



**USAID**  
FROM THE AMERICAN PEOPLE

**the SEEP  
NETWORK**

# Tackling M&E Challenges in Measuring Outcomes

of Youth Workforce Development Projects

Laura Meissner, The SEEP Network

Stephanie Chen, The SEEP Network/Making Cents

Selma Cilimkovic, Partner Microcredit Foundation

Ann Hershkowitz, Education Development Center

# Objectives of this Session

- To exchange our challenges and solutions around selecting and measuring indicators for youth workforce development program outcomes
- To present a consolidated indicator list for youth programs

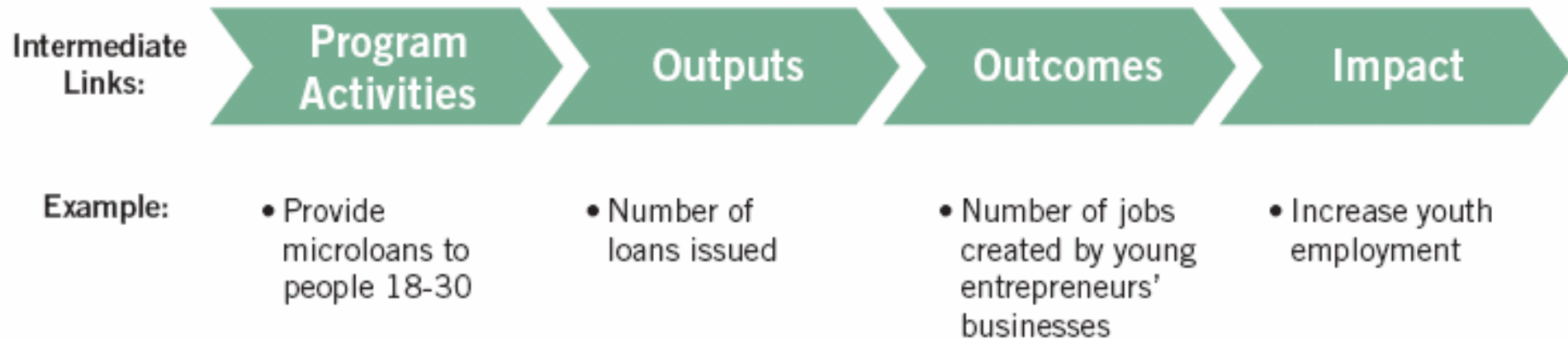
# Today's Agenda

- Introduction
- The Consolidated Monitoring Indicators
- Stories from the PLP
- Small-group discussions
- Wrap-Up

# About SEEP and the PLP

- **SEEP:** An international network of nonprofits active in microenterprise and microfinance
  - Mission: To connect practitioners in a global learning community
- **The Practitioner Learning Program (PLP):** A SEEP methodology for learning and sharing innovations
  - Youth and Workforce Development: Using 100% Market-Driven Programs to Achieve 100% Employment

# The Causal Model



# The Consolidated Indicators

Cover 8 activities for youth:

- Training
- Mentoring
- Girls' recruitment
- Loans
- Savings
- Market research
- Safe employment
- Policy/government capacity

# Consolidated Indicators: Training

- **Outputs:** Graduation number, percentage
- **Individual outcomes:** % of graduates engaged in employment or education
- **Sector outcomes:** Training/market alignment
- **Impact:** 100% youth employment (employed; self-employment); sustainable livelihoods: increased

# Case Study 1:

## Partner Microcredit Foundation

*Founded by Mercy Corps*

Experimental evaluation of  
Youth loan with training  
and mentoring

# Partner Microcredit Foundation

*Partner is a non-profit, non-deposit, multhiethnic, inter-entity NGO*

**Partner provides financial services to economically active people who do not otherwise have access to commercial sources of funding.**

- **Over 63,000 active clients**
- **Gross portfolio: \$122 million**
- **19% market share**
- **Average loan size: \$2170**

# Youth project

To **increase self-employment opportunities** for young people in Bosnia and Herzegovina, by providing market-oriented business training and mentorship services for youth clients in addition to loans.

- To increase self-employment among Partner's clients
- To enable youth clients to obtain practical knowledge and skills
- To learn how to motivate young people



# Partner's Youth Loan

- **Target group: young people age: 18 – 29**
- **Purpose: Financing business activities in agriculture, stock–breeding, trade, services, and production.**
- **Loan amount: \$1890 – 7550**
- **Loan term: 12 – 48 months**
- **Grace period: up to 9 months, in accordance with the MCF Partner's policies.**
- **Interest rate: 19.43% effective, annual**
- **Collateral: In accordance with existing Partner policies**

# Monitoring & Evaluation

*This project will conduct a randomized experiment designed to assess **the impact** of different loan maturity, loan sizes, and provision of business training, on business investment and growth.*

The project will include about **400 young entrepreneurs** who will randomly be divided in the following four groups:

1. 100 youths who receive the youth loan product with a **maximum maturity** of 48 months and a **maximum loan amount** of \$ 5670
2. 100 youths who are offered to **extend their loan term** to 60 months
3. 100 youths who are offered to **extend their loan term** to 60 months **AND increase their loan size** to \$ 7560
4. 100 youths who receive the loan as specified in 1) and are offered **free business training**

# Monitoring & Evaluation

**Due to low demand, some modifications were made:**

1. Pure control group (loan and survey no training)
2. Clients using Youth Loan + business training
3. Client using business training + mentoring
4. Small groups of clients with extended loan term or increased loan size

# Other indicators:

- Number of employees (current and projected)
- Where business is conducted (in the home; office; street; etc.)
- Employment outside the microenterprise
- Number, type and monetary value of business assets and inventory
- Business expenditures and type, past and present (for each following cycle)
- Total sales for last three months, and last year
- Income per household member



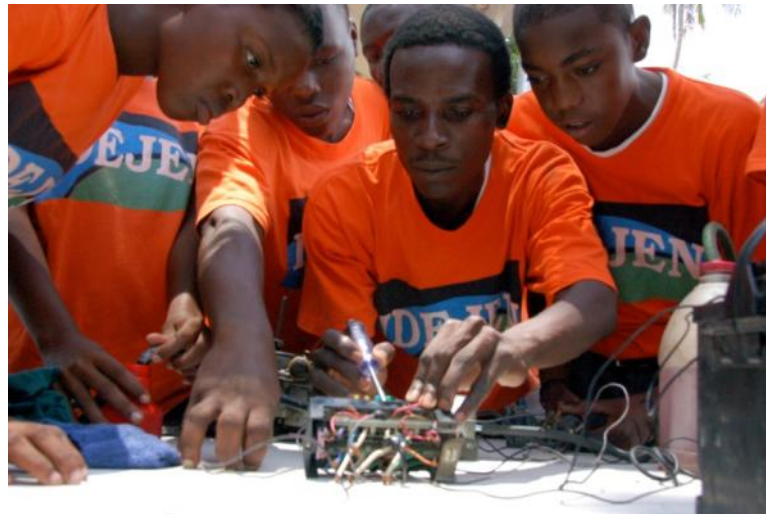
# Challenges:

- Difficulties in motivating the clients to attend business training (small allowances)
- Very complex and time-consuming organization of business training (external consultants)
- The financial crisis may affect the final impact study

## Case Study 2:

# Education Development Center (EDC) Haitian Out-of-School Youth Livelihood Initiative (IDEJEN)

## Measuring Outcomes beyond Employment



# About IDEJEN

- **Goal:** Provide education and job training for youth 15–24 with little to no formal education
- **Dates:** October 2003 – September 2010
- **Major activities:**
  - Basic Employability Training
  - Livelihood Accompaniment
  - Local Capacity–Building
  - Policy
  - HIV/AIDS Awareness and Prevention Training



➤ 13,000 youth reached by 2010

# IDEJEN's M&E System

- Two main components:
  - Output and outcome tracking – 20 indicators reported to USAID
  - Special evaluation studies (impact)
- Centers/field agents collect data and store in database on their computers; fed up quarterly
- M&E system developed very organically – as new project components were added, M&E changes accordingly

# IDEJEN's M&E Indicators

- Number/percentage of youth who have had **at least one income generating opportunity** during accompaniment phase
  - Number/percentage of **small enterprises initiated** during accompaniment phase
  - Number of youth employed through **internships or other employment** with program partners' **IGAs** during accompaniment phase
  - Number/percentage of youth who **generate income (or increased income)** from non-partner employment (**small-scale work opportunities**)
- Number/percentage of youth enrolled for the next **formal school** cycle as part of accompaniment phase
- Number/percentage of youth enrolled for the next **technical school** cycle as part of the accompaniment phase
- Number of Community-Based Organizations **generating a profit** from an IGA
- Number of **individuals trained** to promote HIV/ AIDS prevention

# Longitudinal Impact Study

- **Goal:** understand effect on 3 areas
  - Education/skills
  - Livelihood
  - View of the future
- 3 rounds of interviews over 17 months
- 38 youth in initial sample; 28 in last round
- **Key findings:**
  - Almost universal increase in positive view of future
  - # of youth earning money increased

# Challenges for IDEJEN

- Choosing which indicators to track
- Difficulty of tracking large numbers of youth
- Tracking the accompaniment phase
- Longitudinal study
  - Study design concerns
  - Only looked at pilot phase

# Discussion Groups

Group 1: Causal Model/Selecting Indicators

Group 2: Partner MKF

Group 3: IDEJEN

**Thank You!**

**[www.partner.ba](http://www.partner.ba)**

**[idejen.edc.org](http://idejen.edc.org)**

**[www.seepnetwork.org/pages/  
YouthAndWorkforceDevelopment.aspx](http://www.seepnetwork.org/pages/YouthAndWorkforceDevelopment.aspx)**