



# **IPYET 2011**

International Perspectives in  
Youth Entrepreneurship Training

**Online Programme - Module 5**  
**SUPPORT SERVICES**



Commonwealth Youth Programme  
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COMMONWEALTH SECRETARIAT



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Welcome to Module 5. Alas, the fifth of five modules on the IPYET 2011 Online programme! If you have made it this far, a pat on your shoulders and our appreciation for joining us on this journey of sharing! The first module set the tone for the discussions we have had so far and will explore for the remainder of the online session and the residential programme. Module 2 took us further up the ladder on entrepreneurship training by exploring some of the critical elements during an example workshop. It explored some fundamental challenges trainers face in such workshops –teaching costing and finance. After all the basics of *what a business is, why start your own business, types of enterprises, etc.*, while a bedrock of a solid entrepreneurship training, will become worthless if the training programme did not include such strong elements of financial management. Module 3 then took us into the world of *perceptions!* While some may argue that business/enterprises and its management are purely scientific being for which people can be though, social and physiological elements such as the orientation, acculturation, and perceptions of people can affect these to a large extent. Module 3 therefore discussed the perceptions of people on gender, child labour and disability, and how these affect training and the running of the businesses itself. At this stage, our virtual business was formed. Module 4 took us towards an exploration of the various mechanisms to sustaining it. We discussed the various elements that can bring down a business. In particular, we discussed the effects of HIV/AIDS on businesses especially youth enterprises. We then considered the effects of various ICT tools and platforms to our businesses and introduced the concept of sustainable ICTs (SICTs).

In module five, we crown our discussions with the all-important – **Support Services**. A further off-shoot from our discussions on sustaining youth enterprises, the topic explores one critical aspect of sustainability – Business Development Services (BDS) in sub-module 5.1. We then discuss issues surrounding monitoring and evaluation of training programmes in sub-module 5.2.

### **Development, a misused word?**

Everything you hear nowadays may most probably have the work development in it. Especially if the discussion or statement is about social issues, then the word development might be inevitable indeed. But is this word misused too often? In identifying and providing various services to help grow and sustain youth enterprises, do we wrongly use the word development to describe our interventions? Should we say Business Support Services (BSS) instead of Business Development Services (BDS)? Other key questions that come to mind include what are NOT BDS, and who is qualified to provide these?

The IPYET programme is not designed to provide a comprehensive training in this area. However, discussions towards raising several more questions and attempting to answer a few of them, it is believe, will go a long way in encouraging more thought about the subject matter while planning for youth entrepreneurship training and youth entrepreneurship development interventions. The discussions on BDS will continue way after the online programme and will be capped during the residential programme in Siavonga Zambia.

### Can you evaluate what you have NOT planned?

It is estimated that as much as **80%** of all small and micro businesses **fail** within the **first two years** of start-up! Yes indeed, this was the premise for our discussions under module 4. Have we gone far enough to identify what elements will turn this ratio upside down? But how will we know which businesses failed and which succeeded? How will we know why some failed and some didn't? Can we achieve a 100% business success rate? What will be an "ideal" rate of success? But what is a successful business and how will we know that they have been successful? Can a business be successful when the foundations laid for it – skills development, education and training, financing, BDS, etc, are unsuccessful?

These and more questions come up for discussions during module 5.2. Monitoring and Evaluation of all trainings and of all entrepreneurship development programmes are quintessential to the success of the programme. This, sadly, has not been a priority for many. Many don't plan the training programme well and far more don't plan to evaluate it either.

The discussions on this will be the capstone to our online training programme for IPYET 2011.

### Key Questions

By the time you finish the online discussions on this module, you should have explored several questions including:

1. What are Business Development Services (BDS)?
2. What are NOT Business Development Services (BDS)?
3. What are the types of BDS commonly available to Youth Entrepreneurs?
4. What are the unique attributes of BDS for youth enterprises?
5. Does BDS include financial services like providing loans?
6. What are the key assumptions in the provision of BDS?
7. Who are the actors in the provision of a BDS?
8. How do we ensure that BDS are sustainable?
9. How do we measure the success or otherwise of BDS?
10. What is monitoring?
11. What is evaluation?
12. What tools are used in M&E?
13. What Indicators and needed in M&E?
14. For what uses are M&E information?

### **How this module is organised**

There are two sub-modules. Each sub-module can be organised as a stand-alone course.

*Module 5.1: Providing Business Development Services (BDS)*

*Module 5.2: Monitoring and Evaluation of Training Programmes*

Your moderator for this discussion, Jealous Chirove is a seasoned master trainer with expertise in various training tools. He will ensure that you have an experience that will leave you wanting for more during the residential programme.

## Module 5.1: Providing Business Development Services to Youth Enterprises

A discussion paper by  
***Jealous Chirove***

*Welcome to this topic on business development services for youth enterprises. This is an important topic as it basically covers all the services and support that can be given to an enterprise to help it start, improve or expand. As we will go through the topic, you will find that some of the content will be familiar; but we will put it into context. I will strongly encourage that we actively engage and debate this issue, share good practices and case studies so that we can in our small way influence the sustainable provision of business development services to youth enterprises.*

The session will introduce the whole subject of Business Development Services provision to micro, small and medium enterprises, especially as they relate to youth owned businesses. Apart from defining BDS and explaining the various types of BDS, and its importance to the growth of micro and small enterprises, the session will focus a lot on the different roles of players in BDS provision – facilitators, providers, governments, donors, and small enterprises. The session will introduce more sustainable approaches to BDS provision, in particular dwelling on payment developing, packaging, pricing and promotion and payment for BDS products, to ensure outreach and impact. The discussion will also recommend some of the key steps to be taken in developing and implementing effective and demand driven BDS programmes.

### **Session Objectives;**

The objectives of the session are;

- (a) To enable participants describe the various Business Development Services (BDS) and their role in youth enterprise development
- (b) To identify and discuss good practices in providing and facilitating BDS to youth enterprises
- (c) To discuss the role of BDS in modern enterprise development approaches

### **Part 1: Introduction**

Business development services in enterprise development as a field has been a developing field over the last 10-15 years, when the whole concept of BDS started to popular. Today, 'new' approaches have developed or are emerging, including for example value chain development and upgrading, business linkages, incubator programmes and voucher schemes. The session will look at the role of BDS in programmes that follow any of these approaches.

**Discussion Point 1**

1. What are Business Development Services?
2. List the types of Business Development services that you know.
3. Which Business Development Services have you or your organization facilitated?

**Part 2: What are Business Development Services?**

Business Development Services (BDS) refers to the wide range of services used by entrepreneurs to help them operate efficiently and grow their businesses with the broader purpose of contributing to economic growth, employment generation, and poverty alleviation.

These include: information, training, business counselling, consultancy, business plans, business linkages, incubators, infrastructure, export promotion, feasibility studies, quality and productivity improvement, inputs supply, technical assistance, networks and associations, ICT etc.

BDS work for many international organizations focuses on promoting access to and use of these services by micro, small and medium scale enterprises.

**Please Note:**

*There is always a debate as to whether BDS includes financial services (like credit or loans) or not. Many organizations agree that BDS refers to the non-financial services that are extended to enterprises to help them start or grow. This school of thought will not include the actual credit or loan, but will include the support provided to enable the enterprise to access the loan such as business plan training. The other school of thought would want to add credit or the loan as a BDS. For the purposes of this discussion, we will go with the first definition, which excludes credit or loan as a BDS.*

**Key Assumptions in BDS Provision**

The process of providing or facilitating BDS to small and medium enterprises makes certain assumptions. This is because over the past decade or so, the concept of providing BDS has changed. While in the past you could have various donors or the government could provide BDS through a subsidy arrangement or directly, that does not obtain today. Many donors and governments no longer have that much money today. Even then, the thinking and practicing has moved away from the practice of the 90's. Increasingly now, small scale enterprises are expected to pay for the services rendered – if not the whole at least a significant fraction.

**Assumption 1**

One of the very first assumptions is that **SMEs, if well-informed, are “rational” consumers**. This means they are willing to pay for services that improve their performance. They are willing to pay for something that brings value to their enterprises. What is therefore important for BDS providers is to focus on developing and offering those products that meet the needs and expectations of buyers, both quality and price wise, for a transaction to take place.

**Assumption 2**

The second assumption is that **business development services (or products) and delivery mechanisms can be developed to meet the needs and willingness-to-pay of SMEs**. This is important as often times, there is little flexibility offered to SMEs to try and make it easy for SMEs to buy and pay for the services they need. In the end they simply ignore the BDS being offered and do not benefit from them.

**Assumption 3**

The third assumption is that BDS providers can be commercially viable without permanent subsidies. The issue of subsidies in BDS provision has been around for probably as long as the subject of BDS has been discussed. Should there be subsidies for BDS provision? If yes, for what type of target groups? What should be the modalities for the subsidies? Who should qualify? For how long should the subsidies remain? What experiences do subsidized BDS show? These are some of the questions which need to be discussed.

**Assumption 4**

The final assumption considered is that **BDS market development can be stimulated or accelerated by well-targeted donor / government interventions**. BDS markets should be seen just like all other markets – stock exchange market or the market for tomatoes in your local area. In any market there are demand and supply forces. These forces interact to determine the price for the product, in this case, BDS. The market sustains itself, sets prices of a commodity, and, if it is near perfect, it can also regulate itself. If there are too few suppliers (BDS providers), relative to demand, the price (cost of BDS) goes up. If there are bad suppliers (BDS providers) they will find it difficult to get buyers (SMEs). Likewise, if there is competition and too many suppliers, the providers compete on price (and other attributes) and the price goes down. If demand is subdued, it can be stimulated by an external factor, like a government or donor agency buying BDS products in bulk for small enterprise.



## Discussion Point 2

Lets us discuss these assumptions and apply them to our specific countries or settings. Which of the 4 assumptions are true in your country or area? Can you substantiate – give reasons why? Which of the assumptions are not so true or applicable. Can you suggest why this is so? Can each one of us apply this to their own specific country situation.

### Part 3: How are Business Development Services Provided?

Two schools of thought site the '**traditional approach** to providing BDS' as well as '**the market development approach**' provision or facilitation of business development services. The traditional approach model was being implemented by governments and donor agencies in the past. The objective of the approach is to provide quality BDS to SMEs, and it mainly involves direct provision of services. The classical example for this modality was for a donor who comes on board and sets up a project that recruits staff and goes around training small scale enterprises. The reason for this was that the system, or the market would have failed provide the needed services to the target groups. But, in most cases, the provision of services stopped just at the end of the project.

The **market development approach**, on the other hand, promotes the idea of stimulating the market to interact and provide BDS to SMEs. Stimulation of the market can be done from both the supply and demand side. Supply side interventions will be aimed at encouraging BDS providers to develop and offer their services to SMEs. This can be done through co-financing the development costs for appropriate business development services based on needs and demand. Demand side interventions would be aimed at encouraging SMEs to buy or pay for business development services offered by BDS providers. This has been done in some countries through programmes that are called voucher schemes, or schemes to subsidize the cost of the first and second business service received by the SME. Thus the objective of the market development approach is to encourage other to provide quality services to MSMEs for which MSMEs are willing to pay. The point of intervention is top facilitate regulate and work with more than one provider.

## Discussion Point 3

Following the explanation above, which model, between the traditional approach, and the market development approach, best describes what is currently obtaining in your country or area? Why do you think so? Please substantiate your argument. Do you agree the market development approach is better? Why. Let us discuss

Some types of BDS are supplied on a "stand -alone" basis by specialized service providers. Sometimes, providers bundle BDS together with other services or products—for example, when assistance in adopting new technologies is combined with design and training services (embedded services). The delivery of BDS as part of business-to-business relationships—including supplier/buyer, subcontracting, franchise and licensing relationships—is

particularly common for smaller firms. In these cases, BDS are delivered as part of another transaction—for example, design assistance received by small enterprises who sell their products to larger firms, or training received as part of the purchase of equipment. Business associations and informal business networks are another vehicle for delivering services to small enterprises. Designing interventions to promote BDS market development within these “business systems” is a challenge for donors.

### Payment for BDS

In addition to different types of services and types of delivery mechanisms, there are different types of payment mechanisms for BDS. The price of the service may be charged as a direct fee, as a component of the price of a bundled service (e.g., when small enterprises accept a lower price for their products in exchange for technology assistance from buyers), or on a commission basis (e.g., when marketing service providers are paid upon successful sale of small enterprise products). There is some evidence that small enterprises are more willing to use services offered on a commission basis than on a fee basis, since this type of payment mechanism reduces risks and cash-flow requirements.

### Discussion Point 4

Payment for business development services is an important issue. What is the role of SMEs in paying for business services? Why is it important for SMEs to pay for services rendered? Can SMEs in your country or area all afford to pay for the full cost of services? How do you differentiate between those who can pay and those who cannot pay? Please bring experiences from our country or your organization.

### Part 4: Business Development Services Actors and Their Roles

Following a typical market development approach, there are various actors involved in BDS markets, and these perform different roles. These include the small and medium scale enterprises themselves, BDS providers, BDS facilitators, donors and governments. The following briefly explains some of the possible roles;

**(a) Small enterprises**, the demand side of the market, are microenterprises and SMEs that are mostly profit-oriented and are the actual or potential clients of BDS providers. These, in a normal market exchange, are the buyers of BDS.

**(b) BDS providers** provide services directly to small enterprises. They may be individuals, private for-profit firms, NGOs, parastatals, national or sub national government agencies. Self-employment and “survivalist” microenterprises may also benefit from development of BDS products suited to the lower end of the market, and their awareness of business principles and the value of BDS may be enhanced through programmes such as “grassroots management training,” which are justified primarily on social and equity terms (e.g., to compensate for inadequate education in rural areas), industry associations, etc.

**(c) BDS facilitators** support BDS providers, for example by developing new service products, promoting good practice, and building provider capacity. BDS facilitators can also work on the demand side, for example by educating small enterprise owners about the potential benefits of services or providing incentives to try them. Other BDS market facilitation functions include the external evaluation of the impact of BDS providers, quality assurance, and advocacy for a better policy environment for the local BDS market. BDS facilitation is a function normally carried out by development-oriented institutions having the objective of BDS market development, which may include NGOs, industry and employers' associations, government agencies and others.

**(d) Donors** who provide funding for BDS projects and programmes. In some cases, the facilitator is the project office of a donor.

**(e) Governments** who, like donors, may provide funding for BDS projects and programmes. Beyond BDS interventions, the principal role of governments is to provide an enabling policy, legal and regulatory environment for small enterprises and BDS providers, as well as public goods such as basic infrastructure, education and information services. There are also many facilitating functions which governments can play in the future, to promote more vibrant service markets.

### Discussion Point 5

Within the context of the programme or project you run to support youth entrepreneurship, which types of stakeholders participate? Are there other stakeholders apart from those discussed above and what are their roles? What challenges have you met in working with these different stakeholders? How have you dealt with those challenges?

### Part 5: How Can We Make BDS Provision Sustainable?

Traditionally, donors and governments have intervened in BDS markets at the level of the BDS transaction: directly providing services to small enterprises via public BDS providers, or permanently subsidizing services delivered by other BDS providers. In the traditional approach, donors and governments have tended to substitute for underdeveloped BDS markets, crowding out existing or potential commercial providers of services. Traditional approaches have failed to achieve high outreach (access to services by a large proportion of the target population of small enterprises), since the numbers of small enterprises served is limited by the amount of subsidies available. In addition, institutional sustainability has been low, since programmes often cease when public funds are exhausted. This effect has often been masked in industrialized countries by the much greater level of funding available.

The BDS market development paradigm is driven by the belief that the objectives of outreach and sustainability can only be achieved in well-developed markets for BDS, and not by direct provision by donors and governments. This shifts the focus of public and donor

intervention away from direct provision and subsidies at the level of the BDS transaction, toward the facilitation of a sustained increase in the demand and supply of services. In the market development paradigm, subsidization of transactions should be replaced by private payment for services. Similarly, donor and government support should be shifted away from direct support to particular BDS providers toward facilitation functions that develop the market in a sustainable way. The objective of BDS market development challenges donors to push the commercial orientation of the BDS market as far as possible through strategic investment with a development orientation.

#### **(a) Conduct a BDS market assessment first**

Before designing and implementing interventions to develop BDS markets, it is critical to understand existing markets—in order to identify weaknesses and opportunities, the reasons behind the lack of demand for or supply of services, and the extent of market distortions. This understanding can help to identify local mechanisms of service delivery and payment, choose the intervention strategy and instruments, identify local institutions and networks to build upon, and provide a baseline for measuring progress in market development. BDS market assessments need not be large studies; the scope should fit the objectives of the institution doing it, and in many cases a rapid assessment may suffice. Donors and BDS facilitators doing initial market assessments may choose a broad scope that will allow them to benchmark the stage of development of BDS markets, identify existing or potential BDS providers to work with, and measure progress in expanding the demand and supply of services and the range of products available. For individual BDS providers, the market analysis is likely to be very narrow in scope, focusing on the specific service to be supplied, the characteristics of the target market, and existing or potential competitors. For both BDS facilitators and BDS providers, the relevant "BDS market" will need to be defined according to the specific type of service, target clientele, and geographical coverage.

#### **(b) Agree on Delivery and Payment Mechanisms**

Reducing the risks and costs of BDS requires attention to delivery and payment mechanisms as part of the design of BDS products. Particularly for the smallest microenterprises, flexible and innovative approaches to delivery and payment mechanisms are needed to boost demand for services. The use of indirect payment mechanisms for BDS—commissions and mark-ups rather than direct fees—can reduce the cash flow burden on small enterprises, allow them to share the risk that benefits from BDS will not occur, and reduce administrative costs for BDS providers. Donors should encourage BDS providers to design payment mechanisms that are appropriate to the local situation and the characteristics of their clients.

#### **(c) Have an Exit Strategy at the Start**

Consistent with the temporary nature of subsidies, BDS interventions should have a clear exit strategy defined from the beginning. The exit strategy should not be thought about mid-way or towards the end of the project. It needs to be built in the implementation and roll out of the project. Many traditional BDS programmes have failed because they did not have the exit strategy, linked to the sustainability of the interventions at the end of the

project. The exit strategy should be linked to the achievement of the intervention's market development objectives—for example, the creation of sustainable BDS providers or the development of viable products tailored to the lower end of the market.

#### **(d) Properly Select the Partner Institutions**

Successful BDS providers deliver services in a business-like manner. They are demand-led, entrepreneurial, and act as commercial market players. Often, successful BDS providers focus on a limited range of core businesses and do them well, rather than diversifying too broadly. BDS providers should develop transactional relationships with small enterprises clients based on exchange rather than charity, and develop a sound understanding of the needs of their clients as part of their business strategy. Private, for-profit providers or business partners providing the services as part of a business relationship tend to demonstrate these characteristics best. It is therefore important to select and work with the BDS facilitators and providers who share the same understanding.

In reality however, there are often many not-for-profit BDS providers already in the marketplace, and during the transition to a commercially-oriented model there is much work to be done to assist NGOs and other not-for-profit providers to become more sustainable and business-like. For BDS interventions to be both sustainable and locally owned, they must build on what is already there rather than replacing it with imported visions or models. The choice of partner institutions should also be guided by the principle of subsidiarity: delegating responsibility to the lowest possible level and to those who are closest to small enterprises, both geographic ally and socially.

#### **Individual Exercise 1**

Based on the factors considered above, what aspects of your BDS programme do you need to be strengthened, in order to increase chances for sustainability? What aspects do you need to change or do further work on?

### **Part 6: Performance Measurement and Assessment of BDS Programmes**

Systematic performance measurement of business development interventions provides a good basis for institutions to improve the design of instruments in response to client demand, as well as facilitating decisions by donors on types of interventions to improve the extent and quality of the market. You have a choice of making the performance measurement simple or more complicated, depending on a number of factors such as size of project budget, donor requirements and your reporting requirements.

Three categories of performance measurement are relevant in BDS:

**(a) Client impact**, in terms of changes in small enterprises performance (e.g., sales, value added, profitability), or broader social and economic impact (employment, poverty

alleviation, etc.).

**(b) Institutional performance**, according to indicators of outreach, cost effectiveness, and sustainability.

**(c) Market development**, measured for example by the price and quality of services available, small enterprises awareness, trial and repeat usage, the level of satisfaction of small enterprises, and the extent to which BDS providers are reaching previously underserved populations.

### Further Resources

Please visit

[www.enterprise-development.org](http://www.enterprise-development.org)

[www.ilo.org/seed](http://www.ilo.org/seed)

[www.springfieldscentre.org](http://www.springfieldscentre.org)

## Module 5.2: Monitoring and Evaluation of Training Programmes

A discussion paper by  
*Jealous Chirove*

### Part 1: Introduction

This session will discuss monitoring and evaluation of training programmes. This is an important matter, which can enable us to assess the impact and reach of or training interventions to provide information into the next planning loop. In spite of this, M & E is often neglected, not allocated adequate resources, or at best attended as an after-thought when interventions have been implemented, making it difficult to effectively assess and answer the key questions of attribution. The main question that is always asked is which one is the best method in evaluation? When should evaluation be done? How can we monitor training programmes? The key question of attribution has to be answered. Most important is how you can develop and institute a monitoring and evaluation mechanism before or at the start of your interventions.

### Session Objectives

The objectives of the session are;

- (a) To enable participants describe Monitoring and Evaluation and how it can be applied to training programmes for youth entrepreneurship
- (b) To introduce various Monitoring and Evaluation methodologies
- (c) To discuss the steps involved in monitoring and evaluating training programmes

### Part 2: What is Monitoring and Evaluation?

**Monitoring** is the routine tracking and reporting of high priority information about a programme or project, its inputs and intended results. Monitoring information has to be used at all levels of the system for self-assessment and tracking the progress and decision making. It is therefore important for everyone involved to be clear about which indicators are being monitored as well as the information to be collected and how.

**Evaluation** is an assessment, as systematic and impartial as possible, of project, programme, strategy, policy, theme, sector, operational institutional performance. Evaluation aims at determining the relevance or appropriateness, effectiveness, efficiency, impact and sustainability of the interventions and contributions to the organizations. The evaluation process and methods should be decided during the initial planning process. This requires prior planning and may require the use of external resource persons / experts. Evaluation should be based on a set of indicators developed during the initial planning process.

**Reflection Question:**

Does your project have a Monitoring and Evaluation plan? Did you develop a set of output, outcome and impact indicators at the start of the project? Why is important to have these done at the start of the project?

**Why is Monitoring and Evaluation Important?**

Monitoring and Evaluation is important for a number of reasons. These include;

- (a) To enable the project to be accountable to national stakeholder partners and beneficiaries, your own organization, and donors or funding partners. In the case of training, you need for instance to give numbers of how many youths have been trained in business skills, by gender, age and other important variables such as business characteristics.
- (b) Monitoring and evaluation facilitates organizational learning and continuous improvement of your organizations. This important as the monitoring and evaluation function bring up lessons learnt and success stories that can draw up important pointers for the next level project planning cycle. Through M & E you can be able to know the outreach and gender composition of the target group reached and this can allow you to assess whether you are in line to meet the set targets. If not, you can then take appropriate action to correct that.
- (c) Monitoring and evaluation also increases the visibility of the contribution your organization is making to sustainable improvements in your operational areas, sectors and the country at large. When you give out numbers of young people reached through your programmes, young people provided with business skills and those who have started their own small businesses, your organizations starts to become relevant and creates impact. This information should easily be available through your M&E system which should be updated and produce standard reports periodically.
- (d) Monitoring and evaluation is today an integral means of managing for results. It is part of the project cycle. It is no longer an option but a requirement. Donors and funding partners are under pressure from their Governments and Parliament to show the results of their support. They therefore expect the implementing organizations and projects to deliver and show these results. The monitoring and evaluation helps you to show the results and impact.



**Important!**

Many programme staff think Monitoring and Evaluation is a burden on their work. They look at the M & E function as either time consuming, expensive or maybe an unnecessary activity. That view needs to change as it not correct. It is only through M & E that you can know whether you are doing the right things in according to the set programme. It is only through M & E that you can show the outreach and impact of your interventions. That way, you can know which of your interventions are most effective and which ones can be scaled up.

**Part 3: Monitoring and Evaluation in Training**

The following 5 principles should be applied in all youth training programmes to ensure a robust monitoring and evaluation function;

1. All youth training programmes should have a Monitoring and Evaluation plan. If you do not have one yet, go and work on it.
2. The M&E plan should be developed during the initial project design phase and refined during start- up phase. This should be done in a stakeholder planning meeting
3. Adequate resources should be allocated for M&E. As a rule of thumb, a minimum 5% of the total allocation budget of the project, of which 2% for independent evaluation.
4. The M&E plan should have
  - Indicators
  - Baselines, Targets and milestones
  - Means of Verification, Frequency and responsibility to collect the information
5. All stakeholders should agree on the M&E plan before its implementation.

**Tips in Monitoring and Evaluation of Training Programmes**

In training, monitoring and evaluation should be done before, during and after the training event.

Before the training event, baseline data for each of the participants needs to be collected. It is important to know the situation before your intervention. This baseline data should be kept as part of the M & E system.

During training, you need to collect information about how the training programme is going, what feedback is coming from the participants and assess the whole training event at the end of the training. You may decide a Daily feedback / Evaluation form to assess the views of participants at the end of each day. This is important to also help you improve on all aspects of the training event. At the end of the training, you may want to use an End of training evaluation form to assess the overall training event and how the participants feel about it.

Six to twelve months after the training, you may want to conduct an impact assessment to assess the overall change in the participant situation following the training. The period following the event should be long enough to allow for any impact to take place, but not too long enough as many other things may happen in between which can affect the participant and bring to question the 'attribution' question.

#### **Part 4: Monitoring and Evaluation Indicators**

Indicators are a key component of the whole monitoring and evaluation system. An indicator is in simple terms a variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention. The indicator is therefore a tool to measure evidence of progress towards achieving a result or that a result has been achieved. In any programme or project, indicators depend on the outcomes / objectives. While results tell us what the programme / project plans to achieve, indicators tell us how to measure and ascertain if those/outcomes are realized or not.

#### **Types of Indicators**

There are basically two types of indicators;

- (a) Quantitative (numeric) indicators, which can be expressed as a percentage, number, proportion, etc. An example is the percentage of young women from rural areas who received business skills training
- (b) Qualitative (non-numerical) indicators, which are used to assess the level, degree, exact scope, of a factor. An example is the level of satisfaction of the trainees by a training programme on a scale of 1 to 4, where a 4 is highly satisfactory and 1 is not satisfied at all.

#### **Indicators for different level of results**

Indicators should be formulated for the level of results (impacts, outcomes, outputs) and also for programming processes:

- (i) Impact indicators. Impact indicators describe the changes in people's lives and development conditions at global, regional and national levels. Impact refers to the realization of sustained, positive changes in the life, dignity and wellbeing of the people e.g., level of poverty.
- (ii) Outcome indicators for outcome level results / objectives. Outcome indicators assess progress against specified outcomes / objectives. They help to verify that the intended positive changes in the development situation have actually taken place. Outcome indicators are designed within the results framework (log frame) of global, regional and country programmes (project). Outcomes indicators are most often

useful to the ILO and their partners working on the specific outcome.

- (iii) Output indicators: These are the detailed expressions of the programme / project results for the project is responsible. Output level results are the goods, services and deliverables produced, e.g., number of business plans submitted for funding after training.

#### Exercise 1

Can you write down 2 indicators each at output, outcome and impact levels for a youth training programme. The indicators would show what is being measured at the three different levels

### Part 5: Baselines in Monitoring and Evaluation

A baseline is a description of the situation at, or prior to, the start of the (training) intervention, against which progress can be assessed or comparisons can be made. The first time that data is collected on the indicator a baseline is established. Normally, baseline information should be collected before we start implementing the programme.

#### Targets and Milestones

A **target** is the level of change / achievement expected per organisations commitment by the end of the project or a programme. A target states how much process is anticipated towards outcome. Targets are the baseline measurement plus the amount of improvement one hopes to realize.

**Milestones** are normally used for projects with longer timeframe. In simple terms, they are targets are divided into time-bound increments called milestones. Milestones define what the programme aims to achieve by certain points in time (e.g., end of each year). They tell us what whether we are advancing in the right direction at the right pace to reach that destination as planned or whether change is needed.

### Part 6: Use of M&E Information

It is important to note that evaluation does not end with the evaluation report completed. One of the aims of the monitoring and evaluation is to translate its finding and recommendations into action. The value of M&E is determined by the degree to which the information is used by intended decision makers, constituents and programme and project

staff. The knowledge gained from M&E is at the core of organizational learning process.

**Monitoring and evaluation information can be used for;**

- (a) Discussing and reviewing monitoring results during periodic staff meeting. M & E results and findings impact on the work of everyone in the organization. It is therefore important to present such reports and results for all staff to discuss the recommendations.
- (b) Presentation of M&E findings in annual reviews that involves programme partners. Your programme partners are some of the most important stakeholders who need the M & E results.
- (c) Sharing evaluation reports and good practices with other peers, projects and the outside audience through established mechanisms. Peer learning is one of the more effective tools in project design and implementation. Sharing the results of what works helps in guiding the design of other programmes in future or re-orienting current programmes.
- (d) Implementation of evaluation recommendation using the management response. Management has to take an active interest in the M & E results. The implementation of recommendations will only be made easier and smoother if management are aware of the issues and committed to do it.

**Discussion Question 1**

Which methods have you applied in your project's monitoring function? Which methods have you applied in evaluation? What have been your experiences in using the methods?

**More information**

For more information please visit the following websites;

[www.ilosiyb.co.zw](http://www.ilosiyb.co.zw)

[www.yen.org](http://www.yen.org)



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