

# **Terminal Evaluation Report**

## **Youth Employment Programme**

### **Terminal Evaluation**

**Submitted to  
UNDP Samoa**

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**23 July 2019**

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## ACRONYMS

AWPs	Annual Work plans
COC	Chamber of Commerce and Industry
CSD	Community Sector Development
CSSP	Civil Society Support Programme
FAO	Food and Agriculture Organisation
ILO	International Labour Organisation
M & E	Monitoring and Evaluation
MCIL	Ministry of Commerce Industry and Labour
MOF	Ministry of Finance
MTE	Midterm Evaluation
MWCSD	Ministry of Women, Community and Social Development
NGO	Non Governmental Organisation
NSC	National Steering Committee
NYVS	National Youth Volunteer Service
PMU	Programme Management Unit
PPP	Public Private Partnerships
PSET	Post School Education Training
SBEC	Small Business Enterprise Centre
SDGs	Sustainable Development Goals
SNAP	National Youth Employment Action Plan
SNYC	Samoa National Youth Council
TAT	Technical Assistance Team
UNDP	United Nations Development Programme
UNESCO	United Nations Educational and Scientific Council
UNRC	United Nations Resident Coordinator
UNV	United Nations Volunteers
WIBDI	Women in Business Development Incorporated
YEN	Youth Employment Network
YEP	Youth Employment Programme

## EXECUTIVE SUMMARY

The terminal evaluation report of The One-UN (Samoa) Youth Employment Programme (1UN-YEP) is based on the overall evaluation criteria of assessing the *relevance, effectiveness, efficiency and sustainability* of the programme. The YEP's results framework, related indicators and targets provided the benchmark for the performance evaluation of the programme. On the basis of documents review and field mission in Samoa to conduct Key Informant Interviews, FGDs and related observations, following set of evaluation findings are consolidated.

### A. Summary of Findings

#### Relevance

**A1-** Relevance of the Youth Employment programme with the regional and country level priorities and policies is one of the strongest attributes of the programme. YEP is directly linked with the;

- i) **National Priorities-** Samoa National Action Plan on Youth Employment (SNAP)

**Outcome 1.2:** A system is in place for labor market training to provide relevant skills and experience leading to employment for young job-seekers. **(YEP-Output 1 & Output 2)**

**Outcome 2.2:** A system is established to promote youth entrepreneurship. **(Output 3)**

- ii) **Regional Priorities-** YEP- Samoa is directly linked and aligned with the outcome 3.1 of regional UNDAF, which states that: "By 2017, inclusive economic growth is enhanced, poverty is reduced, sustainable employment is improved and increased, livelihood opportunities and food security are expanded for women, youth and vulnerable groups and social safety nets are enhanced for all citizens".
- iii) **SDG 8-** 'Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all'.

**Overall Rating: Relevant**

#### Programme Effectiveness:

**A2-** Overall, YEP has contributed in providing job skills training and the placement of vulnerable and drop out youth in jobs. Some of the key summaries of these achievements include;

**Output 1-** 100+ youth got Internships and 100+ got employment (through skill matching & manual YEN registration),

**Output 2-** Almost 1000+ youth were provided training in variety of job/sector related skills such as value chain, creative industries, soft skills, computer, TVET etc, Output 3- 90+ vulnerable families were provided support in their small businesses (23 are led by youth).

**A3- However, the results and related indicators/targets in 3 outputs of the YEP results framework are partially achieved with some of the targets are underachieved.**

***Overall Rating: Moderately Satisfactory***

#### **Output 1- Youth Employment Network (YEN)**

**A4-** Overall, most of the results and related targets and indicators for the Youth Employment Network (YEN) were underachieved. 180+ youth were registered on YEN. However, no specific data could be found on number of youth who got jobs through YEN and the current status of their profiles. YEN was envisaged to be an ‘interactive online platform’ (Results Framework), whereby job seekers and business can directly interact without any role of an intermediary. The current status of YEN (at the time of the evaluation) does not provide any direct interactive facility between youth and businesses at all. Initial training of YEN was provided to SNYC and other stakeholders. However a National Youth Volunteer Scheme (NYVS) has not been started yet.

***Output 1 Overall Rating: Moderately Unsatisfactory***

**A5- Key challenges & Lessons Learned** include; the lack of and/or inadequate capacity of SNYC to develop, maintain and sustain YEN, either inadequate needs assessment or insufficient technical team or combination of both resulted in a platform with least interactive features, the issue of integration and interoperability between the two similar platforms (LMIS & YEN) undermine the overall progress of YEN and the lack of comprehensive and focused marketing and communication strategy to promote the importance and benefit of YEN undermined the overall value of this initiative.

#### **Output 2- Knowledge & Skills to Access Employment Opportunities**

**A6-** Overall, YEP has shown good progress on the training component of the output, considerable overall progress on the job placement (with limited sustainability), the employment targets are though significantly underachieved. YEP has added an additional training and placement component as its ‘internship programme’, that was quite successful in terms of number of trainees and the related internship placements. Where the total target of youth trainings in the agriculture value chain sector was over achieved due to the ‘farm to table’ project (through SDG- Fund), all other targets of results framework, both in terms of youth trained in accredited skills in creative industries and community based tourism sectors as well as related employment/job placements were underachieved.

## **Output 2 Overall Rating: Moderately Satisfactory**

**A7- Key challenges & Lessons Learned** include; lack of accredited trainings, unaligned trainings with the results and targets of the results framework, inadequate Training Needs Assessment, whereby more demanded skill requirements (such as soft skills) were not effectively catered and lack of robust M&E mechanism for the monitoring of the youth who got employment/internship and validation of other training related data.

## **Output 3- Youth Led Entrepreneurship and Small Business Incubator**

**A8-** Keeping in view the clearly defined indicators of the YEP's results framework for the output 3, YEP has significantly underachieved the targets. The key component of the output 3 that was; Youth Small Business Incubator (With-Walls) based on the PPP modality, could not be established at all. This shortcoming resulted in the major underachievement of the targets.

**A9-** An alternative approach of 'Without the Walls' was adopted under the output 3 whereby vulnerable families with dire need of income were identified with the help of Village Council representatives. The trainings were provided in setting up small business, improved financial literacy skills etc. Financial literacy skills training was a significant and well demanded step to reduce the gap of enabling vulnerable families to start their own businesses. **If the intervention is analyzed as a standalone activity, it yielded some considerable progress whereby 93 families were directly benefited in setting up their businesses, however, if the 'Without Walls' project activity is assessed in the context of the YEP and its focus on promoting 'youth led entrepreneurship', it has its own challenges and shortcomings.** For instance, out of these 93 benefited families with small businesses, only 23 of them were led by youth and only 10+ youth have practically started their businesses.

**A10-** Both indicators of the results framework under the output were under achieved. No concrete data/evidence on youth-led micro-enterprises demonstrated an increase of 15 per cent in income-generation from micro-business activity. Moreover, no concrete reference to gender-sensitive legal empowerment of youth within the informal economy is incorporated into the strategic actions points of the Samoa Youth Employment National Action Plan.

## **Output 1 Overall Rating: Moderately Unsatisfactory**

**A11- Key challenges & Lessons Learned** include; restructuring in the MWCSD, limited clarity/consensus and related implementation on the concept of 'entrepreneurship' and 'Incubator', inadequate assessment of 'Samoa's entrepreneurship eco system', inefficient selection criteria of choosing the beneficiary under the YEP 'without the walls' support as only 25% of the selected beneficiaries were youth.

## Programme Efficiency

**A12-** Overall, YEP implementation efficiency can be divided into 3 distinct phases. In the first phase of the programme, the implementation progress started at a slower pace in context of the AWP of the initial two years. In the second phase until the end of year 2017, the programme implementation efficiency was considerably enhanced. It also allowed an extension of the programme for a year. In the third phase of the programme that was based on the extension year, the efficiency pattern was moderate.

**Overall Efficiency Rating: Moderately Satisfactory**

**A13-** Overall project implementation mechanism is aligned with the planned project design. The minutes of the committee meetings indicated that the project board had conducted frequent meetings to assess the progress of the programme, especially in the years 2017 & 2018. The committee performed the role of due diligence and guided the programme effectively on the basis of the presented AWP. However within the UN agencies, an internal YEP focused coordination mechanism was very important, but it was missing whereas PMU had very limited resources to manage a programme of this scale.

**Overall Rating: Moderately Satisfactory**

**A14- M&E function** of the programme was assessed as one of the weakest link of the programme implementation mechanism that was not based on the Results Based Management and it was clearly not aligned with the YEP's Results Framework. Moreover inadequate, lack of structured and centralized **budgetary/financial data**, no regular results/output based consolidated financial data reporting at the PMU, was a limitation for data analysis and validation that resulted in limited analysis/findings. Although quarterly reports were produced and submitted to the project board, the format was very basic, not aligned with the results and with limited details on the results and targets set by the YEP's Results Framework. Moreover as indicated in the Project Document, the Annual Review Report was missing/never developed. The ARR would have brought together information from the QPRs as well as a summary of results achieved at the activity and output level. No Annual Review Report was one of the major reasons behind lack of consolidated and structured M&E data of the programme.

**Overall Rating: Unsatisfactory**

**A15-** As far One-UN modality and partnership strategy is concerned, it can be clearly validated that all UN agencies including UNDP, ILO, FAO and UNESCO contributed to the YEP activities through their own respective projects. However lack of an internal coordination mechanism between UN agencies led to

limited, unstructured and non-consolidated knowledge and data on YEP. That resulted in limited scope of analysis on effectiveness of UN agencies working as a One UN for the YEP implementation. Similarly efficiency of partnership strategy varies from one output to other whereby, it did not give efficiency results under output 1 & 3, whereas, overall implementation of output 2 was quite efficient.

***Overall Rating: Moderately Satisfactory***

### **Programme Sustainability**

**A16-**Overall, sustainability of the YEP is a strong component of the programme. Government's ownership through its high level national policies and action plans for youth employment, built capacity and ownership of key implementation partners like MWCSO as well as other stakeholders are key factors ensuring overall sustainability of the programme.

***Overall Sustainability Rating: Likely***

### **Gender Equality & Vulnerable Group**

**A17-** Ensuring gender equality and focus on vulnerable groups were assessed to be the hallmarks and strong components of the programme. Both at the design and implementation stages, gender equality were given a central focus. Both targets and indicators of the results framework as well as the selection criteria of beneficiaries ensured that at least 50% of the beneficiaries are females whereas vulnerable families are given high priority throughout the programme intervention.

***Overall Rating: Satisfactory***

### **Recommendations**

#### **A18- Programme level**

- Revisit the overall scope and related Results Framework of the programme for Phase II. Clear, concise and focused Results Framework with less ambitious indicators and targets should be developed. Based on the lessons learned, those areas/sectors that are not in demand should be replaced by the high demand sectors.
- A continued training, awareness & communication campaign about the Results Framework for all key stakeholders should be adopted throughout the programme cycle.
- More focus should be given on public private partnerships (PPPs) to ensure demand driven and relevant programme results.
- It is recommended that only 2 outputs should be included in the YEP- Phase II.

#### **A19- Output 1- Skills Training & Employment- (Including YEN as a sub-output)**



- I. **New Market Needs Assessment-** Instead of four predefined sectors for training in Phase I, an up-to-date job market demand, need assessments and baseline should be conducted. The recent research study, conducted by Michigan University's researchers have also identified few areas in this regard such as waste management, micro-insurance, water harvesting, indigenous crafts etc
- II. **Select less in number but high impact sectors-** On the basis of an up to date Market Needs Assessment (MNAs) and baseline study, focused and only selected sectors with high job demands should be prioritized. Focus on only these sectors rather than all sectors to ensure 'value for money'
- III. **More private sector/employers led trainings & involvement** Training should be provided by the employers/private sector etc based on their skills demands with an intrinsic and integral understanding that a certain number of these participants can be placed in jobs by these potential employers.
- IV. **Continuation of internship training programme-** However, with the following recommendations:
  - Combine the internship & soft skills training with the other sectoral based trainings instead of a standalone activity.
  - Creating an intrinsic and integral mechanism through e.g. MOU that a certain number of the participants will be provided internship by the employers.
  - Vigorous follow up with internees and families in the initial 2-3 weeks of the internee's time period to keep him/her motivated.
  - Clear understanding with the employer to provide internees a pre defined & agreed on-job skills training.
  - Continued follow up and creation of linkages for those internees who could not secure the job afterwards.

**V- Development of Interactive Digital Youth Employment Network-** with interactive face for the direct link and interaction between employer and youth and least (if not any) role of an intermediary.

## **A20- Output 2- Youth Led Entrepreneurship**

- I. **Baseline for the Development of Entrepreneurship Ecosystem-** It is vital to have a basic baseline on country's entrepreneurial ecosystem before setting any targets. The standard concepts and definition of 'entrepreneurship', 'entrepreneurial cycle' etc should be clearly defined and highlighted in the project design document.
- II. **Selection of Young Entrepreneurs for SBI-** Mainstreaming successful 'Youth Co-Lab' as an integral part of the selection of youth with start up ideas should be followed by dedicated training on full cycle of entrepreneurship and entrepreneurship competitions etc.

- III. **Development of ‘Within-Walls’ SBI- The most important of all**, as defined by the SNAP Output 2.2.1 and YEP Output 3, a PPP led SBI should be developed with the mentioned facilities and requirements to accommodate selected youth entrepreneurs.
- IV. **Provision of start up mentoring & acceleration services-** SBI will provide the necessary start up and mentoring services to the young entrepreneurs with the help of the private sector
- V. **Linking Entrepreneurs with the Market**
- **Conventional Mechanism-** Enabling young entrepreneurs to pitch their ideas in front of investors, creation of ‘Angel Fund’ etc.
  - An online market place for the Samoa’s Young Entrepreneurs.
- VI. **SBI ‘With Out Walls’-**The alternative approach of Phase I can be continued to focus on vulnerable youth led micro businesses in communities. However a more stringent selection criteria to select youth beneficiary should be adopted to fulfil the basic requirement of YEP; to benefit youth

#### **A21- Implementation and Management**

- PMU should be strengthened with more key staff e.g. an Economic Empowerment Specialist and a dedicated M&E staff ( with specialty in RBM) to support Programme Coordinator.
- A more robust ‘Results Based’ monitoring and reporting mechanism should be developed whereby, the AWPS’ progress reports/templates are clearly aligned with the YEP’s Results Framework.
- A thorough RBM training should be conducted for YEP PMU and other stakeholders throughout the programme cycle.
- Keeping in view the range of stakeholders involved, activity, budget and other programme related data should be gathered, updated, consolidated and aligned with the YEP RF. This data should be centralized and available at the YEP PMU throughout the programme cycle.
- The overall all selection criteria for any unbudgeted activity should make stringent and only be focused on Youth as primary beneficiaries.

#### **A22- Partnership and Coordination**

- Since YEP is a One-UN programme, an internal UN team focused on YEP should be formed that can meet on periodic basis. E.g. **UN Youth Task force** can be formed/revived to monitor the progress of the programme.
- A well structured and outputs/results oriented based partnership strategy should be developed at the design stage of the YEP- Phase II.
- Either **one-UN funding pot** can be formed or if UN agencies will keep their funds for the YEP related activities separately, the PMU should have access to all budgetary and expenditure information related to the YEP activities.
- Maximum efforts should be made to form a project coordination team, coordinated by YEP PMU that involves all implementing partners that are responsible for any activity.

# ***Final Evaluation Report***

## ***Terminal Evaluation- One UN YEP Samoa***

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### **1. INTRODUCTION**

#### **1.1 Background**

The One-UN (Samoa) Youth Employment Programme (1UN-YEP) was a response by the United Nations Country Team to the request from the Government of Samoa to address the youth unemployment. The specific objective of the YEP was to develop the knowledge and skills required for entry into the labor market, and to provide young women and men with additional support services needed to secure decent work opportunities in either the formal wage employment or in micro and small businesses, which are organized and managed in a largely non-formal manner.

Based on the One UN Model, The programme was designed approach to address specific labor market constraints on the supply- and demand-side, and to ensure that youth have access to the information and other supporting services they need in order to access employment opportunities. Youth Employment Programme (YEP) was initially planned to be implemented from June 2015 to December 2017. However, it got an extension till June 2019 as recommended in the Mid- Term Evaluation Report.

Following were the 3 key outputs of the One-UN YEP:

1. A technologically enabled **‘Youth Employment Network’** provides youth with information and employment services that facilitates their successful entry to the labor market.
2. Youth have the **knowledge and skills required to access employment opportunities** created by climate change adaption strategies and within the local economic development value chains relating to agriculture, creative industries and community-based tourism.
3. **Youth-led micro- and small businesses** are strengthened as a result of tailored and comprehensive support services, which include policies, strategies and dialogue that facilitate an enabling environment for the growth of micro- and small businesses and enhance the protection for youth through the legal empowerment of the informal economy.<sup>1</sup>

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<sup>1</sup> UN (2015), ‘One-UN (Samoa) Youth Employment Programme’, UN: Samoa

UNDP aspired to conduct the terminal evaluation of Phase 1 of the Samoa One UN Youth Employment Programme (YEP).

## **2. Evaluation Objectives & Approach**

### **2.1 Evaluation Objectives and Criteria**

The terminal evaluation of the One UN-Samoa YEP was aimed at addressing the following objectives and related evaluation criteria:

#### **i) To assess & evaluate the relevance of the YEP under following sub criteria:**

- To what extent is the UN-YEP aligned with the regional and country level priorities, policies and strategies on youth employment?
- To what extent is UN-YEP aligned with the UNDAF for the Pacific Region?
- Do the Project outcomes address identifiable problems?
- Does the UN-YEP project objectives consistent with the UN mandate?

#### **ii) To assess and evaluate the Effectiveness & Impact the YEP under the following broader sub criteria**

- To what extent are outputs and targets of YEP results framework achieved?
- To what extent have the project objectives and outcomes, as set out in the Project Document, project's Results Framework and other related documents, have been achieved?
- Are some components better achieved than others?
- What has been the contribution of partners and other organizations to the UN-YEP outcomes?
- Are the UN- YEP objectives clearly stated and contribution to results measurable?
- How successful have partnership arrangements been in contributing to sharing institutional capacity?

#### **iii) To assess and evaluate efficiency of the YEP delivery and implementation under the following sub-criteria**

- Are outputs achieved within expected cost and time?
- Were there any deviations between Planned vs. Actual Expenditure?
- Is there a management or coordination mechanism for the partners?
- How frequently and by what means is information shared within the Programme stakeholders?
- Are UN-YEP project objectives and strategies understood by staff?

- Are UN- YEP project objectives and strategies understood by partners?
- How many levels of decision making are involved in operational approval?
- How did UN- YEP project promote gender equality in the delivery of outputs?
- To what extent did monitoring systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly?
- How useful was the results framework as a management tool during implementation and any changes made to it?

**iv) To assess and evaluate the programme sustainability under the following sub criteria**

- How sustainable has been the contribution of UN- YEP to improving country level ownership, planning and management capacity?
- Was project sustainability strategy developed during the project design?
- How sustainable has been the UN-YEP to improving efforts of youth employment and empowerment at regional and country levels?
- How sustainable has been the contribution of UN-YEP to improving country's performance in youth employment?
- Is the UN-YEP itself sustainable? (Financial, Institutional, Socio Economic and Resources etc)
- To what extent have partners committed to providing continuing support?

**v) Asses and analyze any Lessons Learned, challenges faced and furnish recommendations**

## **2.2 Inception Meeting/Call**

The evaluation exercise started from an introductory Skype based inception meeting that was held with the UNDPs team on 8<sup>th</sup> May 2019.

The meeting was initiated with a brief introduction of the YEP by the UNDP team member. The overview was followed by discussion on expectations about key deliverables, particularly field mission. In addition, the inception meeting call served as an opportunity to discuss management approach and coordination mechanisms of the assignment and to request relevant important documents. During the meeting, UNDP also shared all the readily available information as well as documents pertaining to YEP for desk review and document analysis. Inception meeting call was followed by email based correspondence on exchange of key information on programme (documents) and management of the field mission.

### 3. EVALUATION METHODOLOGY

The following sections provide relevant details of the adopted **evaluation methodology**, based on the requirements of the TORs for undertaking the assignment and findings from the Desk Review.

#### PREPARATION OF THE EVALUATION

##### 3.1. Desk Review and Document Analysis

The foundation of the desk review was the background documents shared by the UNDP team. Review of the documents provided; such as YEP project document, Annual Work Plans, Mid Term evaluation report etc, facilitated a basic understanding of the YEP and enabled an effective assessment design. Some of the key documents are requested to be exchanged, but awaiting such as output wise project (Quarterly/Annual) progress reports, Steering Board Meeting Minutes etc. Some of these documents were provided during the field mission

A list of documents reviewed during this stage is provided in the **Annex A**.

##### 3.2 Programmatic Scope of the Assessment

The programmatic scope of the evaluation exercise was primarily focused on evaluating the relevance, effectiveness & impact, efficiency and sustainability of the following key outputs, indicators and targets of the results framework.

**Programme Outcome: Youth in Samoa, inclusive of those who are marginalized from mainstream economic activities, secure productive employment and decent work and contribute to sustainable and resilient economic growth.**

Outputs	Indicators to be Evaluated	Related Activities Results & Baseline	Targets
Output 1:  A technologically enabled 'Youth Employment	<b>Indicator 1</b>  Number of youth registered on YEN e-platform, disaggregated by gender, village, age and educational status.	Youth are registered on an e-platform that provides essential labour market information and facilitates communications between youth entrepreneurs and	YEN E-platform is designed through consultative process with SNYC, MCIL and MWCSO. At least 200 youth, 50 per cent of whom are female, are registered on e-platform

<p>Network' provides youth with information and employment services that facilitates their successful entry to the labour market</p>	<p><b>Indicator 2</b></p> <p>Number of youth who gain employment as a result of inputs from YEN e-platform, disaggregated by gender, village, age and educational status.</p> <p><b>Indicator 3</b></p> <p>Perception of SNYC staff on their capacity to operate YEN e-platform effectively and without support from 1UN-YEP</p>	<p>the marketplace.</p> <p><b>Baseline (2015):</b> Zero youth registered on e-platform</p> <p>Increased volume of Business-to-Business communications between young producers and buyers through the YEN e-platform.</p> <p><b>Baseline (2015):</b> Zero Business-to-Business communications Zero YEN e-platform</p> <p>Development of processes and capacities for the effective use of the YEN e-platform</p> <p><b>Baseline (2015):</b> Zero processes and capacities. Zero YEN e-platform.</p> <p>A National Youth Volunteer Scheme (NYVS) is established to provide youth with a decent work experience that enhances their future employability.</p>	<p>database.</p> <p>YEN E-platform business-to-business functionality is designed through consultative process with SNYC, MWCSO, MCIL and CoC. At least 25 businesses engage in regular business-to-business communication through YEN e-platform.</p> <p>All SNYC staff receives training and capacity-building inputs on systems and processes for YEN e-platform operation.</p> <p>A NYVS is designed through consultative process with SNYC, MCIL and MWCSO. At least 100 youth, 50 per cent of whom are female, register and gain volunteer experience that enhances their employability.</p>
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		<b>Baseline (2015):</b> SNYC do not have a National Youth Volunteer Scheme	
<b>Output 2.2</b>  Youth have the knowledge and skills required to access employment opportunities created by climate change adaption strategies and within the local economic development value chains relating to agriculture, creative industries and community-based tourism.	<b>Indicator 1</b>  Number of youth who secure employment and income-generation as a result of climate change adaptation strategies and within the agricultural value chain, community-based tourism or creative industries, disaggregated by sector, gender, village, age and educational status.	i-The agricultural value-chain provides opportunities for youth to gain skills and entrepreneurship knowledge that will secure income generation and employment opportunities. <b>Baseline (2015):</b> 44 youth from YEP-IP at SIDS Conference 2014  ii-The 'One Village One Product' approach to community-based tourism generates employment and expanded livelihood-diversification options for youth with skills and entrepreneurship knowledge. <b>Baseline (2015):</b> Zero OVOP approach to community-based tourism in Samoa.	At least 150 youth, disaggregated by gender, village, age and educational status, receive formally accredited skills, entrepreneurship and business development training to enable access to agricultural produce value chains.  At least 50 youth, 50 per cent of whom are female, secure sustainable employment within the agricultural value chains.  At least 150 youth, disaggregated by gender, village, age and educational status, receive formally accredited skills, entrepreneurship and business development training to enable sustainable income generation within community-based tourism. At least 50 youth, 50 per cent of whom are female, secure sustainable employment

		<p>iii- The creative industries provide sustainable employment opportunities for youth with skills and entrepreneurship knowledge.</p> <p><b>Baseline (2015):</b> To be established Q3 2015</p> <p>iv-Climate change and disaster resilience projects in Samoa have new opportunities to incorporate youth employment results within their design and operational strategies.</p> <p><b>Baseline (2015):</b> To be established Q3 2015</p>	<p>within community-based tourism the community-based tourism value chain.</p> <p>At least 150 youth, disaggregated by gender, village, age and educational status, receive formally accredited skills, entrepreneurship and business development training to enable sustainable income generation within the creative industries sector.</p> <p>At least 50 youth, 50 per cent of whom are female, secure sustainable employment within the creative industries sector.</p> <p>50 per cent of new climate change and disaster resilience projects in Samoa include strategies and allocate funds to support gender-sensitive youth employment and the creation of green jobs for youth.</p>
Output 3:	Indicator 1	A Youth Small Business Incubator scheme is established to provide	At least 100 youth-led micro-businesses, 50 per cent of which are female-led,

<p>Youth-led micro- and small businesses are strengthened as a result of tailored and comprehensive support services, which include policies, strategies and dialogue that facilitate an enabling environment for the growth of micro- and small businesses and enhance the protection for youth through the legal empowerment of the informal economy.</p>	<p>Number of youth-led micro-businesses strengthened through services from the Small Business Incubator.</p> <p><b>Indicator 2</b></p> <p>Number of actions made to strengthen policies and legal frameworks affecting small businesses within the informal economy.</p>	<p>youth entrepreneurs with continuous access to a comprehensive range of tailored business development services.</p> <p><b>Baseline (2015):</b> Zero Youth Small Business Incubator</p> <p>Youth entrepreneurship is facilitated by policies, strategies and dialogue that improve the enabling environment for micro- and small business growth, and increases the protection for youth through the legal empowerment of the informal economy.</p> <p><b>Baseline (2015):</b> To be established Q3 2015 .</p>	<p>received tailored support that strengthens their sustainability and potential for employment creation.</p> <p>The Youth Small Business Incubator is operating effectively and sustainably through a PPP modality.</p> <p>Female and male youth-led micro-enterprises demonstrate an increase of 15 per cent in income-generation from micro-business activity</p> <p>Gender-sensitive legal empowerment of youth within the informal economy is incorporated into the strategic actions points of the Samoa Youth Employment National Action Plan. Roadmap with policy and legislative amendments for the empowerment of the informal economy approved by Government.</p>
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### 3.3 Development of Assessment Tools

The TORs and the desk Review of the documents provided an informed foundation for the development of assessment tools. These tools were based on the principles of **three** participatory techniques and comprise of:

- Key Informant Interviews (KIIs)
- Focus Group Discussions (FGDs)
- Observations and Site Visits(Due Diligence Checklist)

The above mentioned tools were user friendly and provided a combination of qualitative and quantitative information. **Annex B** provides a detailed ‘**Evaluation Questions Matrix**’, relevant/related data collection methods and sources for the evaluation mission. These questions provided the guiding basis for the interviews and Focused Group Discussions (FGDs).

## DATA COLLECTION FROM THE FIELD

### 3.4 Data Collection

To undertake the assessment, it was ensured that the collection and analysis of both quantitative and qualitative information will be through a combination of primary and secondary sources. Data collected from one source was triangulated with the other to ensure accuracy and validity .An intelligent mix of both approaches provided more quality and depth to ensure greater understanding of the phenomenon. This will, therefore, present information about the nature, extent, effect and impact of the issues in the targeted area.

A two week field mission was conducted in Samoa from 15-30<sup>th</sup> June, 2019. Following 3 key data collection methodologies were adopted during the mission.

#### 3.4.1 Key Informant Interviews (KIIs)

To consult the relevant project stakeholders, key informant interviews were conducted with multiple stakeholders. The table below indicates the key stakeholders that were consulted for each of the key results area of the YEP. Complete list of stakeholders consulted is included in the **Annex D**.

Programme Outcome: Youth in Samoa, inclusive of those who are marginalized from mainstream economic activities, secure productive employment and decent work and contribute to sustainable and resilient economic growth.			
Outputs	Stakeholders to be consulted- UN	Government/other Stakeholders	Indicators to be Evaluated
Output 1: A technologically enabled ‘Youth	UNDP	SNYC, MCIL	<b>Indicator 1</b> -Number of youth registered on YEN e-platform, disaggregated by gender,

Employment Network' provides youth with information and employment services that facilitates their successful entry to the labour market	ILO	MWCSD.  Youth Beneficiaries	village, age and educational status. <b>Indicator 2</b> -Number of youth who gain employment as a result of inputs from YEN e-platform, disaggregated by gender, village, age and educational status. <b>Indicator 3</b> - Perception of SNYC staff on their capacity to operate YEN e-platform effectively and without support from 1UN-YEP
Output 2.2  Youth have the knowledge and skills required to access employment opportunities created by climate change adaption strategies and within the local economic development value chains relating to agriculture, creative industries and community-based tourism.	ILO UNESCO UNDP FAO	SHA, MFA WIBDI MWCSD BOSA SAME Youth Beneficiaries	<b>Indicator 1</b> -Number of youth who secure employment and income-generation as a result of climate change adaptation strategies and within the agricultural value chain, community-based tourism or creative industries, disaggregated by sector, gender, village, age and educational status.
<b>Output 3:</b>  Youth-led micro- and small businesses are strengthened as a result of tailored and comprehensive support services, which include policies, strategies and dialogue that facilitate an enabling environment for the growth of micro- and small businesses and enhance the protection for youth through the legal empowerment of the informal economy.	UNDP ILO	MWCSD  Youth Beneficiaries  Any other participating government of private sector stakeholders	<b>Indicator 1</b> -Number of youth-led micro-businesses strengthened through services from the Small Business Incubator.  <b>Indicator 2</b> - Number of actions made to strengthen policies and legal frameworks affecting small businesses within the informal economy.

**Annex B** provides a guiding list of interview question for the key informant interviews under the criteria of relevance, effectiveness, efficiency, sustainability, cross cutting themes and UN's partnership strategy.

### 3.4.2 Focus Group Discussions (FGDs)

In order to assess perception of the two key stakeholders and the impact of the YEP, the youth beneficiaries and the SYNC staff, **two FGDs** were proposed/planned. However due to inadequate human resources at the SYNC, only one FGD was conducted with the YEP beneficiaries of all 3 outputs on 21<sup>st</sup> June, 2019.

While conducting FGDs, a selected set of YEP beneficiaries were gathered to discuss issues and concerns, success stories and challenges of the programme. The beneficiaries were selected in consultation with the YEP programme manager. While conducting FGDs, group of 10 participants were formed for each of the FGD. **However, it is worth mentioning here that most of the beneficiaries of the FGD were not young persons in the age 18-35.**

### 3.4.3 Observations and Site Visits

To ensure validity and accuracy of the data gathered during KIIs and FGDs, particularly for the output 3 **(Business Incubation)** site visits were initially proposed conducted. The purpose of this activity is to triangulate the findings regarding physical attributes of the facilities and infrastructure provided by the incubator. **However it was found during the field mission that no such physical infrastructure/business incubation is currently operational.** Furthermore, observations methodology was adopted by visiting the YEN-e platform and validating the data collected through stakeholders' KIIs.

## 3.5 Data Analysis

The process of data analysis was intensive as it is aimed to analyze both quantitative and qualitative data from broad stakeholder base and 3 outputs area; analytical tools were applied which permit comparisons. **Qualitative data** gathered during the course of the assessment will be transcribed and categorized according to the various themes and topics explored with clear conclusions drawn. The **quantitative analysis** such as figures, comparisons, planned vs. actual quantitative targets (as per the YEP's results framework was conducted.

Following obligatory ratings were used for the assessment of each of the sections of the project:

Ratings for Effectiveness, Efficiency, Overall Project Outcome Rating, M&E, IA &EA Execution	Sustainability ratings	Relevance ratings
6: Highly Satisfactory (HS): no shortcomings	4. Likely (L): negligible risks to	2. Relevant (R)

5: Satisfactory (S): minor shortcomings 4: Moderately Satisfactory (MS): moderate shortcomings 3. Moderately Unsatisfactory (MU): significant shortcomings 2. Unsatisfactory (U): major shortcomings 1. Highly Unsatisfactory (HU): severe shortcomings	sustainability	
	3. Moderately Likely (ML): moderate risks	1. Not relevant (NR)
	2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks	
Additional ratings where relevant: Not Applicable (N/A) Unable to Assess (U/A)		

### 3.6 Debriefing of Findings

Based on the collected data through documents review and field mission, a debriefing session was held at UNDP on 28<sup>th</sup> June, 2019, whereby the overall findings, lessons learned and key recommendations for the Phase II of YEP were presented to the key stakeholders.

### 3.7 Evaluation Limitations

Although the evaluation mission was conducted in a structured manner, there are certain limitations in gathering the data during the evaluation exercise

- Inadequate and limited information in the quarterly progress reports that were not fully aligned with the programme's own results framework. The format of the reports was not results based.
- Lack of consolidated, structure and results based budgetary, financial and programme data at the PMU. It hindered in the overall results based budget and expenditure analysis.
- Some of the key minutes of the board meetings and QPRs for the year 2016 were missing that resulted in gathering limited information regarding the initial years of the programme.

To tackle these limitations, more reliance was given on the stakeholder consultations and key informant interviews as well as other available documents such as Mid Term Review and research study by the Michigan University's researchers.

## 4. Evaluation Findings

### 4.1 Relevance

Relevance of the Youth Employment programme with the regional and country level priorities and policies is one of the strongest attributes of the programme.

#### 4.1.1 Relevance with the National Level Priorities

The Youth Employment Programme is highly aligned and relevant with the Samoan national strategy and development priorities on Youth. Samoa has developed a focused and comprehensive National Youth Policy (2011-2015) and related National Youth Employment Action Plan (SNAP). YEP is linked with these overall guiding national policies and documents. More specifically, direct linkages can be drawn with<sup>2</sup>;

**Outcome 1.2: A system is in place for labor market training to provide relevant skills and experience leading to employment for young job-seekers. (YEP-Output 1 & Output 2)**

**Outcome 2.2: A system is established to promote youth entrepreneurship. (Output 3)**

Moreover, YEP's additional activity of internship programme is also directly linked with the:

**Outcome 1.3: Young people have access to career development services.**

#### 4.1.2 Relevance with the Regional Level Priorities

**The United Nations Development Assistance Framework (UNDAF)<sup>3</sup> for the Pacific Sub-Region** is a five-year strategic programme framework that outlines the collective response of the UN system to development challenges and national priorities in fourteen Pacific Island Countries and Territories (PICT s), namely Cook Islands, Fiji, Federated States of Micronesia, Kiribati, Nauru, Niue, Palau, Marshall Islands, Samoa, Solomon Islands, Tokelau, Tonga, Tuvalu and Vanuatu for the period 2013-2017. YEP- Samoa is directly linked and aligned with the outcome 3.1 of regional UNDAF that states:

**Outcome 3.1- By 2017, inclusive economic growth is enhanced, poverty is reduced, sustainable employment is improved and increased, livelihood opportunities and food security are expanded for women, youth and vulnerable groups and social safety nets are enhanced for all citizens.**

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<sup>2</sup> The Samoa National Action Plan on Youth Employment

<sup>3</sup> UNDAF for the Pacific Region -2013-17



#### 4.1.3 Relevance with the SDGs

Objectives and outcomes of the YEP are directly linked and contributing to the **SDG 8: ‘Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all’**. More specifically, YEP is aligned with the:

- **Target 8.3** Promote development-oriented policies that support productive activities, decent job creation, entrepreneurship, creativity and innovation, and encourage formalization and growth of micro-, small- and medium-sized enterprises including through access to financial services.
- **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.

**Overall Rating: Relevant**

#### 4.2 Effectiveness and Impact

During the evaluation exercise, **YEP’s results framework, defined in the YEP project document provided the basis for the assessment of YEP’s effectiveness and impact**. It is worth mentioning that the YEP’s results framework has a clearly and well defined set of outcomes, outputs with specific baseline and target indicators. Keeping in view the overall initially planned duration of the programme, some of the targets can arguably be categorized as ambitious, however it was countered by an extension of the programme for a year.

**Overall, YEP has contributed in providing job skills training and the placement of vulnerable and drop out youth in jobs. Some of the key summary of these achievements include;**

**Output 1-** 100+ youth got Internships and 100+ got employment (including skill matching/ manual YEN registration).

**Output 2-** Almost 1000+ youth were provided training in variety of job/sector related skills such as value chain, creative industries, soft skills, computer, TVET etc.

**Output 3-** 90+ vulnerable families were provided support in their small businesses (23 are led by youth).

However, the results and related indicators/targets in 3 outputs of the YEP results framework are partially achieved with some of the targets are underachieved.

### **Overall Rating: Moderately Satisfactory**

Following section will provide specific output-wise assessment of programme effectiveness and impact:

#### **4.2.1-Output 1- Youth Employment Network (YEN)**

Output 1: A technologically enabled 'Youth Employment Network' provides youth with information and employment services that facilitates their successful entry to the labour market		
Indicators to be Evaluated	Related Activities Results & Baseline	Targets
Indicator 1-Number of youth registered on YEN e-platform, disaggregated by gender, village, age and educational status.	Youth are registered on an e-platform that provides essential labour market information and facilitates communications between youth entrepreneurs and the marketplace.	YEN E-platform is designed through consultative process with SNYC, MCIL and MWCSO.  At least 200 youth, 50 per cent of whom are female, are registered on e-platform database.
Indicator 2 -Number of youth who gain employment as a result of inputs from YEN e-platform, disaggregated by gender, village, age and educational status.	Increased volume of Business-to-Business communications between young producers and buyers through the YEN e-platform.	YEN E-platform business-to-business functionality is designed through consultative process with SNYC, MWCSO, MCIL and CoC.  At least 25 businesses engage in regular business-to-business communication through YEN e-platform
Indicator 3 -Perception of SNYC staff on their capacity to operate YEN e-platform effectively and without support from 1UN-YEP	Development of processes and capacities for the effective use of the YEN e-platform  A National Youth Volunteer Scheme (NYVS) is established to provide youth with a decent work experience that enhances their future employability	All SNYC staff receives training and capacity-building inputs on systems and processes for YEN e-platform operation.  A NYVS is designed through consultative process with SNYC, MCIL and MWCSO.  At least 100 youth, 50 per cent of whom are female, register and gain volunteer experience that enhances their employability.

**Overall, most of the results and related targets and indicators for the Youth Employment Network (YEN) were underachieved.**

Similar finding was initially found in the midterm review whereby it was noted that YEN has shown minimal progress, with indications of limited demonstrated progress, at practical levels. This has been marked with incomplete provision of specific technical support services required to make the e-platform fully functional and user-friendly. YEN is though developed and functional to a certain extent, it is currently under a revamping process to integrate it with a similar online database (**Labor Market Information System-LMIS**) of job seekers that was separately developed and managed by the MCIL.

Data from the document review, field mission as well as observation by visiting the website yielded following findings:

**Indicator 1** -The stakeholder consultation processes indicated that since the inception of the YEN, 180+ youth were registered on YEN. However no specific data could be found on how many of them have got jobs through YEN and what is the current status of those profiles. It is worth mentioning that MWCSO has completed 700+ manual registrations as an alternative approach out of which approximately half of them got jobs. Nevertheless, the basic purpose of concept of providing an online/digital platform for youth employment is **significantly under achieved**.

**Indicator 2** – Like the basis of any other digital platform and as indicated in the indicator above, YEN was envisaged to be an ‘**interactive online platform**’ whereby job seekers and business can directly interact without any role of an intermediary, the current status of YEN (at the time of the evaluation) do not provide any direct interactive facility between youth and businesses at all.

**Indicator 3** - The field mission validated that Initial training of YEN was provided to SNYC and other stakeholders. However a National Youth Volunteer Scheme (NYVS) has not been started yet.

### ***Output 1 Overall Rating: Moderately Unsatisfactory***

#### **Output 1- Key challenges & Lessons Learned**

As indicated above, the progress towards the results output 1 has been under achieved. It is hindered by few key challenges and issues that can be addressed in Phase II.

**Capacity of the Implementation partner:** Despite a good start, the lack of and/or inadequate capacity of SNYC to develop, maintain and sustain YEN has been a key challenge that undermined the effectiveness and impact of YEN. The scope of YEN requires a more structured, well resourced and efficient partner that can provide dedicated time and resources for the initiative.

**Design of YEN:** The sole basis of any digital platform is to provide a direct interactive online space for the key stakeholders. The stakeholder consultations indicated that either inadequate needs

assessment or insufficient technical team or combination of both resulted in a platform with least interactive features.

**Issue of Interoperability:** The issue of integration and interoperability between the two similar platforms (LMIS & YEN) undermine the overall progress of YEN. It requires clear distinction justification of having two platforms serving the same purpose for young jobseekers. Question of duplication of efforts and/or moving towards one platform needs to be considered.

**Lack of Awareness & Marketing of YEN:** In combination with the inadequate stakeholder consultation to assess needs/demands of the market, the lack of comprehensive and focused marketing and communication strategy to promote the importance and benefit of YEN undermined the value of this initiative.

#### 4.2.2-Output 2- Knowledge & Skills to Access Employment Opportunities

**Output 2: Youth have the knowledge and skills required to access employment opportunities created by climate change adaption strategies and within the local economic development value chains relating to agriculture, creative industries and community-based tourism.**

Indicators to be Evaluated	Related Activities Results & Baseline	Targets
Indicator 1-Number of youth who secure employment and income-generation as a result of climate change adaptation strategies and within the agricultural value	i-The agricultural value-chain provides opportunities for youth to gain skills and entrepreneurship knowledge that will secure income generation and employment opportunities	<p>At least 150 youth, disaggregated by gender, village, age and educational status, receive formally accredited skills, entrepreneurship and business development training to enable access to agricultural produce value chains.</p> <p>At least 50 youth, 50 per cent of whom are female, secure sustainable employment within the agricultural value chains.</p>

chain, community-based tourism or creative industries, disaggregated by sector, gender, village, age and educational status.	ii-The 'One Village One Product' approach to community-based tourism generates employment and expanded livelihood-diversification options for youth with skills and entrepreneurship knowledge.	<p>At least 150 youth, disaggregated by gender, village, age and educational status, receive formally accredited skills, entrepreneurship and business development training to enable sustainable income generation within community-based tourism.</p> <p>At least 50 youth, 50 per cent of whom are female, secure sustainable employment within community-based tourism the community-based tourism value chain.</p>
	iii- The creative industries provide sustainable employment opportunities for youth with skills and entrepreneurship knowledge.	<p>At least 150 youth, disaggregated by gender, village, age and educational status, receive formally accredited skills, entrepreneurship and business development training to enable sustainable income generation within the creative industries sector.</p> <p>At least 50 youth, 50 per cent of whom are female, secure sustainable employment within the creative industries sector.</p>
	iv-Climate change and disaster resilience projects in Samoa have new opportunities to incorporate youth employment results within their design and operational strategies.	<p>50 per cent of new climate change and disaster resilience projects in Samoa include strategies and allocate funds to support gender-sensitive youth employment and the creation of green jobs for youth.</p>

**Overall, YEP has shown good progress on the training component of the output, considerable overall progress on the job placement (with limited sustainability), the employment targets are though significantly underachieved.**

It is worth mentioning here, that in addition to the three identified key areas/sectors of training that are value chain, community based tourism and creative industries, YEP has added an additional training and placement component as '**internship programme**'. Observed by the midterm evaluation and review by the Michigan University's researchers<sup>4</sup> as well, the internship programme was the most targeted of all Phase I initiatives towards the unemployed youth. It aimed to empower vulnerable

<sup>4</sup> UN Samoa YEP Phase II Final Report by The Ross School of Business at the University of Michigan

youth, successfully equipping them with basic professional skills that led to steady employment through a robust partnership with the private sector.

However the follow up after trainings, achieving the overall targets of job placements , continuation and sustainability of employment of those trainees who graduated from the YEP training programmes have imposed considerable challenges to the overall effectiveness of the YEP output.

Moreover, unavailability of mechanism to validate the numbers of trainees and related job placements due to lack of centralized, structured and robust monitoring system was observed as a big challenge during the evaluation mission. It resulted in relying on the data of PMU and partial validation through stakeholder consultation and FGD.

Similarly, no specific mechanism of formally accredited trainings (as mentioned in the results framework) was identified in the data collection. Although certificates were provided to the trainees at the end of the training programme, they did not necessarily fulfill the requirement of a formal certification as specified by SQA or other formal entities. This further limits the future probabilities of job placement for the youth.

Following are some of the key features and outcomes of the YEP's training component:

**Indicator1 - Value Chain Training:** As a result of various trainings by FAO and a specific SDG fund based project intervention through WIBDI, more that 500+ trainees were trained on the skills and business development training to enable access to agricultural produce value chains (including the 'farm to table' concept etc). However documents review and stakeholder consultations did not provide any clear data on the current status of the participants. The lack of effective monitoring and reporting was also observed and validated by the Final Evaluation Report<sup>5</sup> of 'Farm to Table' project intervention whereby it was observed that there was a lack of reporting and follow-up and results tracking in order to enable a process review and adaptation. The capacity of the project stakeholders to track progress toward the joint interventions and common results was below the needs with regard to the Development Results Management and the Theory of Change requirements.

**It is therefore important to mention that where the target of providing trainings to youth in value chain sector was over achieved exponentially, the related target of placing these trainees in sustained employment in value chain sector remained significantly under achieved.**

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<sup>5</sup> Terminal Evaluation of the SDGs Trust Fund 'Farm to Table' project with WIBDI, July 2018

**Indicator 2- Community Based Tourism-** Some progress was made both in terms of youth trained on the skills that would enable sustainable income generation within community-based tourism as well as the related employment/job placements. With the help of Samoa Culinary Association, 30+ youth were trained and secured internship/job. The PMU data suggests that most of them are still employed. **Overall targets of trained youth and youth with jobs were partially and significantly under achieved.**

**Indicator 3 – Creative Industries-** With no data on any formally accredited training, **both targets of youth trained to enable sustainable income generation within the creative industries sector and related job placements were significantly under achieved.** There was however Samoa Cultural Center led training sessions to 40 young participants that resulted in 30+ job placements. However currently, only 1 of them is employed.

**Indicator 4-** No clear YEP intervention and related data on **climate change and disaster resilience** projects in Samoa with youth employment results within their design and operational strategies.

### **Additional Trainings**

**i) Internship Trainings-** A successful training programme whereby 170+ youth were trained through internship training programme and more than 100 of them got internships.

**ii) YEP provided TVET related trainings** to 119 youth out of which 24 got employment.

**iii) Other Trainings-** 120 youth were trained in miscellaneous skills such as computer skills etc. Only 20 of those participants have got job/internship.

### **Output 2 Overall Rating: Moderately Satisfactory**

### **Output 2- Key challenges & Lessons Learned**

As indicated above, although some progress towards the results and targets of training and job placement components was made, overall targets were under achieved. The optimum progress was hindered by few key challenges and issues that can be addressed in Phase II.

- **Inconsistent and unaligned trainings:** Although more systematic and coherent training approach was adopted in the earlier years of the YEP implementation, various training components were not fully aligned with the targets of the results framework later, resulting in missing key results/targets. For instance no clear results based (as defined in the results framework) trainings were adopted in the areas of creative industries and community based tourism. The component of 'Farm to Table' trainings through SDG fund had no results oriented monitoring and reporting system.

- **Inadequate Training Needs Assessment:** Adequate and focused demands needs assessment was vital whereby; the high priority skills required by the employers/market will increase the involvement of the employers and long term sustainability of the youth employment. It was a consistent observation during the stakeholder consultation that lack of/inadequate demand driven training/skills needs assessment resulted in the less relevant/demanded skills trainings for the youth. It led to the limited success in placing the trained youth in the job market. For instance **requirement for the “Soft” Skills** was consistently highlighted by the stakeholder as a major missing link the YEP trained youth such as professional appearance and hygiene, timelines to work, communication skills with and overall professional ethics.
- **Lack of Robust M&E Mechanism:** Lack of dedicated and specific M&E team at the PMU hinders the optimum monitoring of the youth who got employment/internship and validation of other training related data.

#### 4.2.3-Output 3- Youth Led Entrepreneurship and Small Business Incubator

**Output 3: Youth-led micro- and small businesses are strengthened as a result of tailored and comprehensive support services, which include policies, strategies and dialogue that facilitate an enabling environment for the growth of micro- and small businesses and enhance the protection for youth through the legal empowerment of the informal economy.**

Indicators to be Evaluated	Related Activities Results & Baseline	Targets
Indicator 1- Number of youth-led micro-businesses strengthened through services from the Small Business Incubator	A Youth Small Business Incubator scheme is established to provide youth entrepreneurs with continuous access to a comprehensive range of tailored business development services	<p>At least 100 youth-led micro-businesses, 50 per cent of which are female-led, received tailored support that strengthens their sustainability and potential for employment creation.</p> <p>The Youth SBI is operating effectively and sustainably through a PPP modality.</p> <p>youth-led micro-enterprises demonstrate an increase of 15 per cent in income-generation from micro-business activity</p>



Indicator 2- Number of actions made to strengthen policies and legal frameworks affecting small businesses within the informal economy.	Youth entrepreneurship is facilitated by policies, strategies and dialogue that improve the enabling environment for micro- and small business growth, and increases the protection for youth through the legal empowerment of the informal economy.	Gender-sensitive legal empowerment of youth within the informal economy is incorporated into the strategic actions points of the Samoa Youth Employment National Action Plan.  Roadmap with policy and legislative amendments for the empowerment of the informal economy approved by Government.
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**Keeping in view the clearly defined indicators of the YEP's results framework mentioned in the table above, YEP has significantly underachieved the targets.**

The key component of the output 3 that was, **Youth Small Business Incubator (With Walls)** based on the PPP modality could not be established at all. That resulted in major underachievement of the targets. However an alternative approach of 'Without the Walls' was adopted under the output 3 whereby vulnerable families with dire need of income were identified with the help of Village Council representatives. The family leader were provided trainings in setting up small business, improved financial literacy skills, understanding of a profit model, methodologies to properly plant, grow, maintain, and harvest crops beyond individual use etc. Financial literacy skills training was a significant and well demanded step to reduce the gap of enabling vulnerable families to start their own businesses.

**If the intervention is analyzed as a standalone activity, it yielded some considerable progress** whereby 93 families were directly benefited in setting up their businesses, however **if the 'Without Walls' project activity is assessed in the context of the YEP and its focus on promoting 'youth led entrepreneurship', it has its own challenges and shortcomings.** For instance, out of these 93 benefited families with small businesses, only 23 of them were led by youth and only 10+ youth have practically started their businesses. The observation was validated through a FGD with the beneficiaries of this activity. More than 80% participants of FGD did not represent youth.

As an outcome no sustained and coherent model of youth led small businesses and entrepreneurship could be observed.

**Indicator1-** The Youth SBI based on the PPP modality could not be established at all. No concrete data/evidence on youth-led micro-enterprises demonstrated an increase of 15 per cent in income-generation from micro-business activity.

**Indicator 2** – No concrete reference to gender-sensitive legal empowerment of youth within the informal economy is incorporated into the strategic actions points of the Samoa Youth Employment National Action Plan.

**Output 1 Overall Rating: Moderately Unsatisfactory**

**Output 3- Key challenges & Lessons Learned**

As indicated above, the progress towards the results of output 3 has been significantly under achieved. It is hindered by few key challenges and issues that can be addressed in Phase II.

- **Restructuring & Conceptual Gap-** Apart from other programmatic challenges like restructuring in the MWCSD and limited funding etc, the stakeholder consultation indicated limited clarity/consensus and related implementation on the concept of **‘entrepreneurship’** and **‘Incubator’**. It also led to the under achievement of major targets. It is imperative to mention that inadequate assessment of **‘Samoa’s entrepreneurship eco system’** and related requirements of promoting **‘youth led entrepreneurship’** during the implementation phase was evident in the stakeholder consultations and data on the SBI.
- **Without Walls’ Selection Criteria-** In the absence of any progress on Incubation Center, an alternative approach of ‘without walls’ was adopted whereby 90+ vulnerable families were provided considerable support and training on setting up and running their small businesses. The selection criteria of choosing the beneficiary under YEP need to be revisited, as only 25% of the selected beneficiaries were youth.
- **Untimely Disbursement of Funds-** Stakeholder consultations and FGD with the beneficiaries indicated that a multi-layered/long process of procurement in general and disbursing the second tranche in particular, hindered the achievement of optimum results from the ‘without-walls’ support to the vulnerable families. It resulted in risking the sustainability as well as scalability of the businesses.

**4.3.4 Additional Activities**

Apart from the programmatic output and activities of YEP, there were few activities that were generated from the un programmed funds. Two of the major projects include:

- i) **Savaii KOKO-** A unique programme on Cocoa farming whereby a cooperative administrative team recruits interested farmers. Farmers receive a supply of young cocoa trees, an amount determined by their own capacity, for free. Cocoa trees take about three years to grow to maturity and to ready its first fruitful harvest. During this three-year period, farmers must diligently care for the cocoa plants and the cooperative provides monitoring and evaluation. When the cocoa is ready for harvesting, farmers sell the cocoa back to the cooperative. The

cooperative then sells the cocoa to foreign markets, including New Zealand, Australia and Japan etc. Many families are benefitted from this initiative.

**However it is worth mentioning here that youth is not the direct beneficiary of this intervention as well as the cooperative is not led by a young entrepreneur/businessman.** Most of the registered farmers are not youth. It has potential of long term benefit but continuous motivation is a big challenge as well as seasonal work for the youth. There is limited financial incentive in the short term. Overall, the programme is not directly aligned with YEP as youth is not the direct beneficiary. **In Phase II, it is recommended that selection criteria of any un programmed activity should ensure that project/business lead and direct beneficiary, both should represent youth.**

- ii) **TVET Student Placement-** The project activity is financed by the un programmed Funds whereby, 119 youth were provided support for TVET Training and 24 of them got employed.

### 4.3 Efficiency

Overall, YEP implementation efficiency can be divided into 3 distinct phases. In the first phase of the programme, the implementation progress started at a slower pace as compared to the AWP's of initial two years. In the second phase until the end of year 2017, the programme implementation efficiency was considerably enhanced. It also allowed an extension of the programme for a year. In the third phase of the programme that was based on the extension year the efficiency pattern was moderate.<sup>6</sup>

Similarly the efficiency of implementation also varied from one output to the other. For instance, the implementation of output 1, (YEN) was significantly inefficient whereby most of the targets were not achieved. Similarly under the output 3, progress on development of a youth led SBI did not kick start after an initial draft design<sup>7</sup> as well as the disbursement of funds for the 2<sup>nd</sup> tranche of 'Without the Walls' beneficiaries was consistently indicated as a very slow process, though the training component was clearly efficient. The overall level of implementation efficiency for the output 2 (trainings and job placements) has been comparatively high.

***Overall Efficiency Rating: Moderately Satisfactory***

#### 4.3.1 Implementation Arrangement & PMU

Overall project implementation mechanism is aligned with the planned project document and it is based on multi layered mechanism.

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<sup>6</sup> It is important to mention that AWP's of the programme were not fully aligned with and based on the YEP's results framework and the validation of data gathered through the field mission was done through the limited/available minutes of the Economic Sub Sector/ Youth Sub Committee meetings and Quarterly Progress Report

<sup>7</sup> Based on the stakeholder consultation

- i) **Project Board** 'Community Economic Empowerment Development Sub Sector Committee (Youth Sub Sector Committee)' was the high level project board that was responsible for 3 key functions (Executive, Senior Suppliers, and Senior Beneficiaries). The minutes of the committee meetings indicated that the board had frequent meetings to assess the progress of the programme, especially in year 2017 & 2018<sup>8</sup>. The committee performed the roles of due diligence and guiding the programme effectively on the basis of the presented AWP.
- ii) **Project Assurance** role was planned to support the Project Board Executive / Youth Subsector Committee by carrying out objective and independent project oversight and monitoring functions. The Head of the UNDP Governance and Poverty Reduction Unit was assigned to play the role of Project Assurance in this UN Joint Programme. No clear or specific data on the role could be gathered as the position was vacant at the time of the terminal evaluation. However Programme Analyst was currently managing the coordination function from UN. However, within UN agencies, an internal YEP focused coordination mechanism is very important, but currently missing. This resulted in continuous challenge of having a structured, consolidated and centralized data on the contribution of UN agencies in the programmes.
- iii) **The PMU/ Programme Coordinator-** the PMU, primarily managed by the Programme Coordinator was responsible to run the programme on a day-to-day basis on behalf of the Implementing Partner within the constraints laid down by the Project Board / Youth Subsector Steering Committee. PMU has very limited resources to manage a programme of this scale. The Programme Coordinator was clearly overburdened with multi level activities that led to inefficiency and slow paced implementation of various programme activities.

Similarly, the key M&E position was filled for a certain time period. However it was vacant for a long period of time as well as at the time of the evaluation. This resulted in lack of structured, coherent, consolidated and centralized programme data at the PMU.

**Overall Rating: Moderately Satisfactory**

#### 4.3.2 Monitoring and Evaluation

Following are some of the key findings on the M&E function of the programme:

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<sup>8</sup> Minutes of the meetings for year 2015-16 were not available

- The M&E function of the programme was assessed as one of the weakest link of the programme implementation mechanism that was not based on the Results Based Management and it was clearly not aligned with the YEP's Results Framework.
- Although quarterly reports were produced and submitted to the project board, the format is very basic, not aligned with the results with limited details on the results and targets set by the YEP's Results Framework.
- Lack of consolidated, structured and centralized programme activities and financial/budgetary data at the PMU was a challenge for the effective M&E function as well as a gap that must be filled in the next phase of the project.
- As indicated in the Project Document, The Annual Review Report was missing/never developed. An Annual Review Report (ARR) was guided to be prepared by the Programme Coordinator in partnership with the MWCSO and submitted to the Youth Development Sub-Sector Committee through the Project Assurance unit. The ARR would have helped in summarizing progress made against targets set for the year, identifying issues related to programme performance and making recommendations for changes to the programme design and/or work plan. The ARR would have brought together information from the QPRs as well as a summary of results achieved at the activity and output level. No Annual Review Report was one of the major reasons behind lack of consolidated and structured M&E data of the programme.

### **Overall Rating: Unsatisfactory**

#### **4.3.3 Allocated Budget vs. Actual Expenditure**

As indicated in the evaluation limitation and under the M&E function above, inadequate, lack of structured and centralized budgetary/financial data, no regular results/output based consolidated financial data reporting at the PMU was a limitation for data analysis and validation that resulted in limited analysis/findings. Most of the financial data is based on parallel/separate funding streams of UN agencies whereby their specific projects are contributing to overall results of the YEP. Nevertheless, a structured and consolidated financial data and reporting for the YEP should have been a basic and mandatory function at the PMU.

Some of the key findings on budgetary data include:

- **UNDP-** Approved total Budget \$ 1313900 (Including SDG-Fund of USD 500,000)  
UNDP Actual Expenses- \$ 1018993 (Approx. 77.5% utilization)
- **FAO-** \$ 166,822
- **ILO-** \$ 150,000
- **UNESCO-** \$6,000

**Overall Rating: U/A**

#### **4.3.4 One- UN Modality and Partnership Strategy**

The YEP was based on One-UN Modality whereby UNDP, ILO, FAO and UNESCO were the key agencies for the design and implementation of the programme. Various partnerships were developed for each of the key outputs that involves both government and non government organizations such as MWCSO, MCIL, BOSA, SAME, SNYC etc. Following are some of the key findings in this regard:

- Although each UN agency significantly contributed to the YEP activities through their parallel funding and respective projects, there is a clear lack of synergy and coherence found in the activities. Data collection indicated that inter UN agency awareness and knowledge of each other's contribution towards YEP was extremely limited. This can be referred back to the same finding that lack of an internal coordination mechanism between UN agencies led to limited, unstructured and non-consolidated knowledge and data on YEP. Moreover it was also indicated that information for YEP receiving funds through MPTF was not clearly communicated to all UN agencies and there was neither any joint application for the fund, nor any discussion about it. Although UNCT meeting is a regular activity, it is not solely based on YEP.
- In absence of one funding pot for the YEP, it was a challenge to disaggregate the results based budgeting and financial data of various UN agencies that was dedicated to the YEP's specific outputs.
- Though YEP's partnerships with multiple organizations has shown considerable results under output 2, this is not the case for the other two outputs. Inadequate capacity assessment of partners for YEN (output 1) resulted in slow paced and inefficient progress whereas no progress on PPP modality for youth led SBI resulted in any significant progress on targets for output 3. In all three scenarios, the overall structured and well developed partnership strategy was a missing link.

**Overall Rating: Moderately Satisfactory**

#### **4.4 Sustainability**

Overall, sustainability of the YEP is a strong component of the programme. First, the YEP proDoc has clearly outlined a sustainability and exit strategy for the programme. Moreover, institutional sustainability of YEP is very strong as Government's ownership through SNAP for the Youth Employment is a high level commitment that enhances the sustainability of YEP in Phase II. The

multiple partners based SNAP is an indication that the government and organizational willingness, capacity and ownership for youth employment strongly exist. Similarly built capacity of MWCSD during the Phase I of the programmed, commitment of including YEP's outputs and activities in MWCSD's annual workplan as well as ownership as the major Implementation partner also contributes to the overall sustainability of the YEP.

During the phase 1, the built capacity and assistance provided to organizations through YEP like Women in Business Development Incorporated (WIBDI), the Samoa National Youth Council (SNYC), Samoa Business Enterprise Centre (SBEC) and the Chamber of Commerce etc will also assist in long term sustainability of the programme.

As far as financial sustainability of the programme is concerned, a revised, focused and demand based Phase II interventions is required with a clear resource mobilization strategy to ensure sustained financial resources for the Phase II.

***Overall Sustainability Rating: Likely***

#### **4.5 Gender Equality, Empowerment & Vulnerable Groups**

Ensuring gender equality and focus on vulnerable groups were assessed to be the hallmarks and strong components of the programme. Both at the design and implementation stages, gender equality were given a central focus.

For instance in the design stage, the gender responsive Results Framework ensured that 50% of the beneficiaries in all of the three outputs that are YEN, Skills Training and Employment and Youth Led SBI are females.

Similarly in the implementation stage, the selection criteria and related data on beneficiaries validated that gender equality was ensured. For instance, out of the 93 beneficiaries of 'Without the Walls' small business support, 47 of them were females. Moreover, out of 670+ manual registrations of young job seekers for the YEN, 350+ were females.

As far as focus on vulnerable groups is concerned, the stakeholder consultations and FGD validated the finding that vulnerable groups of youth (drop outs, rehabilitated, jobless) and vulnerable families (with dire need of money) were given priority in training & job placements and providing small business support respectively.

***Overall Rating: Satisfactory***

## 5. Recommendations

On the basis of the lessons learned and findings mentioned in the sections above, following is a set of recommendations for the YEP- Phase II:

### 5.1- Programme

- Revisit the overall scope and related Results Framework of the programme for Phase II. Clear, concise and focused Results Framework with less ambitious indicators and targets should be developed. Based on the lessons learned, those areas/sectors that are not in demand should be replaced by the high demand sectors.
- A continued training, awareness & communication campaign about the RF for all key stakeholders should be adopted throughout the programme cycle.
- More focus should be given on public private partnerships (PPPs) to ensure demand driven and relevant programme results.
- It is recommended that only 2 outputs should be included in the YEP- Phase II.

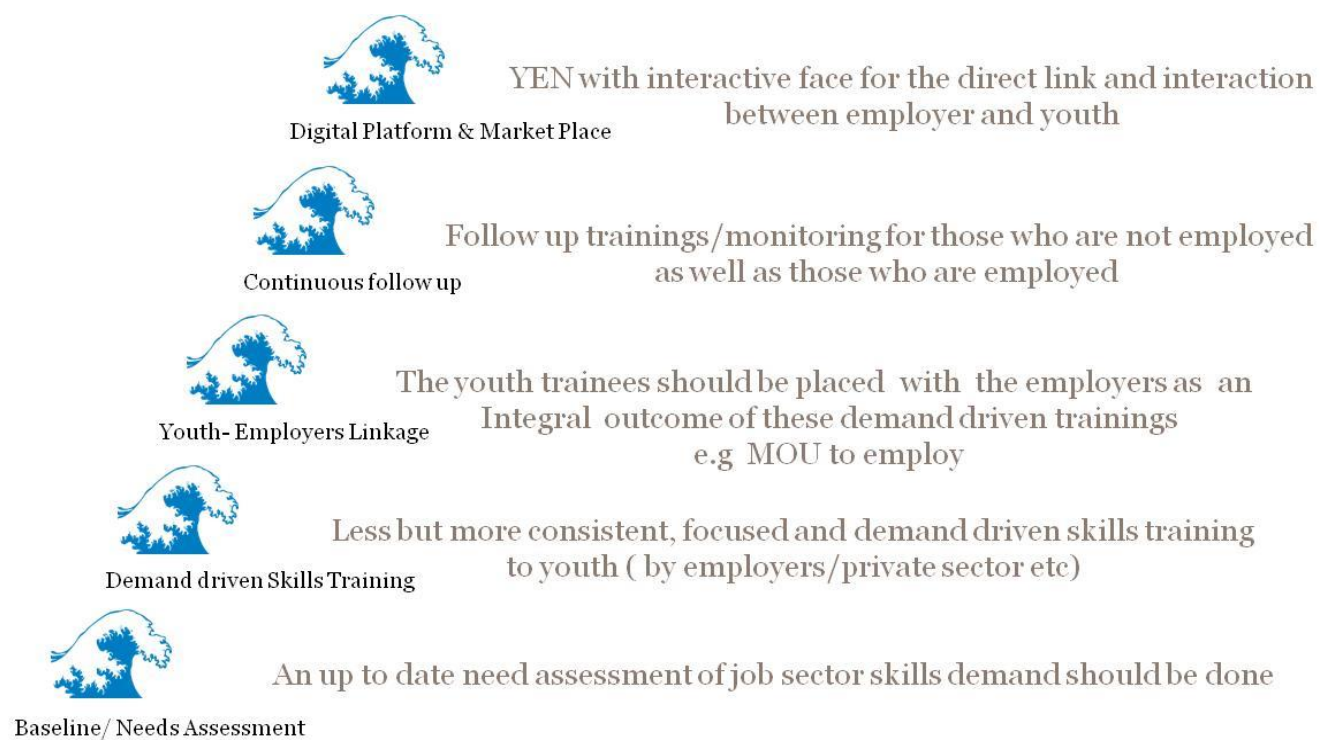
**Output 1-** Skills Training & Employment- (Including YEN as a sub-output)

**Output 2-** Youth Led Entrepreneurship

It is recommended that both outputs should be based on 5 steps processes.

### Output 1- Skills Training & Employment- Process Flow





**I- New Market Needs Assessment-** Instead of 4 pre defined sectors for training in Phase I, an up to date job market demand need assessments and baseline should be conducted. The recent research study , conducted by Michigan University’s researchers have also identified few areas in this regard such as waste management, micro-insurance, water harvesting, indigenous crafts etc.

**II- Select less in number but high impact sectors-** On the basis of an up to date Market Needs Assessment (MNAs) and baseline study, focused and only selected sectors with high job demands should be prioritized. Focus on only these sectors rather than all sectors to ensure ‘value for money’.

**III- More private sector/employers led trainings & involvement** Training should be provided by the employers/private sector etc based on their skills demands with an intrinsic and integral understanding that a certain number of these participants can be placed in jobs by these potential employers. Organizations like Chamber of Commerce etc can be a key partner in this regard, considering their scope of work and member profile.

**IV- Continuation of internship training programme** However with the following recommendations;

- i. Combine the internship & soft skills training with the other sectoral based trainings instead of a standalone activity

- ii. Creating an intrinsic and integral mechanism through e.g. MOU that a certain number of the participants will be provided internship by the employers.
- iii. Vigorous follow up with interneers and families in the initial 2-3 weeks of the interneer's time period to keep him/her motivated.
- iv. Clear understanding with the employer to provide interneers a pre defined & agreed on-job skills training.
- v. Continued follow up and creation of linkages for those interneers who could not secure the job afterwards.

**V- Development of Interactive Digital Youth Employment Network-** with interactive face for the direct link and interaction between employer and youth with least (if not any) role of an intermediary

## Output 2- Youth Led Entrepreneurship- Process Flow



**I-Baseline for the Development of Entrepreneurship Ecosystem-** It is vital to have a basic baseline on country's entrepreneurial ecosystem before setting any targets. The standard concepts and definition of 'entrepreneurship', 'entrepreneurial cycle' etc should be clearly defined and highlighted in the project design document

**II-Selection of Young Entrepreneurs for SBI-** Mainstreaming successful 'Youth Co-Lab' as an integral part of the selection of youth with startup ideas should be followed by dedicated training on full cycle of entrepreneurship and entrepreneurship competitions etc

**III- Development of 'With-in Walls' SBI-**(Most important) as defined by the SNAP Output 2.2.1 and YEP Output 3, a PPP led SBI should be developed with the mentioned facilities and requirements to accommodate selected youth entrepreneurs

**IV- Provision of startup mentoring & acceleration services-** SBI will provide the necessary start up and mentoring services to the young entrepreneurs with the help of the private sector

#### **V- Linking Entrepreneurs with the Market**

- i) **Conventional Mechanism-** enabling young entrepreneurs to pitch their ideas in front of investors, creation of 'Angel Fund' etc
- ii) An online market place for the **Samoa's Young Entrepreneurs**

**VI- SBI 'Without-Walls'**-The alternative approach of Phase I can be continued to focus on vulnerable youth led micro businesses in communities. However a more stringent selection criteria to select youth beneficiary should be adopted to fulfill the basic requirement of YEP, that is to benefit youth

#### **5.2 Implementation and Management**

- I. PMU should be strengthened with more key staff e.g. an Economic Empowerment Specialist and a dedicated M&E staff ( with specialty in RBM) to support Programme Coordinator.
- II. A more robust 'Results Based' monitoring and reporting mechanism should be developed whereby the AWPS, progress reports/templates are clearly aligned with the YEP's Results Framework.

- III. A thorough RBM training should be conducted for YEP PMU and other stakeholders throughout the programme cycle.
- IV. Keeping in view the range of stakeholders involved, activity, budget and other programme related data should be gathered, updated, consolidated and aligned with the YEP RF. This data should be centralized and available at the YEP PMU throughout the programme cycle.
- V. The overall all selection criteria for any unbudgeted activity should make stringent and only be focused on Youth as primary beneficiaries.

### 5.3 Partnership and Coordination

- I. The One UN Programme approach should focus on a holistic approach that covers joint planning, pooled resources, coordinated implementation and joint communication by the UN agencies, throughout the programme cycle in the Phase II.
- II. Since YEP is a One-UN programme, an internal UN team focused on YEP should be formed that can meet on periodic basis. e.g. **UN Youth Task force** can be formed/revived to monitor the progress of the programme.
- III. A well structured and outputs/results oriented based partnership strategy should be developed at the design stage of the YEP- Phase II
- IV. Either **one-UN funding pot** can be formed or if UN agencies will keep their funds for the YEP related activities separately, the PMU should have access to all budgetary and expenditure information related to the YEP activities
- V. Maximum efforts should be made to form a project coordination team, coordinated by YEP PMU that involves all implementing partners responsible for any activity.

## 6. Conclusions

### 6.1 Programme Relevance

Relevance of the Youth Employment programme with the regional and country level priorities and policies is one of the strongest attributes of the programme. YEP is directly linked with the Outcome 1.2 and Outcome 2.2 of National Youth Employment Action Plan (SNAP). Moreover it is directly linked and aligned with the outcome 3.1 of regional UNDAF for the Pacific Region as well as SDG 8: *'Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all'*.

**6.2 Programme Effectiveness:** Overall, YEP has contributed in providing job skills training and the placement of vulnerable and drop out youth in jobs. Some of the key summary of these achievements include:

**Output 1-** 100+ youth got Internships and 100+ got employment (including skill matching/ manual YEN registration).

**Output 2-** Almost 1000+ youth were provided training in variety of job/sector related skills such as value chain, creative industries, soft skills, computer, TVET etc.

**Output 3-** 90+ vulnerable families were provided support in their small businesses (23 are led by youth) However, the results and related indicators/targets in 3 outputs of the YEP results framework are partially achieved with some of the targets are underachieved.

**6.3 Programme Efficiency:** Overall, YEP implementation efficiency can be divided into 3 distinct phases. In the first phase of the programme, the implementation progress started at a slower pace as compared to the AWP's of initial two years. In the second phase until the end of year 2017, the programme implementation efficiency was considerably enhanced. It also allowed an extension of the programme for a year. In the third phase of the programme that was based on the extension year the efficiency pattern was moderate.

Overall project implementation mechanism is aligned with the planned project document. However, within UN agencies, an internal YEP focused coordination mechanism is very important, but currently missing and PMU has very limited resources to manage a programme of this scale. Similarly the M&E function of the programme was assessed as one of the weakest link of the programme implementation mechanism that was not based on the Results Based Management and it was clearly not aligned with the YEP's Results Framework. Moreover inadequate, lack of structured and centralized budgetary/financial data, no regular results/output based consolidated financial data reporting at the PMU was a limitation for data analysis and validation that resulted in limited analysis/findings. As far One-UN modality and partnership strategy is concerned, lack of an internal coordination mechanism between UN agencies led to limited, unstructured and non-consolidated knowledge and data on YEP. Similarly efficiency of partnership strategy varies from one output to other whereby it did not give efficiency results under output 1 & 3 where as overall implementation of output 2 was quite efficient.

**6.4- Programme Sustainability-** Overall, sustainability of the YEP is a strong component of the programme. Government's ownership through its high level national policies and action plans for youth employment, built capacity and ownership of key implementation partners like MWCSO as well as other stakeholders are key factors ensuring overall sustainability of the programme.

**6.5 Gender Equality & Vulnerable Group-** Ensuring gender equality and focus on vulnerable groups were assessed to be the hallmarks and strong components of the programme. Both at the design and implementation stages, gender equality was given a central focus. Both targets and indicators of the results framework as well as the selection criteria of beneficiaries ensured that 50% of the beneficiaries are females where as vulnerable families are given high priority throughout the programme intervention.

## **7. Recommendations**

### **7.1 Programme level**

- Revisit the overall scope and related Results Framework of the programme for Phase II.
- A continued training, awareness & communication campaign about the RF for all key stakeholders should be adopted throughout the programme cycle.
- It is recommended that only 2 outputs should be included in the YEP- Phase II.

- **Output 1-** Skills Training & Employment- (Including YEN as a sub-output)
- **Output 2-** Youth Led Entrepreneurship

## 7.2 Implementation and Management

- PMU should be strengthened with more key staff.
- A more robust 'Results Based' monitoring and reporting mechanism should be developed.
- A thorough RBM training should be conducted for YEP PMU and other stakeholders throughout the programme cycle.
- The programme data should be centralized and available at the YEP PMU throughout the programme cycle.
- The overall all selection criteria for any unbudgeted activity should make stringent and only be focused on Youth as primary beneficiaries.

## 7.3 Partnership and Coordination

- An internal UN team focused on YEP should be formed that can meet on periodic basis.
- A well structured and outputs/results oriented based partnership strategy should be developed.
- Either **one-UN funding pot** can be formed or if UN agencies will keep their funds for the YEP related activities separately, the PMU should have access to all budgetary and expenditure information related to the YEP activities.

# **ANNEXES**



- Project Document-UN (2015), 'One-UN (Samoa) Youth Employment Programme', UN: Samoa. 26 Jun. 2015
- UNDAF for the Pacific Region -2013-17
- Sub-regional programme document for the Pacific Island Countries and Territories (2018-2022)
- Mid Term Evaluation-Youth Employment Programme (YEP), SAMOA. One-United Nations, Samoa in Collaboration with the Ministry of Women, Community and Social Development. 31 Oct. 2017
- Minutes of the Economic Sub Sector/ Youth Sub Committee meetings
- MPTF Office Generic Final Programme- Narrative Report- April 2016- December 2018
- Government of Samoa, Community Development Plan, 2016 – 2020
- Government of Samoa, National Youth Policy, 2011-2015
- Government of Samoa, Samoa National Action Plan on Youth Employment (SNAP), 2016
- Terminal Evaluation of the SDGs Trust Fund 'Farm to Table' project with WIBDI, July 2018
- UN Samoa YEP Phase II Final Report by The Ross School of Business at the University of Michigan , April 2019
- YEP AWP,
- YEP Implementation Plan
- YEP Quarterly Progress Reports

ANNEX B Evaluation Criteria & Questions Matrix Checklist– Youth Employment Programme, Samoa: Terminal Evaluation 2019				
Evaluation Criteria	Key questions specific sub-questions	Data Sources	Data collection Methods/Tools	Indicators/Success Standard
<b>Relevance/design</b>	<p>To what extent is the UNDP's YEP aligned with the regional and country level priorities for youth e.g. National Youth Policy, Youth Employment Action Plan, Strategy for the Development of Samoa (SDS) and UNDAF</p> <p>Does the YEP objectives consistent with the overall UN mandate in Samoa e.g. UNDAF etc?</p> <p>To what extent has the 1UN-YEP been appropriately responsive to other political, legal, economic, institutional, etc., challenges in Samoa?</p> <p>Do the YEP outputs address identifiable youth related problems, challenges &amp; root causes of Samoa?</p> <p>How did the YEP promote or relevant to the principles of gender equality, human rights and other cross cutting themes of UNDP</p> <p>How is the YEP aligned to other sectoral policies</p>	<p>UNDP, ILO, FAO, UNESCO,</p> <p>UNV, MWCSO, MCIL, MAF, Beneficiaries (e.g. youth)</p> <p>Programme documents Annual Reports, M &amp; E documents</p>	<p>Key informant Interviews</p> <p>FGDs</p> <p>Document Review</p>	<p>Programme's results indicators</p> <p>Number of increased youth employment</p> <p>Number of national policies, strategies and programmes linked with YEP</p>

	<p>and strategies of Samoa?</p> <p>To what extent the method(s) of YEP delivery, relevant and appropriate to the country's development context?</p> <p>Are the overall results framework relevant and linked with the YEP objectives?</p>			
<b>Effectiveness</b>	<p>To what extent have the YEP objectives as set out in the project document have been achieved?</p> <p>To what extent is the <b>3 outputs</b> identified in YEP project document achieved?</p> <p>To what extent the related outputs and targets achieved?</p> <p>Are some components better achieved than others?</p> <p>What were the major factors contributing to the achieving or challenging the progress towards the 3 outputs?</p> <p>In which areas does the YEP have the greatest achievements? Why and what have been the supporting factors? How can the programme t</p>	<p>UNDP, ILO, FAO, UNESCO, UNV, MWCSO, MCIL, MAF, M &amp; Review reports</p>	<p>Key informant Interviews</p> <p>FGDs with beneficiaries</p> <p>Documents review</p>	<p>Programme performance indicators</p>

	<p>build on or expand these achievements?</p> <p>In which areas does the YEP have the least achievements? What have been the constraining factors and why? How can they or could they be overcome?</p> <p>How has YEP design and implementation modality influenced the results</p> <p>What has been the contribution of partners and other organizations to the YEP outputs?</p> <p>How effective has been the contribution of YEP to improving government ownership, planning and management capacity process towards youth?</p> <p>Are the YEP objectives clearly stated and contribution to results measurable?</p> <p>How successful have partnership arrangements been in contributing to sharing institutional capacity?</p> <p>Are there any unplanned effects/results from the YEP</p>			
<b>Output 1</b>	How many youth registered on YEN e-platform, disaggregated by gender, village, age and	UNDP	Interviews	Number of youth registered on YEN e-

<b>Youth Employment Network (YEN)</b>	<p>educational status?</p> <p>To what extent the development of YEN E-platform and functionalities include consultative process</p> <p>How many youth who gained employment as a result of inputs from YEN e-platform, disaggregated by gender, village, age and educational status.</p> <p>Is the National Youth Volunteer scheme developed and operational? What are the results</p> <p>To what extent the SNYC staff can operate YEN e-platform effectively and without support from 1UN-YEP? How many SNYC staff trained and capacitated to operate YEN e-platform?</p>	<p>ILO</p> <p>UNV</p> <p>SNYC, MCIL MWCSO.</p> <p>Youth Beneficiaries</p> <p>Any other participating government of private sector stakeholders</p>	<p>FGDs</p> <p>Documents reviews</p>	<p>platform, disaggregated by gender, village, age and educational status.</p> <p>Number of youth who gain employment as a result of inputs from YEN e-platform, disaggregated by gender, village, age and educational status.</p> <p>Perception of SNYC staff on their capacity to operate YEN e-platform effectively and without support from 1UN-YEP</p>
<b>Output 2 Knowledge and Acquired skills for employment</b>	<p>How many youth received formally accredited skills, entrepreneurship and business development trainings to enable access to agricultural produce value chains (Disaggregated by gender, age, village and educational status)</p> <p>How many youth received formally accredited skills, entrepreneurship and business development trainings enable sustainable income generation in the Community Based</p>	<p>UNDP</p> <p>FAO</p> <p>ILO</p> <p>UNESCO</p> <p>UNDP</p>	<p>Interviews</p> <p>FGDs</p> <p>Documents reviews</p>	<p>Number of youth who secure employment and income-generation as a result of climate change adaptation strategies and within the agricultural value chain, community-based tourism or</p>

	<p>Tourism sector (Disaggregated by gender, age, village and educational status)</p> <p>How many youth received formally accredited skills, entrepreneurship and business development trainings enable sustainable income generation in the creative industries sector (Disaggregated by gender, age, village and educational status)</p> <p>How many new climate change and disaster resilience projects in Samoa include strategies and funds for gender sensitive youth employment and green jobs</p>	<p>SHA</p> <p>ILO</p> <p>UNESCO</p> <p>UNDP</p> <p>ILO</p>		<p>creative industries, disaggregated by sector, gender, village, age and educational status.</p> <p>Number of new climate change and disaster resilience projects with gender sensitive youth employment strategies and funds</p>
<p><b>Output 3</b></p> <p><b>Youth-led micro- and small businesses are strengthened</b></p>	<p>How many youth-led tailored micro-businesses strengthened through services from the Small Business Incubator</p> <p>Is the Youth Small Business Incubator operating effectively and sustainably through PPP modality? What is the evidence for this?</p> <p>Are there any new policies, regulatory frameworks, legislative measures developed or if existing ones have been reviewed as result of</p>	<p>UNDP</p> <p>ILO</p> <p>CoC</p> <p>MCIL, UNDP, ILO</p> <p>MWCSD, CoC</p>		<p>Number of youth-led micro-businesses strengthened through services from the Small Business Incubator.</p> <p>Number of actions made to strengthen policies and legal frameworks affecting small businesses within the informal economy.</p>

	<p>the YEP support?</p> <p>Is Gender-sensitive legal empowerment of youth within the informal economy incorporated into the strategic action points of the Samoa Youth Employment National Action Plan.?</p> <p>Are there any Government/Cabinet formal approvals or adoptions of specific measures to empower the youth?</p> <p>Is there any roadmap with policy and legislative amendments for the empowerment of the informal economy approved by Government?</p>			<p>Small Business Incubator operating within a sustainable Public-Private Partnership modality.</p> <p>What are the indicators for the sustainability of PPP intervention and partnership?</p> <p>Gender-sensitive legal empowerment of youth within the informal economy incorporated into the strategic action points of the Samoa Youth Employment National Action Plan. Government/Cabinet formal approval or adoption of specific measures to empower the youth?</p>
<b>Efficiency</b>	To what extent was the YEP management structure as outlined in the Project Document	UNDP, ILO, FAO,	Key Informant	Results Framework

	<p>efficient in generating the expected results?</p> <p>Was the PMU established in a timely manner?</p> <p>Are the programme resources (financial, physical and manpower) adequate in terms of quality and quantity</p> <p>Are 3 outputs achieved within expected cost and time?</p> <p>Were disbursement and programme expenditures in line with budgetary plans</p> <p>Are there major cost- or time-overruns or budget revisions?</p> <p>Is there any mechanism of accountability of the programme?</p> <p>How efficient has been the contribution of the <b>M&amp;E function</b> in timely completion and quality achievement of YEP results and targets</p> <p>To what extent, <b>M&amp;E function</b> related monitoring systems provide management with a stream of data that allowed it to learn and adjust implementation accordingly?</p>	<p>UNESCO,</p> <p>UNV, MWCSO, MCIL, MAF, Beneficiaries (e.g. youth)</p> <p>Programme documents, Financial &amp; Audit Reports</p> <p>Annual Reports, M &amp; E documents</p>	<p>Interviews</p> <p>FGDs</p> <p>Documents reviews</p>	<p>Indicators</p> <p>AWPs</p> <p>Planned vs. Actual Budget Allocation &amp; utilization</p>
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	<p>Is there a management or coordination mechanism for the partnership?</p> <p>How frequently and by what means is information shared within the stakeholders?</p> <p>Are YEP objectives and strategies understood by staff?</p> <p>Are YEP project objectives and strategies understood by partners?</p> <p>How many levels of decision making are involved in operational approval?</p> <p>To what extent were quality outputs delivered on time?</p> <p>Were the risks identified during the planning and implementation phase the most important and the risk ratings applied appropriately</p> <p>How useful was the results framework as a management tool during implementation and any changes made to it?</p>			
<b>Sustainability</b>	How sustainable has been the contribution of YEP to improving country level ownership, planning and management capacity?	UNDP ILO	Key Informant Interviews	Sustainability strategy

	<p>Are there any financial risks that may jeopardize the sustainability of YEP outputs? - To what extent will financial and economic resources be available to sustain the benefits achieved by the programme?</p> <p>Was any sustainability and exit strategy developed during the YEP design and implementation stages?</p> <p>How sustainable has been the YEP to improve and institutionalize capacity of Samoa in the 3 targeted areas (outputs) of interventions</p> <p>Is the YEP itself sustainable? (Financial, Institutional, Socio Economic and Resources etc)</p> <p>What indications are there that the outputs will be sustained (systems, structures, staff, etc.)</p> <p>To what extent do mechanisms, procedures, and policies exist to carry forward the results attained on gender equality, empowerment of women, human rights and human development by primary stakeholders?</p>	<p>UNV SNYC, MCIL MWCSO.</p> <p>Youth Beneficiaries</p> <p>Any other participating government of private sector stakeholders Programme Documents</p>	<p>FGDs Documents reviews</p>	<p>Resource mobilization mechanism</p>
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	<p>To what extent has a sustainability strategy, including capacity development of key stakeholders been developed or implemented?</p> <p>To what extent have partners committed to providing continuing support?</p>			
<b>Cross Cutting Issues</b>	<p>To what extent and how effective the YEP has mainstreamed and addressed cross cutting themes like human rights-based approach; gender equality; youth;</p> <p>To what extent has gender equality and the empowerment of women been addressed in the design, implementation and monitoring of the YEP?</p> <p>Is the gender marker data assigned to this programme representative of reality?</p> <p>To what extent have the YEP promoted positive changes in gender equality and the empowerment of women? Were there any unintended effects?</p>	<p>UNDP</p> <p>ILO</p> <p>UNV</p> <p>SNYC, MCIL MWCSO.</p> <p>Youth Beneficiaries</p> <p>Any other participating government of private sector stakeholders Programme Documents</p>	<p>Key Informant Interviews</p> <p>FGDs</p> <p>Documents reviews</p>	<p>Programme Indicators on gender, youth and other vulnerable groups</p>
<b>UN Strategic</b>	To what extent the UN strategy of <b>One-UN</b>	UNDP	Key Informant	

<b>Position &amp; Partnership Strategy</b>	<p><b>has been effective and efficient?</b></p> <p>UN being one of many development partners operating in Samoa, are there any UN's overall comparative strengths or value addition, vis-à-vis other development partners</p> <p>Do partner organizations share the same goals as the UN?</p> <p>How effective the UN partnership strategy and the partners are in providing added benefits for the YEP to achieve overall outcomes and outputs</p>	<p>ILO</p> <p>UNV</p> <p>SNYC, MCIL MWCSO.</p> <p>Youth Beneficiaries</p> <p>Any other participating government of private sector stakeholders Programme Documents</p>	<p>Interviews</p> <p>FGDs</p> <p>Documents reviews</p>	
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## DUE DILIGENCE BUSINESS INCUBATOR

PRELIMINARY CLIMATE RISK SCREENING-SCREENING QUESTIONS		SCORE	REMARKS
Location and Design of Project	Is The Youth Small Business Incubator is built and operating effectively and sustainably		
	Does The Youth Small Business Incubator offer state of the art facilities for the youth entrepreneurs		
Functionality	Is the technical and management staff for Youth Small Business Incubator recruited, available, trained and well skilled to manage the youth entrepreneurs		
	Are any visible or available youth-led micro-businesses receiving tailored support		
6: Highly Satisfactory (HS): no shortcomings 5: Satisfactory (S): minor shortcomings 4: Moderately Satisfactory (MS): moderate shortcomings 3: Moderately Unsatisfactory (MU): significant shortcomings 2: Unsatisfactory (U): major shortcomings 1: Highly Unsatisfactory (HU): severe shortcomings		<b>Sustainability ratings</b>  4. Likely (L): negligible risks to sustainability 3. Moderately Likely (ML): moderate risks 2. Moderately Unlikely (MU): significant risks 1. Unlikely (U): severe risks	<b>Relevance ratings</b>  2. Relevant (R) 1. Not relevant (NR)
Additional ratings where relevant: Not Applicable (N/A) Unable to Assess (U/A)			

Sr. No	Person Name	Designation	Organization
1	Mr. Sharad Neupane	Deputy Resident Representative	UNDP
2	Ms. Cherelle Freun	Programme Analyst	UNDP
3	Mr. Nanai Sovala Agaiava	ACEO Economic Division	MWCSD
4	Ms. Maria Bernard	YEP Manager	MWCSD
5	Mr. Joe Lam.	President	Samoa Culinary Association
6	Mr. Lemauga Hobart Vaai	CEO - SCCI	Chamber of Commerce
7	Ms.Saute (With Mr. Senele & Ms.Gitta)	Acting CEO	SBEC
8	Mr. Alex Brunt	General Manager Tili Lemisio	Ah Liki Investments
9	Mr. Eric Poe	Director	Teen Challenge
10	Ms. Leaula Theresa	CEO	Samoa Social Welfare Fesoasoani Trust
11	Grace	Secretary	Don Bosco
12	Ms. Adi Tafunai ( With Ms. Fuimaono Rosalia )	Executive Director	WIBDI
13	Ms. Akatsuki Takahashi		UNESCO
14	Mr. Philip Tuivavalagi		FAO
15	Mr. Lae Siliva (with Danielle Lio-Principal Aid Officer) MOF	Deputy CEO	MOF

Sr. No	Person Name	Designation	Organization
16	Mr. Colin Stringer	CEO	SAME
17	Mr. Tomasi Peni	National Coordinator	ILO
18	Mr. Denise & Nuu (Labour Officer)	Job Seeker Officer	MCIL
19	Mr. Tupai Saleimoa Vaai	Director	Savaii Koko
20	Vincent Faafo	Vice President	SNYC
	Lonise Sooul Falaniko, Tupuola, Fesololai, Aomalua,	Beneficiaries	Focused Group Discussion