

FOR NGOS, FOUNDATIONS AND DONORS

How do you prove a youth programme works?

A sample monitoring and evaluation framework and results dashboard for a youth sport-for-development programme in Botswana.

THE REAL CONTEXT

Young Batswana are more educated, but many are out of work

28.9%

Youth unemployment in 2024/25, against 21% for all adults (Statistics Botswana)

92%

of young Batswana (18–35) have secondary or post-secondary schooling (Afrobarometer, 2023)

60%

of young Batswana say they are looking for a job (Afrobarometer, 2023)

Donors increasingly fund what can be shown to work, so every youth programme needs clear evidence of results.

ILLUSTRATIVE PROGRAMME FOR THIS SAMPLE

Tsela Youth Sport Programme

Weekly football plus life-skills and work-readiness sessions, mentoring and links to employers. Tsela means "path" in Setswana. The programme and its results are invented to show how we measure impact.

300

young people

16–24

age range

3 sites

Gaborone, Francistown, Maun

12 months

plus 6-month follow-up

WHAT THIS SAMPLE SHOWS: THREE THINGS EVERY DONOR ASKS FOR

1. A clear logic

How activities lead to results: the theory of change (page 2).

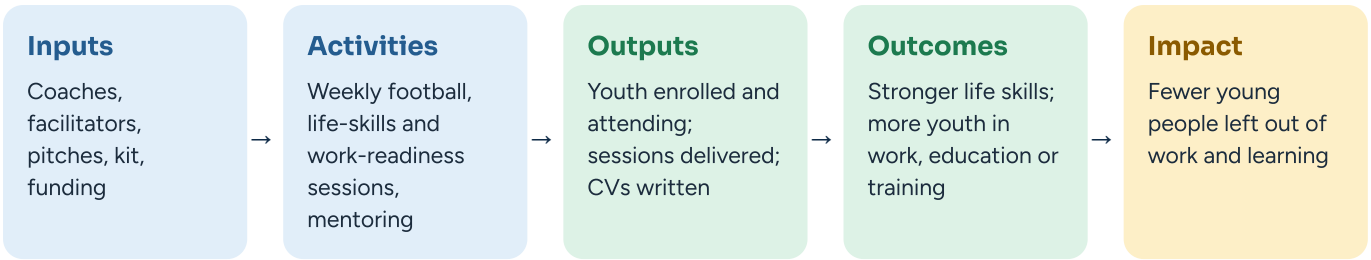
2. The right indicators

What to measure, how and when: the results framework (page 2).

3. Honest results

What changed, what didn't, and what to do next: the dashboard (page 3).

From a football pitch to a first job



The key assumption to test: that regular attendance, not just enrolment, is what builds skills and leads to work. That is why attendance is tracked every week.

RESULTS FRAMEWORK

Six indicators, each with a source and a schedule

LEVEL	INDICATOR	BASELINE	TARGET	DATA SOURCE	HOW OFTEN
Output	Youth enrolled (share young women)	0	300 (50%)	Registration forms	Monthly
Output	Average session attendance	—	75% or more	Session registers	Weekly
Output	Participants completing work-readiness module	0	240	Module records	Quarterly
Outcome	Life-skills score (0–100)	Measured at enrolment	+10 points	Pre/post assessment	Start and end
Outcome	Share in work, education or training	Measured at enrolment	40%	Follow-up phone survey	6 months after
Impact	Share not in work, education or training	Measured at enrolment	Down 20 points	Follow-up phone survey	6 and 12 months after

How data is collected. Coaches take attendance on tablets with KoboToolbox, which works offline. Participants complete a short life-skills assessment at the start and end, and a phone survey 6 and 12 months later.

Protecting participants. Participants aged 16 and 17 join with written consent from a parent or guardian. Analysis files use ID numbers, not names, in line with the Botswana Data Protection Act, 2024.

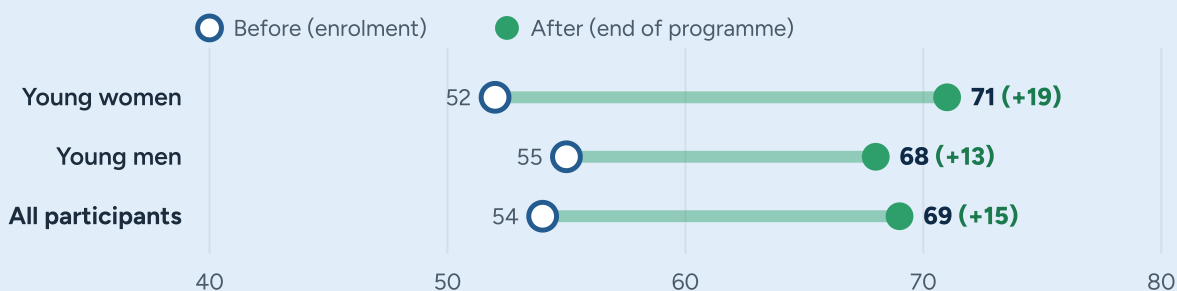
What the donor report would show

Illustrative data for an invented programme, shown to demonstrate the format. Not real results.

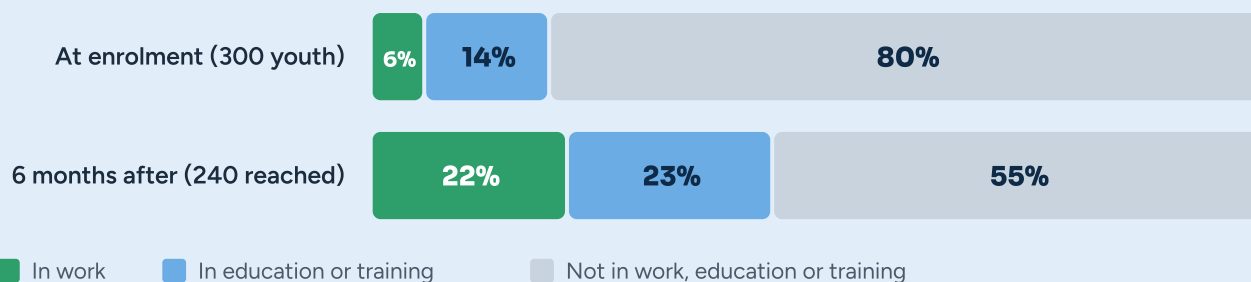
AVERAGE ATTENDANCE BY SITE AND QUARTER



LIFE-SKILLS SCORE, BEFORE AND AFTER (0-100)



IN WORK, EDUCATION OR TRAINING



Target met

45% of those reached are in work, education or training, up from 20% at enrolment. Target: 40%.

Act on Maun

Attendance fell to 61% in Q3, below target. Ask participants why before the next funding round.

Read with care

60 of 300 were not reached at follow-up. Those who were may be doing better than those who weren't.



Need evidence for your donors?

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