

TERMS OF REFERENCE

FINAL EVALUATION – BUILDING YOUNG FUTURES

APRIL 2015

INTRODUCTION

UNICEF UK and Barclays wish to contract a consultant or team of consultants to undertake a final evaluation of the partnership's Building Young Futures programme, Phase 2. The evaluation will:

1. Evaluate how far the Building Young Futures model has gone towards achieving the mutually agreed outcomes and objectives as stated in the Sanctions Request (March 2012).
2. Review the outcomes from programme reporting and highlight key achievements, with a particular focus on how this innovative partnership between the private sector, UNICEF and the relevant governments has created a 'ripple effect' that will last beyond the lifetime of Phase 2.
3. Identify areas of best practices, key lessons learned and demonstrate how change is being achieved through the partnership.

EVALUATION PURPOSE

- PURPOSE

In order to explore the true impact of Building Young Futures, UNICEF UK and Barclays are seeking an independent external evaluation of Phase 2. The evaluation will focus on the period September 2012 to September 2015 during which five out of the six country programmes will have finished, with the exception of the Egypt Country programme which will now close in June 2016.¹ The Egypt programme should be included in this evaluation using data available at this point in time.

The purpose of the evaluation is to assess to which extent the Building Young Futures model has gone towards achieving the mutually agreed outcomes and objectives as stated above.

The evaluation should be guided by the following questions:

- **Relevance** – have the objectives and activities of the Building Young Futures programme been in line with national strategies and identified need in each of the countries? Has the programme been working in the most relevant and effective way for the engagement and benefit of young people in the six programme countries?
- **Effectiveness** – have we made progress towards the programme objectives and what evidence do we have? Was the Phase 2 model of combined enterprise, financial, employability and life skills the most effective way to support young people in the transition to economic independence? Where has access to credit worked and how could it be improved? What has driven success within and across the programmes? How has the 'private sector-UNICEF partnership contributed to effectiveness?
- **Efficiency and value for money** – have we driven the greatest results for the partnership input or could the same results have been achieved by delivering the Building Young Futures model in a different way?

¹ Please note that Brazil was a two year programme 2012 – 2014

- **Impact and sustainability** – how far have the changes that have been brought about by the Building Young Futures model built sustainable structures and ways of working? To what extent has the programme had a ‘ripple effect’ that will last beyond the lifetime of Phase 2 and what is the potential for scaling up and replicating this model? How could we track the longer term benefits of the partnership? How has Building Young Futures contributed to an increased understanding of the role of public-private partnerships in international development?
- **Learning** – what are the enabling and disabling factors and key lessons learnt that could be used in developing a recommended model for wider use?

PROGRAMME DESCRIPTION

- BACKGROUND

UNICEF is the world’s leading organisation working for and with children, families, local communities, organisations and governments in more than 190 countries to help every child realise their full potential. In everything UNICEF does, the most disadvantaged children and the countries in greatest need have priority.

Established in 2008 and following renewal in 2012, Building Young Futures is a partnership between UNICEF UK and Barclays with a shared goal to tackle youth unemployment by enabling disadvantaged young people to develop the skills, knowledge and confidence they need to set up their own small business or find a job. Building Young Futures is a progressive partnership that sees the corporate and not-for-profit sector working together to promote youth economic empowerment in an innovative way. It combines Barclays’ skills and expertise with UNICEF’s global networks, high-level access to governments and local knowledge to deliver real, sustainable change for young people worldwide.

The partnership comprises two phases:

- Phase 1 2008 – 2012: £5 million investment reaching over 600,000 young people across 13 countries.²
- Phase 2 2012 – 2015: £5 million investment with a goal to support 74,000 young people across 6 countries.³

Phase 2, which is the main scope of the evaluation, sought to build on the outcomes and learnings from Phase 1, adopting a more in depth model of support to young people in the transition to sustained employment or in starting a business through a combination of financial and life skills training, career guidance, mentoring and work placements. Phase 2 also aimed to secure government commitment to policy change with the aim of creating a stronger and more sustainable economic future for young people beyond the lifetime of the partnership.

- PROGRAMME OBJECTIVES

The programme has three main objectives:

- **Social benefits and outreach** – provide enterprise, employability, financial and life skills training to 74,000 young people across six countries. Individual country contributions to this objective can be found in Annex A.
- **Building resilience and sustainability** – working with national governments to embed long-term approaches and provide clear evidence of programme achievements so that they can adopt, replicate and expand the models.

² Botswana, Brazil, China, Egypt, Kenya, India, Mexico, Nigeria, Pakistan, Philippines, Russia, UK & Zambia

³ Brazil, Egypt, India, Pakistan, Uganda and Zambia

- **Measuring impact** – exploring the true impact of our interventions by following the progress of young people taking part in the projects and illustrating the impact of the programmes on the lives of the beneficiaries and their wider communities.
- BUILDING YOUNG FUTURES MONITORING & EVALUATION FRAMEWORK

The core of the programme’s monitoring and evaluation (M&E) system is based on a partnership Key Performance Indicator (KPI) matrix, which includes objectives and corresponding indicators to show quantitative progress on a quarterly, half year and annual basis. This is combined with a tracker and longitudinal study to capture qualitative information from a smaller number of beneficiaries throughout the programme.

a. Quantitative

UNICEF submits quarterly and annual reports to Barclays which outline progress against the above mentioned set of KPIs. This is prepared by UNICEF UK on the basis of quarterly reports submitted by UNICEF Country Offices. Final data collection will take place in September 2015 with submission of a final report to Barclays on 30th September 2015.

The programme’s KPIs are grouped against the following headings:

- Skills development training
- Enterprise skills
- Financial skills
- Employability
- Sustainability (annual KPI)

For more information please see Annex A.

b. Qualitative

At the outset of the programme, a ‘Tracker Study’ was used to collect qualitative data on a large subset of the programme beneficiaries in each country in order to determine how their attitudes/behaviour towards employability, financial skills and entrepreneurship changed during the course of the programme.

Specifically, the study aimed to identify trends related to:

1. The background of the young people;
2. Reasons that lead to them joining the programme;
3. How their confidence and skills have changed as a result of the programme;
4. Attitudes and changes in behaviour towards: money management, financial institutions, financial inclusion, and becoming entrepreneurs; and
5. The benefits of mentorship.

In addition, a ‘Longitudinal Study’ was established to measure in greater detail the programme’s impact on at least 10 young people in each programme country through surveys and focus group discussions. Combined with the quantitative data, the study was designed to help capture beneficiary journeys towards economic empowerment and provide rich, evolving case studies that can be used for communications purposes.

METHODOLOGY

The evaluation team will undertake:

1. A **desk evaluation**. You will have access to documents outlined in Annex A and Additional Documents section below, at your suggestion. Where appropriate, to assess the overall evolution of the partnership and the lessons that have been learned and applied, Phase 1 can be drawn upon for countries who have continued on to Phase 2.

This will be supplemented by **primary data collection** through a conference call with Building Young Futures country programme managers where there will be the opportunity of interviews with key stakeholders and informants.

2. A limited number of additional telephone **stakeholder interviews** with UNICEF and Barclays in the UK or overseas can be arranged on request and with approval from both parties.

- **OUTPUTS, TASKS & TIMETABLE**

The evaluation team should initially meet with UNICEF UK Corporate Relations Manager and Barclays Associate Vice President of Global Programmes and other relevant members of staff for an evaluation briefing and discussion of TOR.

The evaluation should be submitted no later than 30th September 2015 and will need to take into account the Q3 KPI matrix available from 3rd August. An agreement with the full terms and conditions will be signed between the consultant and UNICEF UK upon recruitment.

The successful consultant or team of consultants are expected to submit:

1. Proposed research methodology, work plan and schedule upon recruitment.
2. Evaluation report of no more than 30 pages including an Executive Summary of no more than 3 pages. The report should be written in a format that is easily accessible.

Key milestones and deadlines are outlined below:

Activity	Who	Deadline
Publication of tender notice	UNICEF UK	20 th April 2015
Submission of applications	Consultant	8 th May 2015
Confirmation of successful tender	Barclays & UNICEF UK	15 th May 2015
Information pack sent to consultant	UNICEF UK	19 th May 2015
Submission of work plan and schedule to meet evaluation report deadline	Consultant	29 th May 2015
Submission of draft evaluation	Consultant	2 nd Sept. 2015
Submission of final evaluation	Consultant	30 th Sept. 2015

TENDER PROCESS

A brief outline of how you / your team of consultants would respond to this Terms of Reference including examples of previous evaluations conducted, CVs, proposed disaggregated budget and research proposal with schedule should be submitted to Illen Rowe, Corporate Partnerships Executive, by 1st May 2015.

Illen Rowe
Unicef UK
illenr@unicef.org.uk
+44 (0)20 7375 6164

Please note that all documents must be submitted in English and only short-listed candidates will be contacted.

COMPETENCIES & QUALIFICATION

The consultants shall be assessed in line with the following selection criteria:

Demonstrated capacity of (a) the organisation/consortium and (b) the specific proposed individuals to conduct similar evaluations:

- Experience in designing and conducting quantitative and qualitative research in the field of international development;
- Familiarity with assessing corporate partnerships performance; and
- Understanding of the socio-economic context and experience in at least some of the countries of implementation.

BUDGET

The Building Young Futures partnership has an indicative budget of between £35,000 - 45,000 for this evaluation.

DOCUMENTATION

Annex A

- Quarterly and annual KPI matrix

Additional Documents

The following additional documents will be provided to the successful consultant team:

- Barclays & UNICEF: A Partnership Assessment
- Phase 1 Final Report
- Phase 2 Quarterly Reports
- Phase 2 internal 'mid-term review'
- Phase 2 Year 1 Annual Report
- Phase 2 Year 2 Annual Report
- Tracker study results from each country
- Longitudinal study results from each country