

**NAJAH Program...**

**M&E Approach**



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# **NAJAH**

## ***“Youth Training & Employment in Jordan”***

**NAJAH** aims at increasing life & employability skills and opportunities in high demand sectors for unemployed, out of school Jordanian youth aged 18 – 24.

The program’s achievements can be characterized as:

- 1) Building youth life and work skills and promoting their positive attitudes towards work through an interactive, “learning by doing” approach
- 2) Linking youth to available employment, entrepreneurship and further education opportunities, with a focus on high demand sector.
- 3) Engaging parents, private sector and national entities from government and public sectors to enhance an enabling environment that supports youth employment and entrepreneurship

# ***Soft Skills measured by M&E tools***

- Communication
- Teamwork
- Resource management
- Decision making
- Self- confidence
- Work readiness

\* Based on defined skills by private sector and training curriculum content.

## ***M&E Approach***

Two main tools are used for this purpose:

- Trainees self-evaluation on two skills; decision making & self- confidence. It is administered twice as pre and post evaluation.
- Trainers' observation evaluation as a mid and post evaluation.

Six months upon youth graduation, a cross sectional study on situation of youth employment is conducted.

# ***Self-evaluation (pre / post)***

## **Objectives:**

- Participatory approach, where youth feel engaged in the evaluation process.
- Part of the learning process, where youth practice self-evaluation to develop their ability to question his/her knowledge, skills & attitudes.

# Self- evaluation format

## Decision Making

**1. At work, you were asked by a colleague to do him/her a favor and help accomplish a task.**

What do you do?

.....  
.....

Why do you react in the way mentioned above?

.....  
.....

**2. At work, you finished the task you were assigned.**

What do you do?

.....  
.....

Why do you react in the way mentioned above?

.....  
.....

# Challenges

- Ability to express thoughts, feelings & reactions might not be well developed at the beginning of the training cycle.
- Youth are used to being evaluated by others (school system, family members).

# ***Trainers' observation evaluation (mid / post)***

## **Objective:**

Measure the change in performance of each individual participant and as a group.

# Trainers' observation evaluation format

A	Communication	Always	Most of the time	Sometimes	Never	Comments
1	Uses appropriate body language.					
2	Understands the importance of keeping eye contact when talking to someone or to an audience.					
3	Speaks clearly "articulates well, what s/he says is understandable".					
4	Presents with confidence and ease.					
5	Shows listening skills and asks questions to understand and appreciate the points of view of others.					
6	Defends a point of view and negotiates responsively.					
7	Develops a logical argument.					
8	Deals effectively with conflicting points of view.					
9	Establishes and uses networks.					

# Challenges

- Capturing performance development for soft skills requires longer period of time.
- Youth pace of development vary. Trainers' objectivity is key to this process. The frame of reference of each should be him/herself.
- Evaluation doesn't reflect youth application of skills learned outside training room.

# ***Cross sectional study on the situation of youth employment***

- Graduates' current economic activity; working, working and studying/attending training, studying/attending training, or not working.
- Graduates' previous economic activity prior to joining NAJAH.
- Work history between the start of their current position and post NAJAH.
- The sector they worked in before and after NAJAH (public, government, NGO's, private, self-employed).
- Change in income before and after NAJAH, fringe benefits in current job (social security and/or health insurance).
- Job retention.

## ***Who's surveyed & When?!***

- A sample of NAJAH graduates, who had graduated at least six months ago.
- The sampling frame takes the following into consideration
  - Gender & Geographic distribution (based on weight of graduates in the different regions from the total number)
  - Using their identification code, the actual sample was constructed.
- The Study is conducted by the M&E specialist through phone calls

# ***Why do we monitor & measure the program's soft outcomes?***

- Showing youth the progress they're making
- Showing program's staff the progress made
- Providing information to support program development
- Demonstrating to employers & partners that youth have developed soft skills required by them
- Demonstrating to funders that the program is making a difference in the lives of beneficiaries. Information on soft outcomes can also be useful in illustrating the wider skills youth require for employment and therefore improving the understanding of funders towards the work of the program.

# Conclusion

*NAJAH Program is making a change in the lives of individuals, most of which cannot be fully captured, but through a longitudinal study... Donors need to understand this challenge and **invest** more **time** and **money** in such studies.*