



# Assessing National Youth Policies : Five Country Experiences

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## Tools, Approaches and Activities for Implementation, Monitoring and Evaluation

Monitoring and evaluation are an important part of the implementation of national youth policies.

Monitoring: a result management tool for **routinely** monitoring progress, managing resources more effectively, reviewing performance and guiding decision-making and programmatic adjustments.

The **use of indicators** is a key tool used in monitoring to keep track of performance.



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Indicators help track results and provide essential information for successful management of a programme .

Indicators should flow from the objectives and activities planned, focusing on what is intended to be measured.

See examples in hand-outs.



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Some steps to develop indicators:

Be clear about what type of change is expected  
e.g. is it a condition, level of knowledge, attitude, change in access?

Clarify where change should appear – among individuals, organizations, communities, regions?

Identify the kinds of indicators useful for tracking the output



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### **Different Types of Indicator: quantitative, qualitative and efficiency indicators**

**Quantitative indicators are measures** that provide “hard data” to demonstrate results achieved. They also facilitate comparison and analysis of trends over time.

- ✓ Number
- ✓ Percentage/proportion
- ✓ Rate (e.g. birth per 1,000 population)
- ✓ Ratio (e.g. number of males per number of females)



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**Qualitative indicators imply qualitative assessments** that provide insights into changes in organizational processes, attitudes, beliefs and behaviors of individuals and are more “soft data”.

- ✓ Compliance with
- ✓ Quality of
- ✓ Extent of
- ✓ Level of

**Efficiency indicators are unit cost measures** that indicate cost-benefits to the activity or programme.

- ✓ Costs per unit of (clients treated, student, school etc.)



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### **What is evaluation?**

Evaluation is a periodic, in-depth analysis of the performance of implementation.

It relies on data through monitoring activities as well as information obtained from other sources (e.g. studies, research, in-depth or semi-structured interviews, focus group discussions, surveys etc).

It is undertaken selectively to answer specific questions to guide decision-makers on whether programme development was valid, what worked, what did not work, and why.

Monitoring	Evaluation
Continuous	Periodic: at important milestones such as the mid-term of implementation; at the end or a substantial period after conclusion
Keep track; oversight; analyses and documents progress	In-depth analysis; compare planned with actual achievements
Focuses on inputs, activities, outputs, implementation process, continued relevance, likely results at outcome level	Focuses on outputs in relation to inputs; results in relation to cost; processes used to achieve results; overall relevance; impact; and sustainability
Answers what activities were implemented and results achieved	Answers why and how results were achieved. Contributes to building models for change
Alerts managers to problem	Provides managers with strategy and policy options
Self-assessment by managers, supervisors, community stakeholders	Internal and/or external analysis by managers, supervisors, community stakeholders, donors, and/or external evaluators





## Tools, Approaches and Activities for Implementation, Monitoring and Evaluation

A Logical framework (also called log frame) is a tool that helps a project team or manager effectively implement strategies such as those included in national youth policies.

It helps to ensure the important questions are asked, guides the key elements that make up a well-designed project, and helps to improve planning by highlighting the impact of factors that are outside the control of the project team.



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### Taking a participatory approach:

- Ensures monitoring and evaluation is relevant to local conditions;
- Gives stakeholders a sense of ownership over the results of the monitoring and evaluation and promotes their ability to improve decision-making;
- Increases the understanding of stakeholders of their own strategy and processes; what works, does not work and why;
- Contributes to improved communication and are working at different level of implementation;
- Promotes a more efficient allocation of resources, leading to donor and partner confidence.