YOUTH EMPLOYMENT AND EMPOWERMENT PROGRAMME

TERMS OF REFERENCE

OUTCOME EVALUATION OF THE YOUTH EMPLOYMENT AND EMPOWERMENT PROGRAMME
1.0 Background

UNDP is supporting Ministry of Youth Affairs (MOYA) and National Youth Commission (NAYCOM) to empower the youth to develop their potential, creativity and skills for national development through the Youth Employment and Empowerment Programme (YEEP). The Youth Employment and Empowerment Programme (YEEP) is designed to strengthen national policy, strategy and coordination frameworks for youth employment and establish, on a national basis, basic support services for youth including business development support and youth career advice all geared towards increasing the employability of youth. This support shall be done through; provision of rapid employment opportunities and income generating activities for young people; strengthening the capacity of the Ministry of Youth Affairs and National Youth Commission; promotion and of the participation of young people in decision making processes and the development of youth interest initiatives. Strengthening the youth development initiatives coordination system of MOYA and NAYCOM is one of the activities aimed at bringing better coordination, oversight and strategic leadership role of the national institutions. The Youth Employment and Empowerment Programme is part of the ‘Inclusive Growth and Sustainable Development’ Programme Cluster of the Sierra Leone Country Programme Document and Country Programme Action Plan (CPD and CPAP).

UNDP has been engaged in employment generation and private sector development in Sierra Leone in the post-conflict period, supporting the creation of income-generating opportunities for young people. Across a broad range of activities ranging from micro-enterprise and business development schemes to support to the development of cooperatives and promoting access to finance, UNDP has produced concrete results, particularly in terms of increasing the income generation abilities of youth participants.

In 2012, building on successful experience and lessons learned, UNDP has moved towards a market-based approach that assists youth businesses in a systemic manner. With the establishment of NAYCOM, UNDP designed an innovative scheme to provide young entrepreneurs with a broad range of business development support services. Five Business Support Centres (BSCs) have been opened in main urban centres including Freetown, Newton, Bo, Makeni and Kenema, which each provide direct assistance to over 2,000 entrepreneurs per year. UNDP is also supporting the Graduates Internship Programme, Career Advise and Placement Services (in tertiary institutions) and various skills development activities.

2.0 General Scope of the work

The overall aim of the evaluation is to assess the contributions made by YEEP with specific emphasis on the Support to youth employment and empowerment and institutional capacity building activities for NAYCOM and MoYA 2011-2013. It will primarily consider the role, management, and achievements of UNDP SL, NAYCOM, Business Development Services (BDS), Graduate Internship Programme (GIP), and Career Advisory and Placement Services (CAPS). It will also review the extent of the likely impact and their relevance to the overall intended outcome and their overall sustainability. Whilst the
outcome evaluation is expected to contribute to both accountability and learning, its primary focus is expected to be on learning.

In line with best practice the evaluation is expected to assess YEEP according to the OECD-DAC evaluation criteria (Relevance, Sustainability, Effectiveness, Efficiency and Impact). It is expected that the review will focus on:

1. Whether the strategic choices made by YEEP were relevant to the context, and whether the projects that were funded were relevant to the strategy;
2. Whether the design of YEEP promoted sustainability in relation to national ownership and capacity;
3. Whether YEEP has been effective in delivering the intended results for youth; and
4. Whether the programmatic choices and organizational systems were able to deliver YEEP efficiently

3.0 Functions / Key Results Expected

- Summarise and give insight into the context in which YEEP was implemented;
- Provide a fair, reasonable, and credible assessment of how well YEEP understood and whether it responded relevantly to the context;
- Give insight to the main challenges faced by YEEP and how well the programme responded to changes in the context;
- Identify the main achievements – both expected and unexpected – of YEEP, particularly as they relate to the employment promotion and institutional capacity building;
- Document lessons learned and recommendations;
- Organize a validation workshop to evaluate and receive feedback from key stakeholders;
- Prepare a comprehensive draft outcome evaluation report.

3.1 Deliverables/Final Products Expected:

- Best practices/lessons learnt from the programme implementation of YEEP (Business Development Services, Career Advise and Placement Services, Graduates Internship programme and Skills Development programmes);
- Final outcome evaluation report.

As a minimum, the Evaluation Report (draft or final) shall include the following components:

i. Executive Summary
ii. Introduction / Background
iii. Programme outline and management
iv. Objectives of the projects, as well as the outcome level  
v. Methodology  
vi. Analysis  
vii. Findings  
viii. Conclusions  
ix. Lessons Learned  
x. Recommendations  
xi. Relevant Annexes, e.g.  
a. List of people interviewed  
b. List of acronyms  
c. Evaluation work plan and TOR  
d. Key reference documents  

4.0 Recruitment Qualifications  

4.1 Qualifications:  

Education: Advanced university degree in economics, social sciences and business administration or equivalent combination of education and experience in a related area.  

Experience: At least 7 years progressively responsible in the specific programme area associated with this post, in design, monitoring & evaluation of programmes, project planning or related fields.  

Other skills: Strong analytical and management skills applied to managing and reviewing programmes/projects, including human and financial resources, ability to work under pressure and meet strict deadlines, knowledge of current development policies and activities, ability to organize work and collaborate effectively with a wide range of teams and work with individuals of different national and cultural backgrounds, including networking across professional, thematic and organizational boundaries. Working experience in developing countries. Basic knowledge of relevant institutional mandates, policies, guidelines. Knowledge of the institutions of the UN system.  

4.2 Competencies:  

Professionalism: Knowledge and understanding of theories, concepts and approaches relevant to monitoring & evaluation, programme management (in the field of Youth Employment, political affairs, sustainable development policy and humanitarian action); practical experience in programme/project management and administration; good research, analytical and problem-solving skills, including ability to identify and participate in the resolution of issues/problems; familiarity with and experience in the use of various research methodologies and sources, including the internet, and other databases; ability to apply good judgment in the context of assignments given; ability to plan own work and manage conflicting priorities.  

Communications: Good communication (spoken and written) skills, including the ability to draft/edit a variety of written reports, studies and other communications and to articulate ideas in a clear, concise style.
Creativity: Ability to actively seek to improve programmes/services, offer new and different options to solve problems/meet client needs, and promote and persuade others to consider new ideas.

Technology Awareness: Fully proficient computer skills and use of relevant software and other applications, e.g. word processing, spreadsheets and other statistical applications, internet, etc.

Teamwork: Good interpersonal skills and ability to establish and maintain effective partnerships and working relations in a multi-cultural, multi-ethnic environment with sensitivity and respect for diversity, including gender balance.

Work Experience: The consultant should have a strong technical background in results based management, work plan/activity schedule preparation and reporting, and at least 5 years of substantive experience in the design, monitoring and evaluation of development programmes. Strong organizational capacity and familiarity with UN project execution rules and regulations are essential. Applications from qualified female candidates are particularly encouraged.

4.3 Language Requirements

Fluency in written and spoken English is essential.

5.0 Evaluation Principles and Ethics


6.0 Management Arrangements

The Team Leader will report directly to Deputy Country Director - Programme, who will provide guidance and ensure the monitoring of satisfactory completion of evaluation deliverables. Given the existing country context, UNDP expects the International Consultant to work from home, while the national consultant will be engaged on field work such as meetings and data collection. However, Evaluators are expected to provide their own computer and communications equipment.

In consultation with the Evaluation Team Leader and as requested, UNDP will make available all relevant documentation and provide contact information to key programme partners and stakeholders, and facilitate contact where needed.

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1 The UNDP M&E Handbook http://www.undp.org/evaluation/handbook/ is another useful reference to UNDP’s evaluation principles.
6.1 **Reference Group**

The Reference Group will provide guidance, oversight and quality assurance on the evaluation process and key deliverables. The group will include the CD, DCD-P, Programme Manager, RBM Specialist and national counterparts from the Youth Commission and a senior counterpart from the Ministry of Youth Affairs and Ministry of Finance and Economic Development.

6.2 **Reporting Arrangements**

The Consultant will work under the overall guidance of the DCD Programme and RBM Specialist of UNDP.

6.3 **Duration of the consultancy**: The evaluation should last for 6 weeks

7.0 **Payment Modalities**

Payment to the consultant will be made in three installments upon satisfactory completion of the following deliverables:

- 1st installment-15% upon signing of the contract
- 2nd installment-35% upon showing progress against agreed outputs
- 3rd installment-50% upon submission of the deliverables signed off by UNDP.

8.0 **Evaluation of Criteria and Weighting**

The consultant will be evaluated against a combination of technical and financial criteria. Maximum score is 100% out of a total score for technical criteria equals 70% and 30% for financial criteria. The technical evaluation will take into account the following as per the weightings provided:

- Background and minimum educational qualification as defined in the TOR (10%)
- Practical experience in framework and strategy development in the youth sector, etc (50%)
- Quality of the technical proposal against the deliverables of the assignment (30 %)
- English language fluency (10)

9.0 **Reference Documents**:

- UN Joint Vision 2009-11 and UN Transitional Joint Vision 2013-14
- UNDP YEEP Project document and annual work plans
- UNDP YEEP Annual Reports 2011 to 2014
- Progress Reports on PRSP II and III Implementation
- Field Monitoring Reports 2011-14
- Minutes of Pillar working group meetings, Programme Boards and Project Board Meetings 2011-14
10.0. Application Procedure

Qualified and interested candidates are hereby requested to apply. The application should contain the following (all in one word or pdf doc):

- Brief proposal addressing the requirement (Methodology)
- Filled P11 form (Application Form P11 - UNDP)
- Detailed achievement based CV
- Financial proposal