Effectiveness refers to:

- Whether the programme intervention is on course to achieve the expected outputs and immediate outcomes and is making progress towards the intermediate outcomes;
- Whether there are any unintended results, either positive or negative observed

Implementation/Efficiency refers to:

- How economically were resources/inputs (funds, expertise, time, etc.) converted to outputs
- Whether outputs achieved on time and on budget

Sustainability refers to:

- What is the likelihood that results/benefits will continue after the closure of the project;
- Are there committed financial and human resources, at national level to maintain benefits and results;
- Is the external environment conducive to the maintenance of results coming out of the programme.

1.4.3 Sources of information

Secondary data sources: desk review
All relevant documents, such as the Strategy for Development of Samoa, 1-UN-YEP Programme Document, YEP review reports, publications from UN agencies; policy and strategy documents have been reviewed. Other material include documents relevant to the YEP evaluation, from all available sources, including international development partners, material not in the public domain but availed; work plans, mission and workshop reports, baseline surveys, monitoring data, country data and previous M & E reports, where they exist, review of quarterly and annual reports.

Primary data sources: stakeholder consultation
The evaluator has done a stakeholder consultation to get diverse views on progress towards the attainment of project goals and their indicators. A series of meetings were convened with selected YEP management and representatives of key stakeholders, government ministries and different groups of beneficiaries identified as appropriate. The evaluator engaged representatives of UN agencies, relevant Government Ministries, private sector and Chamber of Commerce and Industry and Civil Society Organisations (CSOs) in Upolu Island and visited stakeholders and beneficiaries on Savaii Island as well.

1.5 Data collection and analysis
Data collection comprise individual and focus group interviews, with triangulation where necessary. Evaluation instruments have been developed to generate primary
information through face to face interviews, discussions and through the administration of questionnaires. Data analysis comprises all kinds of quantitative information and qualitative data from relevant documents, information, available from the YEP stakeholders.

1.6 Performance and ethical standards
The evaluation seeks to maintain independence and objectivity, in line with the UN Evaluation standards, guidelines and ethical standards. Efforts have been made to make the process as participatory as possible through the engagement of all key stakeholders.
Table 1 shows the Theory of Change/Logic Model Analytical Framework, 1-UN Youth Employment Programme, Samoa.

**Table 3: Theory of Change/Logic Model Analytical Framework, TUN-Youth Employment Programme**

<table>
<thead>
<tr>
<th>Situation Analysis</th>
<th>Goal</th>
<th>Outputs/Indicators</th>
<th>Outcomes - Impact</th>
<th>Key Assumptions, Risks and Barriers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Samoan economy based on primary fisheries, agriculture and small-scale manufacturing and tourism. The tourism industry particularly good. Economy remains vulnerable due to remoteness, income volatility, limited economic diversification, and susceptibility to natural disasters, environmental damage and limited institutional capacity.</td>
<td>The development challenge</td>
<td>Sustaining levels of economic and employment growth to match population growth and demand - Economy highly dependent on tourism, development assistance and remittances, and lowly diversified High levels of youth unemployment and constrained formal sector employment generation Lack of capacity, skills, knowledge and information on job creation avenues and opportunities</td>
<td>Outputs - Three key outputs: Output 1: Bridging the gap between supply and demand in the labour market; facilitating youth access to information on employment and business opportunities, job creation support services, generation of work experience; facilitation of successful entry by youth to the labour market; establishment of youth-led and technologically enabled ‘Youth Employment Network’ that provides information and employment services to facilitate their successful entry into the labour market Output 2: Tackles supply-side bottlenecks, assisting youth to gain the technical skills and entrepreneurial knowledge that enable them generate and access employment and improved income opportunities created by climate change adaptation strategies and support in strengthening agricultural, community-based tourism and creative industries value chains. Output 3: Dealing with demand-side constraints; strengthening youth-led micro and small developing tailored and comprehensive business development support services, private sector-led growth and policies, strategies and dialogue;</td>
<td>Short, Medium and Long-term Short-term objectives Establishment of appropriate institutional capacities and structures to carry forward the agenda of youth employment in a sustainable manner; Medium objectives Capacity of youth strengthened, with entry of young women and men into micro and small enterprises, covering diverse and high value chains scaled up; Implementation of innovative job-rich strategies across a variety of value chains. As stated in terms of reference. Long-term objectives Large numbers of dynamic, growth oriented micro and small enterprises established, with a mechanism of scaling up inclusive youth oriented private sector development and strategies for creating decent jobs and innovative businesses in a sustainable manner.</td>
</tr>
<tr>
<td>Samoan economy and labour market has suffered from the global economic crisis of 2008, the tsunami of 2009 and Cyclone Evan in late 2012. The Agriculture Sector (including fisheries) a key driver of economic growth and is key to ensuring food security, income generation and enhances export capacity. Two</td>
<td></td>
<td></td>
<td></td>
<td>Risks Climate change and other natural disasters getting out of hand and giving rise to unforeseen consequences National policy reversals Absence or lack of results-oriented planning, monitoring and evaluation/Lack of commitment to RBM at national level.</td>
</tr>
</tbody>
</table>
thirds of Samoan households involved in subsistence agriculture and fishing as integral to livelihoods. Development assistance accounts for 16 per cent; private remittances from overseas, 25 per cent. Critical challenges in sustaining economic and employment growth and poverty reduction. Formal sector contribution to the labour force, 40 percent, non-formal sector, 60 percent. Decline in formal sector employment. Youth unemployment rate is 16.4 per cent, almost double national unemployment rate of 8.7 per cent; young women worse off than male counterparts. Non-formal sector where majority of youth are, characterised by low production, productivity and low incomes. Facilitation of an enabling environment for the growth of micro and small businesses to sustainably thrive, enhance the protection of youth through the legislative measures instituted to empower the informal sector; establishment of a legally empowered informal economy that gives greater protection and reduced vulnerability for youth.
2. Summary of Findings

2.1 Relevance

2.1.1 Contribution toward higher level development changes
The Youth Employment Programme is highly relevant and in line with Samoan national strategy and development priorities. As part of the broader strategy to tackle development challenges in Samoa, YEP is placed at the centre of national development programming. The YEP is also aligned to the National Youth Policy (2011 – 2015) and National Youth Employment Action Plan (SNAP); and the draft follow up National Youth Policy (2016 – 2020), which had its finalization process terminated prematurely in July 2016\(^1\). The Midterm Evaluation understands that the underlying factors behind this delay or suspension of the finalisation of the new National Youth Policy were to do with the changes at the MWCSD, with the restructuring exercise and attendant challenges that arose from those developments.

The YEP is relevant to the UN-wide development process involving the 5 participating agencies and the SDG 8: ‘Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all’. The YEP is also fully aligned to the overall UN goals and feeds into the United Nations Development Framework at national and regional level. The strong support and leadership of the UN Resident Coordinator was central to demonstrating an effective response to the request of the Government to the UN system for greater joint programme delivery to address youth unemployment.

2.2 Programme design
The outcomes, outputs and targets in the logframe are clearly defined but not achievable (being ambitious) for the short duration of the YEP, also in view of the less than 20 months of implementation of the programme. This is reaffirmed by the level of delivery on the outputs and targets in relation to what was planned in the AWPs.

The YEP is very ambitious in the plans to achieve the outputs and outcomes in the given timeframe – these require at least 5 years to achieve, not the 2 years of effective implementation.

Although YEP is jointly planned, implementation is done through a process which tends towards focus on individual agency mandates, for example, Savaii Cocoa value chain support which is supported by the UNDP as a YEP sub-component. It is understood that, outside of YEP, the Food and Agriculture Organisation (FAO), has a different value chain initiative focusing on fruit trees with a time frame of three years, from 2017 – 2019. This is an avenue to build on the UNDP support, with synergies formed in the Savaii cocoa initiative with FAO supported interventions.

YEP is supposed to end in December 2017; however, the programme may be extended to December, 2018, to enable a proper transition to an envisaged next phase of programme implementation, if this is approved. The ILO’s input to the

\(^1\) For it to have any value added to youth development programming in Samoa, and in view of the delays that have already been experienced, the finalization, including the validation of the current National Youth Policy (2016 – 2020) ought to be undertaken, before the end of the first quarter of 2018.