment and social upliftment. Demographic information of individuals was collected with a focus on age, educational background, and previous employment history. We asked participants to share the training and job placement support they received through MSR and the impact that it has had on their lives. Data was collected on the number of participants who were successfully placed in jobs, the types of jobs they were placed in, and the alignment of these jobs with the participant's skills and interests. Economic improvement was evaluated through the changes in income levels and financial stability. Lastly, effects on social well-being was evaluated with questions on improvements in self-esteem, confidence, and overall life satisfaction.

2.0 Background

2.1 Namibian History

The first European influence was over Walvis Bay. Walvis Bay was important because it was the only deepwater port on the Skeleton coast, an important shelter on the way around Cape Hope. Before the "Scramble for Africa" German and British missionary societies worked in Namibia. In 1884 the Germans established a protectorate over Namibia (Massman 1983). Throughout German rule, they encouraged immigration to displace native people. The Germans employed forced labor to mine diamonds and farm. Numerous native uprisings occurred. Most prominently in 1904 the Herero attacked and killed 150 German settlers. Upon this attack, the Germans raised an army and forced 24000 to 65000 Herero and 10000 Nama people into the desert where they were murdered and died of thirst (Häussler 2021).

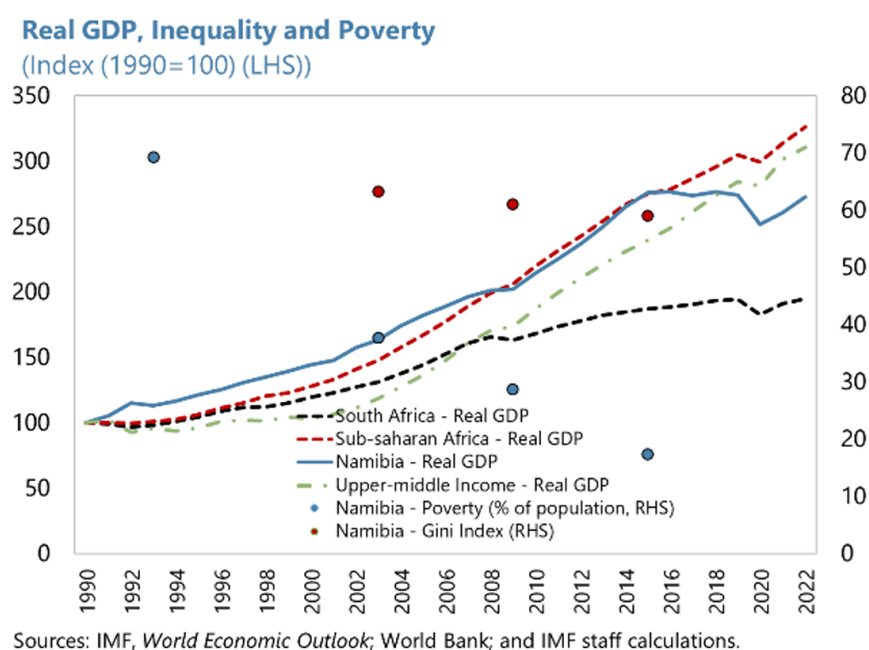
During World War I South Africa occupied Namibia, but then under the League of Nations, South Africa was given control over Namibia. South Africa was infamously an apartheid regime from the years 1948 to 1990. Apartheid directly translates to 'apartness' from Afrikaans to English meaning it was a political system founded on racial segregation. The government created an extremely segregated society and they had control over where the non-majority of the population, people of color, were allowed to own land and live and even work. There were restricted white only areas that had pass law which required anybody who is not white to have documents approving their presence in the area. This law was put into place to prevent labor shortages which unsurprisingly benefited the white population(Melber 2019).

When the UN was established in 1946 South Africa was ordered to release Namibian lands. It would take decades of diplomatic work from the UN and wars between the Namibian people until independence was granted. The South West Africa People's Organization (SWAPO) led much of the fight for independence within Namibia and remains the dominant political party. The recent presidents of Namibia have represented the SWAPO party.

2.2 Namibian Economy

The following sections cover the recent history of the state of the Namibian economy. It covers the growth and decline in terms of GDP as well as what the job market and the general job sphere looks like. Understanding the economy and the issues behind it will lay the foundation for understanding the mission and purpose that drives our sponsor MSR to exist.

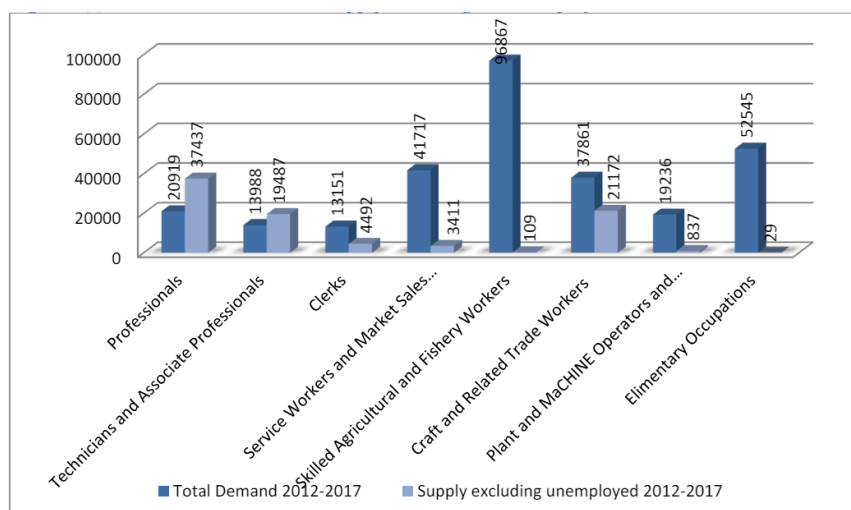
Figure 4: GDP of South Africa, Sub-saharan Africa, and Namibia over time



As seen in the above graph, the GDP of Namibia had not recovered since its peak in 2015, as rising public debts, droughts, falling prices of key exports, and the effects of the COVID-19 pandemic have stagnated economic growth.¹ However, Namibia does have a higher GDP than most countries in Southern Africa.

¹ See, (IMF, 2016, 4), (IMF, 2018), (NPCN, 2023, 5), (IMF, 2015, 4), (IMF, 2023), (IMF, 2023, 6)

Figure 5 and 6: Supply of workers by occupation including and excluding the unemployed (NPCN, 2023 ,25,26)



The job market in Namibia is characterized by an undersupply of skilled workers in almost all occupations. While there are plenty of unemployed people who could fill these positions, the lack of proper training programs from Namibian institutions prevents them from finding employment (NPCN, 2023 ,28). Therefore, access to proper training in high demand jobs is critical to reduce unemployment and allow for the Namibian economy to recover.

Currently, in 2023 the unemployment rate in Namibia is 21%. However, the youth unemployment rate remains high at 40% and has not changed dramatically since 2017 (IMF,

2023, 7). The high rate of youth unemployment is mainly due to the partly dysfunctional school system, and the aforementioned lack of training for in-demand jobs (Rafael , 2020, 12). However, a more pressing issue is that the high rate of drop-outs in the education system prevents a significant number of younger Namibians from having the opportunity to go to vocational school or college (EPDC, 2018, 1).

Namibians with sufficient education can fill in the demand for blue-collar jobs, while those without sufficient education must compete in the elementary labor market which has an oversupply of laborers and not enough jobs to do around (NPCN, 2023, 23,26). Hence, the level of education an individual receives directly affects their ability to be employable in Namibia's economy.

Female youths are more likely to be unemployed than their male counterparts. For example, in 2016, female youth unemployment was 44% while male youth unemployment was 34% (Namupala, 2016). The reason for this discrepancy can be partially attributed to the defined gender roles in Namibian society. Most of these unemployed youths rely on day jobs to sustain themselves (Namupala, 2016, 41).

Namibia suffers from many other causes of unemployment which stem from deficiencies in the education system, slow employment creation, corruption, and poor economic growth (Rafael, 2020, 12). These factors contribute to the high unemployment rates for people all across the nation.

According to the World Bank, Namibian unemployment is impacted by a slow rate of job creation. While some people are eager to launch their own companies and create new businesses, the rate at which jobs are being opened overall is insufficient to accommodate the work force's growth. Corruption is a factor exacerbating the unemployment situation. Issues such as nepotism, where unqualified individuals are employed due to their connections rather than merit, hinder fair employment practices and contribute to the unemployment of more qualified individuals. Another major contributing cause to high unemployment rates is

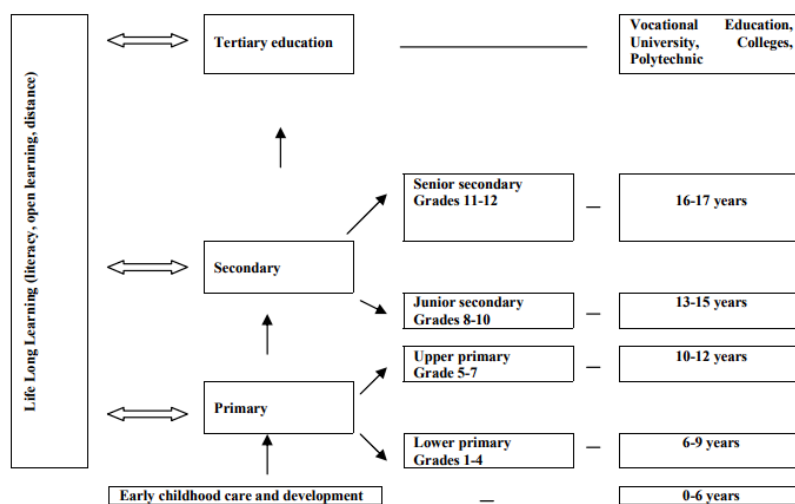
inadequate economic growth. The incapacity of the government to produce inclusive and sustained economic growth has resulted in jobless economic growth, increases in GDP do not create jobs. The difficulties in overcoming unemployment and other socioeconomic problems are brought to light by the economic troubles that have been encountered since 2016, along with the noticeable rise in unemployment rates.

Growing skill mismatches are a major contributor to unemployment, especially for young people. This problem arises from the inability of the educational system to meet the demands of the labor market, which is made worse by the high dropout rates, leaving the workforce without the skills and knowledge that companies want. A deeper dive into the education system and the problems follows below.

2.3 School System

2.3.1 Structure of the Education System

Figure 7: Organization of the Namibian school system (EFA , 2002, 12)



The Ministry of Education, Arts and Culture is the overseer of the education system in Namibia. The ministry has goals aimed at improving access, quality, and equity of education in order to meet national development goals. Namibia's education system is organized into primary, secondary, and tertiary level. Primary education usually begins at the age of 6 and

spans 7 years including grades 1 through 7. Secondary education is 5 years long, and is divided into 3 years of lower secondary and 2 years of upper secondary education, covering grades 8 through 10 and 11 through 12 respectively. National exams are given at the end of grades 10 and 12 which are used to assess a student's knowledge and skills. These exams, known as the Junior Secondary Certificate (JSC) and the Namibian Senior Secondary Certificate (NSSC), are required for a student to progress to tertiary levels of education or in order to enter the workforce. Post-secondary education students have the ability to access tertiary education which includes vocational education and universities (EFA). Vocational education is a big part of the Namibian education system, and is designed to teach practical skills in various trades in order to help meet the needs of the labor market.

2.3.2 Challenges of the Education System

The education system still has many challenges that stem from the pre-independence period of Namibia. These issues include lack of trained personnel, lack of infrastructure, insufficient funding, high failure rates, low attrition rates, and inequality of economic classes (EFA , 2002).

Figure 8: Number of teachers in Namibia



Data Source: EMIS 2001

An analysis of the qualifications of Namibian teachers reveals a big issue within the educational system. Out of the 18,117 teachers in Namibia, only 838 have formal teacher training with 3 years of teacher training, and 838 teachers haven't even finished grade 12 (EFA , 2002, 13). The bar graph reflecting these statistics provides a visual for the lack of teacher qualifications, with the majority lacking formal teacher training.

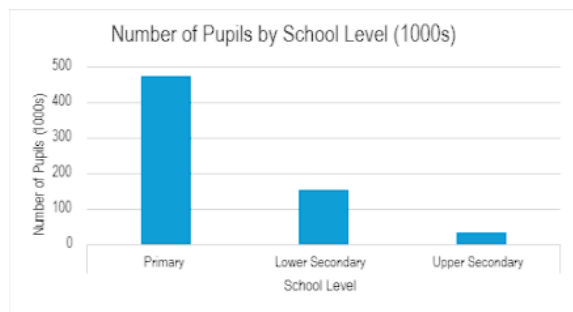
High dropout rates and attrition rates pose another challenge for the education system. Many factors contribute to this issue including economic hardship, distance to schools, and lack of educational support. About 8% of primary school-aged children are out of school. Statistics reveal a notable dropout increase in secondary education, with lower secondary school only having 155 thousand pupils compared to 476 thousand in primary school and upper secondary dropping even further to only 34 thousand pupils (EPDC, 2018, 1). This large decrease is due to students being unable to continue school once they have failed the JSC or NSSC exams.

The chart depicting the percentage of secondary school aged children out of school shows minor disparities between gender and urban vs rural groups. However, there is a major contrast between income levels. Only 11% of children from the wealthiest families are out of school in comparison to 23% of the poorest indicating that economic status plays a key role in educational access of Namibians (EPDC, 2018, 1).

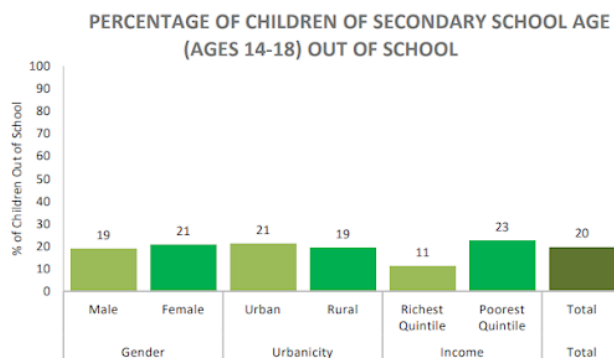
Failure of JSC and NSSC exams present as the biggest issue in the Namibian educational system, being the main factor behind dropout rates. Followed by the disparity between the rich and poor in Namibia, more needs to be done to close this gap. Ultimately, these issues in education are a root cause for the huge unemployment throughout Namibia, expanded upon in section 2.4.2.

Figure 9 (left): Data from 2013 about the number of students in the different levels of the school system.

Figure 10 (right): From the same dataset but with a focus on the demographics of the school age children not in school.



Data source: EPDC extraction of DHS dataset 2013



Data source: EPDC extraction of DHS dataset 2013

2.4 Problem Statement and Objectives

It is clear that MSR has helped countless people since it was established in 2007. One challenge MSR has faced year after year is members do not renew their membership. However, MSR does not have a system or a way to keep in contact with past members. Oftentimes, men and women leave the program and MSR does not know where they end up or how successful their program is.

Overall objectives can be summarized as follow:

1. To identify and analyze the demographic characteristics of MSR members by age, sex, residence, and educational background.
2. Track what previous members have had for employment opportunities after the program.
3. Collect data on income levels, financial stability, and overall economic well-being.
4. Investigate the members' participation in the program to understand how applicable MSR's programs are in the real world.
5. Examine how MSR has improved members' confidence, self-esteem, and overall well-being across various facets of life.

Collecting this data both quantitatively and qualitatively can assist MSR in a few ways. The main outcome of any impact study was to observe the changes that have come from whatever the intervention was. In this case, MSR received in-depth information about how their program has impacted their members and even the community by means of skills learned, number of participants placed in jobs, and income levels. This data will allow MSR to evaluate the training and classes they offer for effectiveness. Beyond this, the data can be presented to potential stakeholders of the organizations. More broadly, it allows for MSR to reflect on the values and mission of their organization.

3.0 Methods

3.1 Study Design

The study design follows a mixed methods approach. The team created a survey where each question was aimed to address each of the objectives above. Upon arrival in Windhoek, MSR members were contacted about the survey and invited to take the survey online at the link provided or take it in-person at the survey centers we set up. We used MSR's existing SMS system in order to reach current and former members of the organization. Upon arrival at the surveying center, members were asked to review and sign two copies of the consent form, one for the participant to keep and one for the research team. The survey was administered and then input into the online, secure database. At the end of the survey, members were asked if they wanted to be contacted further for either a focus group or interview. Then focus groups and interviews were carried out and transcribed. The qualitative data was sorted into a codebook and primary and secondary codes were identified and the quotes were organized into them.

3.2 Target and Sample Populations

Our target population was strictly confined to MSR members. Within the target population, we collected data from different subsections of MSR members.

From the year 2007 to 2016, MSR was only available to adult men. Over time, the MSR program has evolved and changed in what programs they offer and how they operate. Hearing from people present during the early years of the program allows the team and MSR to understand how far the program has come. 10 to 15 years after the program, MSR does not know where many of these men are in terms of jobs due to the fact there is no follow up post leaving the program. Knowing how these men are fairing provided insight to the long term effectiveness of MSR's program.

Another sample population that is vital to collect data from is the members' post-expansion of the program. This group is important to collect data from as it is geared toward the short term effects of the program.

Namibia is the highest ranked country in Africa in terms of closing the gender gap. According to the Global Gender Gap Index, Namibia is ranked 6th out of 156 countries which is an impressive feat (World Economic Forum, 2021). Making sure our survey reached women was necessary to capture the recent effort of MSR as well as a broader look into the role of women in the overall economic sphere.

Current members of MSR were vital to the study. Although there was no before and after story here with these members, it was extremely important to learn about what drew them to MSR and how they have been taking advantage of the opportunities thus far.

Our Sponsor provided us with the following information about the amount of people from each target population and the number of surveys she wanted us to aim for.

- 2007–2016 – Men on the Side of the Road (total 996) – sample 100
- 2016–date – Windhoek – 100 members (total 790) – sample 80-100
- 2017 – date- Swakopmund – 100 members (total 830) sample 80–100
- 2022 – date – Walvis Bay – 50 members (total 380) – sample 40–50

3.3 Measures Assessed

To create our survey, we sought advice from our IQP advisors and also consulted the online materials of the Pew Research Center to see how effective surveys are structured. Using this advice, we sought to establish a standard for our survey questions. In order to accomplish this, four areas of the survey have to be standardized: the wording of questions, type of question, order of question, and the answer orders.

The wording of questions in the survey was important to make sure that responses are accurate and pertain to the questions we wanted answered. To achieve this we made sure that

the wording of questions is clear and concise to get the desired answers. In addition, we avoided using abbreviations in our questions and avoided non-specific language to make sure the surveyed member knows what programs the question is asking about. We avoided wording questions in such a way that could bias the response. For sensitive topics, we made sure to write the questions and their answers in a “gentle” way that gives the surveyed member “an out” in case they don't want to admit something out in the open. For example, when asking about a member's employment status, we included the answer “taking a break” in addition to “unemployed” to make sure that surveyed members don't erroneously put “employed” down as their answer. This type of bias in which respondents answer with the most socially acceptable answer is called “social desirability bias” and is more prevalent when the survey is taken in person (Pew Research Center, 2021).

In appendix A, you will find the complete survey that was distributed to the members of MSR. Each question addresses at least one of our five objectives. Some questions are open ended and others require a direct answer. This allowed us to collect data that is structured and consistent while also letting people explain themselves. We decided on six types of questions to include: Yes or No, Likert scale rating, explain your rating, single choice form, directed open-ended, and open-ended.

Yes or No questions were included as they allow for simple data collection and survey routing. Depending on the answer given by the surveyed member (mainly about participation in programs), they were directed to answer or not answer some questions. This saved us and the members time by allowing them to not answer questions that aren't applicable. Likert Scale rating questions were included as they allow qualitative data such as perceived usefulness or satisfaction to be quantified on a one to five scale. For each program, we asked how useful the training done by the member has been in their lives. We also included a scale for satisfaction which was used to gauge the overall experience a member had of an MSR program.

Explanation questions were included to allow us to gather qualitative data about why the

member feels how they feel. This allowed us to find out reasons why MSR's programs are failing or succeeding. Directed open ended questions were included when the list of possible responses were too large to reasonably print on a survey. We gave an example answer to lower the chance that inaccurate response is received (Pew Research Center, 2021). Open-ended questions were included to gather general comments about a member's experiences with programs or their lives. The final type of question, single choice form, was included to gather demographic and specific information about the surveyed member.). We also kept the number of possible answers small; the only exception to this is demographic questions which have many more options for inclusivity.

Question ordering is also very important to make sure our survey received the best information possible. We made sure that our survey questions are in a logical order by splitting our survey into sections and also made sure to make the starting questions in the survey simple but engaging in order to maintain the surveyed members' attention (Pew Research Center, 2021). Difficult questions, such as open-ended questions, were spaced out to not overwhelm the surveyed member, and demographic questions were spaced out and asked after engaging questions to keep the survey interesting (Pew Research Center, 2021). When multiple questions pertain to the same topic, we asked the simpler ones first to stop the more complex questions from biasing the answers to the simpler ones (Pew Research Center, 2021).

3.4 Data Collection Methods

This section covers the way the team collected data over the course of the project. Over the course of the 8 weeks, the team had to be flexible in our data collection methods. The surveys were both digitally and physically administered. Focus groups and in-depth interviews were a vital part of our project.

3.4.1 Surveys

The team administered surveys both online and in person. The team needed a way to contact the members of MSR and we knew that MSR had a database of all of the former and current members that we could use. The most time efficient and cost effective way to do so was through SMS which MSR already had been using for years. The short messaging system was used to distribute information and the survey to hundreds of members during weeks 2-4 of our study. Linked in these messages were the details about what we, the team, were trying to accomplish as well as the details about where and when the in person survey distribution was taking place. See appendix B for the text that was mass distributed to the members.

The team was able to use the Small Business Information Center in Soweto Market in Katutura, Windhoek to host an in-person survey center for members to participate. We held 4 full days of surveys at Soweto Market and members were invited on different days based on their history in the program. The breakdown is as follows:

- 3/19 72 members (Windhoek active: present day to November 2020) participated in the survey out of the 274 that were contacted
- 3/25 - 3/26 59 members (Windhoek non-active: 2016- Nov 2018 and 2009 - 2015) participated in the survey out of the 750 that were contacted

Each day of surveying brought in a new group of people but the procedure stayed the same. As members arrived, they were welcomed into the room (Figure 11) and were introduced to the team. They were then given 2 copies of the consent form, 1 for the team and one for the participant to hold on to. One of the team members would go over the consent form with the participant to make sure they understood their rights as a participant in the study. The team member also explained the purpose of the survey and a general overview of what the survey

entails. From there, they completed the survey and were welcomed to ask any questions to the team or to Tomas Shilongo, the fieldworker of MSR. Tomas was able to help members translate and clarify any questions that they found confusing. Upon completion of the survey, members were welcomed to a variety of refreshments as a token of appreciation for taking the time out of their day to come to the center.

Figure 11: The room in Soweto Market where the Windhoek surveys were administered



In order to keep the process as smooth as possible, the team would immediately input the responses into the computer. In order to differentiate between the online responses and the in-person ones, the team entered the results into a separate survey called Manual, which was an exact copy of the online version, but with some protections removed so that the raw data could be entered. This was done for a few reasons, one being it was easier to keep track of numbers of responses per day per format. Secondly, we thought it would be interesting to compare the responses that were received online and compare it to in person.

The team then traveled to the coast in order to collect data and meet with members from the Walvis Bay and Swakopmund offices. The team spent 1 day in Walvis Bay as it is the smallest and new location. MSR has an office (Figure 12) in Walvis Bay where we were able to

invite members to take the survey. Then 2 days of surveying took place at MSR's Swakopmund base which is located at the Rossing Foundation (Figure 13).

Figure 12 and 13: Surveying Locations- Walvis Bay on the left and Swakopmund on the right



The same procedure as described above was used for all 3 days of surveying. The breakdown of contact made is listed below.

- 4/2 - 93 members (Walvis Bay November 2022 - November 2023) participated in the survey out of the 300 that were contacted
- 4/3-4/4 - 94 members (Swakopmund June 2017 - June 2022) participated in the survey out of the 450 that were contacted

At this point the team felt as though older members of MSR were not as well represented in the data that was collected thus far. We decided it was necessary to further reach out to the older members of the Windhoek location. The team planned another day of in person surveys to specifically reach members from many years ago.

- 4/9 16 members (Old Windhoek members pre-2017) came to participate in the survey out of the 955 that were contacted. However, 450 of these members were contacted before.

This concluded the survey collection for all MSR members from all years and locations.

3.4.2 Focus Groups

Focus groups were key to gaining insight about the members on a personal level. Our team conducted focus groups of past and current members to hear more about their time in the program.

In order to gather members to participate, at the end of the survey, we asked respondents if they are willing to be contacted further. An overwhelming number of people said they would be willing to participate in a focus group. In order to narrow down who was selected, we went through the surveys and picked out members who felt very passionately about certain topics pertaining to employment or MSR's program.

The group carried out 5 focus groups, 3 in Windhoek and 2 in Swakopmund. The first focus group was facilitated in Soweto Market and was held for women of the Windhoek location. Their ages ranged from low 20s up to 40s and there were a total of 5 women. The second and third focus groups took place in Swakopmund once again as the Rossing Foundation. The first of Swakopmund was another all female group with 9 total participants with a wide range of ages and sorts of participation in MSR. The second of Swakopmund (third overall) was all men of all ages with a diverse group of backgrounds for a total of 12 participants. On the final day of surveying, two focus groups were carried out in Windhoek. One group was with recent members from 2019 to current. The other one was with older members from the year 2009 to the year

2017. That group was put together by Tomas as he has been involved in the program and knew the members personally.

In order to guide the discussion, the team used the template found in Appendix C. This reminded the facilitator of the main points that were needed. It also helped organize note taking during and after the focus group. Every point could fall generally under one of the listed topics which made keeping track of the data much easier and as it is laid out in a logical order. The discussions ranged from 45 minutes up to an hour and 30 minutes. This varied as the smaller focus groups had less to talk about where the larger ones naturally had more stories to tell. Observations and suggestions gathered from the focus groups will be described in depth in the following sections.

3.4.3 Interviews

To dive even deeper, the team conducted 3 personal interviews to gather a complete story from individuals. These interviews occurred in person. The original plan was to hand pick people based on their survey responses and the interaction we had with them. The way the interviews actually occurred was that members that were scheduled for a focus group showed up at varying times.

3.5 Data Analysis and Expected Deliverables

A mixed-methods approach to data analysis utilized in this study to ensure a comprehensive assessment of the MSR program's impact. We evaluated program participation rates, employment results, and how it relates to the demographic data using quantitative methods. For detailed analysis, we used statistical tools like Excel and Google Sheets. This is supplemented by qualitative analysis, in which a thematic examination using the code book in appendix E of focus groups and interviews reveals the complex experiences of participants and provides insights into the social impact of the program.

Our quantitative study includes a large portion of participant segmentation based on particular replies to see how these groupings perform across other parameters. Regression analysis was used to isolate and identify explanatory and correlative factors, taking into account sample size constraints and analysis of statistical confidence levels. Pivot tables helped us better organize our data on employment and satisfaction.

We chose to present the information graphically in a way that will help MSR long term. Since MSR does not have many employees, we wanted our report to be easy to understand as well as usable. We pointed out trends and patterns between the different populations and across groupings. We hope that future program modifications will be guided by the presentation of both our quantitative and qualitative findings. It is important to keep the original objectives and goals in mind. The end goal is a comprehensive report that details how MSR has impacted the life of its members since 2007.

3.6 Ethics

While conducting this comprehensive impact study on the Men on the Side of the Road (MSR) program, we were deeply committed to upholding the highest ethical standards. Our research was guided by fundamental principles that ensure the dignity, rights, and welfare of all participants are protected. This study was reviewed and approved by WPI's Institutional Review Board, ensuring that our research design and methodologies comply with ethical guidelines and standards.

We recognize the importance of privacy for all participants involved in our study. All data collected, whether through surveys, interviews, or focus groups, was treated with the utmost confidentiality. Measures are in place to ensure that participants' identities remain anonymous in the reporting of our findings. No names were attached to participant data during analysis of quantitative data or while reviewing quotes. Personal information has been securely stored and

only accessible to the research team, and all data was de-identified to prevent any potential breach of privacy.

Participants were provided with detailed information about the study, including its purpose, methods, potential risks, and benefits. Participation was voluntary, and individuals had the right to withdraw at any time without any adverse consequences. Informed consent was obtained from all participants before their involvement in the study, ensuring they understood their rights and the nature of their participation (appendix D).

While our study aims to gather valuable insights into the impact of the MSR program, we were aware of the potential risks and discomforts that would have arisen, particularly in focus groups and interviews. We committed to creating a safe and supportive environment for all participants, and actively worked to minimize any potential stress or discomfort in regards to sensitive topics. The research team was conscious of approaching these subjects with the utmost respect and consideration, ensuring that all interactions were conducted in a culturally appropriate and sensitive manner. The design of our research methods, including the wording of the survey and the structure of group discussions, has been carefully considered to reduce the risk of discomfort or psychological distress.

We committed to conducting our research with the highest level of integrity and transparency. The findings of this study have been reported honestly and accurately, without any alteration or misrepresentation of data. We recognize the importance of this research in informing future improvements to the MSR program and are dedicated to producing a reliable and ethically conducted study, ultimately benefiting the Crystal Beukes and her team as well as the future members of the organization.

4.0 Limitations, Challenges, and Addressing Biases

4.1 Addressing Piloting of Survey

We spent an afternoon with 5 members of MSR and took in-depth notes about where clarification was consistently needed or where participants got stuck. After our test group survey comprehension stood out as our greatest limitation. In order to best serve our whole population, we attempted to use simple language and phrasing with clear examples and suggestions. With the help of Tomas Shilongo, we were able to identify changes that had to be made. We noticed that many participants did not understand abbreviations like “etc.” or “eg:”. We replaced them to make it more clear to participants that the words following were just examples and not necessarily what needed to be written. Certain other words stood out as confusing. Our use of “last name” and “job security” were not relevant to our population. We exchanged these words with “surname” and “confidence”. There was a large gray area with the prompt of “after membership” or “leaving MSR”. Many respondents consider themselves as in the program currently even if their membership is not up to date or the two years are up. In order to decrease confusion, we removed these sections and used the prompt “after starting membership” in order to include everything they’ve experienced since beginning the program.

The length of the survey was also one of our biggest concerns before administration. In cooperation with our sponsor we determined the desired survey time to completion to be 20 minutes. The first iteration took around 45 minutes for each participant. By making slight alterations to our survey format, we were able to greatly reduce the time of completion. In person, we observed most participants taking around 20 minutes. Our median time to completion for online surveys was 8.2 minutes.

Other observations we took include our impression that many participants were extremely conscientious in their answers. Many participants asked clarifying questions and

expressed their desire to answer everything truthfully. Many participants would get stuck if they believed a question did not apply to them instead of skipping the question. This led to us altering the survey by indenting follow up and dependent questions. We also made follow up questions into sub questions e.g “4, 4b” instead of “4, 5”. We learned that some participants did not understand the phrase “skip” and instead “leave blank” was a better direction.

4.2 Administrator Interests and Biases

All studies have certain limitations and potential for biases. First, it is important to remember as the surveying group our stake and interest in the process. Some potential bias-creating limitations for our project include our group's motivation to produce a complete and professional project despite challenges and timelines. This could lead to skewed or selective data as we can only collect data over a short period and we are incentivised to collect as much data as possible. When performing our data collection and analysis our group worked to identify our interests and potential bias in order to prevent them from affecting our product.

Our project sponsor may also introduce biases in their interest to have self-supporting or favorable data. In order to ethically and effectively fulfill our sponsor's needs we worked to provide responsibly sourced and honest data for analysis. We were careful to monitor any potential effects the sponsor may have on reporting quality. In our survey administration our sponsor had no hand in distributing or entering survey data. Our sponsor also had no access to raw survey data or responses. Representatives from our sponsor did assist in translating and answering questions for survey respondents with low english comprehension. Few respondents needed this assistance and this activity was monitored by our team.

4.3 Limitations and Challenges of Methodology

A primary limitation of our project is the sample size. MSR has a finite number of former and current members reported to us as 2996. Small sample sizes have a greater chance of voluntary response bias. Because of the nature of the organization, MSR members are more

likely to have limitations like lack of access to the internet. Our project sponsor specifically mentioned the common problem among program participants of losing and changing phone numbers. This could mean that member who are less connected to the internet or

Participants have a potential for response bias based on a number of factors. We need to address cultural limitations for our study which might make talking about money or quality of life a private subject. Desire to be financially stable might also sway people's responses. We also needed to be aware of the effect our survey environment might have on survey participants.

We conducted focus groups to gather qualitative data and become more in touch with the personalities and human aspects of our study. These focus groups have their own limitations and risks. We were aware of the effect that being in a group may have on sensitivities around our subjects of financial and social well-being. We monitored group dynamics to ensure we received honest and balanced information from the whole group. It was important when doing so that we did not let the focus groups introduce any new biases or interests which could affect the quality of our data.

5.0 Results

5.1 Participant Summary

Participant Demographics: The table below summarizes the demographic information that was collected from each participant. This includes gender, ethnicity, age, membership start date, employment status, and education level. This is the backbone of all the analysis done throughout the report. It serves as a point of comparison across the different groupings of members.

Table 1: Demographic Information Across All Surveyed Members

Demographic	Total 344(100%)	WIND 154(45%)	SWAK 94(27%)	WALV 95(28%)	MALE 152(44%)	FEMALE 172(50%)
Gender****						
Male	152 (44%)	67 (44%)	49 (52%)	36 (38%)	152 (100%)	X
Female	172 (50%)	73 (47%)	41 (44%)	57 (60%)	X	172 (100%)
Ethnicity						
Ovambo	256 (74%)	131 (85%)	39 (41%)	85 (89%)	111 (73%)	142 (83%)
Herero	13 (4%)	1 (1%)	10 (11%)	2 (2%)	9 (6%)	3 (2%)
Nama/Damara	37 (11%)	4 (3%)	31 (33%)	2 (2%)	18 (12%)	19 (11%)
Coloured/Baster	4 (1%)	1 (1%)	3 (3%)	0 (0%)	1 (1%)	3 (2%)
Kavango	13 (4%)	4 (3%)	6 (6%)	3 (3%)	8 (5%)	5 (3%)
San	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Tswana	2 (1%)	0 (0%)	1 (1%)	1 (1%)	2 (1%)	0 (0%)
White	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
Zambezi	1 (0%)	1 (1%)	0 (0%)	0 (0%)	1 (1%)	0 (0%)
Age						
18-19	1 (0%)	0 (0%)	1 (1%)	0 (0%)	0 (0%)	1 (1%)
20-24	18 (5%)	8 (5%)	7 (7%)	3 (3%)	6 (4%)	11 (6%)
25-29	54 (16%)	13 (8%)	20 (21%)	21 (22%)	26 (17%)	28 (16%)
30-34	89 (26%)	32 (21%)	26 (28%)	31 (33%)	39 (26%)	49 (28%)
35-39	80 (23%)	37 (24%)	24 (26%)	18 (19%)	39 (26%)	41 (24%)
40-44	38 (11%)	20 (13%)	6 (6%)	12 (13%)	18 (12%)	20 (12%)
45-49	26 (8%)	22 (14%)	2 (2%)	2 (2%)	10 (7%)	15 (9%)
50-54	9 (3%)	5 (3%)	2 (2%)	2 (2%)	7 (5%)	2 (1%)

55-59**	2 (1%)	1 (1%)	0 (0%)	1 (1%)	2 (1%)	0 (0%)
Employment Status						
Employed Full Time	37 (11%)	19 (12%)	15 (16%)	3 (3%)	17 (11%)	18 (10%)
Employed Part Time	37 (11%)	14 (9%)	11 (12%)	12 (13%)	22 (14.%)	13 (8%)
Looking For Work***	121 (35%)	54 (35%)	28 (30%)	39 (41%)	54 (36%)	63 (37%)
Self-Employed***	45 (13%)	31 (20%)	7 (7%)	7 (7%)	14 (9%)	24 (14%)
Taking a break	2 (1%)	1 (1%)	0 (0%)	1 (1%)	2 (1%)	0 (0%)
Unemployed	90 (26%)	29 (19%)	29 (31%)	31 (33%)	38 (25%)	51 (30%)
Membership start						
2007	8 (2%)	6 (4%)	1 (1%)	1 (1%)	7 (5%)	1 (1%)
2008	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)	0 (0%)
2009	8 (2%)	8 (5%)	0 (0%)	0 (0%)	7 (5%)	1 (1%)
2010	4 (1%)	4 (3%)	0 (0%)	0 (0%)	3 (2%)	1 (1%)
2011	2 (1%)	2 (1%)	0 (0%)	0 (0%)	1 (1%)	0 (0%)
2012	3 (1%)	3 (2%)	0 (0%)	0 (0%)	3 (2%)	0 (0%)
2013	7 (2%)	7 (5%)	0 (0%)	0 (0%)	5 (3%)	1 (1%)
2014	7 (2%)	6 (4%)	1 (1%)	0 (0%)	7 (5%)	0 (0%)
2015	8 (2%)	7 (5%)	1 (1%)	0 (0%)	6 (4%)	2 (1%)
2016	11 (3%)	10 (6%)	1 (1%)	0 (0%)	3 (2%)	7 (4%)
2017	13 (4%)	11 (7%)	2 (2%)	0 (0%)	8 (5%)	4 (2%)
2018	17 (5%)	10 (6%)	7 (7%)	0 (0%)	9 (6%)	8 (5%)
2019	14 (4%)	6 (4%)	7 (7%)	0 (0%)	4 (3%)	7 (4%)
2020	27 (8%)	17 (11%)	10 (11%)	0 (0%)	5 (3%)	21 (12%)
2021	43 (13%)	24 (16%)	18 (19%)	1 (1%)	20 (13%)	22 (13%)
2022	33 (10%)	14 (9%)	14 (15%)	3 (3%)	10 (7%)	18 (10%)
2023	117 (34%)	19 (12%)	12 (13%)	85 (89%)	42 (28%)	70 (41%)
2024	21 (6%)	0 (0%)	16 (17%)	5 (5%)	12 (8%)	9 (5%)
Education level						
None	6 (2%)	3 (2%)	1 (1%)	2 (2%)	2 (1%)	4 (2%)
Some Primary (Grades 1-7)	6 (2%)	4 (3%)	0 (0%)	2 (2%)	3 (2%)	3 (2%)
Primary (Completed Grade 7)	14 (4%)	11 (7%)	1 (1%)	2 (2%)	6 (4%)	6 (3%)
Some Secondary (Grades 8-12)	131 (38%)	49 (32%)	39 (41%)	43 (45%)	56 (37%)	73 (42%)
Secondary (Completed Grade 12)	97 (28%)	41 (27%)	33 (35%)	23 (24%)	52 (34%)	45 (26%)
Some University/College	35 (10%)	14 (9%)	12 (13%)	9 (9%)	17 (11%)	17 (10%)
University/College	36 (10%)	18 (12%)	6 (6%)	11 (12%)	13 (9%)	22 (13%)

Table 1: This table reports the background demographic information of all surveyed members as whole numbers and as percentages. The recorded demographics were gender, age, employment status, membership start date, and education level.

*Percents are calculated using columns totals as denominators

**The age cuts off at 59 as no members above that age were surveyed

***Members were given the option to choose between looking for work and unemployed to provide a more desirable response that still means they do not have a job. It was included to reduce biased responses.

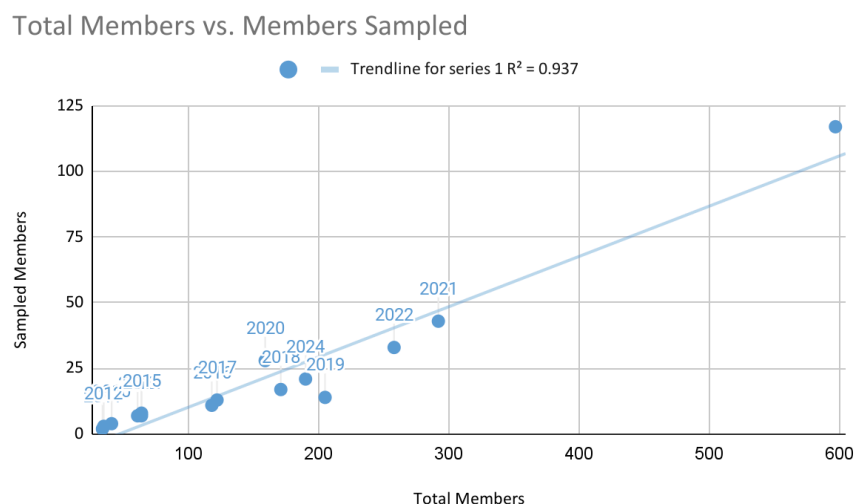
****Gender questions had the option to not specify resulting in a non-100% total

Representativeness of sample: Table 1 shows the number of members surveyed from their starting year. The distribution seems to be skewed, with a much larger sample coming from newer members. However, when adjusting for the number of members that joined each year and representing the number of people surveyed as a percent of total members for that year the distribution is much flatter. Table 1 is a representation of this graph, and shows that at least 10% of members were surveyed from every year except 2007-2009, 2010, 2011, 2012, 2016, and 2019. There is still a slight over sampling from the more recent members with 19.6% of members being sampled from 2023. This can be explained because of the Walvis Bay location which was founded very recently in 2022, and of the 95 members surveyed at this location 85 (89.5%) of them were from 2023. A major goal for this project was to receive responses from 10% of all members from each location. This has been accomplished, with 11% of total members being surveyed. All locations are near 10% with Windhoek falling just short at 8.8% and Walvis Bay being over sampled due to more of the members being active compared to other locations at 19.3%.

Furthermore, Figure 14 exemplifies our good sample distribution, showing a strong correlation between total members and the number of members that were sampled with a R^2 value of .937. In order to make this graph, 1 outlier was removed from the years 2007-2009

(696 total members, 8 Sampled) as it was very difficult to receive survey responses from these members because of how long ago it was.

Figure 14: The sampling distribution by year comparing members sampled versus total members



Geographic location of sample: Table 1 also shows the number of members sampled by each group including Windhoek, Walvis Bay, and Swakopmund.

Gender: Overall, there were more female (172) than male (152) respondents and this remains consistent within all groups except for pre 2017 Windhoek because female members could not join MSR until 2017. The reason for having any females in this category is likely due to misremembering the starting year.

Ethnicity: The vast majority of members who were surveyed are Ovambo(78.5%) followed by Nama/Damara(11.3%), Kavango(4.0%), Herero(4.0%), and then all others(2.2%). When ethnicity, was compared by location and gender there were little to no differences except for Swakopmund Ovambo made up 43.3%, followed by Nama/Damara(34.4%), Herero(11.1%), Kavango(6.7%), and then all others(4.5%).

Age: Table 1 shows the age of the sampled population which displays a normal distribution. Respondents fell within the ages of 18-59 with the most common ages being 30-34(89), 35-39(80), and 25-29(54). 70.3% of respondents fell within these 3 age ranges including people aged 25-39. The least common age range came from the 18-19(1), followed by the 55-59(6).

Level of education/schooling: The majority of members attended at least some or all of secondary school at an overwhelming 92%. Out of the 92%, 40.3% of them did not finish it. That was the most frequent response received meaning most members have some secondary education. That is consistent with the background literature which stated it was most common for people to start secondary school and not finish it. There is no consistent trend between men and women receiving education. It is interesting to note that more women have received college education in comparison to men. When the education data was being looked at, it was discovered that there was no remarkable difference across the locations. Swakopmund overall had a slightly higher rate of education but it was not a substantial difference.

5.2 Employment Opportunities

5.2.1 Employment Outcomes and Wages

Summary of Data	Column Labels		SWAK Total	WALV Female	WALV Male	WALV Total	WIND Female	WIND Male	WIND Total	Grand Total
	SWAK	Male								
Values	Female	Male		Female	Male		Female	Male		
Average Monthly Wage Before Membership: N\$1000	1.86	2.47	2.31	2.70	2.08	2.45	1.42	5.61	3.31	2.85

Average Current Monthly Wage: N\$1000	2.06	2.57	2.38	1.46	1.43	1.45	2.29	7.16	4.65	2.95
Average Number of Employers Since Membership	1.00	1.07	1.04	0.44	0.76	0.57	0.93	2.71	1.78	1.23
Average Reported Business Age: Years	2.13	2.75	2.50	2.76	5.00	3.27	3.67	4.92	4.08	3.48
Average Months Looking for Work	7.45	6.05	6.69	8.56	8.50	8.54	9.07	7.43	8.29	7.93

Table 2: The above table demonstrates basic economic data collected from members. Data by location for wage, number of employers, entrepreneur business age, and months looking for work. Notice the change in wage before and after membership. This metric shows an increase in wages among members in Swakopmund (from N\$2,310 to N\$2,380) and Windhoek (from N\$3,310 to N\$4,650), while it shows a decrease in wages among members in Walvis Bay (from N\$2,450 to N\$1,450).

Summary of Data	Column Labels		SWAK Total	WALV Female	Male	WALV Total	WIND Female	Male	WIND Total	Grand Total
	SWAK Female	Male								
Percent Employed Before Membership	11.1%	25.0%	18.8%	20.8%	19.4%	20.2%	47.8%	37.9%	43.3%	29.7%
Percent Currently	35.0%	38.3%	36.8%	17.9%	28.6%	22.0%	43.1%	38.5%	40.9%	34.3%

Employed										
Percent of members Reporting Wage Increase	20.8%	19.4%	20.0%	29.7%	32.4%	31.0%	38.3%	34.1%	36.6%	30.8%
Percent of Employer Benefits *Before Membership	40.0%	52.9%	48.1%	52.6%	40.0%	47.1%	30.8%	35.7%	32.8%	39.8%
Percent of Current Employer Benefits*	38.5%	31.6%	34.4%	10.0%	61.5%	39.1%	41.4%	25.9%	33.9%	35.1%
Percent Owning Businesses	21.1%	25.5%	23.5%	34.0%	14.7%	26.4%	56.3%	26.0%	40.8%	30.7%

*Benefits: insurance, social security etc.

Table 3:

The above table represents the percentage of positive responses per category of the selected value. Notice the increase in reported employment before and after membership for Swakopmund (from 18.8% to 36.8%) and Walvis Bay (from 20.2% to 22.0%). Windhoek reports a slight decrease in employment (from 43.3% to 40.9%). Despite this 20% to 37% of respondents by location report an increase in wages after starting the program. We can also see a decrease in reported employer benefits for Swakopmund and Walvis bay. In Swakopmund and Walvis bay around 25% of respondents report owning a business while 41% of Windhoek respondents report owning a business. This data presents a summary of the employment environment for MSR members.

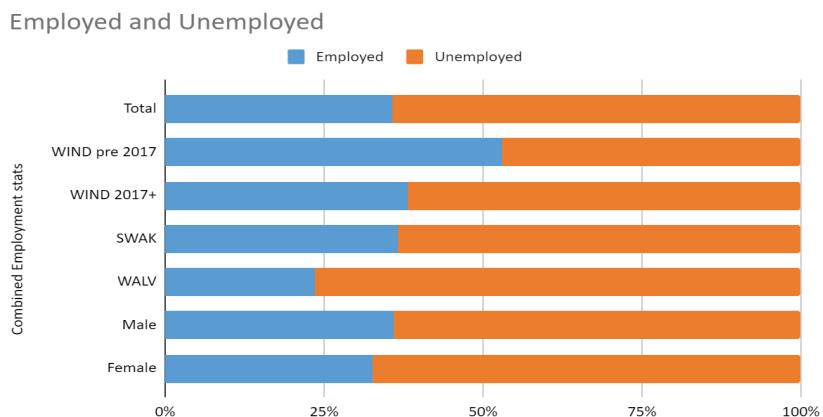
Figure 15 below represents the main industries that MSR members were employed in after beginning their training. Members wrote in their current industries of employment which are summarized by this word cloud.

Figure 15: Word frequency bubble revealing the most common industries MSR members were placed in



The tables above show the employment status of sample members. Employed full-time, employed part-time, and self-employed were combined to count towards employed while looking for work, unemployed, and taking a break were combined to count as unemployed. Using these combined numbers, Figure 16 below was made for each group for comparison. WIND pre-2017 had the highest employment rate at 52.9% suggesting that more of these older members have been able to get employment after MSR compared to other groups. Walvis Bay had the lowest employment rate at 23.7%. Male and Female employment rates were fairly similar with 36.1% of males employed and 32.5% of females.

Figure 16: Employed members versus unemployed members by location and gender

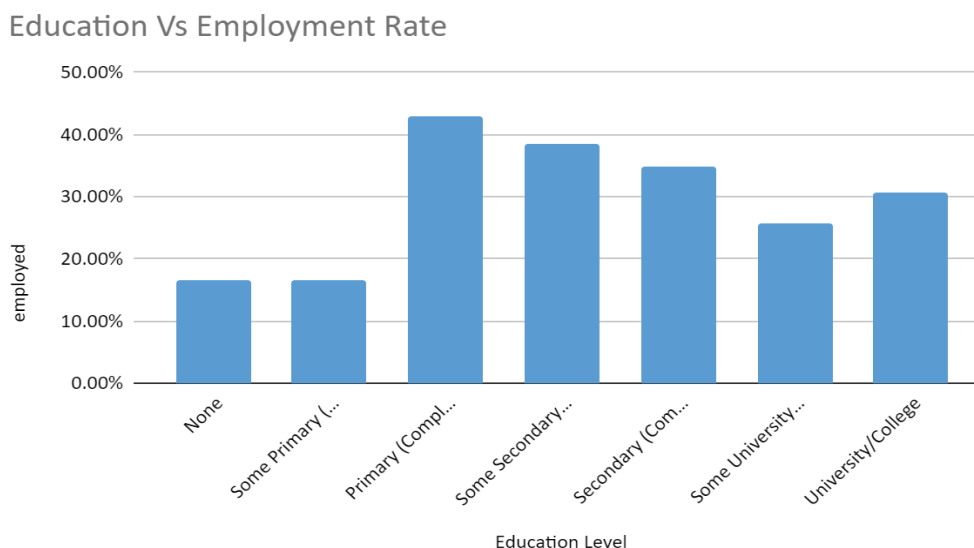


Overall, the average wage increase after MSR membership was N\$1342 representing a total of 30.8% of members. Table 2 above shows the average wage before and after MSR membership reported by members by each location. WIND saw the largest increase across all locations followed by SWAK. WALV saw a big decrease in wage from before to after which can be explained by it being a new location that hasn't been able to be helped yet. Additionally, this information is consistent with Figure 16 above as Windhoek had the highest employment rate and Walvis Bay had the lowest. From the data, there was no clear reason as to why the wages fell in Walvis Bay.

When comparing male and female wages for the entire sample, males started with a higher salary and saw a significant increase of ~N\$1000 per month. While, females started lower than males and even saw a slight decrease in wages after MSR although the decrease is very slight. However, this is because of the Walvis Bay location which is the only one to show females reporting a decrease in wage, ultimately bringing down the increase that females experience in other locations. Across all locations, males started and ended with a higher wage than females except for in Walvis Bay where females reported a higher salary than males before and after membership. Female wages are likely lower than males due to a lower employment rate, however, this is strange as there was a larger percentage of females with a college education than males.

5.2.2 Employment and Education and MSR

Figure 17: Highest Level of education by Employment



When comparing the level of members' education against the employment rate, the results were opposite of what one would expect to see. There is no smooth correlation between higher levels of education and better employment outcomes across members. In fact, the highest rate of employment, sitting around 40%, is from members who have completed primary school. Only 10% of Namibia's population is middle class meaning that the low paying jobs for the less educated are more plentiful across the country. Members with no education or only some primary have the lowest rates of employment. It is important to note that those categories made up the smallest percent of the total population.

People spoke about their experiences. One member explained *"I have a bachelor in communication and extensive working experience but it was like I had no qualification for them to assist me in getting a job."* This member felt as though she would be able to easily get a job since she has a university degree, however due to the over-supply of workers, she was still unsuccessful. This is an example of higher education not always translating to a job.

It is very clear that MSR members are driven to become as educated as possible. Members, majority female, spoke about how they would love to progress in their studies with the

help of MSR. Members stated the following: *“they must start funding us who wants to study”* and *“give students training for those who want to go to school”*. Another mentioned how important it is for members to have one of the higher level educational certificates. She was placed into a course with the help from MSR and she was able to receive a level 1 certificate upon completion. She described level one to be the lowest course available for that subject, but it is required to move onto the next level. She was very proud of herself and was grateful for what MSR was able to do. However, she stated that she would need at least a level 2 or 3 certificate to get a job in the corresponding field. She hoped MSR would help her through at least level 2 where then she could make money to put herself through further training. Another member had a positive experience with MSR writing *“because I had ungraded in two subjects I did during Covid19, and MSR helped me apply for two other subjects to reflect good on my educational background.”* MSR was able to connect her to further her education background by allowing her to take two more subjects.

5.3 Participation, Usefulness and Satisfaction of Training

Summary of Data	Column Labels		SWAK Total	WALV		WALV Total	WIND		WIND Total
	SWAK	Male		Female	Male		Female	Male	
Average Confidence in Employment Before Membership: 1-5	3.71	3.50	3.57	4.00	3.08	3.61	2.94	3.43	3.16
Average Current Confidence in Employment: 1-5	3.20	2.89	3.00	2.63	2.69	2.67	3.35	2.86	3.11
Average General Usefulness of MSR: 1-5	3.90	4.08	4.00	3.67	3.79	3.72	3.45	3.39	3.42
Average General	4.03	4.28	4.17	4.14	3.92	4.05	3.98	4.10	4.04

Training Satisfaction: 1-5									
Average Vocational Satisfaction: 1-5	3.93	4.04	4.00	4.22	4.12	4.17	4.23	3.84	4.04
Average Usefulness of English Training: 1-5	3.96	4.00	3.98	4.09	3.79	3.99	3.91	3.52	3.72
Average Usefulness of Financial Literacy Training: 1-5	4.00	3.84	3.91	3.98	4.00	3.99	3.96	3.76	3.86
Average Usefulness of Job Searching: 1-5	3.71	3.91	3.82	3.81	3.97	3.88	3.88	3.58	3.74
Average of Social Wellbeing Before: 1-5	2.95	2.80	2.87	3.09	3.12	3.10	2.94	2.73	2.84
Average of Current Social Wellbeing: 1-5	4.05	3.90	3.97	3.86	4.03	3.92	3.67	3.62	3.64

Table 4: The above table demonstrates the average response from survey participants. These figures are on a 1-5 Likert scale. 1 was used as the most negative and 5 as the most positive rating. Therefore anything above 2.5 is considered a positive response and anything below is considered negative. In this case, positive and negative are in the context of MSR impact on members. This scale provides great data breadth to analyze participant feelings. These are self-reported values where each number represents how the participant was feeling.

Usefulness: 1- Not at all useful, 2- Slightly Useful 3- Useful, 4- Very Useful, 5- Extremely Useful

Satisfaction: 1- Very Dissatisfied, 2- Dissatisfied, 3- Neutral, 4- Satisfied, 5- Very Satisfied

Confidence: 1- Very Unconfident, 2- Unconfident, 3- Unsure, 4- Confident, 5- Very Confident

Social Well-being: 1- Very Bad, 2- Bad, 3- Okay, 4- Good, 5- Great

Confidence in employment: There has been a decrease in employment confidence across all locations. With an average of 0.57 decrease across the three locations.

Satisfaction with training received: Members expressed strong positive feelings for each of the training and vocational opportunities. For instance all three locations reported values higher than 4 average therefore averaging between satisfied and very satisfied.

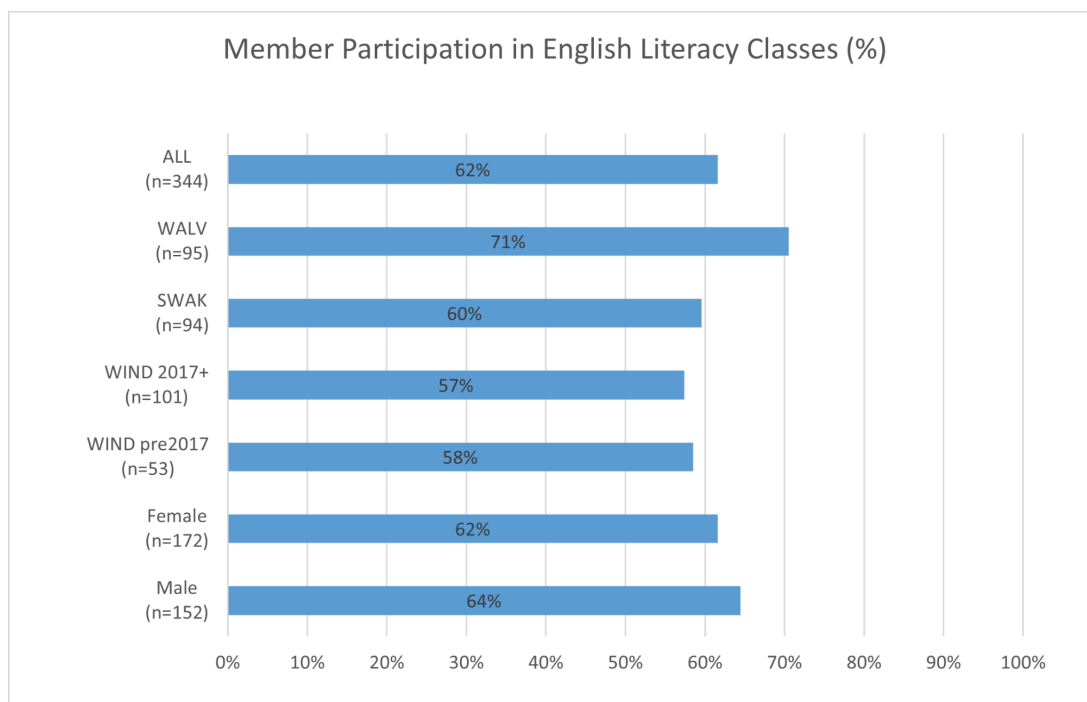
Impact on social wellbeing: There has been a significant increase in social well-being across all three locations. Members reported an increase in social well being of more than 0.8 units or 16% in every location.

5.3.1 English

The following sections will breakdown participation, usefulness, and satisfaction of the individual trainings offered through MSR including English Literacy, Financial literacy, job searching training, and overall training.

Participation

Figure 18: Percent participation in English literacy classes across location and gender



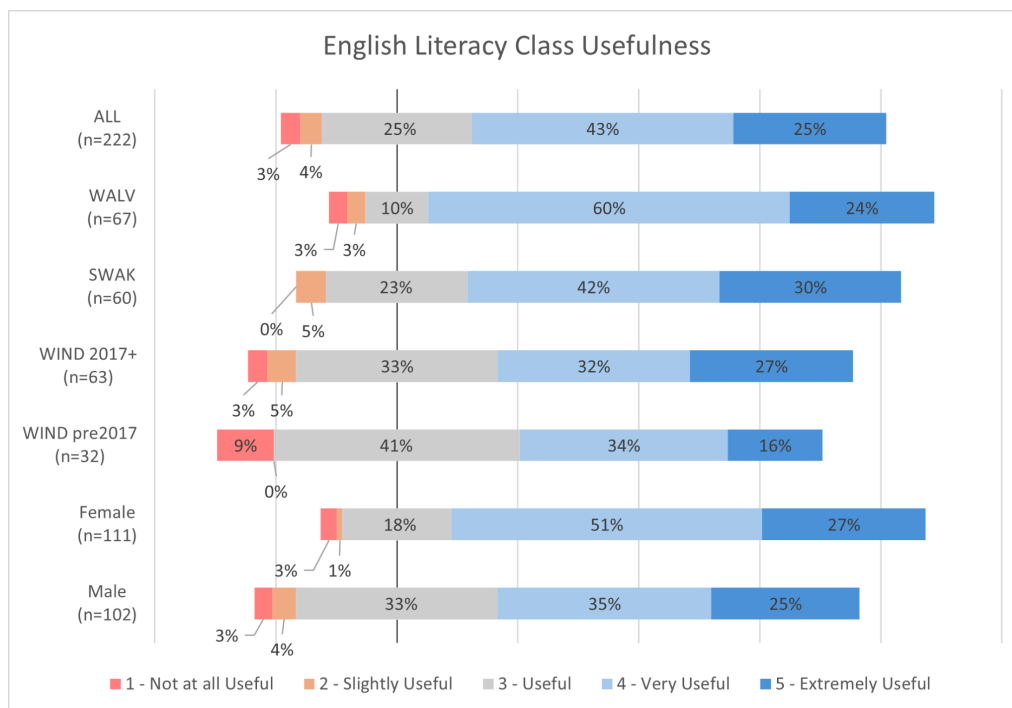
English literacy training can make a person more employable as it is one of the essential skills in the Namibian workforce. Both Windhoek groups had the lowest rate of participation in

English classes seen in the graph above. It is interesting to note that Windhoek members were observed in focus groups to lack the English literacy of their peers in Swakopmund. For example, the focus group with old Windhoek members was done in Afrikaans and was translated to English by Tomas as the conversation went on. Walvis Bay members participated in English literacy training at a much higher rate (71%) compared to other groups.

Access to English literacy classes was sporadically written about in the survey. Only 9 (3%) participants mentioned the training, but the training was discussed in focus groups in Windhoek and Swakopmund. A focus group participant stated that English literacy training is important as it allows people to be employable in higher-level jobs and not miss out on opportunities. One survey participant also expressed their desire to improve their English writing *“To learn more, or to improve or to my language to know how to read, write or to speak English.”*

Usefulness

Figure 19: Average rating of English literacy class usefulness across locations and genders



When asked about the usefulness of English classes given by MSR, an overwhelming majority of all members (93%) rated the training a three (useful) or higher on a Likert scale, with

the majority rating the training a 4 or higher (68%). The average rating a member gave for the usefulness of English classes was 3.84 out of 5. Walvis Bay members found the training the most useful, with 84% of them rating the training a four or higher. Pre-2017 Windhoek members, on the other hand, found the training the least useful, with 50% of them rating the training a three or lower compared to 32% of all members.

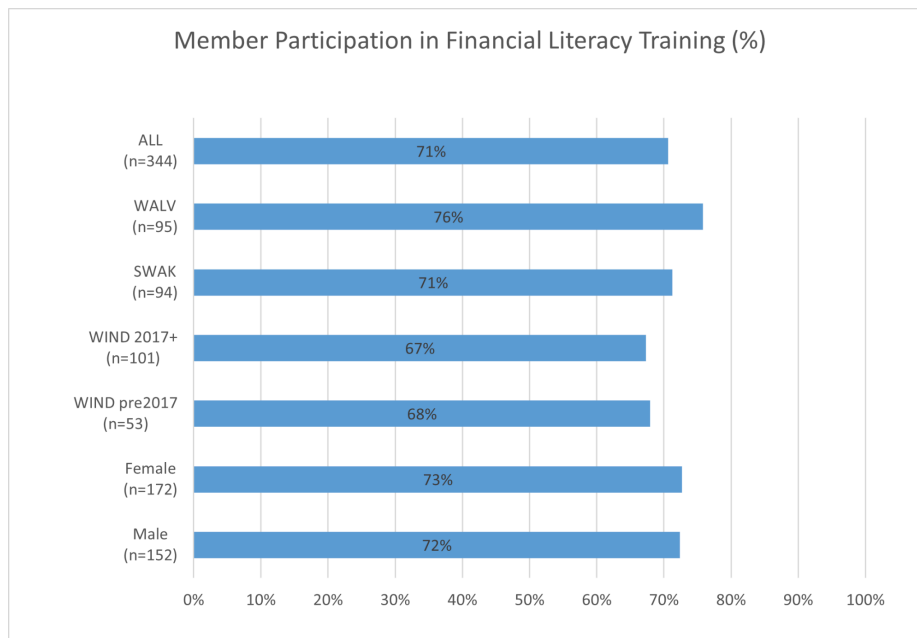
Male members found the program less useful than female members. 78% of female members rated the training a four or above, while only 60% of male members did the same. However, both groups rate the training a 3 or above at about the same rate (~90%), suggesting that the training is still useful to them.

The positive reception of MSR English classes can also be seen in some of the written responses in the survey. One member wrote how they hope the English training will help them become employed *“MSR has improve my English and has give me opportunity to get a job even though i'm still jobless i know that god can make the way”* while another member wrote about how they wanted to improve their English skills *“because just wanted to prove myself how to search jobs and my English language skills.”* In the all-female Windhoek focus group, one member was noted to have received a scholarship from MSR for an English literacy class, as a result, her fluency was far above the other members of the focus group.

5.3.2 Financial Literacy

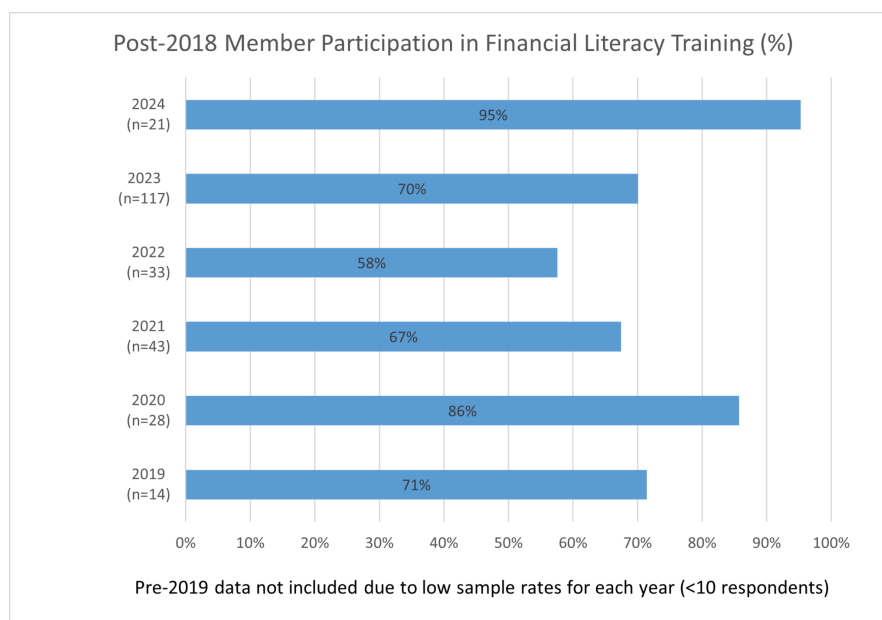
Participation

Figure 20: Percent participation in financial literacy training across location and gender



As one of MSR's mandatory programs for membership, it is surprising to see that only ~70% of MSR members across all groups have received Financial literacy training. The Walvis Bay members had the highest rate of participation at 76%, while both Windhoek groups had the lowest rate of participation at ~ 67%. Walvis Bay's high rate of participation is likely due to MSR opening the location after the main years of the COVID-19 pandemic, in Nov 2022.

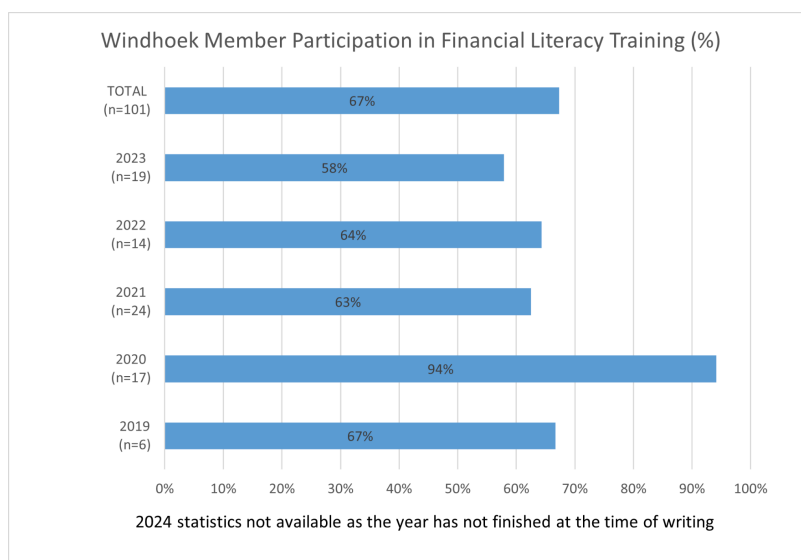
Figure 21: Participation in financial literacy training in recent years



Looking at the participation of financial literacy training by year, we can see that participation significantly decreased in the years of 2021 and 2022, before rebounding back to 2019 levels in 2023. This trend suggests that MSR struggled to run their financial literacy training during the COVID-19 pandemic. This was confirmed by our sponsor and by some of the survey responses where members expressed that the COVID-19 pandemic disrupted their training at MSR. For example, one member stated, *“To be honest corona did spoiled everything and we had to start all over again. MSR was helping me satisfied before corona. So I never when to any trainings.”* The Walvis Bay members, therefore, were able to escape this time of instability as most joined MSR in 2023 and 2024 when participation rates recovered to and exceeded 2019 levels.

The effect of COVID-19 on participation rates is also a likely reason that the 2017+ Windhoek members have the lowest rate of participation in MSR's financial literacy program. However, another possible contributing factor is that the lack of a proper MSR office in Windhoek after 2022 prevented many members from participating in the financial literacy program. This trend is also seen when we look at the financial literacy training participation by year for the WIND 2017+ group.

Figure 22: Participation in financial literacy training by Windhoek members in recent years



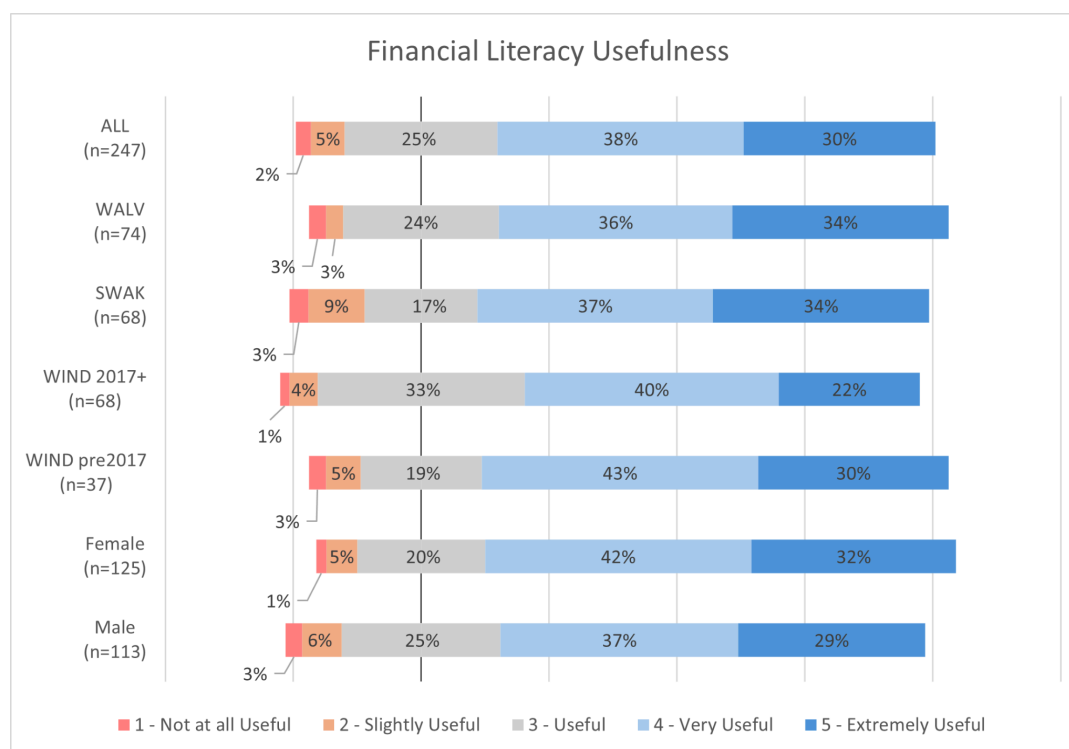
As shown above, the Windhoek 2017+ group experienced the same drop in participation from 2020-2021 as was seen in Figure 22. However, the Windhoek 2017+ group did not experience the recovery of participation in 2023 as experienced by the general population. The rate of participation decreased in 2023 to 58% from 54% the previous year. This suggests that the instability of the Windhoek office in recent years has harmed financial literacy participation rates for its members.

Participation in the financial literacy program was unaffected by the gender of the member, with male and female members participating at a rate of 72% and 73% respectively.

Access to financial literacy programs was a concern raised by 14 (5%) of survey respondents. For example, one member stated that MSR should “... look for more opportunities and gave extra financial training and in job training.” While the participation rates of the financial literacy programs seem to be recovering in recent years, MSR should make sure that this remains the case in the future.

Usefulness

Figure 23: Financial literacy usefulness as reported by members



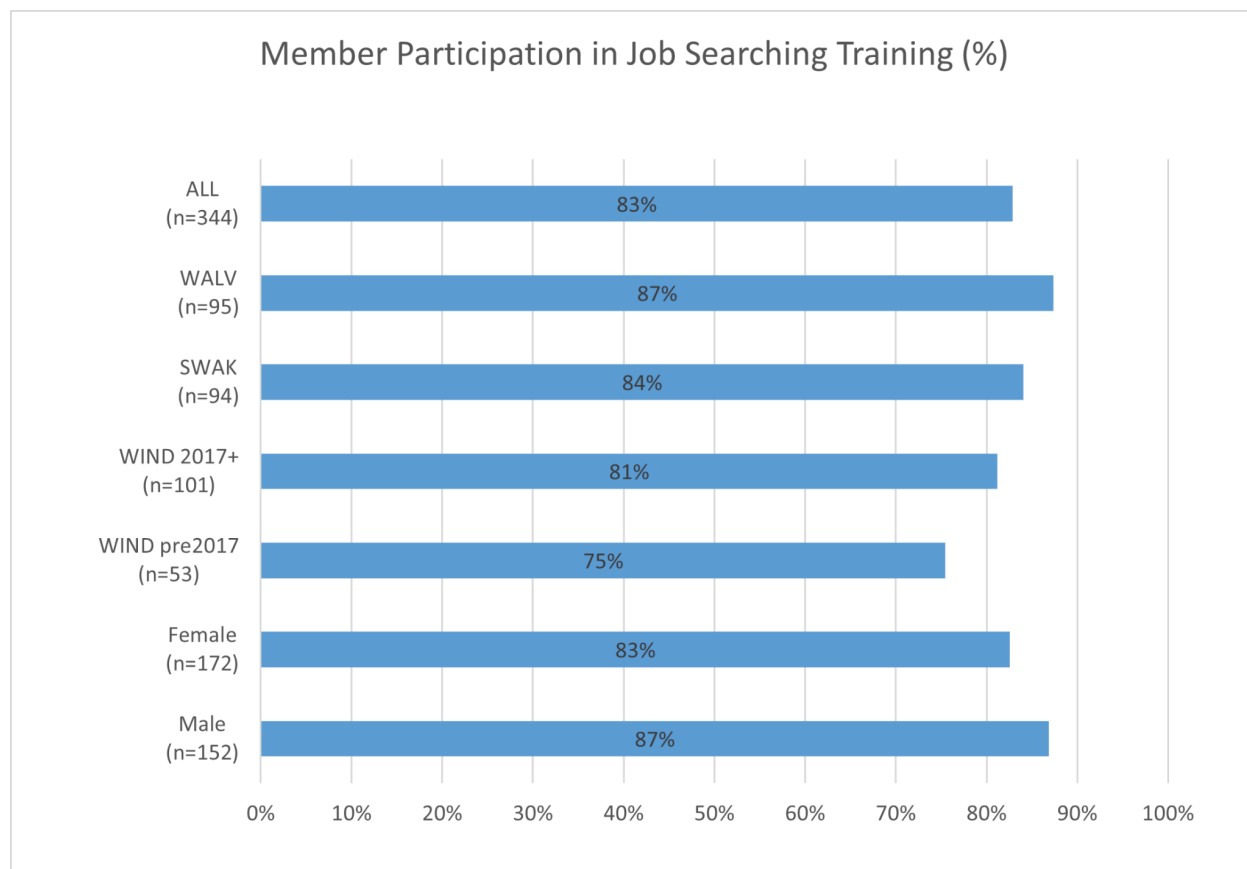
When asked about the usefulness of Financial literacy training, members rated the training a three (useful) or higher on a Likert scale around 90% of the time for all groups. The majority of all members rated the training at least a four on the Likert scale (68%). As a result, the average rating of the usefulness of Financial literacy training was 3.88 out of five. Members from Swakopmund were the most critical of the training, with 12% of them rating the usefulness of the training a two or below. While only 5% of Windhoek members from 2017+ gave ratings below a two. Male members found the usefulness of the training slightly lower than females. The percentage of male members who rated the training four or higher is 66% compared to female members at 74%. Male members also rate the training a two or lower 50% more often than female members (9% vs 6%). Two other observations stand out from the above graph. First, Swakopmund members rate the usefulness of financial literacy much lower than other groups at 12% of respondents, which is almost double the rate of the total respondents (7%). Second, Windhoek members rate the training a 5 at a much lower rate (22%) than other groups (~30%)

41 (14%) of survey respondents praised the usefulness of financial literacy training in their written responses. In particular, many members valued the budgeting and spending skills taught to them. For example, one member wrote, *"The training was useful and helped me on how to budget my money on spending like not to spend it on useless things."* Another member stated *"It's so wonderful to be trained on how to save money. It really teaches me that although you get low, little, few earn you can go further. I can have bright future through the little I get."* This sentiment was echoed in some of the focus groups and interviews. Both male and female focus groups in Swakopmund agreed that financial literacy was an important skill to them and one interviewed male member stated that the training helped him understand how he should spend his money.

5.3.3 Job Searching Training

Participation

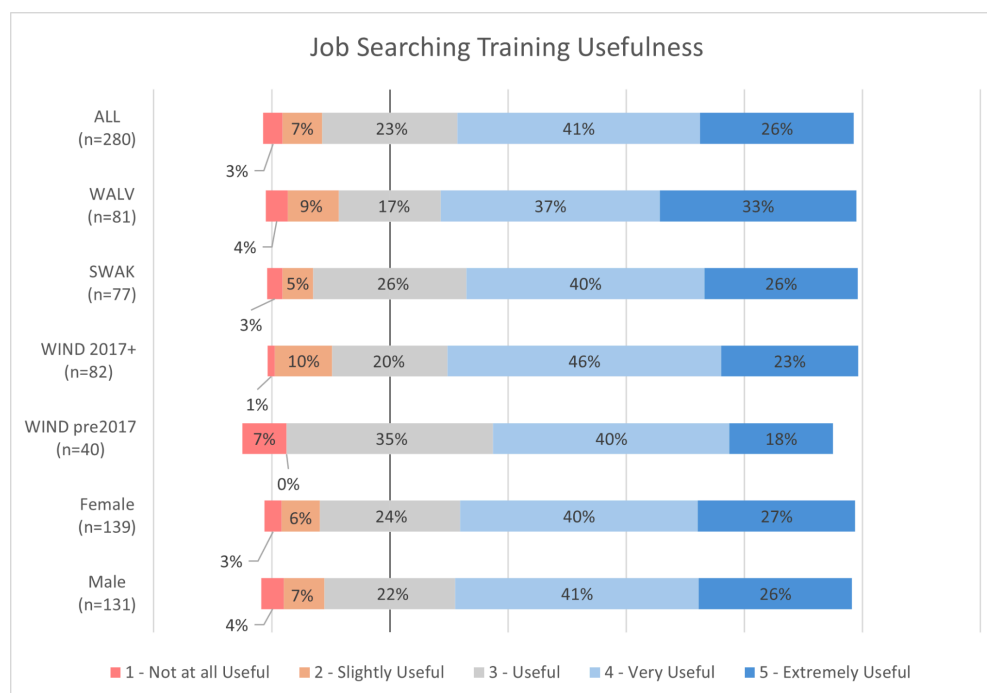
Figure 24: Percent of members participation in job searching training offered by MSR



Unlike financial literacy training, mandatory job searching training has a much healthier participation rate of 83% for all members. Male members participated at a slightly higher rate than female members at 87% and 83% respectively. Windhoek pre-2017 members had the lowest participation rate at 75%. The high rate of reported participation in job searching training coincides with the lack of written responses with only 20 members (7%) requesting greater access to the program. One such response was written by a member who joined in 2020 which was in the middle of the COVID-19 pandemic.

Usefulness

Figure 25: Job searching training usefulness across locations and gender



90% of all members rated the usefulness of job searching training a three (useful) or higher on a Likert scale. The most critical group was the Walvis Bay members who rated the training a two or lower 13% of the time. This trend is likely because the Walvis Bay office is new, hence the members have yet to see the effect the training has on their employment status. Windhoek Pre-2017 members, like in the financial literacy section, rated the usefulness of job searching training a 5 at a much lower rate (18%) than the overall population (26%).

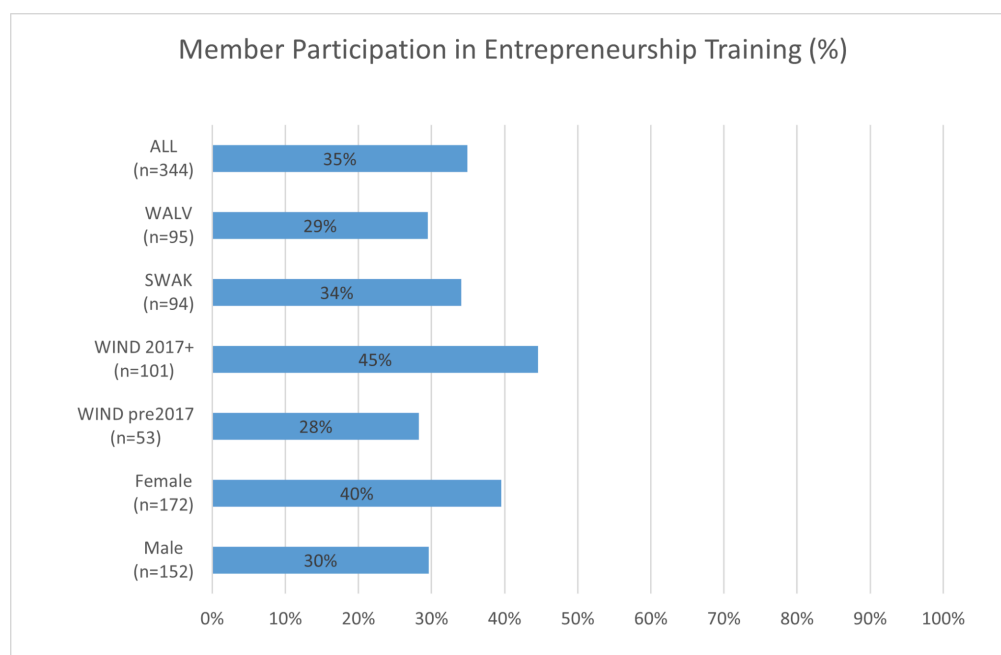
Job searching training was one of the main areas MSR was praised in through the written responses on the survey, with 131 (44%) survey respondents mentioning that the training was an area MSR had done well in. Members constantly wrote about how the training had helped them find a job and were grateful for the knowledge received in the training. For example, one member wrote *“For me I will say interview training it helped me a lot I got a job the same month I join MSR and since then I've been using their tips they gave me.”* another wrote about how MSR had made job searching a lot easier *“MSR give opportunities to the*

unemployed youth to be busy at the office making their cv and making their job hunting more easier then before.” This sentiment was also echoed in focus groups, with female Swakupmund focus group members stating that they “were able to use the interview and CV skills to get a job.”

5.3.4 Entrepreneurship

Participation

Figure 26: Percent member participation in entrepreneurship



As an alternative to employment in a job-scarce market, entrepreneurship allows MSR members to provide for themselves. Windhoek 2017+ members had the highest rate of participation in the training at 45%. This trend is likely due to the more hands-off approach the Windhoek office has had towards its members. As confirmed by our sponsor, it seems that recent members (2017+) to the Windhoek office are more independent than those in Swakopmund or Walvis Bay. Recent Windhoek members often only show up to the office for training then are never heard from again. As a result, entrepreneurship training is likely more

attractive to the more independent Windhoek 2017+ group, as the skills learned can be used without help from MSR. Female members participated at a much higher rate (40%) than male members (30%). A possible reason for this trend is that the businesses that females are skilled in can be started at home or in small/mobile storefronts, and require minimal investment to start.

Figure 27: Percent makeup of industries for female business owners

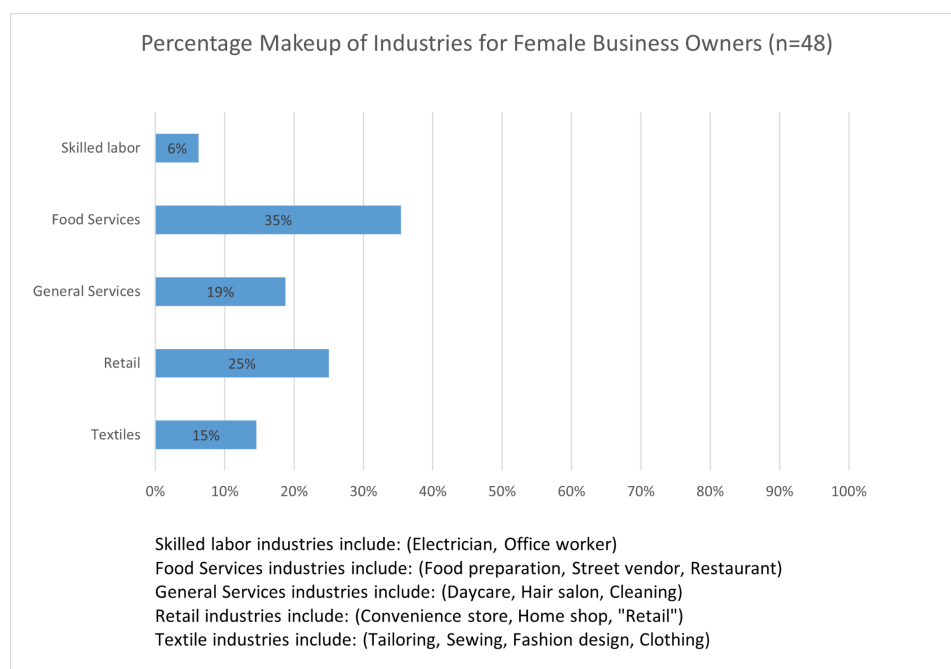
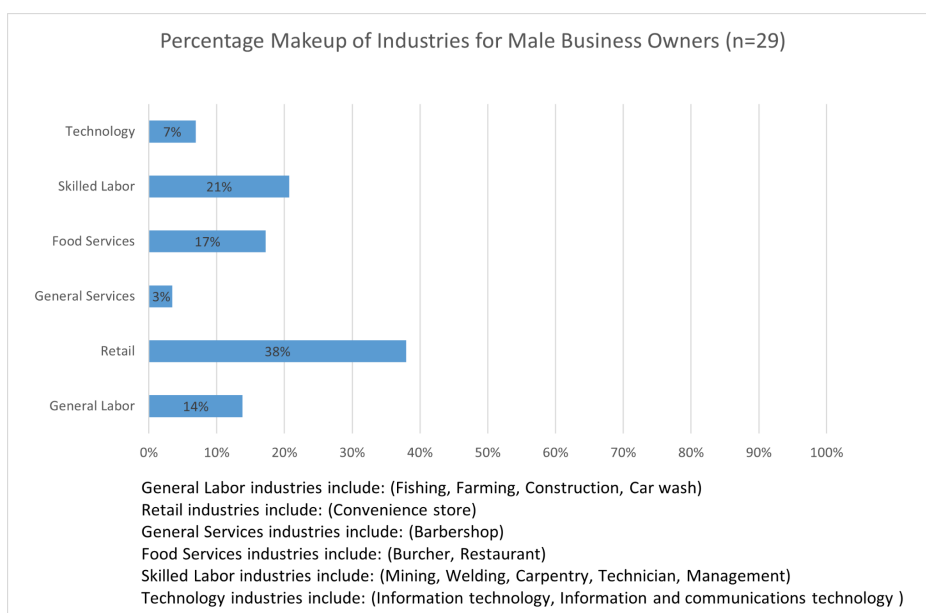


Figure 28: Percent makeup of industries for male business owner

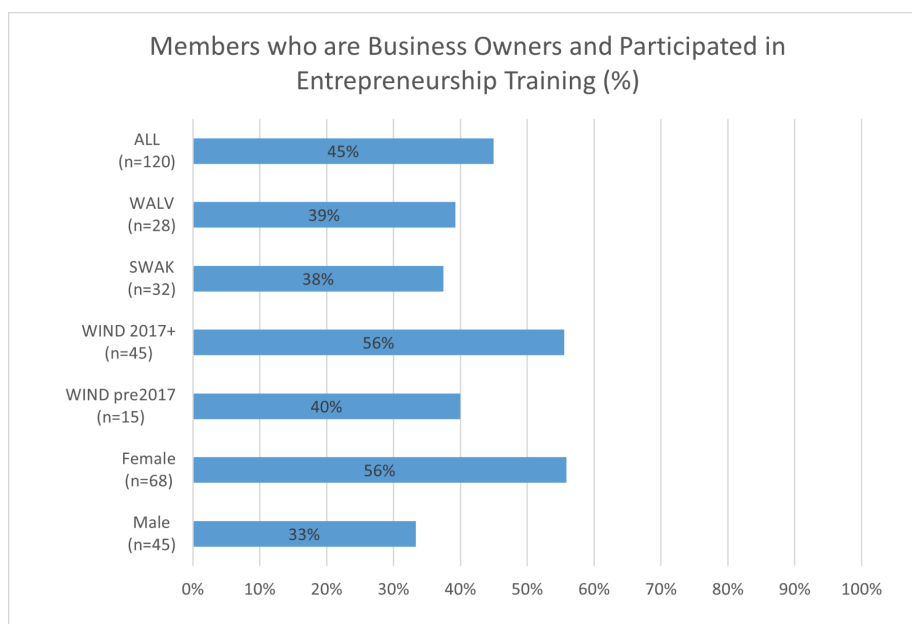


This reasoning is confirmed when looking at the types of business current MSR members run. 94% of female business owners own businesses in food services, retail, textiles, or general services. These businesses can all be started using simple hand tools or consumer equipment, and can also be run out of the member's home or small shop. On the other hand, only 58% of Male members have businesses in retail, food services, and general services, while none owned businesses in textiles. Instead, 42% of male members owned businesses in skilled labor, manual labor, and technology. These businesses, especially those in the skilled labor industry, require specialized tools and industrial equipment to run profitably, the purchasing of which is likely out of reach for the average MSR member. Therefore, male members will participate at a lower rate than female members due to the large amount of capital needed to start their businesses

Only 14 (5%) of survey respondents mentioned that lack of access to entrepreneurship training was an issue MSR could improve.

Usefulness

Figure 29: Percent members who are business owners and participated in entrepreneurship training



Only 45% of MSR members have started their own business after completing entrepreneurship training. Windhoek 2017+ members and female members have the highest success rate, 56% of women started businesses after completing entrepreneurship training. As seen before, however, only 33% of male members started businesses after completing entrepreneurship training.

The low overall creation rate of business by members, even by favored groups, suggests that there are additional barriers other than education that affect a member's ability to start their business. One of these barriers which was mentioned often by survey participants was access to loans to start or improve their business, with 18 (7%) of survey participants mentioning this specific problem. One member wrote *"I start my own business but I need money to buy more stock/production and material to grow my business ..."* another member suggested that MSR should perform checkups on members to make sure funds given to them are used properly *"At least provide financial assistance to young entrepreneurs for them to create own job and provide jobs, do follow up's make sure progress has taken place and money was used correctly."* This sentiment was also present in one interview with a female MSR member who had her own fashion business. Her main obstacle to expanding her business was the lack of funds to purchase an industrial sewing machine. She stated in the interview that she needs *"MONEY, need money to buy materials, big problem. I have no problem finding customers. My main problem is that my current machine is very slow so I cannot keep up with demand. Too many customers for capacity."* If MSR wants to improve the rate at which its members start business, providing funding seems to be the best first step towards doing so.

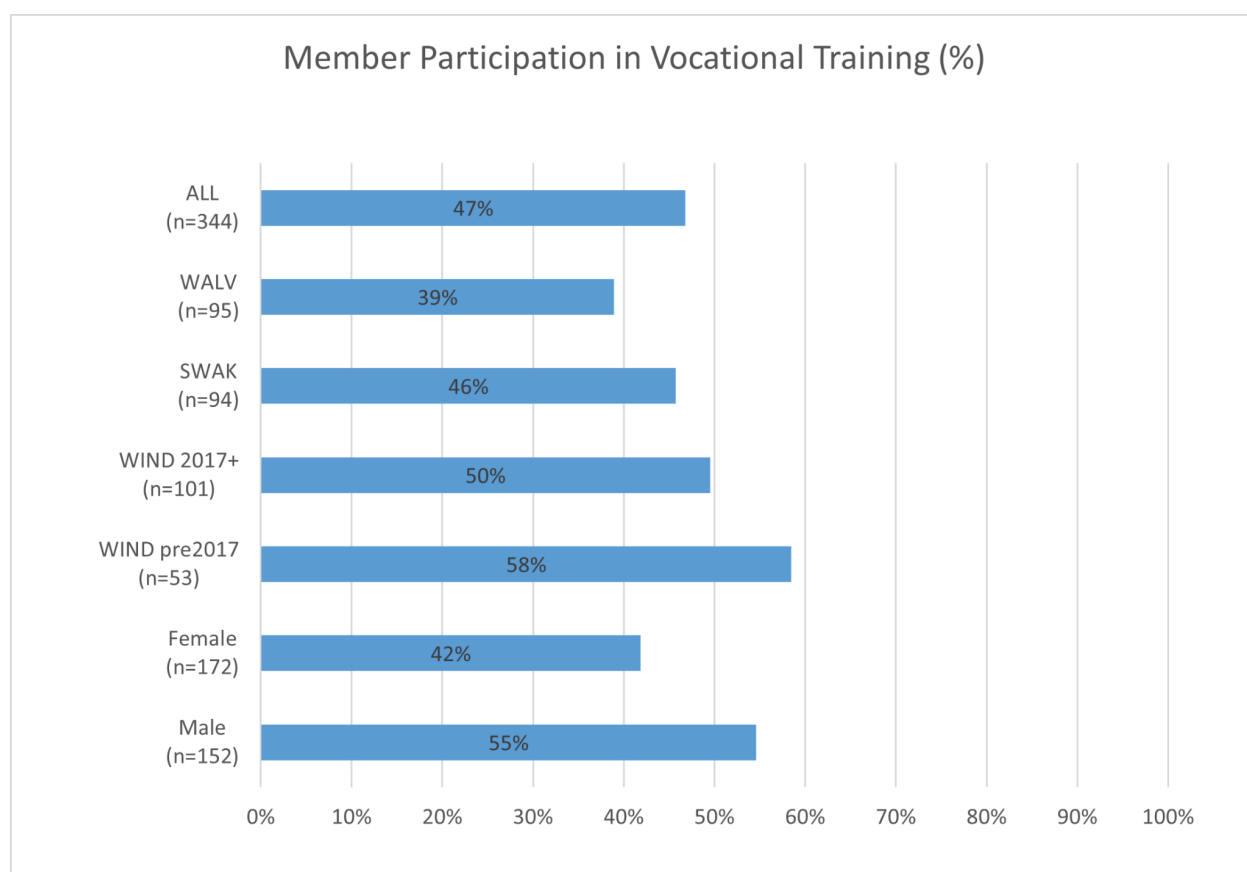
Those who have started businesses have been very grateful for the entrepreneurship training they received, with 30 (10%) participants mentioning the program as one of the things MSR has done well. Most respondents mentioned that the entrepreneurship training has allowed them to gain a steady source of income, for example, one member wrote *"MSR has*

been a great help to me cause I have been unemployed for 3 years before I joined MSR. Because of MSR I have a fully registered business that can help me and children.” and another wrote *“After I get the ideas from the MSR meeting, It really gained and boosted my mind. I learned a lot, on how to save money and how to do business as a youth, It really helped my lifestyle and am now a happy youth, with a business idea.”* Based on the written responses it is likely that most of the members who received entrepreneurship training found the training useful.

5.3.5 Vocational Program

Participation

Figure 30: Percent participation in vocational training



After completing their mandatory training, around 50% of MSR members participate in vocational training. When comparing participation rates based on gender, male members participate ~30% more often than female members (55% vs 42% respectively). This is likely due to the limited amount of vocational programs that are open to females.

Vocational Training Received by Female Members (n=72)								
	Hospitality	Entrepreneurship Training	Skilled Labor	First Aid Training	Job Searching Training	Computer Literacy Training	General Services	Unspecified
# Count	16	13	7	8	2	4	2	19
Percentage	22%	18%	10%	11%	3%	6%	3%	26%

Skilled labor training includes: Clothing manufacturing, Agriculture, Management, Carpentry, mining
 General services training includes: Manicure and pedicure, Paper shredding
 "Unspecified" means that the respondent did not mention the industry their vocational training was in.
 Note that percentages do not add up to 100% as some members did multiple trainings of different types

Vocational Training Received by Male Members (n=83)								
	Machinery operator	Entrepreneurship Training	Skilled labor	First Aid Training	General Labor	Computer Literacy Training	Other	Unspecified
# Count	15	1	15	14	5	5	4	25
Percentage	18%	1%	18%	17%	6%	6%	5%	30%

Machinery operator training includes: Tractor, Forklift, Car
 Skilled labor training includes: Welding/Metal fabrication, Plumbing, Wood working, Tilling
 General labor training includes: Brick laying, Cleaning
 "Other" training includes: Life skills, Education advancement
 "Unspecified" means that the respondent did not mention the industry their vocational training was in.
 Note that percentages do not add up to 100% as some members did multiple trainings of different types

When looking at the vocational programs that MSR members have participated in, it is clear that female members have very limited choices when applying to vocational training.

When not accounting for training provided by MSR, the majority of Female members participated in vocational programs related to hospitality, first aid, textiles, and agriculture. In comparison, Male members participated in a greater variety of programs, such as training for welding/metal fabrication, plumbing, woodworking, forklift operating, tractor operating, etc. Although a few female members were able to receive training in these industries (mining and carpentry), it appears that a social stigma exists that prevents female members from pursuing the more male-dominated training. This stigma reduces the participation rate of female members as it makes it seem that vocational training is less effective at gaining female members employment.

The disparity in participation rates by gender is likely the reason why the Windhoek Pre-2017 members have a higher participation rate than other groups, as MSR only accepted male members until 2016. The low participation rate at Walvis Bay is likely because the office only opened in November 2022, and members have not had time to undergo membership training and vocational training by the time the survey was sent out.

The low participation rate in vocational training suggests that there are significant barriers to access to vocational training. 50 (20%) respondents mentioned problems with accessing the vocational training they desired. One such barrier survey respondents mentioned was the lack of access to funding to complete their vocational training. As one member puts it *“Because MSR sent me to go study at KAYEC but I did not complete my course because of the financial problem like money, going to school without eating and so that's why I didn't complete the course.”* Another member stated *“Because when I heard the vocational by from MSR I was very interested the problem is only that I was not having money to pay for it.”* These responses suggest that MSR should look into making financial assistance more accessible to its members to improve the rate of participation in vocational training.

Another barrier to vocational training that survey respondents mentioned was the lack of communication from MSR about vocational training. One member requested that MSR

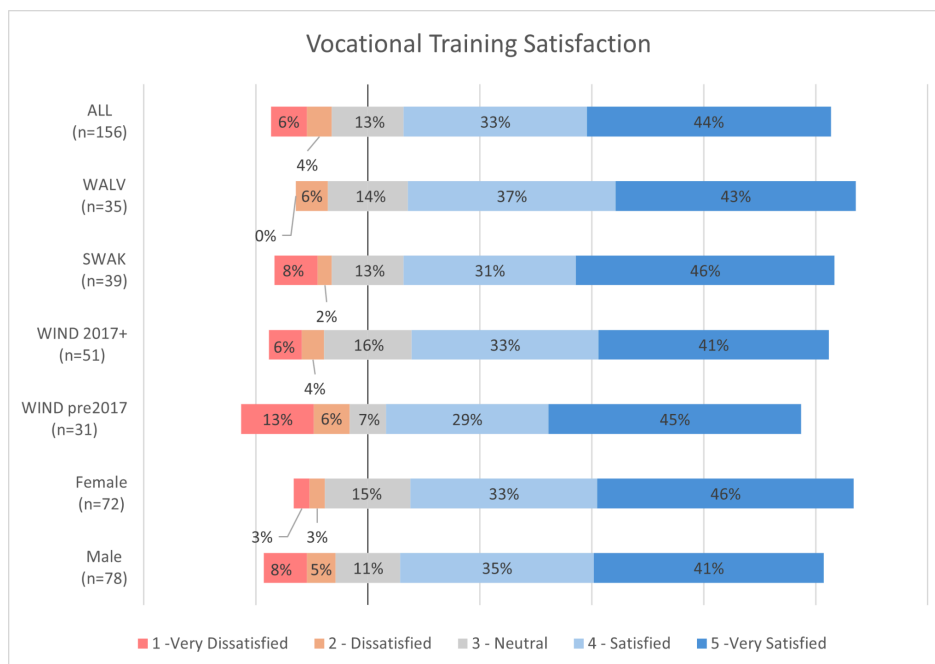
provide reminders for upcoming training, writing *“I will MSR to call few remembers and send them for trainings to various training centers.”* This barrier was also brought up by the male focus group in Swakopmund who requested that MSR *“Provide info on local institutes and upcoming trainings.”*

Some survey respondents and focus group participants also reported that MSR only offers financial assistance for level-one vocational training. According to these responses, level one training is not sufficient to make a member more employable in the vocations industry. As mentioned in the all-female Swakupmund group *“MSR can only put each member through 1 low level class (3-6 months) or program each (if that) and at that certification level it is near impossible to get a job. Members are very eager to take the next level of classes or of the class but they can't afford it. Then they are stuck with a low-level certification in something they now are passionate about. There are many candidates who are very qualified to keep going but can't because of funding issues.”* However, there do appear to be instances of MSR funding higher-level vocational training. For example, one member stated *“I have satisfied at the vocational training, because I have achieved my level 3 in plumbing and pipefitting as now I have my national certificate.”*

Finally, another common response was that members wanted access to more types of vocational training. Participants from the pre-2017 Windhoek group stated that MSR *“Need more training”* and that the types of training they would like to see were *“Machines, electronics, radio, carpentry, mechanic, excavator.”*

Satisfaction

Figure 31: Rating of vocational training satisfaction

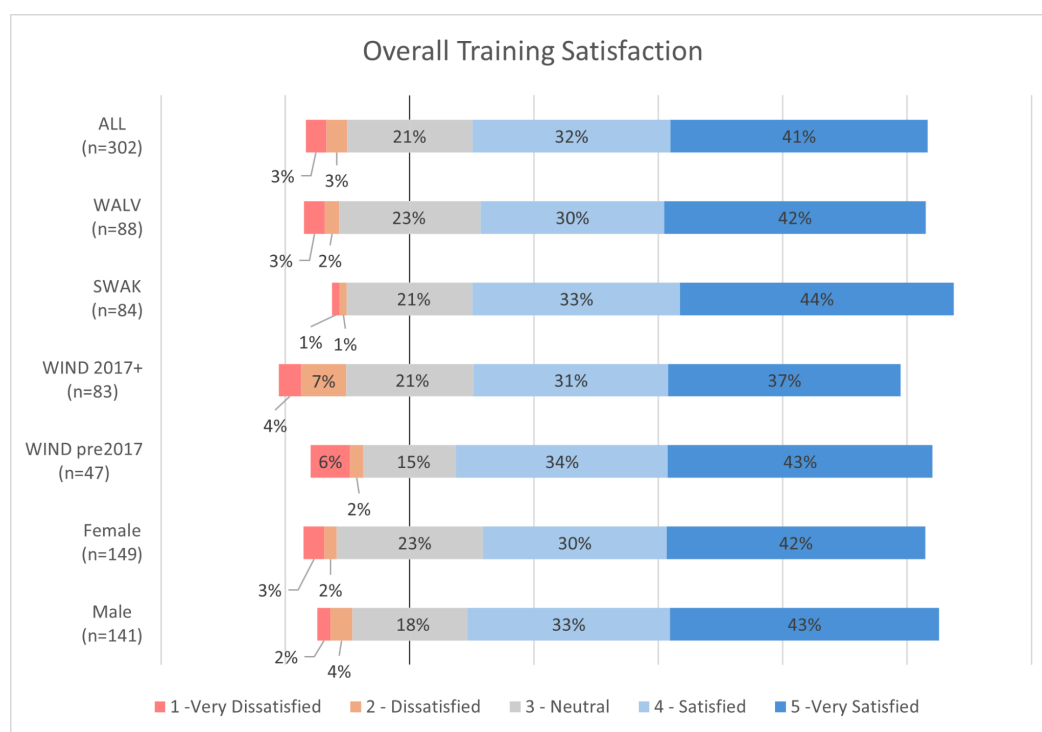


The majority of all members are satisfied with the vocational training they received, with ~75% of them rating their satisfaction a 4 or higher on a Likert scale. The most dissatisfied group by far is the Windhoek pre-2017 group where ~20% of participants rated their satisfaction a two or lower. Females and Walvis Bay members are the most satisfied with 96% of both groups rating their satisfaction a 3 or higher on a Likert scale. One possible reason why females are more satisfied than males is that, as mentioned in the entrepreneurship section, females can start businesses easily with the skills accessible to them through vocational training. Males attempting to start their businesses, on the other hand, have to buy expensive tools and equipment to use the skills they learned in vocational training. As a result, males are more reliant on employers to become employed while females can be more entrepreneurial. One survey respondent mentioned that lack of access to tools was a problem “*They must give the member tools related to the members training.*” With more avenues to improve their employment status, females would likely be more satisfied than males with the vocational training they received.

33 (11%) survey participants mentioned vocational training as a program MSR has done well with, which is in line with the other training MSR offers (Financial, entrepreneurship). Most members talk about how the training improved their lives. For example, one member wrote that MSR “... helped me to undergo a hospitality training which helped me a lot in the means of my way of living” and another mentioned that MSR “gave me forklift training that gives me a better way of find part-time job in some companies.”

5.3.6 Access to MSR Resources and Training

Figure 32: Likert scale rating of the overall training satisfaction across the groups of members



This graph shows the percent of people from each group including Walvis Bay, Swakopmund, Windhoek per 2017, Windhoek 2017 to date, Females, and Males that voted on the question “Overall how satisfied were you with MSR’s training programs?” on a scale of 1 to 5 with the legend in the graph showing what each rating corresponds to. Vast majority of

responses were above the neutral line of 3 represented in the graph as the thick vertical black line.

Figure 33: Common words MSR members wrote in response to “*What did MSR do well during your membership?*”



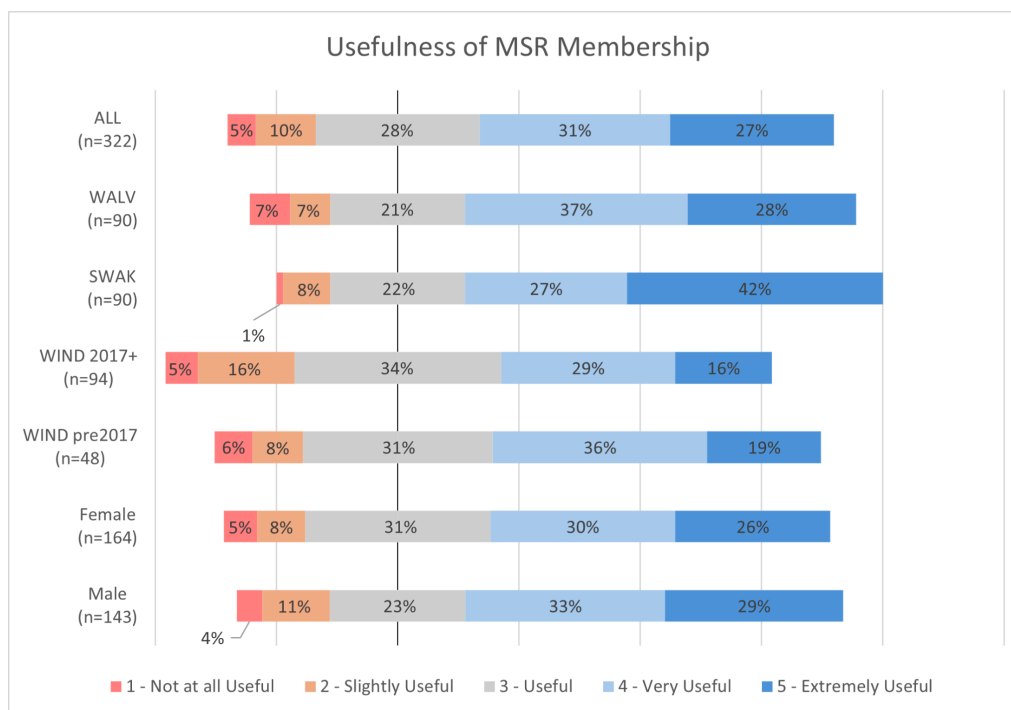
The word cloud above reveals the most common words from the responses of the question “*What has MSR done well during your membership?*”. The words have been filtered out so that the data is accurate. It has summed up the overall positive feedback that MSR received throughout the survey. The main points of satisfaction of members are access application preparedness including interview prep, copying of CVs, as well as general job training.

One member stated “*they have trained us how to attend the interview, how to react to a new company, how to enter a new place for an interview or contact by interview invited*” meaning MSR teaches their members how to interact with hiring companies. They also consistently mentioned learning how to dress for interviews. This is something small but very valuable to a lot of members.

The overall responses about the services MSR provides were overwhelmingly positive despite job placement and employment rates being lower than desired. During the focus group, one member explained how she feels extremely confident in her resume and her interview skills even though she is currently unemployed. She felt as though her application was competitive thanks to MSR. This was a common theme throughout the responses. Many members feel as though MSR has greatly improved their job preparedness and they will get a job in the near future. For example, one member wrote “*I am very optimistic believing the training that I received will mount to something even though it hasn't yet*”. Another member detailed their experience as “*During my time being a member of MSR I have experienced a lot, learning new things too. I have learn how to send emails and how to use a computer. To my side I did not got job provided by MSR even though there are those that got, but I believe that one day I will also get through MSR*”. There are many people who are fully confident in MSR.

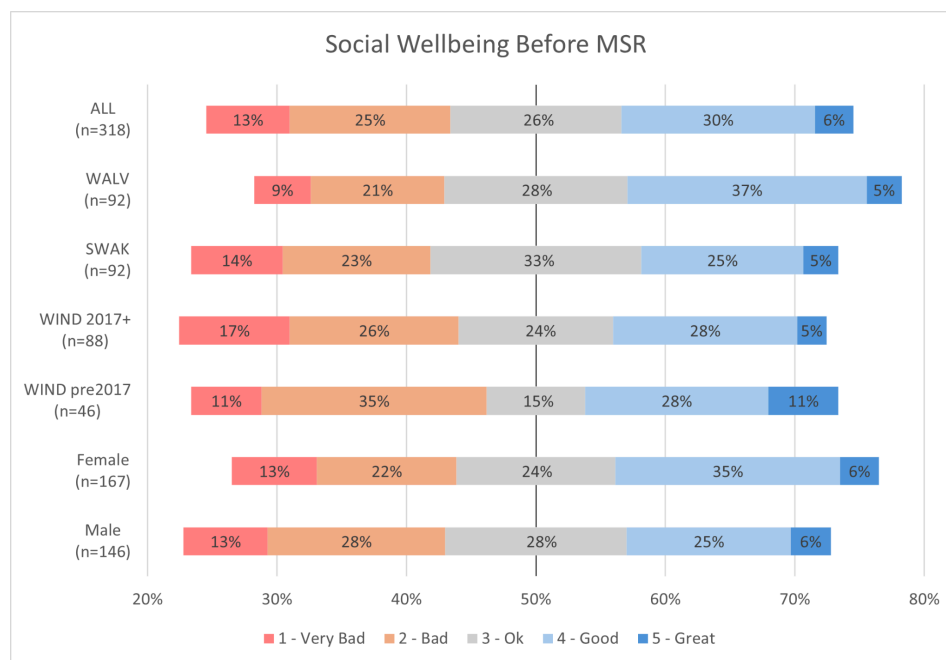
The chart below (Figure 34), reveals the usefulness rating of MSR as a whole. This differs from the chart above as MSR offers more than just training. This is not specific to the training and encompasses all MSR has done for the members. A large majority of members find their membership useful, very useful, or extremely useful. It is interesting to point out that the current Windhoek members rated MSR less useful than the other locations. Swakopmund had the highest percentage of members finding the program useful at 42%. This most likely ties back to the fact the Windhoek office is not active like the Swakopmund office is. One satisfied Windhoek member stated, “*It have been a quite and well as a member of MSR, the service is good and MSR fight for me to get some temporary employment several times and I'm looking forward for permanent employment.*”

Figure 34: Rating of the usefulness of MSR membership across all locations and genders



5.4 Well Being

Figure 35: Members rating of their social well-being before participation in MSR



Throughout the surveying, it was clear that members' view of the program was overwhelmingly positive. The average social well-being rating was $2.9 \pm .201$ before membership and $3.8 \pm .164$ after membership showing a statistically significant increase in social well-being. In other words, there was an overall increase of 31%. This increase summarizes the large scale impact that MSR has on people beyond just employment opportunities. Figure 35 represents social well-being across all groups before membership and it shows an even split between 1-5, explaining the average social well-being before at about a 3.

Figure 36: Members rating of their social well-being after the start of participation in MSR

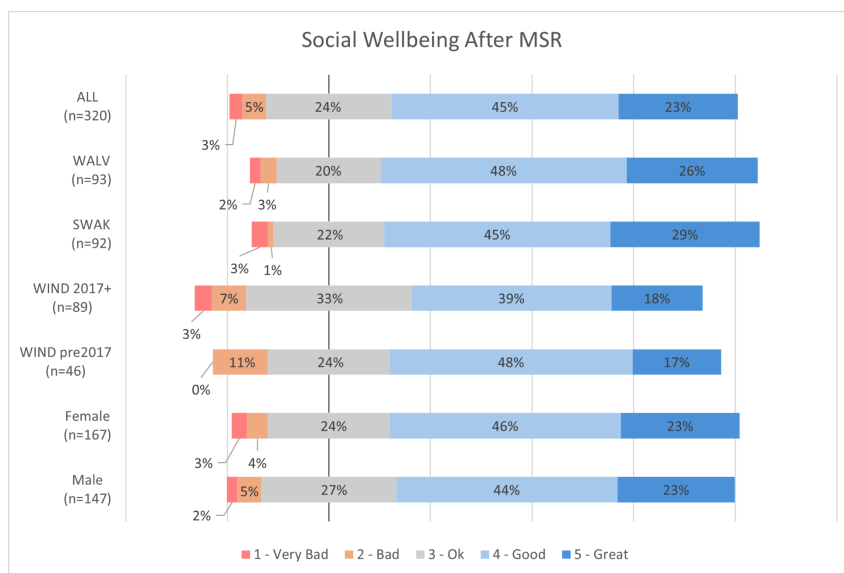


Figure 36 represents social well-being after membership, and it shows a much larger percentage of members ranking 3 and above with about 60% ranking a 4 or 5 across all groups. MSR has been uplifting many people from being at a low social well-being to good or very good. One member stated that MSR “*give me good mora*” revealing that positive change. The following quote from the survey highlights how grateful many members are to MSR: “*I’m happy with MSR because it’s helping people and assisting them either in there study financial or sometime on their food, it also providing some opportunities to some people even though they’re not all, I really appreciate the service.*”. The optimism and positivity of members reveals how MSR can change peoples state of being. The effect of MSR on people is life-changing, one

member went as far to say, "*I am proud of MSR, I am very happy to meet MSR, I want to be a member for life*" highlighting how it can be so impactful that they would like to be a member for life.

6.0 Discussion

As we begin the discussion of our findings, it is important to reiterate the purpose and objectives of this study, which aimed to evaluate the impact of MSR. Our first objective was to identify and analyze the demographic characteristics of MSR members. The second and third objectives focused on tracking employment opportunities and the economic well-being of previous MSR members after the program. The fourth investigated the participation of members in the program to gauge the usefulness of the program's offerings. Finally, the fifth examined how MSR influenced members' well-being.

6.1 Key findings and interpretations

Across locations, Windhoek had the highest wage increase and employment rate followed by Swakopmund, and lastly Walvis Bay. As the longest open office and having the oldest members, Windhoek has had the most time to help members gain work experience. At newer locations, Swakopmund (2017) and Walvis bay (2022) members have not had this opportunity with Walvis Bay even reporting a wage decrease and the lowest employment rate. Between genders, males had a slightly higher employment rate than females. However, when comparing wages before and after, men saw an increase in wages while women started with a lower wage and stayed stagnant. The female average is skewed by the Walvis Bay location reporting such a drastic decrease in wage, while all other locations reported an increase.

In section 2.4, we discussed unemployment within Namibia, highlighting how there aren't many job openings and those that do open are often underpaying, given to people who don't deserve the job through corruption. Because of the setbacks of the education system, many employees don't have the skills to match to jobs. All of these issues are described in literature but were mentioned throughout the surveying, leading us to believe that many of the issues within MSR, stem from issues within Namibia.

To see the effect MSR's training had on employment rate, only members from before 2021 are included as they have had the necessary time to complete the training and apply for jobs.² Individually, each training completed does not have a noticeable effect on the rate of employment for members (46% for Pre-2021). However, when multiple trainings (English, financial, and job searching) were completed, the employment rate increased by 7%.

This observation suggests that combinations of these trainings are needed to increase the employability of a MSR member. Education in multiple areas of an individual's life to increase employment rate is not a new idea, a paper from the International Labor Organization suggested the same approach back in 2012 writing *"In addition to the basic training courses such as computer skills training, bookkeeping ... Skills such as operational business management skills, professional business conduct and leadership could be acquired through well-structured mentorship programmes"* (Lapeyre, 2012). If MSR were to make sure that every member completed financial literacy, job searching, and English training they would employ an additional ~250 (7%) more people within 3 years, assuming the above trend remains constant throughout that time.³

MSR would also reap a number of long term benefits. A higher rate of employed members allows more resources to be allocated towards unemployed members, allowing MSR to invest more in vocational training and other long term projects. Increased participation in MSR's training would also result in a better skilled membership base, which would make MSR members more attractive to employers.

When comparing training between genders, two trends stand out. First, male members rate the usefulness of MSR's English literacy program much more harshly than female members. The likely reason for this discrepancy is that female members, who overwhelmingly

² A table which shows the effects of different training on pre-2021 members' employment rates can be seen in appendix F.

³ See appendix G for more info on how this was calculated

possess skills in hospitality, and entrepreneurship, work in customer-facing positions while male members, who possess skills in general and skilled labor, do not.

Secondly, female members are able to start business at a much higher rate than male members after they complete entrepreneurship training, at a rate of 56% and 33% respectively. The low male conversion rate is likely due to male members not having the funds to purchase the specialized tools or industrial equipment needed to start a business in male-dominated industry, while female members are trained in vocations that have a lower financial barrier to entry to start a business in. To mitigate these gender disparities, MSR should stress the importance of English literacy to its' male members, and provide funding for tools and materials members need to start their businesses.

Members who complete financial literacy training experienced an increase in social wellbeing (3.91 compared to 3.42 for members who did not complete the training). The likely reason for this increase was that members who completed financial literacy had the tools and techniques to manage their finances, reducing stress. Therefore, it is important for MSR to increase the participation rates of its financial literacy program.

Job searching training was a main area of praise by survey participants, with 131 (44%) of participants giving positive feedback about the program. This trend is likely due to how applicable job searching training is to the main problem of most MSR members, unemployment. Many survey respondents mentioned how the training has given them hope that they will find a job, and removed the stress of being stuck in their lives. With such an impact on MSR members, the success MSR has had with job searching training should be shown to potential sponsors to raise more funding.

The most consistent theme throughout the survey was the need for connectivity and computer access. It is broken down into two main uses, finding and applying to jobs online and the other being printing out application materials and documents that are required for working. In this day in age, so much more is done online than ever before and that includes job

applications. Most members would not be able to access the online applications if it weren't for MSR's computers that are for member use.

In the Windhoek location, members' main request was for computers and a printing machine since they lost access to those when the office was shut down. When compared to Swakopmund and Walvis Bay, which have access to computers, the difference is astounding. People could not say enough about how useful computer access is to them. Printing is also a very valuable resource as it is necessary to have physical copies of all application materials such as IDs and other documents, resumes, and CVs. In summary, there was a direct correlation between overall usefulness and satisfaction of membership and computer access.

Another interesting point that was frequently brought up was the ability to look at the newspapers in the office. Newspapers were described to be an extremely important resource to look at for job openings. Beyond that, a physical location provides members with a sense of community. While observing the Swakopmund office, people were hanging out at the large table and socializing at the computers. It was clear that the members felt more comfortable and familiar with each other at Walvis Bay and Swakopmund in comparison to Windhoek. This can be attributed to the physical location that serves as a community center in a way.

6.2 Implications

The impact study on the MSR program produced favorable results, demonstrating that the program is successfully raising members' standards of living. Members have reported significant gains in their social well-being and high levels of satisfaction with the trainings they received. Older members from the Windhoek area have shown the most improvements, with the highest employment rate and wage growth, indicating the long-term success of MSR.

The impact study identifies certain areas, such as employment and pay increases, that are not as favorable as anticipated despite the good outcomes. Although older members' work and salaries have improved, there haven't been many noticeable improvements in the more

recent locations. This is mostly due to Namibia's economic environment, which is marked by few employment opportunities, corruption that impedes equitable job allocation, and a high turnover rate of readily replaceable unskilled laborers. Furthermore, salaries are low and minimal compensation is available for positions, so it is difficult to see significant salary increases for MSR members. It is likely that the majority of the wage increase comes from going from unemployed to employed, which is still important. These results imply that although MSR can improve social well-being and have some positive economic effects, its potential is limited by financial constraints. In order to overcome these obstacles, a multifaceted strategy that emphasizes both individual rehabilitation and more extensive economic changes that have the potential to alter MSR members employment patterns is needed.

Funding is a major barrier to MSR's growth, preventing it from improving its services, reaching a wider audience, and even leading to downsizing in Windhoek in recent years. It is obvious that additional financing is required to expand to new areas, resume operations in Windhoek, enhance training initiatives, and hire more staff members. Furthermore, increased funding may make it possible to form more connections with businesses, enhance access to services like the Internet, computers, and newspapers, and even give food to families who are in dire need.

Some gender imbalances in MSR's programs have been identified in this study. In particular, the low rate of female employment and participation in vocational training compared to men. It is important to note that MSR allowing women into their program is still recent in their history (2017). Throughout Africa, female unemployment is driven by the expectation to marry early, lack of access to education due to expected household duties or marriage, and discrimination from employers (Okojie, 2003, 6,7). In addition, females who undergo vocational training are more likely to drop out compared to males, which prevents them from attaining proper vocational skills and employment (Cho, 2013, 5). To solve these issues, Professor Christiana from the University of Benin (Nigeria) suggests that developmental nonprofits like

MSR should “*Target women as beneficiaries of programmes for vocational skill development*”, “*Target self-employment and entrepreneurial development programmes at activities involving women, for example, trading, food production and food processing activities*”, and “*Train women in business skills and provide access to credit and other financial services*” (Okojie, 2003, 13). Of these solutions, targeting female members for entrepreneurship training is already in effect and working, as it was observed that female members have a higher business creation rate than male members. Focusing on these suggestions, backed by research, would allow MSR to make sure that female members have equivalent access to employment opportunities and vocational training in the future. The women of MSR are highly motivated and want specific course offerings in healthcare and education. This would reduce the gender gap in employment and vocational training if more specialized training was offered.

While MSR has a good influence on participants' lives and the program as a whole, it also emphasizes how financing and Namibia's economy play a part in influencing results. Even though they are challenging, resolving these issues will be essential to maximize MSR's ability to significantly alter Namibia. To better serve their needs, MSR plans to use the study's results in the future and implement member ideas (section 6.3). Regarding finance, this study will be essential to MSR's acquisition of more funds. In grant submissions, fundraising efforts, and conversations with government agencies, MSR may present a strong case to possible donors by outlining the program's needs that all require more funding. It is anticipated that MSR's capacity to draw in new funding sources will be enhanced by this data-driven impact study, which will also eventually improve the organization's effect on the people it serves.

Many other development programs like MSR exist throughout Africa and the world, whose goals are to empower a group of people so that they can live happier and better lives. One example of a program like this is Siyabonga Africa, a not for profit organization founded in 1984 with the mission to “*act against poverty on various levels by addressing the basic needs of disadvantaged people and those who can and will, opportunities to be self supported*”

(Siyabonga Africa, 2024). The program has a very simple but effective website that allows users to donate directly to the program and read about success stories. The organization encompasses employment opportunities, training programs, as well as providing other resources to those in need like food vouchers. In self reported data, they have created employment opportunities for 242 people and offered 700 training courses in the last year. They even have accredited institutions in education and fashion. If MSR was able to obtain more funding and expand their offerings and keep the program going for the next few decades, they could reach the level Siyabonga has in their 40 year history.

6.3 Recommendations for MSR

6.3.1 Recommendation from Members

Throughout the surveys, focus groups, and interviews it became apparent that the members of MSR feel very strongly about the program and many of them had suggestions that span across all aspects of the program. Throughout the surveying, we have recorded down what things people would like to see and while they are all valuable and creative, some are more reasonable than others.

Training and Education

To begin, many members feel strongly about the vocational programs they wish they could attend. From the all women group in Swakopmund, they voiced their desire for courses in safety/ security, hospitality, office administration, nursing, and education. On the men's side of things, they reported wanting training in machines (factory), electronic repairs, carpentry, car mechanics, and operation of heavy machinery (ex. forklifts and excavators). These trainings would allow for members to pursue something they take interest in and potentially make a career out of it. One member stated that years ago it used to be easier to get work without having a certificate, but now it is more important than ever to be qualified for positions.

Members would like to see a stronger connection between MSR and KAYEC as well as the local colleges like UNAM and NUST. The members are extremely driven in terms of education and they have goals to finish higher levels and receive certificates. One young woman stated that she was able to achieve graduation of a level 1 course through the help of MSR, but it is not enough for her to get a job. She stated how eager she was to continue her education as she was well qualified and needed at least a level 2 to get a job. She recommended that members be put through to at least level 2 because then at that point she would be able to support herself through the rest of the program. It is something to consider; is it better to commit the resources to fewer people, but have them have a greater chance of success? On a related note, a different member would like to see if MSR and those colleges could offer scholarships to members' children. This would help support the next generation of MSR members and it could break the cycle of unemployment.

One strong suggestion from a focus group participant was more training for confidence and communication skills. This member described a common problem among young Namibians who don't have the confidence to sell themselves or their skills. This member reflected on the cultural and economic history of Namibia and how it might affect the confidence of unemployed people.

How to Improve Employment Opportunities

A major qualm across all participants that was described above is the disconnect between MSR, the unemployed population, and the hiring companies. People feel as though MSR needs to create stronger relationships with local companies and businesses. Members repeatedly stated that you have to know someone to get a job. Members would love for MSR to be that connection and while they can be at times, it needs to be more direct.

One focus group organically developed an idea for an MSR job portal to better connect members to employers. Participants told us that MSR does not do well collecting and organizing

member CVs and that they do not always pay attention to their abilities. If MSR had a database of CVs they could sort by experience and provide employers with a list of vetted members with the qualifications necessary for each job. This would allow the hiring companies to receive a strong employee which is beneficial for all three parties involved. Their ideal service is comparable to those that exist like LinkedIn, Nease, and Jobs Unlimited. Another suggestion was MSR should create communication groups on WhatsApp to share vacancies and available employment opportunities with their members.

If in the future the program can expand to have more employees and more funding, members would like to see a transportation service. The basis of this service is members feel as though they cannot get to interviews because they have such a quick turnaround time. They state that they hear back and get an interview and are expected to show up for it within a day. They said they cannot plan a ride in that short of a time meaning they cannot meet with the company and cannot get a job. When asked about getting to the job location consistently, a participant stated that they could make it work once they know the schedule but the next day is too difficult.

Office Resources

MSR members of Swakopmund and Walvis Bay value having an office space to apply for jobs, use the computers, read the newspapers, and print copies. The Windhoek population feels as though they need that back.

We learned that MSR provides a printing punch card to its members, allowing them 60 prints. Members complained that these cards only allow 3 prints at a time which we learned is not enough to print the necessary documents for a job application. This means that members are forced to come to the office over the course of multiple days to prepare one application. It would be beneficial for members to be able to print more copies at one time; leaving the total number of copies or prints the same.

In terms of computer usage, members are overall extremely satisfied but there are a few recommendations here and there. Members would like to be able to use social media on the computers. From the viewpoint of the organization, it makes sense to not allow it on the office computers. Upon talking to the participants, they mentioned that many stores, restaurants, and other businesses do not have websites and they only have Facebook pages. We found this to be true during our time in Namibia, most businesses only are accessible by social media. If MSR would lift that ban, members could view those locations as well.

Community Outreach

MSR members feel as though the only way to find out about the program is through word of mouth or knowing somebody in the program. One member suggested that MSR needs more people (could be members or employees) to do community outreach and make MSR more accessible and known to the public.

Fundraising events could be beneficial to the organization and its members. MSR could organize an event and advertise it to the community of Swakopmund, Walvis Bay, or Windhoek. Members who have small businesses or sell food or other goods could be present at this event and sell their products. This would be beneficial to all parties involved. MSR could get out the word about the organization and attract more members. The members would be able to get their businesses out there and also make some money and gain more exposure as well.

Beyond community outreach, members stated they would like to see a more clear line of communication between members and the staff at the program. All these members were able to receive the SMS message that came from MSR's system so communication is present. It seems people were interested in a What's App group of sorts that would allow MSR to quickly send out information and resources about job openings.

6.3.2 Recommendations Based on Finding

Our findings have highlighted a few powerful recommendations for MSR. Following our theme of access our primary recommendations involve MSR's resources and outreach.

We recommend increased member communications. Many members stated their frustration or lack of knowledge about MSR programs. MSR should share job openings with members through mass communication or a portal. They should also send membership updates by these means.

The second recommendation is that MSR provide more of their high demand resources. We found that internet access and printing were the most sought after resources. The Windhoek group is especially in need of these resources. Members also asked for more frequent training opportunities.

Another recommendation for MSR is that they begin to develop relationships with employers to create an employment funnel. Leveraging existing relationships will also be very powerful. We also recommend continuing to use the WPI IQP program for value addition in the organization.

6.3.3 Future

Future MSR projects that take advantage of WPI's IQPs can aim to get a more comprehensive data set by reaching out to more members for feedback, this can be beneficial to get a true feeling of how the very early members feel about the program as it was extremely difficult to get feedback from these members. This data can be collected from various approaches including newspapers, and radio ads. A website can be set up that can collect feedback forms regularly, so once a member finishes the program they can fill out the survey and then again after a certain amount of time for a follow-up. The MSR website can be updated with a more modern approach to allow members to be notified by the organization on a more

consistent basis with a higher chance that the people will see and respond. This could be done in collaboration with WPI students and MSR members.

7.0 Conclusion

The organization of MSR found a gap in knowledge about the program they offer. Members come and go through the organization and then all connection with them is lost. MSR was left wondering how these members fair after participation in the program. They wanted to know if the training and the resources they offer are beneficial to the people. In order to address these questions, the survey was created and administered and focus groups were put together. The data was analyzed and observations were made in an unbiased manner. The main findings suggest that MSR programs are effective and satisfactory for members overall. Training and other resources provided by MSR helped improve members' employment outcomes and overall wellbeing. Members were able to increase knowledge in English and financial literacy, improve their application to jobs, and have better connections to employment opportunities due to the assistance of MSR. The areas of dissatisfaction were directly linked to the lack of funding. Members desire improvements in the office resources, more training, and stronger communication between members and MSR. The data can be used by MSR in multiple ways one being they can show the positive impacts of the program to future stakeholders as well as taking the results of the survey to better tailor the program to meet the needs of the members.

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Appendix

Appendix A: MSR Survey Final Version

MSR Membership Survey

This survey's purpose is to gather information about previous MSR members, which will allow MSR to improve their processes for new members. **Please answer all questions truthfully and to the best of your ability.**

Section A: Membership At MSR

Question 1: In what year did you become a MSR member?

Question 2: Where did you register your MSR membership?

- Windhoek . . .
 Swakopmund . . .
 Walvis Bay . . .
 Don't know . . .

Question 3: At MSR did you receive any training from MSR to improve your English language skills?

Yes No

Question 3b: If you answered yes to question 3, how useful has MSR's English language skill training been in your work life?

(1)	(2)	(3)	(4)	(5)
Not at all useful	Slightly useful	Useful	Very useful	Extremely useful
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 4: At MSR did you receive any training in job searching skills? Such as creating resumes CV's, interview skills, etc.

Yes No

Question 4b: If you answered yes to question 4, how useful has MSR's training in job searching skills been in your work life?

(1)	(2)	(3)	(4)	(5)
Not at all useful	Slightly useful	Useful	Very useful	Extremely useful
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 5: What vocational training were you referred to by MSR?

Question 5b: If you answered question 5. How satisfied were you with the vocational training you received through MSR?

(1)	(2)	(3)	(4)	(5)
Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very satisfied
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 5c: Explain, in one or two sentences, why you gave your rating in question 6.

Question 6: At MSR did you receive any financial literacy training? Such as strategies to save money, strategies for budgeting money, and/or strategies for spending money.

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>

Question 6b: If you answered yes to question 6, how useful has MSR's financial literacy training been?

(1)	(2)	(3)	(4)	(5)
Not at all useful	Slightly useful	Useful	Very useful	Extremely useful
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 7: What benefits did you receive from MSR?

Job Placement (MSR placed you in a job)

Yes No

Job Resources (MSR gave you resources to find a job i.e computer access)

Yes No

Job Training (MSR referred you to a vocational program)

Yes No

Entrepreneurship (MSR helped start your own business)

Yes No

Question 8: If you answered "Yes" to job placement, what was the industry of the job you were placed in?

Question 9: In general, how satisfied are you with the training provided by MSR?

(1)	(2)	(3)	(4)	(5)
Very dissatisfied	Dissatisfied	Neutral	Satisfied	Very Satisfied
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 10: Write one to three sentences on what MSR has done well during your membership.

Question 11: Write one to three sentences on how MSR could improve their processes.

Question 12: In general, how useful is/was your MSR membership?

(1)	(2)	(3)	(4)	(5)
Not at all useful	Slightly useful	Useful	Very useful	Extremely useful
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Section B: Work life

Question 1: How many employers have you worked for after membership training at MSR.

Question 2: List the different industries you have been employed in after membership training at MSR.

Question 3: What is your current employment status?

Employed full time . . .

Employed part time . . .

Self-Employed . . .

Looking for work . . .

Taking a break . . .

Unemployed . . .

Question 4: If you are employed, what industry are you currently employed in.

Question 5: If you are employed, what type of institution is your employer?

- Private company . . .
 Government . . .
 State owned enterprise . . .
 Private household . . .
 Don't know . . .

Question 6: Leave blank if you are NOT employed, does your employer provide any benefits? (i.e. does your employer provide: insurance coverage, pension schemes, social security, etc.)

Yes No

Question 7: Leave blank if you are NOT employed, how confident are you that you will remain employed?

(1) Very unconfident (2) Unconfident (3) Unsure (4) Confident (5) Very confident

Question 8: Leave blank If you ARE employed and are looking for work, how long (in MONTHS) have you been searching for a job?

Question 9: Leave blank If you ARE employed, what industry or industries are you looking for work in.

Question 10: Do you own your own business?

Yes No

Question 10b: If you answered yes to question 10, how long (in YEARS) have you owned your own business?

Question 10c: If you answered yes to question 10, in what industry does your business operate in?

Question 11: What is your monthly wage? (in N\$)

0-2,000 ...	<input type="checkbox"/>	10,000-12,000 ...	<input type="checkbox"/>	20,000-25,000 ...	<input type="checkbox"/>
2,000-4,000 ...	<input type="checkbox"/>	12,000-14,000 ...	<input type="checkbox"/>	25,000-30,000 ...	<input type="checkbox"/>
4,000-6,000 ...	<input type="checkbox"/>	14,000-16,000 ...	<input type="checkbox"/>	30,000-40,000 ...	<input type="checkbox"/>
6,000-8,000 ...	<input type="checkbox"/>	16,000-18,000 ...	<input type="checkbox"/>	40,000-50,000 ...	<input type="checkbox"/>
8,000-10,000 ...	<input type="checkbox"/>	18,000-20,000 ...	<input type="checkbox"/>	50,000+ ...	<input type="checkbox"/>

Question 12: Did you experience a wage increase after becoming a MSR member?

Yes	No
<input type="checkbox"/>	<input type="checkbox"/>

Question 12b: If you answered yes to question 12, how much did your monthly wage increase by? (e.g 400 N\$)

Question 13: What was your employment status BEFORE you joined MSR?

Employed full time ...	<input type="checkbox"/>
Employed part time ...	<input type="checkbox"/>
Self-Employed ...	<input type="checkbox"/>
Looking for work ...	<input type="checkbox"/>
Taking a break ...	<input type="checkbox"/>
Unemployed ...	<input type="checkbox"/>

Question 14: What was your monthly wage, BEFORE becoming a MSR member? (in N\$)

0-2,000 ...	<input type="checkbox"/>	10,000-12,000 ...	<input type="checkbox"/>	20,000-25,000 ...	<input type="checkbox"/>
2,000-4,000 ...	<input type="checkbox"/>	12,000-14,000 ...	<input type="checkbox"/>	25,000-30,000 ...	<input type="checkbox"/>
4,000-6,000 ...	<input type="checkbox"/>	14,000-16,000 ...	<input type="checkbox"/>	30,000-40,000 ...	<input type="checkbox"/>
6,000-8,000 ...	<input type="checkbox"/>	16,000-18,000 ...	<input type="checkbox"/>	40,000-50,000 ...	<input type="checkbox"/>
8,000-10,000 ...	<input type="checkbox"/>	18,000-20,000 ...	<input type="checkbox"/>	50,000+ ...	<input type="checkbox"/>

Question 15: Leave blank if you were NOT employed BEFORE you were a MSR member, what type of institution was your last employer?

- Private company ...
 Government ...
 State owned enterprise ...
 Private household ...
 Don't know ...

Question 16: Leave blank if you were NOT employed BEFORE you were a MSR member, did your last employer provide any benefits? (i.e. did your last employer provide: insurance coverage, pension schemes, social security, etc)

- Yes No

Question 17: Leave blank if you were NOT employed BEFORE you were a MSR member, at your last job how confident were you that you would remain employed?

- (1) (2) (3) (4) (5)
 Very unconfident Unconfident Unsure Confident Very confident

Section C: About You

Question 1: How old are you (in YEARS)?

- | | | |
|------------------------------------|------------------------------------|------------------------------------|
| 18-19 ... <input type="checkbox"/> | 35-39 ... <input type="checkbox"/> | 55-59 ... <input type="checkbox"/> |
| 20-24 ... <input type="checkbox"/> | 40-44 ... <input type="checkbox"/> | 60-64 ... <input type="checkbox"/> |
| 25-29 ... <input type="checkbox"/> | 45-49 ... <input type="checkbox"/> | 65-69 ... <input type="checkbox"/> |
| 30-34 ... <input type="checkbox"/> | 50-54 ... <input type="checkbox"/> | 70+ ... <input type="checkbox"/> |

Question 2: What is your Sex?

- Male Female Prefer not to say

Question 3: What is your ethnicity?

- | | | |
|--|--------------------------------------|--------------------------------------|
| Ovambo ... <input type="checkbox"/> | Kavango ... <input type="checkbox"/> | Zambezi ... <input type="checkbox"/> |
| Herero ... <input type="checkbox"/> | San ... <input type="checkbox"/> | Other (please write below) |
| Nama/Damara ... <input type="checkbox"/> | Tswana ... <input type="checkbox"/> | _____ |
| Coloured/Baster ... <input type="checkbox"/> | White ... <input type="checkbox"/> | |

Question 4: How many people in your family live with you?

Question 5: Are you married?

Yes

No

Question 6: How many kids do you have?

Question 7: What is the highest education level you have attained?

None . . .	<input type="checkbox"/>
Some Primary (Grade 1-7) . . .	<input type="checkbox"/>
Primary (Completed Grade 7) . . .	<input type="checkbox"/>
Some Secondary (Grade 8-12) . . .	<input type="checkbox"/>
Secondary (Completed Grade 12) . . .	<input type="checkbox"/>
Some University/College . . .	<input type="checkbox"/>
University/College . . .	<input type="checkbox"/>

Question 8: How would you rate your social wellbeing BEFORE becoming a MSR member?

(1)	(2)	(3)	(4)	(5)
Very bad	Bad	Ok	Good	Great
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Question 9: How would you rate your social wellbeing AFTER becoming a MSR member?

(1)	(2)	(3)	(4)	(5)
Very bad	Bad	Ok	Good	Great
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Survey continued on back

Section D: Optional op-ins

This section is OPTIONAL. You do not have to complete it if you don't want to.

Question 1: Do you want to update your contact information with MSR?

Yes

Question 2: Do you want to be contacted for a focus group?

This focus group will allow MSR to gather more in-depth information about its members' experiences, which will allow MSR to improve its processes. Refreshments will be served.

Yes

If you answered yes to any of the above questions, write below your first and last name, a phone number you are reachable at, and an email you have access to (if you have one).

First Name

Surname

Phone Number

Email

Thank you for filling out our survey!

Appendix B: Text Message Sent out to the Participants

Survey message

Calling all past and present MSR members, come to "LOCATION" to complete a survey on the effectiveness of MSR.

If you can, please come between "DESIRED TIME" on "DATE" "DAY OF WEEK".

We are also open from "OPERATING HOURS" on "DAYS OF WEEK OPEN".

You can also complete the survey online at this link "LINK"

This will help MSR improve its program and get more funding to help more people.

Food will be provided while supplies last.

Focus group message

Hello MSR Member, You have been selected for a focus group meeting from "TIME" on the "DATE" ("DAY OF WEEK"). The meeting will take place at "LOCATION". The meeting will help MSR understand more about the struggles and successes of its members. Food and Drink will be provided. If you can attend at the time Above text "yes" to "PHONE NUMBER" if you cannot text "no"

Appendix C: Focus Group Guide

Introductions

Names, what years involved in the program, what industry are you involved in

NOTES:

-

Experiences in the MSR Program

What was the most valuable part of MSR membership?

If you could change one thing about your MSR experience what would it be?

Is there anything else you think MSR could offer?

NOTES:

-

Life before MSR

What was your employment experience before MSR?

What was the biggest obstacle you faced in finding employment?

NOTES:

-

Life After MSR

What is your employment experience after MSR?

What was the biggest obstacle you faced in finding employment?

NOTES:

-

Other Questions

Do you feel as though men and women receive equal treatment from MSR?

Do you feel as though it is easier for men to find jobs?

NOTES:

- **Gender**
-
- **Office/ Physical Location**
-
- **COVID**
-

General Observations

Appendix D: Informed Consent Form

Informed Consent Form for Participation in MSR Impact Study
 Title of Study: Impact Study on the Men on the Side of the Road (MSR) Program
 Principal Investigators: Crystal Beukes and Tsi Tsi Masvawure
 Investigators: Kathryn Mulligan, Aidan Greenfield, Nicolas LeSieur, Stryder Crouse
 Institution: Worcester Polytechnic Institute

You are being invited to participate in a research study aimed at understanding the effectiveness of the Men on the Side of the Road (MSR) program in fostering economic empowerment and social upliftment among its members. This study is conducted by Katie Mulligan, Aidan Greenfield, Nicolas LeSiur, and Stryder Crouse from Worcester Polytechnic Institute.

This study seeks to gather both qualitative and quantitative data through surveys, interviews, and focus groups to assess the impact of the MSR program on its members. The objectives include analyzing demographic characteristics, program participation, employment outcomes, and the overall economic and social well-being of current and previous MSR members.

As a participant, you may be asked to complete a survey, participate in an interview, or join a focus group discussion. Participation should take approximately 20 to 60 minutes of your time.

Questions may involve sensitive topics relating to the financial and social well-being of individuals. Questions asked will only be used to contribute to the improvement of the MSR program.

Your responses will be kept confidential to the extent permitted by law. Data will be stored securely and will only be reported in a manner that does not identify you individually.

If you have any questions or concerns about the study, you may contact Tsitsi Masvawure at tmasvawure@wpi.edu . For questions about your rights as a research participant, you may contact WPI Institutional Review Board at irb@wpi.edu .

Your participation in this study is entirely voluntary. You may choose not to participate or to withdraw from the study at any time without penalty or loss of benefits to which you are otherwise entitled.

I have read the above information and have received answers to any questions I asked. I consent to participate in this study.

Participant's Name (Printed): _____

Participant's Signature: _____ Date: _____

Researcher's Signature: _____ Date: _____

Appendix E: Code Book

Quotes are non modified except for spelling

Primary codes	Secondary codes	Code definition	Examples
Access			
	Computers	Members express a desire for improved access to internet connected computers.	<p>“Only 7 computers, sometimes a 5 hour wait.”</p> <p>“MSR needs to bring back computer to use it for searching job online and sending email. make it easy to get job on time”</p>
	Internet connectivity	Member expresses desire for internet access on their personal devices or improved internet access at the office	<p>“They should at least give us wifi password to those that have smart phone to give other people chances to use computers”</p> <p>“Improve the wifi capacity allow us to come with personal laptops as it becomes crowded at times”</p>
	Office space	Member expresses desire for a physical office location or improved office location in which members could access MSR resources as well as other members	<p>“MSR just need to open more offices country wide or even having 2 or more offices per town. Simply because members are more.”</p> <p>“MSR only need to improve on place because our office is too s”</p>
	Printing services	Member expresses desire for printing services where members would be allowed to print out their CV's as well as other important documents	<p>“Number of copies per member should be changed. I mean three copies per day for each member is not satisfactory.”</p> <p>“They provided printing services to members in 2021 around the month of april or may and then they discontinued that”</p>
	Training	Member expresses desire for greater access to training MSR offers	<p>“Because when i heard the vocational by from MSR I was very interested the problem is only that I was not having money to pay for it.”</p> <p>“I thing the best is to give us some training on computer use since some of use are really not that good at using but am trying to learn.”</p>
	Food	Member expresses desire for access to food aid from MSR	<p>“Help unemployment people to get job and give them food.”</p> <p>“May MSR donate food and old clothing to members”</p>
	Business loans	Member expresses desire for	“I start my own business

		access to funds from MSR to start their own business or improve their business	but i need money to buy more stock/production and material to grow my business to put bread on the table to help my family I need more funding to running my business "MONEY, need money to buy materials, big problem. I have no problem finding customers. My main problem is that my current machine is very slow so I cannot keep up with demand. Too many customers for capacity."
	Vocational funding	Member expresses desire for access to funds from MSR for vocational training	"Provide funds for less fortunate to go for training to better their resumes." "MSR can improve their process if only they can help members of MSR in their academic or vocational schools to meet them halfway financially"
	Transport	Member expresses desire for MSR to provide funds for transportation of its members	"A petty cash safe members can borrow from for travel to work" "A member suggested that MSR should offer transport services to bring members to interviews. They stated once they get a job they could figure out getting there but the quickness it takes to get to an interview is too difficult. "
	Fundraising	Member expresses desire for MSR to organize fundraisers to obtain more funding to help members	"They improve their process by getting some money from other company in order for you to helping us" "It help us on how can we start up our life goals and by doing this to us it me MSR need donation for it to continue giving this helpful programs"
	Education	Member expresses desire for MSR to help members access education	"To help some members to study further in whatever course although they only have grade 8 to improve themselves for a better living." "MSR can improve their process if only they can help members of MSR in their academic or vocational schools to meet them halfway financially"
	Gender	Member has an opinion on the accessibility of MSR training based on gender	"(all female group) members felt as though the opportunity between men and women are

			<p>equal in program but some of the jobs are easier for male to get”</p> <p>“I believe even though MSR is there to help connect people to employment it could also help in educating and sensitizing young unemployed men about gender based violence so they can no that earning a salary does not mean abuse your partner”</p>
Communication			
	Job opportunities	Member expresses desire for MSR to communicate job opportunities and related information	<p>“What should be done or to be improved is maybe MSR should create communication groups on WhatsApp where to share vacancies and available employment opportunities to their members”</p> <p>“I would like MSR to create a Whatsapp group for job placement and also where we can update vacancies and more informations e.g meetings”</p>
	Events/Trainings	Member expresses desire for MSR to communicate events and trainings it is organizing for its members	<p>“Provide info on local institutes and upcoming trainings”</p> <p>“MSR to call few remembers and send them for trainings to various training centers”</p>
	General information	Member expresses desire for MSR to communicate general information about the organization such as office opening times, unexpected closures, etc	<p>“ I don't have much to say, but may on updating people about everything because sometime you think that MSR is not there”</p> <p>"MSR also needs better communication. I don't know if the office is open or closed, perhaps in the way you sent the SMS for this meeting."</p>
	Lack of	Member expresses that MSR has not communicate relevant information to them	<p>“ There's nothing that has done because since i registered nothing happened”</p> <p>“During my membership with MSR I have not done much of a significance of any that I can recall, perhaps it was maybe due the fact that we had no proper interaction with on another”</p>
Employment			
	Find permanent positions	Member expresses desire for MSR to find, contact, and place members with employers offering permanent work	<p>“MSR must start searching for us job in companies like even contract or permanent not only part job.”</p> <p>“They must only try to create</p>

			permanent job for members. Because what I see is that they only basically provide people with temporary jobs.”
	Job application services	Member expresses desire for MSR to offer job application services in which MSR would contact and apply for jobs on a member's behalf	<p>“MSR can make like a cloud where people from companies can like upload work vacancies and institutions can also in a recommend some people from MSR as intakes for MSR..”</p> <p>“They must find out the needs and what type of job the person needs and try to make ways in other companies for their members to get a job”</p>
	Corruption	Member believes that corruption is one of the main obstacles towards employment	<p>“Many business ideas get stolen by the government of powerful people.”</p> <p>“There is no other program in Swakopmund that is the same as MSR. There is another agency in Swakopmund that gets people jobs but it is for profit and they require payment when they get placed in a job. It also is more about the placement and not the skills and training which makes MSR more unique and involved ”</p>
	Nepotism	Member believes that it is much more likely to get a job if you personally know the people hiring (i.e. are their friends or family)	<p>“Know someone to get a job, very few vacancies all members agreed that if you personally know someone offering a job or someone who has a business, it is much easier to get that job”</p> <p>“Qualifications don't matter, nepotism always wins. The people who have jobs to give out either give the jobs to family and friends Or give the jobs to the people who can pay them the most money to secure a job”</p>
	Language barrier	Member believes that Language barrier is one of the main obstacles towards employment	<p>“Language barrier plays a role in people getting jobs people speak English and those who don't lose out on certain opportunities</p> <p>Mostly English and Afrikaans is spoken in Namibia and in jobs”</p> <p>“Most higher end jobs require their workers to speak English or Afrikaans languages that are not the native language of most of the population.”</p>
	Covid	Member believes that the Covid 19 pandemic disrupted	“To be honest Corona did spoiled everything and we had

		employment	<p>to start all over again. MSR was helping me satisfied before COVID. so I never when to any trainings.”</p> <p>“I received training on how start up a business and save money , MSR searched for us job ,only that we have retired during Covid 19 due economic crisis.”</p>
	Gender	Member has an opinion on the difference between male and female employment	<p>“(Female Group) more opportunities for men in constructions and jobs like that but equal opportunity and equal struggle in other industries”</p> <p>“(Male Group) Easier for women to find work</p> <ul style="list-style-type: none"> o Employers trust women more o Women are gentle o Women are agreeable”
	Temporary employment	Member has a experience with temporary employment	<p>“It have been a quite and well as a member of MSR, the service is good and MSR fight for me to get some temporary employment several times and I'm looking forward for permanent employment.”</p> <p>“It help me in many ways. Mostly is that they always give us any work to do if for a one day work or a week, and that's was really meaningful to me”</p>
	Job insecurity	Member has experience with job insecurity or gives reasons for it occurring	<p>“The mine will start up and the old workers fired, 500 new workers will appear”</p> <p>“another barrier is that there is always someone else who can replace you so it is easy to get fired”</p>
	Salary	Members issues and facts about compensation for their labor	<p>“People are paid the same amount for years (one member mentioned people not getting a pay increase for 5 years) at a time.”</p> <p>“If i go to work for someone else they don't pay enough, only 1500 a month. Pay is too low. I am better off starting my own business.”</p>
	MSR Company	Member suggests that MSR opens a company to employ its members	<p>“they must open a company for work</p> <p>they need also to give people money to go buy foods”</p> <p>”MSR could help with starting up of small businesses as well as it would contribute to</p>

			development as an addition to helping people find jobs.”
Grateful			
	Finance	Member is grateful for financial assistance from MSR	<p>“MSR has provided a lot of people who were unemployed with job employment and paid for training courses which helped members to get certificates.”</p> <p>“MSR helps me very well because i got sended to go study for my course the one i was doing at KAYEC(Windhoek center)MSR helps me with my financial course.MSR paid for me my Welding course at KAYEC.”</p>
	Food	Member is grateful for food assistance from MSR	<p>“ it help me to found domestic work it help me with food parcels and free first aid training”</p> <p>“ It help me with foods sometimes and helped me to grow my business”</p>
	Education	Member is grateful for MSR funding their education	<p>"Because i had ungraded in two subjects i did during Covid19,and MSR help me apply for two other subjects to reflect good on my educational background."</p>
	Computer literacy training	Member is grateful for the skills learned in computer literacy training	<p>“It gave me forklift training that gives me a better way of find part time job in some companies.the computer literacy help me on getting well to know online and internet searching of job.”</p> <p>“they helped us to use computer to search for job , opening our emails , and send emails , reading newspapers etc.”</p>
	English training	Member is grateful for the skills learned in English literacy training	<p>“ To learn more, or to improve or to my language to know how to read, write or to speak English.”</p> <p>“MSR has improve my English and has give me opportunity to get a job even though im still jobless i know that god can make the way because i even receive a first aid certificate from MSR.”</p>
	Financial literacy training	Member is grateful for the skills learned in Financial literacy training	<p>"The training was useful and helped me on how to budget my money on spending like not to spend it on useless thing"</p>

			<p>“ What MSR has done well during our membership was that they taught me how to save and manage the little that I have .”</p>
	Vocational training	Member is grateful for the skills learned in vocational training	<p>"I complete my vocational training as a Joinery and cabinet making level 3 though MSR. they give me advice throughout my training"</p> <p>"They helped me to undergo a Hospitality training which helped me alot in the means of my way of living"</p>
	Entrepreneurship	Member is grateful for the skills learned in entrepreneurship training	<p>"Msr has been a great help to me cause I have been unemployed for 3 years before I joined Msr. Because of Msr I have a fully registered business that can help me and children."</p> <p>"After I get the ideas from the MSR meeting, It really gained and boasted my mind. I learned a lot, on how to save money and how to do business as a youth, It really helped my lifestyle and am now a happy youth, with a business idea."</p>
	Job searching training	Member is grateful for the skills learned in Job searching training	<p>"Msr has helped me to know how to search for job and how to react when I went for interviews"</p> <p>"The give me good moral. They have training us how to attend the interview, how to react on a new company, how to enter a new place for interview or contacted by interview invited"</p>
	Internet	Member is grateful for internet access provided my MSR	<p>"MSR Provided for me internet for free and help me to apply my dream job via online not only provide me with internet MSR also provide me with free copies"</p> <p>" MSR helped me with free copies and job search via the internet and newspapers"</p>
	Computers	Member is grateful for computer access provided my MSR	<p>"I've been making copies for free and using their computers without paying anything."</p> <p>"MSR, has been giving its members an access to computers, when applying for jobs, plus making copies for free"</p>

	Printing	Member is grateful for printing services provided my MSR	<p>"MSR helped me in many things from the first day joining eg making copies providing job"</p> <p>"MSR has done good to me because i use to go to the office and make my copies without paying any thing and apply work online and many more concerning internet"</p>
	Office	Member is grateful for the office space provided by MSR	<p>"MSR help me very much through copy my cv, id certificate free without paying and make email free reading newspaper of everyday without paying"</p> <p>"Because am very satisfied to come visit their office and using their computer and read newspaper for vacancies"</p>
	Positive outlook	Member has a positive outlook for the future due to the experiences of other MSR members and the training they have received	<p>"I am very optimistic believing the training that I received will mount to something even though it hasn't yet."</p> <p>"It's so wonderful to be trained on how to save money .It's really teaches me that although you get low , little,few earn you can go further.I can have bright future through the little I get."</p>
Training improvements/ideas	n/a	Member suggests a way to improve MSR training programs or suggests a new training program entirely	<p>"Well MSR.can improve by providing for it's members driving school lessons, and other more trainings like cruise ship and chiefs if it is possible."</p> <p>"Confidence Workshops, People are shy and not confident, Low self esteem"</p>

Appendix F: Employment Rate Based on Type of Trainings Completed

Employment rate based on type of trainings completed (Pre-2021 Members)					
	English (n=81)	Financial Literacy (n=93)	Job Searching (n=103)	Vocational (n=68)	Entrepreneurship (n=46)
# Count	39	45	51	29	23
Percentage	48%	48%	50%	43%	50%
Considering only one training. Employment rate for All Pre-2021 members was 46% (N=130)					

Employment rate based on type of trainings completed (Pre-2021 Members)					
	Job Searching and Financial Literacy (n=85)	Job Searching, Financial Literacy, and English (n=60)	Job Searching, Financial Literacy, English, and Vocational (n=39)	Job Searching, Financial Literacy, and Entrepreneurship (n=38)	Job Searching, Financial Literacy, Entrepreneurship, and English (n=28)
# Count	43	32	18	20	14
Percentage	51%	53%	46%	53%	50%
Considering multiple training. Employment rate for All Pre-2021 members was 46% (N=130)					

Appendix G: Calculations for Increase in Employment

For Pre 2021 members, the employment rate, if they completed Financial literacy, Job searching, and English training, is 53%.

For Pre 2021 members, the employment rate overall is 46%

The current MSR population as of 4/28/2024 is ~3433

If training participation rates remain the same an estimated 1584 (3433×0.46) members will be employed by 2027

If All members completed Financial literacy, Job searching, and English training, an estimated 1831 (3433×0.53) members will be employed by 2027.

$1831 - 1584 = 247 \approx$ an estimated 250 more people employed

This calculation assumes that the employment rate will remain constant throughout the next 3 years, and that the employment rates calculated are accurate.