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FINAL REPORT

***End of Programme Evaluation of The
Youth Employment and Empowerment
Programme (YEEP)
Sierra Leone (NO: SLE/IC/2018/115)***

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ABBREVIATIONS AND ACRONYMS

AFDB	African Development Bank
AFP	Agenda for Prosperity
AWP	Annual Work Plan
BDS	Business Development Services
BPC	Business Plan Competition
CAPS	Career Advisory and Placement Services
CEPAD	Community Empowerment for Peace and Agricultural Development
CV	Curriculum Vitae
DAC	Development Assistance Committee
DFID	Department for International Development (UK)
DIM	Direct Implementation Modality
DYC	District Youth Commission
EU	European Union
GDP	Gross Domestic Product
GIP	Graduates Internship Programme
GIZ	German International Cooperation
HACT	Harmonised Approach to Cash Transfer
ICT	Information Communication Technology
IFAD	International Fund for Agriculture Development
IPs	Implementing Partners
LOA	Letter of Agreement
MCG	Micro-Capital Grant
MDA	Ministries, Departments and Agencies
MDG	Millennium Development Goals
MOYA	Ministry of Youth Affairs
NASSIT	National Social Security and Insurance Trust
NAYCOM	National Youth Commission
NGO	Non-Governmental Organization
NIM	National Implementation Modality
NYS	National Youth Service
OECD	Organization for Economic Cooperation and Development
PRSP	Poverty Reduction Strategy Paper
PWD	People Living with Disability
SABI	Sierra Leone Agri-Business Initiatives
SDGs	Sustainable Development Goals
SLIHS	Sierra Leone Integrated Household Survey
TOR	Terms of Reference
TVET	Technical and Vocational Education and Training
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNEG	United Nations Evaluation Group
WB	World Bank
YEPP	Youth Employment and Empowerment Programme

EXECUTIVE SUMMARY

Pursuant to the UNDAF strategic directions for inclusive growth as a framework for improved labour and employment, the YEOP has complemented the Government of Sierra Leone's "Agenda for Change" and "Agenda for Prosperity". According to the World Bank's 2017 Health, Nutrition and Population Statistics, "Sierra Leone is experiencing teeming number of young people". The Report observes that "There is large unemployment and underemployment in the economy, estimated at 70 percent, while many of those that are engaged could hardly find decent jobs". With this background, the main objective of the YEOP of "Expanding the size and outreach of the existing scheme to continue to support the creation and growth of sustainable enterprises leading to increased employment opportunities for young people" was relevant to the development concern of the period.

This Evaluation condensed the Objectives of the six years of YEOP implementation (2013-2018) into two logical headings as follows:

1. Institutional Capacity and Policy Development

2. Youth Employment through Micro & Small Business Development.

To achieve these objectives, the Programme targeted five main Outputs as follows:

1. Increased youth employment through career advice, internship programmes and business development services
2. Improved capacity of NAYCOM and MOYA in leading and coordinating youth policy and programmes in the country
3. Enhanced sustainable livelihoods and economic recovery of prioritized groups through green jobs and quick impact agri-business projects
4. Enhanced capacity of youth entrepreneurship and capacities of service providers enhanced for entrepreneurship development for self-employment with a specific focus on environment friendly enterprises and livelihoods
5. YouthConnekt Programme established in Sierra Leone.

The main Activities for achieving these Outputs were:

- Technical Assistance (TA) personnel to the Ministry of Youth Affairs to facilitate its establishment and to NAYCOM to strengthen its project management capacity
- Technical and financial support to NAYCOM to prepare its Five Year Strategic Programme Document
- Support to establishment of the National Youth Service Scheme
- Capacity strengthening of the NAYCOM and MOYA through financial and technical support to these institutions and their subsidiaries
- Establishment and continued financial and technical support to Business Development Services centers
- Establishment and continued financial and technical support to the Career Advisory and Placement Service centres
- Establishment and continued financial and technical support to the Graduate Internship Programme.

Overall, a substantial number of youth, including females have been empowered by the YEEP. Upon weighing the actual delivery against planned activities over the period, the Evaluation concludes that a major part of the Annual Work Plans was implemented, thereby advancing the project's objectives. However, there were important planned Activities which could not be attended to, at times due to inadequate funds against the burgeoning project portfolio, limited delivery capacity of the implementing institutions, the constrained coordination capacity of NAYCOM, policy incoherence within the sector and the short-term nature of the Work Plans, which themselves were substantial and elaborate with ambitious annual targets.

Evaluation of the **Efficiency** of use of resources showed significant value for money. The application of UNDP's procurement and financial management procedures underpinned this prudence. The stakeholders also affirmed that the project funds were applied for the most relevant activities.

The YEEP made significant impact on the relevant national policy discourse and sector programmes. In that regard, current national development agenda has focused on youth employment and entrepreneurial development. Indications are that the needed political will is emerging and adequate resources will be availed to advance the cause of the sector. The YEEP modules, including the Business Development Service enhanced the entrepreneurial capacity of potential youth entrepreneurs. The success of these businessmen and women will inure to economic and social advancement in their communities.

Despite the obvious socio-economic benefits that the YEEP has manifested and its popularity with the communities, there persisted a major challenge of lack of counterpart funding. The resultant over-dependence on donor funding for the Programme did not augur well for future sustainability of the Programme. Another major constraint was the lack of clarity of institutional mandates, which at times impeded important decision-making and action.

These concerns must engage the attention of national decision makers who should adopt innovative funding ways for the sector and also streamline the relevant governance framework.

The main findings of this Evaluation are that, the YEEP has **overwhelming acceptance** among its target groups and stakeholders and has empowered many of its beneficiaries. It is still a sought-after option for entrepreneurship development. Unfortunately, the programme has lacked partnership support to keep its growth adequately funded and development partners in the sector have kept their individual portfolios. This Evaluation has made a number of recommendations on the policy and governance environment, project design, finance and partnership with the view to expanding the size and outreach of the existing scheme to continue to support the creation and growth of sustainable enterprises leading to increased employment opportunities for young people, with private sector development and green jobs at the core of the strategy.

CHAPTER ONE: BACKGROUND AND INTRODUCTION

Background

The UNDP has contributed in diverse ways to Sierra Leone's Agenda for Prosperity (2013-2018) and its predecessor Agenda for Change (2008-2012). This is with the overall aim of fostering the country's progress in attaining the UN Millennium Development Goals and the succeeding Sustainable Development Goals. Among several others, the collaboration has also focused on projects to reduce poverty in Sierra Leone and increase opportunities for the young people. In that regard, the Government of Sierra Leone, having prioritized youth development, has engaged with the UNDP in implementing phases of the Youth Employment and Empowerment Programme to develop the potential, creativity and skills of the country's youth for national development.

Sierra Leone enjoyed a steady increase in income per capita from 2002 to 2014, its longest period since independence in 1961. Agriculture (including livestock, forestry and fisheries) grew by 8 percent on average per year between 2001 and 2014, contributing to almost half of the increase in real GDP. Industry and the services sector rose more moderately at an annual average rate of 1.7 and 3.8 percent respectively. Subsequently, the high growth spell shifted towards industry with the mining sector showing the fastest growth of an average 44.0% per annum during the period. The boost in the economy was triggered by post-war reconstruction and slow resumption of economic normalcy as displaced populations returned to their homes and responded to the establishment of peace. This atmosphere was further driven by an increase in employment between 2002 and 2009 and by an increase in private investment between 2010 and 2014. Between 2002 and 2009, employment grew by 4.2 percent per year and occurred mainly in agriculture as the displaced population returned to the farms after the war.

Sierra Leone's longest growth period ended in 2015 when the country was severely hit by the twin shocks of the Ebola outbreak and the drop in iron ore prices at the global market.

The population of Sierra Leone is estimated at 6,732,898 (*Sector Paper by Ministry of Lands and Housing, 2018*), of which 35% are within the youth category. The National Youth Policy (2018) of Sierra Leone defines youth as young people (male and female) between 15 and 35 years of age. The population pyramid below (figure 1) showed a youth bulge. This presented challenges to jobs availability. Under the economic circumstances described above, supply of socioeconomic opportunities fell far short of population growth rates, especially in the rural areas. Hence, migration to urban centres continued. Where urban opportunities were scarce, the need to prioritise youth employment and empowerment became imperative. There was large unemployment and underemployment in the society, estimated at about 70 percent, while many of those that were engaged could hardly find decent jobs at the same time¹. Indeed the pool of young people constituted a demographic dividend, as it represented a readily available source of labour for economic transformation. Nonetheless, it equally represented a resource curse in diverse ways if the requisite investment in social and economic services was not made.

¹ World Bank (2017): *Health Nutrition and Population Statistics*

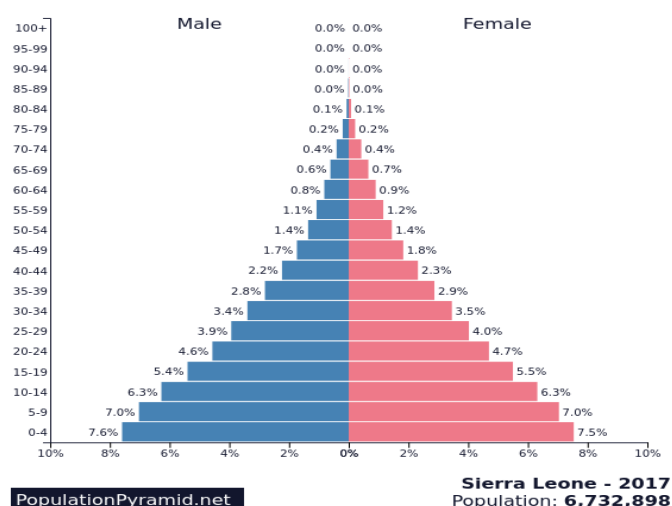


Figure 1: Sierra Leone's Population Pyramid

Source: Sector Paper by the Sierra Leone's Ministry of Lands and Housing (2018)

With the above socio-economic scenario, employment policies and programmes, especially in relation to the youth rightly engaged centre stage of national development strategy. The Government of Sierra Leone was therefore inevitably engaged with the UNDP in implementing the Youth Employment and Empowerment Programme (YEEP). The 2013-2018 phase of the YEEP, which is the remit of this Evaluation, was aimed at building on the earlier programmes to link with the private sector to achieve sustainable livelihoods and employment creation for the youth. In this regard, UNDP supported the Government of Sierra Leone to increase employability of the youth and develop their ability to establish sustainable employment generating enterprises. This support was intended to enable creation of formal sector enterprises which benefit from fiscal incentives, financial and market support and technical capacity strengthening, with the necessary social security and labour rights protection of their workers.

Programme Objectives

In 2011 UNDP supported the Government of Sierra Leone to implement the 2011-2012 YEEP as a comprehensive development programme aimed at strengthening the national policy, strategy and the projects for youth employment and empowerment. Among others, the Programme supported the Ministry of Youth Affairs (MOYA) and the National Youth Commission (NAYCOM) to empower the youth to develop their potentials, creativity and skills for national development.

Following completion of the above phase, UNDP supported implementation of the 2013-2018 YEEP with the following main objectives:

- ***To provide rapid employment opportunities and income generating activities for young people***
- ***To strengthen the capacity of the Ministry of Youth Employment and Sports and National Youth Commission***
- ***To promote and facilitate the participation of young people in decision-making processes and the development of youth interest initiatives***

- *Strengthening the national policy, strategy and coordination for youth employment and establish, on a national basis, basic support services for youth including business development support, graduates' internship and youth career advice all geared towards increasing the employability of youth*
- *Establish, on a national basis, basic support services for youth, including business development support and youth career advice and graduate internships all geared towards increasing youth employability*
- *Assist the Government of Sierra Leone to target development investments to the youth sector as a strategy to achieve the MDGs.*

Implementation of this outgoing phase of the YEEP was on the basis of Annual Work Plans. With the completion of this latter phase of the Programme in sight, this Evaluation is tasked to implement the Terms of Reference in Annex 1 of this Report.

Evaluation Methodology

This Evaluation of the 2013-2018 YEEP carried out a qualitative and quantitative assessment of the Programme in its quest to achieve its main objectives. Based on the lessons learnt, this assignment is submitting recommendations to inform the next programming cycle of the UNDP, which should also inform any further relevant actions of the Government of Sierra Leone.

The sequence of analysis has followed the **Logical Framework Approach** for projects evaluation. In that regard, the assignment assessed the extent to which the Programme's **Objectives** have been addressed by the **Outputs** of the series of **Activities**. The analyses assess the Programme's adherence to the Annual Work Plans in an effort to determine the Programme's implementation **effectiveness**. Subsequently, based on the extent of attainment of the Programme's objectives, the Evaluation assessed the Impact of the intervention, taking into consideration the appropriate attributions. This approach is



Figure 2: Model of Evaluation and Impact Analysis

depicted in the Figure 2 above.

It is worthy of note that in view of the short episodes of the Programme's implementation on the basis of Annual Work Plans, a thorough Impact Analysis could not be realistic. Analysis of the Activities examined the implementation modalities, financial management, monitoring and evaluation, UNDP oversight and coordination, partnership arrangements and alignments with global development targets, as well as beneficiary participation. The evaluation included review of the Programme's design and the assumptions that constituted the its Theory of Change. This effort also interrogated the mainstreaming of gender, disability and green economy.

As directed in the TOR, this Evaluation has been carried out in accordance with UNEG Evaluation Norms and Standards of Evaluation and Ethical Standards, as well as OECD/DAC Evaluation Principles and Guidelines and in full compliance with the DAC Evaluation Quality Standards. It involved the participation of all major stakeholders through direct interviews, field observations, focus group discussions, review of qualitative and quantitative secondary materials and a stakeholder consultation on the consultants' Findings held at the UNDP. The various reviews were guided by the standard Evaluation Criteria, which interrogated:

1. **Relevance:** The extent to which the development intervention conforms to the needs and priorities of target groups and the policies of recipient institutions and donors. To determine whether the interventions were the right ones to achieve the project's objectives.
2. **Effectiveness:** The extent to which the development intervention has achieved its objectives. Whether the intended purposes and outputs were achieved.
3. **Efficiency:** The extent to which the costs of the development intervention can be justified by its results, taking alternatives into account. To assess if resources were deployed in the best possible way.
4. **Impact:** The totality of the effects of the development intervention, positive and negative, intended and unintended. To find out the extent to which the interventions contributed to the overall goal of the project.
5. **Sustainability:** The continuation or longevity of benefits from the development assistance. To assess if there will be continued positive impacts of the project after its tenure.
6. **Constraints:** To find out the main risks to the project's implementation and recommend mitigation measures to guide the future.
7. **Lessons:** To draw the main lessons and feedback of this intervention to guide the future

In view of the overwhelming nature of the problem of youth unemployment and the evident acceptance of the YEPP in all its ramifications, this evaluation took for granted the **Relevance** of the Programme and preoccupied itself with the remaining evaluation criteria.

Data Collection

The Evaluation took cognizance of the limited duration of the assignment and focused its data collection on key YEPP activities. Five days of intensive field survey was carried out to obtain primary data and feedback from local CAPS, GIP and BDS institutions in Makeni, Kenema and Bo. Extensive consultations were also carried out through key project institutions in Freetown, including selected Development Partners who were immediately available (GIZ, and World Bank). The list of persons consulted is attached to this Report as Annex 3 and the "Schedule of Evaluation Data Collection" is presented in Annex 5. This consultancy obtained a vast array of relevant primary and secondary data and feedback from the host of institutions and individuals through direct interviews, observations and focus group discussions. The field surveys and consultations were facilitated by the UNDP Project personnel who also ensured that the deliberations were independent.

Evaluation Matrix

The assignment's Terms of Reference proffered key evaluation questions, which this consultancy complemented with a number of situation specific questions for the interviews and discussions. Every meeting generated its typical questions for interrogating the specific

subjects. These questions, together with their corresponding collection methods and indications of the sources of data constitute the Evaluation Matrix, which is presented in Annex 4.

Data Analysis

The data collected through the above means have been organized and verified for validation. Further to that the field data have been triangulated with information from desk reviews of authentic documents and statistical data from trusted sources, including NAYCOM and UNDP. This has enabled the Evaluation to obtain the appropriate feedback on the various evaluation criteria and to analyse the stock of data for appropriate interpretation and report preparation.

Scope of Survey

With the Programme's objectives in view, the Evaluation examined implementation of the planned activities of the six Annual Work Plans and assessed the relation of the outputs to the objectives. The Activities are located in institutions around the country and the assignment endeavoured to obtain feedback from a selection of these institutions. In this process, the Evaluation covered both implementing institutions and beneficiaries. It also focused on the roles played by the UNDP, MOYA, NAYCOM and selected Development Partners and made appropriate assessments.

Alignment with UNDAF Outcome

UNDAF-Sierra Leone defines the UN's contribution to the Government's development strategy. The YEEP contributed to Pillar 5 of the Poverty Reduction Strategy Paper (Labour and Employment) and to the UNDAF Outcome Indicators for "Private Sector Enabled To Lead On Accelerated Generation Of Sustainable Inclusive And Decent Employment". In line with the strategic directions of the UNDAF on "Inclusive growth as a driver for improved labour and employment", the YEEP over the years complemented the Government's "Agenda for Change" and "Agenda for Prosperity". A number of Outputs of the YEEP were aligned with the UNDAF Outcomes. Some of the key Outputs are presented in the following Table 1.

Table 1

YEEP Output That Contributed To UNDAF Outcomes

Employability of youth is enhanced through career advice, internship programmes and entrepreneurship development
NAYCOM and MOYA are able to lead and coordinate youth policy and programmes in the country
Increased youth employment through career advice, internship programmes and entrepreneurship development services

UNDP in the Youth Arena and Proposed Role

Youth Employment and Empowerment cut across many economic sectors involving diverse public and private stakeholders. In addition, Development Partners are supporting youth activities in different parts of the country and in various sectors. The need for efficiency makes a case for synergy synergies among Development Partners in this sector. Some of the notable Development Partner interventions in the youth employment area include:

- the newly designed \$20 Million World Bank Project on Skills Development
- the current EU-funded project
- the GIZ youth promotion and employment project and the TVET technical assistance project
- the Youth Entrepreneurship and Employment project funded by AFDB and managed by National Youth Commission (NAYCOM). This technical assistance project focuses on providing entrepreneurship skills training and developing career guidance services, all of which are complementary to the interventions of the YEPP.

In view of UNDP's record of consultations and technical discussions with the World Bank, GIZ and other development partners engaged in youth activities, this Evaluation is of the view that UNDP should:

- create the platform for effective synergy and coordination among all the development partners engaged in youth development
- base on its comparative advantage of working with governments on youth employment and effectively collaborate with MOYA, NAYCOM, National Youth Service and other appropriate government agencies to encourage donors and other partner agencies, including civil society organizations to coordinate funding and other resources to support youth policies and interventions. This is to avoid the risk of duplication, conflict and poor coordination
- deploy international best practice to induce and facilitate effective participation of the private sector in the YEPP programme
- catalyse integrated support from the UN and strengthen coordination with UN Agencies engaged in youth activities
- refocus on technical and operational capacities of government partners to better address the complex youth challenges in the country. This will include capacity to assess and manage interconnections, linkages and trade-offs across sectors engaged in youth activities.

Alignment with Sustainable Development Goals

The Expected Outputs and Targets of the YEPP were aligned with targets of eight of the UN Sustainable Development Goals. The Table 2 below presents the aligned Goals with examples of the corresponding Targets.

Table 2

Relevant Sustainable Development Goals
Goal 1. End poverty in all its forms everywhere. Target 1.5: By 2030, build the resilience of the poor and those in vulnerable situations and reduce their exposure and vulnerability to climate-related extreme events and other economic, social and environmental shocks and disasters
Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture. Target 2.3: By 2030, double the agricultural productivity and incomes of small-scale food producers, in particular women, indigenous peoples, family farmers, pastoralists and fishers, including through secure and equal access to land, other productive resources and inputs, knowledge, financial services, markets and opportunities for value addition and non-farm employment
Goal 3. Ensure healthy lives and promote well-being for all at all ages. Target 3.5: Strengthen the prevention and treatment of substance abuse, including narcotic drug abuse and harmful use of alcohol
Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all. Target 4.4: By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship
Goal 5. Achieve gender equality and empower all women and girls. Target 5.a: Undertake reforms to give women equal rights to economic resources, as well as access to ownership and control over land and other forms of property, financial services, inheritance and natural resources, in accordance with national laws.
Goal 8. Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all. Target 8.5: By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value Target 8.6: By 2020, substantially reduce the proportion of youth not in employment, education or training. Target 8.b: By 2020, develop and operationalize a global strategy for youth employment and implement the Global Jobs Pact of the International Labour Organization.
Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels. Target 16.7: Ensure responsive, inclusive, participatory and representative decision-making at all levels
Goal 17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development Finance. Target 17.17: Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships

Partnerships and Collaboration

The UNDP has formed effective partnership with the Government of Sierra Leone for the YEPP through the National Youth Commission (NAYCOM) and the Ministry of Youth Affairs (MOYA). The partnership is further strengthened by the availability of the UNDP-funded Programme Manager and Business Development Services (BDS) Officer who are both located at the

NAYCOM. This has led to effective collaboration in the planning and implementation of the YEOP. The composition of the YEOP Board of Directors, comprising UNDP, NAYCOM, MOYA and the IPs is key in further strengthening the partnership and collaboration for the Programme.

However, the evaluation observed that a robust strategy is needed to attract such international partners as the World Bank, EU, IFAD, GIZ, AfDB, as well as the private sector. It is the view of this evaluation that Government should take the lead in this effort while UNDP should provide the necessary technical support. The agencies will work together through joint strategic planning, joint work planning, coordinated implementation, identification and the expansion of best practices, joint analysis, monitoring and evaluation, information collection and dissemination. There should be a clear definition of tasks required between the various stakeholders, focusing on the same targets. According to the National Youth Service, the ADB and Plan International intend to facilitate a meeting between bi-lateral and multi-lateral donors to discuss issues relating to effective coordination and collaboration with partners in the YEOP programme.

The evaluation noted that the World Bank in collaboration with the government of Sierra Leone has developed a \$20 Million Sierra Leone Skills Development Project to increase access to demand-led skills training and to build the foundation for a demand-led skills development system in Sierra Leone. The project has two components: Skills Development Fund and Capacity Building and System Strengthening. With the growing youth population in Sierra Leone, the World Bank intends to develop another project early in 2019 to enhance youth empowerment and employment. This is an opportunity UNDP, MOYA and NAYCOM can explore towards partnership in the design and implementation.

CHAPTER TWO: EFFECTIVENESS

Expected Outputs

The Project's objectives were to be achieved through five key Outputs of various activities. Table 3 below highlights the expected Outputs of the six AWP's up to 2018.

Table3
YEEP 2013-2018: Expected Outputs

Year	Expected Output
2013	Expected Output 1: Increased youth employment through career advice, internship programmes and business development services
	Expected Output 2: NAYCOM and MoY capacitated in leading coordinating youth policy and programmes in the country
2014	Expected Output 1: Increased youth employment through career advice, internship programmes and business development services
	Expected Output 2: NAYCOM and MOYA capacitated in leading and coordination youth policy and programmes in the country.
2015	Expected Output 1: Employability of youth is enhanced through career advice, internship programmes and entrepreneurship development services
	Expected Output 2: NAYCOM and MOYA are able to lead and coordinate youth policy and programmes in the country
2016	Expected Output 1: Employability of youth is enhanced through career advice, internship programmes and entrepreneurship development services
	Expected Output 2: Sustainable livelihoods and Economic Recovery of prioritized groups is enhanced through green jobs, and quick impact agri-business projects
	Expected Output 3: NAYCOM and MOYA are able to lead and coordinate youth policy and programmes in the country.
2017	Expected Output 1: Employability of youth is enhanced through career advice, internship programmes and entrepreneurship development services
	Expected Output 2: NAYCOM and MOYA are able to lead and coordinate youth policy and programmes in the country
2018	Expected Output 1: Youth entrepreneurship and capacities of service providers enhanced for entrepreneurship development for self-employment with a specific focus on environment friendly enterprises and livelihoods
	Expected Output 2: YouthConnekt Programme established in Sierra Leone

Examination of the AWP's showed that the Project pursued the same Outputs in 2013, 2014, 2015 and 2017. Those Outputs were still pursued in 2016, with the addition of the pursuit of **"Sustainable livelihoods and Economic Recovery of prioritized groups is enhanced through green jobs, and quick impact agri-business projects"**. The 2018 AWP shifted focus to "Environment friendly enterprises and livelihoods, as well as introduction of the **"YouthConnekt Programme"** to aid further innovation.

Therefore, the 2013-2018 YEEP aimed at five main Expected Outputs as follows:

1. Increased youth employment through career advice, internship programmes and business development services
2. Improved capacity of NAYCOM and MOYA in leading and coordinating youth policy and programmes in the country
3. Enhanced sustainable livelihoods and economic recovery of prioritized groups through green jobs and quick impact agri-business projects

4. Enhanced capacity of youth entrepreneurship and capacities of service providers enhanced for entrepreneurship development for self-employment with a specific focus on environment friendly enterprises and livelihoods
5. Youthconnekt Programme established in Sierra Leone.

Programme Planned Activities (Annual Work Plans)

To deliver the above Objectives and Outputs, the AWP's were tasked with series of Activities over the timeframe. The Annex 2 of this Report provides the full list of the Programme's Planned Activities on an annual basis. Some of the key Planned Activities during the period are presented in the Table 4 below.

Table 4
Selected Key YEOP Activities: 2013-2018

2013
<ol style="list-style-type: none"> 1. Operationalize 5 existing BDS centers (financial and technical) 2. Operationalize 5 CAPS centers 3. Extend career services to the secondary schools 4. 300 graduate interns trained and placed in various placement institutions 5. Rehabilitation of the main NAYCOM office 6. Formation of a structure to manage and run the NYS
2014
<ol style="list-style-type: none"> 1. Operationalize 5 existing BDS centers (financial and technical) 2. Strengthen the operationalized 5 CAPS centers 3. Extend career advisory services to the secondary schools 4. Train and place 300 graduate interns in various placement institutions 5. Train 500 youth in IT skills (Obasanjo Skills Training Center) 6. Use the SABI center to train and establish youth agribusinesses around the country 7. Capacitate MOYA's policy and coordination role (through human resource support, expertise placement, training programmes, mentoring) 8. Formation of a structure to manage and run the NYS
2015
<ol style="list-style-type: none"> 1. Establish and operationalize 3 additional BDS centers in 3 districts 2. Extend career advisory services to 3 pilot secondary schools in the Western Urban 3. Train and place 300 graduate interns in various placement institutions 4. Train 500 youth in IT skills (Obasanjo Skills Training Center) 5. Support youth led agribusiness initiatives 6. Capacitate MOYA's policy and coordination role (through human resource support, expertise placement, training programmes, mentoring)
2016
<ol style="list-style-type: none"> 1. Establish BDS centers in 2 targeted districts and develop their management framework (Technical support LGED) 2. Support to 5 CAPS centers 3. Support career services to 4 pilot secondary schools in the Freetown and Bo 4. Train and place 120 graduate interns in relevant placement institutions 5. Train 150 youth in ICT skills, development studies, community development studies, (Obasanjo Skills Training Center) 6. Support Obasanjo Center to effectively engage in National Youth Service Scheme Coordination and Secretariat activities 7. Support youth-led agribusiness projects in Waterloo and Bo 8. Capacitate MOYA policy and coordination role (through human resource support, expertise placement, training programmes, mentoring) 9. Capacity support to NAYCOM
2017

<ol style="list-style-type: none"> 1. MCGs with 3 Implementing Partners to train 250 youths in business entrepreneurial skills training, mentorship, coaching and the provision of grants through the Business Plan Competition (BPC) 2. Support to 5 CAPS centers 3. Train and place 130 graduate interns in relevant placement institutions 4. Train 150 youth in ICT skills, Development studies, community development studies and hospitality services at the Obasanjo Skills Training Centre 5. Capacitate MOYA's role for policy development, coordination and monitoring of project implementation (through human resource support, expertise placement, training programmes, mentoring) 6. Support the implementation of the National Youth Service Scheme (NYS) Secretariat 7. Capacity support to NAYCOM to train technical staff to track, monitor and report on youth initiatives by Youth led Agencies which intern will inform the National Youth database on employment creation 8. Support capacity development of DYCs through civic engagement, including peace building initiatives
2018
<ol style="list-style-type: none"> 1. MCGs with 5 implementing partners to support 5 BDS centers to provide training on youth business entrepreneurial skills training, access to finance, risk mitigation, mentorship, coaching and the provision of grants through the Business Plan Competition for 250 youths 2. Youth skills and capacities enhanced for 150 youth for productive and quality employment at the Obasanjo Skills Acquisition Centre 3. Strengthen five CAPS Centres to provide ICT programmes, outreach programmes to Secondary Schools, Career Seminars, Job Fairs and Employers' Fora, Orientation for new students, production of CAPS publications, formation of CAPS clubs, provide labour market information, organizing debates and networking CAPS centers 4. Organize youth internship programme for 350 young graduates from tertiary institutions to be trained in IT and soft skills and placed at various institutions 5. Strengthen capacities of MOYA and NAYCOM to implement the Youth Development Partner Coordination Framework 6. Capacitate MOYA technical staff in programme cycle management and reporting

Programme Implementation

This Evaluation assessed the Effectiveness of the Project by examining the extent to which the Annual Work Plans were implemented. For that purpose, the Evaluation condensed the Objectives of the six years (2013-2018) into two logical headings and assessed the Project Activities in terms of these summary Objectives as follows:

Institutional Capacity and Policy Development

The main focus of implementation under this summary objective was on the ability of NAYCOM and MOYA to lead and coordinate youth policy and programmes in the country. Various distinct Activities of the Annual Work Plans fed into the following deliverables:

Technical Assistants: With the support of six Technical Assistance (TA) personnel funded by the UNDP, the nascent Ministry of Youth Affairs was able to initiate and deploy its structures, systems, programmes and operational procedures. The TA also helped MOYA to organize the National Youth Week events in April 2013 in collaboration with other Development Partners, National and District Youth Councils, other Ministries, Departments and Agencies. The YEPP also assisted NAYCOM with UNDP specialists to strengthen the institution.

Status of the Youth Report: The YEEP assisted NAYCOM to discharge its mandate of preparing and publishing the “Status of the Youth Report” for 2014 and 2015. This fundamental document projects the main issues of the nation’s youth development and discusses options for advancing the course of the youth.

Five-year strategic programme document: YEEP provided technical and financial support to NAYCOM to prepare its Five Year Strategic Programme Document, which essentially is the Commission’s compass for delivering its mandate to the youth.

International Youth Day: With support from YEEP, the MOYA and NAYCOM organized the International Youth Day events which brought together development partners, youth serving institutions, youth groups and the District Youth Councils at a youth employment forum to also deliberate on the larger issue of youth development.

National Youth Service Scheme (NYS): The National Youth Commission (NAYCOM), with logistical and technical support from UNDP, commissioned the development of a National Youth Service Framework in 2012, which also received technical assistance from Restless Development, a civil society organization. Subsequently, the National Youth Service (NYS) Scheme was enacted by Parliament in 2015. This enabled the Ministry of Youth Affairs (MOYA) to establish a Secretariat and appoint an Executive Director and Board Members to implement the National Youth Service Scheme. The government also allocated a budget of 2.5 billion Leones to kick-start the Scheme, which was formally launched in December 2016. This scheme was designed to enhance national cohesion, provide opportunities for young people to contribute to civic development and gain valuable work experience. The Scheme was to initially target approximately 500-1000 youth volunteers.

National and District Youth Councils: The YEEP assisted the NAYCOM to establish and strengthen the National and District Youth Councils and enhance their leadership potential and participation in the country’s decision-making processes.

Capacity Development - MOYA and NAYCOM: In accordance with the Annual Work Plans, the YEEP continued capacity strengthening of the NAYCOM and MOYA through financial and technical support. In this regard, various training and equipment have been supplied these main institutions and their subsidiaries.

Equipment and Maintenance Support to MOYA: Having facilitated the establishment of the new Sierra Leone Ministry of Youth Affairs, the YEEP provided equipment and office furniture to support that Ministry’s effective running to aid youth policy development and oversight.

Support to NAYCOM: The YEEP assisted restoration of the NAYCOM offices and continued to provide material and financial support for its operations. The YEEP also provided technical support to augment NAYCOM’s capacity. This support has enabled NAYCOM to carry out its mandate of coordinating and overseeing the countrywide interventions for youth development and employment generation, including the UNDP funded Business Development Services, Career Advisory and Placement Services, Graduate Internship Programme and the Sierra Leone Agriculture Business Initiatives.

Youth Employment through Micro & Small Business Development

The main focus of activities for attaining this second summary objective was to enhance employability of the youth through business development services, career advice, internship programmes and agri-business initiatives. The Activities of the Annual Work Plans supported the following key modules of the Project during the six-years:

Business Development Service (BDS)

The Business Development Service, which is established to enhance the entrepreneurial capacity of potential youth entrepreneurs with the view to creating employment for themselves and other youth has realized several achievements with the hope of transforming the livelihoods and employment status of the youth in Sierra Leone. According to the 2017 Project Annual Report, a total of 174 youth (Male 55; Female 119), have benefited from various training courses, acquiring skills in entrepreneurship development, mentorship, coaching, business advisory services and business plan development. Out of this number, 45 beneficiaries (Female 36; Male 9) who won the Business Plan Competition received a grant of Le4,000,000 each. Some of the winners formed cooperatives to work together. This collaboration facilitated their business expansion with the attendant economies of scale.

During 2017, 45 beneficiary business enterprises of the BDS countrywide (Female 36; Male 9) were expanded and registered with the local councils and the Registrar Generals' Office. The BDS in Makeni provided further mentorship and coaching support to 50 alumni business operators, as well as provided additional support to 32 youths (Female 24, Male 8) in the Osusu Savings clubs. The BDS forged synergy with the Local Economic Development and Environment Units of the UNDP for its activities in Kailahun, Kambia and Kono respectively.

By 2016, three BDS centres had been established since 2012 in three districts and provided business entrepreneurial skills training to 150 youths (Female 66, Male 84) These Centres also provided grants through the Business Plan Competitions (BPC). Other graduates who could not obtain grants were linked to financial service providers to access facilities in support of their business growth. During the year, a further 68 youth (9 Female 39, Male 29) expanded their Small and Medium Enterprises as a result of the BDS intervention. 38 youth businesses were registered through the town and city councils and some with National Social Security and Insurance Trust (NASSIT). Furthermore, 260 existing business operators received mentorship and/or coaching, thereby increasing the potential for the business improvement.

The BDS centres in Bo, Makeni and Kenema were engaged by the UNDP and the International Federation of the Red Cross to give business entrepreneurial skills training to Ebola burial team members who provided services during the Ebola outbreak in Sierra Leone in order to integrate them in society and aid them with livelihood support.

In 2016, NAYCOM, with support from the YEOP, continued support to the Obasanjo Skills Acquisition Centre. That institute graduated 150 youths (68 females and 132 males) in the year in enterprise management and these had improved capacity for business expansion and

self-employment. This centre, which is managed by NAYCOM hosts various youth empowerment activities, including BDS, ICT training and other hands on practical employability skills training.

By 2015, five BDS centres were established since 2012 in Makeni, Bo, Kenema, Newton, Western Rural Districts and Freetown in the Western Area. As prescribed by the YEEP, these Centers were providing training and services in entrepreneurship skills development, mentorship and coaching, resources mobilization and related subjects. The YEEP provided technical and financial support to these institutions to enable them to provide the agreed business development services to young entrepreneurs and support the expansion of youth owned enterprises. The record of support to youth enterprise development in 2015 is as follows:

- 135 (79 Male; 26 Female) youth enterprises were expanded
- 186 (109 Female; 77 male) businesses were mentored for growth and for expansion
- 74 (59 Male; Female 15) businesses were registered through NASSIT and Local Councils at community level
- 197 Businesses (105 Male; 92 Female) received access to finance either through BDS grants or through support to Ebola affected businesses, during the Ebola outbreak.
- 189 graduates (118 Male; 71 Female) were trained without access to finance.

70 BDS graduates (32 Male; 38 Female) were able to start new business through the Business Plan Competition.

The BDS centres also currently serve as venues for recruitment for some microfinance institutions. This is because the graduates have become known for high managerial and business skills, which the employers rate as appropriate for their businesses. Series of linkages have been established and Memoranda of Understanding (MOU) done between the BDS centers and some financial service providers with regard to graduates' business activities. In addition, comprehensive BDS outreach activities have been conducted which involve mostly radio discussions, production and distribution of brochures, flyers and market information leaflets at the BDS centers.

Some of the business ventures BDS graduates have moved into include:

- Electric lamp production
- Food packaging
- Automobile repairs
- Trading
- Garments production
- Carpentry.

These operations were either started after the BDS training or were going concerns, which were expanded following the BDS training and mentoring.

Notwithstanding the achievements of the BDS, this Evaluation observed the following significant shortfalls in design and implementation:

- There was little attention to green jobs
- There was no disaggregation of beneficiaries to take into account the interests of minorities, including the disabled
- There was not much attention to community involvement and participation
- There was a dearth of innovation in the enterprises being supported
- There was overdependence on the donor's support with no sign of sustainability plans
- There was no evidence of sufficient capacity for monitoring and post-training mentoring

Career Advisory and Placement Service (CAPS)

In 2017, the five CAPS Centres continued to provide the mandated services, which included career advice and social counselling, exploring job opportunities and supporting beneficiaries in writing applications and curriculum vitae, as well as providing training towards acquiring desirable work skills, including job interview skills. The services were to an average of 100 students per month, thus enhancing their employability for the job market. The provision of advice, computer training and internship have enabled the young people to choose careers which are more in line with their interest and competencies.

UNDP/YEEP facilitated the rehabilitation of the allocated structure by the Ernest Bai Koroma University of Science and Technology in Makeni and this was subsequently deployed for the CAPS. The YEEP further provided equipment (30 computers, 30 UPS, 4 Air conditioners), furniture (Office chairs and tables) and related office items for Kenema, Makeni and Bo CAPS Centres. These facilities enhanced the CAPS activities to accommodate and attract more students into using the centres.

In 2016, four Career Advisory and Placement Service (CAPS) Centres provided services to an average of 100 graduates per month enhancing their employability for the labour market. Again, the services guided the young people to make the right career choices. Furthermore, provision of internet facilities to these centres enhanced student's computer skills and academic research capabilities, as well as gave them access to international options and best practices. When the CAPS Centre at Njala University - Bo Campus was launched, it was perceived by stakeholders as a center of excellence for career advisory services.

As part of their community services, the CAPS centres have started outreach to Junior and Senior Secondary Schools in their respective regions. This was to ensure that students at those levels were empowered to make realistic decisions and informed choices in their transition from secondary school to university/tertiary education. It is common knowledge that without counselling and guidance, students are not able to make informed and most suitable choices of subjects in higher education.

The CAPS at the Eastern Polytechnic-Kenema and at the Ernest Bai Koroma University of Science and Technology in Makeni also embarked on outreach activities. At a seminar held in their respective regions, a total of 100 pupils in 5 Secondary School received career advisory services, which will assist their appropriate decisions and right subject choices in their transition from secondary schools to tertiary education and eventually into their careers,

Services like soft skills and life skills that sharpen the employability of youth who go through formal tertiary educations are provided at the CAPS centres. These services include career guidance counselling that equip youth with job search skills, how to prepare winning applications and CVs and how to attend job interviews, as well as how to maintain one's self and grow in employment. Under the YEEP, the CAPS also trained the youth in communication skills, conflict management and interpersonal skills. The CAPS at the Fourah Bay College, University of Sierra Leone extended its focus to counselling youth on drug abuse and sexual harassment. A successful job fair was also organized by CAPS in the University of Sierra Leone. The CAPS services were more effective in the University of Sierra Leone and Njala University than the new CAPS in Northern and Eastern Polytechnics in Makeni and Kenema. The CAPS walk-in services have been accessible and provided to at least 250 persons per centre per month.

Provision of additional working materials/equipment/furniture and free internet facilities to two CAPS centres (Fourah Bay College), Freetown and Njala University College Bo campus will enhance student's computer skills and academic research work. Eighty-eight (88) Junior Secondary school pupils in 4 secondary schools in Freetown and Bo have also received outreach career advisory services which have empowered them to make realistic decisions and informed subject choices.

Although this service is located within the Universities, they had not been mainstreamed into the University's curriculum and therefore do not have adequate support of the institutions. Therefore, without the frequent recurrent support of the donor, the facilities have deteriorated in some of the centers. Furthermore, there is not sufficient capacity to meet the rising interest in the service. This very important input is voluntary, so some students have not given it the needed attention.

Graduate Internship Programme (GIP)

The GIP is a major YEEP module for enhancing employability potential of young university and college graduates. Among other purposes, it was designed in 2012 to address the requirement of working experience of job seeking university and other tertiary institution graduates. It is a structured four months internship in private and public institutions and NGOs. In 2017, 132 (Female 59, Male 73) graduates were assisted with internship placements in 48 institutions.

In addition to the mainstreamed GIP, the Obasanjo Skills and Acquisition Centre also placed their graduates in institutions for two weeks' internship. This was intended to offer the graduates the needed work experience to enhance their employability.

A total of 125 graduate interns were initially placed in 2016. However, with additional funding from the UNDP Inclusive Growth Cluster, 155 more interns were placed, bringing the year's total placement to 280 interns in 56 Placement Institutions. This was a substantial rise in placement from the previous year's 203 (Male 142; Female 61) placements. 2015 being the period of the Ebola outbreak, the interns were also involved in the hazard payments of the Ebola Response Workers.

This programme is managed directly by NAYCOM, with funding from the UNDP under the YEOP. Due to its popularity, the number of placed interns was significantly lower than the annual graduates' interest. It is reported that in 2013, 1,246 applications were received for the internship, of which 686 were preselected and given the standard orientation training in IT skills, ethics, interpersonal and soft skills, etc. Subject to institutional interest, some of this number was placed.

Some of these interns were retained by the participating institution and due to the internship, a number also got employed soon after the internship. The Table 5 below shows the number of interns retained by the participating institutions, which is a signal of success of the internship programme.

Table 5
Retention Rate of GIP

	Number of Graduates Placed		Number of Graduates Retained	
	Males	Females	Males	Females
2013	209	91	156	68
2014	EBOLA PERIOD			
2015	61	142	45	106
2016	89	36	62	25
2017	73	59	51	61
2018	112	90	On-going	On-going
Total	544	418	314	260

Source: NAYCOM

It may be considered that the rate of retention could be higher if the period of internship was longer than the current four months.

Table 6
Output of YEOP Modules: 2013-2018

	BDS			CAPS			GIP		
	Male	Female	Total	Male	Female	Total	Male	Female	Total
Total	656	651	1307	7,940	9,760	17,700	544	418	962

Source: NAYCOM

According to the above Table 6, the three modules benefitted a substantial number of the youth, even in the situation where many were turned away due to limitations of facilities. It is of significant interest that female participation was almost at par with males in the BDS and also substantial in the other two modules. Besides the data, this interest of females in the modules was manifested during the focus group meetings, where they dominated attendance and participation. This is even in the absence of specific gender mainstreaming of programmes of the modules. The indications are that with any further expansion of the modules and gender mainstreaming, there could be more female participation.

Sierra Leone Agri-Business Initiative (SABI)

The Sierra Leone Agri-Business Initiative was an initiative by UNDP in 2012 besides the YEOP. It was aimed at making agriculture and agribusiness attractive to youth entrepreneurs and creating more employment opportunities for both rural and urban youth. This comprises integrated training, transformation of agricultural value chain, technological innovations with production, mechanization, marketing, recycling and other related services. This Evaluation took note of the lessons of this initiative, observing the need for adequate technical and social

studies prior to project interventions. There were projects in piggery, poultry, fishing, which did not succeed on account of lack of sufficient prior consultations or lack of patronage. The initiative did not take cognizance of the negative attitude of the youth to farming. It also did not pay specific attention to the climatic conditions and these, together with other constraints, led to a rather limited success of the interventions.

Other Agribusiness Initiatives

The YEEP funded two agribusiness pilot projects in Waterloo and Bo. These provided training for 180 youths in piggery and poultry. In 2013, three Youth Farming Based Organizations, comprising 45 youths in Kenema District (i.e. “Tay-Go Progressive Association (TAGPA), Youth Empowerment for Agricultural and Business Development (YEABD) and Burma Youth Association (BUYA) engaged in youth-led agribusiness initiatives in piggery management and production. This project enhanced participants’ relevant agribusiness capacities.

In 2015, two agribusiness value chain concept pilot projects were implemented in Waterloo and Bo. Relevant training was given 180 youths to enhance their capacities. Some of the other ventures that the youth have been exposed to with the aim of preparing their capacities and reinforcing their business interest are:

- Piggery.
- Poultry
- Oil palm plantation
- Gari processing

Despite the successes, there were significant technical pitfalls emanating from inadequate technical preparation of the projects. E.g. wrong timing of the rains led to significant damages to a poultry project where infrastructure was washed away by flood waters. The module was also affected by youth disinterest in farming.

Summary of Assessment of Effectiveness: *Overall, a major part of the Annual Work Plans was implemented, thereby advancing the project’s objectives. However, there were important planned Activities which could not be attended to, at times due to inadequate funds against the burgeoning project portfolio, limited delivery capacity of the implementing institutions, the constrained coordination capacity of NAYCOM, policy incoherence within the sector and the short-term nature of the Work Plans, which themselves were substantial and elaborate with ambitious annual targets.*

Assessment of M&E Process

Each AWP made provision for M&E. Under the YEEP, monitoring and evaluation was a collaborative responsibility of the UNDP, NAYCOM and MOYA. These institutions together ensured the design and implementation of M&E programmes to monitor activities and outputs of the YEEP.

According to the UNDP, monitoring of all Activities was carried out once a year by the Programme Monitoring Support Unit (PMSU) in line with the AWP and the MCGs and LOAs as the baseline for monitoring. There was also quarterly monitoring carried out by the project team for quality assessments. In accordance with the monitoring plan, the UNDP project team carried out joint monitoring with MOYA and NAYCOM to assess the programme implementation at the local level and to highlight ongoing successes and failures in implementation. The Project Monitoring is also recorded in the UNDP ATLAS, which is often reactivated by the project manager to facilitate tracking and resolution of potential problem.

The above protocol notwithstanding, the monitoring of YEEP missed some schedules. The evaluation team found the need for regular quarterly monitoring by the PMSU. With the growing demand for the YEEP, there is need to strengthen the M&E Unit of NAYCOM. There is currently only one M&E Officer in charge of all NAYCOM projects, including the YEEP. The government should recruit and train more officers to make the unit more effective.

CHAPTER THREE: EFFICIENCY

YEEP Financial Management

The YEEP program was funded through UNDP TRAC funding. UNDP used the National Implementation Modality (NIM) approach to fund implementation of the YEEP activities. As part of this, UNDP hired the HACT to assess the capacity of the Programme's IPs and relevant MDAs to manage the YEEP funds. In the case of NAYCOM, UNDP staff was located there for project implementation support.

Annual Work Plans were prepared, reviewed and endorsed by the Programme's Board prior to signature by both UNDP and NAYCOM. Based on the HACT recommendations, UNDP entered into and signed Agreements through Letters of Agreement (LOA) or Micro Capital Grants (MCG) with partner institutions. UNDP then monitored the project activities while the partner institutions provided progress reports and accounts on funds disbursement.

In a second procedure, UNDP used the Direct Implementation Modality (DIM) in the implementation of the YEEP. In this case, UNDP relied on the submission of concept notes prepared by MDAs and terms of reference with accompanying budgets. The concept papers were reviewed based on UNDP's standards and, if satisfactory, funds were released to the respective IPs for activities implementation. UNDP strictly managed and disbursed funds to service providers and coordinated the utilization of these funds, requesting for quarterly financial reports from the MDAs.

One of the challenges UNDP faced in both NIM and DIM was the lack of proper reporting and accountability, especially from the MDAs and IPs. UNDP experienced inordinate delays in receiving reports from the MDAs and the IPs and in many cases, the financial reports were without supporting documents as required. Adhering to its financial management system, the UNDP declined disbursement of funds until previous reports and supporting documents were submitted. This caused reported delays not only in the disbursements of funds but also in Programme implementation, thus affecting timeliness of the Programme's delivery.

Despite these challenges, the evaluation team observed that NAYCOM and MOYA were requesting UNDP for a DIM modality. They argued that this modality would enhance ownership. They acknowledged that project management was a constantly evolving practice, varying with changing needs, hence there was need for training for officers of MOYA, NAYCOM and IPs in projects financial management and UNDP standard reporting system to enhance further proficiency of their YEEP team.

The fiduciary arrangement for managing the project's funds ensured value for money. Considering that the YEEP interventions were relevant throughout the duration under this Evaluation, the project managers and beneficiaries attested that the funds were spent on the most appropriate needs towards the Programme's objectives.

CHAPTER FOUR: IMPACT

As noted above, due to the short-term planning cycles of the Programme, a thorough impact analysis is not feasible. However, this assignment placed the YEEP's capacity strengthening and policy facilitation in the country's socio-economic and institutional context and determined that the Programme made substantial impact through its outputs and objectives. In particular,

- The YEEP (2013-2018), in building on the achievements of its antecedents, advanced on measures to address the key issues of youth employability for sustainable income generation. The policies and goals setting that have resulted from the Programme's interventions have informed current national agenda setting.
- Following the project's activities, the realization has become confirmed to ensure sustained funding for MOYA, NAYCOM and the sector institutions. In this regard, a Youth

Empowerment Fund is being contemplated. The evaluation found out that to a large extent, the sector's institutional capacity and policy development had been improved.

- Graduates of the YEEP modules, with the new empowerment, have made their way into key positions in national and local politics and major industry associations. Such instances were announced during the field visits in Makeni and Kenema. These new leaders will impart the benefits of YEEP to society and cause the needed impact.
- The YEEP beneficiaries have become empowered to advance their status in the family, communities and beyond. BDS graduates interviewed in Makeni and Kenema were categorical in stating their enhanced social status, indeed some of these had become employers with increased social responsibilities.
- Personnel of MOYA, NAYCOM, AFFORD and others have received various training and capacity enhancement under the YEEP. AFFORD expressed gratitude to YEEP through this Evaluation Team for their improved efficiency. By the capacity enhancement, these beneficiary institutions will deliver better service to their clients.
- The YEEP has direct impact on the socio-economic state of the country. Among others, its effect is jobs and sustainable incomes for the youth leading to a move away from anti-social acts among the youth. They also constitute basis for stable families, as well as contribute to national development through increased economic activity and tax payment.

The Theory of Change

This consultancy relied on the Theory of Change in parts of the analysis. The evaluation employed a mix of approaches to assess the programme theory and to evaluate its relevance to the prevailing political economy of YEEP in Sierra Leone. The methods included reviewing relevant programme documents, conducting interviews with national and local stakeholders, reviewing available literature on YEEP and reports of stakeholders' engagements. The consultants also drew conclusions regarding the correlation between the articulated programme theory and the implementation of the programme in reality. The YEEP evaluation team considered unemployment, underemployment and lack of empowerment as the major problems facing the youth of Sierra Leone. According to our analysis of the various consultations, the immediate causes of these problems include:

- lack of access to education
- inadequate and inappropriate preparation and training for the formal and informal job market
- lack of finance.

The underlying causes include lack of focus on skills development and low level of investment in TVET resulting in high mis-match with labour market demands. The root causes include conflicting and fragmented youth policies, teenage pregnancies and prostitution, high level of drugs and substance abuse among the youth and overcrowding of youth in big cities.

As part of the solution pathway to unemployment and lack of empowerment, the YEEP improved on the employability and empowerment of the youth through business

development services, graduate internship programmes, career advice and agri-business initiatives. These programmes have been elaborated above as YEEP modules.

The Transformation Story of Ms. Mildred Bangura



Mildred Bangura - a full time nurse during an examination with her patient

Ms. Mildred Bangura is 24 years old and is a practicing nurse. She started nursing in 2014 and later studied midwifery. Ms. Bangura was initially a volunteer at the Government hospital in Makeni working without pay during the Ebola outbreak. Through hard work and skills obtained from the BDS centre, she now owns a pharmacy, provision shop and a spare parts shop in Makeni. Her fiancé who used to be a Disk Jockey (DJ) in one of the radio stations in Makeni, has been encouraged to join her in the business and they are currently living a better and independent life. Due to their partnership, the business is now growing and has generated enough revenue to sustain their family, which is now completely independent. She has also employed 5 youth to help her run her business. With her nursing profession, she has been productive in her community and she is strongly encouraging young ladies to learn skills and strive to be independent like her. Finally, she now operates a bank account and has bought two town lots for the construction of their dwelling house.

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CHAPTER FIVE: MAJOR CHALLENGES AND CONSTRAINTS

According to the YEEP Annual Reports and other related sources and based on feedback and observations during the field survey of this Evaluation, some of the major challenges that vitiated the overall success of this Programme included:

- The main goal in all of the efforts in this sector is for more job creation to alleviate the mammoth problem of youth unemployment. Despite the elevated interest in the many initiatives piloted and innovations proffered the sector was for a long period deprived of the needed political will and requisite Government support.
- The dangers of youth unemployment are real and are well known to national decision makers. In the face of weak official coordination of the youth sector, UNDP, through NAYCOM, provided financial and technical support to develop a Coordination Framework for MOYA. Unfortunately, this tool has not been put to much use

- There is progress on local content in employment. However, employers continue to maintain barriers of work experience as condition for engagement. This impedes progress of products of CAPS and GIPS. In the case of the latter, because the internship period is only four months, some employers may consider applicants as not sufficiently experienced.
- The dearth in finance is inimical to the BDS initiative. Following graduation, there is no easy way of acquiring the needed capital to start or expand beneficiaries' businesses. This even applies to the grants beneficiaries as some raised the insufficiency of the grant amounts for their scale of investments.
- Agriculture is still not an attractive vocation to the urban youth. The interventions of the SABI are therefore not much patronized.
- Lack of Development Partners coalition for the sector deprives it of the needed synergy to deliver coordinated expertise and material.
- Getting BDS beneficiaries to join groups is not an attractive option for them. This denies them the benefits of economies of scale.
- Due to the limited growth of the private sector, the GIP have little chance of being retained in their participating institutions.
- The governance environment for the sector is still in formative stage. Decision-making was therefore impaired in some circumstances.
- There have been instances of late submission of project reports leading to delayed release of funds for project activities.
- There have been instances of delayed procurement due to procedures.
- Because of the annual timeframe of the Programme, there has been insufficient time to consummate project activities before closing for the year.
- There is apparent lack of clarity of mandates among the lead institutions in the sector. This leads to delays of some decision.

CHAPTER SIX: SUSTAINABILITY

The lack of counterpart funding for the YEPP does not auger well for the programme's sustainability. The BDS, CAPS and GIP have depended on YEPP support even for recurrent expenses, including maintenance of equipment and facilities and their running costs. This Evaluation did not find an explicit arrangement for eventual takeover of such expenditure by the national or local institutions, including the universities that host the CAPS and GIP. This donor dependence may be because the UNDP has voluntarily nurtured the institutions and the latter has had no cause to be innovative in sourcing for other funds.

With the realization that the donor funds are due for termination, it is envisaged that the Government, having appreciated the utility of the YEPP, will negotiate funding for the host

institutions. Some of the options are to render some of the services of the BDS as subsidized paid services, mainstream the CAPS in their host institutions and to obtain support of the GIP user institutions to fund the interns. Another alternative for sustaining the GIP is to integrate the programme into the National Service Scheme, which preference has already been expressed by the Scheme operators. The grant scheme of the BDS module is not the key element of the programme. To the extent that some graduates have survived/excelled without the grant, the BDS may curtail the grant scheme and focus on linking all graduates to commercial funding institutions, including private micro-credit/loan/grant schemes.

The Government must realize the institutional importance of the NAYCOM, MOYA and the other central institutions facilitated by the YEPP, as well as the social and economic benefit of the various YEPP modules and make budgetary and technical provisions for their upkeep.

It is noted that all the BDS beneficiaries register their businesses with the City Councils and other licensing authorities, as well as the relevant trade organizations. Such registration provides support and conditions for business success and sustainability.

CHAPTER SEVEN: FINDINGS AND RECOMMENTATIONS

Findings and Lessons

The YEPP was a long-running iterative project of the UNDP for the Government of Sierra Leone. It attained **overwhelming acceptance** among its target groups and stakeholders. Indeed, its beneficiaries attested to various forms of **empowerment**. Interviewees and participants at focus group discussions held by this evaluation declared their conversion from the street to business owners and responsible members of society. Thus, besides employment creation, the project, through its methods gave empowerment to its beneficiaries.

Young people are becoming more ambitious and are searching for skills development and improvement of their talents. They are **ready and willing** to harness their potential and exploit opportunities. They require guidance and support of state and private institutions to facilitate the pursuit of their dreams. With little support, most youths can carve their own niche and become employers.

In view of the evident value added to the catchment societies, there has been clamour for **scaling up** and **deepening** the project, including its extension to other parts of the country. There was a call from a prominent member of society to introduce the CAP in Port Loko and Magburaka. All the YEOP modules received calls for their extension of duration and diversification of content, as well as replication countrywide.

Because of the high demand for the project's services, facilities provided undergo rapid wear and tear and the project has been under pressure to provide replacements, **upgrading and maintenance support**. Unfortunately, there was not much evidence of self-help or national support for these facilities and all expectations have been on solutions from the project, i.e. donor funds.

Due to paucity of national capacity and the long duration of the YEOP, the project became largely institutionalized without much consideration for weaning off hands-on support. Technical Assistant personnel located in NAYCOM had specific institutional roles and funding support for the project modules were not complemented by national support. In the process, there became over-reliance on the donor support. This **lack of ownership** did not augur well for the project's sustainability. The UNDP may well use the remaining period of the project to wean itself from the recurrent funding, facilitate transfer of knowledge of the TA and tactically hand over the institutions to the parent institutions and the Government.

Despite its popularity, the YEOP could not garner partners' support. This evaluation detected analogous efforts of other Development Partners, including GIZ, AfDB and the World Bank. The challenge of youth employment in Sierra Leone is enormous and requires the Government's "The New Direction" agenda to strengthen **stakeholder coalition**, including government, development partners, private sector, CSO/NGOs.

The last detailed Project Document for YEOP was for 2011-2013. Subsequently, the project has been on the basis of **Annual Work Plans**. Six successive Annual Work Plans governing the same project is not best practice. UNDP should endeavour, as envisaged by this assignment's Terms of Reference, to develop a full Project Document to govern a successor YEOP. This should also entail M&E Plan, Procurement Plan and Training Plan and Implementation Manual, as is the standard.

There were major design defects of the YEOP. In particular, the project was open-ended and as the objectives and expected outputs rolled over annually, Activities were introduced which eventually rendered the portfolio unwieldy. The line-up of Activities in the six years therefore portrayed an **over-scaled project**.

Considering the geographical span of the project, a well-organized and sufficiently resourced **monitoring** outfit was required for the YEOP. Continuous monitoring of the modules was necessary to ensure implementation quality and timeliness of actions. It was evident that despite the regular scheduled joint monitoring missions by the NAYCOM and UNDP, the scale

of monitoring demand was such that some of the findings of this evaluation had not reached the NAYCOM and UNDP.

The project's implementation was weak on **green jobs**. It also did not really mainstream gender, disability and other vulnerable categories. Considering the recent history of Sierra Leone vis-à-vis the condition of its youth, **inclusiveness** should have underpinned the YEPP's strategy.

It is noteworthy that the CAPS at Fourah Bay University counsels **HIV Aids, drug abuse and sexual harassment** (especially campus related). This proactivity adapted the CAPS to the real needs of the target groups and enlarged the YEPP's benefit.

The use of role models was an innovative way of motivating some BDS participants. In this regard, visits by women role models to share their experiences impacted on female and some male trainees

The CAPS have activated the **Secondary Schools** outreach. It was observed that this important input would be treated as extra-curriculum activity in these schools. To ensure that it receives the deserved recognition, it must become part of a reform of the **education curriculum** for more practical than cognitive education.

The BDS grant has value for money concerns. Combining the training portfolio with the function of administering the grants has led to inefficiencies, including misapplication of the grant funds on some occasions. To address this shortcoming, administration of the grant may be outsourced to dedicated **Grant Schemes** with well spelt out protocols.

Traditionally, the youth frowns on farming and the YEPP SABI experienced difficulties from this attitude. There were therefore failures of the SABI, though also attributable to other design failures and limited local consultation. While this initiative is laudable, it must be accompanied by deliberate **education and sensitization** as well as extensive local consultation for buy-in.

Hitherto, BDS investments have been lean on **innovation**. The plan to introduce the YouthConnekt programme did not materialize. The BDS training did not involve technology institutions either. The graduates therefore did not introduce any innovations, which could win them greater market share.

Community involvement and participation is vital to the success of youth employment initiatives. Unfortunately, the graduates of BDS preferred to go into sole proprietorships with the explanation that team members did not act in good faith.

YEPP provided MOYA six TA persons who did not pursue **knowledge transfer**. The end of that support returned the Ministry to its original deficient state. As a result of the non-transfer of knowledge and development of local capacity for the institutions, UNDP experienced

inordinate delays in receiving reports from the MDAs and the IPs and in many cases, the financial reports were without the required supporting documents.

Reference was made to UNDP's supposed **micro-management**, specifically in the SABI module.

There are obsolete and/or expired sector **governance instruments**, which must be reviewed and updated. E.g. The National Youth Policy expiring in 2019, NAYCOM Act, 2009 and valid for 5 years

The current labour laws do not fully insulate local workers from unfair competition from expatriate businesses. This is disincentive for progress of local investors, especially the micro, small and medium scale enterprises. There is awareness of a **local content policy** and the youth investors have requested that this policy must be enforced.

Table 5

Recommendations

Policy and Governance Environment:

1. The relevant authorities must review the sector governance instruments and bring them up-to-date with the current state of national development strategy, as well as align the sector institutions and facilitate their effective performance. This includes review and effective deployment of the Coordination Framework for MOYA, revision of the National Youth Policy and the NAYCOM Act. UNDP may lead Development Partners' coalition for Technical Assistance to support this national programme
2. The Government must strengthen the relevant national institutions and task them to enforce the local content policy and law to reduce disadvantages in work opportunities. UNDP may organize Technical Assistance for conducting the needed survey and studies to inform the needed actions
3. The Government must be assisted to prioritise funding for the sector institutions and their programmes for youth entrepreneurship and employment. In that regard, the UNDP must assist civil society to mount the appropriate advocacy which urges the Government's attention to the sector
4. At this stage of piloting the YEEP modules, the Government must take them over, pause any expansion and carry out a programme of strengthening the existing BDS, CAPS and GIP. UNDP may provide Technical Assistance in designing this programme, including a roadmap and strategy
5. The Government must provide incentives, including fiscal breaks and regulatory advantages, to employers of youths and interns to induce their intake on conducive terms. Technical Assistance will be required from the Development Partners to conduct the studies for an efficient system.

Project Design:

6. The next phase of the YEEP should have a 3-5 years' project duration with a complete project document. Its implementation must be accompanied by a

- Monitoring and Evaluation Plan, Procurement Plan, Training Plan and a detailed Implementation Manual. The orientation of this Programme should emphasize sustainability. In that regard, it must consider the current modules as pilots which have been ceded to the Government for replication with support of other partners and focus on developing the systems and institutions that sustain youth employment. This will include developing the governance and financial systems and institutions that underpin and catalyse youth employment
7. Care must be taken to scale the next project to fit the available resources and assured projected co-funding
 8. The UNDP technical assistance has not been time bound, particular because of the rolling annual time frame of the YEOP. A successor YEOP must ensure that technical assistance short-term up to maximum 2 years and conditioned on effective transfer of knowledge and skills
 9. Future YEOP programming must ensure that all categories of youth are segmented for targeting, especially gender, youth with no formal education, youth with disabilities, youth with HIV/AIDS, youth with drug addiction who could benefit from CAPS, etc.
 10. The YEOP advocacy for Green Jobs did not find expression in the project's implementation. This was due to lack of appropriate knowledge in the implementing agencies. The YEOP should include deliberate education and advocacy on green jobs, including climate change and environmental sustainability. These must be integral to the YEOP modules
 11. In strengthening the YEOP modules, care must be taken not to neglect the existing TVET institutions. Efforts must be made to integrate them in the BDS design through revising their curricula and supporting their re-orientation and adaptation, coupled with the needed capacity enhancement
 12. To facilitate infrastructure support for youth enterprises, UNDP may facilitate DP coalition to provide technical assistance towards establishment of District Industrial Parks and Production Enclaves with common-use infrastructure and facilities as nursery grounds for youth business start-ups
 13. With the potential surge in production by the youth enterprises, UNDP may facilitate DP coalition for technical assistance for establishment of Commodities Exchanges, Buffer Stock Institutions and Licensed Buying Institutions to mop up small-scale enterprises' products. This will alleviate the producers' marketing and sales responsibilities, enabling them to concentrate on a limited segment of the value chain, as well as accord efficient market distribution of the products
 14. The UNDP should utilize the lessons of the SABI to redesign a successor phase in conjunction with the AFDB, WFP, IFAD and other interested bilateral and multilateral partners
 15. The success of youth employment initiatives depends on the extent of innovative ventures. The YEOP must elicit DP support for adapting technology to the BDS training and other youth enterprises. This may entail establishment of "Appropriate Technology Transfer Centres"

16. The YouthConnekt Programme, though planned by YEPP, could not be implemented. UNDP may continue efforts to support the national effort to adopt this youth entrepreneurship model
17. The inclusion and participation of stakeholders in the community contribute greatly to achieving results and acts as a driving force in the smooth implementation of the youth project activities. The sense of community ownership also provides security for the projects
18. Capacity building of youth serving institutions is an integral part of youth development programmes. This enables all stakeholders to effectively play their role in a sustainable manner. E.g. with the growing demand for the YEPP, there is need to capacitate the M&E Unit of NAYCOM. There is currently only one person monitoring all the NAYCOM projects including YEPP. The UNDP may carry out capacity audit of the relevant sector institutions and develop a sector capacity needs catalogue for dissemination to all relevant development partners

Finance:

19. There is need to facilitate a conducive financial environment for youth start-ups and to some extent, going concerns. UNDP may fund establishment of equity options including Venture Capital Fund and/or Stock Exchange targeted at small and medium scale enterprises. A precedent is the UNDP funding for establishment of the Ghana Stock Exchange in 1991-1992 as part of that country's financial sector reform. Having supported high capital investments for some years, the Exchange recently established the Alternative Exchange, which is targeted at small capital requirement of micro, small and medium scale investments
20. To increase the efficiency of the BDS grant, its administration may be outsourced to dedicated Grant Schemes with well defined protocols
21. The BDS, CAPS and GIP are fully funded by the YEPP. A sustainability strategy of internal income generation will inure to financial self-sufficiency and national ownership. The UNDP may assist design of a sustainability strategy.

Partnership:

22. The UNDP as a lead technical cooperation agency may collaborate with the World Bank and a bilateral donor mission to organise and facilitate effective development partners' coalition for the sector and promote synergy on relevant development interventions.

ANNEXES

Annex 1: Terms of Reference

(see attached)

Annex 2: List of YEEP Activities, 2013-2018

2013

1. Operationalize 5 existing BDS centers (financial and technical)
2. Establish and operationalize 3 additional BDS centers in three districts
3. Operationalize 5 CAPS centers
4. Establish 3 new CAPS
5. Extend career services to the secondary schools
6. 300 graduate interns trained and placed in various placement institutions
7. Consultant (Programme Analyst)
8. Train 500 youth in IT skills

9. Strategic partnership, research and training engagement with Njala University and agricultural research institute (artificial insemination for improved dairy production and plant crossbreeding)
10. Support to young women agribusiness
11. Demarcation of SABI center
12. Technical support and programme implementation
13. Rehabilitation of the main NAYCOM office
14. Support to country level coordination (regional coordination meetings, mapping exercises, training of regional staff, linking Local Council with youth structures)
15. Organize international, national dialogues, events initiatives
16. Support capacity development of District Youth councils (organisational management trainings, research methods, writing skills)
17. NAYCOM/MOYA staff capacity development (M&E, reporting, project development, management training)
18. Evaluation/assessment of key youth development indicators; Outcome studies of pilot initiatives
19. M&E Advisor consultant
20. Training, rollout and integration of Monitoring and Evaluation learning systems
21. Development of Annual Youth Status report
22. Printing and dissemination of Annual Youth Status Report
23. Maintenance of website and information storage and management system
24. Review and validation of the draft NYS framework
25. Formation of a structure to manage and run the NYS

2014

1. Operationalize 5 existing BDS centers (financial and technical)
2. Establish and operationalize 3 additional BDS centers in three districts
3. Strengthen the operationalized 5 CAPS centers
4. Extend career services to the secondary schools
5. Assess CAP's impact on youth employment
6. Train and place 300 graduate interns in various placement institutions
7. Train 500 youth in IT skills (Obasanjo Skills Training Center)
8. Strategic partnership and joint research with Njala University and SABI aiming at attracting to agriculture/ agribusiness. Research and training engagement with Njala University and agricultural research institute support 5 researches and 3 innovations that ensure employment of youth
9. Agribusiness initiative for young people
10. Use the SABI center to train and establish youth agribusinesses around the country
11. Support implementation of sustainability recommendation of the CBA of SABI(e.g. poultry, piggy, etc.)
12. Capacitate MOYA's policy and coordination role (through human resource support, expertise placement, training programmes, mentoring)
13. Empowering youth through media (showcasing youth led initiatives)
14. Support to youth technical working group meetings/actions
15. Organize international days/events, national dialogues, events initiatives
16. Support capacity development of DYCs
17. Develop and put in place youth development initiatives coordination operational systems
18. Maintenance of NAYCOM website and information storage and management system
19. Research on key Youth Development indicators and perception surveys
20. Support the writing, publishing and launching the 2013 status of youth report

21. Review and validation of the draft NYS framework
22. Formation of a structure to manage and run the NYS
2015
<ol style="list-style-type: none"> 1. Continue support to 5 existing BDS centers (financial and technical support to EVD affected youth led enterprises) 2. Establish and operationalize 3 additional BDS centers in 3 districts 3. Continue support to 5 CAPS centers 4. Extend career services to 3 pilot secondary schools in the Western Urban 5. Assess CAPS' impact on youth employment 6. Train and place 300 graduate interns in various placement institutions 7. Train 500 youth in IT skills (Obasanjo Skills Training Center) 8. Support 5 researches and 3 innovations that ensure employment of youth through engagement with Njala University and agricultural research institute 9. Support youth led agribusiness initiatives 10. Engage Njala University to strengthen partnership between the University and the SABI Center to promote youth agribusinesses around the country 11. Document best practices of YEPP 12. Conduct a study to identify the challenges of TVET come up with action plan (skills gap analysis) 13. Capacitate MOYA's policy and coordination role (through human resource support, expertise placement, training programmes, mentoring) 14. Showcase innovative youth led initiatives (Empowering youth through media) 15. Support youth technical working group meetings/actions 16. Organize international days/evenings, national dialogues, event initiatives 17. Support capacity development of NYCs for the EVD response 18. Support capacity development of NYCs through training on planning, implementation, monitoring and evaluation 19. Engaging youth in psycho-social counseling of the EVD affected communities 20. Support Njala University in the establishment of the Ebola Museum 21. Research on key Youth Development Indicators and perception surveys 22. Support the writing, publishing and launching the 2014 status of youth report 23. Review and validate the draft NYS framework 24. Establish a structure to manage and run the NYS
2016
<ol style="list-style-type: none"> 1. Continue support to 3 existing BDS centers to scale up and strengthen capacities of IPs through PMSU technical training support (Training for staff and beneficiaries, mentorship, poste training support) 2. Support the establishment of 1 BDS process in Kono 3. Establish BDS centers in 2 targeted districts and develop their management framework (Technical support LGED) 4. Conduct baseline survey to establish M&E status in the target districts (Technical support to LGED) 5. Support to 5 CAPS centers 6. Support career services to 4 pilot secondary schools in the Freetown and Bo 7. Train and place 120 graduate interns in relevant placement institutions 8. Train 150 youth in ICT skills, development studies, community development studies, (Obasanjo Skills Training Center) 9. Support Obasanjo Center to effectively engage in National Youth Service Scheme Coordination and Secretariat activities

<ul style="list-style-type: none"> 10. Support youth-led agribusiness projects in Waterloo and Bo 11. Capacitate MOYA policy and coordination role (through human resource support, expertise placement, training programmes, mentoring) 12. Capacity support to NAYCOM 13. Organize international days/events, national dialogues, events initiatives 14. Support the writing, publishing and launching the 2015 status of youth report
2017
<ul style="list-style-type: none"> 1. MCGs with 3 Implementing Partners to train 250 youths in business entrepreneurial skills training, mentorship, coaching and the provision of grants through the Business Plan Competition (BPC) 2. Support to 5 caps centers 3. Train and place 130 graduate interns in relevant placement institutions 4. Train 150 youth in ICT skills, Development studies, community development studies and hospitality services at the Obasanjo Skills Training Centre 5. Establish and launch Youth Connect Programme in Sierra Leone 6. Capacitate MOYA's role for policy development, coordination and monitoring of project implementation (through human resource support, expertise placement, training programmes, mentoring) 7. Support the implementation of the National Youth Service Scheme (NYS) Secretariat 8. Capacity support to NAYCOM to train technical staff to track, monitor and report on youth initiatives by Youth led Agencies which intern will inform the National Youth database on employment creation 9. Support to MOYA/NAYCOM to celebrate the yearly international Youth Day event 10. Support the editing, laying out and printing of the current 2014/15 Status of the Youth Report 11. Support the launching and dissemination of the 2014/15 Status of the Youth Report 12. Support capacity development of DYCs through civic engagement, including peace building initiatives 13. Youth sector wide assessment 14. Review and lessons learned – YEOP 2.0 15. Develop new Prodoc for YEOP (i.e. YEOP 3.0 2018-2023)
2018
<ul style="list-style-type: none"> 1. MCGs with 5 implementing partners to support 5 BDS centers to provide training on youth business entrepreneurial skills training, access to finance, risk mitigation, mentorship, coaching and the provision of grants through the Business Plan Competition for 250 youths 2. Youth skills and capacities enhanced for 150 youth for productive and quality employment at the Obasanjo Skills Acquisition Centre 3. Provide capacity support to SABI centre for effective management and training in poultry value chain and green house technology 4. Provide capacity support to 50 youth in poultry value chain 5. Provide capacity support to 100 youth in ...? 6. Facilitate access to inclusive financial and business development services for 150 youth, including ? for agriculture production and farming households, paying particular attention to women farmers 7. Provide safety-nets to agri-business trainees through the provision of direct financial support, e.g. in the form of monthly stipends to the trainees 8. Strengthen five CAPS Centres to provide ICT programmes, outreach programmes to Secondary Schools, Career Seminars, Job Fairs and Employers' Fora, Orientation for new students, production of CAPS publications, formation of CAPS clubs, provide labour market information, organizing debates and networking CAPS centers

9. Organize youth internship programme for 350 young graduates from tertiary institutions to be trained in IT and soft skills and placed at various institutions
10. Create networks of information sharing on opportunities around the youth, engage the private sector to promote youth involvement and engage the youth in conversation with their leaders through tele-presence in a YouthConnekt hangout
11. Organize a YouthConnekt Convention to support (i) 42 youth innovators, (ii) A YouthConnekt Exhibition of the 42 selected projects and (iii) the national YouthConnekt week
12. Strengthen capacities of MOYA and NAYCOM to implement the Youth Development Partner Coordination Framework
13. Capacitate MOYA technical staff in programme cycle management and reporting
14. Capacity support (internet and office supplies) to NAYCOM
15. Conduct pre- and post-election peace awareness raising and non-violence prevention campaigns for DYCs. This will include the design and dissemination of messages on the law, human rights and protection, social cohesion and preventing violence, including sexual and gender-based violence
16. Support the implementation of the National
17. Youth Service Scheme Secretariat
18. Support to MOYA//NAYCOM to celebrate the yearly international Youth Day event
19. Travels – Youth programmes
20. Support the launching and dissemination of the 2014/15 Status of the Youth Report
21. Research on key Youth Development Indicators and perception surveys
22. Support the writing, publishing and launching of the 2016/17 status of youth report
23. 324: Develop new Prodoc for YEEP (i.e. YEEP 3.0 – 2018-2021)

Annex 3: List of Persons Interviewed

	Name	Designation	Institution	Email/Tel
1	Samuel Doe	UNDP Country Director	UNDP/SL	Samuel.doe@undp.org
2.	Yonah Samo	Procurement Specialist	UNDP/SL	Yonah.samo@undp.org
3	Samuel Palmer	Programme Specialist	UNDP/SL	Samuel.palmer@undp.org
4	Ann-Marie Bassie	Programme Specialist	YEEP-UNDP/SL	Ann-marie.bassie@undp.org
5	Hassan Conteh	BDS Officer	YEEP-UNDP/SL	Hassan.conteh@undp.org
6	Thomas Ngolo Katta	Commissioner	National Youth Commission	Ngolo.katta@gmail.com +232 76 606419
7	Momodu Wudie	Programme Manager	National Youth Commission	
8	JYusuf Kamara	M&E Officer	National Youth Commission	
9	Rev. Charles Moinina	Director of Youth	MOYA	+232 76 818431
10	Yusuf Jalloh	Senior National Capacity Building Advisor	GIZ	Yusuf.jalloh@giz.de +232 76 640336
11	Mohamed D. Koroma	District Youth Chairman/W/Area	National Youth Council-SL	+232 76 634006

12	Daniel A.S, Moiwo	Executive Director	CEPAD-SL-Kenema	cepadsl@gmail.com +232 786329
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15	Alhaji Y. Swaray	Staff	CEPAD-SL-Kenema	+232 99 237192
16	Mohamed Pateh Bah	Executive Director	National Youth Service	+232 78 797390
17	Willie Gus Williams	BDS Coordinator	Obsanjo-Waterloo	+232 76 555447
18	Musa Khalil	Director	Global Youth Network	+ 232 76 470337
19	Emmanuel T. Gbondo	BDS Coordinator	BDS Office-Makeni	+232 78 250541
20	Musa Jawara	Field Officer	BDS Office, Makeni	
21	Abu Kamara	Office Assistant	BDS Office, Makeni	
22	Suliaman Musa	Director	AID-SL	
23	Mohamed Moigue	Coordinator	AID/SL, Kono	
24	Soriba Yillah	Regional Coordinator	NAYCOM- Makeni-North	+232 76 410101
25	Alberto Swaray	Intern-Bo	NAYCOM-Bo	
26	Kabba P. Sesay	Regional Coordinator GIP-Bo	NAYCOM- Bo	+ 76 653881
27	Dr. Edward Kebbie	CAPS Coordinator	Njala University-Bo	
28	Rev. Prof. Edwin J. J. Momoh	Vice Chancellor & Principal Ag./Former CAPS Coordinator, Njal Main Campus	Magburaka University College	emomoh@ebkust.edu.sl +232 78 659982
29	Irene Ntanda	Programme Management Support Unit.	UNDP-SL	Irene.ntanda@undp.org
30	Abu Kargbo	Operations Officer- Senior Protection and Labour	World Bank Country Office	Akargbo2@worldbank.org abukargbo@yahoo.com +232 78 874600
31	David Bathalomew	Technical Director	AFFORD-SL	+232 78 513652
32	Antoinette Turay	Assistance Coordinator	CAPS, FBC	+232 78 103320
33	Sylvanus Murray	Executive Director	AID-SL	+232 79 966920
34	Alberto Swarray	Coordinator	CAPS-Makeni	+232n 76 842902
35	Abass Bah	BDS Programme Manager	HELP-SL	+232 78 674477
36	Idris Kamara	Admin. Assistance	NAYCOM Regional Office, Kenema	+232 78 330202
37	Abdul Karin Samura	Programme Manager-	CCYA, Freetown	+232 76 201287

Annex 4: Evaluation Matrix and Questionnaire

Evaluation Criteria and Key Questions / Sub-Questions	Data Collection Methods / Tools	Data Sources
RELEVANCE		
1. To what extent did the project achieve its overall objectives? 2. What and how much progress has been made towards achieving the overall outputs and outcomes of the project? 3. To what extent were the results achieved 4. Were the inputs and strategies identified and were they realistic, appropriate and adequate to achieve the results?	Interviews, Focus Group Discussions, Observations, Documents Review	MOYA, NAYCOM, YEOP Modules, UNDP, Beneficiaries

Evaluation Criteria and Key Questions / Sub-Questions	Data Collection Methods / Tools	Data Sources
5. Was the project relevant to the identified needs?		
EFFECTIVENESS		
1. Was the project effective in delivering desired/planned results?	Interviews, Focus Group Discussions, Observations, Documents Review	MOYA, NAYCOM, YEEP Modules, UNDP, Beneficiaries
2. To what extent did the Project's M&E mechanism contribute in meeting project results?		
3. How effective were the strategies and tools used in the implementation of the project?		
4. How effective has the project been in responding to the needs of the beneficiaries and what results were achieved?		
5. What are the future intervention strategies and issues?		
EFFICIENCY		
1. Was the process of achieving results efficient? Did the actual or expected results, justify the costs incurred? Were the resources effectively utilized?	Interviews, Focus Group Discussions, Observations, Documents Review	MOYA, NAYCOM, YEEP Modules, UNDP, Beneficiaries
2. What factors contributed to implementation efficiency?		
3. Did project activities overlap and duplicate other similar interventions?		
4. Could a different approach have produced better results?		
5. How was the project's collaboration with the UNDP, MOYA, NAYCOM, institutions, development partners and the Steering Committee/Project Board?		
6. How efficient were the management and accountability structures of the project?		
7. How did the project financial management processes and procedures affect project implementation?		
8. What are the strengths, weaknesses, opportunities and threats of the project implementation process?		
SUSTAINABILITY		
1. To what extent are the benefits of the project likely to be sustained after the completion of this project?	Interviews, Focus Group Discussions, Observations, Documents Review	MOYA, NAYCOM, YEEP Modules , UNDP, Beneficiaries
2. What is the likelihood of continuation and sustainability of project outcomes and benefits after completion of the project?		
3. How effective were the exit strategies and approaches to pass out assistance provided by the project, including contributing factors and constraints?		
4. What are the key factors that will require attention in order to improve prospects of		

Evaluation Criteria and Key Questions / Sub-Questions	Data Collection Methods / Tools	Data Sources
sustainability of Project outcomes and the potential for replication of the approach? 5. How were capacities strengthened at the individual and organizational level, including contributing factors and constraints? 6. Describe the main lessons that have emerged 7. What are the recommendations for similar support in future?		

Annex 5. Schedule of Evaluation Data Collection

Institution	Data Collection Method
1. Ministry of Youth Affairs, Freetown	Direct Interview
2. National Youth Commission, Freetown	Direct Interview
3. AFFORD, Freetown	Focus Group Discussion
4. Obasanjo Skills Training Centre, Freetown	Focus group Discussion
5. District Youth Coordinator, Western Area and National Youth Coordinator, National Youth Council, Freetown	Direct Interview
6. National Youth Service, Freetown	Direct Interview
7. Advocacy Initiative for Development (AID), Freetown	Focus Group Discussion
8. Global Youth Network, Freetown	Direct Interview
9. Makeni BDS - Management	Direct Interview

10. Makeni BDS - Beneficiaries	Focus Group Discussion and Observation
11. Kenema BDS - Beneficiaries	Focus Group Discussion
12. Kenema BDS - Management	Direct Interview
13. Makeni GIP - Management	Direct Interview
14. Bo GIP - Manager	Direct Interview
15. Bo GIP - Intern	Direct Interview
16. Bo CAPS , Njala University - Coordinator	Direct Interview and Observation
17. Makeni CAPS , E.B. Koroma University	Direct Interview and Observation
18. CAPS , Fourah Bay College - Coordinator	Direct Interview and Observation
19. GIZ	Direct Interview
20. World Bank	Direct Interview
21. UNDP M&E	Direct Interview
22. UNDP Finance	Direct Interview

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- v. UNDP UNDAF Sierra Leone, January 2015-December 2018, YEEP Annual Work Plans 2013-2018
- vi. YEEP Annual Work Plans 2013-2018
- vii. YEEP Annual Reports 2013, 2015, 2016, 2017
- viii. BDS Completion Reports
- ix. Sector Paper by the Sierra Leone's Ministry of Lands and Housing (2018)
- x. Health, Nutrition and Population Statistics, World Bank, 2017
- xi. Project Proposal: Youth Employment and Empowerment Project Sierra Leone, April 2011-December 2012