

REVIEW AND LESSONS LEARNED ON THE YEEP (2012-2016)

FINAL REPORT

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As an independent consultant for the review and lessons learned on the YEEP, I take responsibility for the views and opinions expressed in the report. It is my considered opinion that the findings and recommendations of the report will contribute to improving the implementation of YEEP in Sierra Leone.

Abbreviations

ABCs	Agricultural Business Centre
BDS	Business Development Services
CAPD	Career Advisory and Placement Service (CAPS)
CBO	Community-Based Organization
CPD/CPAP	Country Programme Document and Country Programme Action Plan
CO	Country Office
CSO	Civil Society Organization
DDP	District Development Plan
DFID	Department for International Development
EC	European Commission
ECOWAS	Economic Community of West African States
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
ILO	International Labour Organization
INGO	International Non-Governmental Organization
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 Organization
NRS	National Recovery Strategy
PRSP	Poverty Reduction Strategy Paper
RBM	Results-Based Management
RfD	Recovery for Development
SABI	Sierra Leone Agricultural Business Initiative
SIDA	Swedish International Development Agency

SLIEPA	Sierra Leone Investment and Export Promotion Agency
SME	Small and Medium Enterprise
TA	Technical Assistance
TOR	Terms of Reference
TVET	Technical and Vocational Education and Training
UK	United Kingdom
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDP	United Nations Development Programme
UNICEF	United Nations Children's Fund
USAID	United States Agency for International Development
WFP	World Food Programme
WHO	World Health Organization
YEEP	Youth Employment and Empowerment Program
YES	Youth Employment Scheme

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Executive Summary

“The YEEP is a successful intervention by the UNDP. It has kept the youth sector afloat and have emboldened the youths to be more ambitious and resourceful. If the YEEP can attract more funding sources for its programs, it will make a big impact on youths that address youth employment and empowerment in Sierra Leone”.

(Message from the Commissioner-NAYCOM, December 11, 2017)

The YEEP is recorded as the flagship project for youth employment, empowerment and development program implemented in post-war Sierra Leone. It specifically aims at empowering the youth sector to participate effectively in national development processes and programmes. The programme is designed to strengthen national policy, strategy and coordination frameworks for youth employment and establish, on a national basis, basic support services for youth. The YEEP is a component of UNDP’s development package designed to assist the Government of Sierra Leone (GoSL) to target development investments to the youth sector as a strategy to achieve poverty reduction and the Millennium Development Goals (MDGs), (which eventually spilled into the Sustainable Development Goals (SDGs) in 2015).

The YEEP comprises the implementation of the Business Development Services (BDS), the Career Advisory and Placement Services centres (CAPS), the Graduate Internship Programme (GIP), Small Scale Agribusiness initiatives, Technical Skills Training and Policy development and institutional development programmes.

The Review and Lessons Learned on the YEEP report is geared towards assessing the impact of completed projects as to employment created and livelihoods improved; identifying best practices on project designs as well as intervention approaches; analyzing the factors of success and challenges on project outcomes; assessing the linkage between labour supply and market demand on each project; conduct gap analysis on institutional arrangement and intervention strategies; distilling lessons learned and proffering recommendations for any future engagement.

The consultant employed the qualitative approach to data collection including desk review of relevant literature, key informant interviews and focus group discussions. The consultant visited program sites in Freetown, Newton, Bo, Makeni and Kenema with the objective to interact with IPs, Regional Coordinators, Youth Groups, Beneficiaries and other stakeholders. Semi-structured questions were designed and administered to targeted groups in the locations where the YEEP was implemented. A separate set of questions were developed and administered to FGDs particularly those who benefitted from the BDS, GIP, CAPS and SABI projects.

Concrete Achievements

The consultant found that the programme has achieved its outputs in the areas of capacity development, in the use of knowledge and skills in doing more effective and efficient planning, project implementation, monitoring and management. Through technical support, UNDP was able to develop NAYCOM monitoring system resulting in the monitoring of youth related activities and reporting.

The programme design was appropriate to support programme goals because it posited 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. For instance, the training sessions carried out at the BDS centres empowered young peoples' skills in record keeping, customer care service thus increasing their customer base and improving their profit margin. The BDS Centres are serving as hubs for microfinance institutions/companies operating in the target communities to recruit new clients to access their service. The total number of youths trained in business skills between 2012 and 2016 amounted to 2277 of which 1296 were males and 981 females thereby helping to decrease the number of unemployed youths in the country. Some of the beneficiaries have become employers with income level increasing by 43% through BDS interventions thus meaningfully contributing to the local economic development of their communities. The stories of change in the succeeding chapters directly speak to this.

The YEOP Project provided direct technical support to NAYCOM to develop policies and strategies and to coordinate youth activities in the country. For instance, UNDP supported NAYCOM to develop the National Youth Policy and built a monitoring system within the Commission that has helped in the coordination and monitoring of youth activities during the period under review. UNDP support has also resulted in the development of the Youth Coordination Framework that is yet to be implemented. The consultant found that the programme has achieved its outputs in capacity development with capacity support intervention of the National Youth Commission resulting in boosting the management of youth interventions in skills development, enterprise development, employment and empowerment, agri-business, 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 provide technical assistance to the youth development sector of Sierra Leone.

The National Youth Council was set up to supervise the district and chiefdom youth councils, a situation that worked very well during the outbreak of the Ebola in 2014 where youths who have received skills training at BDS centres served on burial teams providing awareness raising, advising citizens on preventive measures (washing of hands) to stave off the deadly Ebola Virus Disease. Some agencies such as the International Federation of the Red Cross (IFRC) linked up with CAPS to provide guidance for their burial teams during the Ebola outbreak.

UNDP supported the Ministry of Youth Affairs (MoYA) to develop the Blue Print (Strategic Plan 2014-2018). Although this document has not been used because the Ministry did not coordinate activities with development partners in resource mobilization for implementation, it remains relevant and extant to the Ministry as it provides policy direction for youth activities in Sierra Leone. In 2013, UNDP also provided support to MoYA towards the establishment of a National Youth Farm (enterprise development) at Masalia in the PortLoko district. According to the Director of Youths at the MoYA, Implementing Partners (IPs) were given loans on the condition that they pay back. Unfortunately, most of them failed but the little recovered was used to establish the youth farm. The ministry bought two hundred and fifty acres of land, which is now the bonafide property of MoYA. Besides, 300 youths were employed in that year to cultivate coco-nuts, bananas, pineapples to name three.

Documents reviewed reveal that more than 80 percent IPs now utilize and put into practice the tools and knowledge acquired from UNDP's capacity development efforts. Document reviews and interviews conducted indicate that youths who have been trained are using the skills and are contributing to improving their livelihoods and those of their communities as elaborated in the succeeding chapters.

Although the achievements of the YEEP in terms of employing youths are small, it has however helped reduce the unemployment rate in the country. Over 11,000 youths have benefitted from the YEEP intervention and most of these youths were in the category of low income and food insecure households. With the BDS, CAPS, GIP and SABI, youths have acquired skills training and knowledge development that are contributing to improving their livelihood and sustenance thereby reducing the risk of them getting involved in acts of violence. Skills and trainings acquired will ever remain with them. Similarly, CAPS centres have been established in universities and other tertiary institutions in Sierra Leone and are providing students with counselling and guidance services to choose areas of study that are in demand in the job market. Document reviewed and interviews conducted noted that a total of 3,600 students have benefitted from the CAPS between 2012 and 2016 through mentoring, career advising and coaching programs.

Programme Impact

Impacts are not normally realized and appreciated in the short term. Rather, they are measured in longer term period. The full impact of the YEEP cannot be fully measured in such a short time of four years of implementation. As such, the YEEP can only contribute to impact and not be in a position to attribute long term development changes at this point in time.

In employment creation and /or livelihoods, the income levels increased on average by more than 43 percent through the BDS intervention. Beneficiaries reported that this meant increased food security, healthcare and other social amenities for themselves and families. The BDS skills training opportunity, mentorship and coaching and access to finance has enhanced business operation in various trades (See details below). The GIP improved the lives of youths by creating employment for approximately 70 percent of 766 beneficiaries.¹ The CAPS projects which provided university and college students with labour market and career development information, job search skills, Information Technology (IT) training, job placement opportunities, career workshops and promoting constructive relationships between tertiary level educational institutions and potential employers/job providers has been institutionalized (fusing of the programme into mainstream education system) at FBC and Njala University. However, it was difficult to ascertain the number of beneficiaries who have gained sustainable jobs as a result of the CAPS intervention. This is because data has not been well captured in the CAPS centres/NACOM/UNDP database. Interviews conducted at regional level indicated that Agribusiness (including the SABI Project) accounts for 8 percent employment created for youths for various UNDP agribusiness projects in Kenema, Bo and Newton resulting in improved living conditions of beneficiaries.

¹ NAYCOM Website

Documents reviewed noted that agri-entrepreneurship 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.

The YEEP has provided training (at the Obasanjo Skills and Acquisition Center at Newton) for over 2000 youth (direct interfacing) and 1,500 (indirect interfacing) in multipurpose youth empowerment activities including BDS, information and communication technology (ICT) training, community development, social work, electricity and electronics, block laying, house decoration, catering, interview techniques, career development skills, development of CVs, and other hands-on practical employability skills training opportunities. This intervention has been impactful on 850 grandaunts (522 males and 328 females) between 2012 and 2016. Although it is difficult to measure impact in this short term, it is evident that the trainings received will have a catalytic effect on the beneficiaries going forward.

The GIP has succeeded in laying the foundation for the National Youth Service (NYS). NAYCOM designed a scheme to enhance national cohesion, provide opportunities for young people to contribute to civic service and gain one-year valuable work experience and to further development goals. Approximately 500-1000 youth volunteers will initially benefit from this programme thus enhancing their employability for the job market.

The NYS Act has been passed in Parliament and formally launched by H.E. the President, Dr. Ernest Bai Koroma in 2016, and already the UNDP/NAYCOM have developed the NYS framework for implementation. On top of that, UNDP has provided capacity support to the established National Youth Service (NYS) Secretariat in the form of equipment, furniture, generator and Stationery. The capacity support will impact on the effectiveness and efficiency of the Secretariat in carrying out youth activities.

As stated earlier, over 11,000 youths have benefitted from the YEEP program and most of these youths were in the category of low income and food insecure households. Although the number is relatively small, it has contributed to achieving YEEP goal to reduce the employment rate in the country on the one hand and positively impacting the lives of the few beneficiaries.

Key Challenges

Programme design

- The programme design (2012-2016) did not bring on board all young people living in the urban and rural sectors. Rather, the programme was more concerned with urban youths (both educated and uneducated) excluding the many rural-rural youths (largely uneducated and more deprived) in the country. This has implications for exclusivity.

Capacity Building

- There are only three functional staff working within the Directorate of Youth Affairs at the Ministry of Youth Affairs (MoYA). The number is not only small to carry out their functions but also the capacity of the staff needs to be developed. The capacity of the National Youth and District Youth Councils needs to be strengthened.

The Blue Print

- The Blue Print of the MoYA has not been rolled out leaving the ministry without clear policy direction in conducting youth affairs in the country

Coordination

- The YEEP faces challenges with proper coordination among major stakeholders involved in youth employment and empowerment, which has resulted in challenges in obtaining a comprehensive and synchronized data of youth employment figures and interventions at MOYA and NAYCOM and their various interventions. The Youth Coordination Framework developed with support from UNDP is yet to be operationalised .

Financial Sustainability

- A key challenge facing YEEP is financial sustainability. The centres still need considerable time to develop programmes of the quality that the private sector will consider of sufficient value to provide financial support.

Ebola Outbreak

- The YEEP implementation was halted when the Ebola Virus Disease (EVD) broke out in 2014, which created severe barriers in reaching out to institutions and people converging for BDS training programs.

Exclusivity

- YEEP Catered more for educated and urban youths and did little or nothing about the rural young people

Lack of adequate and reliable data

- Data that provide information on YEEP activities remain a critical challenge for the YEEP

M&E

- The consultant established that comprehensive, robust and regular monitoring of projects have not been effectively implemented, which has led to unavailability of reliable information and quality reporting on interventions

Exit strategy

- The YEEP design lacks exit strategy and exit support when the programme ends

Reporting system

- IPs are yet to put into effective use the reporting format provided by NAYCOM. The effective utilization of the reporting format will improve the reporting system resulting in capturing reliable information needed on YEEP.

Key Lessons Learned:

- ✓ Working in cooperation and collaboration with a range of development partners in the youth development sector and programme implementation is critical to avoiding duplication of project

- activities at district and regional level, and will also lead to adequate distribution of resources in an effective and efficient manner in communities and districts where they are most needed;
- ✓ Identifying the nature and level of capacity of partners at the early stage of programme design and planning is very crucial to determining whether engagement with partners is in the right direction and how much more is to be invested in getting result;
 - ✓ Agriculture and agri-business are fundamentally critical to not only providing employment for many young people that will improve their livelihoods but will also bring on board the rural youths left out in the 2012-2016 YEEP initiative;
 - ✓ Joint programme implementation, engagement and ownership of the key stakeholders, especially young people, on the management boards and part of the decision making process are the required elements that lead to the successful implementation of youth programmes;
 - ✓ Assessing market opportunities and understanding and managing the expectations of young people are crucial to programme design, planning and implementation that often lead to youth employment and empowerment;
 - ✓ Strengthening the policy environment to increase access to affordable financial services for micro, small and medium enterprises is important to creating the environment for employment and empowerment of young people;
 - ✓ M&E has to be strong and robust in order to develop a reliable database of all beneficiaries, to feel the impact of implemented projects and the continuous evaluation of projects will lead to strengthening compliance and ensure quality assurance;
 - ✓ Robust and regular monitoring and evaluation of the projects by all stakeholders including donors, implementers, beneficiaries and communities are key necessities that enable the YEEP to develop database of beneficiaries and other relevant information on programme activities;
 - ✓ Sustained collaboration with local government authorities such as the Chief Administrators of District Councils, Paramount Chiefs, and/or collaborations with Ministries, Departments and Agencies (MDAs) is key to the success of the YEEP;
 - ✓ Untimely disbursement of project funds often leads to delays in the submission of reports by implementing partners with far reaching implications for reporting and timely deliverables;
 - ✓ Late preparation and approvals of Annual Work Plans inhibit programme implementation;
 - ✓ The institutional capacity enhancement of NAYCOM and MoYA to successfully implement YEEP and other youth initiatives in the country is critical to the realization of youth employment and empowerment and poverty reduction particularly in the rural sectors;

- ✓ Providing assistance to interns to access opportunities within the public sector create the enabling environment for them to better understand the public service, its values and work ethics, and the opportunities it offers;
- ✓ Providing assistance to young people through career guidance and counseling, and skills development prepares them to access opportunities in the world of work and the labour market;
- ✓ A policy to formalize the recruitment of interns in the MDAs will increase graduates' access to internship opportunities leading to their employability

Key Recommendations include:

The GoSL

Programme design

- Embed youth programmes, at the design stage, in the district councils' development plans and provide space for an annual youth project that addresses the rural-rural youth problems. They can be vigilant in monitoring, playing oversight roles and enforcing accountability on the part of elected officials and project implementers;
- Involve young people at the initial stage of project design and planning in the productive sector across value chains to target rural youths who are not currently benefitting much from the YEOP. This has the potential of reducing the rural urban migration and the de-congestion of big cities such as Freetown;
- Provide space at all levels for young people to participate in decision-making, programme implementation and governance architecture of YEOP. This strategy will provide opportunities for young people to gain experience and skills and prepare them for holding national and local political offices;
- Design a policy that urge MDAs to recruit and place interns in all government institutions;

Partnership

- In collaboration with development partners, NGOs, CSOs, design a project that address the employment and empowerment of the rural-rural youths that have been largely left out in the current YEOP program implementation;

Programme Implementation

- Invest more in agri-business, which has a huge potential to create sustainable livelihoods, employment and empowerment of young people in the country;
- Strengthen the MoYA by recruiting skilled national staff that have the capacity to implement youth policies and frameworks developed with support from UNDP;
- Roll out the YEOP to other districts across the country to make it into a full blown national youth development programme;
- Provide the enabling environment for the involvement and participation of the private sector in the GIP to create entry points and job opportunities for the youth;
- Collaborate with donors to mobilize resources (provide counterpart funding) for YEOP implementation going forward;
- Provide counterpart funding for the implementation and sustainability of the YEOP and ensure that all youth policies are implemented to the letter;

Programme Monitoring and Reporting

- Collaborate with other stakeholders in monitoring YEEP implementation/interventions across the country with the view to understand what is working and interventions not working so that the GoSL will be better positioned to determine and measure strides taken on youth employment and empowerment;
- 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 play in ensuring that these are communicated to all young people across Sierra Leone.

UNDP

Programme Design

- ✓ Design methods of support to the Ministry of Youth Affairs to implement the Youth Coordination Framework previously developed by UNDP/NAYCOM, to coordinate the activities of the MDAs, donors and NGOs working on youth interventions in the country with the objective to ensure that there is joint programming, planning and focus.
- ✓ Continue to support MOYA in its capacity building drive of its staff and system to ensure that the ministry is functional and strong to undertake youth programmes;
- ✓ Design strategies that will provide support to the agriculture and agri-business sectors with the objective to increase youth employment and empowerment;
- ✓ Design exit strategy and exit support in the next ProDoc

Partnership

- ✓ Collaborate with the appropriate governmental agencies such as MoYA to encourage donors and other partner agencies to mobilize funding and other resources to support the full implementation of the YEEP, the Youth and Employment Policies and the Youth Partner Development Coordination Framework;
- ✓ Coordinate and pull resources together to enhance successful models for youth employment and empowerment with the view to scale up YEEP interventions and aggregate its impact on society. Donors have to continue talking to one another and compliment effort with the view to examine the success stories and to design strategies for scaling up. Therefore, a joint strategic planning, coordinated implementation, joint work planning, identification and the expansion of best practices, joint analysis, evaluation, monitoring, information collection and dissemination cannot be overstated;
- ✓ 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;

Programme Implementation

- ✓ Although there has been intervention in the agric-business sector (poultry, back yard gardening, piggery), which has a huge potential for youth employment, it has not been very effective and productive. There is need to invest more in agriculture and agri-business by involving young people in the productive sector across value chains to target rural youths who are not currently

benefitting much from the YEOP. This has the potential of reducing the rural urban migration and the de-congestion of big cities such as Freetown;

- ✓ Address gaps (procurement of laptops, desk tops and accessories, internet connectivity etc) in the ICT sector at the Obasanjo Skills Acquisition centre and the BDS Centres;
- ✓ Provide support for the compilation of a comprehensive and synchronized data on youth employment figures and interventions at MOYA and NAYCOM. This helps to measure the impact of YEOP other youth interventions on youth employment;
- ✓ Strengthen the linkage between CAPS and national institutions where the project is implemented to ensure that CAPS is institutionalized and nationally owned;
- ✓ Provide more resources (increase allowances) for GIP interns placed in the public and private sectors;
- ✓ Scale up interventions such as agri-business, skills training to other areas in the country and be more inclusive targeting all categories of youths;
- ✓ Strengthen data collection process on all programs to track progress made and challenges encountered;
- ✓ Ensure that IPs follow up on the reporting format developed at NAYCOM;
- ✓ Develop a data base to capture beneficiaries disaggregated by gender within NAYCOM;
- ✓ Embed an exit strategy and exit support in the next ProDoc;
- ✓ Provide post-training support (for instance youths forming corporative to set up internet cafes, provide grants for their business, procure laptops, support the setting up of printing centres) for beneficiaries;

Programme M&E

- ✓ Engage and work with the GoSL, donors, IPs and other stakeholders in conducting a robust monitoring of projects across the country with the view to measure achievements, challenges, lessons learned and impact;
- ✓ Strengthen a robust monitoring system that will ensure programme implementation is on track and to gather comprehensive and reliable information

Chapter One (1)

1.1 Introduction and Background

The Youth Employment and Empowerment Programme (YEEP) was an initiative by United Nations Development Programme (UNDP) and the National Youth Commission. The programme was designed to strengthening national policy, strategy and coordination frameworks for youth employment by providing support to Ministry of Youth Affairs (MoYA) and the National Youth Commission (NAYCOM).²The programme was also meant to help complement efforts of the private sector in achieving sustainable livelihoods/employment for the youth in Sierra Leone.

The programme design was appropriate to support programme goals because it posited 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. This support was done through provision of rapid employment opportunities and income generating activities for young people; strengthening the capacity of the Ministry of Youth and National Youth Commission; promoting the participation of young people in decision making processes and the development of youth interest initiatives.

YEEP has capitalized on the following strategies to fast track youth for the employment market and to empower them to participate in the decision making process namely a) provision of rapid 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

The capacity support to NAYCOM seeks to provide support and strengthen the Government's institutional capacity to develop, coordinate, supervise, monitor, and evaluate youth programs. The support aims to ensure effective supervision, monitoring and evaluation of the youth interventions supported in this project; and to provide more generalized support to help the National Youth Commission to fulfil its institutional mandate.

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 Millennium Development Goals (MDGs) now its successor Sustainable Development Goals (SDGs). The programme design was very appropriate to support programme goals implemented through the following sectors: Career Advisory and Placement Services (CAPS) initiatives, Business Development Services (BDS), Graduate Internship Programme (GIP), and the Sierra Leone Agri-Business Initiative (SABI).

It was also appropriate in that the YEEP supported innovation in grassroots level activities by implementing CAPS initiatives, BDS, GIP, livelihood support, Youth led agribusiness interventions including Sierra Leone Agri-Business Initiative (SABI) in Freetown, Newton, Bo, Makeni and Kenema.

²For more information, Quarterly progress report of May-October, 2017

MoYA and NAYCOM are the major Government Institutions that have the responsibility to empower the youths to develop their potential, creativity and skills for national development. The programme is also aligned to Pillar 5 of the Agenda for Prosperity (A4P), which focuses on labour and employment, especially for young people, who are approximately 70% either underemployed or unemployed and 50% classified as either illiterate and/or unskilled.³

The Sierra Leone youth are confronted with a plethora of problems ranging from high rates of apathy, unemployment and deplorable working conditions compounded with long hours and low payment for their services. More than sixty percent of youths have poor quality education, health and nutritional standards, and mounting social development challenges including teenage pregnancy, drug abuse, violence and crime.⁴ Despite the continued donor support to Sierra Leone in the past two decades, the country still struggles with issues of endemic poverty, especially among young people who constitute majority of the workforce. According to the latest published UNDP Human Development Index (HDI), Sierra Leone counts among ten lowest Human Development Index countries in the world.⁵ A recent report by the UNDP proved that, a huge chunk of the country's population (about 77.5%) are 'multi-dimensionally poor' and about 56.6 % live below the income poverty line (i.e. \$1.2 per day). The root cause of this endemic poverty in Sierra Leone, especially among the youths, is the lack of the system that would support radical option to challenges of accessing job opportunities by young people. Young people still continue to strive for better opportunities for their livelihoods support; and the disparity between some available jobs in the market and the capacity of young people to adequately compete with their counterparts for such jobs is overwhelming. This reality formed the basis of the establishment of YEEP.

1.1.1 UNDP and Government of Sierra Leone Response

The YEEP builds on successful initiatives for tackling youth unemployment, such as the Youth Employment and Empowerment (YEEP 1.0) by UNDP, the Youth Employment Support Programme which was supported by The World Bank and other youth initiatives of the Government and other development partners. UNDP has supported the establishment of NAYCOM and provided technical and financial support to strengthen the institutional capacity of MOYA and has dedicated two of its National Technical Staff, entrenched at NAYCOM, to provide Technical and Financial Support to the institution. Through technical support, they were able to develop NAYCOM monitoring system resulting in the monitoring of youth related activities and reporting. Challenges were faced with regards to coordination of technical working group who found it difficult to coordinate youth activities. One lesson was that providing technical support will help to enhance effective monitoring and report system.

The MoYA is responsibility for policy formulation, guidance and oversight on all youth affairs in Sierra Leone. The Ministry has the executive authority to carry out this function. At the implementing level is the NAYCOM, established and mandated to implement all youth policies and strategies, and to coordinate and share information on all youth activities in the country.

³ See, Best Practice for the UNDP NAYCOM YEEP Initiative, 2015 for details

⁴Ibid. p. 6.

⁵ See link, https://en.wikipedia.org/wiki/List_of_countries_by_Human_Development_Index).

In an effort to achieve inclusive growth and sustainable development as stipulated in the Country Programme of Action and to also address the Sustainable Development Goals, the UNDP/ YEEP became part of the 'Inclusive Growth and Sustainable Development' Programme Cluster in 2015.

1.2 Objectives and Scope of the study

Objectives of the Consultancy:

- ✓ Assess the impact of completed projects as to employment created and livelihoods improved;
- ✓ Assess the impact of completed projects in individual life of youth beneficiaries, communities and local business market;
- ✓ Identify best practices on project designs as well as intervention approaches;
- ✓ Analyze the factors of success and challenges on project outcomes;
- ✓ Assess the linkage between labour supply and market demand on each project;
- ✓ Conduct gap analysis on institutional arrangement and intervention strategies.

The consultant is expected to conduct a review of the employment-impact of youth employment programmes and approaches used in projects by UNDP/NAYCOM in the last four years, i.e. (2012–2016), under the Youth Employment and Empowerment Programme and to recommend lessons learned. Specific emphasis will be put on the Support to youth employment and empowerment and institutional capacity building activities for NAYCOM and MoYA from 2012-2016. It will primarily consider the role, management, and achievements of UNDP/YEEP, NAYCOM, Business Development Services (BDS), Graduate Internship Programme (GIP), Career Advisory and Placement Services (CAPS), Quick Impact Projects and Agribusiness projects in the country.

1.2.1 Deliverables

Output 1: Inception report (on “Review and Lessons Leaned” on YEEP) prepared with detailed explanation of review methodologies, time schedule for the review from the signing of contract to the final report delivery within: ***one week of the signing of the contract with UNDP.***

Output 2: Draft Report on the “Review and Lessons Leaned” on YEEP: ***within 25 working days from start***

Output 3: Incorporate comments and address all issues raised into the draft report: ***within 35 working days from start***

Output 4: The consultant will participate and present the main results of the report in a validation workshop to be held after completion of the next to last draft. The consultant is expected to facilitate the workshop and deliver a comprehensive presentation to workshop participants. ***Within 40 working days from start***

Output 5: Final report incorporating comments received in the validation workshop in the draft report. Deliverable: final report ready in a publishable format for printing. The report should be submitted in electronic form (MS word document), ***within 5 working days from the validation workshop.***

1.3 Methodology

With a fixed time frame of 45 working days for the assignment, the review and lessons learned assignment, which was wide-ranging, was conducted using a three-tier process. The first tier covered the first 5 days and was devoted to debriefing sessions, preliminary document reviews, and holding consultations with UNDP management team, NAYCOM and MOYA that culminated in drafting of the inception report.

The second level of the assignment covered 25 days and was devoted to data collection, reviews and analysis. Documents reviewed included but not restricted to: UNDP Country Program Document 2015-2018, ProDoc, Reports on the Employment-Impact on YEEP, Previous evaluation reports, Reports on completed projects, Quarterly and yearly reports, M&E reports and many others. The period under review also concentrated on Key Informant Interviews (KIIs) with NAYCOM, MOYA, national and regional officials at the Business Support Centres, Career Advisory Placement, Quick Impact Projects and Small Agribusiness projects, UNDP Inclusive Growth Team, youth beneficiaries, members of the community local business markets. The Key Informants Interviews (KIIs) also endeavoured to document rate of employment, employment in all sectors, placements from GIPs etc.

The consultant visited the Obasanjo Skills Acquisition Centre at Newton; BDS, CAPS centres in Bo, Makeni and Kenema to interview and hold FGDs with youth beneficiaries, communities and local business markets with the view to document data on employment created by the intervention, self-employed individuals and those in decent jobs disaggregated by gender. The FGDs documented stories of change from beneficiaries. The FGD was used to gauge project achievements, impact, challenges, lessons learned and how they have impacted on beneficiaries' lives.

The next phase covered ten (10) days and was dedicated to preliminary drafting of report. The Consultant's assessment of the information gathered from the KIIs, FDGs and consultations were shared, and comments solicited in a consultative process. The draft report will be validated by UNDP, MOYA and NAYCOM while the consultant will take on board comments, suggestions from the validation workshop for incorporation. The last four days will be scheduled for incorporating comments and refining report. The Review and Lessons Learned on YEEP Report will be developed and submitted to UNDP Sierra Leone and identified stakeholders.

- Area of Review

The review was national in scope and was determined by UNDP and NAYCOM. To ensure representative input, the consultant visited all targeted locations/communities where the project was implemented. For this reason, the regions/districts were purposively selected based on the selection criteria that assured there will be: presence of partners implementing the project and presence of beneficiary's groups.

1.3.1 Review Techniques

Sampling

Because of the scope of the assignment and the time allocated to consultant to complete the assignment, a random sampling method was adopted in carrying out data collection and field work. In targeting key

informant interviewees, the consultant focused attention on Program team at UNDP, MOYA, NAYCOM, staff of business support centres and others.

A sample size of about five (5) centres in Freetown, Newton, Makeni, Kenema and Bo were visited and FGDs held with youth beneficiaries, staff and communities.

1.3.2 The Theory of Change

The Theory of Change (TOC) can be employed at any stage of a program/project; before, during, and after the lifetime of an initiative. A TOC developed at the beginning of a program is best at informing the conceptualization and planning of an initiative. It can also be developed retrospectively by reviewing program documents, conducting key informant interviews with stakeholders and using monitoring and evaluation data. This is often the case when evaluations/assessments/reviews are conducted or for a reflective process of learning about what has worked and why, in order to understand the past and to plan for the future.

With regards to the purpose and specific objectives of this assignment, the consultant understands that the fundamental emphasis of this exercise is to test the validity of the program's theory of change by analyzing the extent to which youths have benefitted from UNDP/YEEP/NAYCOM intervention and the impact the programme has had on their livelihood and social status. Although the TOC was not defined when the project outputs were initiated, the consultant will construct the TOC based on the objectives and anticipated results (observed changes that have occurred at each level of the YEEP implementation (activities, outputs, inputs) and will be assessed to ascertain whether they have contributed to the achievement of the long-term goal (capacity building/skills development and job creation). The consultant will also interrogate the linkages between labour supply and market demand on each project.

The TOC approach incorporates best practice review criteria and principles for effective development assistance as well as norms, standards and ethical guidelines of the United Nations Evaluation Group (UNEG). The intention is to provide recommendations that can be used to strengthen and inform future activities/strategies/interventions related to the UNDP support to the YEEP, as well as to identify lessons learned and best practices both internal and external to the programme.

Chapter Two (2)

2.0 YEEP: Intervention Approaches and Strategies

Prior to the design of the current YEEP in 2011, interventions in youth employment and empowerment were fragmented and disconnected. With the design in 2011, it became clear that donors, major actors and partner institutions developed a clear intention to bring complementarity and coherence to all the interventions. The YEEP witnessed some modicum of joint strategic planning, coordinated implementation, joint work planning with donors and other stakeholders, identification and the expansion of best practices, joint analysis, evaluation, monitoring, information collection and dissemination on the part of major stakeholders. Resultantly, UNDP became the convener of the joint response.

These strategic interventions are promoted through four sectors:

a) Business Development Services (BDS)

The Business Development Services (BDS), aims to create and expand sustainable enterprises leading to increase employment opportunities for young people in major urban and rural centres; and the use of a business plan competition as a strategy for generating interest and maintaining motivation among beneficiaries resulted in a high level of enthusiasm among participants.

1. Support to Obasanjo Skills and Acquisition Centre

YEEP supported the Obasanjo Skill and Acquisition Centre through the NAYCOM. The centre provides skills training for youth in various including peace building, conflict resolution, community development studies and ICT (hard and soft ware maintenance), building and construction.

b) Career Advisory and Placement Service (CAPS)

Career Advisory and Placement Services (CAPS) centres have been established at Njala University, University of Sierra Leone, Northern Polytechnic and Eastern Polytechnic campuses. CAPS basically prepare a less painful pathway for employment of one's choice particularly for youths graduating from universities and colleges. The program deals with comprehensive services offered by educational institutions and other job advocacy organizations to facilitate: job internships or in-house/in-service training; selection of training programs and academic majors; world-of-work awareness; student and graduate empowerment; recruitment and probation training; youth forum on career workshops. CAPS also build and promote constructive relationships between educational institutions and the employment community.

c) The Graduate Internship Programme (GIP)

The Graduate Internship Programme (GIP) is an initiative of the National Youth Commission of Sierra Leone supported by UNDP. It aims to promote decent employment opportunities for the young people of Sierra Leone. NAYCOM identified a lack of work experience as a major obstacle for job-seeking graduates.

The GIP was therefore an employment facilitation programme that was geared towards bolstering the employability of young university graduates inspired by three operational principles:

- ✓ increase the number of young people benefitting from productive internship opportunities nationwide;
- ✓ increase the overall quality of the internship experience, so as to actually contribute to the employability of the intern and to the maximization of both the social and private return of the initiative;
- ✓ ensure equal opportunities to access merit based internship positions

d) The Sierra Leone Agricultural Business Initiative (SABI)

The Sierra Leone Agricultural Business Initiative (SABI) is an agri-entrepreneurship scheme which was modelled from the association with the Songhai Centre in Benin, in 2012. The initiative aims at boosting food production and income opportunities for farmers. It focuses on advancing agriculture value chains in the region through the promotion of solar energy and solid waste management.

e) Strengthening national policy, strategy and coordination frameworks for youth employment

Echoing the stated objective of the YEEP, the intervention approach and strategy targets youth policy formulation and capacity support to youth organizations and institutions and direct program implementation of the BDS, CAPS, GIP and SABI. The intervention has helped to review the National Youth Policy, developed the National Youth Development Programme and supported, through capacity building activities, the MoYA and empowering youth on the District and Chiefdom Youth Councils to participate in decision that govern their lives.

Youth Empowerment

In the National Youth Policy and the NAYCOM Act of Parliament of 2009, a number of strategic areas were highlighted as priorities. One of them is Youth participation in promoting good governance and other developmental issues. The objective was to create the opportunity and environment for youth all over the country to enjoy their right and express their responsibilities through active and meaningful participation in national development. Hence in 2012, the UNDP/YEEP provided financial and technical support to the National Youth Commission (NAYCOM) for the establishment of the fourteen District Youth Councils (DYC's) country wide. Fourteen Regional Offices were also established and charged with the responsibility of coordinating district and chiefdom youth councils in the discharge of their duties. Information flows from the chiefdom right up to NAYCOM and vice versa.

The youth councils provide supervision to the district and chiefdom youth councils, a situation that worked very well during the outbreak of the Ebola in 2014, as they played a great role in raising awareness and social mobilization on the Ebola Virus Disease. The youths were mobilized to go into communities to fetch for and bring the sick to the hospital; to bury the dead and to teach citizens basic hygiene (washing of hands after toilet) as preventive measure to stave off the deadly disease.

Box 1: Voice of a Young Volunteer

Voice of a Young Volunteer

Kemoh Sesay says, "The training skills acquired from the BDS empowered me to provide voluntary services to create awareness and to educate my community on how to prevent the spread of the Ebola virus. Training I received helped to build my confidence."

One key lesson learned from this is that youths can be very proactive and relevant when they are empowered to unleash their potentials and when their value as productive citizens is recognized and respected.

Chapter Three (3): Findings

3.0. Introduction

The consultant noted that the YEEP programme of work is predicated on the concept of authentic and active participation of young men and women. As such, the YEEP's approach views development as an inextricable element of human rights. The active participation of young people is fundamental to their development. The participation of youths in planning, coordinating, implementing, monitoring and evaluating programmes that affect their livelihoods and the future 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.

It was also clear from the literature and key informant interviews conducted that access to job opportunities for both females and males was a very important part of all the programme interventions.

3.1 Assessment of YEEP Program Achievements and Challenges

The review and lessons learned found the following achievements and challenges in each of the aforementioned components of the YEEP.

3.1.1 Business Development Services (BDS)

The BDS centres possess the capacity to provide direct assistance and support to over 2,000 entrepreneurs per annum.⁶The centres are fully utilized in the sense that they continue to provide business advisory services including mentorship and coaching. NAYCOM and UNDP continue to utilize regional coordinators to effectively monitor the BDS centres with the view to ensure that operate effectively and linking them up with financial service providers such as community banks micro finance institutions and financial service association.

The BDS objectives were met as a result of the various activities implemented. Some of the activities that were undertaken to achieve programme objectives include but not restricted to:

- Provision of knowledge, skills and aptitudes of beneficiaries in business development.
- Linking beneficiaries to Financial Institutions (FI) such as Micro Credit agencies, Cooperatives and community banks to enable them to access finance and credit to support the development and expansion of their businesses.
- Provision of opportunities for young women from poor background, persons who are illiterate and persons with disability to acquire business development skills and start-up grants to enable them to set-up their own businesses.
- Using the grants to expand their businesses thus increasing their income and subsequently improving their livelihood

⁶Final Report on the Evaluation of the Youth Employment and Empowerment Programme (YEEP) 2015

- Contributed to community members becoming computer literate. Trainees from some centres were providing services to schools and the wider community e.g. printing services and desk top publishing.

The project provided hope for young people of rural communities. For example, prior to the implementation of the project the community of Newton was criticized as an evil place. With the implementation of the project, the community has been transformed into a centre of excellence in youth development and training in Sierra Leone. The perception of the community has now changed to a productive community by the outsiders and residents alike.

What worked?

- The training sessions carried out at the BDS centres empowered their skills in record keeping, customer care service thus increasing their customer base and improving their profit margin;
- 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 trainings 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. The micro finance agencies view graduates of the BDS as refined business suitors and are interested in providing credit, mentorship and outreach support to them;
- BDS Centres continue to provide business advisory services to BDS business operators thus guiding them to handle and sustain their businesses effectively;
- Skills training received guided beneficiaries to undertake profitable interventions in setting up internet cafes, for example;
- Certificates are received upon completion of program, which increase beneficiaries employability especially in the health sector as in the case of some of the nurses who have gained employment at the Hastings Health Centre;
- “BDS has opened the world of opportunities to us and we are now dreaming brighter future” proffered by Lamin Koroma BDS beneficiary at Newton;
- Beneficiaries also agreed that the training programs have enhanced their knowledge on business operations and are now empowered to participate and run their own businesses.

What did not work

- Programme monitoring was not robust and regular and lapses existed regarding follow up on businesses when project phase ends;
- Data collection and storage on project activities that could provide real statistics was lacking;
- Almost all centres visited complained about delays in the disbursement of funds to commence programs at the beginning of project cycle;
- Another area of concern was the disruption of the programme due to the Ebola crisis;
- There were lapses in the reporting system and most of the reports were not very comprehensive.

Lessons Learned

- ✓ A critical lesson learned was that the training provided by the BDS centres have enhanced young people's knowledge on business operations and are now empowered to participate and run their own businesses.

Between 2012 and 2016, 2277 youths were trained in business skills at the BDS centres. Out of the 2277, 1296 were men and 981 were women. It was also recorded during field visits that a total number of 970 (300 males and 670 females) businesses were recorded to have expanded. Some of the critical skills youths received training in include: ICT in business; 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; and business and financial management skills provision. Over 90% of beneficiaries contacted during the period under review agreed that they are very satisfied with the intensity, rigor 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 to towards their accessing employment, livelihoods and defining their career path.

It was also established the three existing 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 trainee 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 includes signing of a Memorandum of Understanding (MOU) between the BDS centres and the financial service providers.

Table 1: Youths Trained in Business Skills

BDS	Total	M	F
2012	1316	786	530
2013	461	251	210
2014	EBOLA	EBOLA	EBOLA
2015	350	193	157
2016	150	66	84
Total	2277	1296	981

Source: YEEP Beneficiary Data Details of 2016

Table 1 shows that about 60% and 40% of male and female youths respectively benefitted from the BDS training across the country.

Table 2: Businesses expanded

BDS	Total	M	F
2012	371	94	277
2013	396	108	288

2014	EBOLA	EBOLA	EBOLA
2015	135	69	66
2016	68	29	39
Total	970	300	670

Source: YEEP Beneficiary Data Details of 2016

Table 2 indicates that women have more potential to expand their businesses than the male counterparts (male 30% to females 70%). A lesson learned from this statistics is that when women are given equal opportunities with men, they tend to prove to be more resilient and productive than their male counterparts.

Table 3: Businesses Registered

BDS	M	F
2012	32	18
2013	78	30
2014		
2015	39	30
2016	20	18
Total	247	151

Source: YEEP Beneficiary Data Details of 2016

Table 3 shows that although more males are privileged or benefit from the BDS grant to registered businesses, few have the capability and capacity to expand their businesses

3.1.2 The Career Advisory and Placement Service Centre (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 programme objectives were met as a result of the following activities the CAPS services were engaged in. Some of them 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. 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 programme continues to provide a better fit between the students' aspirations and competencies and the career path they wish to pursue. The programme is contributing to empower grandaunts to choose jobs that they have interest in as well as possessing the relevant skills to

efficiently perform their functions, thus contributing to national development. This is what one beneficiary had to say about the Career Advisory and CAPS intervention, in Bo.

Box 2: CAPS Story of Change, UNDP/NAYCOM

“I say thanks to the CAPS Centre at the Northern Polytechnic for teaching us how to write CVs, plan our career, time management at work and interview skills. The Centre has been guiding, advising and steering us to our career paths by looking at what we are studying and in increasing awareness of occupations and employment options available in our community and at national level.”
Statement by Ibrahim Kamara, CAPS centre at the Ernest Bai Koroma University, December 7, 2017.

(Ibrahim Kamara, Student in Makeni, December 7, 2017)

Other CAPS activities supported include: seminars across all levels focussing on the acquisition of employability skills e.g.; CV's, Application letters, completing application forms, Job search skills; interviews: (two types) career interview: individual (drop-in sessions) and groups on regular basis and job interview (mock interviews); preparing for job interviews; employer forum (Mock); Psychometric tests (testing their suitability for jobs: aptitude and mental); School visits; Academic debates to enhance students communication skills; academic advice and career counselling of students and graduates on how to become effective in securing gainful employment; at FBC, student class representatives were invited for an effective CAPS awareness raising session:

What worked?

- ✓ CAPS centres have been established in universities and other tertiary institutions in Sierra Leone and are providing students with counselling and guidance services to choose areas of study that are in demand in the job market;
- ✓ Some other agencies such as the International Federation of the Red Cross (IFRC) linked up with CAPS to provide guidance for their burial teams during the Ebola outbreak;
- ✓ Through admission to the program, students are encouraged to change their program of study based on grades scored at West African Senior School Certificate Examination (WASSCE). This has helped them to cope with their studies and graduate with good results;
- ✓ At FBC, the college has established AIDS counselling desk and a drug abuse counselling desk that create awareness about the HIV/AIDS pandemic. Advice is given coupled with distribution of male and female condoms at the respective desks;
- ✓ At FBC, CAPS organized Health awareness week at the college campus where instant malaria, HIV and blood pressure tests were done; in addition, the college administration has anchored the CAPS into their academic curriculum;
- ✓ 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;
- ✓ Students are sensitized on the importance of CAPS through class to class sensitization and students do visit the CAPS centre to seek academic advice;

- ✓ CAPS centres at Njala, FBC and Eastern Polytechnic are now collaborating with the Department of Education specifically the Guidance and Counselling Unit;
- ✓ At FBC, CAPS organized Health awareness week at the college campus where instant malaria, HIV and blood pressure tests were done;
- ✓ Parents have been ingratiated to be involved in guidance and counselling particularly of their own children

What did not worked

- No training of personnel to effectively run the CAPS centres ;
- No internet bandwidth provided after the installation of the wireless radio on campuses;
- The centres (particularly the Northern Polytechnic) do not receive the required support from college administration, for instance, the Computer room was used as the CAPS centre;
- Inadequate number of computers at the centres compared to the number of students. This poses a threat to the life span of the computers due to overuse;
- Getting students to access the service can sometimes pose problems;
- Interrupted power/electricity supply poses a challenge for the utilization of the centres;
- Inadequate air conditioning system for the computers;
- There is lack of clarity in terms and available statistics of the gender break down of youth participating in the programme;
- Poor relationship between CAPS management and the college administration particularly at the Northern Polytechnic

Lessons Learned

- ✓ Effective communication and collaborative effort among CAPS, college administration and parents to guide and counsel students provide a less painful path to career development.

Recommendations

- ✚ More training and skills development in career guidance for CAPS Managers is required;
- ✚ There is the need to institutionalize CAPS by integrating the programme into mainstream education system of tertiary institutions where they are implemented;
- ✚ Effective data collection disaggregated by gender should be stepped up to ensure that information is always available on number of CAPS beneficiaries;
- ✚ Procurement of ICT equipment such as computers and accessories, internet connectivity is required

Table 4: Beneficiaries reached by CAPS

CAPS	
2012	900
2013	900
2014	EBOLA
2015	900
2016	900
Total	3,600

Source: YEEP Beneficiary Data Details of 2016

The consultant could not disaggregate this data by gender because there was no access to such information. The table indicates the growing number of students benefitting from the CAPS program at the various universities and colleges in the country.

3.1.3 The Graduate Internship Program (GIP) was the programme objective met as a result of the activities implemented? What worked well? What did not? Suggest recommendations for improvement. Any key lessons learned as a result of this programme? What needs to be done differently, if at all?

The GIP was initiated by the NAYCOM with financial and technical support from the UNDP. This initiative was skewed around the mandate of the National Youth Commission (Creating jobs and job opportunities for young people) and designed for a four-month period. The overriding aim of this programme was to pilot an internship scheme for deserving tertiary education institution graduates. The internship experience was aimed at benefiting both employers and Interns. The project sought to provide valuable job experience for young graduates while also enhancing the opportunity for employing organisations to recruit high calibre, talented graduates.

The GIP was therefore an employment facilitation programme that was geared towards bolstering the employability of young university graduates inspired by three operational principles:

- increase the number of young people benefitting from productive internship opportunities nationwide;
- increase the overall quality of the internship experience, so as to actually contribute to the employability of the intern and to the maximization of both the social and private return of the initiative ;
- ensure equal opportunities to access merit based internship positions

The consultant noted that the programme objectives were met as a result of the activities implemented. Some of the activities the GIP embarked on include: An extensive promotional campaign launched to mobilise young graduates to apply for places in the programme; pre-selection of applicants 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; training of participants on strategies for maintaining decent jobs and producing improved outputs; 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.

However, some gaps were discovered in the areas of inadequate financial resources and the number of youths currently benefitting from the program compared to those left out. The YEOP is vastly inadequate

when juxtaposed with the number of unemployed youths and the resources available to meet those demands. In other words, the available resources are far less than what it can provide for the number of unemployed youths in the country. For instance, NAYCOM receives applications from an average of 1,500 graduates for GIP every year and available resources can only cater for 150 each year. In such a case, those who fail to benefit from the GIP end up feeling excluded and marginalized. What is clear is that YEEP can identify the problems facing the youth population but lack the necessary resources, especially financial wherewithal, to make meaningful the impact.

Another critical point is that Ministries, Departments and Agencies (MDAs) lack the capacity to recruit young graduates as interns on a large scale, including providing the requisite support (i.e. allowances, transportation support, health insurance etc). Since the GoSL is the largest employer in the country, one can therefore make the argument that it is but quintessential that the MDAs, which are state institutions, should be able to recruit a very good number of young graduates as interns. This will clearly reduce the challenges NAYCOM faces during recruitment period on the one hand, and, by implication, take on board more interns thereby significantly reducing the number of unemployed graduates, on the other.

Table 5: Overall Number of GIP Participants since its Inception in 2012

DATE	APPLICATIONS		SHORTLISTED & TRAINED		PLACED	
	MALE	FEMALE	MALE	FEMALE	MALE	FEMALE
2012	1,023		450		142	
	716	307	309	141	80	62
2013	1,263		695		300	
	936	327	513	182	209	91
2014/15	959		376		203	
	729	230	276	100	142	61
2016	973		280		146	
	770	203	180	100	99	47
2017	653		372		130	
	429	224	231	141	73	59

Source: Orientation Training Report on GIP 2017

It was noted that the programme objectives were met as a result of the programme activities in the following ways:

What worked?

- ✓ Approximately 70% of the 791 interns placed have acquired permanent jobs;
- ✓ There is no gainsaying the fact that the YEEP is reducing the number of unemployed youths in Sierra Leone with the GIP initiative;
- ✓ Students graduating from universities and colleges have the opportunity to apply for internship program and be privileged to receive career advising, job search advising, counselling and placement in public and private institutions as interns;
- ✓ Students are exposed to other disciplines in their placement institutions;
- ✓ GIP is serving as entry point to the job market for most youths who are privileged to benefit from the program;
- ✓ The 2017 Orientation Report on GIP states that a total of 4,871 applicants have benefited from the GIP between 2012 and 2017 of which 3,580 males and 1,291 females;
- ✓ Total number placed was 921 (603 males and 318 females)

What did not work?

- ✓ In 2016, UNDP/NAYCOM increased Intern's allowance from Le. 370,000 to Le. 500,000, due to high cost of living in the country. However, Interns unanimously continue to appeal for an increase in the monthly allowances from Le. 500,000 to Le-1,000,000, for support towards transportation cost to and from the work place, basic Medicare and average lunch needed during official working hours of internship;
- ✓ Interns requested for the Extension of internship period from four months to six months⁷;
- ✓ Regional Coordinators have not been included in the short listing and selection committee for the GIP, which has led to placement rejection by some interns;
- ✓ Some students placed from Freetown and sent to the regions do not show up thereby reducing the chances of other deserving students who would have otherwise benefited from the program. This can be minimized by ensuring the inclusion of Regional Coordinators in the recruitment process and ensuring that placements of interns are based on grandaunts' regions and districts of origin.
- ✓ Some MDAs refuse to accept graduate interns into their institution;
- ✓ Due to financial constraints, the demand for the programme far more outweighs the supply.

Lessons learned:

- Adequate funding for graduate internship has the potential to greatly increase employment for graduate youths thereby fully realizing the program objective of the GIP;
- When young people are given the opportunity to access internships, they become serious with their lives as evidenced in some of them gaining permanent employment;

⁷ End of Project Report, 2013 by Restless Development SL:
NAYCOM GIP Report, 2016

- Participants learn new skills such as doing a search, writing applications for jobs and how to prepare and appear for interviews

Recommendations:

- UNDP to robustly step up fund raising with donors while the GoSL to provide counterpart funding with the view to increase financial support to YEEP in fulfilments of its projects;
- Decentralize the internship recruitment process to ensure better coordination and information sharing between NAYCOM and regional coordinators;
- Increase the number of interns by lobbying the MDAs to recruit graduates at the end of each year

3.1.4 Sierra Leone Agri- Business Initiative (SABI)

The SABI is an agri-entrepreneurship scheme modelled from the association with the Songhai Centre in Benin, in 2012. The Sierra Leone Small Agri-Business Initiative (SABI) aims at boosting food production by making agriculture and agribusiness attractive to youth entrepreneurs and creates 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.⁸

According to documents reviewed, a key 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. Between 2012 and 2016, the UNDP facilitated the partnership between SABI and Njala University (the leading academic institution for agricultural development in Sierra Leone). 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's agricultural production activities that were recorded during the period under review and that helped achieve programme objectives include:

- ✓ Fifty-two pigs are now at the piggery unit as multiplication continues.

⁸For details on SABI, see YEEP ProDoc 2012-2016

- ✓ 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.⁹

The consultant could not access information regarding the number of youths who benefitted from this project disaggregated by gender. The consultant noted that not much attention has been paid to collecting, collating and storing data on number of beneficiaries disaggregated by gender. One lesson from this is gaps will always exist in the YEOP narrative with reference to impact when reliable data is not available.

What worked?

- Between 2012 and 2016, the UNDP facilitated and made functional the partnership between SABI and Njala University (the leading academic institution for agricultural development in Sierra Leone);
- 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.

What did not work

- ✓ Piggery production especially in Bo did not work as most of the pigs perished due to disease. The same applied to the poultry production;
- ✓ Unavailability of dry floors, which if available, will drastically reduce moisture content of seeds for subsequent planting season;
- ✓ Training facilities in business skills remain a big challenge;
- ✓ No proper storage facilities to store tools and seeds banks as such roject beneficiaries store their proceeds in the community store on hired basis, which has cost implications;
- ✓ Unavailability of food for work during work days as most youths often go without food;
- ✓ No proper data collection of those who benefitted from the project disaggregated by gender

⁹See SABI Report of 2015 for details

Lessons learned

- Provision for veterinary services at programme design stage is critical for survival of both poultry and piggery;
- Provision of vaccines should be part of the programme design and planning

3.1.5 The Obasanjo Skills and Acquisition Centre at Newton

The Obasanjo Skills Acquisition Centre is located at Newton in the Western Area Rural District (WARD). The Centre is managed by NAYCOM, supported by UNDP and is managed by Restless Development (RD) Sierra Leone. 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 65%¹⁰ 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.

The consultant established that the programme objectives have been met as a result of the activities implemented. According to the Principal of the Centre, it has provided training for over 2000 youth (direct interfacing) and 1,500 (indirect interfacing) in multipurpose youth empowerment activities including BDS, information and communication technology (ICT) training, community development, social work, electricity and electronics, block laying, house decoration, catering, interview techniques, career development skills, development of CVs, 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 implemented an empowerment approach to youth development by creating the enabling environment for consultation culminating in young people to participate in shaping and contributing to the decision making process. Youths have tremendously benefitted from the trainings at the centre. Young people can now access new technologies (internet facilities using laptops) to gain new knowledge, do a job search and business opportunities. This new knowledge has resulted in boosting their self-confidence and self-esteem as well as increasing and enhancing their participation in the programme and community development activities. Some of the graduates from the centre have gained permanent jobs while some have improved their businesses to become employers by setting up internet cafe centres that has yielded income thus improving their living standards. Before 2011, simple typing was a challenge. Today, the training received at the centre has not only enabled young people how to work on the computer, but also they have been empowered to open desk-top publishing centres thereby providing services to communities.

¹⁰The Population and Housing Census Final Results, 2015

What has not worked?

- Transportation remains a critical challenge facing students as more students live in remote areas around Newton;
- Facilitators are all qualified but remain to be volunteers. This has proven to be de-motivating;
- The centre lacks adequate classrooms and halls to accommodate students
- There is shortage of training equipment (stationery, projectors) for students;
- Delays in the disbursement of funds renders the Centre to meet the target 500 students to be recruited every year;
- Funds from UNDP are tied and this limits the Centre to transfer funds to undertake other projects such as funds meant for stationery will not be used to provide stipends to volunteers even when the latter becomes the most pressing because they use specific budget line for activities. This is critical because if other projects are not funded, such as payment of stipends for volunteers, it becomes increasing challenging for the centre to provide training to students. It will, therefore, negatively impact on the overall aim of the YEOP.

Lessons learned:

- There is clear evidence that youths are always prepared 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;
- The success of the programme is critical when young people are provided the space to participate in the decision making and governance processes of the programme; and
- 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.

It is recommended that the UNDP/NAYCOM inject more resources with the view to enable the Centre to address some of its challenges such as transportation to enable more participants from rural communities to access its services, pay stipend to facilitators, purchase more training material and to secure new infrastructure (building of more class rooms, conference room).

Place trainees during the process of training as apprentices to different technical sectors such as fridge repairs, electronics and construction.

Table 6: Obasanjo Centre at Newton

Obasanjo Centre	Total	M	F
2013	500	338	162
2014	EBOLA	EBOLA	EBOLA
2015	200	102	98
2016	150	82	68
Sub Total	850	522	328

Source: YEOP Beneficiary Data Details of 2016

The table indicates that approximately 39% of females participate in training programs at the centre. As a matter of fact, all of the 70 youths registered for Public Health in 2017 were women. These are strong indications that the YEEP caters for fairness across sectors. On top of that, some indeed have secured self-reliant job approximately 25% based on Obasanjo 2016 figures.

3.2 Linkages between Labour Supply and Business Demand

The education delivery system in Sierra Leone has largely concentrated more on the supply side rather than demand-driven. That is, educational institutions/programs in the country produce skilled man-power needed for economic development rather than producing skilled workers who adapt to the demand of the market. The study also found that educational programs and training facilities are not responsive to the workforce challenges and the needs defined by employers. The curricula are more theory-based rather than competency-based, which has a catalytic effect on the employability of young people graduating from universities and colleges. Consequently, there has been a mismatch between skills available and existing job opportunities in the country hence the large number of unemployed graduates in Sierra Leone.

The Sierra Leone Chamber of Commerce (SLCC) and Sierra Leone Import and Export Promotion Agency (SLIEPA) should be strategically positioned to attract private sector investment with the view to providing the youths with reliable information on the needs of the private sector especially on business, entrepreneurship and employability. Understanding the needs of the private sector requires the involvement of that sector in designing the curriculum so that there is more balance between theory and practice and the curriculum content and learning outcomes are closer to the needs of the labour market, that is, competency-based. The twin institutions should also serve as the reservoir where information can be easily accessed for decision-making and implementation of the YEEP.

For far too long, a mismatch has been evident in Sierra Leone between the skills imparted by the national education system and those demanded by the workplace or society. This incongruity has been exacerbated in recent years with the integration of new technologies in almost every facet of society and professional activity. Reducing the gap between education and the world of work is thus a priority for any government because of the potential economic and social dividends to be derived from increasing the proportion of the population that is gainfully engaged in productive livelihoods. There is now a trend toward demand-driven formal, informal and non-formal educational system and skills development among youths and, therefore, the urgency and significance to put in place a comprehensive and integrated information system that captures the demand for skills and the provision of skills development opportunities cannot be overstated. Courses such as entrepreneurial skills, change management and ICT are only finding their way into the school, college and university curriculum recently.

The Obasanjo Skills Acquisition centre is diversifying its program to cater for the demands of the jobs market. One way the centre has achieved this feat is to concentrate on technical and vocational training programs such as block laying, electrical and electronics, painting, catering etc. This has the potential to respond to the demand of the job markets and make young people employable after graduation. The

other sectors (GIP, SABI, CAPS) equally speak to the linkages between demand and supply. The GIP, for instance, addresses the demand for work experience required for permanent job placement. Interns are exposed to the work culture in their respective institutions that prepares them to be competitive in the world of job search after their internship ends.

Similarly, CAPS are aimed at providing university and college students with) labour market and career development information, job search skills, Information Technology (IT) and promoting constructive relationships between tertiary level educational institutions and potential employers/job providers. One sees a clear link between what is in demand and the supply that is required from education/training institutions by prepared for the job market.

There is also a link between demand and supply when one examines that aims and activities of the Sierra Leone Agri-Business Initiative (SABI). It trains young people to engage and boost food production (food security), which is in high demand today. This can be achieved by making agriculture and agribusiness attractive to youth entrepreneurs and creating more employment opportunities for both rural and urban youth. SABI embarks on 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.

Chapter Four (4)

4.0 Programme Impact

Impacts are not normally realized and appreciated in the short term. Rather, they are measured in longer term period. The full impact of the YEEP cannot be fully measured in such a short time of four years of implementation. As such, the YEEP can only contribute to impact and not be in a position to attribute long term development changes at this point in time.

In employment creation and/or livelihoods, the income levels increased on average by more than 43 percent through the BDS intervention. Beneficiaries reported that this meant increased food security, healthcare and other social amenities for themselves and families. The BDS skills training opportunity, mentorship and coaching and access to finance has enhanced business operation in various trades (See details below). The GIP improved the lives of youths by creating employment for approximately 70 percent of 766 beneficiaries.¹¹ The CAPS projects which provided university and college students with labour market and career development information, job search skills, Information Technology (IT) training, job placement opportunities, career workshops and promoting constructive relationships between tertiary level educational institutions and potential employers/job providers has been institutionalized (fusing of the programme into mainstream education system) at FBC and Njala University. However, it was difficult to ascertain the number of beneficiaries who have gained sustainable jobs as a result of the CAPS intervention. This is because data has not been well captured in the CAPS centres/NACOM/UNDP database. Interviews conducted at regional level indicated that Agribusiness (including the SABI Project) accounts for 8 percent employment created for youths for various UNDP agribusiness projects in Kenema, Bo and Newton resulting in improved living conditions of beneficiaries.

Documents reviewed noted that agri-entrepreneurship 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.

The YEEP has provided training (at the Obasanjo Skills and Acquisition Center at Newton) for over 2000 youth (direct interfacing) and 1,500 (indirect interfacing) in multipurpose youth empowerment activities including BDS, information and communication technology (ICT) training, community development, social work, electricity and electronics, block laying, house decoration, catering, interview techniques, career development skills, development of CVs, and other hands-on practical employability skills training opportunities. This intervention has been impactful on 850 grandaunts (522 males and 328 females) between 2012 and 2016. Although it is difficult to measure impact in this short term, it is evident that the trainings received will have a catalytic effect on the beneficiaries going forward.

The GIP has succeeded in laying the foundation for the National Youth Service (NYS). NAYCOM designed a scheme to enhance national cohesion, provide opportunities for young people to

¹¹ NAYCOM Website

contribute to civic service and gain one-year valuable work experience and to further development goals. Approximately 500-1000 youth volunteers will initially benefit from this programme thus enhancing their employability for the job market.

The NYS Act has been passed in Parliament and formally launched by H.E. the President, Dr. Ernest Bai Koroma in 2016, and already the UNDP/NAYCOM have developed the NYS framework for implementation. On top of that, UNDP has provided capacity support to the established National Youth Service (NYS) Secretariat in the form of equipment, furniture, generator and Stationery. The capacity support will impact on the effectiveness and efficiency of the Secretariat in carrying out youth activities.

As stated earlier, over 11,000 youths have benefitted from the YEEP program and most of these youths were in the category of low income and food insecure households. Although the number is relatively small, it has contributed to achieving YEEP goal to reduce the employment rate in the country on the one hand and positively impacting the lives of the few beneficiaries.

There is evidence that all IPs now utilize and put into practice the tools and knowledge acquired from UNDP's capacity development efforts. The capacity building effort that was supported by UNDP has led the IPs to implement YEEP projects (BDS, CAPS, GIP, SABI) throughout the country by utilizing UNDP reporting, procurement and monitoring standards. One can also postulate that youths who have been trained and are using the skills thereby contributing to improving their livelihoods and those of the communities. The BDS has led to the flow of commodities contributing to local economic development. The afore-mentioned stories of change also attest to this. Some 247-business registered have become employers (no data was found as to the number of youths employed) thus meaningfully contributing to the local economic development of their society. Below is a story of change from one BDS beneficiary in Newton.

Box 3: BDS Story of Change, Obasanjo Skills and Acquisition Centre, Newton

"I graduated from the BDS program in Newton as business woman. I learnt business skills such as book-keeping, financial management. And when I completed, I started my own business in Ice Block selling. I initially had an old fridge and small generator. In the space of two years, I have bought three new fridges and a big generator. I supply electricity to my neighbours for a fee and have employed five young men who sell for me. I am happy to be an employer".

(Isha Bangura, December 14, 2017)

The consultant established that there was provision of employment and livelihood skills and opportunities for youths who would normally not have access to these skills and or opportunities. The program succeeded in employing, training, developing and sharpening their skills thereby unleashing youth potentials to establish sustainable businesses, some of whom are now employers. The livelihood of these youths has not only been improved but also their social status has increased, thus enabling them to be seen as productive citizens.

Youths who received trainings at the BDS centres and at the Obasanjo Skills and Acquisition Centre, have accessed jobs with private, public and development sector agencies, as narrated by one beneficiary from the Obasanjo Skills and Acquisition Centre, Newton.

Box 4: Story of Change, Obasanjo Skills and Acquisition Centre, Newton

“I graduated from the Obasanjo Skills and Acquisition Centre some two years ago as a Public Health Nurse. I am currently working at the SalifuKondeh Community Clinic at Hastings. Honestly, my livelihood and standard of life has improved tremendously compared to my unemployment days. I take care of myself, my mother and pay fees for my little sister. I wonder what would have happened to me if I had not accessed the Obasanjo Training centre. I thank God and UNDP for this privilege”.

(Marian Beaty, December 14, 2017)

There is evidence from field visits that an appreciable number of youths who were involved in the project have sustained livelihoods providing operational services at printing and photo copier business centres, selling of used clothing, operating phone charging and music transfer including CD cassette lending centres. The NAYCOM officials stated that there is now a great willingness on the part of young people to participate in their own development and that graduates now know the value of the GIP and the strong need for career guidance as the story of change by one of the GIP beneficiary from the Bo City Council indicates below.

Graduate Internship Programme

Approximately 791 graduates have gotten placements in the last four years. Employability has been a huge success especially during the period covering 2013 and 2014. This growth was experienced during the mining boom like the African Minerals, London mining and the emergence of self-reliant business enterprises emanating from the fast cash flow as a result of the high employment creation due to the mining sector.

Mabel Bockarie who got a job with Action Aid, Moyamba as a result of the Graduate Internship Programme (GIP) narrates her story.

Box 5: GIP Story of Change, UNDP/NAYCOM

“I was a graduate intern in Bo but got a job with the Action Aid last year. It has been a worthwhile experience and I am grateful to UNDP/YEEP/NAYCOM for the opportunity to recruit me as an intern which eventually paved the way for me to gain employment. In a country where unemployment of youths is so high, I count myself as a very lucky person. Thank you YEEP for improving my livelihood and preparing me for a brighter future”

(Mabel Bockarie, ActionAid,

Moyamba

Key Achievements

- **Training and Mentorship** – The programme has trained 1,801 in leadership and professional development and provided coaching and mentorship to 791 young people;
- **Career development** – Interns have gained knowledge of the qualifications and duties of a position and have explored their interests in different fields; Gained excellent on-the-job experience and work ethic;
- **Skill development** - Interns have acquired skills and knowledge required in the workplace including time management, communication skills, team work and ability to prioritize tasks.
- **Personal development** - The individuals have gained decision making skills, critical thinking skills, increased confidence and self-esteem.
- **Job Creation:** The gains have led to full-time jobs. 70% of NAYCOM/UNDP intern graduates are now in permanent jobs;
- **Partnership and coordination** - National Youth Service (NYS)

Box 4: GIP Story of Change, UNDP/NAYCOM

“Today I have a permanent job here at the Bo District Council as Accountant. I served as an intern at the Bo City Council and got this job through the networks that we created during internship. My life has changed from being dependent on my parents to an independent young woman focusing on achieving something bigger than what I currently have”.
(Adama Lamin, December 7, 2017)

Career Advisory and Placement Services

Njala University and Fourah Bay College, continue to integrate and deliver the CAPS initiatives through their facilities and/or in partnership with other agencies, have incorporated the CAPS into mainstream university programs and are utilizing their facilities to promote CAPS in their respective institutions. This is clearly ownership and institutionalization, which is quintessential for sustainability after the expiration/closure of the program. Similarly, the CAPS Centres at Makeni and Kenema are also utilizing their facilities to promote CAPS in their respective institutions. However, they lag behind the Njala University and FBC in terms of institutionalization. Nonetheless, mechanisms are being put in place by all centres towards institutionalization/strengthening as the case maybe. These institutions further require financial boosts from the GoSL if these programmes are to be sustained. The Polytechnics lack classroom where they carry out their CAPS activities. One lesson we can learn is that the institutionalization of YEEP can lead to national ownership much required for sustainability.

Although the achievements of the YEEP (GIP grandaunts have sharpened their employability skills and have built their CVs, which is helping them to secure permanent jobs as indicated in the stories of change) in terms of employing youths are small, it has however helped reduce the unemployment rate in the

country. Over 11,000 youths have benefitted from the YEEP program and most of these youths were in the category of low income and food insecure households. With the BDS, CAPS, and GIP, these youths have received skills training and knowledge development that are contributing to improving their livelihood and sustenance thereby reducing the risk of them getting involved in acts of violence.

SABI

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 partnerships:

- 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.

Chapter Five (5)

5.0 Programme Sustainability

Sustainability presupposes the capacity to endure. It does not only posit the functionality of systems and processes at institutional level but also emphasizes the resilience of the systems and processes. The consultant found good systems in place for project design, planning, reporting and implementation. The planning and review processes among the YEEP sectors, and with program partners and stakeholders are well structured, systematic, and continuously under review and undergoing continuing improvements. The workshops, Debriefings and retreats organized in respect of the BDS, GIP and CAPS programmes in Freetown, Makeni, Bo, Njala and Kenema are cases in point.

“A notable component of sustainability of YEEP, 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.”¹²

Due to UNDP’s comparative advantage of engagement of employment generation and private sector development in post-conflict Sierra Leone, (supporting, among other things, career counselling and advice, graduate internships, the creation of income-generating opportunities for young people, ranging from micro-enterprise and business development schemes to support to the development of cooperatives and promoting access to finance), UNDP has produced concrete results, particularly in terms of increasing the income generation abilities of youths.¹³ This has clearly laid the foundation on which other youth projects/programmes have evolved. For instance, the African Development Bank Youth Entrepreneurship and Employment Programme (YEEP) have built on the foundation laid by the NAYCOM/UNDP YEEP programme, which became an organized programme for youths in 2011 and into a PPP with the National Youth Commission in 2016. Additionally, the World Bank has established the Youth Employment Project (YEP) which, invariably, is an offshoot of the YEEP. These are critical steps to sustain YEEP.

Additionally, the GIP has succeeded in laying the foundation for the National Youth Service (NYS). With Technical and Financial support from UNDP, the NAYCOM designed scheme to enhance national cohesion,

¹² Final YEEP Evaluation Report, 2015

¹³ YEEP Best Practice Report, 2015

provide opportunities for young people to contribute to civic service and gain one-year valuable work experience and to further development goals. Approximately 500-1000 youth volunteers will initially benefit from this programme thus enhancing their employability for the job market.

The NYS Act has been passed in Parliament and formally launched by H.E. the President, Dr. Ernest Bai Koroma in 2016,¹⁴ and already the UNDP/NAYCOM has developed the NYS framework for implementation. On top of that, UNDP has provided capacity support to the established National Youth Service (NYS) Secretariat in the form of equipment, furniture, generator and Stationeries. The Government of Sierra Leone has made budget allocation of 5.6 billion Leones to the national scheme. When this kicks off, the sustainability of the GIP will be firmly rooted.

The BDS centres have linked the project and beneficiaries to Micro Finance Institutions (MFIs), Cooperatives and local banks to ensure access to credit, training and other financial support. Beneficiaries have formed/are forming themselves into cooperatives and partnerships and are leveraging support and access to finance for their business and community projects by extension.

Due to the benefits realised by students and staff alike on the CAPS and CAPS Outreach programmes by the various centres to 12 secondary schools in Freetown (3), Bo (3), Kenema (3), and Makeni (3), there seems to be some level of commitment from the CAPS institutions to continue to host the CAPS Centres within their institutions.¹⁵ At the Eastern Polytechnic, the college has provided space for the CAPS centre and discussions are underway to link and fuse the CAPS with the Guidance and Counselling unit of the Department of Education CAPS. These ventures, will no doubt, lead to ownership of the CAPS by national institutions and hence sustainability. It is therefore recommended that CAPS centres fuse their programmes with the Guidance and Counselling Unit of the Department of Education in their respective universities/colleges.

Concerning the GIP, the consultant established that NAYCOM is urging MDAs to put aside funds that would enable the placements of graduate interns in their respective institutions thereby ensuring that more graduates get placements in public institutions. Such a novel venture will not only lead to the increase of the number of graduates recruited for internships in the public institutions but also the scheme will ensure ownership of the YEEP much needed for sustainability. Through the acquisition of soft and hard skills (including work ethics and related work experience in their areas of study in college/university) gained during the internship journey), has enhanced and sharpened the skills and knowledge base of the young graduates resulting in permanent employment with their Placement Institutions and opportunities in the private and other sectors.

There is notable evidence that the transfer of skills and knowledge through BDS, GIP, CAPS, and SABI/Agribusiness projects, will remain with the beneficiaries forever as explained by one beneficiary below.

¹⁴ Ministry of Youth Affairs website

¹⁵ Annual YEEP reports 2015-2016

Box 6: BDS Story of Change, Obasanjo Centre, Newton

“I received instruction, skills training and education from the Obasanjo Skills Acquisition Centre and I am confident that these Knowledge and skills gained will serve me for the rest of my life. All I need to do is to build on what I have gained to secure a better future. The foundation has been laid and I thank God and UNDP/NAYCOM for their support that has brought me out of Unemployment”
(Karim Sam, December 14, 2017)

However, it is not all too clear if plans are underway or strategies are put in place to make sure that sustainability of the YEOP program is being nationally built. Evidence shows that NAYCOM, IPs and the beneficiaries are willing to continue with planned activities that have been started during the life of the YEOP. However, some stakeholders responding to the interviews believe that the GoSL does not have the capacity to do this by itself owing to limited resource base and human capacity deficiency. Aside, it is not clear whether the GoSL has established sources of sustainable funding and a viable resource mobilization strategy. In the absence of sustainable and human resource capacity, the ability of Government to ensure that the efforts to reduce poverty, youth unemployment and disempowerment cannot be guaranteed. There are still some doubts about whether the government will be ready to take on the challenges of continuing to respond and fully finance the YEOP on its own without UNDP or development partner support.

Chapter Six (6)

6.0 Program Achievements and Challenges

The assessment found that the Youth Employment and Empowerment projects had a substantial effect on the lives of the 8,044 youth involved. Generally, however, the following achievements were realized within the period under review.

1. Autonomous National Youth Commission has been established and functionally equipped to play a coordinating role in strategic planning and policy development on national youth employment and empowerment interventions UNDP/YEEP supported the operationalisation of NAYCOM with clear 5-year strategy (2012-2017). This needs to be further strengthened.
2. 14 District Youth Councils (DYCs) and NAYCOM regional offices established in Bo, Makeni, Kenema and Freetown *albeit* not fully functional due to capacity challenges, lack of funds and incomplete devolution of powers and lack of facilities such as office equipment and logistics to carry out their functions. However, District Youth Council Officers have been empowered to participate in decision-making processes in their respective localities and are contributing to the developing the council development plans. They are also playing advocacy role to promote youth issues regarding health (HIV/AIDS), Ebola, Good Governance, Youth employment and Empowerment. UNDP/NAYCOM need to further strengthen these activities.
3. Publishing of first Status of Youth Annual Report (2012) which has been subsequently published either annually/bi-annually. It is important because it gives a clear picture of the challenges young people face in terms of accessing support provided by UNDP. UNDP and GoSL use this report to inform their youth development projects.
4. Establishment of Sierra Agri-Business Initiative (SABI) at Newton which is serving as a training hub for youth in sustainable livelihood initiatives in agribusiness.
5. Blue Print for Youth Development (Sierra Leone's National Youth Programme – 2014- 2018) developed. This document did not serve its purpose because the MoYA did not use it to develop youth projects and to collaborate/synergize with development partners to solicit funds for project activities. It is recommended that this document be reviewed with the view to strengthen it further for its use by the MoYA.
6. The National Youth Policy Revised and launched in 2015.
7. YEEP has been able to attract major stakeholders within the development community such as the WB, ADB, GIZ and in the NGO sector such as CEPAD, AIDSL, HELPSL, CCYA etc. These stakeholders have not only been able to coordinate their activities around youth employment and empowerment but also are collaboratively strategizing to provide assistance to the GoSL.

Business Development Services (BDS)

Approximately 970 Youths have benefitted from the BDS training and grants and have been able to improve their livelihood and sustenance. Those who did not receive the grants had already developed a business plan and were encouraged and linked up with micro-finance institutions to access funds. Beneficiaries reported that this meant increased food security, healthcare and other social amenities for themselves and families. The BDS skills training opportunity, mentorship and coaching and access to finance has enhanced business operation in various trades such as retail provision shop in assorted items, retail in Cosmetics items, hair Dressing Salon activities, trade in Palm Oil, General Enterprise & Building Materials, Pharmacy, Animal Farming and Feed Production, Agribusiness and Agro products, Bar and

Restaurant, Used Clothing, business in Egg selling and top-up cards, Electronics, Lady's/Men & Children's Wear, Household Utensils etc.

Young farmers (about 50 % of the beneficiaries being females and 10 % disabled) have been supported through training, supply of inputs and extension services for agricultural business development to promote resettlement and reintegration of youth in rural area. Equally, young entrepreneurs have been supported to promote and develop existing business through capacity building of business/management skills with technical coaches and advisors, resulting in increased incomes and improved livelihoods through the BDS program.

Career Advisory and Placement Services (CAPS)

The CAPS projects provided university and college students with labour market and career development information, job search skills, Information Technology (IT) training, job placement opportunities, career workshops and promoting constructive relationships between tertiary level educational institutions and potential employers/job providers through Job Fairs. However, despite the success of the project, it was difficult to ascertain the number of beneficiaries who have gained sustainable jobs as a result of the CAPS intervention. Data collection is yet to be strengthened within the CAPS Institutions, NACOM, UNDP and MoYA database.

6.2 Challenges

Programme design

- The programme design (2012-2016) did not bring on board all young people living in the urban and rural sectors. Rather, the programme was more concerned with urban youths (both educated and uneducated) excluding the many rural-rural youths (largely uneducated and more deprived) in the country. This has implications for exclusivity.

Capacity Building

- There are only three functional staff working within the Directorate of Youth Affairs at the Ministry of Youth Affairs (MoYA). The number is not only small to carry out their functions but also the capacity of the staff needs to be developed. The capacity of the National Youth and District Youth Councils needs to be strengthened.

The Blue Print

- The Blue Print of the MoYA has not been rolled out leaving the ministry without clear policy direction in conducting youth affairs in the country

Coordination

- The YEEP faces challenges with proper coordination among major stakeholders involved in youth employment and empowerment, which has resulted in challenges in obtaining a comprehensive and synchronized data of youth employment figures and interventions at MOYA and NAYCOM and their various interventions. The Youth Coordination Framework developed with support from UNDP is yet to be operationalised

Financial Sustainability

- A key challenge facing YEEP is financial sustainability. The centres still need considerable time to develop programmes of the quality that the private sector will consider of sufficient value to provide financial support.

Ebola Outbreak

- The YEEP implementation was halted when the Ebola Virus Disease (EVD) broke out in 2014, which created severe barriers in reaching out to institutions and people converging for BDS training programs.

Exclusivity

- YEEP Catered more for educated and urban youths and did little or nothing about the rural young people

Lack of adequate and reliable data

- Data that provide information on YEEP activities remain a critical challenge for the YEEP

M&E

- The consultant established that comprehensive, robust and regular monitoring of projects have not been effectively implemented, which has led to unavailability of reliable information and quality reporting on interventions

Exit strategy

- The YEEP design lacks exit strategy and exit support when the programme ends

Reporting system

- IPs are yet to put into effective use the reporting format provided by NAYCOM. The effective utilization of the reporting format will improve the reporting system resulting in capturing reliable information needed on YEEP.

Chapter Seven (7)

7.0 Gender Considerations/Analysis

There is evidence of UNDP's commitment to 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.'¹⁶ The YEEP, indubitably, was very concerned about gender considerations in all of its programs. There is abundant evidence that these considerations were not mere cosmetics but were practically brought on board when recruiting for all of the YEEP programs. For instance, between 2015 and 2016, out of a total of 225 people registered for Agri Business, 127 were females and 98 males. Here one can clearly see that equal opportunities were given to both males and females. The table showing the total number of youths who have benefitted from YEEP provides the evidence.

Table 7: Gender Distribution of YEEP Beneficiaries

	Total	M	F
BDS	2453	1392	1060
IVS	150	60	90
GIP	766	456	310
LIVELIHOOD	225	98	127
OBS	850	522	328
CAPS	3600		
	4444		
	8044		

Source: YEEP Beneficiary Data Details of 2016

Note: Data disaggregating number of youths who have benefitted from the CAPS program was not available at the CAPS centres.

Table clearly points out that the YEEP demonstrated gender sensitivity in most of its programs. As a matter of fact, in some other programs the number of women outweighs those of men. In the above table, more women participated in the IVS than men by 60% to 40%. In the BDS, although more males benefitted from the grants, the gender gap is quite narrow. Overall, one can safely say that more effort need to be exerted to ensuring that there is equitable distribution of YEEP benefits across gender lines especially where women show more potentials for scaling up their businesses compared to their male counterparts.

¹⁶(www.undp.org/content/undp/en/.../gender-equality-strategy-2014-2017/)

Chapter Eight (8)

8.0 General Lessons Learned

- ✓ Working in cooperation and collaboration with a range of development partners in the youth development sector and programme implementation is critical to avoiding duplication of project activities at district and regional level, and will also lead to adequate distribution of resources in an effective and efficient manner in communities and districts where they are most needed;
- ✓ Identifying the nature and level of capacity of partners at the early stage of programme design and planning is very crucial to determining whether engagement with partners is in the right direction and how much more is to be invested in getting result;
- ✓ Agriculture and agri-business are fundamentally critical to not only providing employment for many young people that will improve their livelihoods but will also bring on board the rural youths left out in the 2012-2016 YEEP initiative;
- ✓ Joint programme implementation, engagement and ownership of the key stakeholders, especially young people, on the management boards and part of the decision making process are the required elements that lead to the successful implementation of youth programmes;
- ✓ Assessing market opportunities and understanding and managing the expectations of young people are crucial to programme design, planning and implementation that often lead to youth employment and empowerment;
- ✓ Strengthening the policy environment to increase access to affordable financial services for micro, small and medium enterprises is important to creating the environment for employment and empowerment of young people;
- ✓ M&E has to be strong and robust in order to develop a reliable database of all beneficiaries, to feel the impact of implemented projects and the continuous evaluation of projects will lead to strengthening compliance and ensure quality assurance;
- ✓ Robust and regular monitoring and evaluation of the projects by all stakeholders including donors, implementers, beneficiaries and communities are key necessities that enable the YEEP to develop database of beneficiaries and other relevant information on programme activities;
- ✓ Sustained collaboration with local government authorities such as the Chief Administrators of District Councils, Paramount Chiefs, and/or collaborations with Ministries, Departments and Agencies (MDAs) is key to the success of the YEEP;
- ✓ Untimely disbursement of project funds often leads to delays in the submission of reports by implementing partners with far reaching implications for reporting and timely deliverables;

- ✓ Late preparation and approvals of Annual Work Plans inhibit programme implementation;
- ✓ The institutional capacity enhancement of NAYCOM and MoYA to successfully implement YEEP and other youth initiatives in the country is critical to the realization of youth employment and empowerment and poverty reduction particularly in the rural sectors;
- ✓ Providing assistance to interns to access opportunities within the public sector create the enabling environment for them to better understand the public service, its values and work ethics, and the opportunities it offers;
- ✓ Providing assistance to young people through career guidance and counseling, and skills development prepares them to access opportunities in the world of work and the labour market;
- ✓ A policy to formalize the recruitment of interns in the MDAs will increase graduates' access to internship opportunities leading to their employability

Chapter Nine (9)

9.0 Recommendations

The review and lessons learned indicate that Sierra Leone is exhibiting remarkable resilience irrespective of the plethora of challenges confronting its people. Young people are disillusioned because of lack of jobs and gainful employment. As such, many are left unemployed and disempowered. Yet, the study shows that the YEEP is injecting hope and providing opportunities for youths to realize and unleash their potentials that have been lying dormant. Although the numbers are not so significant, there are positive signs that policies and frameworks have been developed on youth employment and empowerment; planned coordination continue to take place among donors and INGOs on youth employment; structures have been established that cater for YEEP; and capacities have been built to cushion and sustain what has begun. In light of the findings of this review, the following recommendations are in order:

Key Recommendations include:

The GoSL

Programme design

- Embed youth programmes, at the design stage, in the district councils' development plans and provide space for an annual youth project that addresses the rural-rural youth problems. They can be vigilant in monitoring, playing oversight roles and enforcing accountability on the part of elected officials and project implementers;
- Involve young people at the initial stage of project design and planning in the productive sector across value chains to target rural youths who are not currently benefitting much from the YEEP. This has the potential of reducing the rural urban migration and the de-congestion of big cities such as Freetown;
- Provide space at all levels for young people to participate in decision-making, programme implementation and governance architecture of YEEP. This strategy will provide opportunities for young people to gain experience and skills and prepare them for holding national and local political offices;
- Design a policy that urge MDAs to recruit and place interns in all government institutions;

Partnership

- In collaboration with development partners, NGOs, CSOs, design a project that address the employment and empowerment of the rural-rural youths that have been largely left out in the current YEEP program implementation;
- Partner with the private sector to create jobs for young people in Sierra Leone

Programme Implementation

- Invest more in agri-business, which has a huge potential to create sustainable livelihoods, employment and empowerment of young people in the country;
- Strengthen the MoYA by recruiting skilled national staff that have the capacity to implement youth policies and frameworks developed with support from UNDP;
- Roll out the YEEP to other districts across the country to make it into a full blown national youth development programme;
- Provide the enabling environment for the involvement and participation of the private sector in the GIP to create entry points and job opportunities for the youth;
- Collaborate with donors to mobilize resources (provide counterpart funding) for YEEP implementation going forward;
- Provide counterpart funding for the implementation and sustainability of the YEEP and ensure that all youth policies are implemented to the letter;

Programme Monitoring and Reporting

- Collaborate with other stakeholders in monitoring YEEP implementation/interventions across the country with the view to understand what is working and interventions not working so that the GoSL will be better positioned to determine and measure strides taken on youth employment and empowerment;
- 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 play in ensuring that these are communicated to all young people across Sierra Leone.

UNDP

Programme Design

- ✓ Design methods of support to the Ministry of Youth Affairs to implement the Youth Coordination Framework previously developed by UNDP/NAYCOM, to coordinate the activities of the MDAs, donors and NGOs working on youth interventions in the country with the objective to ensure that there is joint programming, planning and focus.
- ✓ Continue to support MOYA in its capacity building drive of its staff and system to ensure that the ministry is functional and strong to undertake youth programmes;
- ✓ Design strategies that will provide support to the agriculture and agri-business sectors with the objective to increase youth employment and empowerment;
- ✓ Design exit strategy and exit support in the next ProDoc

Partnership

- ✓ Collaborate with the appropriate governmental agencies such as MoYA to encourage donors and other partner agencies to mobilize funding and other resources to support the full implementation of the YEEP, the Youth and Employment Policies and the Youth Partner Development Coordination Framework;
- ✓ Coordinate and pull resources together to enhance successful models for youth employment and empowerment with the view to scale up YEEP interventions and aggregate its impact on society. Donors have to continue talking to one another and compliment effort with the view to examine the success stories and to design strategies for scaling up. Therefore, a joint strategic

planning, coordinated implementation, joint work planning, identification and the expansion of best practices, joint analysis, evaluation, monitoring, information collection and dissemination cannot be overstated;

- ✓ 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;

Programme Implementation

- ✓ Although there has been intervention in the agri-business sector (poultry, back yard gardening, piggery), which has a huge potential for youth employment, it has not been very effective and productive. There is need to invest more in agriculture and agri-business by involving young people in the productive sector across value chains to target rural youths who are not currently benefitting much from the YEEP. This has the potential of reducing the rural urban migration and the de-congestion of big cities such as Freetown;
- ✓ Address gaps (procurement of laptops, desk tops and accessories, internet connectivity etc) in the ICT sector at the Obasanjo Skills Acquisition centre and the BDS Centres;
- ✓ Provide support for the compilation of a comprehensive and synchronized data on youth employment figures and interventions at MOYA and NAYCOM. This helps to measure the impact of YEEP other youth interventions on youth employment;
- ✓ Strengthen the linkage between CAPS and national institutions where the project is implemented to ensure that CAPS is institutionalized and nationally owned;
- ✓ Provide more resources (increase allowances) for GIP interns placed in the public and private sectors;
- ✓ Scale up interventions such as agri-business, skills training to other areas in the country and be more inclusive targeting all categories of youths;
- ✓ Strengthen data collection process on all programs to track progress made and challenges encountered;
- ✓ Ensure that IPs follow up on the reporting format developed at NAYCOM;
- ✓ Develop a data base to capture beneficiaries disaggregated by gender within NAYCOM;
- ✓ Embed an exit strategy and exit support in the next ProDoc;
- ✓ Provide post-training support (for instance youths forming corporative to set up internet cafes, provide grants for their business, procure laptops, support the setting up of printing centres) for beneficiaries;

Programme M&E

- ✓ Engage and work with the GoSL, donors, IPs and other stakeholders in conducting a robust monitoring of projects across the country with the view to measure achievements, challenges, lessons learned and impact;
- ✓ Strengthen a robust monitoring system that will ensure programme implementation is on track and to gather comprehensive and reliable information

Annexes

Annex 1: List of people interviewed

NO	NAME	POSITION/INSTITUTION	CONTACT
1	Anthony Koroma	Commissioner, NAYCOM	
2	Ann-Marie Bassie	Programme Specialist, UNDP	0768615686
3	Momodu Wudie	Programme Manager, NAYCOM	076667154
4	Hassan Conteh	BDS Officer, UNDP	078627131
5	Yusuf Kamara	M&E Officer, NAYCOM	076805780
6	Charles Moinina	Director of Youths, MoYA	
6	AlhajiSulaimanFofanah	District Youth Development Officer and Principal, Obansanjo College, Newton	076207005
7	Kabba Sesay	Regional Coordinator, NAYCOM	076653881
8	Willie Gus Williams	Assistant Programme Coordinator, BDS Centre – Obasanjo Training Centre, Newton	
9	Edward Kebbie	Director – CAPS, Njala University College, Bo Campus	
10	SoribaYillah	Regional Coord. NAYCOM, Makeni	077908946
11	Alpha Koroma	Admin. Assist. NAYCOM, Makeni	076413250
12	Alberto Swaray	CAPS, Manager, EBK University, Makeni	076418101
13	Paul Mannah	Finance Clerk, NAYCOM- Makeni	079755720
14	LaminVanneh	Admin Officer, CEPAD-Kenema	078188508
15	Mohamed D. Kallon	Finance Officer, CEPAD- Kenema	076701179
16	Mohamed Sesay	BDS Advisor, CEPAD-Kenema	078725061

17	AlinahKallon	BDS Centre Manager, Makeni	
18	Alberto Swaray	CAPS Coordinator, EBK University-Makeni	076418101
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	SahrTormah	Piggery Farmer-Kenema	
23	Unisa Bah	GIP-CEPAD Kenema	079618885
24	IssiakaDugba	GIP-CEPAD Kenema	078586494
25	FodaySamura	GIP-Human Rights Commission-Kenema	078608572
26	Yusuf Conteh	GIP Intern Bo District Council	078192507
27	AdamaLamin	GIP-Permanent Job with Bo District Council as Accountant	076901934
28	Mariama Conteh	GIP-Permamanent job with the Bo District Council	076914369
29	Nancy Saffa	Intern at ActionAid-Bo	
30	PhebianNjavombo	Intern at ActionAid-Bo	
31	Mabel Bockarie	Staff at ActionAid-Moyamba	076367594
32	Alpha Kabbia	Intern –Makeni	
33	Ibrahim Kargbo	Intern-Makeni	088801005
34	Bikisu Bangura	Intern-Makeni	
35	Kemso Kamara	Intern at HRC-Makeni	
36	Sahr Kai	Volunteer at the HRC-Makeni	076990663
37	John Gobba	CAPS Assist. Coor-Kenema	076738737
38	Edward Kebbie	CAPS Director, NUC	076842902
39	Salamatu Kamara	Obasanjo Centre	030862044
40	Karim Sam	Obasanjo Centre	078171459

41	Marian Beaty	Obasanjo Centre	077595550
42	AlhajiMoiwo	Obasanjo CentreCentreCentre	088531124

Annex 2: Review Matrix

KEY/REVIEW COMPONENTS	REVIEW QUESTIONS
Relevance& Project Design	<ul style="list-style-type: none"> • <i>To what extent is UNDP’s project design indicative of strategic consideration for YEEP?</i> • <i>How relevant and appropriate were the project design and intervention approaches?</i> • <i>Can the project design be scaled up or duplicated in next project intervention? If yes, How?</i> • <i>To what extent has UNDP’s selected method of delivery been appropriate in building synergies and institutional collaboration to promote the YEEY?</i> • <i>To what extent has UNDP/NAYCOM/YEEP intervention influenced employment creation, improvement of livelihood for youths and communities and local business markets?</i> • <i>Are UNDP approaches, resources, models, conceptual framework relevant to achieve the planned outcome?</i>
Intervention Approach and Strategies	<ul style="list-style-type: none"> • <i>What evidence is there that UNDP/NAYCOM/YEEP intervention approach has contributed towards an improvement in livelihood, job creation and improvement of communities?</i> • <i>Has the interventions been effective in helping improve livelihood support to communities, youths and local business centrecentrecentres not to mention other projects such as the GIP, CAPS?</i> • <i>What strategies did UNDP in collaboration with NAYCOM and MAYA employ to provide support to the BDS, GIP, CAPS, QIP and ABPs?</i> • <i>How can you describe the working relationship established between and among UNDP,NAYCOM, MAYA, local partners, other units of UNDP such as the Environment and LED units, and the various projects (BDS, GIP, CAPS etc)?</i> • <i>How effective was the partnership and how did that lead to project outcome?</i> • <i>Has UNDP utilized innovative techniques and best practices in its intervention? State them, if any.</i> • <i>What contributing factors and impediments enhance or impede UNDP performance in this project?</i>
Successes and Challenges	<ul style="list-style-type: none"> • <i>How successful has the UNDP/YEEP projects’ outputs and outcome been?</i> • <i>How many youths, communities, local businesses benefitted from the project? How many men; women?</i>

	<ul style="list-style-type: none"> • <i>How many are self-employed and decently employed? Disaggregate by sectors/projects.</i> • <i>What challenges have the project faced during its implementation?</i> • <i>Have these projects been monitored to ensure the projects are managed effectively and efficiently?</i> • <i>Were alternative approaches considered in designing the Projects?</i>
Institutional Arrangements	<ul style="list-style-type: none"> • <i>What kind of institutional arrangements were put in place to manage project implementation?</i> • <i>How were partnerships forged and managed?</i> • <i>How effective and appropriate was the institutional arrangement?</i> • <i>How did the institutional arrangement hinder or enhance project outcome?</i> • <i>What changes should be made in the current set of partnership/institutional arrangement to prepare for any future similar project?</i> • <i>Has UNDP worked effectively with NAYCOM, MoYA, local partners, other UNDP units and others to deliver on the YEOP initiative?</i> • <i>Can the current arrangement be scaled up or duplicated in future?</i>
Linkages between Labor Supply and Business Demands	<ul style="list-style-type: none"> • <i>How do you describe the linkage between labor supply and business demands?</i> • <i>Are the youths trained in your facilities accessing employment? Kind of skills trained in.</i> • <i>Are the trainees attracting market demands?</i> • <i>How effective have your training programs been?</i> • <i>How successful have your intervention been and what challenges have you encountered in training sessions and capacity building programs?</i> • <i>How have these successes and challenges impacted project outcome?</i>
Impacts	<ul style="list-style-type: none"> • <i>To what extent have youths, communities and local business markets benefitted from the project intervention?</i> • <i>How has it impacted on them?</i> • <i>Where are the stories of change? Document these by sectors/projects.</i> • <i>How many jobs have been created and livelihood improved?</i> • <i>How have communities and local business markets benefitted?</i>
Gender Considerations	<ul style="list-style-type: none"> • <i>How many women were targeted in program implementation by sector/project?</i> • <i>How many completed the training and capacity building sessions?</i> • <i>How many have benefitted: self-employed, self-reliant and or decently employed by institutions</i>

	<ul style="list-style-type: none"> • <i>Did women face any challenges accessing the projects?</i> • <i>How did the project enhance or hinder women's' entry into the projects?</i> • <i>Where are the stories of change that have occurred in the lives of these women due to YEEP intervention?</i>
Lesson Learned	<ul style="list-style-type: none"> • <i>What key lessons were learnt from the project?</i> • <i>How can the review and lessons learned assignment inform the repositioning and refocusing of the YEEP going forward?</i> • <i>How could these projects be done better in terms of design, intervention approach/strategies, institutional arrangement and synergies, monitoring and implementation of the project?</i>
Recommendations	<ul style="list-style-type: none"> • <i>What are the key recommendations for the UNDP/YEEP?</i> • <i>What recommendations can you proffer for NAYCOM and MoYA</i>

Annex 3: Terms of Reference

UNDP is supporting Ministry of Youth Affairs (MOYA) and National Youth Commission (NAYCOM) to empower the youth to develop their potential, creativity and skills for national development through the Youth Employment and Empowerment Programme (YEEP). The Youth Employment and Empowerment Programme (YEEP) is designed to strengthen national policy, strategy and coordination frameworks for youth employment; Establish, on a national basis, basic support services for youth including business development support and youth career advice and graduate internships all geared towards increasing their employability; 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 MDGs.

This support is done through; provision of rapid employment opportunities and income generating activities for young people; strengthening the capacity of the Ministry of Youth Affairs and National Youth Commission; promotion and of the participation of young people in decision making processes and the development of youth interest initiatives. Strengthening the youth development initiatives coordination system of MOYA and NAYCOM is one of the activities aimed at bringing better coordination, oversight and strategic leadership role of the national institutions. The Youth Employment and Empowerment Programme is part of the UNDP 'Inclusive Growth and Sustainable Development' Cluster and the Country Programme Document (CPD 2015-2018).

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

In 2012, building on successful experience and lessons learned, UNDP has moved towards a market-based approach that assists youth businesses in a systemic manner. With the establishment of NAYCOM, UNDP designed an innovative scheme to provide young entrepreneurs with a broad range of business development

support services. Five Business Support Centres (BSCs) were opened in main urban centres including Freetown, Newton, Bo, Makeni and Kenema, which each provide direct assistance to over 200 entrepreneurs per year. UNDP is also supporting the Graduate Internship Programme (GIP), Career Advisory and Placement Services - CAPS (in tertiary institutions) and small agribusiness projects.

UNDP is planning to develop a new strategy for YEEP for the next three to five years. To successfully implement the new initiatives, the evaluation of past projects and identification of best practices and lessons learned are crucial. In spite of many youth employment and empowerment projects using a variety of approaches, the youth employment and empowerment sector is almost devoid of accurate and reliable data or analysis on the impact on employment and empowerment of these projects. As a result, many of the interventions within the youth sector are based on estimates and anecdotal information. Uninformed and nonstrategic interventions impact negatively on the development of the sector. UNDP and NAYCOM, therefore, will conduct a review of the employment-impact of youth employment approaches used in projects in the last four years. This will provide valuable information as part of UNDP's support to the identification of best practices.

UNDP and NAYCOM are therefore seeking the services of a National consultant to undertake a "Review and Lessons Learned" Consultancy on the Youth Employment and Empowerment Programme for the period 2012-2016.

Objectives of the Consultancy:

- ✓ Assess the impact of completed projects as to employment created and livelihoods improved;
- ✓ Assess the impact of completed projects in individual life of youth beneficiaries, communities and local business market;
- ✓ Identify best practices on project designs as well as intervention approaches;
- ✓ Analyze the factors of success and challenges on project outcomes;
- ✓ Assess the linkage between labour supply and market demand on each project;
- ✓ Conduct gap analysis on institutional arrangement and intervention strategies.

III. General Scope of the work

The consultant is expected to conduct a review of the employment-impact of youth employment programmes and approaches used in projects by UNDP/NAYCOM in the last four years, i.e. (2012–2016), under the Youth Employment and Empowerment Programme and to recommend lessons learned. Specific emphasis on the Support to youth employment and empowerment and institutional capacity building activities for NAYCOM and MoYA from 2012-2016. It will primarily consider the role, management, and achievements of UNDP/YEEP, NAYCOM, Business Development Services (BDS), Graduate Internship Programme (GIP), Career Advisory and Placement Services (CAPS), Quick Impact Projects and Agribusiness projects in the country.

Specifically, the Consultant will be required to undertake the following:

- Overall review of ongoing and completed projects including analysis on linkages between labour supply and business demand, institutional arrangements, and intervention strategies;
- Analysis report on best practices identified (project design and intervention approach) to be up-scaled or duplicated;
- Analysis on lessons learned identified (project design and intervention approach);

IV. Functions / Key Results Expected

Final report ready for printing submitted by the Consultant on the “Review and Lessons Learned” on the Youth Employment and Empowerment Programme, 2012- 2016.

V. Deliverables/Final Products Expected:

- **Output 1:** Inception report (on “Review and Lessons Leaned” on YEEP) prepared with detailed explanation of review methodologies, time schedule for the review from the signing of contract to the final report delivery within: ***one week of the signing of the contract with UNDP.***
- **Output 2:** Draft Report on the “Review and Lessons Leaned” on YEEP: ***within 25 working days from start***
- **Output 3:** Incorporate comments and address all issues raised into the draft report: ***within 35 working days from start***
- **Output 4:** The consultant will participate and present the main results of the report in a validation workshop to be held after completion of the next to last draft. The consultant is expected to facilitate the workshop and deliver a comprehensive presentation to workshop participants. ***Within 40 working days from start.***
- **Output 5:** Final report incorporating comments received in the validation workshop in the draft report. Deliverable: final report ready in a publishable format for printing. The report should be submitted in electronic form (MS word document), ***within 5 working days from the validation workshop.***