

## **Effectiveness**

5.1.7 The involvement of large number of partners, Government, MWCSO, MCIL, SBEC, CoC, SNYC and others reflects the wide variety of stakeholders required to take the youth employment development agenda forward, and must be maintained. Policy advocacy, legislative reforms, dialogue, on youth employment, transformation of the informal sector, sector level, macro level reforms, including issues of financial inclusion, are key to employment creation and had not been fully factored in the YEP development and implementation mechanism. The MWCSO must play a proactive lead role at the macro levels to enable this to transpire.

## **Sustainability**

5.1.8 The Midterm Evaluation notes that the National Youth Policy (2016 – 2020) is still in draft form, remaining an unfinished business due to the SNYC not being fully functional. The SNYC was/is dogged by human resources capacity gaps and organisational challenges in the implementation arrangements; making the organisation largely ineffective to achieve its mandate.

5.1.9 The alignment of the National Youth Development Agenda, SNYC, SNAP, CSP was not adequate due to the absence of a coherent financial resource mobilisation strategy and implementation arrangements which were linked effectively to delivery of the outcomes. Linkages between the YEP and National Youth Service Volunteer Scheme and the planned Youth Employment Fund had not been articulated well, posing a sustainability constraint. The CSSP which was supposed to meet funding requirements for the YEP was unable to meet that undertaking, due to challenges within the CSSP institutional set up, retarding progress for youth employment initiatives which were planned in the AWP. This development was not favourable to the sustainability of the YEP in the medium to long term.

5.1.10 The facilitation of policy dialogue, development of legislative instruments for a truly empowered process, technical capacity development, organisational development had not been fully articulated in the YEP implementation because of emphasis on downstream project sub-components.

**5.1.11 Gender equality and women empowerment:** The key components and sub-components of the YEP demonstrated a reasonable degree of measures to tackle gender equality issues and women empowerment. There is, however, room for improvement to enable implementation and development of a monitoring and evaluation system that is truly results based.

## **Innovation**

5.1.12 The youth employment programme has various components, from the E-Youth Hub, which require substantial skills and capacity development of the youth on ICT; the internship programme, targeting PSET and out-of-school youth, organic farming, fruit tree (FAO) and Savaii Cocoa, culinary training and arts and crafts. The YEP has a solid innovative thrust, with a high potential to influence the creation of sustainable jobs for the youth in both the formal and non-formal sector.

## **5.2 Recommendations**

5.2.1 The Evaluation recommends that the YEP be extended by minimum one year to enable proper winding down of current programme phase.

5.2.2 The YEP PMU ought to be turned into a Technical Assistance Team (TAT), with all key staffing gaps filled.

5.2.3 Review YEP design so it fits into the current scheme of the programme, linking up with the national policy development processes, especially the current National Youth Policy (2016 – 2020). The future YEP design must also be planned on the basis of more realistic financial resource planning, ensuring correlation between the actions and available financial resource envelope.

5.2.4 Policy advocacy and key issues of financial inclusion need to be prioritised in the design and institutional implementation arrangements, with better policy level targets and indicators defined in the logframe. There is also need for capacitating the monitoring and evaluation component of the YEP, ensuring a results based M & E system. Consideration is required for short-term external expertise to nurture and mentor the available in-house human resources. Furthermore, the role of the UNRC in ensuring visibility of the YEP at high policy level also needs to be strengthened or consolidated to ensure sustained government buy-in at the highest decision making structures, namely the Executive and other arms of the state such as the Legislature and Cabinet and Local Government.

5.2.5 The MTE recommends that the UN and cooperating partners adopt more robust financing strategies for the YEP, innovative and sustainable approaches that should feed into the next YEP design. The mechanisms to pursue funding from the Civil Society Support Programme for the start-up of the Youth Employment Fund and can incorporate the PPPs which the YEP had already begun to explore in many of its components and sub-components;

5.2.6 The National Youth Volunteer Service Scheme – UN/MWCSD ensure current efforts feed into a sustainable youth employment and empowerment mechanism.

5.2.7 There is need for the UN and MWCSD to firm up the institutional and organisational structure of the SBI and small business development initiative, overall.

5.2.8 There is need for clearer implementation, coordination and monitoring of and evaluation arrangements, for better accountability in delivery of planned results.

5.2.9 The UN and development partners needed to make concerted effort to capacitate the Samoan National Youth Council to become a more results based organisation, with better human resources capacity and skills and better funding base. This is necessary to tackle youth development issues, including youth unemployment on a sustained basis.

5.2.10 Savaii Cocoa – Climate Change and Disaster Resilience – There is need for more synergised approach between YEP stakeholders, namely, UNDP and FAO inputs to the value chain development, drawing on lessons learnt in the current development phase.

5.2.11 Farm to Table – Value Chain Approach to Organic Farming. It is strongly recommended that the MWCSD play a more active role in integrating this programme into the delivery and results of the YEP. The potential to involve other key stakeholders, government, private sector and civil society, in a more substantive way must also be explored.

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## ANNEX 1: TERMS OF REFERENCE

### Consultancy Services for a Mid Term Evaluator for the YEP Project

#### Background

The One UN Joint Youth Employment Programme of Samoa (the YEP) is guided by Samoa's Youth Policy (2016 – 2020) and the National Action Plan for Youth Employment (2016 – 2020).

The YEP focuses on two strategic priorities:

- Increasing the employability of youth through improved alignment of education and skills supply to labour market demand; and
- Catalyzing youth entrepreneurship for village-based economic development and job creation, while strengthening the enabling environment for the empowerment of youth in the informal economy.

To achieve the two strategic priorities above and ensure their sustainability, the YEP is building the capacity of youth groups, organisational stakeholders and Government Ministries to enable a fully integrated approach to youth employment.

Increasing the employability of youth through improved alignment of education and skills supply to labour market demand is being achieved by supporting the development of a national level electronic platform of comprehensive labour market information (e-Hub). Analysis of this information will provide the basis for policies and corporate plans that ensure the supply of education and skills is aligned to the current and emerging demands from the labour market. The Ministry of Commerce, Industry and Labour (MCIL) will manage the national level e-platform, with youth profiles being provided from the e-Hub database developed by the Samoa National Youth Council.

#### Duties and Responsibilities

- Inception phase planning note including a reference to the desk-based review of background documents, the suggested evaluation methodology and the main conclusions from briefings & discussions by telephone with relevant key stakeholders
- Debriefing note on the field mission to Samoa, including relevant information about interviews and observations, and main feedback from the initial findings presentation given to the UNDP Resident Representative
- Preliminary MTR report drafted, submitted for review and feedback and validated by UNDP MCO
- MTR report received, incorporating all feedback and validated by UNDP MCO

#### Competencies

##### Corporate Competencies:

- Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability;

##### Functional Competencies:

### *Knowledge Management and Learning*

- Shares knowledge and experience;
- Actively works towards continuing personal learning, acts on learning plan and applies newly acquired skills;

### *Development and Operational Effectiveness*

- Ability to perform a variety of specialized tasks related to administrative supports, including project data management support, reporting, and logistics for project implementation;
- Ability to provide input to business processes re-engineering, implementation of new system, including new IT based systems;

### *Leadership and Self-Management*

- Focuses on result for the client and responds positively to feedback;
- Consistently approaches work with energy and a positive, constructive attitude;
- Remains calm, in control and good humoured even under pressure;
- Demonstrates openness to change and ability to manage complexities;
- Good inter-personal and teamwork skills, networking aptitude, ability to work in multicultural environment.

## **Required Skills and Experience**

### **Education:**

- Degree in political science, development studies, economics, public administration or related field;

### **Experience:**

- At least 10 years of relevant experience in inclusive growth work at senior;
- Proven experience in undertaking evaluation project;
- Global experience i engaging with inclusive growth development is highly desirable;
- Excellent interpersonal and cross-cultural communication skills, and ability to meet tight deadline;

### **Language:**

Excellent English written and communications skills

## ANNEX 2: ONE-UN YEP EVALUATION CRITERIA CHECKLIST

Table A1: Evaluation Criteria & Questions Matrix Checklist (Guideline Only) – Youth Employment Programme, Samoa: 2017				
Evaluation Criteria	Key questions specific sub-questions	Data Sources	Data collection Methods/Tools	Indicators/Success Standard
<b>Relevance/design</b>  <b>All Components</b> - Development of the Youth Employment Network (YEN)  - Entrepreneurship knowledge and skills (capacity) to access emerging employment opportunities  -Holistic youth led micro and small enterprise development	Do baselines exist? Has there been benchmarking with baselines, evidence based tracking of performance indicators, for all components and sub-components	UNDP, ILO, FAO, UNESCO, UNV, MWCSO, MCIL	Interviews Document Review	Performance indicators in place (Youth registered and using the YEN, by gender)
	Has programme management factored changed circumstances and critical constraints by updating the intervention logic, if necessary?	UNDP, ILO, FAO, UNESCO, UNV, MCIL, MAF, Annual Reports	Interviews, Document Review	Employment opportunities secured (quantity and quality)
	Is the design of the programme clear with clear targets, outputs and outcomes	Programme documents	Interviews Document Review	Number and quality of MSEs established (formal and non-formal) over time Capacities/information skills strengthened in local value chains; agriculture, creative industry, eco-tourism; Sectoral composition of employment generated
	Is the programme assisting in addressing the root causes of youth employment challenges in a realistic and or pragmatic manner?	UNDP, ILO, FAO, UNESCO, UNV, MWCSO, MCIL, MAF, Programme documents Annual Reports	Interviews Document Review	Programme results
	How linked is the programme to the national development strategies and priorities, National Youth Policy, Youth		Interviews Documents Review	GTP indicators

	Employment Action Plan, Strategy for the Development of Samoa (SDS) and UNDAF			
	How is the 1UN-YEP aligned to other sectoral policies and strategies?	M & E Programme documents, Review Reports	Interviews and Documents Review	
	What efforts are there at reducing duplication of effort and to enhance synergy? Elaborate.	Programme documents Review Reports	Interviews, Documents Review	Implementation Processes/Strategy in place
	Appropriateness of method(s) of delivery to the country's development context?	UNDP, ILO, FAO, UNESCO, UNV, MWCSD, Programme documents, Review Reports	Interviews Documents Review	Design and Implementation arrangements
	Lessons learnt from previous strategies and interventions, if any? How does this influence your strategy?		Interviews Documents Review	Lessons – all performance areas
	Is the problem that is being addressed clearly identified and the approach soundly conceived?		Interviews Documents Review	Design and results framework
	Extent to which the Indicator Framework is Results-Oriented: Are indicators well defined and relevant to measure the achievement of objectives?		Interviews Documents Review	Design and Indicators for performance
	Programme periodic reviews: do they focus on indicators and targets set at the planning and design process? Are critical assumptions regarding targets in the key result areas realistic?		Interviews Documents Review	Indicator framework design and performance indicators
	Have new, more relevant needs emerged that should be addressed, which the programme is not addressing?		Interviews Documents Review	Emerging Issues
<b>Effectiveness</b> <i>(Analysis by each component area)</i>	Is the programme addressing the actual needs that necessitated its formulation? What progress has been made towards achievement of planned outputs and	UNDP, ILO, FAO, UNESCO, UNV, MWCSD, MCIL, MAF, M & Review reports	Interviews Document Review FGDs with	Programme performance indicators