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| **Mid Term Evaluation UNDP Project Youth Innovation (Youth-IN):** **A Caribbean Network for Youth Development****UNDP Barbados and The OECS Sub-Regional Office** |

**Terms of Reference**

Job Title: Independent Evaluator, Youth-IN Project

Duty Station: Home Country Based with travel to Barbados, St Lucia, Grenada and Guyana

Contracting Authority: United Nations Development Programme

Contraction Duration: 8 November 2013 - 25 January 2014

Start Date: 8 November 2013

1. **Background and Context**

**Project Description**

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| *Executing Agency* | United Nations Development Programme (UNDP) Barbados and OECS  |
| *Coverage* | CARICOM Member and Associate Member States |
| *Timeframe* | December 2010 to December 2013 |
| *Focus area* | Democratic Governance |
| *Contributions* | US$ 3.5Mn Government of Italy  |
| *Implementing Partners*  | CARICOM Secretariat**,** OECS Secretariat, Regional, National Youth Development and Civil Society Organizations, Ministries of Youth, and the University of the West Indies (UWI) |
| *Contact persons*  | * UNDP: Resident Representative and Deputy Resident Representative, Ms. Paula Mohamed, Governance Programme Manager, Ms. Janine Chase, Project Manager-Youth-IN and the Principal Evaluation Manager;
* CARICOM: Dr. Hilary Brown, Programme Manager, Culture and Community Development, CARICOM Secretariat
* OECS: Ms. Beverly Best, Head of Functional Cooperation and Programme Management Unit, OECS Secretariat

Government of Italy - Ms. Paolo Boncampi, Youth and Children Decentralised Cooperation Programme Officer, Italian Cooperation  |

**Background****In 2013, the UN Secretary General launch a System-wide Action Plan on Youth (SWAP) which supports the following overall goals:****Employment and Entrepreneurship:** Ensure greater opportunities for youth to secure decent work and income over the life-cycle, contributing to a virtuous circle of poverty reduction, sustainable development and social inclusion**Protection of rights and civic engagement:** Ensure the inherent rights of youth are recognized and upheld to enable young people’s engagement in all aspects of their development**Political Inclusion:** Ensure the progressive, substantive inclusion of young people in political and decision-making processes at local, national, regional and international levels**Education, including comprehensive sexuality education:** Ensure that young people, on an inclusive, equitable and universal basis, are actively learning in formal or non-formal education systems, and are receiving quality education on sexual and reproductive health**Health:** Ensure that young people, on an inclusive, equitable and universal basis, enjoy the highest attainable standard of physical and mental healthThe Caribbean, like many other parts of the world has one of the largest youth populations the region has ever known, with an estimated 60% of the region’s population, under the age of 30. ILO Director-General noted that…"The effects of the economic and financial crisis threaten to exacerbate the pre-existing decent work deficits among youth. The result is that the number of young people stuck in working poverty grows and the cycle of working poverty persists through at least another generation." Similarly in the Caribbean the prolonged global economic recession and crisis has resulted in an unprecedented rise in the level of youth risk and vulnerability in the areas of education, migration, unemployment, poverty, health, cultural fragmentation and social dislocation. With the youth populations of at least sixty per cent (60%), CARICOM States and Caribbean Community (CARICOM) Heads of Government identified youth as invaluable development partners to advance Caribbean regional integration and Caribbean Small Island Developing States (SIDS) sustainable development agendas. Youth contributions in this SIDS context were reviewed and comprehensively documented in the 2010 the CARICOM Youth Commission produced report, “Eye on the Future: investing in YOUTH NOW for Tomorrow’s Community’[[1]](#footnote-1) The report is an evidenced based, modular situational analysis tool which provides benchmarking data, Caribbean youth databases that document youth trends and aspirations as well as their call for increased access to investment and participation. The Report highlighted the costs of not including youth in the region’s development. This Report is well-placed to further inform youth development strategies, data disaggregation, programme formulation, implementation, monitoring and evaluation inputs development partners and policy makers. One of the critical findings of the Report is that crime and violence is the number one concern of young people and is a major threat to national and regional development. High levels of crime recorded among youth populations threaten positive and significant development gains recorded by Caribbean SIDS over the past decade. As rates of crime and violence continue to increase young people are being disproportionately represented as victims and perpetrators. Building on UNDP thematic focus areas, its global, regional and national programming frameworks, the Youth-IN Project establishes an integrated programme that facilitates results and delivery of assistance to support Caribbean youth aged 15-29. The project is linked to the following Sub-Regional Programme outcome: **“***Enhanced quality of life and security of children, adolescents and youth through strengthened multi-sectoral and human rights based approaches in education, governance, health and social services”. Y*outh-IN project promotes Caribbean youth INclusion, youth INnovation, youth INterest and youth INvolvement in CARICOM Member States (Antigua and Barbuda, The Bahamas, Barbados, Belize, Dominica, Grenada, Guyana, Haiti, Jamaica, Montserrat, Saint Lucia, St. Kitts and Nevis, Saint Vincent and the Grenadines, Suriname, Trinidad and Tobago); and Associate Member States (Anguilla, Bermuda, British Virgin Islands, Cayman Islands, Turks & Caicos).The project, which strategically addresses SIDS vulnerabilities, governance capacities and sustainable human development frameworks, integrally links environmental, economic and social sector assets. The Project Strategy is in line with the recently approved UNDP Strategic Plan 2014/2016, which supports UNDP Field Office Programme Alignment, given the rapidly transformation of world politically, economically and socially. This Strategic Plan builds on UNDPs core strengths, vision and focus to support transformation in development assistance that helps countries achieve the simultaneous eradication of poverty and significant reduction of inequalities and exclusion. The Plan supports 7 programme outcomes; new benchmarks for organizational effectiveness reflecting the priorities of each country and region with programme alignment approaches that yield results in partnership the UN System agencies.This Government of Italy funded project, implemented since 2011, targets Caribbean in-and-out of school youth and in partnership with private and public sector agencies at regional, national and sub-national levels and was funded to the tune of US$3 million with current delivery at US$2.8 million. Full delivery of resources will be concluded by June 2014. The project supports strengthening capacities such as youth governance, economic enterprise, environment, creative industries, gender, culture and sports through the innovative use of media, internet-based, social networking modalities and youth empowerment strategies to enhance youth participation and communications across the Caribbean, its diaspora, Latin America and Italy. This midterm evaluation will be conducted to assess the performance in supporting the achievement of UNDAF Outcome, “Enhanced quality of life and security of children, adolescents and youth through strengthened multi-sectoral and human rights based approaches in education, governance, health and social services,” over the period from July 2011 to 31 October 2013. The evaluation will assess the progress made towards output achievements, made to draw lessons learnt that will inform the development of a second phase of the project. The evaluation is intended to be forward looking and should capture lessons learnt, capturing where possible what has worked well and what has not as a guide for future Caribbean SIDS youth development within the context of UNDP new programming modalities as reflected in the UNDP 2014/2017 Strategic Plan[[2]](#footnote-2). Specifically, the evaluation will focus on performance related to the following four project outputs: * Strengthened participatory governance, youth involvement and youth change agent capacities, with increased civic, decision making and leadership skills;
* Information, communications and technology (ICT) platforms to strengthen, coordinate and develop existing and new innovative youth networks addressing Caribbean regional, national and global development agendas promoted and established;
* Communication tools to reflect youth capabilities, assets and strengthened youth planning and development inputs specifically in culture, sports and media initiatives identified and implemented;
* Spaces for training in micro-credit services to support emerging youth entrepreneurial initiatives, within the framework of regional and national economic diversification strategies supporting cultural and environmental industries established.

The key stakeholders of this project (refer to Annex 1 for full list) are the National Governments within CARICOM Member and Associate Member States, the Project Steering Committee, Implementing Partners and UNDP. |

**Context**

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| The UNDP OECS Sub-regional Office for Barbados and the OECS delivers assistance through Sub-regional Cooperation Programmes that deliver assistance to 10 Caribbean Small Island Developing States (SIDS) States within UNDP's thematic priority areas: Poverty and Social Development, Governance and Institutional Development, Environment and Natural Resources Management and Disaster Risk Reduction.The Caribbean Region as a grouping of Small Island Developing States (SIDS) is experiencing accelerated structural change due to market liberalization impacts, the global economic recession and its linked fiduciary impacts. The recession further compounded and affected economic and social development levels at both regional and national levels. CARICOM and OECS have established regional programmes to provide coordinated macroeconomic policy, economic diversification and social development programmatic support. While Caribbean states have maintained high to medium human development rankings, the projections for sustainable human development and regional competitiveness have been negative and the prolonged global economic recession has accentuated Small Island Developing States (SIDS) development challenges[[3]](#footnote-3) and vulnerabilities. These challenges include issues of inequitable economic and social distribution of resources, increasingly frequent natural hazard and climate vulnerabilities and high levels of public – external and domestic – debt which further limit governments’ fiscal space and capacities to fund social protection programmes.[[4]](#footnote-4) Citizens’ insecurity has been identified as a new governance challenge that poses a threat to the strong democratic governance processes in the Caribbean and the well-being of the state and the citizens of Eastern Caribbean Small Island Developing States (SIDS).The UNDP*Caribbean Human Development Report 2012* [Human Development and the Shift to Better Citizen Security](http://www.regionalcentrelac-undp.org/en/hdr-caribbean) launched in Port of Spain, Trinidad & Tobago, on 8 February 2012 noted that with the exception of Barbados and Suriname, homicide rates including gang-related killings had increased substantially in the last 12 years across the Caribbean, while they had been falling or stabilizing in other parts of the world.  Although murder rates are exceedingly high by world standards, the report says that Caribbean governments can reverse the trend, calling for regional governments to beef up public institutions to tackle crime and violence —including the criminal justice system—while boosting preventive measures. The report analyses youth violence in the region and recommends that Caribbean governments implement youth crime prevention through education, as well as provide employment opportunities that target the marginalized urban poor. A shift in focus is needed it says, from a state protection approach to one that focuses on citizen security and participation, promoting law enforcement that is fair, accountable, and more respectful for human rights. In a region where 60% of the population is between 10 and 29 years old, there is a significant youth development infrastructure at national and regional levels. Youth programming is a key priority at both regional and national levels and there are many programmes that can be accessed to enhance youth voice, participation and aspirations. The large numbers of adolescent youth in the Caribbean present opportunities to fully harness their potential and assets in support of Caribbean development, based on the planks of economic growth, social development, environmental protection and disaster management. Within the recently developed global context of the ‘Arab Spring and Occupy Wall Street’, Caribbean youth need to meaningfully participate in governance and fully exercise their civic responsibilities, which must be embraced to provide opportunities youth engagement in national and community governance. Inclusive youth governance supports critical components SIDS development agendas which embrace sustainable development in the context of current transitions that have been supported by youth in other regions. Youth in the Caribbean have a stake in redefining the future of Caribbean states and the region.  |

1. **Evaluation purpose**

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| The Youth-IN project midterm evaluation is being commissioned at a time when the project is in its penultimate year of implementation. The project, which started full implementation in 2011, will end in June 2014. Evaluations are critical for UNDP to progress towards advancing human development. Through the generation of ‘evidence’ and objective information, evaluations enable managers to make informed decisions and plan strategically. This evaluation exercise, is intended to demonstrate the level of change in the measured variables and level of success of the outputs achieved and contributions to outcome level changes. In addition to the assessment of achievement of products, all UNDP managed evaluations should also assess the contribution of the project to the outcome level results, normally demonstrated as changes in the performance of institutions or behavioural changes. This midterm evaluation, as an independent evaluation, is being conducted at the request of the UNDP Barbados and the OECS Subregional Office, as part of the UNDP programmatic requirements to assess results achieved thus far, the challenges and opportunities, the efficiency and effectiveness of the project approach and the partnerships developed, including any adjustments made during the implementation of the project, regarding outputs and comes. Specifically, the evaluation aims to:1. Assess the performance of the project in achieving its results at output level and contributions to outcome level results.
2. Determine the relevance, effectiveness, efficiency and sustainability of the project during the whole implementation to date;
3. Its contribution to regional and national priorities, to be accountable to partners; and
4. Identify improvements in programming and implementation for agency management in the second phase of the project implementation.

The evaluation will be supported by the UNDP Barbados and the OECS Subregional Office, the Project Steering Committee, Implementing Partners such as National Governments within CARICOM Member States, CARICOM Secretariat, OECS Secretariat and the University of the West Indies, Young Americas Business Trust, and the donor of the project, The Government of Italy. It will be used not only for accountability purposes, but also to capitalize relevant evidence based conclusions, lessons and recommendations for future interventions based on mid-term reviews of project outputs and targets.Evaluation results are expected to determine: * The extents to which the project’s outputs relievable, sustainable and replicable
* Design of future Caribbean regional projects in the field of youth development
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1. **Evaluation scope, objectives, criteria and guiding questions**

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| The evaluation exercise will cover all the project components on the phases: initiating the project and implementing the project conducted to date. The evaluation should cover all the countries that were part of the project with on-site visits to selected countries. The evaluation exercise will identify the outputs produced and the contributions to results at outcome level and positive or negative changes produced along the way, including possible unexpected results. Also, the evaluation is to identify the key lessons learnt and best practices. The evaluation exercise will assess: * The relevance of the project actions implemented in contributing to the project outcomes and outputs
	+ To what extent is UNDP’s engagement a reflection of strategic considerations, including UNDP’s role in a particular development context and its comparative advantage?
	+ To what extent was UNDP’s selected method of delivery appropriate to the development context?
	+ Is the initiative aligned with regional and national strategies?
	+ Is it consistent with human development needs and the specific development challenges in the relevant countries?
* The effectiveness of the project implementation in contributing to the project outcomes and outputs
	+ What progress towards the expected results (outputs and contributions to the outcome level results) has been achieved (strengths, weaknesses, obstacles, problems, causes)?
	+ What are the success factors for the achievement or reasons for non-achievement of project objectives, outputs and contribution to outcome(s)?
	+ Did the project or programme implementation set dynamic changes and processes that move towards the long-term outcomes and potential for long term changes in life conditions of the Youth?
	+ What has been the contribution of partners and other organizations to the relevant outcome level results, and how effective have UNDP partnerships been in contributing to achieving the outcomes?
	+ To what extent the intended beneficiaries have been reached?
* The efficiency of the project implementation in contributing to the project outcomes and outputs to date
	+ To what extent have the programme or project outputs resulted from economic use of resources?
	+ To what extent were partnership modalities conducive to the delivery of outputs?
	+ Has the project been implemented to date within deadline and cost estimates?
	+ Was there any identified synergy between UNDP initiatives that contributed to reducing costs while supporting results?
	+ Did the project M&E systems and practices allow for in-time corrective actions and tracking of the progress towards the expected results (outputs, contributions to the outcomes)?
* The sustainability of the project actions implemented in contributing to the project outcomes and outputs
	+ What indications are there that the outcomes will be sustained, e.g. through requisite capacities (systems, structures, staff, etc,)?
	+ Were initiatives designed to have sustainable results given the identifiable risks? Did they include an exit strategy?
	+ What issues emerged during implementation as a threat to sustainability? What were the corrective measures that were adopted?
* Gender equality Mainstreaming:
	+ Did the project identify gender issues related with challenges of young people (design, implementation phase)?
	+ What intended and unintended results has the project achieved addressing gender sensitivity?
	+ Could the project have been more gender-sensitive?

The presented evaluation questions should be complemented by the evaluator.  |

1. **Methodology**

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| The project evaluation is to be undertaken in accordance with UN evaluation norms and policies, including UN Standards and Norms for Evaluations, UNDP Handbook on Planning, Monitoring and Evaluation for Development Results, and in particular UNDP outcome-level evaluation a companion guide. Evaluation methods should be selected for their rigor in producing empirically based evidence to address the evaluation criteria, to respond to the evaluation questions, and to meet the purpose of the evaluation[[5]](#footnote-5).The Evaluator will design the final methodology for the mid-term project evaluation using mixed methods. The following will be taken into consideration for the design: Evaluation methods should be selected for their rigor in producing empirically based evidence to address the evaluation criteria, to respond to the evaluation questions, and to meet the objectives of the evaluation. The type of information and methods selected must produce evidence, and they should combine both qualitative and quantitative aspects. The evaluation findings should not rely only on perceptions, but the evidence should be validated by triangulation of different data sources /or methods) The evaluation should use primary and secondary data, and should include a presentation of the results matrix of the initiative, updated with the new indicator status, but delimited by the possible restrictions identified in the analysis of the evaluation. The central focus of the evaluation is the contribution to outcomes, without excluding other levels of results – outputs.It is expected that the exercise will entail, but not limited to, the following methods to collect qualitative and quantitative data: Desk review of relevant documents (indicative but not limited to complete list of documentation provided in Annex IV; Consultation with stakeholders and counterparts (interviews and focus groups); Consultation with beneficiaries (interviews and focus groups).Field visits will be conducted in Barbados, Saint Lucia, Guyana and Grenada to meet regional partners, beneficiaries and other stakeholders, other regional and international meetings being conducted by teleconference or Skype.The evaluation methods and parties to be consulted should be selected so that all the participation countries will be covered in the evaluation. This may require use of electronic survey and complement to the other data collection tools.  |

1. **Deliverables**

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| Inception Report - Evaluation framework/design and implementation plan An inception report should be prepared by the evaluation team before going into the full-fledged evaluation exercise. The report should contain an evaluation matrix that displays for each of the evaluation criteria, the questions and sub questions that the evaluation will answer, and for each question, the data that will be collected to inform that question and the methods that will be used to collect that data[[6]](#footnote-6) . In addition, the inception report should make explicit the underlying theory or assumptions about how each data element will contribute to understanding the development results—attribution, contribution, process, implementation and so forth—and the rationale for data collection, analysis and reporting methodologies selected. It should also include a proposed schedule of tasks/activities and deliverablesThis information shall be reflected in an evaluation matrix, for example:

| **SAMPLE EVALUATION MATRIX** |
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| **Criteria/Sub-criteria** | **(Examples of) questions to be addressed by outcome-level evaluation** | **What to look for** | **Data sources** | **Data collection methods** |

The inception report should also present an explanation of the underlying logic of the project (its strategy/ theory of change)[[7]](#footnote-7). Presentation of the preliminary findingsThe evaluator should present the preliminary findings of the evaluation at the end of the visits to the countries (in Barbados). The outline of the presentation should be form part of the inception report. Draft evaluation reportThe draft report will be circulated for review and feedback on the initial findings and recommendations. Final Evaluation Report The final report should be 40 paged (maximum) analytical report, excluding annexes, detailing key findings, lessons learned and good practices and clear conclusions and recommendations. The report should be presented in English. The Evaluation report format should meet with the standard Evaluation Report Template of the UNDP and quality Standards established ). The report should include the following chapters[[8]](#footnote-8):- Executive summary (maximum 4 pages)- introduction (including evaluation objectives and scope)- Description of the Intervention- Evaluation Approach and Methods- Evaluation Findings, including contribution to outcomes- Conclusions- Recommendations- Lessons learned and best practices Annexes  |

1. **Evaluation team and required competencies**

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| The Evaluator must have an in-depth knowledge of youth development issues and a good knowledge of project management and evaluation methodology. Experience in similar assignments is considered a strong asset.This assignment is to be conducted by an Independent Evaluator, who should have the following profiles and experience:* An advanced University Degree in Social Sciences (or other relevant field);
* Minimum of 10 years proven experience in programme design, monitoring and evaluation of development projects at the national, regional and international levels.
* Proven knowledge/experience working in the area of youth development in the Caribbean and evaluation of youth development projects;
* Sound knowledge of social development issues (with a special focus on youth issues) in the Caribbean region would be an asset;
* Sound knowledge of different evaluation approaches, and qualitative and quantitative evaluation methods;
* Experience in evaluating projects in the area of Democratic Governance, with experience in the Caribbean region being an asset;
* Demonstrated cutting-edge technical planning and evaluation capacity;
* Excellent reporting writing and editing skills;
* Previous experience in outcome evaluations of UN System and UNDP projects is an asset; and
* Previous work experience with international organisations and international projects

**Evaluator (indicative number of working days: 45)**The Evaluator will be responsible for the overall management of the evaluation, the collection and analysis of data (notably conducting of interviews with stakeholders) and reporting.  |

1. **Evaluation Ethics**

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| For the development of this evaluation, the evaluator will follow the ethical principles and guidelines established by UNDP and the United Nations Evaluation Group (UNEG)[[9]](#footnote-9). Among other aspects, this includes the rights and confidentiality must be guaranteed to the people providing information, explicit requirements for its use, necessary permission for interviewing children and young people and in accordance with protocols that allow for the safeguarding of information and preservation of anonymity and confidentiality. The evaluators shall operate in such a manner so as to guarantee the independence and impartiality of the process and outputs of the evaluation. The evaluators are expected to agree with the Code of Conduct for Evaluators in the UN System and sign it as part of his/her contract. |

1. **Implementation arrangements**

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| * A pre-evaluation briefing will be provided after which the evaluator is expected to conduct consultations with key stakeholders in different countries the evaluator will then provide a de-briefing to UNDP after these consultations have been complete.
* UNDP Sub-regional Office in Barbados is responsible, in coordination with the Project Manager for the Youth Innovation (Youth-IN) project, to support all logistics issues that arise in the field visits in Barbados, Saint Lucia, Guyana and Grenada (countries to be visited) such as arranging the agenda according the instructions of the evaluator, organization of workshops, interviews, focal group meetings and incurring costs, including travel from Barbados to the other countries to be visited and back to Barbados and possible in-country travel.
* The Evaluation Area of the Regional Service Centre for Latin America and the Caribbean will provide technical advisory to the Evaluation Manager (UNDP Sub-regional Office in Barbados) and Project team, and to the evaluator during the whole evaluation process. It will also conduct impartial peer-reviews to all evaluation products.
* The evaluation process will be supported by an Evaluation Reference Group, consisting of the members of the project Board. The Reference Group will be informed of the key moments of the process and will have an opportunity to comment the evaluation products.
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1. **Timeframe for the evaluation process**

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| The evaluator is expected to work for a period of forty five working days commencing 8 November 2013 – 25 January 2014. The indicative timelines are as follows: Indicative Schedule

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| Phase | Duration in working days  | Dates  |
| Desk Review and elaboration of draft & final Inception Reports | 10 days  | 15 November, Draft Inception Report25 November, Comments on Draft Report27 November – Final Inception Report |
| Field Visits – Consultations, including travel and presentation of preliminary findings  | 15 days  | 1 – 15 December  |
| Additional data collection by virtual means and elaboration of the Draft evaluation report | 15 days  | 3 January – Submission of Draft Report 17 January – Comments on Draft Report |
| Final evaluation report | 5 days  | 25 January – Final Report |
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1. **Payment**

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| Payments would be made upon submission and approval of the following deliverables as highlighted in section 9 above:1. Final Inception Report (27 November) – 20%
2. Draft evaluation report and presentation of findings, conclusions and recommendations - ( 3 December) – 40%
3. Final evaluation report – ( 25 January2014) – 40%
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**ANNEXES**

* Annex I- Results framework of the Project results and the theory of change of the intervention if available
* Annex II - Preliminary List of partners and key stakeholders (with contact information)
* Annex II Preliminary List of key documents and databases to consult
* Annex IV - Code of Conduct for UNEG evaluators

Annex I

**Results and Resources Framework**

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| **Intended Outcome as stated in the Regional Programme Document Results and Resource Framework:** 1. **Strengthened participatory governance, youth involvement and youth change agent capacities, with increased civic, decision making and leadership skills.**
2. **Information, Communications and Technology (ICT) platforms to strengthen, coordinate and develop existing and new innovative youth networks addressing Caribbean regional, national and Global development agendas promoted and established**
3. **Communication tools to reflect youth capabilities, assets and strengthened youth planning and development inputs specifically in culture, sports and media initiatives, identified and implemented**
4. **Spaces for training in micro-credit services to support emerging youth entrepreneurial initiatives, within the framework of regional and national economic diversification strategies supporting cultural and environmental industries established**
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| **Outcome indicators as stated in the Regional Programme Document Results and Resources Framework, including baseline and targets:****OUTCOME 1****Indicators:** Number of youth trained in civic responsibility, democratic values and leadership skills and engaged in broad-based public consultations as youth change agents in target countries; Number of National State reforms promoting gender equality and women’s rights; **Baseline**: Limited involvement of vulnerable and excluded groups in formulation and implementation of development strategies and public agendas;**Target**: 10 countries supported to improve civic engagement of vulnerable and exclude groups, especially youth and women**OUTCOME 2,3 & 4****Indicators**: 1.Number of ICT platforms, communications, enterprise programmes designed and implemented, accessing new resources and improved systems to address the needs of vulnerable and excluded groups with the integration of governance, social and economic indicators and evidence based development agendas and programme development. 2. Number of youth participatory processes and community programmes launched to address vulnerable and excluded groups and impact SIDS development issues such as poverty and inequality.**Baseline**: Limited capacity of vulnerable and excluded population groups to engage in policy dialogues, participatory planning processes and access enterprise development resources**Targets**: 2 regional institutions and at least 4 countries establish and create programmes that reflect participatory processes and evidence based programme formulation to better target vulnerable and excluded groups  |
| **Applicable Key Result Areas (from 2008-11 Strategic Plan): (i)Fostering inclusive participation**  |
| **Partnership Strategy:** The project will establish partnerships at the regional level with CARICOM and OECS Secretariats, Ministries of Youth, the University of the West Indies, and regional donors and development partners and national level (with partner governments, private sector, academia, NGOs, media, service agencies and organisations. |
| **Project title and ID (64116): Youth-Innovation: Caribbean Network for Youth Development**. |
| **INTENDED OUTPUTS** | **OUTPUT TARGETS FOR 2010-2013** | **INDICATIVE ACTIVITIES** | **RESPONSIBLE PARTIES** | **INPUTS[[10]](#footnote-10)** |
| **Output 1: Culture, sports, arts and innovation: Create new and enhanced interactive mechanisms and synergies with existing global, national, regional youth networks in culture, sports, arts to support enhanced youth networking by Caribbean youth.****Baseline:**Weak networking and collaboration among national and regional youth networks Limited use of interactive platforms to strengthen and coordinate new, existing youth networks and YTT outputs to facilitate and influence the Caribbean development agenda**Indicators:**The number of official networks in the arts sector in the Caribbean regionIncreased access and use of culture and sports platforms as tools for regional integration, lifestyle awareness and career development support the implementing regional policy frameworks for cultural industries and sports tourism Cultural exchanges (e.g. art, film, music, sport) between youth in Italy and the Caribbean promoted | 1.1 1000 youth participate in cultural industries, arts and environmental programmes1.2 Participants of the, CARICOM and National Youth Ambassadors and YTT trained in UNDP Regional Caribbean Youth Leadership to promote creativity and innovation in respective communities, national and regional programmes 1.3 Improved regional level coordination and national level networking on youth issues 1.4 Mutual exchanges among cultures promoted between youth in Italy and the Caribbean. Films, art, music, sport and dance exchanges between youth in Italy and the Caribbean held1.5 At least 1000 youth participate in national and regional culture and sports initiatives* 1. 1.6 At least 20 youth exposed to creativity and innovation capacity development

1.7 At least 10 youth participate in cultural exchanges between Italy and the Caribbean * 1. At least 50 youth trained in web-site development and communication modalities communication materials
 | * + 1. Art workshops and arts competitions
		2. Creativity workshops for youth organizations and youth leaders.
		3. The establishment ofa Creative Arts Higher Education Network to link community colleges in the Eastern Caribbean with campuses of the University of the West Indies at Mona, St. Augustine and Cave Hill.
		4. Films, art, music and dance exchanges between youth in Italy and in the Caribbean.
		5. Promotion of cultural exchange initiatives, skills training, content specific seminars and workshops, youth exchanges, institutional strengthening/capacity development, youth/institutional network development, IEC, action research, policy dialogue, competitions, knowledge management and best practice development, retooling and critical thinking, volunteerism, gender mainstreaming and mentoring
 | UWI-EBCCI and other regional Creative Arts organizations Community Colleges – UWI Open CampusGovernment of Italy, Ministries of Youth, Culture SportsCARICOM and OECS StatesUNDP.UWI-EBCCIUNDPCARICOMOECS | **Sub-programme Development in Culture, Sports, Arts and Innovation** **72700 -Events****71200 National Consultants –** **71600 Missions-** **INDICATIVE BUDGET:****US$ 700,000** |
| **Output 2: Entrepreneurship and micro-credit: Created and established spaces/structures for orientation, training and micro-credit services supporting new and emerging youth entrepreneurial initiatives established and functioning within the framework of regional and national economic diversification strategies which will include frameworks of the GEF Focal Areas and GEF/SGP to generate co-funding opportunities for environmental conservation business projects with new eco-sustainable enterprises.** **Baseline:**Limited training for youth in entrepreneurial initiatives**Indicators:** Increased number of youth national regional entrepreneurial initiatives in environmental business development and growth created. Spaces/structures for orientation, training and micro-credit services established and/or revitalized supporting new and emerging youth entrepreneurial initiatives established and functioning within the framework of regional and national economic diversification strategies New and emerging entrepreneurial initiatives conducted in areas such as ICTs, heritage, creative arts, sports and environment.Within the frameworks of the GEF Focal Areas and GEF/SGP, co-funding opportunities for environmental conservation business projects provided and new eco-sustainable enterprises created **Baseline:**Lack of information on eco-business initiatives**Indicators:**Increased awareness and numbers of eco-business opportunities | * 1. At least 200 youth accessed and completed business development training
	2. At least 2 documentaries on development challenges
	3. At least 100 new entrepreneurs developed
	4. Best practices documented and disseminated
	5. 200 supported to access funding for innovative enterprises and able to understand and document challenges facing the development of heritage tourism products and services
	6. Training and support services provided to allow youth entrepreneurs to move from ideas to business ventures
	7. Knowledge and skills provided for environment preservation and job opportunities in tourism heritage and sustainable tourism, organic farming and handicraft
	8. Best practices and examples of Youth entrepreneurship disseminated through Barbados Youth Business Trust and other Caribbean Micro-Enterprise Programmes
	9. The use of alternative energy and natural product businesses are promoted as well as the importance of preserving biological diversity in Caribbean SIDS are promoted through regional events
	10. Involvement of young persons in environmental projects such as reforestation is enhanced
	11. Pilot projects implemented in cooperation with the Youth Environmental Ambassadors and the Caribbean Youth Environment Network (CYEN).in at least one GEF Focal area
	12. Projects implemented by youth and youth organisations which combine conservation and business principles enhanced
	13. (a) Youth proposing eco-sustainable business projects supported to access micro-credit.(b) Ecotourism programming and projects strengthened
	14. 200 Youth accessing and completing business development training
	15. 200 youth supported to access funding for innovative enterprises persons and able to document challenges facing the development of heritage tourism products and services
	16. Training and support services provided to youth entrepreneurs to move from ideas to business ventures
	17. Knowledge and skills provided for environment preservation and job opportunities in tourism heritage and sustainable tourism, organic farming and handicraft
	18. Best practices in entrepreneurship disseminated through Barbados Youth Business Trust and other Caribbean Micro-Enterprise Youth Programmes
 | 2.1.1 Provision of business development training opportunities i.e. Mentoring, business development, skills training, content specific seminars and workshops, expos/trade fairs, institutional strengthening/capacity development, network development; Information Education and Communication (IEC), action research, policy dialogue, knowledge management and best practice development, retooling and critical thinking, volunteerism, gender mainstreaming2.2.1 Support micro-credit funding access to benefit youth selected for business development training. 2.3.1 Organization of a Heritage Tourism Workshop for Youth Entrepreneurs to facilitate heritage tourism opportunities in the Caribbean. 2.4.1 Establishment of Innovation Centres within the Creative Arts Higher Education Network. 2.5.1 Establishment of a permanent linkage with Youth Path/GEF/SGP; CTO, Caribbean Youth Environmental Network (CYEN) 2.6.1 Establishment of a permanent linkage with Youth Path/GEF/SGP; CTO, Caribbean Youth Environmental Network (CYEN) 2.7.1.Organization of regional initiatives/events to promote the use ofalternative energy2.8.1. Provision of eco-volunteer training courses.2.9.1. Implementation of pilot projects in one or more GEF focal areas - climate change; land degradation; international waters; biodiversity conservation with Workshopson viable enterprises development, public relations and fund raising as well as the provision of micro-credit funding to the benefit of young people proposing eco-sustainable business projects[[11]](#footnote-11) | UNDPCARICOMOECSUWI-SEEDCYBTCYENCTOUNDPUNESCO, GEF/SGP, CTO CYEN CARICOM and OECS Programme ManagersMinisters of EnvironmentUWI-SEED, BYBTCYEN, CTO, RC- Associate Expert Network | **Sub-Programme Development in Entrepreneurship and Micro-credit Training** **Environment and Sustainable Development****72700 -Events****71200 - National Consultants** **71600 - Missions** **Sub-Programme Development in Entrepreneurship and Micro-credit Training** **Environment and Sustainable Development****72700 -Events****71200 - National Consultants** **71600 - Missions** **Sub-Programme Development in Entrepreneurship and Micro-credit Training** **Environment and Sustainable Development****72700 -Events****71200 - National Consultants** **71600 - Missions** **INDICATIVE BUDGET:****US$1MN** |
| **Output 3:**  **Communications, inclusive governance and regional integration: Increased innovative communications for development, created with ICTs tools to showcase youth capabilities, assets and inputs in cultural, media and audio-visual communication initiatives. Strengthened youth planning, enhanced advocacy and public awareness capacities in Environmental Awareness, Financial Literacy, Entrepreneurship****Baseline:** Insufficient youth (less than 40 %) involvement in decision making and acting as change agents in the Caribbean region**Indicators:** Number of youth and youth groups involved in government policy making activities Expanded youth participatory governance, youth civic involvement and youth decision makers and change agents**Component 3: Communication**4.Identified and created various communication tools using ICTs to reflect youth capabilities and assets and strengthened youth input in planning and developing cultural, media, audio-visual communications initiatives **Baseline:**Limited youth specific communications modalities**Indicators:**Number of new communications, media productions and ICTEnvironment awareness. increased youth awareness and action in support of Caribbean environmental conservation in context of GEF focal areas and GEF/SGP small grants programme (climate change, land degradation, international waters and bio-diversity conservation)**Output 4. Programme Management, Monitoring and Evaluation**Programme Management, Monitoring and Evaluation activitiesPSC meetings, YTT national and regional technical, policy and multi-sectoral dialogues facilitated. inter-ministerial networking . M and E activities in line as per UNDP POPP | 1.1 1000 Caribbean Youth with increased Caribbean and Global Governance, Transformative Leadership; Policy Change-Development; Gender and Governance Juvenile Violence and Delinquency Prevention, Political Campaigning and Advocacy knowledge 1.2 Youth Think Tank (YTT) established 1.3. Mentoring, volunteer and other capacity development programmes facilitated. 1.4 Youth development Research on new issues 1.5An ICT hub to disseminate information on initiatives, activities and cooperation among young people in the field of art, education, culture, entrepreneurship, environment protection, tourism heritage 1.6ICT materials targeting youth created to facilitate action research and innovation with linkages with other creative centres in the Caribbean and in foreign universities1.7Documentary Film, Youth Visions Videos created Information and communication materials 1.9 Caribbean/Italian Festival with music, art, handicrafts exhibition hosted1.10Increased capacity of 50 youth to contribute to the development of the Programme web-site and other communication modalities1.11 Social issues by social artists highlighted1.12 At least 50 youth sensitised to environment preservation 1.13 At least 1 regional event to promote the importance of preserving biological diversity 1.12 At least 6 innovative Projects implemented by youth and youth organisations 1.1 PMU, Steering committee and youth think tank established1.2 quarterly and annual progress reports1.3 Mid-term and final evaluation reportsReports of project meetings1.4Quarterly progress reports, Annual reports, Mid-term and Final Evaluation | 1.1.1 Regional workshops addressing critical youth related issues1.2.1 Planning and organization of the Caribbean Youth Think Tank (YTT); Youth Portal; Caribbean Youth Knowledge Fair1.3.1 Content specific learning events to enhance skills of Caribbean Youth Ambassadors, National Youth Focal Points, UNA-UWI and other regional youth;1.4.1 The organization of meetings and events for beneficiary institutions to facilitate national youth policy dialogues based on action research, civic engagement and information access and media;1.5.1 Data assessment of youth development.1.6.1 Development of a Programme web-site facilitating community, national, regional and global sharing of knowledge and information. 1.7.1 UWI-EBCCI training to support the creation and production of information and communication materials targeting youth 1.8.1 Production of a film documentary highlighting Youth Visions; Organization of a Caribbean/Italian festival with music, art, handicrafts exhibition, where the film documentary produced as stated A3, will be presented1.9.1 Provision of training in social communication methodologies and ICT for at least 50 young people, highlighting social issues by Caribbean and Italy artists e.g. AJA 1.10.1 Skills training, content specific seminars and workshops, youth exchanges, institutional strengthening/capacity development, peer education, network development; Information Education and Communication (IEC), action research, policy dialogue, retooling and critical thinking, volunteerism, gender mainstreaming, mentoring1.11.1 Enhanced institutional capacities, planning and monitoring seminars and workshops, peer education, network development; Information Education and Communication (IEC), action research, policy dialogue, volunteerism, youth and gender mainstreaming, mentoring1.1.1Programme management activities and meetings1.2.1Preparation of progress, monitoring and evaluation reports | UNDPCARICOMOECSMinistries of Youth, CARICOM and OECS, Regional AgenciesUniversity of the West Indies Network, Regional Youth StakeholdersCCYD researchers, national research teamsCaribbean Regional and National Media and RAI 3 News (State Radio Televisione Italiana)UNDPCARICOMOECSUNDPUNDP, CARICOM, OECS and Project Manager | **71200 International Consultants –** **71200 National Consultants –** **72125 Service Contracts Studies and Research****71600 Missions-** **74200 Production, Printing costs –****INDICATIVE BUDGET US$1MN****71200 Project Manager and JPO remuneration support costs****71200 National Consultants** **72125 Service Contracts Studies and Research****71600 Missions-** **74200 Publication Production, Printing costs** **INDICATIVE BUDGET:****US$300,000** |

Annex II – Key Stakeholders for Youth-IN Project

(See attached

**Annex III Preliminary List of key documents and databases to consult**

The below provides the Evaluator(s) with an initial reference of the documents available to support the Mid-Term Evaluation of the Youth Innovation (Youth-IN): A Caribbean Network for Youth Development project.

|  |
| --- |
| **Documents** |
| Youth Innovation (Youth-IN): A Caribbean Network for Youth Development Project Document |
| CARICOM Commission on Youth Development: “Eye on the Future” Report  |
| United Nations Development Assistance Framework (UNDAF) 2012 – 2016) |
| UNDP Sub regional Programme Document 2005-2011,  |
| UNDP Multicountry Programme Action Plan M-CPAP 2012 - 2016 |
| Cost Sharing Agreement between the Government of Italy and UNDP |
| Letter of Agreements/Project Cooperation Agreements between UNDP and Implementing Partners (University of the West Indies, CARICOM Secretariat, Young Americas Business Trust) |
| Annual Workplans |
| Quarterly progress reports |
| Project Annual Reports  |
| Project Steering Committee Meeting Reports |
| Creativity for Employment and Business Opportunity (CEBO): Phase 1 Evaluation Report  |

* Annex IV - Code of Conduct for UNEG evaluators

(See attached )

1. http://www.caricom.org/jsp/community\_organs/cohsod\_youth/CCYD [↑](#footnote-ref-1)
2. http://www.undp.org/content/dam/undp/library/corporate/UNDP\_strategic-plan\_14-17\_v9\_web.pdf [↑](#footnote-ref-2)
3. http://www.undp.org/mdg/goal8.shtml

SIDS volatile economic growth; limited natural resources and a limited highly specialized export structure; narrowly defined economies of scale; high transport costs; single sector dependency i.e. tourism, agriculture, financial services as well as on remittances as important sources of foreign exchange have been compounded, in recent years, with a high degree of vulnerability to recurrent natural hazards such as hurricanes, flooding and climate change linked disaster events. [↑](#footnote-ref-3)
4. From a UNDP perspective, social protection is relevant because it supports the sustainability of development achievements and it addresses several of the dimensions of human development (education, gender, health, etc.). It helps reduce vulnerabilities for households in poverty or hovering just above the poverty line by providing access to coping mechanisms that do not affect their future income generation. It can be a powerful mechanism for reducing inequalities, both in the short and longer term. Furthermore, supporting social protection can contribute towards the achievement of UNDP strategic Plan 2008-2011 outcome 1 “MDG-based national development strategies that promote growth and employment, and reduce economic, gender and social inequalities” and the following elements of the Global Programme 2009-2011: ‘Poverty eradication and achievement ‘of internationally-agreed development goals, including the Millennium Development Goals' ; ‘UNDP’s strategic response to challenges that threaten the achievement of the Millennium Development Goals’ . **October 2011 Concept note - Social Protection Component of the Global Programme**  [↑](#footnote-ref-4)
5. See: Norms: <http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=21>

Standards: ttp://www.uneval.org/papersandpubs/documentdetail.jsp?doc\_id=22

UNDP Handbook on Planning, Monitoring and Evaluation for Development Results http://web.undp.org/evaluation/handbook/

UNDP outcome-level evaluation http://web.undp.org/evaluation/methodologies.htm [↑](#footnote-ref-5)
6. UNDP Handbook, P172 [↑](#footnote-ref-6)
7. The index and the content of inception report should be in accordance with the model presented in the UNDP outcome-level evaluation a companion guide, including assessment of the evaluability of the project and identification of possible limitations/ risk to the evaluation process. [↑](#footnote-ref-7)
8. The evaluator should present final proposal for the evaluation report index as part of the inception report. [↑](#footnote-ref-8)
9. UNEG ethical guidelines: <http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=102> [↑](#footnote-ref-9)
10. To be further defined by Project Manager/ Project Inception Report for PSC approval [↑](#footnote-ref-10)
11. Caribbean Tourism Organisation (CTO) documentation: <http://www.onecaribbean.org/information/categorysearch.php?searchterm=ecotourism> [↑](#footnote-ref-11)