



**YOUTH EMPLOYMENT AND EMPOWERMENT PROGRAMME
FINAL PROGRAMME¹ NARRATIVE REPORT**

Programme Title & Number
<ul style="list-style-type: none"> • Programme Title: Youth Employment and Empowerment • Programme Number: Programme 19, Youth Development and Employment (UN Joint Vision for Sierra Leone) • MDTF Office Atlas Number: SLE10 00075586

Country, Locality(s), Thematic Area(s)²
Sierra Leone, Nationwide Youth Development and Employment

Participating Organization(s)
<ul style="list-style-type: none"> • UNDP

Implementing Partners
<ul style="list-style-type: none"> • Ministry of Youth Employment and Sports (MYES), National Youth Commission (NAYCOM), Youth Employment Scheme Secretariat (YES)

Programme/Project Cost (US\$)
MDTF Fund Contribution: <ul style="list-style-type: none"> • US\$ 1,519,896
Agency Contribution <ul style="list-style-type: none"> • N/A
Government Contribution <i>N/A</i>
Other Contribution (donor) <i>N/A</i>
TOTAL: 594,000 US\$

Programme Duration (months)
Overall Duration: 16 months
Start Date ³ : August 3 rd 2010
Original end date: December 31 st 2011
Revised End Date, <i>N/A</i>
Operational Closure Date ⁴ : December 31 st 2012
Expected Financial Closure Date: March 31 st 2013

Final Programme/ Project Evaluation
Evaluation Completed <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No Date: _____

Submitted By
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¹ The term “programme” is used for programmes, joint programmes and projects.

² Priority Area for the Peacebuilding Fund; Sector for the UNDG ITF.

³ The start date is the date of the first transfer of the funds from the MDTF Office as Administrative Agent. Transfer date is available on the [MDTF Office GATEWAY](http://mdtf.undp.org) (<http://mdtf.undp.org>).

⁴ All activities for which a Participating Organization is responsible under an approved MDTF programme have been completed. Agencies to advise the MDTF Office.

Evaluation Report - Attached

Yes No

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FINAL PROGRAMME REPORT

I. PURPOSE

The purpose of the Youth Employment and Empowerment Programme (YEPP) is to generate greater market-driven employment opportunities for youth through opportunity mapping, the conduct of youth research and support to the establishment of a National Youth Commission (NAYCOM). The project also aims to assist youth in their transition from school to work.

In line with the UN Joint Vision for Sierra Leone, the Programme is guided by the Joint Vision benchmark of the 'Economic & Social Integration of Youth'. More specifically, as a component within Joint Vision Programme 19 on Youth Development and Employment, the YEPP contributes towards the achievement of the following UNDP deliverables:

- 19.2 Establishment of NAYCOM
- 19.5 Strengthening of strategies and policy development capacities through technical assistance
- 19.6 Reinforcement of the roles of Youth District Officers
- 19.7 Establishment of a Career Advisory & Placement Service (CAPS) Centre
- 19.9 Research

The specific deliverables targeted under the Programme are as follows:

- Deliverable 1) Regional offices of NAYCOM established;
- Deliverable 2) Technical and Vocational (TECVOC) Skills Development Programme extended to 1,530 students;
- Deliverable 3) District Based Opportunity Mapping Report in five districts produced as a pilot;
- Deliverable 4) Career Advisory & Placement Service Centre established at Fourah Bay College (FBC) campus as a pilot;
- Deliverable 5) Research report on youth employment approaches and initiatives produced.

One of the major lessons learned from the previous employment strategies in Sierra Leone is that they have been predominantly supply-focused, primarily providing training and building capacity for increased youth employment. Despite many youth beneficiaries in Sierra Leone having received various trainings, high youth unemployment rates remain. Therefore, this Programme aimed to contribute to the strategic shift from supply-driven to demand-driven support to youth employment to promote sustainable and peaceful economic recovery and development by matching youth skills with the demands of the Sierra Leonean marketplace.

Implementation was jointly undertaken by the Youth Employment Scheme (YES) Secretariat under the Ministry of Youth Employment and Sports (MYES), UNDP and other key stakeholders. UNDP provided strategic guidance, supported the coordination and the

mobilisation of various partners and managed financial and logistical operations while the YES Secretariat designed activities for implementation. The key Implementing Partners for each deliverable are as follows:

- Deliverable 1) MYES and Ministry of Works, Housing and Infrastructure (MWHI);
- Deliverable 2) Nine public and private TECVOC Training Institutions;
- Deliverable 3) Ministry of Finance and Economic Development (MoFED), Ministry of Trade and Industry, Ministry of Agriculture and Food Security, Ministry of Labour and Social Security, Sierra Leone Indigenous Business Association, Sierra Leone Import and Export Promotion Agency and Local Councils;
- Deliverable 4) FBC and Njala University;
- Deliverable 5) Department of Peace and Conflict Studies at FBC.

By engaging the abovementioned key players for the design of activities and decision making, each Programme objective contributed to the strengthening of existing national initiatives and increased local ownership over the Programme.

The monitoring of the Programme was carried out jointly by the YES Monitoring and Evaluation (M&E) Unit and key partners. The key actors involved in M&E were as follows:

- Deliverable 1) Monitoring of contractor by the MWHI and MYES;
- Deliverable 2) Monitoring visit of institutions by the YES M&E Unit;
- Deliverable 3) Validation workshop held by the YES M&E Unit and MoFED;
- Deliverable 4) Monitoring of contractor by the MWHI and YES;
- Deliverable 5) Validation workshop held by the YES M&E Unit and FBC.

II. ASSESSMENT OF PROGRAMME/ PROJECT RESULTS

Deliverable 1 supported the Government's objective to complete the establishment of NAYCOM's main office in Freetown and its regional offices. In August 2010, the Government identified the location for the main office and appointed Board Members in September. Identification of the regional office premises and the design of the regional staff structure did not progress during the Programme period. Thus, based on an agreement with the MYES, funds were re-allocated to procure office space and equipment for NAYCOM's main office in Freetown. The procurement was completed under the Programme and all items were handed over. While the Delivering as One (DaO) funds contributed to the procurement of office facilities and equipment for NAYCOM's main office, the refurbishment of the premises began in November 2010 and was funded by the Government of Spain through UNDP's Youth Employment Regional Programme (YERP) with technical support provided by the MHWI as well as the Government of Ireland. The work was completed in April 2011 and the Commission became fully operational. Further support is now required to enhance NAYCOM professional capacities through trainings for the Board Members and office staff.

Deliverable 2 set out to expand the existing TECVOC Skills Development Programme previously supported by the Peacebuilding Fund (PBF) and the Youth Basket Fund. The Programme was proposed by the MYES in 2008 and approved by the National Inter-Ministerial Steering Committee in March 2009 with two main components: i) to procure upgraded TECVOC

training tools and equipment, and ii) to sponsor 1,530 students to benefit from TECVOC training for one year in five districts. The DaO resources supported the extension of the practical training for an additional six months to ensure the greater retention of skills acquired by the students. The trainees began generating income through the services and goods that they produced in the areas of catering, hairdressing, tailoring and carpentry. The average income that the students generated in 2010 was approximately 40,000 Leones or 10 US\$ per student per week. It greatly benefited youth to earn their own income and to procure materials to ensure the sustainability of their business activities. The TECVOC Programme therefore successfully supported youth in providing theoretical and practical coursework as well as on-the-job training opportunities to develop their entrepreneurship skills. The trainees were provided with TECVOC training completion certificates to enhance their employability in established enterprises. In 2012, the graduates who completed the Programme will benefit from Business Development Service training and career counselling to further enable them to gain employment. This follow-on activity will be funded by UNDP's core resources. Additional funds are required to establish CAPS Centres at nine TECVOC Institutions across Sierra Leone to continue to provide youth job seekers with access to information and advice on employment.

Deliverable 3 sought to enhance the capacity of District Youth Officers to play a coordination role in the establishment of district-based Employment Opportunity e Networks (EONs). An EON is a database for youth to access much needed information on employment opportunities in their local communities. To establish the EONs, a Business Opportunity Mapping training was conducted by MoFED for Youth Officers and youth representatives from all the chiefdoms in the five pilot districts of Bombali, Bo, Kenema, Kailahun and Koinadugu in September 2010. The training module was developed based on the Strategic Planning and Action Process Methodology which was utilised to develop the second Poverty Reduction Strategy Paper (PRSP II).

In order to conduct the participatory opportunity mapping, two youth from each chiefdom were identified to be trainee data collectors. A total of 167 youth participated in this pilot training from the five districts and District Youth Officers acted as coordinators for the exercise. The mapping exercise was successfully conducted over October and November 2010 and follow-on validation workshops were held in Makeni, Bo and Kenema in December with 30 participants from each district including the District Development Officer, District Agriculture Officer and District Youth Officer. The final District-Based Opportunity Mapping Report was officially launched and disseminated among youth at the district level in March 2011. Following the publication of the first District-Based Opportunity Mapping (DOM) survey report, the second DOM survey was undertaken. The survey reports were published and are being widely used by youth employment sector actors in employment promotion. It is also being used to inform programme and strategy development for the sector as a whole; specifically, they have provided critical information for NAYCOM's programme development. The information is also expected to be extremely useful for training institutions to develop more appropriate curriculums and provide more accurate information to job seekers.

Deliverable 4 established CAPS Centres at two universities: FBC in Freetown and Njala University in Moyamba District. Both universities have taken full ownership and leadership of the CAPS Centres. The refurbishment of the CAPS premises at both universities ensured that the Centres became fully functional and that the critical services are provided to students to enhance youth employability in Sierra Leone. Furthermore, CAPS Management Teams were established at both Centres comprised of a Manager, Career Guidance Counsellor, Recruitment & Job Placement Officer, Human Resources Employment Liaison, ICT Support Officer and a Finance & Administration Officer. Both Management Teams completed a 2012 Annual Business Plan in 2011 which included a sustainability plan to identify support to continue activities following the

end of UNDP's one year commitment. Additional support is required to establish CAPS Centres at three more campuses: Njala University's Bo Campus and the Eastern and Northern Polytechnics.

Deliverable 5 supported the conduct of an Impact Assessment for the Youth Enterprise Development (YED) projects, supported by UNDP and implemented by 17 partners over 2009 and 2010. The Impact Assessment set out to:

- Assess the impact of completed projects as to employment created and livelihoods improved;
- Assess the impact of completed projects in the individual lives of youth beneficiaries, communities and local business markets;
- Identify best practices in project design as well as intervention approaches;
- Identify lesson learnt in project design as well as intervention approaches;
- Analyse the factors of success and non-success in terms of project outcomes;
- Assess the linkages between labour supply and market demand in each project;
- Conduct a gap analysis on institutional arrangement and intervention strategies.

An independent consultant was recruited to conduct the Assessment between October and December 2010. It was carried out in collaboration with 30 researcher graduates from the Department of Peace and Conflict Studies at FBC. A total of 376 questionnaires were completed in all 14 districts. Overall, the Assessment found that the youth employment projects had had a substantial effect on the lives of the 10,300 youth involved. The income of the beneficiaries was increased on average by more than 200 percent and those involved reported that this increase improved their food security and ability to afford school fees and other household expenses. Over 70 percent of respondents reported that the projects had made a significant difference in their lives, while only one percent of the beneficiaries reported receiving no benefits at all. Overall, 99 percent of respondents reported having more hope for the future. The Impact Assessment Report produced will be shared with key development partners, Implementing Partners and line ministries to disseminate the best practices and lessons learnt. The YEEP will continue to be implemented with an emphasis on the results of the Assessment which found employment interventions to be a strong entry point to reorganising and operationalising local development structures and promoting mindset change from an individual orientation to a group approach to strengthen social entrepreneurship and local business development. Additional funds are required to establish an M&E and Research Unit within NAYCOM for more regular and institutionalised research exercises to be designed and executed.

III. EVALUATION & LESSONS LEARNED

A YEEP evaluation has not taken place to date. However, the abovementioned Impact Assessment produced findings and lessons learned that are highly relevant to the Programme. This evaluation made the following critical recommendations:

- Strengthen the development and dissemination of best practices in Sierra Leone;
- Ensure youth employment projects strengthen good governance by partnering with local decentralization committees;
- Encourage approaches to development that prioritise community resilience;
- Support the development of more accessible and affordable micro-credit mechanisms;

- Support the development of community cooperatives;
- Continue to engage marginalised and at risk youth;
- Proactively address urbanisation;
- Engage in research to further investigate the link between youth employment and youth violence in Sierra Leone.

IV. INDICATOR BASED PERFORMANCE ASSESSMENT

	Performance Indicators	Indicator Baselines	Planned Indicator Targets	Achieved Indicator Targets	Reasons for Variance (if any)	Source of Verification	Comments (if any)
Outcome 1. Establishment of NAYCOM							
Output 1.1 Establish operational NAYCOM and Provincial NAYCOM Offices	Indicator 1.1.1 Operational NAYCOM office	No NAYCOM	Functional NAYCOM established	Achieved		Launch Report	
	Indicator 1.1.2 3 Provincial NAYCOM Offices operational	No provincial offices	3 provincial offices established in Bo, Kenema & Makeni	Not achieved	Shortage of funds	N/A	UNDP has discussed with NAYCOM to encourage the GoSL to take up this responsibility
Output 1.2 Training of youth in TECVOC skills	Indicator 1.1.3 1,530 youth supported to complete TECVOC training in 9 TECVOC institutions	1,530 youth without training in TECVOC skills	Train 1,530 youth in TECVOC skills	1,530 youth trained in TECVOC skills		<ul style="list-style-type: none"> Progress reports Training reports 	These TECVOC training were also complemented by training in entrepreneurship skills
Outcome 2. Strengthening of sector coordination							
Output 2.1 Strengthening of Sector Coordination	Indicator 2.1.1 Information sharing and coordination forum established	No systematic and formal forum operational	Operational coordination fora established	Achieved <ul style="list-style-type: none"> Technical working group of practicing partners 		Coordination meeting minutes Presentation Forum ID	The technical working group meets at the end of every month and holds thematic

				established. <ul style="list-style-type: none"> E-forum for information sharing and coordination established 			discussions on lessons learned
Output 2.2 District Opportunity Mapping carried out in 5 districts	Indicator 2.2.1 District Opportunity Mapping documents developed for Kenema, Moyamba, Bombali, Bo and Kono districts	No survey done on district opportunity mapping	Two sets of surveys on District Opportunity Mapping done	Achieved		Survey reports	
Outcome 3. Reinforcement of the roles of Youth District Officers							
Output 3.1 Improved Capacity of District Youth Councils (DYCs) to indentify, formulate and manage youth empowerment and representation activities	Indicator 3.1.1 14 DYCs formed	No DYCs in existence	14 DYCs formed	Not achieved <ul style="list-style-type: none"> Only 9 formed 	Human resource capacity of NAYCOM is overstretched in the formulation of all DYCs	N/A	
	Indicator 3.1.2 DYCs trained and supplied with communication equipment	No training and no equipment	Equipment (laptops and internet modems) to be supplied to the DYCs	Achieved		<ul style="list-style-type: none"> Training reports Equipment distribution lists 	
Outcome 4. Establishment of CAPS Centres							

Output 4.1 Establish CAPS Centres	Indicator 4.1.1 2 CAPS Centres operational in FBC and Njala	No CAPS Centres in existence	Two CAPS Centres established	CAPS at FBC and Njala (Mokonde) established and functional		<ul style="list-style-type: none"> • Activity and progress reports from CAPS • Physical evidence of the infrastructure and materials 	The activities of the two CAPS Centres have been exemplary, leading to the need for their expansion to the Northern and Eastern Polytechnics and Njala Bo Campus
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