

Final Report on the Evaluation of the Youth Employment and Empowerment Programme (YEEP)



**ABSTRACT**

Assessing 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

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## Table of Contents

1.	Introduction & Background .....	1
1.1.	UNDP and YEEP .....	2
1.2.	Components of the YEEP Programme and Management .....	4
	Institutional and Policy Development (IPD).....	4
1.3.	Perspectives of each of the YEEP stakeholder group.....	6
	Stakeholder's Analysis .....	6
1.4.	Aim, Objectives and Outcomes of the Evaluation.....	11
	Objectives of the Evaluation .....	11
1.5.	Outcomes and areas of focus of the Evaluation .....	12
1.6.	Road Map .....	12
2.	YEEP and the Situation of Youth in Sierra Leone .....	14
2.1.	Definitions of Youth and the relevance of the life cycle approach .....	15
	Life Cycle Approach and Youth Empowerment .....	15
	The Case for Investing in Youth .....	16
2.2.	Key Approaches and Principles of the YEEP .....	17
2.3.	Youth Policy and Youth Development Coordination Mechanism in Sierra Leone .....	19
	Agenda for Prosperity.....	19
	Pillar 8 of the Agenda for prosperity states .....	19
	National Youth Policy.....	19
	Sierra Leone National Youth Programme, 2014-2018.....	20
3.	Methodology .....	22
3.1.	Semi-Structured Interviews .....	22
	Category of questions.....	22
3.2.	Questionnaires.....	23
3.3.	Focus Group Discussions .....	24
3.4.	Case studies.....	24
	Categories of questions .....	24

3.5.	Gaps, Weaknesses, Risks and Limitations of the Study.....	25
3.6.	Main Limitations of the project.....	25
	Cooperation.....	26
	Validation.....	26
4.	Analysis of findings across programmes.....	27
4.1.	Assessment of the roles, management and achievements of YEEP.....	27
	BDS Case Study: The Obasanjo Centre, Newton, Waterloo .....	29
	The Career Advising and Placement Services centres (CAPS).....	30
	The Graduate Internship Programme (GIP).....	31
	Sierra Leone Agricultural Business Initiative (SABI).....	32
	The Policy development and institutional development programme: MoYA/NAYCOM:.....	33
	The National Youth Commission (NAYCOM) .....	34
	Policy and Capacity Development Advisor .....	34
	Business Development Services Advisor .....	34
	Youth Empowerment Advisor.....	34
	Monitoring, Evaluation and Research Advisor .....	35
	Policy and National Youth Development Programme .....	35
	District Youth Councils (DYC) support .....	36
	YEEP Management Coordination Mechanism .....	36
	Project Steering Committee .....	36
	Project Board .....	37
	Project Management and Implementation .....	37
	Flaws in the YEEP Management and Coordination Mechanism.....	37
4.2.	Models of best practices of YEEP according to the OECD-DAC evaluation criteria (Relevance, Sustainability, Effectiveness, Efficiency and Impact).....	38
	Best Practice in Efficiency .....	39
	Best Practice in Effectiveness .....	40
	Best Practices in Relevance .....	43
4.3.	The impact and relevance of YEEP to intended outcomes and sustainability .....	44
	Design of YEEP .....	47

Gender Equity, Rights, Impact and Sustainable OF YEEP.....	48
4.4. Contribution of programmes expected outcomes to accountability and learning.....	49
Levels of accountability .....	50
Learning practices.....	50
Benefits of learning organisations: .....	51
Other lessons Learned from YEEP: .....	51
5. Recommendations for improving YEEP .....	52
5.1. Government .....	52
5.2. UNDP.....	53

## ABBREVIATIONS

ABCs Agricultural Business Centre

BDS Business Development Skills

CAPD Career Advisory and Placement Service (CAPS)

CBO Community-Based Organisation

CDP/CDA Country Programme Document and Country Programme Action Plan

CO Country Office (UNDP)

CPAYE Commonwealth Plan of Action on Youth Empowerment

CSO Civil Society Organisation

CYCI Commonwealth Youth Credit Initiative

DDP District Development Plan

DFID Department for International Development (United Kingdom)

EC European Commission

ECOWAS Economic Community of West African States

ENCISS Enhancing Interaction and Interface between Civil Society and the State to Improve

EU European Union

GDP Gross Domestic Product

GIPS Graduate Internship Programme

GoSL Government of Sierra Leone

GTZ Gesellschaft für Technische Zusammenarbeit

HDI Human Development Index

HELP-SL Hands Empowering the Less Privileged in Sierra Leone

HIV/AIDS Human immune-deficiency virus; Acquired immune deficiency syndrome

ILO International Labour Organisation

INGO International Non-Governmental Organisation

IP Implementing Partner

JICA Japan International Cooperation Agency

M&E Monitoring and Evaluation

MDGs Millennium Development Goals

MoYA Ministry of Youth Affairs

MFI Micro-Finance Institution

MOA Memorandum of Agreement

MRU Mano River Union

NAYCOM National Youth Commission

NGO Non-Governmental Organisation

NRS National Recovery Strategy

OECD-DAC Organisation for Economic Cooperation and Development—Development Assistance Committee

PCM Project Cycle Management

PMC Project Management Committee

PRSP Poverty Reduction Strategy Paper

RBM Results-Based Management

RfD Recovery for Development

SABI Sierra Leone Agricultural Business Initiative

SG Secretary-General of the United Nations

SIDA Swedish International Development Agency

SLPRSP Sierra Leone Poverty Reduction Strategy Paper

SME Small to Medium Enterprise

TA Technical Assistance

TOR Terms of Reference

TVET Technical and Vocational Education and Training

UK United Kingdom

UN United Nations

UNAMSIL United Nations Mission in Sierra Leone

UNCT United Nations Country Team

UNDAF United Nations Development Assistance Framework

UNDP United Nations Development Programme

UNICEF United Nations Children's Fund

UNIFEM United Nations Development Fund for Women

UNIOSIL United Nations Integrated Office in Sierra Leone

UNHCR United Nations High Commission for Refugees

USAID United States Agency for International Development

WFP World Food Programme

WHO World Health Organization

YES Youth Employment Scheme

## EXECUTIVE SUMMARY

Globally, unemployment has increased rapidly over the past 3 years as a result of the global economic challenges facing the world. More than 1.4 billion people are living in poverty across the globe. The incident of poverty is so extreme that these people can barely survive; and around 25,000 of them die from hunger each day whilst a new billionaire is created every second day.

Young people account for approximately 34% of the national population, estimated at six million. Youth in Sierra Leone are faced with numerous challenges including securing decent employment in an economy that is characterized by a lack of job opportunities, especially in rural communities. Limited employable skills, work experience and low educational levels of many young people are responsible for the unemployment situation they are experiencing. The country is also trying to recover from the effects of an 11 year civil war which ended in 2002.

The YEEP is one of the foremost youth development programmes implemented in Sierra Leone geared specifically at empowering the youth sector to participate effectively in national development processes and programmes. It 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 their employability. The YEEP is part of UNDP's package designed to assist the Government of Sierra Leone to target development investments to the youth sector as a strategy to achieve the MGDs.

The Youth Employment and Empowerment Programme (YEEP) consists of the implementation of the Business Development Services (BDS), The Career Advising and Placement Services centres (CAPS), The Graduate Internship Programme (GIP), Sierra Leone Agricultural Business Initiative (SABI), and Policy development and institutional development programme.

The Evaluation report is geared towards assessing 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. The report will a) assess the role, management, and achievements of UNDP NAYCOM in the implementation of Business Development Services (BDS), Graduate Internship Programme (GIP), and Career Advisory and Placement Services (CAPS) programmes, b) review the extent of the likely impact and their relevance to the overall intended outcomes and their overall sustainability, c) assess how programmes expected outcomes contribute to both accountability and learning, with primary focus on learning and d) extract the model of best practices by assessing YEEP according to the OECD-DAC evaluation criteria (Relevance, Sustainability, Effectiveness, Efficiency and Impact).

The consultant employed desk audit and review of documents, interviews, questionnaires, ethnological and participatory methodologies such as focus group discussions to collect the data for the project report. Although there are factors which limit the scope of the study, the outbreak of the Ebola virus presents the main threat for the study. This includes a) limiting the timeframe for administering the survey in the field, b) preventing the International Consultant from traveling to Sierra Leone to participate in the administration



of the survey, c) limiting the use of Focus Group discussions and other participatory methodology to collect data in the field and d) reducing the visit to some communities that are deemed a 'risk' for the local consultant to observe businesses and meet with beneficiaries of the YEOP.

The evaluation concludes that the YEOP was a successful youth development initiative which has contributed to enhancing participants' employability, strengthening their self-confidence as well as developing trust between facilitator and participants in the programme. Participants highlighted the fact that they have received tremendous benefits/skills from participating in the YEOP. They stated that their participation in the YEOP has enabled them to gain employment in the job market.

Overall, a) the YEOP was effectively managed and the various components of the programme including the Business Development Services (BDS), Graduate Internship Programme (GIP), and Career Advisory and Placement Services (CAPS) programmes achieved their anticipated outcomes; b) the components of the YEOP were relevant to the overall intended outcomes of the project; c) the YEOP possesses the tremendous element of sustainability in the long term as a result of its capacity to mainstream and replicate its outcomes and models of best practices across and within governmental institutions and other developmental partners and networks (vertically and horizontally); and d) the lessons learned and models of best practices in youth development identified possess the capacity to contribute to accountability and learning in youth development. The report also highlights weaknesses in the YEOP design, management and implementation and puts forward a set of recommendations to enhance the performance of such programme in the future.

# CHAPTER 1

## 1. INTRODUCTION & BACKGROUND

Youth is defined in Sierra Leone as young people between the ages of 15 and 35. Young people account for approximately 34% of the national population, estimated at six million. Youth in Sierra Leone are faced with numerous challenges including securing decent employment in an economy that is characterized by a lack of job opportunities, especially in rural communities. Limited employable skills, work experience and low educational levels of many young people are responsible for the unemployment situation faced by young people.

Sierra Leone is recovering from an 11 year civil war which ended in 2002. This war disrupted the availability and quality of educational services, exposing many young people to violence from a young age. The Government of Sierra Leone through its Agenda of Change initiative (2008-2012) prioritised youth development as a major development initiative. This sector has been further prioritised as a central plant in the government development programme entitled the 'Agenda for Prosperity (2013 – 2017)'.

According to the UN Human Development Report 2013, Sierra Leone is ranked 177 out of 187 countries with a Human Development Index (HDI) scale of 0.350. Sierra Leone is classified as one of the poorest countries in Africa. In 2012, Sierra Leone HDI was 0.359, thus making it below the average of 0.466 for countries in the low human development group and below the average of 0.475 for countries in Sub-Saharan Africa. Although the country has made progress towards achieving the Millennium Development Goals, only the goal related to HIV/AIDS is likely to be achieved by 2015.

Indicators	2012	2013 (e)	2014 (p)	2015(p)
Real GDP growth	15.2	16.3	13.8	11.6
Real GDP per capita growth	16.9	10.2	11	8.8
CPI inflation	13.7	9.9	-4.6	6.6
Budget balance % GDP	-5.6	-2.1		
Current account balance % GDP	-39.4	-17.2	-11.2	-15.9

Table 1: Macroeconomic Indicators of Sierra Leone

*Source:* Data from domestic authorities (can we have a specific agency mandated to prepare these data?); estimates (e) and projections (p) based on authors' calculations.

<http://www.africaneconomicoutlook.org/en/countries/west-africa/sierra-leone/>

The post-conflict economic performance of Sierra Leone has been strong, however this performance is heavily dependent on the injection of development aid. Approximately 50 per cent of public investment programmes are financed through external resources. Growth in the gross domestic product increased from 4.5 per cent in 2010 to 5.3 per cent in 2011, all sectors of the economy contributing positively. In 2012 Real

Gross Domestic Product (GDP) growth increased to 15.2% after expanding by 6% in 2011, due to the commencement of iron ore production. Non-iron ore GDP growth was 5.3%. <http://www.worldbank.org/en/country/sierraleone/overview>

Real GDP growth for 2014 was forecast at 14%, however it is interesting to note that the outbreak of the Ebola disease may have devastating effect on the national economy of countries in West Africa as a whole including Sierra Leone, and may result in evaporating some of the gains achieved by YEEP.

### 1.1. UNDP and YEEP

In 2011 UNDP implemented a comprehensive development programme aimed at strengthening the national policy, the strategy and the coordination for youth employment and empowerment by providing basic support services for youth across the country. The programme provided support to the 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). MoYA was created a year ago under the leadership of Hon Paul Kamara, Minister of Youth Affairs. The employment components of the YEEP include a) Business Development Services, b) Career Advise and Placement Services, c) Graduates Internship programme and d) Skills Development programmes.

The UNDP country programme for Sierra Leone, 2013-14 states:

“The YEEP was established to specifically enable the National Youth Commission to start-up its operations; provide access to income-generating opportunities for over 10,000 young people...revealing the importance of capacities that can help the country to reap the benefits of private-sector growth and foreign investment while creating demand for the knowledge and skills required to negotiate successful public-private partnerships.”<sup>1</sup>

The YEEP is one of the foremost youth development programmes implemented in Sierra Leone geared specifically at empowering the youth sector to participate effectively in national development processes and programmes. It 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. The YEEP is part of UNDP’s package designed to assist the Government of Sierra Leone to target development investments to the youth sector as a strategy to achieve the MGDs.

Target	Then	Now
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<sup>1</sup> The UNDP draft country document (CDP) for Sierra Leone, 2013-2014 – DP/DCP/SLE/2 dated 2 April, 2012 under the subheading ‘past cooperation and lessons learned, P3- lesson 3 employment generation and development of the private sector’.

Poverty: halve the proportion of people living in extreme poverty	1990 <b>46.7%</b>	2010 <b>22%</b>
Hunger: halve the proportion of hungry people	1990 <b>18.6%</b>	2010-12 <b>12.5%</b>
Education: ensure all children can complete primary school	1990 <b>81.9%</b>	2011 <b>91.2%</b>
Gender equality: end gender disparities in schools*	1990 <b>0.88</b>	2011 <b>0.97</b>
Child mortality: cut under-5 mortality rate (per 1,000 live births) by two thirds	1990 <b>87</b>	2012 <b>50</b>
Maternal mortality: cut maternal mortality rate (per 100,000 live births) by three quarters	1990 <b>400</b>	2010 <b>210</b>
HIV and Aids: halt and begin to reverse the spread of HIV and Aids **	2001 <b>0.08</b>	2011 <b>0.06</b>
Water: halve the proportion of people without access to safe drinking water	1990 <b>24%</b>	2011 <b>11%</b>
Sanitation: halve the proportion of people without access to basic sanitation	1990 <b>51%</b>	2011 <b>36%</b>

Table: 2 Shows Global Targets and Achievement of MDGs

\* Gender parity index (ratio of girls to boys) \*\* Incidence of new cases (per 100 people)

MDG Goals	Indicators
Goal 2: Achieve universal primary Education	(8) Literacy rates among 15-24
Goal 3: Promote Gender Equality and empower women	(9) Ratio of boy to girls in secondary and tertiary education (1) Ratio of literate females to males 15-24
Goal 6: Combat HIV/AIDS, malaria, and other diseases	(18) HIV prevalence among pregnant women 15-24 (19*) % of population 15-24 with comprehensive correct knowledge of HIV/AIDS
Goal 8: Develop a global partnership for development	(45) Unemployment rate among 15-24

Table 3: MDGs Indicators specifically targeting Youth

Source: United Nations MDGs

This project is implemented through the following strategies a) provision of employment opportunities and income generating activities for young people; b) strengthening the capacity of the Ministry of Youth Affairs and National Youth Commission; c) promotion of the participation of young people in decision making processes and d) the development of youth interest initiatives.

An important component of the YEEP initiative is to strengthen the youth development coordination system of MOYA and NAYCOM. This activity is aimed at bringing better coordination, oversight and strategic leadership of the national youth development 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).

Over the years UNDP has developed experience and technical competencies in employment generation and private sector development initiatives in Sierra Leone in the post-conflict period. It has supported the creation of income-generating opportunities for young people across a broad range of activities ranging from micro-enterprise, financial literacy and inclusion training and business development schemes to support the development of cooperatives and promote access to finance.

UNDP has supported the establishment of NAYCOM. Through the NAYCOM framework, UNDP has provided young entrepreneurs with a broad range of business development support services through the establishment of five (5) Business Support Centres (BSCs) in Freetown, Newton, Bo, Makeni and Kenema. These BSCs provide direct assistance to over 2,000 young entrepreneurs per annum. The UNDP is now at the stage to evaluate the YEEP project with a view to extract the lessons learned and replicate the best practices to other sectors within Sierra Leone and countries across the African region.

Coherence of YEEP with the UN Joint Vision and PRSP II

This YEEP initiative is aligned with the PRSP II 'Agenda for Change' programme. It also forms part of the UN Joint Vision Programme 19, which has a single framework for the coordination of all youth interventions supported by the UN.

The UN Joint Vision Programme 19 forms part of the "Joint Response to Youth Employment in Sierra Leone". The programme comprises fora for policy and strategy dialogue between the Government and all development partners working on youth development issues.

## 1.2. Components of the YEEP Programme and Management

The components of the YEEP constitute the following strategic development programming strands:

### **Institutional and Policy Development (IPD)**

This strategic development programme is focused on building the technical capacity of the Ministry of Youth Affairs (MoYA) and the National Youth Commission (NAYCOM) to facilitate (a) policy development, b) the coherence and harmonization for positive impact on employment creation and underemployment and c) the promotion of youth empowerment and leadership development through strengthening District Youth Councils.

The second component of this strategic programming strand is the promotion of employment by assisting youth in their transition from school to work through the provision of employment promotion services such

as internship opportunities and support to micro, small and medium-sized business development interventions.

These strategic interventions are promoted through the following:

**a) Business Development Services (BDS)**

The aim of the BDS is to create and expand sustainable enterprises leading to increase employment opportunities for young people in major urban and rural centres. In 2012, five Business Support Centres (BSCs) were opened in the main urban centres in Freetown, Newton, Bo, Makeni and Kenema. These centres possess the capacity to provide direct assistance and support to over 2,000 entrepreneurs per annum.

**b) Career Advisory and Placement Service (CAPS)**

The CAPS strategic development strand of YEEP is aimed at providing university and college students with a) labour market and career development information, b) job search skills, c) Information Technology (IT) training, d) job placement opportunities and e) career workshops. The programme is focused on promoting constructive relationships between tertiary level educational institutions and potential employers/job providers. Five CAPS centres were established for the duration of the YEEP Project.

**c) Graduate Internship Programme (GIP)**

The GIP component of the YEEP was established in 2012. Through the GIP, UNDP and NAYCOM created partnership with over 68 governmental institutions, civil society organizations and private businesses in Sierra Leone. During the period under review 2,323 youth have applied for the GIP initiative in Sierra Leone; 1,137 young people have successfully participated in the programme in various ways. Of that total, 324 are young women. A major component of the GIP training is the provision of internship opportunities which provide young people with critical work ethics and experience.

**d) Sierra Leone Agricultural Business Initiative (SABI)**

The UNDP through its partnership with the Government of Sierra Leone has established the Sierra Leone Agricultural Business Initiative (SABI). SABI Initiative is an agri-entrepreneurship scheme which was modelled from the association with the Songhai Centre in Benin, in 2012.

The UNDP collaborated with the East African Community which launched an initiative to boost food production and income opportunities for farmers. It focused on advancing agriculture value chains in the region through the promotion of solar energy and solid waste management. This initiative is part of the package to provide sustainable energy for agricultural activities across the country, thus contributing to reducing the cost of food production and enhancing food security across the country.

### 1.3. Perspectives of each of the YEEP stakeholder group

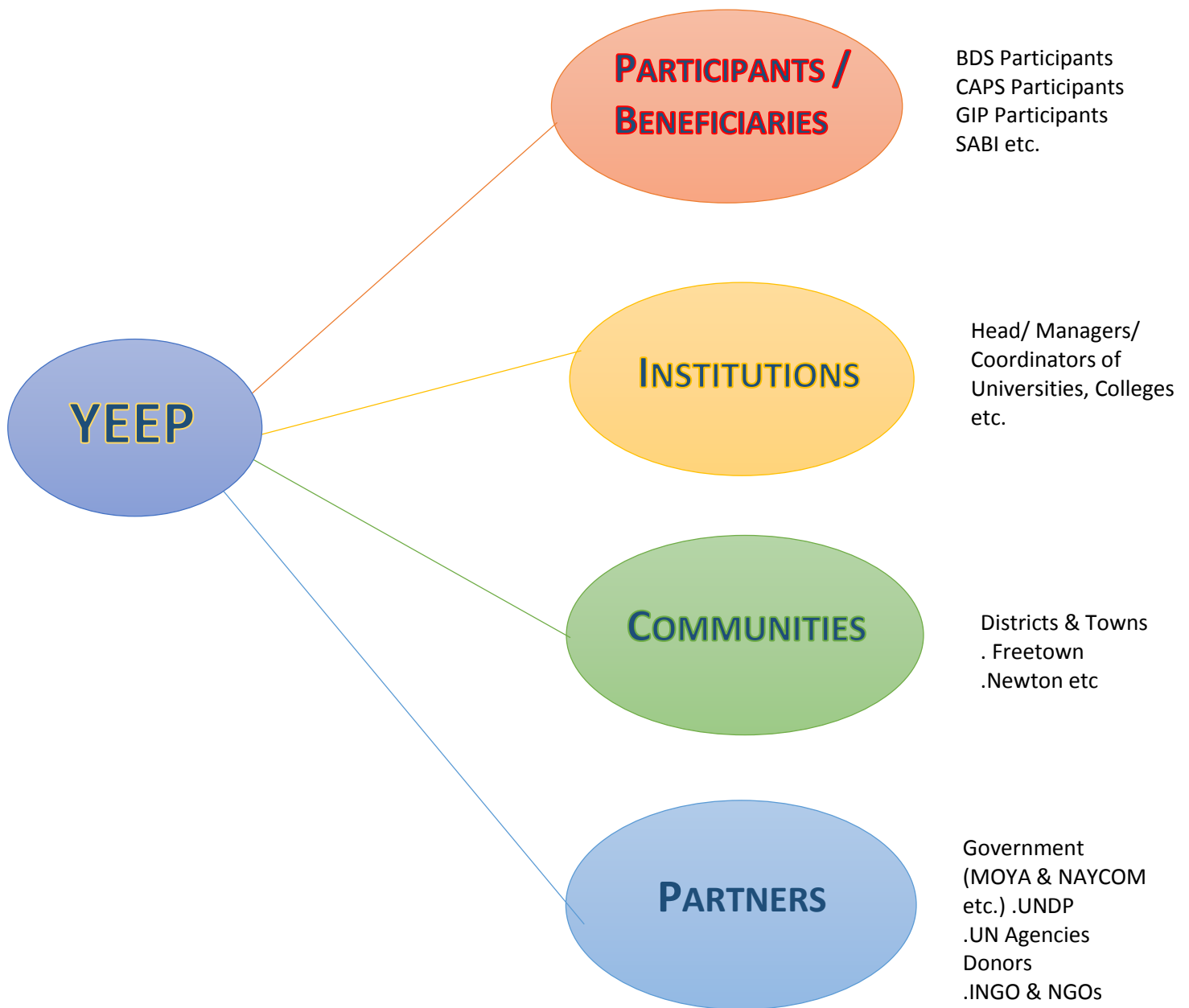


Diagram 2: YEEP Stakeholders

#### Stakeholder's Analysis

Over 100 stakeholder groups are involved in the development and delivery of the YEEP project. Below is an analysis of the different stakeholders involved in the programme, their interest and motivation and what they brought to the programme.

Stakeholder and basic characteristics	Interest and how they are affected by the problems	Capacity and motivation to bring about change	Possible actions to address stakeholders' interest
<p>Community</p> <p>Household/Young people (participants) Project is implemented in Freetown, Bo, Makeni and Kenema</p> <p>The communities are faced with high levels of unemployment, under employment, HIV/AIDS and other health challenges and high incidence of poverty among youth and the wider population.</p>	<p>Improvement in their livelihoods. HIV/AIDS and Ebola are on the increase compounded by high levels of unemployment, crime, teen aged pregnancy and violence among youth</p>	<p>Keen interest in exploring innovative strategy to increase their livelihoods; Explore mechanisms to enhance and sustain their livelihoods</p> <p>Lack the necessary funding to enhance their situation</p>	<p>Support capacity to organise and lobby Government, funding agencies etc.</p> <p>Identify/develop alternative income sources for women, men and young people such as small business, Agri-business etc.</p> <p>Willingness to participate in business development and other innovations to enhance their possibilities &amp; capacities for employment/sustainable livelihoods</p>
<p>Government</p> <p>MoYA</p> <p>MoYA was created in 2013 with responsibility for the youth development and empowerment portfolio. It is primarily responsible for developing, coordinating, monitoring, evaluating and supporting the implementation of policies and strategies that promote youth development.</p> <p>It lacks the institutional capacity and financial resources to effectively do its job.</p>	<p>High interest in ensuring that the challenges facing young people are resolved and that they are motivated and empowered to participate actively in national development.</p> <p>Lack financial and Human Resources capacity</p>	<p>Headed by a highly motivated and committed Minister.</p> <p>High political influence in effecting Policies and regulations to address youth issues but is not utilising it influences enough to bring about change</p> <p>Keen interest in collaborating with UNDP and other Donors/partners to enhance its own capacity through the development of management and coordination mechanism and the development of appropriate policies and programmes to enable it to carry out its functions.</p>	<p>Mobilisation of resources and partners from donors, INGOs, local NGOs and Institutions to implement innovative youth development programmes.</p> <p>Continue to lobby central government for more resources (financial and human capacity) to effect policy changes.</p> <p>Implement youth mainstreaming strategic programmes at all levels within government and across all sectors.</p>



Stakeholder and basic characteristics	Interest and how they are affected by the problems	Capacity and motivation to bring about change	Possible actions to address stakeholders' interest
<p><b>NAYCOM</b></p> <p>The NAYCOM was established in 2009 to implement policies, programmes and projects which empower youth to develop their potential for national development (National Youth Programme 2012-2018).</p>	<p>High interest in ensuring that the challenges facing young people are resolved, and they are motivated and empowered to participate actively in national development</p> <p>Possess the capacity to implement such programmes</p> <p>Develop a good track record of attaching donor/aid fund as a result of enhance capacity in management, implementation and monitoring and evaluation</p>	<p>Highly motivated team of professionals headed by an official with excellent leadership capacity</p> <p>Possesses capacity to influence/change in policy and regulations pertaining to youth development.</p> <p>Possesses competencies and capacity to implement youth development programmes across the country and at all levels</p>	<p>Strengthen its collaboration with MoYA to enhance the capacity of the Ministry to manage, monitor and evaluate support structures relating to policy development and youth mainstreaming.</p> <p>Enhance capacity to mobilise national and donor resources.</p> <p>Raise awareness of policy makers and senior officials on the importance and relevance of Youth in national development</p> <p>Continue to mobilise national and donor resources.</p> <p>Collaborate with MoYA to raise the awareness of policy makers, senior officials, and the general public on the critical nature of Youth development in national development.</p>
<p><b>Central Government</b></p> <p>Office of the President and Min. of Finance etc.</p>	<p>High political interest in reducing incidence of youth unemployment, disempowerment, poverty, HIV/AIDS,</p>	<p>High political interest but lack the political will, resources and motivation to address the youth development</p>	<p>Continue to influence the political directorates and the powers that be on the critical importance of engaging youth in national development</p>

Stakeholder and basic characteristics	Interest and how they are affected by the problems	Capacity and motivation to bring about change	Possible actions to address stakeholders' interest
<p>Responsibility for the examination, coordination, advice and management of all government's public expenditure and revenue proposals. Approval of the UNDP and other donor Aid projects including YEEP</p>	<p>crime and violence among the youth</p> <p>Has severe implications for retarding national growth and development</p>	<p>challenges facing the country.</p>	<p>Continue to mobilise donor aid and allocation of local financial resources to finance and support the expansion of youth innovative development programmes such as BDS, CAPS, GIP</p> <p>Effect appropriate policies and programmes to enhance the situation of youth in Sierra Leone</p> <p>Provide incentives to the private sector such as tax breaks etc. to encourage them to employ youth graduates of the BDS, CAPS and GIP programmes</p>
<p>UNDP</p> <p>In 2011 UNDP implemented a comprehensive development programme aimed at strengthening the national policy, the strategy and the coordination for youth employment and empowerment by seeking to provide basic support services for youth across the country. The programme provided support to the 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 (YEPP).</p>	<p>High interest and commitment to assist the government in addressing the Youth employment and empowerment challenges facing the country and which have been prioritised by the Government of Sierra Leone (GoSL) and is central to Agenda for Prosperity (2013 - 2017).</p>	<p>Highly motivated and possess the resources, competencies and capacity to enhance the institutional capacities of MoYA &amp; NAYCOM to deliver and support effective and efficient quality youth development programmes to resolve the employment and empowerment challenges facing the youth of Sierra Leone.</p>	<p>Sharing of experiences and lessons learnt</p> <p>Provide resources and technical support to NAYCOM to up-scale, expand and roll out of the BBS, CAPS, GIP and other youth development initiatives.</p> <p>Continue to provide resources and technical assistance to MoYA to enhance its capacity to effectively implement its policy development, monitoring and coordination, and youth mainstreaming roles.</p>

Stakeholder and basic characteristics	Interest and how they are affected by the problems	Capacity and motivation to bring about change	Possible actions to address stakeholders' interest
			Work in partnership with Government of Sierra Leone to organise fora/special trust facilities to encourage and mobilise donors and private sector resources/funding to support the youth sector
<p><b>Other Donors &amp; INGOs</b> There is a large number of Donor/Aid agencies - Bilateral and Multilateral, working in Sierra Leone to assist the government with its peace and recovery programs. These includes a number of UN agencies - UNICEF, UNIFEM, WHO and UNAIDS and other multilateral agencies such as the world Bank and the EU. There are also any bilateral agencies including USAID, DFID and others working on supporting long-term and equitable economic growth and advancing their nations' foreign policy objectives by supporting: economic growth, agriculture and trade; global health; and, democracy, conflict prevention and humanitarian assistance.</p> <p>A larger % of resources is dedicated to promote democratic practices; advance economic development; provide responsive services for particularly marginalized populations; improve the quality of basic education and health care.</p>	<p>High interest in ensuring that project outcomes are achieved in relationship to the funding provided.</p> <p>More effective management of the resources and outcomes in the youth development sector.</p>	<p>Have financial and technical resources to support ongoing studies and programme.</p> <p>Limited political influence to bring about change on the ground (some have more influence than others).</p>	<p>Provide resources to implement outcomes in the youth development sector and the wider population</p> <p>Sharing of best practices and lessons learned with other countries.</p>
<p><b>NGOs &amp; CBOs</b></p> <p>Numerous Non-Governmental and Community Based Organisations delivering education, community development basic needs and relief programmes at national, district</p>	<p>Highly motivated and have a good grasp of the issues and challenges facing the area.</p> <p>Member of agencies are also directly</p>	<p>Lack the financial resources to tackle the problem but have the local knowledge and are trusted by the people/communities affected.</p>	<p>NAYCOM &amp; MoYA should work in collaboration to resolve the youth development problem facing the community by providing resources and technical support to enhance the capacity of</p>

Stakeholder and basic characteristics	Interest and how they are affected by the problems	Capacity and motivation to bring about change	Possible actions to address stakeholders' interest
and chieftain levels across Sierra Leone.	affected by the issues and challenges their organisation is hoping to resolve.	Possess some capacity and local knowledge to solve the problem	the agencies to deliver the programme.  Collaborate on implementing local promotions and campaigns  There is the possibility of duplication of efforts and wastage of resources if there is absence of collaboration between government, donors and INGOs
<p>Training and Education institutions and financial agencies</p> <p>These comprise of Universities, colleges and other technical vocational education programmes offering training in areas of employment and livelihoods including:</p> <p>The provision of a range of training opportunities in building and developing the entrepreneurship skills of youths Mentorship and coaching Access to finance</p>	<p>High interest in utilising their facilities and human resources to provide additional training to graduates to prepare them for employment/job market.</p> <p>Frustration from graduates and the society who are still unemployed after completing training from these institutions</p>	<p>Opportunity for the institutions to pilot new and innovative areas of their curriculum to prepare graduates for the job market.</p> <p>Training institutions have the skills, competencies, human resources capacity and facilities to deliver training, internship and out-reach support.</p> <p>Additional financial resources in their coffers</p>	<p>Delivery of training, internship and out-reach support to graduates of the BDS, CAPS and GIPs etc.</p> <p>Enhancing their curriculum to make them more responsive to the job market</p> <p>Mobilise additional resources to expand and sustain the programmes</p>

Table 4: YEOP Stakeholders analysis

## 1.4. Aim, Objectives and Outcomes of the Evaluation

To assess the contributions made by YEOP with specific emphasis on the support to youth employment and empowerment and institutional capacity building activities for NAYCOM and MoYA 2011-2013.

### Objectives of the Evaluation

- Assess the role, management, and achievements of UNDP SL/NAYCOM in the implementation of Business Development Services (BDS), Graduate Internship Programme (GIP), and Career Advisory and Placement Services (CAPS) programmes.

- Review the extent of the likely impact and their relevance to the overall intended outcomes and their overall sustainability.
- Assess how programmes expected outcomes contribute to both accountability and learning, with primary focus on learning.
- Extract the model of best practices by assessing YEEP according to the OECD-DAC evaluation criteria (Relevance, Sustainability, Effectiveness, Efficiency and Impact).

## 1.5. Outcomes and areas of focus of the Evaluation

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

### Deliverables of the YEEP Evaluation

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

## 1.6. Road Map

Section 1: Encapsulates the background, aim and objectives of the UNDP/Government Sierra Leone Youth Employment and Empowerment Programme (YEEP).

Section 2: Reviews relevant literature related to youth development practices and YEEP and injected throughout the evaluation to support claims.

Section 3: Gives a detailed explanation of the research methodologies (instruments) utilized, gaps and limitations of the research process and issues of reliability and validity.

Section 4: Discusses the main findings emanating from the YEEP evaluation study.

Section 5: Presents the conclusion, outcomes and recommendations of the study utilizing the OECD DAC priorities.

## CHAPTER 2

### 2. YEOP AND THE SITUATION OF YOUTH IN SIERRA LEONE

Young people in Sierra Leone faced a constant uphill task of surviving in one of the poorest country in Africa. Besides recovering from an 11 year civil war which ended in 2002, young people are constantly faced with high rates of inactivity, unemployment, and poor working situations compounded with long hours and low payment for their services. Young people are also faced with problems of poor quality education, poor health and nutritional standards, increased HIV/AIDS infections and other social development challenges such as teenage pregnancy, drugs abuse, violence and crime.

Issues	Risk
Unemployment, under employment & idleness	a) Approximately 60% of youth are either unemployed or underemployed b) Rates are 3 times higher than adults
Lack of access and retention in school	a) Literacy rate is only 57.6% (67.6% males, 48.1% females) b) 21% of youth enrol in secondary education (completion rate 69.4% males, 74.3% females)
Risky Behaviours	a) Early pregnancy - 68% of girls have their first pregnancy between the aged of 12-20 (teen pregnancy is a major national challenge). b) High level of transactional sex among young girls, particularly as a way of getting out of poverty c) HIV/AIDS (youth accounts for almost half of new HIV/AIDS infections) d) High vulnerability to sexually transmitted diseases, essentially increases the risk of contacting the HIV virus. Crime, violence and drugs
No skills, no prospect	Although there have been marked improvements in education, the quality of the education provided still lack in providing marketable skills
Lack of participation	Youth are not participating actively enough in development policies and process

Table: 5 Issues and risk confronting youth in Sierra Leone (National Youth Programme 2014-2018 (2014)

Unemployment and underemployment account for over 60% of the youth population. Approximately 50% of young people are deemed either illiterate and/or unskilled. The unemployment among young men is highly visible on the streets in the capital and in other urban centres.

Research has shown that many of the pre-conflict conditions that helped fuel the youth's participation in the civil war in Sierra Leone are still in existence. Large numbers of unemployed youths are a potential source of insecurity given their vulnerability to recruitment into criminal and violent activities. Young men are more likely to break the law than other population groups. Having more free time, more motives and less to lose hardly discourage them. Some researchers claim to have identified a causal link between increased youth unemployment and increases in crime, specifically property crime (robbery, burglary, car theft and damage) and drug offences. Young persons who are imprisoned as a result of crime would find it even more difficult to gain employment in the future. <http://www.economist.com/node/21528614>. Young women faced high unemployment in both rural and urban areas.

## 2.1. Definitions of Youth and the relevance of the life cycle approach

Research have shown that in some countries the age definition is culturally determined, whilst in others, the definition of youth is related to behaviour, level of responsibility, legal obligations, attitude, status and level of vulnerability to social and economic conditions.

There are two competing definitions relating to the youth. These are as follows:

- Young people in the Commonwealth is defined as a person between the ages of 16-under 30 years of age.
- The United Nations define young people as a person between the ages of 16-24 years of age.

The Government of Sierra Leone adheres to an age definition of Youth, which is defined as the group of persons aged 15-35 years. Young people in Sierra Leone comprised 34% of the population.

### Life Cycle Approach and Youth Empowerment

The Life Cycle Approach to youth is expounded by numerous modern youth development thinkers and practitioners. Youth is defined as a phase when a person moves from a time of dependence (childhood) to independence (adulthood). This transition involves several shifts which present unique challenges:

- Moving from school to seeking work and independent sources of income;
- Moving from the parental home to new living arrangements; and
- Forming close relationships outside of the family and having children

This time is a vulnerable period in young people's lives, especially if they are poor, have low levels of skills, or poor prospects for employment. These youth have a higher risk than their peers to drop out of school, to develop a substance abuse habit, turn to crime and violence or to contract HIV/AIDS.

The World Bank Plan of Action on Youth and Children entitled *Children and Youth: A Framework for Action 2005* identifies 'building blocks' for youth life cycle development. This model has tremendous relevance to the youth empowerment approach that is implemented by the Government of Sierra Leone.



Youth	Vulnerability	Short-term Outcomes	Long-terms Outcomes
	a) Lack of opportunities to: <ol style="list-style-type: none"> <li>i. access and complete primary and or secondary schooling;</li> <li>ii. relevant non-formal education, including life, livelihoods and marketable skills development;</li> <li>iii. relevant health services and reproductive health information</li> </ol> b) Poor job market opportunities magnified by specific barriers posed by employers hiring first time job seekers. c) Lack of participation in decision making and policies that affect the lives of youth.	a) Inadequate skills development and poor prospects for employment. b) Risky behaviours: early pregnancies, substance abuse, sexually transmitted infections including HIV/AIDS, violence, criminal and gang activities and premature death. c) Unemployment, hazardous or exploitative labours (mining etc.) d) Child soldiering: Youth still suffers from the impact of child soldiering as a result of the 11 year war. Exclusion from decision making as key component of civil society, often leading to civil unrests or increase risky behaviours.	a) Long-term unemployment or low-wage employment b) Intra-and inter-generational transmission of poor health and its consequences (low birth weight, vertical transmission of HIV/AIDS). c) Reduced productivity d) Inter-generational transmission of household and community violence. e) High economic cost of risky behaviours and forgone asset for development. f) Lost opportunities for involving youth as agents of better governance, accountability, and development and democracy.

Table: 6 Analysis of Youth Vulnerability and its Impact on the Sierra Leone Society (National Youth Programme 2014-2018 (2014), World Bank HDNCY, (2005)

### The Case for Investing in Youth

According to the World Bank, Children and Youth report, the Life Cycle approach is:

“Integrally linked to the critical period of life in which investment or underinvestment will have a much longer period to manifest positive and negative consequences to individual and society. If investment are not made in the early years, the cost and consequences become particularly evident in adolescence and early adulthood...if they are not corrected at this stage, the cost to society can be staggering not just for this generation, but as well for the next as children born to young disadvantaged parents continue the cycle of poverty”.

World Bank, Children and Youth: A Framework for Action, 2005, HDNCY NO 1

The Strategic Building Blocks of the Life Cycle Approach and the Relevance to YEEP

Strategic building blocks include:

- a) Secondary and Tertiary Education

The focus in this stage is to increase the number of young people completing school, improving the quality and ensuring the relevance of such schooling to the job market and employment sector rather than a simple emphasis on the number of young people enrolled in these educational institutions. There is also an emphasis on providing adequate 'school-to-work' transition and the creation of safe and healthy schools.

b) Informal and Non–Formal Education

This is concerned with building adequate skills and competencies for life and work, specifically for those who have never entered formal schooling or who have dropped out of the formal school system. Here, attention is focused on lifelong learning, effective apprenticeships and internship programmes, development of youth multipurpose centres, life skills, literacy and numeracy, vocational skills, information and communications technology (ICT), return to school programmes and peer education.

c) Healthy Behaviours

Healthy behaviours is concerned with achieving the objective of and making interventions focusing on lowering the rate of HIV/AIDS, crime, substance abuse, violence and conflict, malnutrition, risky sex as well as early pregnancy and to improve knowledge of reproductive health and parent skills. The strategy which supports this area of work consists of the provision of relevant and youth-oriented information, and the provision of reproductive health service through schools, health clinics, mass media and other avenues where young people can be reached.

d) Sustainable Livelihoods and Employment

The focus in this area is on the development and implementation of policies and interventions to increase youth employability and employment. The emphasis is on enhancing labour market policies, linking and defining the role of the private sector for job seekers, understanding the structural mismatch between education and the labour market, apprenticeships and internships, youth entrepreneurship and income generation support including agriculture development and agro-processing/enterprises, credit policies/programmes including micro credit, cooperative development and enterprise, and community-driven development projects/programmes. A key focus on this strategy is the use of ICT as a mechanism for entrepreneurship and enterprise development (World Bank HDNCY, 2005).

## 2.2. Key Approaches and Principles of the YEEP

a) Relevance of the Youth Development

The youth development life cycle approach is an important aspect of the youth development strategy. It provides opportunities for Governments and key stakeholders to link policy development with interventions in youth development. It also supports the development of synergies among the sectors to improve access to basic services for young people. In consideration of the resource constraints faced by most developing countries including Sierra Leone, the youth development life cycle approach enables governments and

development agencies to become innovative and strategic when developing programmes and services for young people. These services and programmes have maximum impact in a cost-effective way.

b) Youth Participations and Empowerment

The YEEP programme of work is based on the concept of genuine and active participation of young people. This approach views development as an inextricable component of human rights. The active participation of young people is fundamental to their development. Their participation in planning, implementing, monitoring and evaluating programmes that affect them renders these programmes accountable, transparent and legitimate, as opposed to programmes in which they are merely passive recipients and objects of someone else's development plans.

c) Youth Rights Approach

The rights-based approach to development as it applies to young people is also well supported and advocated for by the United Nations Convention on the Rights of the Child. An important component of this approach is that young people should share in the burdens and benefits of national development and responsible citizenship. The ultimate goal of this approach is to give young people the power, platform, space, capabilities, responsibility, choices and access to resources necessary to change their own lives, improve their own communities, and influence their own destinies.

d) Youth Empowerment

An important component of the YEEP is youth empowerment. The YEEP project is guided by values and principles expounded within the Commonwealth Plan of Action on Youth Empowerment (PAYE) 2007-2015. The document states that Youth Empowerment is geared towards **empowering**, engaging and creating value so that young women and men can contribute to the economic, social and cultural advancement of their families and countries and to their own fulfilment. **Youth empowerment** has two dimensions:

- Young people are empowered when they acknowledge that they have or can create choices in life; are aware of the implications of those choices; make informed decision freely; take actions based on that decision and accept responsibility for the consequences of these actions.
- Empowering young people means creating and supporting the enabling conditions under which young people can act on their own behalf, and on their own terms, rather than at the directions of others. These enabling conditions fall into four broad categories:
  - An economic and social base;
  - Political will, adequate resources allocation and supportive legal and administrative framework
  - Stable environment of equality, peace and democracy; and
  - Access to knowledge, information and skills and a proactive value system

(Commonwealth Plan of Action on Youth Empowerment (PAYE) 2007-2015, (2007)

## 2.3. Youth Policy and Youth Development Coordination Mechanism in Sierra Leone

### Agenda for Prosperity

In Sierra Leone, the “Agenda for Prosperity” (2013-2018) succeeded the Agenda for Change and placed youth employment as a core outcome in the new development agenda. For the Youth Development initiative to be successful, the Youth development agenda of Sierra Leone must be integrated within all the Pillars of the Agenda for Prosperity and cuts across all the programmes of all Government Ministries and Divisions.

### Pillar 8 of the Agenda for prosperity states

“Empowering women and girls through education, participation in decision-making, and access to equal justice and economic opportunities by 2018.”

An important aspect of the YEPP is to work towards enhancing the institutional capacity of MOYA and NAYCOM. The programme goal is to strengthen these agencies to enable them to successfully deliver programmes to enhance the participation of young people in the national development process.

### National Youth Policy

The vision of the National Youth Policy (2010) is to develop young people who are nationally conscious and empowered to contribute positively to the development of Sierra Leone. The main goal of National Youth Policy is to contribute to establishing an enabling environment in which youth development and empowerment programmes can sustainably realize desired long term goals and outcomes. The Policy is based on the principles of the Commonwealth Plan of Action for Youth Empowerment, 2007-2015 and utilizes a youth rights approach to youth development, which seeks to mainstream the rights of youths as exemplified in the Constitution of Sierra Leone, the National Education Policy, UN Rights of the Child, and the Lisbon Protocol of 1998.

The National Youth Policy is focused on addressing major challenges facing young people in Sierra Leone including youth unemployment and under-employment, access to quality education and inadequate or inappropriate preparation and training for the formal job market, drug and substance abuse, the failure to address gender issues amongst young people and in particular, sexual and reproductive health issues facing young girls and women.

The policy also provides a framework for collective action, implementation and coordination, monitoring and evaluation (M&E) arrangements for youth development among Governmental agencies, youth serving organisations, youth associations, Civil Society Organisations, international development partners and other stakeholders working in the youth development sector. A key role of the consultant would be to assess the relevance of this coordinating framework and recommend strategies for enhancing the operation of this mechanism.

### Sierra Leone National Youth Programme, 2014-2018

The National Youth Programme, 2014-2018 was launched in April 2014 and is estimated to cost US\$217 million over the next four years. The NYP provides the mandate to MOYA/NAYCOM to collaborate with key agencies working in the Youth Development Sector to streamline the coordination of activities across the sector. It instructed MOYA/NAYCOM to learn from best practices in other sectors and transfer them to inform the programming and coordination in the youth development sector.

NYP recommends four Coordination Mechanisms for MOYA/NOYCOM to implement. These are: a) Coordination Mechanism 1: Inter Ministerial Committee on Youth Empowerment and Development, b) Coordination Mechanism 2: National Youth Policy Steering Committee (NYPSC), c) Coordination Mechanism 3: Youth Mainstreaming Technical Team and d) Coordination Mechanism 4: Youth-led Social Action Research Network.

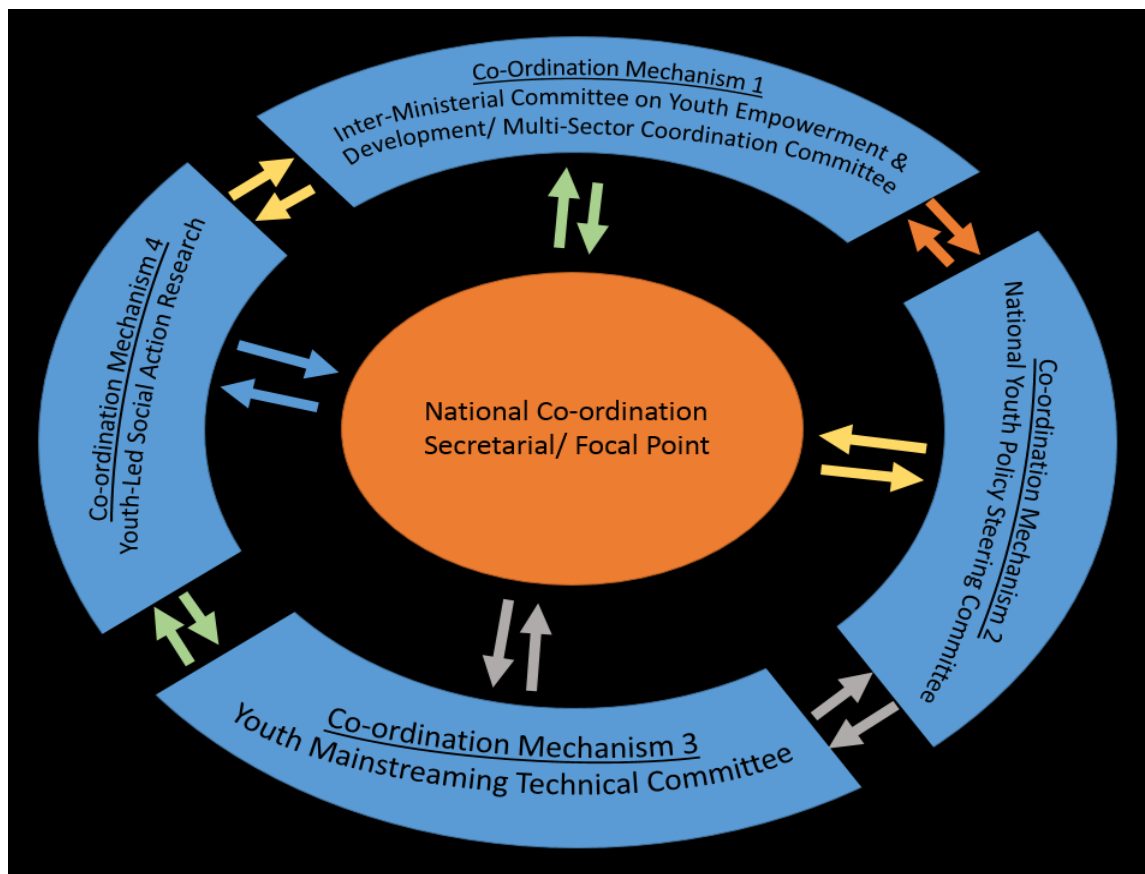


Diagram 3: Other Relevant Policy Coordination Frameworks

The Government of Sierra Leone is signatory to the African Youth Charter (AYC). The AYC describes young people as being empowered when they realize that they can create choices in life, are aware of the implications of those choices, make informed decisions on their own terms, take action based on those decisions and accept responsibility for the consequences of their actions.

A key component of this strategy is youth mainstreaming. Youth mainstreaming is defined as:

“...the process of assessing the implications for young persons, of any planned action, including legislation, policies, programmes and projects, in all areas and at all levels.” **(United Nations Economic & Social Council (ECOSOC))**

Youth Mainstreaming is also defined as a comprehensive strategy to conventionalize the concerns and experiences of young people in the development cycle. This principle/approach views youth as part of the solution, and not merely passive objects of the intervention. The Government of Sierra Leone is committed to supporting the integration of youth into national, regional and international development initiatives. The Ministry of Youth Affairs (MOYA) is the premiere agency of the government with responsibility for youth development. MOYA intends to enhance its coordinating framework for linking youth empowerment and development to national development goals and priorities. Once the capacity exists it will ensure that youth development indicators are reflected in accountability frameworks such as the African Peer Review Mechanism (APRM) and the Millennium Development Goals (MDGs).

## CHAPTER 3

### 3. METHODOLOGY

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The Evaluators employed desk audit and survey methods including questionnaires, interviews and Focus Group Discussions to collect data for the YEEP Evaluation report. These methods provide two major advantages to enhance the quality of output of the research namely: (1) provide the Evaluator with the confidence necessary to pursue the Evaluation exercise and (2) enable triangulation to take place. The development and administration of the survey instruments are in line with the standards stipulated by the OECD-DAC, The World Bank and UNDP. This include standards outlined in *Quality Standards for Development Evaluation* (OECD-DAC), *Guidelines for Outcome evaluators* (UNDP Evaluation Office).

The Evaluators undertook comprehensive search for all available literature that will give insight into the context in which YEEP was implemented. This includes studies, policy papers, official speeches, plans and reports on the project. The final report contains a comprehensive bibliography of these documents and officials who participated in the evaluation process.

#### 3.1. Semi-Structured Interviews

Semi Structured Interviews were used by the Evaluator to extract data from Senior Officials of UNDP, NAYCOM and MOYA and other relevant stakeholders including appropriate Ministries and partner agencies involve in youth development work to provide fair, reasonable, and credible assessment of how well YEEP was understood and whether it responded relevantly to the development context in Sierra Leone.

The Semi-Structured Interviews were also used by the Evaluators to give insight into the main challenges encountered during the implementation of the components of the YEEP programmes including the Business Development Services (BDS), Career Advise and Placement Services (CAPS), Graduates Internship programme and Skills Development programmes (GIPS) to assess how well these programmes are responding to changes in the development context in Sierra Leone.

Questions were asked to collect data on the main achievements, both expected and unexpected of the YEEP programmes components particularly as they relate to employment promotion and institutional capacity building.

Questions were inserted in the Unstructured Interview instrument to extract the lessons learned and recommendations from policy makers, senior officials of government and UNDP.

#### Category of questions

**Demographics** – Name, sex, age, job title and institution

**Programmes** – analysis of problems to determine programme outcomes, change of context during course of project, factors affecting the outcomes and challenges encountered during the implementation of project

**Gender** – assessment of efforts to ensure participation of gender groups and to enhance equity and empowerment of women.

**Relevance** – assessing the relevance of project purpose to the problem, stakeholders targeted are relevant to problem, objective and sustainability of the project, and level and quality of participation of stakeholders.

**Effectiveness** – assesses whether the project achieve the results within the timeframe, consistency of management, data collection and reporting

**Efficiency** – assessment of where there was value for money

**Feasibility** - feasibility in terms of skills, resources and operational systems, realisation of assumption, and the capacity and resources of the partners to successfully implement the project.

**Impact** – assessment of impact of the project on the community/country, overall contributions of the project to policy and sector objectives, and promotion and reputation of the project.

**Sustainability** – assessment of whether benefits of the project will stop when the project is completed, possibility of mainstreaming within government and civil society organisations, lessons learned from the project, models of best practices evolving from the project and follow up activities to sustain the project/benefits.

### 3.2. Questionnaires

Questionnaires were used by the Evaluators to solicit the views of senior operational level staff of the MOYA and NAYCOM and other key stakeholder agencies and beneficiaries to assess the extent and severity of the challenges encountered when implementing and or participating in the YEED; and the effectiveness of the programmes in responding to the changes in the development context over the duration of the project.

Questionnaires were also used to solicit the views of Centres/programmes managers of key stakeholder agencies responsible for the management and delivery of the YEED Programme components on the overall performance of the programmes, the challenges encountered in the delivery of the various programmes and the strategies implemented to solve these challenges.

Questionnaires were administered to participants/beneficiaries of the YEED Programme components to assess data on the quality of programmes delivered, quality of the classroom/delivery environment, role of the participants in delivery and governance of the programme, quality of the placement/internship and whether the participants have successful outcomes after completing the programme e.g. gain meaningful sustainable livelihoods and/or setting up their own business.

Questions were inserted in the questionnaires administered to Officers with responsibility for the management and delivery of the YEED programme components, Centre/Programme Managers/Coordinators and participants/beneficiaries to extract the lessons learned and recommendations to take the YEED forward.



### 3.3. Focus Group Discussions

Participatory Appraisal Techniques such as Focus Group Discussions (FGD) were used by the Evaluators in a limited way to assess the challenges faced by participants/beneficiaries during the implementation of the YEEP, the strategies used to resolve these challenges and identify the main achievements, both expected and unexpected of the YEEP programmes, particularly as they relate to employment promotion and capacity building.

The data collected from the Focus Group Discussions and the questionnaires were then cross checked to form triangulation. This will result in building confidence pertaining to the results provided from the different methods specifically if these methods lead to the same result. This methodology was used in a limited capacity due to the Ebola outbreak.

### 3.4. Case studies

The Evaluator designed and used the Case Study methodology template to extract data from organizations responsible for delivering the YEEP programmes at community and district levels. The information extracted focused on the a) challenges faced by organisations implementing the YEEP programmes, b) strategies implemented to address challenges, c) the benefits attained by participants involved in the programme, d) overall achievements and impact of these programmes on the beneficiaries and communities as a whole, e) lessons learned and models of best practice deriving from implementing the programmes and f) recommendations and way forward for enhancing YEEP programmes in the future.

#### Categories of questions

**Basic information on organisations/agencies** – Name of organisation, contact person, location etc.

**Background and justification for implementing YEEP** – Objectives of the programmes, community needs to be addressed, participants targeted etc.

**Stakeholders' participation and partnership** – stakeholders targeted, level of finance provided to run the project, partner agencies involved in the project, their leadership responsibilities and the role of MOYA, NAYCOM and UNDP in the project.

**Implementation process** - support factors, barriers and limitations of the programme, utilisation of media to promote and advertise the programme.

**Coordination** – How the programme was coordinated, frequency of meetings, strategies that worked and strategies that failed

**Successes, results and outcomes** – Major successes and failures of project, monitoring and evaluation strategies, level of participation, strategies for selecting participants, rural/divide and level and quality of volunteering.

**Methodologies** – methods/techniques used for working with young people, major benefits derived by participants, resources required to support implementation of programme, and strategies for improving efficiency, effectiveness and impact.

**Follow up and way forward** – new areas to be included in programmes, areas to be excluded in the future, lesson learned and strategies for sharing lessons.

### 3.5. Gaps, Weaknesses, Risks and Limitations of the Study

The data was collected over a four (4) week period by a team of professionals headed by a Local Consultant. The evaluation study was led by an International Consultant, who was not permitted to travel due to the severity of the Ebola outbreak.

Limitation, Risk and Assumption Factors

- 1) The outbreak of the Ebola virus delayed the approval of the evaluation resulting in:
  - a) Limiting the timeframe for administering the survey in the field
  - b) Preventing the International Consultant from traveling to Sierra Leone to participate in the administration of the survey.
  - c) Limiting the use of Focus Group Discussions and other participatory methodology to collect data in the field. Consequently this could reduce the qualitative participation of some respondents/beneficiaries who are normally shy to share their experience.
  - d) Reducing the visit to some communities that are deemed a 'risk' for the consultant to observe businesses and meet with beneficiaries of the YEPP.

However despite these challenges, the UNDP and NAYCOM provided support to the local consultant and his team to administer the survey in remote districts.

- 2) A highly qualified and experienced local evaluator/numerator was employed to head the local team in an effort to boost the work on the ground in Sierra Leone.
- 3) NAYCOM provided office space and support facilities to the local consultant and his team to enable them to administer the survey. They also supported the mobilization of stakeholders to participate in the interviews, complete the questionnaires and the general survey process.
- 4) The district authorities in Bo, Makini and other districts supported the YEPP evaluation project.

### 3.6. Main Limitations of the project

- 1) Evaluation design – Bearing in mind the limitations that exist, including but not limited to the Ebola outbreak and the limited time frame to administer the survey, the evaluation was sufficiently designed to identify the outcomes, show how and when these outcomes were realised, and the impact of the UNDP's contributions within the youth sector and on the development of the country as a whole.

2) Potential Self Selection Bias in assessing informant/beneficiaries particularly YEEP participants/graduates. This was addressed during the implementation of the survey by working through clear and objective inclusion criteria.

3) Response biases from the informants who are knowledgeable of UNDP, MOYA/NAYCOM and other partners involved in the delivery of the YEEP exist. These fall into two categories namely i) seeking additional support and ii) expressing dissatisfaction pertaining to the content, processes of implementation and overall outcomes/benefits achieved from the programme. These issues were addressed through multiple line of questioning during the evaluation period by the local evaluator and his team.

4) A risk of understanding the meaning of the questions (questionnaire, interviews etc.) and ticking or providing the wrong response to the questions. The survey instruments were designed by the international consultant in London, UK and piloted by the Local Consultant and his team in Sierra Leone with stakeholders from similar background to ensure comprehension of context, vocabulary and sentence structure. Where there were confusion or lack of understanding of the questions by the participants in the pilot, these questions were simplified and adjusted to respond to the needs of the pilot group. Efforts were made to ensure that all numerators were familiar with what was required to successfully administer the survey instrument.

The limited time-frame allotted for the collection of data did not negatively affect the quality of analysis and outcomes of the project. The Local Consultant visited UNDP, MOYA and NAYCOM offices to interview senior officials and administer questionnaires to the staff involved in the management and delivery of the various YEEP programmes.

Although the outbreak of the Ebola virus limited the level of participation of some participants, especially some INGO and Donor agencies and the use of participatory methodologies to assess the qualitative aspect of the YEEP, the Evaluators are satisfied with the level and quality of participation of stakeholders and the quality of outcomes achieved.

#### Cooperation

Despite the challenges encountered by participants as a result of the Ebola outbreak, the level and quality of cooperation from the various stakeholders were very commendable.

#### Validation

The data was collected through a range of traditional and participatory methodologies including Focus Group Discussions, Questionnaires and interviews with senior officials of UNDP, MOYA and NAYCOM, staff managing the YEEP Programmes, Centre/Programme Managers for partner agencies and participants/beneficiaries. However, it was possible to validate the responses of the participants by triangulation.

## CHAPTER 4

### 4. ANALYSIS OF FINDINGS ACROSS PROGRAMMES

#### 4.1. Assessment of the roles, management and achievements of YEEP.

The Youth Employment and Empowerment Programme (YEEP) consists of the implementation of the Business Development Services (BDS), The Career Advising and Placement Services centres (CAPS), The Graduate Internship Programme (GIP), Sierra Leone Agricultural Business Initiative (SABI), and the Policy development and institutional development programme. Below are the analyses and the achievements under the following components of the YEEP.

The Business Development Service (BDS)



Business Development Service (BDS) helps Mariama Bangura's small enterprise, in Kenema, to become sustainable (UNDP Photo)

The Business Development Service (BDS) is geared towards enhancing the entrepreneurial capacity of potential youth entrepreneurs to enable them to create employment opportunities for themselves and

other youth. The programme has accomplished the planned outputs aimed at transforming the livelihood and employment status of youth in the target communities of Sierra Leone.

Five Business Support Centres (BSCs) were opened in main urban centres in Freetown, Newton, Bo, Makeni and Kenema. These centres possess the capacity to provide direct assistance and support to over 2,000 entrepreneurs per annum. Since 2012, two thousand six hundred and fifty five (2655) youth (1,208 female (45.5%) and 1,447 male (54.5%), [of that total 10 participants were disabled] have received services at the five (5) BDS centres in different types of business skills. These include the development of business plans to start up their own businesses; development and implementation of marketing information management plan strategies; coaching and mentoring support; provision of business advisory service; ICT in business; and business and financial management skills provision. All (100%) of beneficiaries participating in the evaluation said that they are very satisfied with the content and range of the training courses provided, the quality of the training resource centres, the practical nature of the training methodologies and opportunities for on-going assessment for learning, the strategies used to address their gender needs and the career guidance and counselling support provided by the centres to guide them towards their accessing employment, livelihoods and defining their career path.

Seven hundred and ninety one (791) youth enterprises were created, of which 487 (61.5%) were headed by females. In addition to these enterprises, five (5) youth farms were created. These farms are ten (10) acres in size and located in Kenema District within the Inland Valley Swamp (IVS).

The BDS Centres are serving as hubs for microfinance institutions/companies operating in the target communities to recruit new clients to access their service. As a result of the rigorous nature of the training offered at the BDS Centres, microfinance agencies are satisfied with the curriculum and the quality of the training offered by the centres to the youth. They view graduates of the BDS as refined business suitors and are interested in providing credit, mentorship and outreach support to them. Besides working with graduates the Centres are able to establish linkages with some financial services providers in terms of their work with the centres and the perspective clients. This include signing of a Memorandum of Understanding (MOU) between the BDS centres and the financial service providers.

The HELP Sierra Leone, one of the BDS implementing partner, has committed \$90,000 (ninety thousand dollars) to provide loans to support Microbusinesses in Bo, Moyamba, Pujehun and Tonkolili Districts for the micro finance component of the Business Development Services Project. The assessments of business plans were done primarily to gauge capital requirement and refresh youth on previous training and learning outcomes.

The result of these assessments were as follows: 68 assessments were done in Moyamba, 134 in Bo, 100 in Tonkolili and 157 in Pujehun making a total of 359 assessments. Completed assessments and business verification show promise and business resilience in all youth business assessed. All 359 were recommended for disbursements.

Promotion and out-reach are important components of the BDS programme. The Centres are engaged in the implementation of comprehensive outreach activities involving radio discussions, production and distribution of brochures, flyers and market information leaflets and community visit. The BDS has developed a continuous programme of follow-up and outreach to provide technical advice to previous BDS beneficiaries. These out-reach and mentorship activities consist of the provision of advice on loans, business practices and marketing promotion. The Centres provide refresher courses to participants as well as offering various business entrepreneurial training on new business strategies and practices. Each Centre is managed by an independent management committee working with the head and staff of the BDS. Technical advice and support are provided by NAYCOM. When asked what they like most about the programme beneficiaries highlighted the following a) ease of access to the BDS Centre and communication with centre managers, b) the youth friendly learning environment which is conducive to learning, b) certificate received upon completion and c) inspiration to dream big. They claimed that their knowledge on business operation has improved and they are now empowered to participate and run their own businesses. Respondents from the Western Rural District cite transportation difficulties as their main hindrance to the programme. Another area of concern was the disruption of the programme due to the Ebola crisis.

#### [BDS Case Study: The Obasanjo Centre, Newton, Waterloo](#)

The Obasanjo Skills Training Centre is located in Newton in the Waterloo District. The Centre is managed by NAYCOM, supported by UNDP and facilitated by Restless Development. The Centre was created as a result of the high cost of education for young people and the high levels of unemployment in the Waterloo District. Youth unemployment is estimated at 60% in the district. The district is also plagued with other social and economic difficulties affecting the youth of Sierra Leone. The aim of the Centre is to develop and implement education, youth empowerment and skills enhancement programmes that will place youth at the centre of national development by creating a conducive skill and business learning environment that will contribute towards changing the perception of youth in the country.

Despite the many challenges facing the centre, it has provided training for over 1000 youth in multipurpose youth empowerment activities including BDS, information and communication technology (ICT) training and other hands-on practical employability skills training opportunities. It has developed a standard curriculum for all courses offered together with a robust monitoring and evaluation programme and media promotional programmes which provide back and forth feedback to the community and sponsors on the performance of the programme.

The Centre views young people as important and critical resources with potential for the development of quality leadership. It has implemented an empowerment approach to youth development by creating the environment for consultation to take place and for youth to participate in shaping and contributing to the decision making process. Each young person now has a laptop which enables them to access the internet and gain new knowledge. This new knowledge has resulted in an improvement in their confidence, self-

worth and self-esteem as well as increase and enhancement in their participation in the programme and community development activities.

It is hoped that further injection in resources would enable the Centre to 1) provide transportation to enable more participants from rural communities to access its services, 2) pay stipend to facilitators, 3) purchase more training material, and 4) secure the building. The critical lesson learned thus far from the Centre is that a) young people are always ready to learn new skills and knowledge if these lead to improving their employment, livelihoods opportunities and development of self, thus enabling them to live independent lives, b) participation of the beneficiaries in the decision making and governance processes of the programme is a critical factor for the success of the programme and c) it is important to always establish social network involving the centre, the community and other key stakeholder to share and contribute to the success of the Centre.

The centre is currently exploring ways to share the lessons learned with the wider community by organising exchange programmes and consultations with other institutions and stakeholders. It is also in the process of implementing a monitoring programme to follow up the progress of graduates after they have completed the programme.

#### [The Career Advising and Placement Services centres \(CAPS\)](#)

The Career Advising and Placement Services centres (CAPS) are aimed at providing university and college students with a) labour market and career development information, b) job search skills, c) Information Technology (IT) training, d) job placement opportunities and e) career development workshops opportunities. The programme is focused on promoting constructive relationships between tertiary level educational institutions and potential employers/job providers. Five CAPS centres were established for the duration of the YEEP Project. These Centres were attached to major academic centres namely Fourah Bay College (FBC) in Freetown and Njala University in Bo, providing services such as soft skills and life skills to sharpen the employment skills of youth as they pursue formal tertiary education.

The CAPS services include career guidance, counselling and seminars which equipped youth with job search skills such as preparation of applications and CVs and interviewing skills. These skills contribute to enhancing their confidence and empower them to attend and be successful in job interviews. The CAPS centres have also provided various training to youth focusing on good communication skills, conflict management in the workplace and interpersonal development skills. HIV/AIDS and drug abuse help desks were set up to provide counselling and advice to students. Job fairs were organized by CAPS management at the University of Sierra Leone to promote the programme and to bring youth face to face with employers.

The CAPS programme is more vibrant and effective in the University of Sierra Leone and Njala University than the new CAPS in Northern and Eastern polytechnics in Makeni and Kenema.

The CAPS walk-in services have been accessible and provided support services to over 250 persons per centre per month over the period under review. There is lack of clarity in terms of the gender break down of youth participating in the programme.

Efforts are afoot to work with the management of the Northern and Eastern polytechnics in Makeni and Kenema to reignite the enthusiasm of youth at these Centres.

#### The Graduate Internship Programme (GIP)



#### **Interns of the Graduate Intern Programme (GIP) at London Mines (NAYCOM Photo)**

The Graduate Internship Programme (GIP) was established in 2012. Through the GIP, UNDP and NAYCOM created partnership with over 68 governmental institutions, civil society organizations and private businesses in Sierra Leone to participate in the programme. During the period under review 2,323 youth have applied for the GIP initiative; 1,137 young people have successfully participated in the programme. Of that total, only 324 were young women (28.5%). A major component of the GIP training is the provision of internship opportunities which provide young people with critical work ethics and practices and on-the-job experience.

An extensive promotional campaign was launched to mobilise young graduates to apply for places in the programme. One thousand two hundred and forty six (1246) applications were received within a one month period. Of that amount, 686 applicants were preselected to participate in an intensive two-day training program focusing on the development of IT skills, a range of soft skills and professional on-the-job search skills, preparation for interviews, communications skills, problem solving and interpersonal skills. Participants were trained on strategies for maintaining decent jobs and producing improved outputs. The training and assessment exercises took place in Bo and Freetown.

During the period under-review NAYCOM worked in collaboration with the various Universities and Polytechnics to implement an active private partner cooperation approach. Private sector agencies across Sierra Leone were visited and they were briefed on the role and benefits of the GIP programme and



requested to participate in the programme as members. The companies represented the mining sector, agriculture, tourism and others. Public sector partners were also recruited including ministries, departments and other governmental corporations across Sierra Leone to participate as partners. The various UN agencies, CSOs and NGOs are also participating and supporting the programme by hosting interns for a period of four months.

Sixty (60) agencies are providing internship placement institutions to participants. Of the amount 46% private sector agencies, 22% belong to the development sector (NGOs/ development partners) and 32% consists of public sector agencies.

The total number of young graduates trained is 687. Of this number of trainees, 182 (26.5%) are females. 613 participants have successfully completed the programme, with a drop-out rate of 10.8%. Of the number of females participating in the programme, 163 of them successfully completed the programme (92.3%). 300 internship places were provided in the participating institutions.

The initial target in terms of beneficiary graduates was set at 300 youth. However, due to the success of the GIP, confirmed by the overwhelming demand of graduates, the management of the programme has negotiated for internship placement to increase to 350 young graduates.

The GIP has proven itself as a very successful programme that is demand driven in terms of the number of applicants, quality of curriculum offered, and the number and quality of agencies from the private and public sectors that are participating in the programme as partners. All the beneficiaries participating in the evaluation process said they are very satisfied with the content and range of the training courses provided, the quality of the methodology offered, strategies used to address their gender needs and the career guidance and counselling support provided by the centres. They said that the GIP has 'enhanced their confidence, restored and rekindled their hope by equipping them with computer, social and business skills'. They view the internship programme as the most important activity in the GIP programmes. When asked what they dislike most about their programme they claimed the "lack of a religious aspect and delay in payment of stipend". Participants also expressed concern with the lack of transparency in terms of the GIP selection process and stated that the process needs to be restored to build trust in the selection process.

The evaluator is concerned that the programme is not fulfilling its gender goal in terms of ensuring that gender balance is reflected in the recruitment, selection and retention processes instituted by the organisers. It is recommended that NAYCOM reviews its selection policy to ensure that the gender balance criteria is reflected in all aspects of its programme.

#### [Sierra Leone Agricultural Business Initiative \(SABI\)](#)

The UNDP through its partnership with the Government of Sierra Leone has established the Sierra Leone Agricultural Business Initiative (SABI). SABI Initiative is an agri-entrepreneurship scheme modelled from the association with the Songhai Centre in Benin, in 2012. The Sierra Leone Agri-Business Initiative (SABI) aims at boosting food production by making agriculture and agribusiness attractive to youth entrepreneurs and

create more employment opportunities for both rural and urban youth. This was achieved through integrated training for youth, transformation of agricultural value chain into more inclusive and value added chains, technological innovations for sustainable production, mechanization, marketing promotion of products and service and recycling services.

An important element of the SABI initiative is the provision of sustainable energy for agricultural activities across the country, thus contributing to reducing the cost of food production and enhancing food security across the country. During the period under review, the UNDP facilitated the partnership between SABI and Njala University (Sierra Leone's most recognized academia institution for agricultural development). SABI hosted 45 students from Njala University on 3 months internship. Interns were engaged in practical work on sustainable agricultural practices, gardening, agro-machinery, agri-food processing, poultry rearing and processing, piggery and agro-management. Trainees also received additional training in Agribusiness and business development in the UNDP/NAYCOM Business Development Centres run by Restless Development. They were involved in the formulation of business plans based on their areas of interest. The partnership between these agencies has set in motion the realization of research and innovation proposal that is set to be implemented upon the mobilization of resources.

SABI has achieved other valuable partnership:

- A 5KVA solar power system was installed by UNIDO to boost the energy needs and requirement of the programme
- An agreement with 'Fresh Salone', a private sector fruit juice enterprise in Sierra Leone to establish a green-house at SABI
- An additional power tiller machine was provided by the Ministry of Agriculture, Forestry and Food Security to boost food production

SABI's agricultural production activities that were recorded during the period under review are:

- Fifty two pigs are now at the piggery unit as multiplication continues.
- Three hectares of IVS cultivated are now at the booting stage.
- The poultry unit continues to be maintained with about 1,750 layers.
- Rehabilitation of the palm oil plantation was concluded in August, 2013.
- Gari processing has commenced at the processing centre.

However, Information in terms of the number of young people benefiting from the project and their gender break down is unclear.

#### [The Policy development and institutional development programme: MoYA/NAYCOM:](#)

UNDP provided technical, financial and material support to the Ministry of Youth Affairs and the National Youth Commission to strengthen their institutional capacity to enable them to perform their national functions. MoYA was created in 2013 with responsibility for the youth development and empowerment portfolio. The MoYA worked closely with NAYCOM to galvanize various development partners, youth service

agencies, youth groups and the DYC's in organizing a very successful International Youth Day (IYD) and a youth employment forum. During this year's IYD and youth employment forum, the president of Sierra Leone took the opportunity to launch the first ever annual 'Status of the Youth' Report 2012, jointly prepared by UNDP and NAYCOM. UNDP provided technical support for four technical staff who are currently supporting the ministry as volunteers. The technical assistance from UNDP enabled MoYA to a) review and implement the national youth policy, b) provide youth development training and implement development schemes and programmes, c) enhance its coordination and management functions through the development of Youth Development Partners Coordination Mechanism by enhancing collaboration with relevant government ministries, departments, donors, private sector and civil society agencies d) create youth development structures at district and Chieftain levels and e) implement a series of national and district consultations which resulted in the development of the 'Blue Print for Youth Development: Sierra Leone's National Youth Programme 2014-2018'.

#### [The National Youth Commission \(NAYCOM\)](#)

The NAYCOM was established in 2009 to implement policies, programmes and projects which empower youth to develop their potential for national development (National Youth Programme 2014-2018, (2014). The UNDP has provided technical assistance to boost the management, coordination and monitoring and evaluation mechanisms of the NAYCOM. The NAYCOM is now staffed with technical professional expertise and operates as the conduit through which UNDP and other development agencies will provide technical assistance to the youth development sector. It also has an excellent working relationship and partnership with the donors, INGOs and civil society organisations, one that is based on mutual respect and cooperation. The UNDP Project Manager and Senior Officials of MOYA/NAYCOM have joint responsibility to oversee the work of the technical advisers. The Youth Commissioner of NAYCOM has responsibility for the supervision of the Technical Advisers. The project has enhanced its operational capacity by employing four (4) senior level technical advisors in the MOYA/NAYCOM to provide technical leadership and management of programme implementation. These officials comprise:

#### [Policy and Capacity Development Advisor](#)

The advisor is responsible for the technical support to ensure the successful implementation of the Institutional and Policy Development (IPD) initiative.

#### [Business Development Services Advisor](#)

The advisor is responsible for the technical support to ensure the successful implementation of Business Development Services (BDS) and Career Advisory and Placement Service (CAPS).

#### [Youth Empowerment Advisor](#)

The advisor has responsibility for providing the technical support to ensure the successful implementation of Youth Empowerment component of the YEPP.

### Monitoring, Evaluation and Research Advisor

The advisor has responsibility for the development of the M&E capacity in the MOYA/NAYCOM along with building the capacity of the national counterpart/partners.

It is hoped that MoYA will capitalize on the excellent relationship and partnership NAYCOM has with the Donor and INGO community to learn from this best practice as a model to boost its own relationship with this sector and enhance its resources to develop and coordinate youth development policy and programmes.

### Policy and National Youth Development Programme

#### 1. National Youth Policy (2013)

UNDP provided resources to develop the National Youth Policy of Sierra Leone (2013). The policy evolved out of a series of rigorous consultations involving young people at national, district and chieftain levels presenting their ideas on the type of society they want in the future and the environment that would be necessary for them to live and participate in. The National Policy's vision is to develop young people who are nationally conscious and empowered to contribute to the development of Sierra Leone. Its goals is to contribute to the establishment of an enabling environment in which youth development and empowerment programmes can sustainable realised long term outcomes.

#### 2. National Employment Policy

The National Employment Policy is critical to the successful achievement of the YEPP. The policy is an analytical and strategic framework on the potential for employment promotion. It is used as a model to improve the efficiency and effectiveness of existing interventions aimed at creating employment opportunities. The policy prioritises employment opportunities for the citizens of Sierra Leone thereby creating a decent employment atmosphere as a critical apparatus for reducing poverty. It is also used as a mechanism for providing decent work agenda, specifically for the youth sector so as to sustain wealth, empower the economy, and improve and sustain development.

Although it is too early to assess the relevance and importance of the Employment Policy on the achievement of YEPP outcomes, it is believed that the Policy is an important vehicle to judge the overall impact of the YEPP on the youth of Sierra Leone in years to come.

#### 3. National Youth Programmes 2014-2018

UNDP has provided substantial resources to the Government of Sierra Leone to develop the National Youth Programme of Sierra Leone. The National Youth Programme evolved out of a series of district consultations. The activities were coordinated by the Ministry of Youth Affairs in collaboration with the National Youth Commission. A major achievement of the programmes was the balance in participation of youth from both genders.

‘The national Youth programme aimed to draw consensus, organisation and influence to effectively enhance participation and voice of young men and women in both political and economic spheres in Sierra Leone...enhance active citizenship among Sierra Leone’s young people’.

Sudipto Mukerejee, UNDP, Country Director, Sierra Leone (Sierra Leone’s National Youth Programme -2014-2018 (2014)

#### District Youth Councils (DYC) support

Through NAYCOM, resources from UNDP are channelled towards the empowerment of the District Youth Councils (DYCs) by increasing the leadership potential and enhancing their participation in decision making in the governance system. UNDP provided training to DYCs officers in Monitoring and Evaluation (M&E) skills and surveying techniques, enabling them to carry out the annual ‘Youth perception survey on NAYCOM’s performance’. Other successes of DYCs were:

- Organising the NAYCOM Annual Technical Conference with UNDP which involved all the partners of NAYCOM in order to reveal the analysis and results of the youth perception surveys.
- Highlighting the analysis of the various ‘Key Youth Development Indicators’ picked from the strategy of NAYCOM.

#### YEEP Management Coordination Mechanism

The YEEP programme is implemented in partnership with the Ministry of Youth Affairs (MOYA) and the National Youth Commission (NAYCOM). The programme engages implementing partners through the UNDP procurement process based on the UNDP guidelines and procedures. UNDP’s role is concerned with the provision of programme advice, analysis, procurement, finance, M&E support, reporting, coordination and fundraising.

The YEEP programme management committee is chaired by a member of the UNDP Senior Management team and co-chaired by the NAYCOM in order to promote national ownership and leadership of national stakeholders in the programme.

#### Project Steering Committee

The Project Steering Committee is comprised of the UNDP Country Director, Programme Manager and representatives of the Ministry of Youth Affairs and the National Youth Commission as well as other Development Partners.

This Committee meets once per year and is responsible for carrying out the following roles:

- The strategic direction of the project
- Resource mobilisation for the project
- Adherence of the project to international and national standards
- Collaborating of YEEP with other projects in the youth employment sector to build synergy
- Approval of annual work plans

- Review of the progress of the project activity

### Project Board

The second management entity of the YEEP is the Project Board. This Board has the responsibility for the project oversight, ensuring that the YEEP activities are implemented and the activities are achieving their targets. The Project Board is chaired by a representative of UNDP and includes the Programme Managers representing the MoYA, NAYCOM, IPs and other development partners.

The Project Board meets on a quarterly basis for the purpose of carrying out the following roles:

- Reviewing the implementation of activities set out in the Annual Work Plans.
- Preparing the programme annual and quarterly work plan, M&E plans with indicators
- Reviewing and making recommendations on revisions of the annual work plan
- Reviewing and making recommendations on the funding of the project
- Reviewing the progress of the programme outputs
- Recommending any necessary changes to the YEEP strategic programme
- Preparation and submission of quality annual reports to donors/partners

### Project Management and Implementation

The Programme Manager has responsibility for the day to day management and implementation of the YEEP on behalf of the Project Board. The Programme Manager is also responsible for ensuring that YEEP produces the results specified in the project proposal document to the required standard of quality and within the specified timeframe and cost allocated for the project.

From all accounts the YEEP project is managed effectively and efficiently achieving over 99% of its outcomes and projected results. During the period under review only one project result was not achieved i.e. the renovation of football playing fields.

### Flaws in the YEEP Management and Coordination Mechanism

Although YEEP has an efficient management and coordination system, one that is effective in achieving the outcomes and results of the various components of the project, there is evidence of flaws in the management of YEEP. These are as follows:

- a) **Non participation of Youth in Governance of YEEP:** A critical component of the YEEP is the empowerment of youth as generally young people do not participate in the decision making process at national, district and community levels. There is the absence of youth participation in the YEEP governance.
  - Youth development work in Sierra Leone adheres to the values and principles expounded in the Commonwealth Plan of Action on Youth Empowerment, the African Youth Charter and the UN Rights of the Child Charter. The Blue Print for Youth Development: Sierra Leone's National Youth Programmes contended that young people have a fundamental right to determine how power and resources are used in their societies...by not including them in decision making

processes, either in the public sector, countries lose a critical resources base...young people can contribute a great deal through their perspectives and experiences; no governance structure can be truly successful without them (Commonwealth Governance, Development Network, 2005, Sierra Leone's National Youth Programmes 2014-2018 (2014). The World Bank states that there is a demographic urgency and imperative which demand the participation of youth in development. Their share size warrants (34% of national population) their right to participate in development programmes, therefore not involving them on the management and governance of the YEEP project is a serious omission on the part of UNDP. It is hoped that measures would be taken by UNDP, MoYA and NAYCOM to appoint youth representatives at all levels of the YEEP management and governance structure.

b) Absence of clarity of the Gender composition of the Governance of the YEEP Project:

- There is absence of clarity on the composition of gender represented on the YEEP governance structure due in part to the fact that UNDP has no control over who its participating agencies are sending to represent the organisation on the committee. UNDP should encourage participating agencies to ensure that there is gender balance on all levels of the structure including young men and women to ensure that the project gives voice to different youth gender groups.

#### 4.2. Models of best practices of YEEP according to the OECD-DAC evaluation criteria (Relevance, Sustainability, Effectiveness, Efficiency and Impact).

“The project has injected transformative inputs into the psyche of youth that will stay with them even after the end of the project funding.”

**Marbey Sartie**, Programme Analyst, UNDP

The YEEP was initiated by UNDP Sierra Leone in 2011 as a project to strengthen the national policy base and enhance the mechanism for the management and coordination of youth employment and empowerment strategies which seek to provide support services and programmes for youth across Sierra Leone. The key drivers for addressing youth include:

Pro poor - Many income and non-income indicators are worst among youth. Today youth represent a disproportionate majority of developing world poor, especially in Sierra Leone. Strategies that focus on investing in youth are inherently and doubly pro-poor i.e. reaching the current poor while reducing future poverty.

Unique vulnerability - Among the poor sectors of the Sierra Leonean society youth are the most susceptible to increase vulnerability during periods of economic down turn and other internal and external shocks. For example, they are the first to a) drop out of school to assist their families to gain extra income for their survival; b) encounter problems with unemployment and under employment as well as exploitative labour;

c) be involved in crime and violence both as victims and as perpetrators and involved in risky behaviours such as abuse of drugs, illicit sex and prostitution.

Highest risk - Youth represent a period of highest psychological and social risks. In adolescence and young adults this is manifested more by risky behaviours such as sexual behaviour, early pregnancies and high rates of maternal mortality, HIV/AIDS infections, crime, gangs and violence.

The Youth development stage is the most productive and effective period for investing in human capital development.

#### Best Practice in Efficiency

The YEEP programme is implemented in partnership with a range of stakeholders including governmental agencies such as MOYA, NAYCOM, programme delivery institutions such as NGOs, INGOs, colleges and Universities and private sector agencies and other donors, bilateral and multilateral partners working in the youth development sectors. There is a lot of potential for the development and strengthening of synergy among these development partners, specifically the incorporation of synergy during the implementation of the YEEP project in terms of a) supplementing the work of UNDP by other partners through the injection of new resources, b) developing models of best practice in youth development and c) provision of technical support to enhance the development of the youth sector.

Due to the nature of the work implemented it is extremely difficult to apply a cost benefit analysis to determine whether the project has provided a basis for comparing the total expected cost of each option against the total expected benefits to see whether the benefits outweigh the costs, and by how much. There is also the absence of figures on how much it will cost to generate a job or create a specific type of service for a young person in Sierra Leone or in the West African region, compared to how much it costs UNDP to provide similar services/outputs. Nevertheless the senior officials of UNDP and government of Sierra Leone (NAYCOM) have put forward a value of 8 out of 10 and 9 out of 10 respectively in term of the value for money generated by the project. The official of the Ministry of Youth has put forward a value of 7 out of 10.

The UNDP and MoYA/NAYCOM have collaborated with a range of partners including Donors, INGOs, NGOs, tertiary institutions to ensure the successful implementation and delivery of the BDS, CAPS, GIP and others. This collaboration led to agencies such as Restless Development, AID SL, Hope SL and others enhancing their own capacity and begin efforts to mainstream the YEEP outcomes and best practices in their management and organizational structures as well as across programmes. This measure is necessary to ensure the long term sustainability of the organizations and programmes.

It is too early to evaluate the effectiveness of the main streaming activities on the organizations themselves and the impact this will create in strengthening their efficiency to develop and implement development projects in the long term. Although work began with MoYA on strategies and practices for mainstreaming, the outbreak of the Ebola disease has abruptly aborted work in this area. However NAYCOM shows more positive results in terms of the benefits to be derived by the organization when mainstreaming youth



development best practices and models within the organization itself and through its networks at national, district and chiefdom levels.

Mainstreaming best practices and lessons learned in youth development within the organization and across its networks at national, district and Chiefdom levels would enable the organization to a) reap tangible benefits in terms of efficacy in managing youth development projects/programmes, b) mobilize financial, human and material resources and networks to support its work and c) motivate workforce and provide satisfaction to customers due to the benefits received from such work.

While the out-puts of the YEEP project were relevant to the development needs of youth in terms of their contribution to national and community development, YEEP has given these youth, especially those from remote rural and marginalized urban communities, the opportunity to participate in these programmes. The YEEP has provided a new cadre of young people who acquired new skills and attitude to enable them to function professionally in the work place and in the own businesses. These new acquired skills, competencies and body of knowledge are available to contribute to local and national development, thus laying the foundation for the generation of national income and improved well-being.

Providing opportunities for young people to be employed or create their own businesses through the development of youth development initiatives such as YEEP. YEEP is starting to engage young people in programmes that will enable them to contribute to national development by providing a cadre of professionals who are available to work within the private, public and development sectors thus contributing to reducing the incidence of poverty as a result of these young people gaining income and paying their taxes. This will also enable the country to attract foreign investment as a result of the availability of a skilled and professional work force.

HIV/AIDS, Ebola and other health challenges are creating havoc on the population of Sierra Leone. The impact of these diseases on young people is devastating and is estimated at two times the number of persons infected when compared to the infection rate of adults. Participants in the YEEP programmes are provided with skills on how to deal with these health challenges, thus making them more aware of the consequences of these disease and the measures to be taken to protect themselves, their families and communities. Respondents indicated that they are now more equipped to share this knowledge with others in their community thus contributing to national awareness on the Ebola and HIV/AIDS campaigns.

Graduates of YEEP, as a result of the skills and knowledge gained from their training in life skills, problem solving and conflict resolution, are more equipped than the average Sierra Leonean citizen to transfer and share skills with their families and communities on how to reduce the impact of HIV/AIDS and Ebola.

#### Best Practice in Effectiveness

Overall, over 90% of youth participating in the programmes have graduated from the YEEP initiatives. A large percentage of these graduates are now able to set-up their own businesses within their respective communities and/or access decent employment from private and public sector development agencies. As

stated earlier a 100% of youth participating in the evaluation felt that they would have had no other opportunity to access employment and or achieve a livelihood if the YEEP did not exist. Therefore if the YEEP is showing such positive results in creating employment opportunities for the target group, then it is essential that UNDP and the Government of Sierra Leone explore the possibility of extending and expanding the YEEP project nationally in order to provide long term sustainable employment and livelihoods to young people.

While achieving MDG1 and 8, reducing poverty and enhance youth employment respectively are both human rights and core development goals. However significant financial and cultural barriers continue to threaten the extent to which youth from the YEEP target groups can contribute to income generation and community and national development goals.

The YEEP contributes to the employment, empowerment and livelihoods of young people by enabling them to avoid getting into risky behaviours such as prostitution, crime and violence by incorporating life skills training as part of the BDS, CAPS and GIP programmes delivered to youth in Sierra Leone. One of the setbacks of the evaluation exercise is that there was not enough time to assess the impact on the social development component within the YEEP targeted communities. However, it is believed that any impact on the wider community would not be fully felt in the short term but may be felt five to ten years after the project is completed.

As indicated in the YEEP work plans and reports, there is significant evidence that YEEP has achieved its outcomes in terms of a) numbers of young people applying for and participating in the programme, b) number and quality of youth who successfully graduate from the programme, c) number of youth who have accessed long term employment and/or established their own businesses as a result of their participation in the programme, d) large number of partner institutions participating in the development and delivery of the BDS, CAPS and GIP, e) development and implementation of the policy framework for youth development and employment, f) the preparation and implementation of the National Development Programmes for Youth 2014-2018 and Situation of Youth in Sierra Leone Reports and lastly h) enhancement of the institutional capacity of the MoYA & NAYCOM to enable them to deliver youth development provisions/services at national, district and Chiefdom levels. The senior representatives of UNDP and NAYCOM posited that 8 out of 10 and 9 out of 10 times respectively that the project was able to achieve results on time. The beneficiaries from the YEEP stated that they are very satisfied with the overall performance of the programme.

A major advantage of the YEEP is its ability to reach the urban and rural areas as well as its attractiveness to young people. The YEEP has reached youth from all cultural, tribal, religious, geographic and economic background within the targeted communities. This benefit highlights the complementarity among the BDS, CAPS and GIP programmes and the opportunities existing for UNDP and MOYA to provide the institutional support to partner agencies in the delivery of the YEEP to provide mentorship and out-reach to graduates thus ensuring that the benefits derived from the programmes are supported and sustained in the future.

With the exception of the enhancement of community playing field programme it is evident that all the outputs and results indicated in the YEEP Plan of Action 2011-12 were achieved within the time frame and financial resources allocated. The UNDP instituted a robust and effective programme of management, data collection and reporting in a continuously and timely manner. This management system was effective in terms of providing appropriate information to the project manager and management team on the performance of the project in achieving its anticipated outcomes thereby enabling them to make decisions in a judicious manner to reduce incidence of project drift.

Although the youth did not show much interest in participating in the decision making process at the project management level, there is evidence that, following the 2012 local, general and presidential elections, youth are now showing interest in participating in national development as well as attending District Youth Council meetings. They are also more audacious in expressing their views on public radio and other public fora on issues of political, economic, social and cultural nature. It is hoped that with a high national profile, agencies such as MOYA and the NAYCOM will take the lead to ensure that the enabling environment is created to enhance youth participation in national development.

YEEP is able to deliver programmes because it is collaborating with a range of agencies and institutions at the national, district and community levels to deliver the programmes to youth in target communities. As the UNDP continues to work with NAYCOM and MAYCO to enhance the policy framework and institutional capacity to develop and deliver programmes to the youth sector, more efforts should be made on the part of these organisations to work with NGOs and civil society organisations to develop their project implementation, monitoring, reporting and evaluating capacity to effectively deliver youth development programmes at the community level.

NAYCOM and MAYCO possess tremendous capacity to attract funding from donors and INGOs to deliver development programmes. This will enable MoYA to focus more efforts on its policy coordination, monitoring and evaluation role, whereas NAYCOM will support existing NGOS and CBOs in the field as well as building the capacity of new civil society organisations to deliver aided self-help programmes to communities.

The visibility and profile of youth have improve tremendously as a result of the YEEP project. This is as a result of the media promotion during the launching of youth programmes and the effective participation of high profile government and donor officials. The YEEP has also contributed significantly to raising the profile of NAYCOM/MoYA and the work they are doing on behalf of young people. The opportunity exists for NAYCOM/MoYA to rally the Office of the President and the Ministry of Finance to provide additional resources to enable these agencies to enhance their capacity by acquiring additional human capital and material resources to implement youth development programmes across the country.

The youth, through their national and district organisations and networks, should lobby the appropriate governmental agencies including the MoYA, Ministry of Finance and the Office of the President to create the enabling conditions /environment to ensure empowerment to take place. The enabling

conditions/environment include a) an economic and social base; b) political will, adequate resources allocation and supportive legal and administrative framework, c) stable environment of equality, peace and democracy; and d) access to knowledge, information and skills and a proactive value system (Commonwealth Plan of Action for Youth Empowerment, 2007).

### Best Practices in Relevance

Whilst the purpose of the project is relevant to solving the problems faced by young people, the resources provided and the time frame in which to do so are grossly inadequate. Due to the magnitude and scale and the deep-rooted nature of the youth development problem in Sierra Leone, it does not appear that the project is sufficiently designed to fully address the fundamental development challenges facing the Sierra Leonean society in general and the youth sector in particular. The YEEP has provided excellent models and innovation in youth development, therefore it is necessary that Government continue to work with partner development agencies to a) mobilise the necessary resources and b) up-sale and roll out these models to ensure the benefits generated by YEEP are implemented at the national level.

The stakeholders who were targeted by YEEP are relevant to the project, to the problems identified, the objectives, solutions and its long term sustainability of the project. They are making use of the project services, thus sharing in the benefits as a consequence of the project. It was important that the UNDP targeted marginalised unskilled youth as well as those who have completed colleges and universities but were still unemployed to provide them with the necessary skills, competencies and resources to enable them to develop micro businesses as a means of creating their own employment/livelihood as well as accessing employment opportunities from the public and private development sectors.

Youth from rural communities and congested marginalised urban communities in Freetown, Bo and Makeni were targeted to participate in the programme to gain skills, thus providing them with an income. Stakeholder institutions such as Vocational Education Centres, Polytechnics, Colleges and Universities were involved in the delivery of programmes to young people in their targeted communities. UNDP in collaboration with NAYCOM/MOYA provided financial and technical support to the local institutions to run these programmes. The local partners provided the facilities as well as coordinated the opportunities for internship and mentorship support to ensure that the YEEP was delivered to young people at district and chiefdom levels.

There was a high level of enthusiasm on the part of participants in the project. YEEP has resulted in approximately 90% of the participants graduating from these centres. Also, as a result of the YEEP it was possible to reach a number of youth from target communities who would not normally have accessed to such programmes, thus motivating them to aspire to participate in further education programmes to make them more employable and compatible in the job market.

The YEEP also contributed toward enhancing the images of the participating institutions in the community. Prior to YEEP's implementation, these institutions were viewed as elitist institutions not having any links with the communities they serve. Now, they are viewed by youth and the wider communities as important

educational institutions, vehicles to emancipate them and their communities from the doldrums of poverty, depression and underdevelopment. There is also a sense of ownership of these institutions by the community. One of the drawbacks of the YEEP project was that not enough opportunities were provided to enhance the participation of youth in the management of the programmes. Although efforts were made on the part of these institutions to garner the views of these young people through consultations and “letter box” more should have been one to enable youth to sit on management committees and boards to contribute and shape the outcomes of the programmes.

The veil surrounding the mysteries pertaining to the ownership of traditional businesses in Freetown and across the country has been lifted when youth were given the opportunity to participate in the BDS. Youth are of the mind-set that if they invest their time, knowledge and resources to build their businesses they would have the opportunity to grow their businesses in later years and hold prominent places in the Sierra Leonean society. The YEEP also provided businesses and agencies such as the mining, agricultural and IT sectors with a cadre of staff who are more skilled and equipped to work in these sectors, thus contributing to national development.

There are efforts on the part of the NAYCOM and MoYA to mainstream some best practices in youth development, reporting, monitoring and evaluation processes/systems within their organisations. Although NAYCOM has exhibited enhanced capacity to mainstream such practices within partner agencies/networks at district and chiefdom levels, the evidence has shown that MoYA in its present state, lacks the capacity to effectively mainstream youth development process, systems, policies and practices across the government machinery. A body of work on youth mainstreaming was developed through a) The Blue Print for Youth Development: Sierra Leone’s National Youth Programme 2014-2018 and b) The Youth Development Partner Coordination Framework on the strategies and approaches that MoYA should employ to implement youth mainstreaming, however this work was curtailed due to the Ebola out-break. Senior representatives from MoYA, NAYCOM and UNDP strongly agree that MoYA would be in a position to mainstream project results at the end of the project cycle.

Besides addressing the employment and empowerment needs of youth, the YEEP project is geared towards building social capital, understanding, competencies and networks among government, youth development agencies and partners to deliver youth development programmes. The YEEP was successful in developing policies, programming framework and the necessary environment for partner agencies to collaborate in the delivery of youth development programmes.

#### 4.3. The impact and relevance of YEEP to intended outcomes and sustainability

- “There is room for the expansion and roll-out of YEEP into other communities with a view to create employment for more young men and women.”
- George A Dambo, Youth Advisor, MOYA

Sierra Leone is a country that is recovering from an 11 years conflict which ended in 2002. This conflict has completely devastated the country. The country's rating on the Human Development Index (HDI) is 180th out of 187 countries and territories. In 2011, about 60 per cent of its population lived below the national poverty line; unemployment rates were high, especially among youth, and illiteracy was widespread.

However, despite these development challenges the country has shown notable progress in consolidating peace and strengthening democracy since the end of the civil war. Sustainability from a YEEP context is evaluated from the perspective of its connectedness i.e. the need to ensure that activities of a short term emergency intervention nature are carried out in a context that takes long term and inter connected problems into account (Overseas Development Institute, 2006). To put it bluntly, sustainability is concerned with measuring whether the benefits of an activity are likely to continue after donor funding has been withdrawn (OECD, 2000). The concept is shaped by the notion that development interventions should support long-term goals, and eventually be managed without donors' resources and inputs in the long-term. This means that there are considerable benefits to target groups after the project is completed. The worry is not about keeping the project going after the completion date, but keeping the benefits of the project going after the project is completed.

The YEEP has resulted in notable achievements and impacts on the youth sector and the country as a whole from a sustainable connectedness standpoint. These achievements are:

Provision of employment and livelihoods skills and opportunities for youth who would normally not have access to these skills and or opportunities such as to a) create their own businesses, b) access available employment with private, public and development sector agencies and c) participate in short term infrastructure and volunteering projects to earn an income.

A notable component of sustainability is the provision of resources and technical assistance to enhance the institutional capacity and capability of MoYA and NAYCOM to enable them to a) effectively deliver youth development programmes, b) mainstream youth development across sectors, governmental agencies at national, district and chieftain levels, and c) enhance the programme/project management, development, report, implementation and M&E systems and the policy and administration framework to augment youth employment and empowerment of young people (National Youth Programme for Sierra Leone 2014-2018, which outlines the blue print through which youth development work should take place, the National Youth Policy and the Employment Policy). NAYCOM is at the stage where it can independently work on its own to deliver these programmes with some injections of aid funds to support programme development and delivery. MoYA on the other hand will need a sustained injection of funding (financial, material and human capacity) over the next two years to enable it to enhance and sustain its capacity to effectively develop and deliver youth development programmes.

It is necessary for UNDP and other donors to continue to provide resources to develop the capacity of the MOYA to coordinate the programmes of donors, INGOs and NGOs working in the youth sector through the

Youth Development Partners Coordination Framework. This work was aborted as a result of the Ebola outbreak. It is hoped that UNDP will provide additional resources for the MoYA to resume this valuable work after the Ebola epidemic is brought under control. The agencies have indicated their willingness to work with MoYA on youth development and is already providing over US\$100 of resources to the youth sector (Youth Development Partners Coordination Framework, UNDP, 2014)

When questioned on the effects of the YEEP on the wider community and its contribution to policy and/or sector objectives, representatives of the lead partner agencies said the impact is positive. MoYA representative posited that most of the youth who were involved in the project have sustained livelihoods. The NAYCOM officials stated that there is now a great willingness on the part of young people to participate in their own development and the UNDP official concluded that youth have now realized the need to be strong entrepreneurs and less dependent on the wishes of others... they now know the value of the GIP and the strong need for career guidance. On the impact on the wider policy the Moya representative is of the view that the revised national youth policy is ready and would be tabled for endorsement and approval by Parliament. The NAYCOM official said that prior to the YEEP youth issues were on the periphery now these issues have been incorporated into various policy documents of the Government. The UNDP representative supported the view of the NAYCOM officials and added that youth issues are now incorporated and mainstreamed in numerous policy documents and practices. 100% of the youth participating in the evaluation exercise stated that they achieved their goals as a result of participating in the YEEP.

There is evidence that the institutional capacity of district and chieftain are enhanced to ensure the implementation of youth programmes. Districts began work on the creation of the enabling environment to ensure youth are empowered to participate in making decision on the type of development they want to take place within local authorities through the District Youth Councils. The BDS, CAPD, RABI and GIP have resulted in the enhancement of local capacity by ensuring that the policy framework is there to safeguard the empowerment and participation of youth in decision making process at the local level.

There is notable evidence of the transfer of skills and knowledge of YEEP graduates to fight HIV/AIDs, Ebola and other health and social development challenges affecting their community. Mainstreaming of the models, practices and lessons learned from the YEEP project across Ministries, Divisions and agencies at national, district and chiefdom levels and across agencies working in the development sector in Sierra Leone is an area which needs to be focused on. The project will require an injection of resources and strategies to kick start the programme after the Ebola crisis.

The Government of Sierra Leone should collaborate with UNDP and other donors to mobilize resources to provide UN volunteers or consultants for a period of two years to work with the MOYA to a) institute the Youth Development Partners Coordination Framework b) kick start the Youth Mainstreaming Strategies and c) develop the ICT Management Framework to further develop, manage and expand the Youth Partnership Data to ensure participation, coordination and accountability of development partners and NGOs working

in the youth sector and d) enhance the management of the monitoring, reporting and evaluation framework to improve accountability and sustainability of outcomes.

Other critical considerations to ensure that the benefits of YEEP continue and are sustained include:

- The capacity of the economy at the community and district levels to continue to grow to encourage YEEP graduates to remain in their communities and set-up businesses and/or develop sustainable livelihoods, rather than moving to the congested urban centres to eke-out a livelihood. This phenomena, if allowed to happen, will contribute to the drainage of skills and competencies from rural to urban areas, thus contributing to the increase in human squalor and decay in urban centres such as Freetown.
- The capacity of the partner agencies such as colleges, technical and vocational education programmes and universities continue to deliver the YEEP initiatives through their facilities and/or in partnership with other agencies, and the maintenance of these facilities without the injection of UNDP funds. Government should explore the possibility of mobilizing additional resources to support the YEEP rather than solely depending on donor funds to finance the programme.
- Development of local ownership as a strategy to enhance local capacity and sustainability: Although there are many agencies and institutions participating in the YEEP, there was little evidence of the participation of the community and youth in the decision making and governance processes of the various YEEP programmes. Therefore, concerted efforts must be made to ensure youth and community participation in the decision and governance processes of development programmes.

“Youth are now gainfully employed in various institutions, the national youth service scheme under legislation and there are wider calls for the evolution of a national internship policy.”

Md. Mosina Mjamtu Sie, Human Relations Officer, NAYCOM

### Design of YEEP

Sierra Leoneans are still beleaguered by the effects of the Ebola outbreak on the country, which is having serious impact on community and urban life. It is estimated that the damage to the Sierra Leone’s economy and that its neighbours will be in the billions of dollars. The critical question is what benefits of YEEP will remain after the Ebola crisis is put under control. Consequently in relationship to the gravity of the situation, UNDP, partners and the Government of Sierra Leone need to return to the drawing board to reassess the benefits derived from YEEP, and determine what level of assistance will be required to kick start the country’s development.

There is a notable short coming of YEEP in terms of its design. Although a thorough analysis was undertaken to determine the primary, secondary and tertiary stakeholders involved in the project, their levels of



interest, role they play in the project and their contribution to enable the project to achieve its outcomes, the project did not address the broader developmental challenge of the “culture of resignation” that exists within the Sierra Leonean society. People of Sierra Leone have gone through many disappointments over the past decades of being promised the achievement of numerous development goals by countless political regimes. These have never been fulfilled. There is a tendency on the part of people, specifically the youth, not to show concern or become involved with what is happening around them because they do not want to be disappointed as the past generations. Therefore, rather than being motivated and/or excited about the developments that are taking place around them, they would prefer to sit back and accept whatever comes their way. This is a serious barrier to development in Sierra Leone and its neighbours.

The YEEP did not take into consideration this fundamental development challenge. It employed a ‘one size fits all’ approach to addressing the youth and development challenges, without putting due attention to the peculiarities that shape and influence the development challenges in Sierra Leone; then devise strategies and programmes to address the peculiar nature of the development challenges facing the youth and the broader development challenges of Sierra Leone. Despite the mounting challenges facing the people of Sierra Leone, there have been signs of hope and enthusiasm in terms of the future, specifically from young people. It is not clear whether this hope is as a result of the YEEP in collaboration with the numerous development project the government is implementing in the country. However, this is a good sign for the Government to move forward on.

#### Gender Equity, Rights, Impact and Sustainable OF YEEP

UNDP, like other UN agencies, is committed to a gender and rights based approach to youth development. The Gender Development Strategy 2014-2017 states that gender equality and the empowerment of women are at the heart of UNDP’s development mandate.

‘Gender equality, rooted in human rights, is recognized both as an essential development goal on its own and as vital to accelerating sustainable development.’

UNDP Gender Equality Strategy 2014-2017 (2014), under the theme: The future we want: Rights and empowerment

[\(www.undp.org/content/undp/en/.../gender-equality-strategy-2014-2017/\)](http://www.undp.org/content/undp/en/.../gender-equality-strategy-2014-2017/).

This strategy is tailored to ensure equity in participation and benefits by young men and women in the YEEP project. A critical part of the strategy is Gender Mainstreaming. 100% of the beneficiaries participating in the Evaluation posited that enough was done by the project to address their gender needs. Efforts were made on the part of the UNDP, MoYA and NAYCOM project management team to encourage partner agencies to adhere to the gender strategy during the implement of YEEP to ensure that a) communities were sensitized on the relevance and benefits of the strategy and b) ensuring that the strategy was applied on the application and selection of women in some programmes. In the BDS programmes the figures of graduates were 54.5% males to 45.5% females, indicating a difference of 10% whereas the number of

businesses that were created and headed by young female graduates were 61.5%, a difference of 23% when compared to businesses headed by males. Time did not permit the evaluator do the analysis on the types and quality of the businesses created so as to determine their sustainability.

The GIPs programme shows a complete opposite in terms of results. 28% of the applicants were females, of that amount 22% were selected to participate in the GIP programmes. This shows a huge disparity in males and females ratio in terms of those applying for the programme and those actually participating in the programme. Further work needs to be done by UNDP/MoYA/NAYCOM to ascertain the reasons for this disparity among the gender and to develop strategies to attract young women in the GIP as a way to create gender balance.

The project was implemented in such a way as to deliver all its anticipated outcomes. The project succeeded in building the capacity of youth to take on leadership roles in the local community and support effective local youth organisations. This enabled the youth to take an active part in decision-making on issues that directly affect their lives. The beneficiaries (specifically young women) and the local community were not factored into the design of the project as critical stakeholders in the overall management and governance of the project as a strategy to ensure that the project is sustainable and having the desired impact. The YEEP missed out on the opportunity to build the decision making and governance capacity of these stakeholders, which is an important vehicle for achieving sustainability as well as creating impact in the target areas.

#### 4.4. Contribution of programmes expected outcomes to accountability and learning.

Young people in Sierra Leone face specific challenges in accessing the labour market and this lowers their chances of finding decent employment. The main difficulties are (a) a higher chance of losing their jobs during economic downturns (“last in, first out”), (b) specific barriers to entry, often stemming from lack of experience, skills and competencies and (c) path dependence: early unemployment increases the likelihood of subsequent unemployment. (Clark and Summers, 1982; Freeman and Wise, 1982)

The YEEP empowers the youth sector to participate effectively in national development processes and programmes. It 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.

The YEEP programme was designed to function in two ways. Firstly to take the lead in the development and implementation of systems for coordination, the identification and dissemination of best practices and the revision and updating of national strategies and policies in youth development and employment. This is in addition to providing direct technical support to coordinate the major provision to youth employment through the partner groups and the coordination of all project implementers.

Secondly, YEEP expected outcomes contributed to enhancing accountability and learning intervention by providing technical support to national institutions so that there is a clear national policy framework for

youth employment projects. In addition, the YEEP Programme will develop the structures that will form the basic structure of the national employment promotion services that will progressively take over the initiatives established by individual employment projects. These services include district-based services on business skills development, business development mentoring, employment opportunity mapping, job-matching and careers guidance.

The YEEP project has a robust accountability process in place that consists of the following obligations a) to demonstrate that work has been conducted in accordance with agreed rules and standards and (b) to report fairly and accurately on the performance results vis-à-vis mandated roles and/or plans.

#### Levels of accountability

##### a. Steering Committee accountability

The project is managed by a steering committee that is headed by the UNDP Country Director and consists of the Programme Managers, senior representatives of the Government of Sierra Leone (MoYA and NAYCOM) and senior representatives of partner agencies. The committee meets once per year and receives reports on the performance and strategic directions of the project. It reviews how the project is performing to international and national standards and reviews and approves work-plans and budgets for the project.

##### b. Project board accountability

The meeting is chaired by a senior official of UNDP and involves project managers from MoYA and NAYCOM. It is responsible for project oversight, ensuring that activities are implemented and targets are met, reviewing of quarterly work plan, approval of changes and recommendations, and reviewing and reporting on the progress of the project.

##### c) Government of Sierra Leone

Continuous meetings are held among officials of UNDP and senior official from the Ministry of Finance and the Office of the President to discuss the project progress and budgets. These meeting are held for a) government budgetary purpose and b) for information for specific sitting of Parliament. In some instances the Minister of Youth and/or Senior Officials may request special briefing meetings with YEEP Project Manager.

#### Learning practices

Learning is an important element of the work of the YEEP project. Through the YEEP project the Project Manager encourages its partner agencies specifically MoYA and NAYCOM to create the mechanism within their organization to continuously learn to enhance their practices, processes and strategies as well as encouraging learning in the people who operate their systems.

‘Learning organisations are organisations where people continually expand their capacity to create the results they truly desire, where new and expansive patterns of thinking are nurtured, where collective aspirations are set free and where people are continually learning how to learn together.’

(Senge)

#### Benefits of learning organisations:

- Increase vision and communication of the vision to individuals and organisations.
- Support and commitment from the top with bottom-up strategy implementation.
- Working on change quickly at all levels of the organisational.
- Ensuring that organisational systems support the desired changes, e.g. strategies.
- Leadership reinforcement of new behaviours through modelling.
- The creation of organisational systems to encourage regeneration of ideas, to eliminate the tendency for the 'not participating' syndrome.
- Employee assisted learning schemes that encourage learning for its own value.
- Move away from competition with others towards continuous personal challenge.

It is not possible to identify the stages these organisations are at in terms of implementing these learning strategies, but it is fair to say that they are implementing various learning strategies within their organisation and influencing the partners they are working with to implement similar practices. They are also extracting lessons learned from YEEP and are making concerted efforts to continuously implement these lessons at all levels of their work.

#### Other lessons Learned from YEEP:

- Identifying the nature and level of capacity of partners at the early stage of the project is very crucial. Without this process, it will be hard to determine whether engagement with partners is in the right direction and how much more is to be invested in getting result.
- Strengthening the policy environment to increase access to affordable financial services for micro, small and medium enterprises is important to create the environment for employment and sustainable livelihoods for youth.
- Within programme design, it is imperative to devise strategies linking the initiatives addressing development challenges of youth with job creation and sustainable livelihood initiatives.
- Monitoring and evaluation of the projects by all stakeholders including donors, implementers, beneficiaries and communities are key necessities to enable the project to achieve its required results/outcomes.
- The main challenge to youth employment, is the need for the Universities, tertiary Institutions and training centres to adapt their curriculum and strategies to the emerging demands of the employment market.
- Joint working, engagement and ownership of the key stakeholders, specifically youth, on the management boards and part of the decision making process and governance of projects are crucial for the successful implementation of the project.

- Even though in this case interests and expectations matched market opportunities, often young people face constraints in making realistic decisions as they may lack reliable information sources.
- Assessing market opportunities and understanding the expectations of young people are crucial to programme planning. A major difficulty initially was the lack of market opportunities assessment and of a pre-registration beneficiary survey prior to vocational training and guidance.
- The programme is successful because it covers the demands of a growing sector. The IT industry estimated that sub-Saharan Africa will have 400 000 vacancies in this sector in a few years' time due to a lack of qualified specialists. Closing such skills gaps is probably the quickest way to combat youth unemployment.
- The cooperation between a private company and public donors leads to wide outreach and demand-driven training programmes.
- Fees being charged for the courses improve the sustainability of the academies. However, this has the potential to inhibit access of poor youth, although reduced rates are offered to the unemployed.
- Importance of the coordination of programme to ensure the delivery of outcomes to target communities and sectors.
- Critical to working in cooperation and collaboration with a range of development partners who are working in the youth development sector is to pool resources to effectively deliver youth development programmes in communities and districts where they are most needed.
- Youth when given the opportunity to develop their potential can contribute to community and national development.
- Capacity enhancement of local staff is very crucial for the successful implementation of YEEP and other youth development initiatives. Therefore recourse should be provided to support the enhancement of the institutional capacity of NAYCOM and MoYA to enable the benefits of YEEP to be retained and nurtured.
- Involving youth in design of projects and programmes and the implementation of strategies produce maximum results.

## 5. RECOMMENDATIONS FOR IMPROVING YEEP

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Sierra Leone is a country that is showing remarkable signs of recovery despite all the development challenges confronting its people. There is numerous evidence from the evaluation that the YEEP has contributed to that recovery. However, efforts must be made on the part of UNDP and the government to ensure that the achievements and benefits gained in the youth sector are sustained and up-scale to benefit youth nationally. In light of the findings of this evaluation the following recommendations are:

### 5.1. Government

- Provide more support to NGOs and local authorities to ensure that youth are provided with the enabling conditions and environment to participate in making decisions on political,

economic, social and cultural issues at national as well as local levels. This can be done through the provision of places for youth to sit on statutory boards, national commissions and committees. Training and other resources should be provided to facilitate their participation in these processes.

- Ensure that places are provided for young people to participate in the decision making and governance meeting of YEEP and other developments projects/programmes. This strategy will provide opportunities for young people to gain experience and skills and prepare them for holding national and regional political offices.
- Explore strategies to encourage more female youths to participate in YEEP and similar development initiatives. In light of the disadvantages facing young women, Government should implement a quota system of 60-40% in favour of women.
- Expand and roll out the YEEP to other districts across the country to make it into a full national youth development programme.
- Ensure that education and other relevant institutions are included at the inception stages of project like YEEEEP and commit themselves to include policies and practices of the Graduate Internship Programme (GIP) into their overall policies and programmes.
- In an effort to enhance the sustainability of local and community economies, the Business Development Service programme should be designed to address local community social and economic needs. MoYA and NAYCOM should explore ways of getting the administration of these institutions to provide opportunities for youth to participate in making decisions on the outcomes they want for these programmes.

## 5.2. UNDP

- UNDP and government should ensure that resources are provided to support ‘weaning’ activities such as outreach and mentoring support for up to six months after participants graduated from the BDS, CAPS and GIP.
- UNDP should work with government and development partner institutions that are involved in the delivery of YEEP to develop plans to mainstream best practices and lessons learned within the institutions and across networks.
- UNDP should collaborate with the appropriate governmental agencies to encourage donors and other partner agencies to mobilize funding and other resources to support the implementation of the National Youth Programme 2014-2018, the Youth and Employment Policies and the Youth Partner Development Coordination Framework.
- UNDP should work with MOYA to a) monitor the progress of NGOs working in the youth sector to ensure that they clearly understand the National Youth Programme and the Employment and Youth policy, and the roles they will place in ensuring that these are communicated to all young people across Sierra Leone and b) develop mentorship support to young people who have participated in the YEEP initiative as well as those who did not participated. Therefore,

due considerations should be given to the mobilization of resources to ensure post-responses and follow up to sustain the benefits from YEEP initiative. MoYA lacks the capacity to single handedly continue this work and although NAYCOM possesses the capacity to implement these programmes, it lacks the resources to do so and does not accord the policy coordination role as conferred to MOYA by central government. The absence of resources and capacity in MOYA to implement these programmes will pose severe threats to the sustainability of the YEEP.

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## APPENDIX 1

### YEEP Planned and Expected Outputs and Achievements

EXPECTED OUTPUTS And baseline, associated indicators and annual targets	PLANNED ACTIVITIES List activity results and associated actions	Actual result	Comments Reasons for non-achievement
<p>Output 1 Institutional Capacity Development and Policy Development</p> <p>Baseline: No youth employment policy or strategy in place</p> <p>Indicators: Existence of national policies, strategies, action and sectorial plans which incorporate youth employment &amp; empowerment issues</p> <p>Targets:</p> <p>Activity Result 1 - Youth policy that is relevant to current needs - Employment policy and macroeconomic policies that are supportive to the employment of youth - Youth employment strategy that is relevant and realistic.</p> <p>Activity Result 2 - The project interventions that are complementary and coherent - The project interventions are based on best practices - Relevant MDAs are actively contributing to creating employment opportunities</p>	<p>1. Activity Result: Policy Development - Action: Recruit Policy and Capacity Development Advisor (P4) - Action: Review the strategy and policy on youth employment - Action: Youth Policy updated - Action: Youth Employment Strategy fully updated and developed - Action: Training/orientation for MoYA/NAYCOM employment/ youth employment issues</p> <p>2. Activity Result: Coordination and Dissemination of Best Practices - Action: Two national meetings per year on youth employment best practices - Action: Monthly Technical Working Group meeting held - Action: Workshop to analyse and</p>	<p>Achieved</p> <p>Achieved</p>	

<p>- A technical coordination group established and functioning at the national level that will identify and disseminate project best practices</p> <p>- Best practices document produced and published twice per year</p> <p>Activity Result 3</p> <p>- M&amp;E data from all the youth employment projects are collated - The lessons learned from the M&amp;E project data are disseminated in a published document once per year</p> <p>- Youth employment data is published annually</p> <p>- Youth Employment Opportunities Mapping data is available at district &amp; national level</p> <p>Activity Result 4</p> <p>- Research capacity at the University of Sierra Leone on youth issues strengthened</p> <p>- 8 research studies competed</p> <p>- Research findings available to policy makers, national planners and project planners</p> <p>- Publication on the status of youth in Sierra Leone published and disseminated (by end 2012)</p> <p>Related CP outcome:</p>	<p>identify the best practices</p> <p>- Action: Joint Response coordination meeting</p> <p>- Action: Implementing Partners coordination meeting</p> <p>- Action: Publication of annual report on Youth Employment Project with information on best practices</p> <p>3. Activity Result: Monitoring, Evaluation and Data Collection</p> <p>- Action: Recruit M&amp;E Advisor (P3)</p> <p>- Action: Collate the information of project reports</p> <p>- Action: Analyse lessons learned</p> <p>- Action: Biannually update of Youth Projects Database</p> <p>- Action: Operate District-Based Opportunity Network</p> <p>4. Activity Result: Research on the Situation of Youth</p> <p>- Action: Support University to carry out the research</p> <p>- Action: Identification of topics</p> <p>- Action: Conduct 6 months review of youth employment status and identify the gaps</p> <p>- Action: Publication of research findings (four study reports)</p>	<p>Achieved</p> <p>Achieved</p>	
<p>Output 2</p> <p>Youth Employment through Micro &amp; Small Business Development</p> <p>Baseline:</p> <p>Indicators:</p> <p>Targets:</p> <p>Activity Result 1</p>	<p>5. Activity Result: Business skills Development</p>	<p>Achieved</p>	

<p>- Business Service Support Centres (BSSC) are established and operational in all the districts</p> <p>- The service is provided to 5,000 young entrepreneurs in the first 2 years of operation</p> <p>- District Employment Opportunity information available in each district and updated annually</p> <p>- 20 youth-serving NGOs are trained in how to provide business development skills training and give business start-up mentoring support</p>	<p>Services</p> <p>- Action - establish BSSC in all districts</p> <p>- Action – provide service to 2,500 youth</p>	<p>Achieved</p>	
<p>Activity Result 2</p> <p>- 13 CAPS operational in the 4 university campuses and 9 TVET Colleges</p> <p>- Careers advice available to senior secondary schools, the centres run by a youth-serving NGO by a mobile CAPS service operated from the static CAPS centres.</p> <p>- 200 university graduates per year in the internship programme</p> <p>- 300 youth per year in an apprenticeship scheme</p>	<p>6. Activity Result: Career Development and Employment for TVET and University Graduates</p> <p>- Activity Result: Career Advice and Placement Services (CAPS) operational in the 4 university campuses and 9 TVET Colleges</p> <p>- Action: CAPS staff negotiate on internship host companies/agencies</p> <p>- Action: Establish the Internship Opportunity data base</p> <p>- Action: provide incentives for employers - Action: Conduct trace study of students upon completion of internship</p> <p>- Action: Training of SS teachers and religious leaders on how to provide career advice</p> <p>- Action: Annual district job fair (7 districts)</p>		<p>Achieved</p>
<p>Activity Result 3</p> <p>- Research on potential micro and small scale business models that are viable for start-up or have the potential for replication will be carried out and a report published each year.</p>	<p>7. Activity Result: Research on Potential Business Models</p> <p>- Action: Conduct research on innovative business areas and models</p> <p>- Action: South-South cooperation trip</p> <p>- Action: Disseminate the research findings</p>		

<p>- The published Information on potential business models will be available to policy makers and project planners and young entrepreneurs (through the BSSC and CAPS centres) Related CP outcome:</p>	<p>- Activity Result: Research and market studies undertaken new areas such as in adventure and eco-tourism, fisheries and agriculture</p>		
<p>. Output 3 Engagement of 15,000 Youth through youth-led public works Baseline: Indicators: Targets: - 15,000 youth involved in small-scale public works - 100 community football pitches upgraded in Freetown, Bo, Kenema &amp; Makeni (projects managed by the youth) - 50 environment protection schemes completed in the urban or peri-urban areas (projects managed by the youth) - 20 potential 'young entrepreneurs' and 20 'environmental protectors' trained in micro and small enterprises and environmental stewardship Related CP outcome:</p>	<p>1. Activity Result: 50 football pitches rehabilitated - by user youth - Action: Conduct field survey - Action: Identify IPs - Action: Support to project implementation for 10 IPs</p> <p>2. Activity Result: 25 environmental projects implemented - Action: Conduct field survey - Action: Identify IPs - Action: Support to project implementation for 5 IPs</p> <p>3. Activity Result: 10 potential 'young entrepreneurs' and 10 'environmental protectors' trained in business development - Action: Identification of IPs - Action: Support to project</p>	<p>Not done</p> <p>Achieved</p> <p>Achieved</p>	<p>Resources were diverted to support other activities under this programme component</p>
<p>Output 4 Youth Empowerment and Research Baseline: Indicators: Targets: Activity Result 1 - Youth Committees established - The technical and operational capacity of the district youth officers strengthened</p>	<p>1. Activity Result: Capacity development, dialogue and Social Cohesion - Action: Recruit Youth Empowerment Advisor (P3) - Action: Support to establish the structures of youth committees - Action: Training on youth leaders (representative from each district/chiefdom youth committees) - Action: Awareness and planning meeting with Local Councils and</p>	<p>Achieved</p>	

<ul style="list-style-type: none"> <li>- Youth Committees enable the youth to have a voice in local decision-making</li> <li>- 1,000 youth trained in leadership skills; peace building; conflict management; and peer-to-peer mediation</li> <li>- One annual youth cultural festival in each district and one national festival organized by the youth</li> <li>- Weekly Radio and TV series produced by the youth that are broadcast national</li> </ul> <p>Activity</p>	<p>Chiefs and Youth Organizations for trainings and festivals</p> <ul style="list-style-type: none"> <li>- Action: Identification of and support to IPs to implement media outreach</li> </ul>		
<p>Result 2</p> <ul style="list-style-type: none"> <li>- National Youth Service designed</li> <li>- Pilot Youth service operational</li> <li>- Lessons from the implementation of the pilot are documented and disseminated</li> </ul>	<p>2. Activity Result: National Youth Service</p> <ul style="list-style-type: none"> <li>- Action: Review the proposal of pilot scheme based on the case of Ghana</li> <li>- Action: Equip and support NAYCOM as an implementer</li> <li>- Action: Conduct regular monitoring and trace studies to develop the national roll-out proposal</li> </ul>	<p>Achieved</p>	
<p>Activity Result 3</p> <ul style="list-style-type: none"> <li>- Women are empowered within the political parties</li> <li>- Each party has a gender policy</li> <li>- The youth wings of the political parties have a policy research capacity and able to facilitate youth-interparty debate on issue and value-based politics</li> <li>- The APPYA is implementing a programme of outreach to youth at the Ward and District levels</li> <li>- The APPYA carried out mediation interventions in situations of potential conflict with mediation activities.</li> </ul> <p>Related CP outcome:</p>	<p>3. Activity Result: Youth and Political Violence</p> <ul style="list-style-type: none"> <li>- Action: Training for Women’s wings to develop a gender policy for political parties</li> <li>- Action: rehabilitate and equip regional offices of APPYA</li> <li>- Action: Train APPYA staff</li> <li>- Action: Support outreach activities</li> </ul>	<p>Achieved</p>	
<p>Project Management</p>	<p>Project Implementation Team Office operation</p>	<p>Achieved</p>	

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Table on YEEP Planned and Expected Outputs and Achievements

## APPENDIX 2

### FULL LIST OF PARTICIPANTS FOR THE INVESTIGATION ON THE NATIONWIDE YEEP PROGRAMME

NO	NAME	POSITION/INSTITUTION	REGION
1	Marbey Sartie	Programme Analyst, UNDP	Western Urban
2	George A Dambo	Youth Advisor, MOYA	Western Urban
3	Momodu Wudie	Programme Manager, NAYCOM	Western Urban
4	Hassan Conteh	BDS Officer, UNDP	Western Urban
5	Yusuf Kamara	M&E Officer, NAYCOM	Western Urban
6	Md. Mosina Mjamtu Sie	Human Relations Officer, NAYCOM	Western Urban
7	Alhaji Fofanah	Centre Coordinator, Obasanjo Training Centre, Newton	Western Rural
8	Willie Gus Williams	Assistant Programme Coordinator, BDS Centre – Obasanjo Training Centre, Newton	Western Rural
9	Edward Kebbie	Director – CAPS, Njala University College, Bo Campus	Southern
10	Abass Bah	Project Coordinator, BDS Centre – Bo	Southern
11	Mrs. Feimata Sesay	Centre Coordinator, BDS Centre – Bo	Southern
12	Peter Bangura	Business Advisor	Southern
13	Senesie Koroma	Participant, FGD	Southern
14	Md. Massah Kallon	Participant, FGD	Southern
15	Ms. Kadiyatu Vandy	Participant, FGD	Southern

16	Charles Leigh	Participant, FGD	Southern
17	Joseph Mbayo	Participant, FGD	Southern
18	Hassan Kamara	Participant, FGD	Southern
19	Ms Marie Momoh	Coordinator, CAPS – Eastern Polytechnic, Kenema	Eastern
20	Mrs. Martha Mansaray	Director, CAPS – Eastern Polytechnic	Eastern
21	Daniel Moiwo	Executive Director, BDS Centre, Kenema	Eastern
22	Mohamed Fofanah	Hangha Youths Development Organisation	Eastern
23	Abdulrahman Koroma	Hangha Youths Development Organisation	Eastern
24	Abu Sesay	Hangha Youths Development Organisation	Eastern
25	David Lebbie	Participant, FGD	Eastern
26	Dauda Koroma	Participant, FGD	Eastern
27	Ms. Regina Saffa	Participant, FGD	Eastern
28	Ms. Fatmata Davies	Participant, FGD	Eastern
29	Mohamed Kowa	Participant, FGD	Eastern
30	Bockarie Koroma	Participant, FGD	Eastern
31	Ms. Bintu Massaquoi	Participant, FGD	Eastern
32	Ibrahim Latiff	Participant, FGD	Eastern
33	Ibrahim Lamin	Participant, FGD	Eastern
34	Ms. Rosetta Kamara	Participant, FGD	Eastern
35	Morrison Lahai	Participant, FGD	Eastern
36	Mohamed A Sesay	Participant, FGD	Eastern
37	Ms. Ramatu Foday	Participant, FGD	Eastern
38	Musa Kamara	Participant, FGD	Eastern



39	Tejan Massaquoi	Participant, FGD	Eastern
40	Ms. Hawanatu Farma	Participant, FGD	Eastern
41	Ms. Musu Koroma	Participant, FGD	Eastern
42	Ms. Grace Sowe	Participant, FGD	Eastern
43	Ms. Zainab M. Sesay	Participant, FGD	Eastern
44	Ms. Mariama Sesay	Participant, FGD	Eastern
45	Foday Fofanah	Participant, FGD	Eastern
46	Kanneh Idrissa Taminu	Participant, FGD	Eastern
47	Andrew Daramy	Programme Manager, BDS Centre- Freetown	Western Urban
48	Abubakarr Kamara	Programe Coordinator, BDS Centre - Freetown	Western Urban
49	Francis Mbawah	Participant, FGD on BDS	Western Urban
50	Ms. Adama Kamara	Participant, FGD on BDS	Western Urban
51	Ms. Musu Finna Conteh	Participant, FGD on BDS	Western Urban
52	Henry Kargbo	Participant, FGD on BDS	Western Urban
53	George Morris	Participant, FGD on BDS	Western Urban
54	Dr. Francis Kargbo	Director – CAPS, Northern Polytechnic, Makeni	Northern
55	Md. Alinah Kallon	Centre Manager, BDS Centre – Makeni	Northern
56	Abdul Sesay	Participant FGD	Northern
57	Amadu Kanu	Participant FGD	Northern
58	Ms. Nana Kamara	Participant FGD	Northern
59	Alhaji Turay	Participant FGD	Northern
60	Ms. Ellen Conteh	Participant FGD	Northern
61	Sahr Lebbie	Participant, FGD on GIP Freetown	Western Urban
62	Ms. Veronica Adama Amara	Participant, FGD on GIP Freetown	Western Urban

63	Mohamed Bash	Participant, FGD on GIP Freetown	Western Urban
64	Abubakarr Fofanah	Participant, FGD on GIP Freetown	Western Urban
65	Ms. Patricia Kamara	Participant, FGD at the Obasanjo Centre on BDS	Western Rural
66	Amidu Bangura	Participant, FGD at the Obasanjo Centre on BDS	Western Rural
67	Mohamed Kanu	Participant, FGD at the Obasanjo Centre on BDS	Western Rural
68	Idrissa Conteh	Participant, FGD at the Obasanjo Centre on BDS	Western Rural
69	James Bundu	Participant, FGD at the Obasanjo Centre on BDS	Western Rural