



# Evaluation Summaries

## Jobs for Peace Programme: 12,500 Youth Employed and Empowered through an Integrated Approach” in Nepal

### Quick Facts

**Country:** Nepal

**Final Evaluation:** April 2011

**Mode of Evaluation:** Independent

**Technical Area:** Youth Employment and Empowerment for Peace building

**Evaluation Management:** ILO Regional Office for Asia and the Pacific

**Evaluation Team:** Shubh Kumar-Range and Harihar Acharya

**Project Start:** 18 March 2009

**Project End:** 31 May 2011

**Project Code:** NEP/09/01/UND

**Donor:** UN Peace Fund – Nepal (US\$2,656,000)

**Keywords:** Youth employment, skills development, employment creation, poverty alleviation, peace building, local economic development, entrepreneurship, integrated approach, access to finance, cooperative

### Background & Context

#### Summary of the project purpose, logic and structure

The Project titled “*Jobs for peace: 12,500 youth employed and empowered through an integrated approach*” was aimed at contributing to national peace building and poverty reduction through employment and empowerment of youths in a conflict affected area. It intended to enhance conflict-affected youth’s access to resources and skills that are

critical for their livelihoods, and create opportunities for productive and decent employment in affected communities, including through post-conflict rehabilitation if necessary. The Project also promoted the peaceful gathering of young people and communities through business development and social development activities, facilitating communication and interchange and strengthening the peace building process.

These goals were implemented via seven components: i) development of community infrastructure; ii) training-cum-production; iii) entrepreneurship development; iv) empowerment of youth groups; v) strengthening of cooperatives; and vi) facilitating access to financial services vii) a trust fund for youth-led Projects. With ILO in the lead, the two implementing agencies (ILO and FAO) developed tools and methodologies for the creation of opportunities for productive employment and decent work. Project coverage was limited to two of the most conflict affected Districts in Nepal’s Terai region – Parsa and Rautahat.

#### Present situation of project

The project was completed on May 31, 2011.

#### Purpose, scope and clients of the evaluation

This Final Evaluation’s TOR requires it to assess whether the Project has achieved its immediate objectives. The focus is on assessing the emerging impact of the interventions (either positive or negative) and the sustainability of the Project’s benefit and

the local partners' strategy and capacity to sustain them. It will also look at strengths and weaknesses, opportunities and challenges and any external factors that have affected the achievement of the immediate objectives and the delivery of the outputs.

The principal clients for this evaluation are the Programme management, Government Of Nepal line agencies and District Governments, Programme implementing partners, ILO Country Office in Nepal (CO-Kathmandu), ILO DWTs/CO-New Delhi, ILO RO-Asia and the Pacific, ILO technical units at HQ, and the Programme donor (UN Peace Fund for Nepal); also FAO Nepal, and FAO HQ in Rome.

### **Methodology of evaluation**

A mixed methods approach for assessing the issues posed by the evaluation manager was identified as a feasible one. A good Programme MIS Data base was available for the ILO managed components, combined with FAO's final report of March 2011 gives a basis for quantification of the main outputs, outcomes and impacts on employment and income (including distribution of benefits among the main target groups of under-privileged youth and women).

Programme data was supplemented by personal reports from Programme participants and Implementing Partners, as well from District officials in order to assess qualitative dimensions not captured in the data base – such as benefits for peace building that were contributed by the Programme, its likely sustainability, to assess the means of action and draw out lessons; do an analysis of strengths and weaknesses, challenges and opportunities. A high degree of reliance was placed on opinions and feedback we received from Programme participants and community members, for assessing Programme benefits, impacts and other evaluation questions.

Given the rapid implementation modality, the fact that ILO was able to set up a very comprehensive data set, with comparable criteria for Participants across different

Programme components, and with explicit income/employment change measures in many cases is highly commended. However, separate data management systems for ILO and FAO, made comparability of employment generation figures difficult.

### **Main Findings & Conclusions**

The evaluation finds that this Project is a good example of how youth oriented income and employment in a post-conflict situation can yield good and rapid results. Despite many institutional factors that constrain rapid implementation in the UN system, sound and innovative technical inputs and management were mobilized by ILO to produce real value for money on the ground. The targets of the Project were multifaceted, and oriented to enabling 12.500 youths to be empowered and receive income and employment benefits. Though the precise numbers cannot be verified by this Evaluation, a good MIS Data system was put in place by ILO, and that gives much greater assurance of the specifics of the achievements. According to the project data base, it has been successful in achieving over 97% of its overall employment generation goals. It has also achieved the targeting of women to a greater extent than expected – 58% of all trainees were women as compared to the target of 30%. About 39% of trainees were from under-privileged groups, as compared with the target of 40% participants from the under-privileged segments of the Nepal Terai – dalits, janjatis, religious minorities and conflict affected. These results, and the benefits for peace building - of youth involvement in the economy and community affairs for peace building that were hypothesized in the concept for this Project -- were reported by the participants, implementing partners and community members with whom the Evaluation Team interacted with during the evaluation.

## Recommendations & Lessons Learned

### Main recommendations and follow-up

As this is the Final Evaluation for the project, the recommendations are primarily geared to follow-up actions by key stakeholders involved.

- 1. Programme Management:** Prepare an Exit Strategy to enable increased sustainability and linkup with future plans of key stakeholders in the Districts. This should include a dissemination of Programme activities, results, lessons learnt and good practices involving all current stakeholders as well as future ones that can build upon this work.
- 2. UN Peace Fund:** Needs to ensure that strategic follow up is included as part of 'rapid implementation' Agencies' Plan of Work. Implementing Agencies should also be required to tailor administrative and implementing modalities to meet demands of the task. Based on the findings of this Programme, the UN Peace Fund could seek to promote youth oriented programs in other post-conflict situations.
- 3. UNDAF:** Could build learning from this Programme to increase youth orientation in employment and peace oriented efforts.
- 4. Implementing Agencies, ILO and FAO:** Ensure good outreach of learning from this Programme, and that strategic follow up is incorporated in their Country plans of work.
- 5. Government of Nepal, Ministry of Peace and Reconstruction:** Role of youth in peace-building is promoted.
- 4. Local Implementing Partners** can establish stronger ties with participants and communities and building their capacity is good for sustainability and scaling up of innovations.
- 5. Results oriented management** and a built in monitoring system that was directed via implementing partners' TORs proved to be very effective in achieving results, and due consideration of participant needs for translating training into viable employment and income gains.
- 6. There is high value of youth focus** in post-conflict income and employment generation and empowerment/leadership development for peace building.

### Important lessons learned

1. Significant results are possible in a short time frame, but sustainability requires strategic follow up and a good exit strategy.
2. Rapid implementation can be made more efficient with an adaptation and rationalization of administrative procedures and division of labor between field and country offices.
3. Achieving integration with government policies requires sustained effort, and needs explicit incorporation in the implementation strategy.