

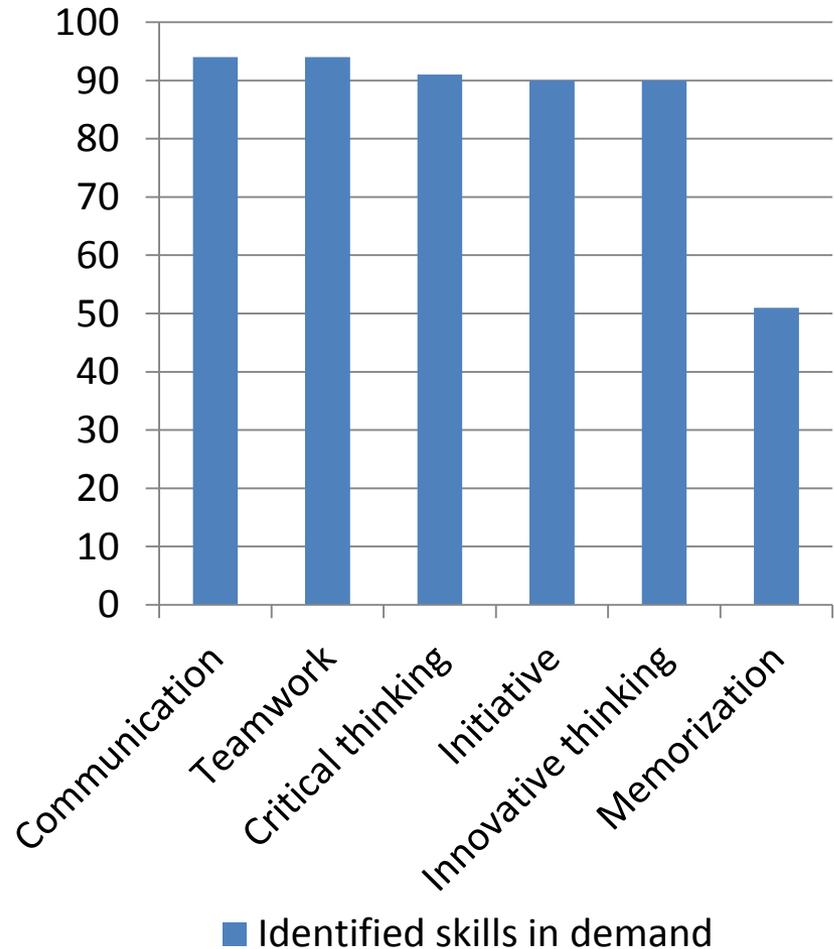
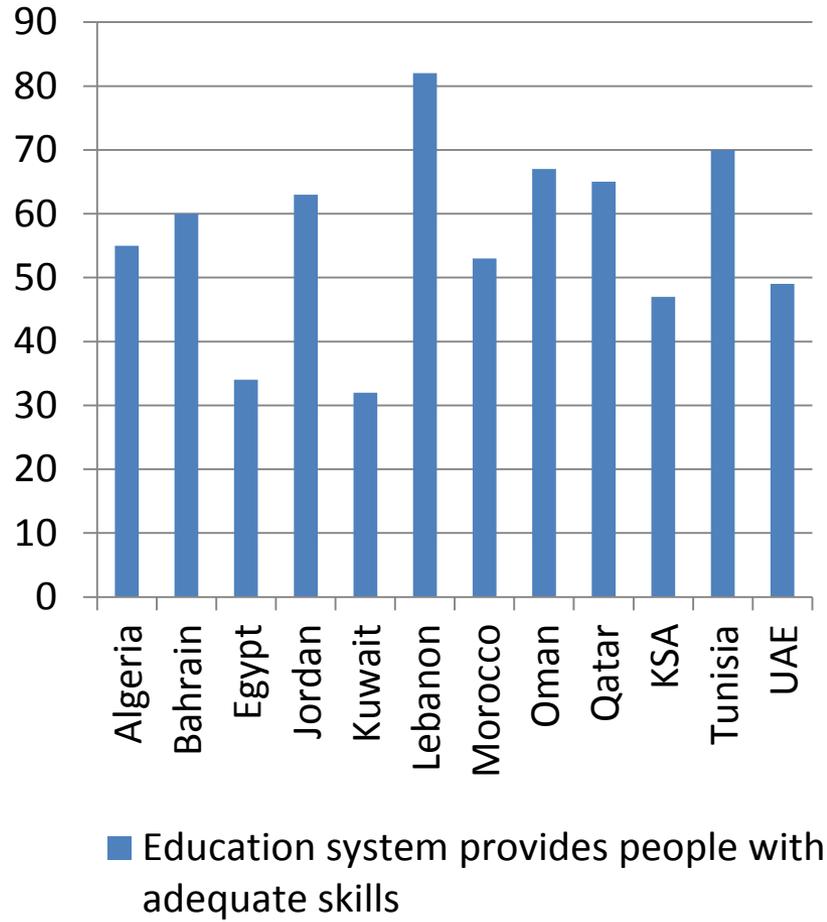


Evaluating the Impact of MEDA Maroc's **100 Hours to Success**

Doha Evidence Symposium
Paul Dyer
6 March 2012

The “Life Skills Gap” in the Arab World

Arab CEO perspectives on availability of skills:



Source: Arab Human Capital Challenge (2009)

100 Hours to Success: MEDA Maroc's Approach

A MIXED APPROACH TO EMPLOYABILITY TRAINING FOR YOUTH:

- Life Skills Module: 32 hours focused on self confidence, dealing with confrontation and conflict, and successful workplace habits.
- Entrepreneurship Module: 32 hours of experiential entrepreneurship training; business plans, market research, start-up costs, profitability, pricing strategies.
- Financial Module: 36 hours focused on personal budget management, debt management, savings, financial negotiation and banking services.
- Savings Accounts: Mandated for participants to encourage savings; negotiated lower minimum deposits.
- Internships: Temporary positions with local firms available to 10% of participants.

MEDA Maroc sees the mixed approach as key to helping youth succeed in securing jobs or successfully starting their own businesses.

Designing an Approach to Rigorous Evaluation

Working closely with MEDA Maroc, we sought to design an evaluation that scientifically assess the program's real impact on participants:

- How does participation affect labor market outcomes, including employment, self-employment, earnings and duration of job search?
- What is the average impact on non-labor market outcomes and life skills (capacities for leadership, teamwork, self-confidence, etc.) beyond the workplace?
- How do impacts differ by initial characteristics like age, gender, household income, educational attainment, place of residence (urban/rural)?

Implementing a Randomized Controlled Trial

- Opportunity to implement a rigorous RCT as program rolled out in Morocco's Oriental Region (Oujda, Jerrada, Taourirt) at 13 youth centers.
- With spaces for 600 enrolled participants, applications secured from 1817 individual youth.
- Survey of 1817 applicants over 3 weeks in October/November 2012.
- Individuals randomly sorted into a treatment group of 600 individuals and a control group of 1217. (Doubling of control group to ensure statistical power.)
- Enrollment and training began in December 2012.
- Initial plans for follow-up survey 12 months after completion of training.

Implementing a Randomized Controlled Trial

Oct 2012

1817 Applicants

Nov 2012

Baseline Survey

Treatment
600 Participants

Control
1217 Non-Participants

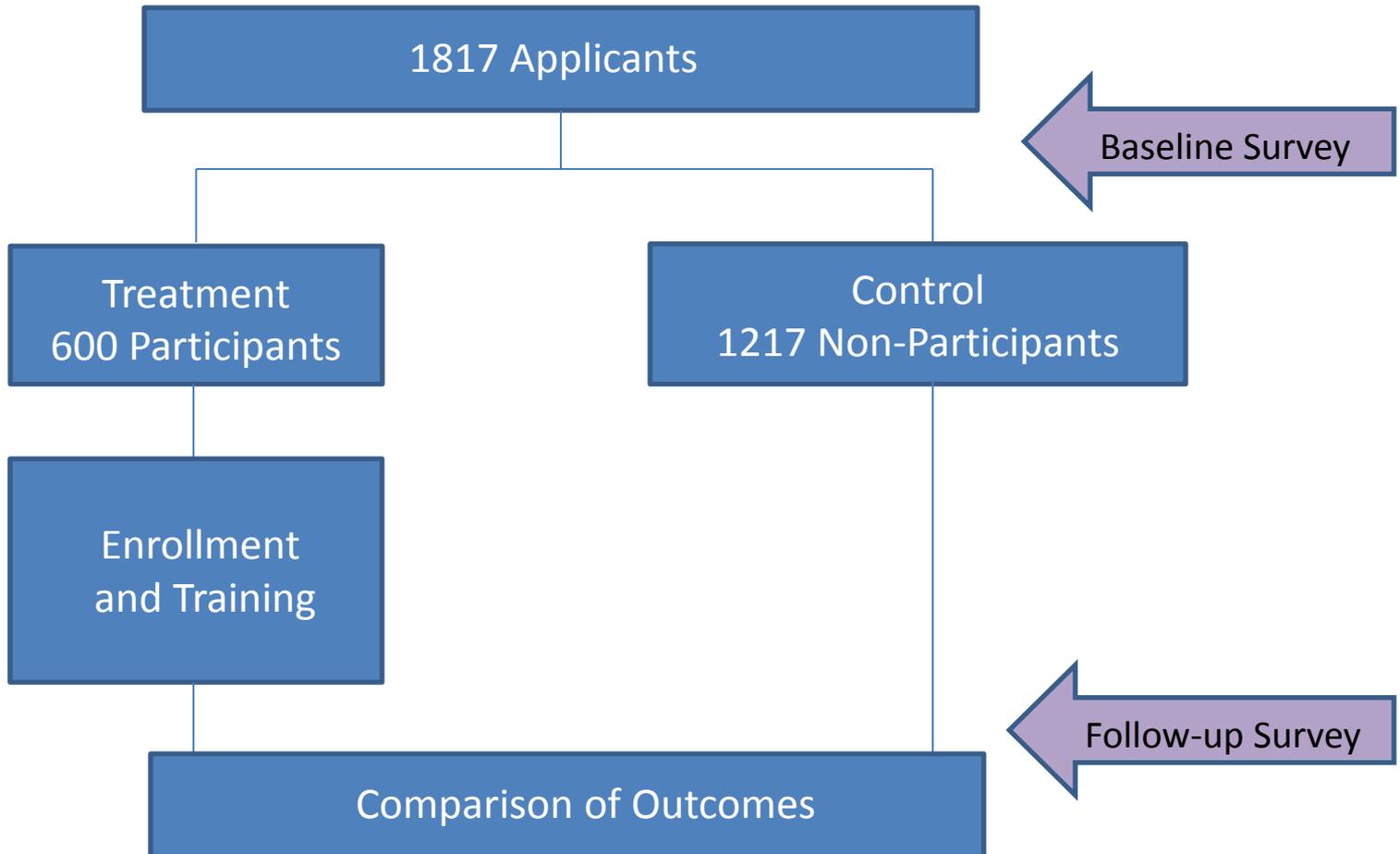
Dec 2012
To
Mar 2012

Enrollment
and Training

Follow-up Survey

Mar 2012

Comparison of Outcomes



Challenges with Enrollment

- Despite noted interest in program enrollment and oversubscription, MEDA Maroc faced significant challenges with enrolling youth for training (timing conflicts with other responsibilities, contact info errors, etc.)
- By end-December 2012, only 340 individuals enrolled – raising concerns about statistical power.
- A strategic decision to undertake a second random sorting, bring 300 from control to treatment (900 treatment/917 control)
- Introducing potential bias to be controlled for by careful analysis of outcomes and use of statistical controls for each treatment/control group.
- Completed training for 505 individuals.

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Concerns for Attrition

- As we move towards our concluding survey, there are concerns with attrition.
- Youth as a surveyed population:
 - highly mobile and change phone numbers/emails/addresses frequently (migration?)
 - Lacking incentives to participate in follow-up study
- Need to reinforce efforts to secure follow-up surveys for all survey respondents:
 - Use of tracking surveys
 - Significant investments of time in tracking down “lost” respondents
 - Provision of incentives (gifts/lotteries/etc.)?

Positive Lessons from Our Experience to Date

- Reduction of costs through technology: Use of Open Data Kit to digitally collect survey data, reducing data transfer costs and data entry errors.
- Improving external validity: Availability of nationally representative surveys with comparable indicators improves ability to project lessons onto broader context.
- Closely involve program implementers: Deep engagement with MEDA Maroc staff has ensured alignment of impact evaluation efforts with program implementation; ensured rapid response to problems.
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