



The Youth Employment Network



## Measuring Impact of Youth Entrepreneurship

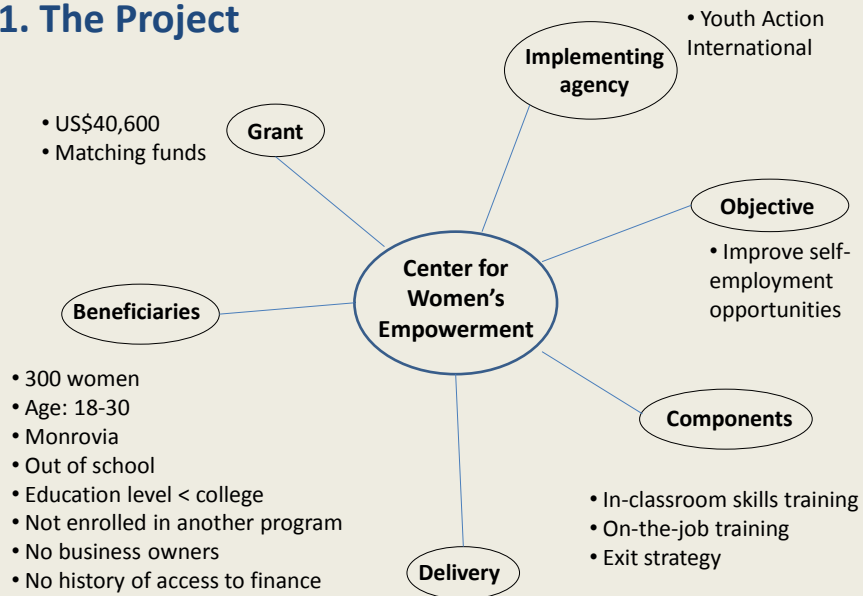
Evaluating the Impact of Social Protection Policies in Africa, Accra, May 26, 2010

Susana Puerto, Youth Employment Network

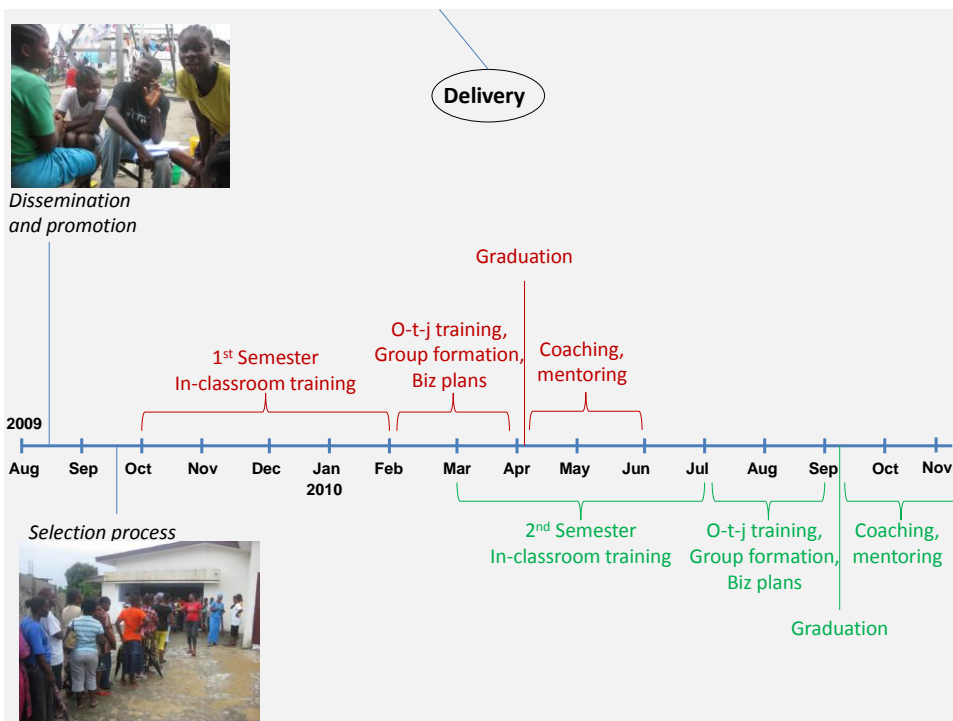
## Outline

1. The Project
2. The Evaluation (motivation & structure)
3. Selection Process
4. Implications to the design
5. Next steps
6. Lessons learned so far

# 1. The Project



3

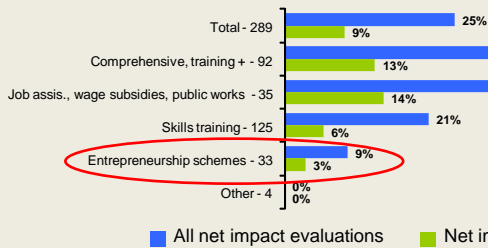


## 2. The Evaluation

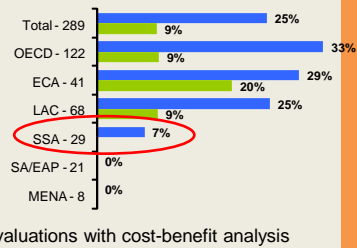
### Motivation:

- Filling the gap on “what works”

Evaluation evidence by type of intervention



... and by region



Source: Youth Employment Inventory

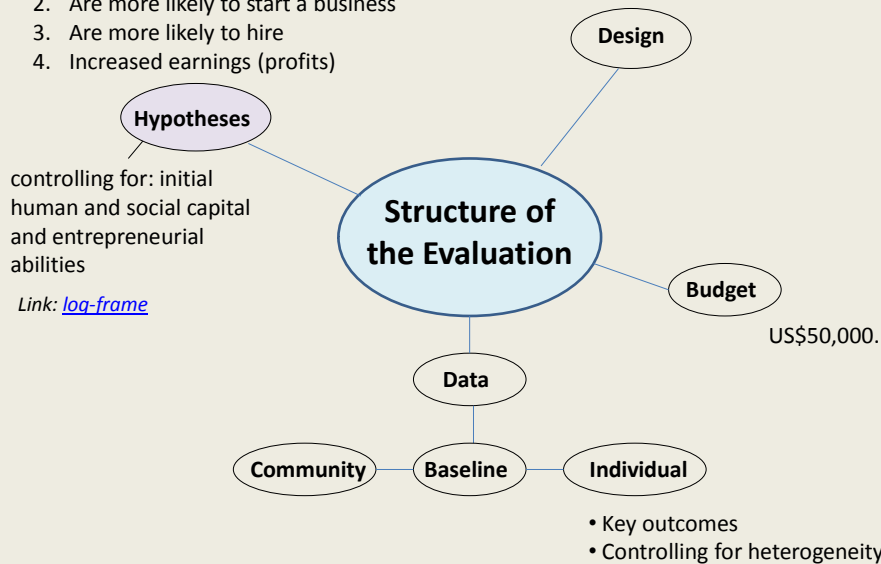
- Testing rigor with a low budget

5

Beneficiaries:

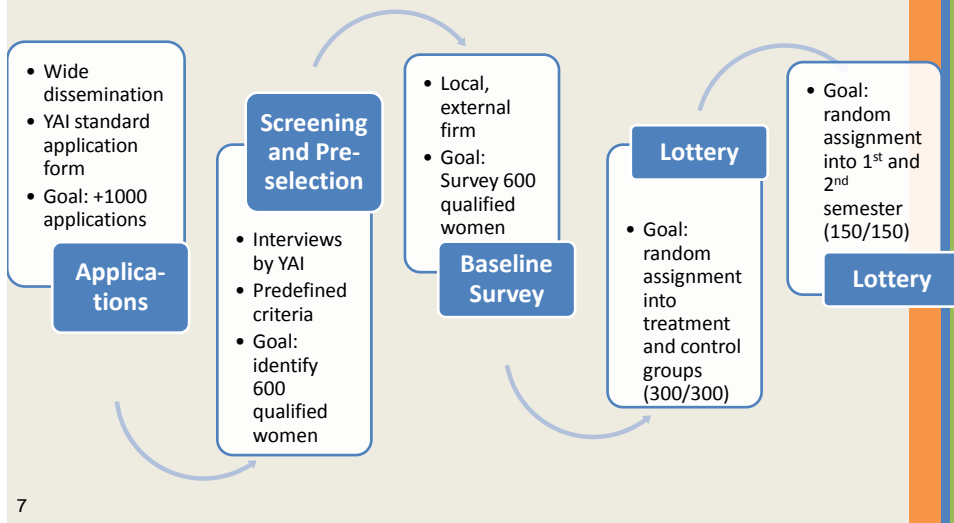
1. Increased job skills
2. Are more likely to start a business
3. Are more likely to hire
4. Increased earnings (profits)

Random selection of qualified individuals



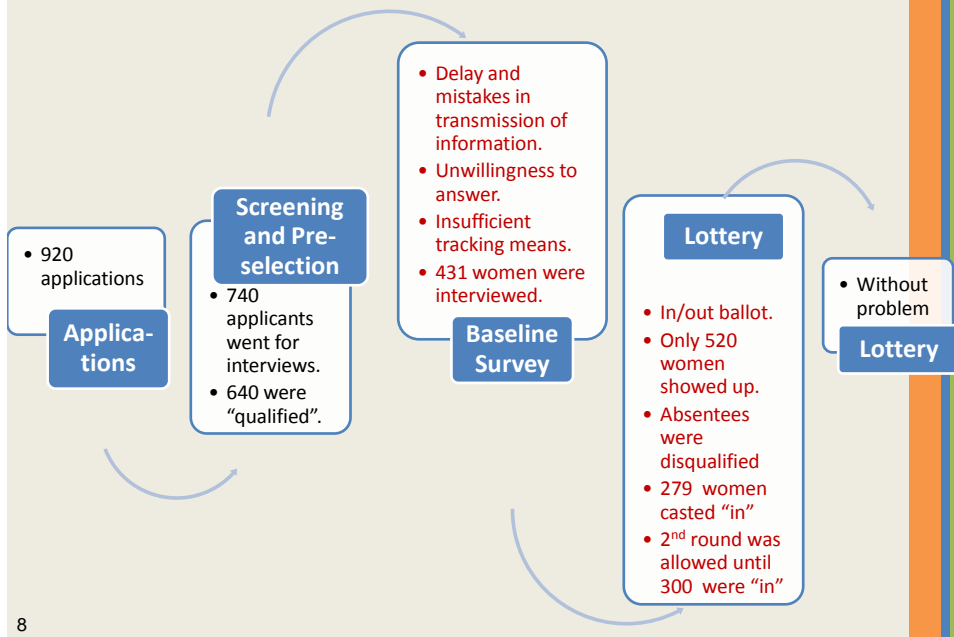
6

### 3. Selection Process: As planned



7

### 3. Selection Process: Observed



8

## 4. Implications to the design

1. Each woman does not have the same probability of being selected, BUT there was no intrusion of project staff into the lottery process.
2. Unwillingness to answer and difficulties in finding qualified women led to a significant reduction in the number of surveys. Only 431 out of 600 women were interviewed.

9

## 4. Implications to the design (cont.)

3. Mistakes in the transmission of information from YAI to the survey firm implied unintended interviews of non-qualified applicants.

As a result, the current baseline dataset covers:

	Treatment group	Control group	Total
Qualified women	215	132	347
Non-qualified women			84
Total interviewed			431

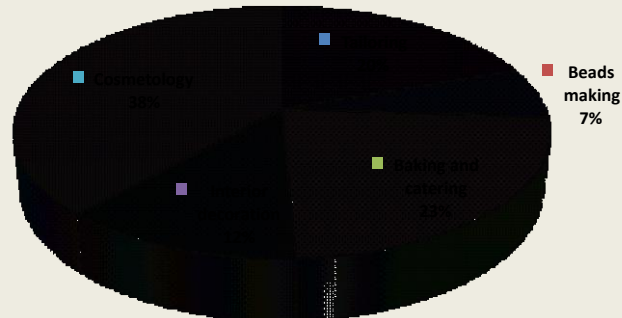
*The "accident" of having non-qualified women is an opportunity to test whether the qualification criteria is determinant of differential outcomes*

10

## 5. Next steps

1. Finish data entry of baseline survey
2. Baseline analysis
  - With triangulation of information from YEN monitoring visits (October, February) and implementing agency monitoring mechanisms.

E.g.:



11

*Distribution of treatment group across training courses*

## 5. Next steps (cont.)

3. Prepare and conduct follow up survey
4. Analysis and evaluation results

*Measures have been taking to improve contact information of beneficiaries and educate them about the follow-up survey in late 2010/early 2011.*

12

## 6. Lessons learned so far

- Evaluation difficulties seem to be correlated with the difficulties that justify the intervention, i.e. where a program is needed the most, local institutional factors make the evaluation more challenging.
- It is important to identify the critical moments of the evaluation in order to strengthen the support in the field, but this has implications on costs.

13



---

Contact information:  
Susana Puerto  
+41 – (0) 22 – 799 6584  
[puerto-gonzalez@ilo.org](mailto:puerto-gonzalez@ilo.org)  
[www.ilo.org/yen](http://www.ilo.org/yen)



## Annex: Project Log-frame (extract)

[back](#)

Intervention logic	Objectively Verifiable Indicators of achievement	Means of verification	Assumptions/Risks
<b>Project Objective:</b>	<b>Expected Outcomes:</b>		
<p>What specific objective is the project intended to achieve to contribute to improved employment opportunities for youth?</p> <ul style="list-style-type: none"> <li>- Train women in various skills that can be marketed locally and internationally.</li> <li>- Provide women training in small business enterprise as well as options for saving and growing their profits.</li> <li>- Provide counselling to help women cope with traumas of war.</li> <li>- Provide microloans to give women the resources they need to start and grow successful business.</li> </ul>	<p>Give 1 to 3 indicators showing that the objective of the project has been achieved</p> <ol style="list-style-type: none"> <li>1. Women who participate in the Center's program break out of poverty.</li> <li>2. The women also become more economically self-sustainable.</li> </ol>	<p>What are the sources of information for these indicators?</p> <ol style="list-style-type: none"> <li>1. Facilitators</li> <li>2. Core staff</li> <li>3. Internal evaluators</li> <li>4. Comparing the conditions of women enrolled at the center with a small pool who have either not had access to the program,</li> <li>5. Comparing overall net worth of each woman before she entered the program and 3-6 months after graduation.</li> </ol>	<p>Which risks should be taken into consideration?</p> <ol style="list-style-type: none"> <li>1. Not all women will be able to complete the program. Some women might drop out for several reasons.</li> <li>2. Even with training, resources and guidance some women might not start businesses while other businesses might fail.</li> </ol>
<b>Project results:</b>	<b>Expected Outputs:</b>		
<p>What are the deliverables needed to achieve the project objective?</p> <ol style="list-style-type: none"> <li>1. Training courses on exportable vocational skills and empowerment</li> <li>2. Facilitated workshops on business enterprise to help women start and grow their business</li> <li>3. Microloans that help women form co-op businesses after they graduate from the program.</li> </ol>	<p>What are the indicators to measure whether expected results have been achieved?</p> <ol style="list-style-type: none"> <li>1. 300 women complete the full program</li> <li>2. 300 women utilize lessons from informal counselling and discussions to help them cope with trauma and live healthier lives.</li> <li>3. 300 women are trained in small business skills</li> <li>4. 300 women awarded a microcredit loan to develop a business of their own.</li> <li>5. 300 women establish and run successful businesses that provide a legitimate source of income.</li> </ol>	<p>What are the sources of information for these indicators?</p> <ol style="list-style-type: none"> <li>1. Facilitator evaluation of each student.</li> <li>2. Reports from independent evaluators.</li> <li>3. Reports from business guidance counsellor assigned to each of the women.</li> <li>4. YAI survey questionnaire</li> <li>5. Asset declaration forms</li> </ol>	<p>Which external conditions must be met to obtain the expected results on schedule?</p> <p>\$39,973 to fund the operations of the Center including equipment, materials, micro-loans and space.</p>