



Mid-term Evaluation of the African Development Bank's Jobs for Youth in Africa Strategy 2016-2025

FINAL APPROACH PAPER

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AFRICAN DEVELOPMENT BANK GROUP

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ABBREVIATIONS AND ACRONYMS

AsDB	Asian Development Bank	IFC	International Finance Corporation
ADB	African Development Bank	IMF	International Monetary Fund
ADF	African Development Fund	JfYA	Jobs for Youth in Africa
ADF-14	Fourteenth Replenishment of the African Development Fund	JIM	Joint Impact Model
AFAWA	Affirmative Finance Action for Women in Africa	KII	Key Informant Interview
AfDB	African Development Bank Group	LTS	Long Term Strategy
AGI	Africa Growth Initiative	MARS	Management Action Record System
AHAI	Agriculture and Agro-Industry Department	MDB	Multilateral Development Bank
AHGC	Gender Women and Civil Society Department	M&E	Monitoring and Evaluation
AHHD	Human Capital, Youth and Skills Development Department	NEET	Not in Education, Employment or Training
AHVP	Agriculture, Human and Social Development Complex	NSO	Non-Sovereign Operation
AU	African Union	PCER	Department of Communications and External Relations
IDEV	Independent Development Evaluation	PCR	Project Completion Report
CODE	Committee on Operations and Development Effectiveness	PCR/XSR ENs	Project Completion Report / Expanded Supervision Report Evaluation Notes
COVID-19	Coronavirus Disease	PEVP	Power, Energy, Climate and Green Growth Complex
C/RSP	Country / Regional Strategy Paper	PINS	Non-Sovereign Operations & Private Sector Support Department
DBDM	Development and Business Delivery Model	PIVP	Private Sector, Infrastructure and Industrialization Complex
DEG	German Government's Deutsche Investitions- und Entwicklungsgesellschaft	PYAG	Presidential Youth Advisory Group
DFI	Development Finance Institution	QaE	Quality at Entry
ECVP	Economic Governance and Knowledge Management Complex	RDTS	Transition States Coordination Office
EIB	European Investment Bank	RDVP	Regional Development, Integration and Business Delivery Complex
ENABLE	Empowering Novel Agri-Business Led Employment	RMC	Regional Member Country
ERG	Evaluation Reference Group	SAPZ	Special Agro-industrial Processing Zones
ESW	Economic and Sector Works	SDG	Sustainable Development Goal

EVRD	Evaluation Results Database	SME	Small and Medium Enterprise
FGD	Focus Group Discussion	SNDR	Delivery, Performance Management and Results Department
FIVP	Finance Complex	SNSP	Strategy and Operational Policies Department
FMO	Nederlandse Financierings-Maatschappij voor Ontwikkelingslanden	TSF	Transition Support Facility
GC-VII	Seventh General Capital Increase	TVET	Technical and Vocational Education and Training
ICT	Information, Communication and Technology	TYS	Ten Year Strategy
IFI	International Financial Institution	UA	Units of Account
ILO	International Labor Organization	YEE	Young and/or Emerging Evaluator
IFAD	International Fund for Agricultural Development	YEI MDTF	Youth Entrepreneurship Innovation Multi-Donor Trust Fund

1. INTRODUCTION

The Independent Development Evaluation function (IDEV) of the African Development Bank Group (AfDB or the Bank) conducts independent evaluations of: (i) AfDB policies, strategies and operations, working across sectors, themes, regions and countries; and (ii) processes, procedures, activities or corporate operations which impact the administration of the AfDB's activities. IDEV produces evaluation reports which present key findings pertaining to the relevance, coherence, effectiveness, efficiency, sustainability and impact of the AfDB's interventions, and draws lessons and recommendations which can be used to improve the Bank's interventions and contribute to development effectiveness.

IDEV is conducting a mid-term evaluation of the Bank's Jobs for Youth in Africa Strategy (2016-2025) as part of its 2019-2021 work program approved by the Bank's Board of Directors. IDEV has procured the services of Genesis Analytics to support the evaluation.

This Approach Paper lays out a broad approach to carry out the proposed evaluation. The mid-term evaluation will cover the period of June 2016–December 2021. The evaluation is expected to inform the remaining years of the JfYA strategy.

This Approach Paper contains the following sections: (i) Introduction; (ii) Context; (iii) Evaluation purpose; (iv) Strategy overview; (v) Portfolio review; (vi) Evaluation approach and methodology; (vii) Management and quality assurance; (viii) Communication and knowledge management.

The annexes to this document include (1) an elaborated Theory of Change (ToC); (2) a detailed workplan; (3) evaluation design matrix; (4) key informant interview guides; (5) Terms of Reference for the case studies; (6) Country case study projects; (7) Proposed knowledge management and communication activity plan; (8) References.

2. CONTEXT: YOUTH EMPLOYMENT IN AFRICA, STATUS, ISSUES AND CHALLENGES

1. Africa is the 'youngest' and fastest growing continent, with over 60 percent of its population under 25 years of age, compared to, Asia and the Pacific where youth represent 25% of the population. In the timeframe between 2010 and 2020, Africa's population under age 20 increased by 25.6% and is projected to become the largest share of the continent's population by 2070 (AfDB, 2020b). However, Africa's economic growth has failed to generate sufficient employment, keeping large segments of the population in poverty (ILO, 2020a). One of the consequences of unemployment and lack of opportunities for youth is the economic migration of African youth to Europe, or other African states that are perceived as having more opportunities. Youth (15 - 35)¹ in Africa could be the continent's greatest asset, provided they are engaged in productive employment that will drive inclusive growth and economic transformation (AU, 2006). A combination of high population growth rates and reliance on low productivity sectors, such as agriculture and informal sector, and exports of primary commodities (that are often capital intensive) limit the pace of job creation to be able to absorb the growing labor force (ILO, 2020a; ILO, 2019b).
2. Like youth in many developing parts of the world, the youth in Africa are three times more likely to be unemployed than adults (ILO, 2020b)². Issues of gender exclusion, low levels of education, skills mismatch, and distance from labor markets account for some of the differences in the employment status of youth across the continent. In 2019, one in five young Africans aged 15-24 years was neither

¹ African Union identifies youth as persons aged 15-35 years. The Approach Paper refers to this definition of youth

² ILO defines youth as persons aged 15-24 years; and adults as persons aged 25 and above.

employed nor enrolled in education or training (NEET). This situation is worse in Northern Africa (26.4%) and Southern Africa (32.4%) (ILO,2020a).

3. Furthermore, in most countries young women experience higher NEET rates at 27.3% than young men (16.9%) within the same age group (ILO, 2020a). Cultural expectations around women's roles in domestic work and unequal access to quality education, good health services, and adequate finance affect women's access to job opportunities.
4. Almost three quarters of Africa's urban population is younger than 35; youth unemployment is 6 times higher in urban areas than in rural areas (Mo Ibrahim Foundation, 2015). Young women and men living in transitional contexts experience barriers including low levels of education, illiteracy, physical and psychological abuse, early family responsibilities, scarcity of educational and vocational training, skills mismatches, failure of policies, security concerns, and limited employment prospects that reduce their ability to engage in productive activities (ILO 2016a).
5. The African youth often face problems of skills mismatch and skilling gaps which impact their ability to access decent jobs. Consequently, as much as 95% of the employed African youth work in the informal sector, characterized by decent work deficits such as low wages, job insecurity and instability, lack of representation, social dialogue and social protection (ILO, 2019c). In 2019, 63% of young workers lived in poverty³ in Africa compared to 51% of adults (ILO, 2020a). Skills and education mismatch affects youth labor productivity in Africa through lower wages, job satisfaction, and job search (AfDB, 2020). It is estimated that close to 50% of employed youth in Africa perceive their skills as mismatched to their jobs. A similar study found that in contrast to developed countries, a larger share of employed youth in African countries work in jobs (in the sectors of agriculture, industry, and services) for which they were undereducated (56.9%) than overeducated (8.3%) (Morsy and Mukasa, 2019). Many youths also lack the necessary skills to participate in the digital revolution, thereby reducing their value to an emerging technology-driven labor market.
6. The COVID-19 pandemic has worsened the challenges of youth unemployment and access to opportunities, as recent data from the African Economic Outlook 2021 indicates that the youth and other vulnerable groups predominantly engaged in the informal sector have been disproportionately impacted. The African economy was estimated to have shrunk by 2.1% in the year 2020. It was estimated that 20-30 million jobs will be lost by 2021 due to COVID-19 pushing an estimated 38.7 million Africans (mostly women, youth and low skilled informal workers) into extreme poverty. In addition to an economic slump which has reduced employment opportunities, the youth have also suffered from missed learning and skills development opportunities due to school closures. There are also anticipated increases in mental health issues amongst the young including depression and anxiety as a result of losing incomes (AU, 2020). Decent jobs are the pathway for Africa's youth out of poverty. Research has shown that rising labor incomes have directly accounted for around 40% of the drop in poverty (World Bank, 2013).

3. JOBS FOR YOUTH IN AFRICA STRATEGY: GOALS, OBJECTIVES AND IMPLEMENTATION STATUS

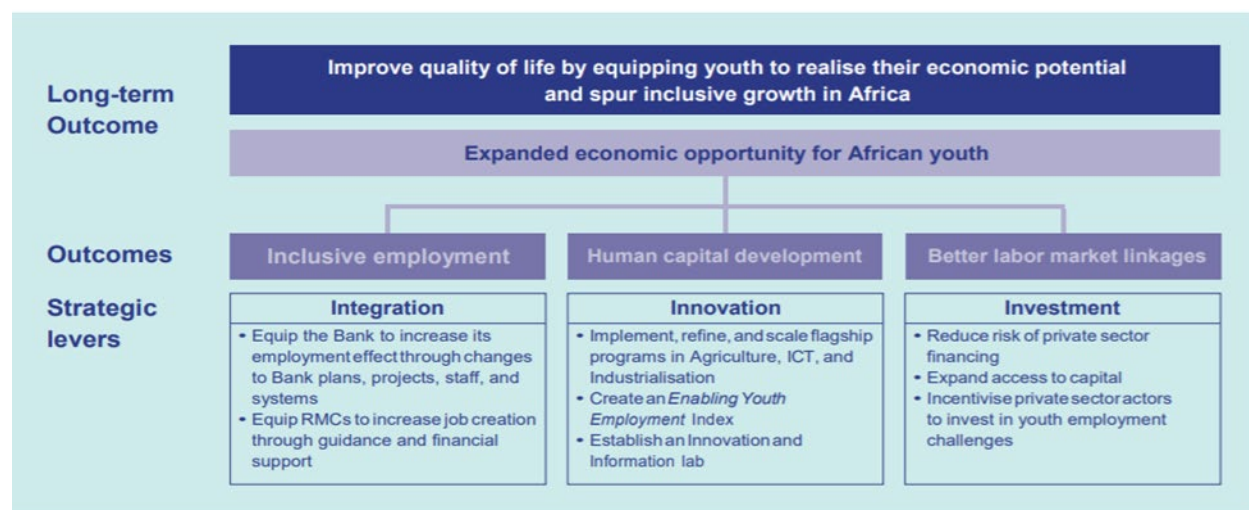
7. In 2016, the Bank launched the JfYA strategy to create 25 million jobs and positively impact 50 million youth (15 - 35 years) by 2025. This strategy directly contributes to the AfDB's Ten-Year Strategy

³ Working poverty in the framework of the ILO publication is defined as follows: The working poor are employed people who live in households that fall below an accepted poverty line.

objective of achieving inclusive growth by expanding economic opportunities for all youth irrespective of gender, age, socioeconomic strata and geography.

8. The JfYA strategy aims to increase inclusive employment and entrepreneurship, strengthen human capital, and create durable labor market linkages by making use of three strategic intervention areas, as below:
 - **Integration:** applying a youth employment focus across the Bank’s projects, investments and work with Regional Member Countries (RMCs). This is expected to be achieved through the increased focus of youth employment into the Bank’s plans, projects, staff training, and systems, and through increased Bank influence and support in RMCs.
 - **Innovation:** working with private and public sector partners to incubate, implement and scale up promising ideas for creating youth employment. This includes the rollout of several flagship programs,⁴ the establishment of the Enabling Youth Employment (EYE) Index providing a comprehensive database on key youth employment statistics at the country level, and the establishment of the Innovation and Information Lab.
 - **Investment:** catalyzing private capital to stimulate the youth employment and entrepreneurship ecosystem. The Bank intends to use existing instruments to fund the JfYA model projects and programs as well as leverage co-financiers to bring in more investments. This funding is achieved through the establishment of the Jobs for Youth in Africa Facility (targeting public sector financing); Boost Africa Investment Fund (bringing in private sector capital) and the use of Challenge mechanisms and other instruments to spur private sector investment in inclusive employment, human capital development, and labour market linkages.
9. The high-level **theory of change (Figure 1)** articulates the pathways to achievement of the long-term outcomes to ‘improve quality of life by equipping youth to realize their economic potential and spur inclusive growth in Africa’. A detailed TOC is presented in Annex 1. Overarching risks and assumptions are included in the detailed TOC, and it is expected that the evaluation will uncover additional assumptions at each level of the TOC.

Figure 1: The JfYA Strategy Theory of Change



⁴ Flagship programs are a set of programs focused on developing youth entrepreneurs and enhancing the skills of youth to meet private sector needs. Program models are designed at the continent-wide level and then customized at the country-level by individual RMCs. The set of flagships programs was reduced from six and aggregated into three comprehensive ones to maximize synergy (i.e., Coding for Employment, Skills Enhancement Zones as part of the SAPZ; and the ENABLE Youth program).

Source: JfYA Strategy Document.

10. The JfYA Strategy is aligned with the Bank's development goals as well as continental and global goals for achieving youth employment. It contributes to the commitments of the Fourteenth and Fifteenth Replenishments of the African Development Fund (ADF-14 and 15), the Seventh General Capital Increase (GCI-VII); as well as the African Union 2063 agenda and Sustainable Development Goals (SDGs). The JfYA leverages other Bank strategies including the just ended Human Capital Strategy, the Bank's High 5 priority areas (i.e., Light Up and Power Africa, Feed Africa, Industrialize Africa, Integrate Africa, and Improve the Quality of Life for the People of Africa), gender, private sector development and Fragility and Building Resilience in Africa strategies to support the achievement of inclusive growth in Africa.
11. **Strategy Implementation:** Operationalization of the JfYA strategy is guided by an implementation plan that lays out the detailed activities under the eight action areas, dedicated financial and human resources, effective internal coordination, and strong external partnerships. Strategy implementation is phased over the ten-year period 2016-2025, starting with establishing systems and structures, followed by initial activity implementation and going to scale in the last five years. To date, a dedicated team has been set up under the Human Capital, Youth and Skills Development Department (AHHD) to ensure the mainstreaming of JfYA activities in Bank operations. This team was envisaged to act as a "one-stop-shop" for youth employment and entrepreneurship work within the Bank to ensure synergy and quality across all Bank efforts in the areas of employment and entrepreneurship. This is in line with the AfDB's "One Bank" approach. The initial resource envelope required for implementing this plan was estimated at 3.5 billion Units of Account (UA), to be financed by the Bank and external funders (AfDB, 2016). The Bank has since mobilized resources and established funds to support strategy implementation, including the Youth Entrepreneurship Investment Multi-Donor Trust Fund (YEI-MDTF) and the Boost Africa Facility. It has also leveraged funds from the ADB and ADF windows, the Transition Support Facility and the Affirmative Finance Action for Women in Africa (AFAWA), among other sources of funding. The JfYA Strategy is implemented in partnership with other agencies engaged in addressing employment and entrepreneurship issues in Africa. They include state, non-state, financial, and non-financial partners in the areas of funding, incubation and knowledge generation, program design and implementation, and job linkages.
12. **Measuring Results:** Monitoring and evaluation of the JfYA strategy is embedded in the existing Bank' system supporting measurement of Bank, department, and project-specific level results. The JfYA strategy sets out 32 performance indicators and targets; some of which are part of the One Bank Results Measurement Framework. One of the key innovations introduced under this strategy has been the adoption of the Joint Impact Model developed in collaboration with other Development Finance Institutions (DFIs) to estimate the number of indirect and induced jobs created as a result of Bank investments. This model has been in use since 2020.

4. EVALUATION PURPOSE AND OBJECTIVES

13. As the Bank reaches the mid-point of implementation of the JfYA Strategy, IDEV is conducting a formative forward-looking evaluation to assess the progress made so far and to provide lessons on the effectiveness of the strategy. Findings of this evaluation will inform the Board and management on possible improvements and emerging priorities to be considered to accelerate progress in the second half of the strategy period. Specifically, the objectives of the evaluation are to:
 - a) Assess the continued relevance and validity of the theory of change and planning assumptions given contextual changes and shifts over the past five years;

- b) Assess the coherence, effectiveness, efficiency and sustainability of results achieved at mid-term and likelihood of achieving intended results in the remaining period;
 - c) Identify enabling and hindering factors to the achievement of expected outcomes; and
 - d) Draw lessons and provide actionable recommendations for areas of improvement, mid-course correction, if necessary, and/or new opportunities to be explored over the remaining course of the strategy.
14. **Evaluation scope:** This mid-term evaluation will cover the period of implementation of the Strategi i.e. from June 2016 to December 2021. It cuts across all sectors of Bank's support that target youth employment including agriculture, infrastructure, Finance, ICT, social and multisector. The evaluation will also examine both sovereign and non-sovereign operations that were financed through various instruments as well as analytical and knowledge work.
15. **Evaluation Users:** The primary users of this evaluation include the Bank's Board, Management, and AHHD as those who will be making direct decisions based on the findings of the midterm evaluation. Secondary users include the core implementing departments and complexes including the Agriculture, Human and Social Development Complex (AHVP), Regional Development, Integration and Business Delivery Complex (RDVP), Private Sector, Infrastructure and Industrialization Complex (PIVP), Transition States Coordination Office, Strategy and Operational Policies Department (SNSP), Department for Delivery, Performance Management and Results (SNDR), and the RMCs.
16. Other audience stakeholders to whom the evaluation report may be disseminated, include International Financial Institutions, and other development agencies engaged in similar youth employment and entrepreneurship efforts in Africa (such as the ILO, WB, UNDP, etc.), private sector organizations, youth organizations and other civil society organizations focused on youth issues.

Evaluation Questions

17. Evaluation questions that align with international evaluation criteria are outlined below. The comprehensive evaluation design matrix is included in Annex 3. The evaluation matrix is structured according to the OECD DAC⁵ criteria. The evaluation questions and sub questions investigate the relevance of the JfYA strategy in relation to the internal and external landscape, including process related questions to examine the implementation of the strategy to date, and the underlying and fundamental causal linkages as articulated in the theory of change.
- Is JfYA strategy implementation contributing to improvements in youth employment in RMCs?
 - How well has the JfYA positioned the Bank to contribute to improving employment outcomes of youth in Africa?
 - Are JfYA results sustainable or likely to be sustained?
 - What are we learning about what works, and what are the lessons from what is not working?

5. THE AFRICAN DEVELOPMENT BANK'S JfYA PORTFOLIO

18. A preliminary portfolio mapping has been conducted to establish the extent of the Bank's efforts towards achievement of the JfYA objectives and results. This mapping considers two categories of JfYA projects i.e.

⁵ <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

1. Primary youth employment⁶ projects i.e., projects that directly promote youth employment and employability and reflect this in their goals, objectives or results. These are projects that have been designed and approved to address youth employment and employability. They are funded with JfYA resources as well as other Bank funds held under other departments/sectors and regions.
 2. Secondary youth employment⁷ projects i.e., projects that do not define youth employment as an objective / result but have potential for creating jobs for youth and are contributing to JfYA results. This is demonstrated by the presence of JfYA related indicators i.e., jobs created, youth trained, SMEs supported, and financing made available for investments for youth businesses.
19. From 846 projects approved between June 2016–December 2021, the portfolio review has identified 168 primary youth employment projects with a total value of UA 4.32 billion and 300 youth secondary projects valued at UA 14.14 billion. The portfolio is predominantly public sector as can be seen from Table 1 below. The review finds that the majority of operations are ongoing (65 %), and only 20% are completed at the time of this evaluation. The remaining 15% are still at the approval stage.

Table 1: Project distribution by type (NSO/SO)

Project type	Youth primary		Youth secondary	
	Number of operations	Share (%)	Number of operations	Share (%)
Sovereign	157	93.5	238	79.3
Non sovereign	11	6.5	62	20.7
Total	168	100.0	300	100.0

20. This evaluation will focus on a sample of projects with youth objectives or results categorized as “primary youth projects” aligning with the JfYA strategy. The team will also conduct an analysis of secondary projects in the selected case study countries to assess the extent to which JfYA implementation has supported integration and adoption of youth employment initiatives across the Bank. The case study country selection is discussed in more detail below in the methodology section. Case studies which are being prepared at a higher level (YEI MDTF, and Country-level), not at individual primary project level. However, primary projects are being reviewed to inform the respective case study.
21. Primary youth employment projects cut across all sectors, with the majority falling within the agriculture, infrastructure and social sectors.

Table 2: Sectoral Distribution of youth primary projects

Sector	Number of operations	Share (%)	Value (UA million)	Share of value (%)
Agriculture	60	35.7	1622	37.5
Communications	1	0.6	59.46	1.4
Environment	6	3.5	86.17	2.0
Finance	9	5.4	337.20	7.8
Industry	1	0.5	87.95	2.0
Multi-Sector	26	15.5	651.87	15.1
Social	47	28.0	577	13.4

⁶ Primary youth employment projects have intentional and explicit youth employment or employability objectives or results.

⁷ Secondary youth employment projects refer to youth employment or employability only at the indicator level and not as a main objective or result.

Sector	Number of operations	Share (%)	Value (UA million)	Share of value (%)
Transport	9	5.4	685.38	15.8
Urban Development	1	0.6	42.59	1.0
Water supply and Sanitation	8	4.8	172.33	4.0
Total	168	100.0	4322	100.0

22. In terms of the value of funding, the primary category is dominated by the African Development Bank window amounting to UA 2.99 billion (69.2%) followed by the African Development Fund (20.8%) and the Transition Support Facility (5%).

Table 3: Funding of Primary Youth Employment Projects

Source of Funding	Value (UA million)	Share of value (%)
African Development Bank	2999.88	69.5
African Development Fund	887	20.5
Transition support Facility	219.36	5
Africa Growing Together Fund	85.36	2
Others	130.4	3.0
Total	4322	100.0

23. Over the evaluation period, the highest portion of the portfolio (38.7%) was located in middle income countries as can be seen from Table 4 below. Even though the proportion of the JfYA related portfolio located in states in transition appears significant at around 34%, it accounts for only 13.7% of the total value of approvals.

Table 4: Distribution by Country Status (youth primary projects)

Country Status	Number of operations	Share (%)	Value (UA million)	Share of value (%)
Countries in transition	57	34	590.15	13.7
Low income (not transitional)	16	9.5	269.00	6.2
Middle Income countries	65	38.7	3188.50	73.8
Multinational ⁸	30	17.8	274.35	6.3
Total	168	100.0	4322	100.0

24. The bulk of the primary youth employment projects in terms of number of operations lies in the West and East region, and in terms of investment in the West and Central region, as can be seen from Table 5.

Table 5: JfYA Portfolio by Region (youth primary projects)

Regions	Number of operations	Share (%)	Value (UA million)	Share of Value (%)
Central Africa	21	12.5	927.73	21.5
East Africa	31	18.5	562.32	13.0
Multi- region	20	12	174.90	4.0
North Africa	15	9.0	707.49	16.5

⁸ Multinational refers to single operations that are implemented across more than one country.

Regions	Number of operations	Share (%)	Value (UA million)	Share of Value (%)
Southern Africa	25	15.0	388.44	9.0
West Africa	56	33	1561.12	36.0
Total	168	100.0	4332	100.0

6. EVALUATION APPROACH AND METHODOLOGY

25. This evaluation will adopt a theory-based approach to conduct a contextual analysis, assess the design, implementation approach and assess the achievement or likelihood to achieve results, emerging lessons and opportunities.
26. As a midterm evaluation, this exercise is formative, emphasizing reflection, generating lessons and other evidence that can inform performance improvements in the remaining half of the strategy period. The purpose of this evaluation is not to assess the impact at a project, or strategy level as this is premature.
27. As articulated in the theory of change, there are implicit and explicit mechanisms, activities and implementation processes, and the strategic levers, which together are expected to contribute to the achievement of the objectives. This theory-based approach will examine the effectiveness of these causal mechanisms. Ultimately, the evaluation will seek to understand whether the JfYA strategy has been additive to the Bank's regular operations, and how the integrated contribution of the three strategic levers has amounted to achievement of results.
28. The midterm evaluation will purposefully engage key stakeholders throughout the process to ensure that the evaluation meets the needs of key stakeholder groups and produces credible and actionable information. During the scoping period conducted by the IDEV team, consultations were held with representatives of the Board, JfYA team, and key implementing departments on how the evaluation scope and design can be adapted to maximize utility.

Approach

29. The evaluation will have three key outputs: (1) a case study report including YEI-MDTF; (2) a policy and benchmarking report; and (3) a technical and summary report. In the table below, we describe the data collection methods to be used for each of these outputs and discuss this in more detail thereafter.

Table 6: Data sources and key deliverables

Methods	Case Study Report including YEI-MDTF and Flagship	Policy and Benchmarking Report	Technical Report and Summary Report
Desktop Review	<ul style="list-style-type: none"> AfDB documentation to understand JfYA Strategy implementation and programs in case study countries. Portfolio review conducted by IDEV. Country / Regional Strategy 	<ul style="list-style-type: none"> AfDB documentation to understand JfYA Strategy, High 5s, RISPs, TYS. Policy and strategy documentation related to youth 	<ul style="list-style-type: none"> AfDB documentation including JfYA Strategy, High 5s, RISPs, TYS. Annual review reports Portfolio review conducted by IDEV

Methods	Case Study Report including YEI-MDTF and Flagship	Policy and Benchmarking Report	Technical Report and Summary Report
	<ul style="list-style-type: none"> Papers. Mid-term review reports Country/ Regional Strategy Paper evaluations. YEI/MDTF and Flagship project documentation. Validated Project Completion Reports / XSRENs. Project Appraisal Reports (PARs). National development plans including either specific youth development plans where available / policies or social sector plans. Feasibility studies. 	<ul style="list-style-type: none"> employment and employability of selected benchmark institutions (ILO, Mastercard Foundation, World Bank, USAID, IFAD). Previous evaluations on employment and entrepreneurship where relevant. 	<ul style="list-style-type: none"> Other documentation received throughout the consultations (continuous discovery). Performance indicator data.
Key informant interviews	<ul style="list-style-type: none"> Project/task managers. Project implementation teams/units. AfDB country staff for the selected case study countries (regional, country offices). RMC policy and technical officers of various departments as related to the relevant projects in each of the respective countries. Select (Relevant) Financial (MDBs/bilateral) and Technical Partners. CSOs 	<ul style="list-style-type: none"> Implementation and collaboration partners including RMCs, multilateral and bilateral organizations, private sector organizations including financial institutions, other partners such as entrepreneurs and SME investors, technical, vocational and other training institutes. 	<ul style="list-style-type: none"> AfDB staff, including the JFYA team. RMC policy and technical officers for specific projects / tasks as identified through sampling. We will include engagements with youth where relevant and appropriate on a case-by-case basis. This will include youth that are regularly consulted by JfYA.
	<i>Note: KIIs will be conducted in person as part of field visits where feasible given COVID-19 restrictions</i>		
Focus group discussions	To the extent that it is feasible, focus group discussions will be held either in person or virtually with youth beneficiaries, or organizations that represent youth, in case studies		
Online survey	Online survey with youth engaged in projects reviewed in the three case studies.	N/A	N/A
Evaluation criteria to be assessed	Relevance, Coherence, Effectiveness, Sustainability, Efficiency, Emerging lessons	Relevance, Coherence, Emerging lessons	Relevance, Coherence, Effectiveness, Sustainability, Efficiency, Emerging lessons

The evaluation team will generate the list of stakeholders for consultation during the evaluation

- The evaluation design matrix is presented in the Annex 3. Draft discussion guides are also included in the Annex 6. This will be further refined as the desktop review of documentation is conducted before the launch of actual data collection.

Methodology for Data collection

30. A robust mixed-methods approach using both qualitative and quantitative data collection and analytical methods will be applied to build the evidence base to answer the evaluation questions. These methods will include the following:

- **Policy review and benchmarking study:** The first phase of this exercise includes an in-depth assessment of the JfYA strategy and the extent to which it leverages and adds value to the High 5 priorities and other policies and strategies to assess the extent of coherence, alignment, complementarity, value addition and compliance. This will be followed by a benchmarking study of key comparator institutions, i.e., multilateral development banks, multilateral and bilateral agencies supporting youth employment and entrepreneurship programs in Africa and similar contexts. The benchmarking study will assess the comparator organization's policies and strategies, organizational set up and systems to identify good practices, and lessons that could be useful for the Bank in the remaining part of the strategy.
- Five key organizations have been identified for inclusion in the benchmarking exercise. While relevant organizations have been selected for the review, it is important to note that different actors have different authorizing environments, objectives, funding sources, and products, and so the purpose of the review is not to directly compare but to generate lessons that could be considered and adapted for AfDB. Selected organizations and the high-level reasoning for their relevance are as follows:
 - The **World Bank**, specifically the Jobs Group, takes an integrated approach to tackling youth unemployment. The World Bank's approach is to consider aspects of demand, supply and market linkages throughout the project design. The objective is for cross-sectoral, integrated programs to be implemented by project managers and project teams across World Bank departments. Programs can be implemented through self-standing (standalone), cross-sectoral, lending operations or through multiple lending operations coordinated through a joint results framework. The World Bank too has a dedicated Jobs team. An important emphasis is placed on private sector engagement through these programs. Special considerations are made in regard to gender outcomes and individuals with disabilities or different cultures. This youth employment strategy is run on various levels from macroeconomic and regulatory reform to spatial development and human capital programs. An important emphasis of the Jobs group's role is in monitoring job creation outcomes. They have created an M&E toolkit that provides a variety of resources aimed at project teams and clients in order to support the mainstreaming of the job's agenda. The Jobs Group has an important partnership with the Solutions for Youth Employment (S4YE) global program from which it gleans lessons and evidence on successful initiatives and impact evaluation. The work of the World Bank in relation to youth employment is a valuable comparator of the JfYA strategy as the tools used are similar, namely, the issuing of loans and grants. The objectives of integration are equally comparable. Other important similarities between the two institutions that provide a basis for drawing lessons are the organizational set up and focus on M&E guidelines and models. It is recognized, however, that the scale of the World Bank's activities is different, and the strategy is not tailored to the specific issues of African youth employment.
 - The **International Labor Organization (ILO)**'s youth employment activities enable technical assistance to tripartite constituents as well as advocacy with knowledge development and

dissemination. The ILO manages the *UN Global Initiative for Decent Jobs for Youth*, a global initiative that aims, under the 2030 Agenda for Sustainable Development, to scale up action and impact on youth employment. This initiative was launched by the ILO in 2016. The Initiative recognizes youth employment as a global issue and highlights sub-Saharan Africa as a priority region. An important emphasis is placed on the access to decent work. The Initiative is a multi-stakeholder partnership that is designed as an alliance for the many organizations, institutions, and groups around the world working toward youth employment; and seeks to be a catalyst for evidence-based action and impact. The platform aims to be a youth knowledge collection and dissemination hub. The ILO's strategy will be a relevant comparison as far as their work relates to the creation of a centralized source of information on youth employment initiatives and best practice. Furthermore, its organizational set-up with regional offices will be a valuable comparison on the assimilation of youth employment objectives at different levels of the structure. It is recognized that the modus operandi and operating scale of the ILO as a global advocacy-oriented organization are distinct from those of the AfDB

- The **Mastercard Foundation** as youth initiatives show how partnerships from multiple sectors can lead to greater impact, influence policymakers, amongst others, to adopt and support successful youth employment and entrepreneurship models. The Foundation's 'Young Africa Works' strategy builds on the Foundations' experience in financial inclusion, education and training, using youth employment as an indicator of progress in improving the lives of young people across 33 countries. With the knowledge that securing employment is a leading pathway out of poverty, the strategy focuses on partnerships with governments and the private sector to better understand their economic aspirations and identify priority sectors for growth. Long-term plans will be developed for each country of focus that will improve the quality of education and vocational training so that they equip young people with the skills employers need; leverage technology to connect employers and job seekers, and drive growth; and enable entrepreneurs and small businesses to expand through access to financial services. It is recognized that the comparison will not underscore the means used by the Foundation as these are different to those employed by AfDB. The Foundation provides mainly bilateral and multilateral allocations to programs (primarily in the form of grants). An appropriate point of comparison will be the geographic focus of their strategy and their implementation approach in terms of tactics to address market blockages. The strategies are comparable as the Foundation has a target of supporting 30 million young people with secure employment opportunities. The Foundation's strategy is relevant as it is Foundation-wide and is their guiding 'North Star'.
- **USAID**, whose activities strengthen linkages between public and private higher learning institutions, the private sector, and local government in order to better align technical / vocational education and training to employment and entrepreneurship opportunities. USAID considers it necessary to direct young people into income generating activities as a means of realizing the demographic dividend. The vision for USAID's action in youth employment does not include a specific plan for youth employment, rather, employment is considered a condition for a broader vision of youth development. There are two objectives for youth in development, the first is to strengthen programming, participation and partnership in support of the Agency's development objectives; and the second is to integrate youth issues and young people across Agency programs. The comparison with USAID will consider the national character of the Agency and consequential effects on its strategy. The Agency's work focuses on technical assistance as well as financial support and will, thus, be comparable to JfYA strategy on these points. The Agency's youth employment strategy is valuable for comparison due to its programming and integration facets.
- **The IFAD**, as working with partners from multiple sectors, including agriculture, enables greater impact and influence on policymakers and others to adopt and support successful youth employment and entrepreneurship models. The overall objective of the Youth Entrepreneurship

and Employment Support Services Programme (YESS) of IFAD is to create opportunities for rural youth to build their economic livelihoods through rural entrepreneurship or employment. The programme aims to increase their engagement in the rural sector, contribute to sustainable rural transformation, and develop a new generation of young farmers, agripreneurs and rural supply chain actors. The design of the programme looks to provide alternative pathways to create both on-and off-farm entrepreneurship and employment opportunities for the broader rural economy. IFAD, although an international organization, is comparable due to its primary activity being the provision of grants and loans through various programs. The YESS programme will be of interest for work done under JfYA to support rural and agricultural job creation.

31. **Country case studies:** The evaluation will conduct targeted country case studies to provide an in-depth analysis and learning on the relevance and alignment of JfYA interventions, assess the impact of the country's political, social, economic and demographic contexts and local capacity on achieving and sustaining JfYA results; potential of scalability of ongoing and planned high-impact projects; and identification of operational constraints and opportunities.
32. A purposive sample of countries is proposed based on the following criteria: regional representation, volume of interventions, mix of completed/ongoing/approved primary youth projects, presence of flagship projects, trust funds coverage, mix of sovereign/non-sovereign projects, and country income status. In addition, provisions have been made to include countries with transitional situations. The box below shows how countries and projects have been selected:

Table 7: Selection and characteristics of countries for country case studies

	Youth primary	Project status (ongoing, completed)	Status: Transition, MIC	Region	Number of project (total, [primary] [secondary])	Loan amount (total)
DRC	Yes	Yes	transitional	Central	12 [7] [5]	303 million UA
Senegal	Yes	Yes	MIC (Blend)	West	13 [9] [4]	710.75 million UA
Morocco	Yes	Yes	MIC	North	16 [5] [11]	1790 million UA
Kenya	Yes	Yes	MIC (Blend)	East	16 [4] [12]	862.43 million UA
Malawi	Yes	Yes	ADF	Southern	8 [4] [4]	57.99 million UA

To select projects in these countries, the following criteria was applied:

- Youth primary projects,
- Youth secondary projects supporting SMEs development⁹,
- Youth secondary projects with youth specific indicators,

In total, we, therefore, propose looking at 49 projects (Number of ongoing and completed projects is reflected in brackets):

Table 8: Projects selected and their characteristics per country for country case studies

	Kenya	Senegal	Malawi	DRC	Morocco	Total
Youth primary	4 (3)	9(8)	4 (4)	7 (7)	5(4)	29 (26)
Youth secondary supporting SMEs	3(3)	2(2)	3(3)	2 (2)	3(3)	13 (13)
Youth secondary with youth specific indicators	3(3)	1(1)	0	0	3(3)	7 (7)
Total Project to include	10(9)	12(11)	7(7)	9(9)	11(10)	49(46)

⁹ Note that the depth of investigation will vary in the primary and secondary projects. The focus on secondary projects is to assess extent of integration of youth employment considerations and how they are contributing to JfYA results. This will also include an assessment of modalities in place to support the integration.

33. In addition to the single-country case studies, the evaluation will include two multi-country case studies, namely, the Flagship projects and the Youth Entrepreneurship and Innovation Multi-Donor Trust Fund Case Study. These will be addressed using a combination of field missions and desktop-reviews.
34. **The Flagship Case Study:** The flagship case study will assess the planning, implementation and monitoring, and effectiveness of the flagship programs as a coherent program with stated objectives and targets. The evaluation will establish the results achieved so far and assess the potential of scalability of the flagships. This case study will review a sample of 25 primary completed or ongoing projects, with more in-depth assessment of the 6 projects already captured under the country case studies. Generally, the depth of investigation is dependent on project progress and availability of information.
35. **The YEI MDTF Case Study:** The evaluation will look into the performance of the 40-million-dollar YEI-MDTF and the extent to which the intended objectives are being met. The results of this performance assessment are expected to inform ongoing discussions on replenishment of the Fund. YEI-MDTF is the only grant vehicle directly supporting the JfYA to fund activities as well as leverage and co-finance with other donors and bank operations.
36. The YEI-MDTF case study will include a desk review of documents, interviews with relevant Bank staff, donors, RMCs, implementing partners and youth beneficiaries to:
- examine and validate progress towards intended objectives and targets;
 - assess efficiency in resource mobilization and use;
 - assess the adequacy of planning, project design, implementation, reporting and monitoring systems;
 - assess the likelihood of sustainability of results achieved;
 - assess the appropriateness of instruments;
 - identify contributing and constraining factors to the achievement of results at different levels and emerging opportunities that could be addressed; and
 - make recommendations for scaling up the impact of the fund.
37. The YEI-MDTF case study will look across the sample of 28 projects. The depth of investigations remains subject to availability of data.
38. **Document review:** The team will review documentation to understand the design, implementation experience, and results achieved under the JfYA Strategy. The indicative list of documents will include:
- JfYA Strategy related documents (i.e., the strategy, implementation plans and reports);
 - Results briefs / briefing reports;
 - Flagship reports, project-level concept notes, reports, past evaluation reports;
 - Trust Fund and Initiative agreements, annual progress reports and evaluations/reviews;
 - Research and other economic and sector works (ESWs) produced as part of the Bank's youth employment and entrepreneurship initiatives;
 - Sector action plans; country and regional strategy papers;
 - Other Bank strategy and policy documents including the annual development effectiveness reports;
 - Latest research and studies on youth employment issues produced by other institutions. Since 2016, additional research and evidence have been produced on topics such as the effectiveness of formal TVET programs, lending to MSMEs, and private sector linkages. The evaluation will seek to update some of the evidence from external literature as well as the internal findings to validate the evaluation findings and support the development of the emergent recommendations.

39. **Portfolio analysis:** The evaluation will build on the preliminary portfolio mapping to conduct an in-depth analysis of the Bank's contribution to the JfYA strategy results by identifying relevant projects, portfolio evolution, assessing their relevance, volume and other characteristics that impact results.
40. **Collection and analysis of performance indicator data and a review of the Joint Impact Model:** The evaluation will review project / program completion reports and other data to compile and analyze key indicator performance against the JfYA results framework indicators. The evaluation will recommend how job measurement and collection of other data¹⁰ can be aligned and improved over the remaining half of the strategy period.
41. **Desk-based project review:** Based on the portfolio analysis, and the performance indicator data, the evaluation will assess selected completed youth primary projects¹¹ to understand the extent to which they aligned with the JfYA and supported achievement of country / strategy objectives, appropriateness of systems and structures to support implementation; efficiency, results achieved and sustainability (or likelihood). This will present an overall picture of project performance which is not specifically reflected in the JfYA Results Measurement Framework. This desktop review is expected to cover about 17 projects (of which 8 are already included in the different categories of case studies) subject to availability of documents.
42. **Key informant interviews (KII)** These interviews are targeted at capturing views and perspectives of the different stakeholders of concern regarding the JfYA strategy. The KIIs will capture the experience of these critical stakeholders regarding the implementation of the strategy, the relevance and adequacy of Bank systems and resources to support implementation, the results achieved, and sustainability. Semi-structured interviews will be used to guide the discussions with key informants. The interview guide will be customized for each individual stakeholder to ensure that the most relevant questions are being asked. Draft KII guides are attached as Annex 5. Customization will be informed by a preparatory review of the stakeholder's specific role, involvement and experience relating to the JfYA strategy. Final selection of key informants will be done in consultation with IDEV.
43. **Online survey of project stakeholders including** youth, enterprises, and selected private sector players in specific JfYA primary projects, as part of the case studies¹². Engagements will focus on the impact from the support they have received, its relevance and coherence as well as any recommendations on ways in which the JfYA implementation and impact can be enhanced given the current operating environment. The evaluation team will work with the JfYA headquarters team, Task Managers, and implementation partners to access the relevant contacts of the targeted survey respondents to administer the survey. Where possible, social media will be used alongside mainstream online survey applications to reach out to youth. The Genesis team will be responsible for the design of the survey, and this will take place once the desktop review of projects in country case studies has been completed.
44. **Focus group discussions with youth:** Where feasible, in case study countries, focus group discussions will be conducted with youth that are engaged with/impacted by AfDB JfYA programs.¹³
45. **Youth engagement in the implementation of the evaluation:** The evaluation will maximize opportunities for engaging youth at all evaluation stages, i.e., design, implementation, dissemination,

¹⁰ A review of the just completed [mid-term evaluation of the Bank's Results Measurement Framework](#) will be helpful to inform this analysis.

¹¹ Excluding 3 feasibility study operations

¹² Online survey will only be implemented with project-level stakeholders. Bank staff will be reached through KIIs.

¹³ FGDs may take place virtually, depending on the COVID-19 related restrictions and concerns of each country.

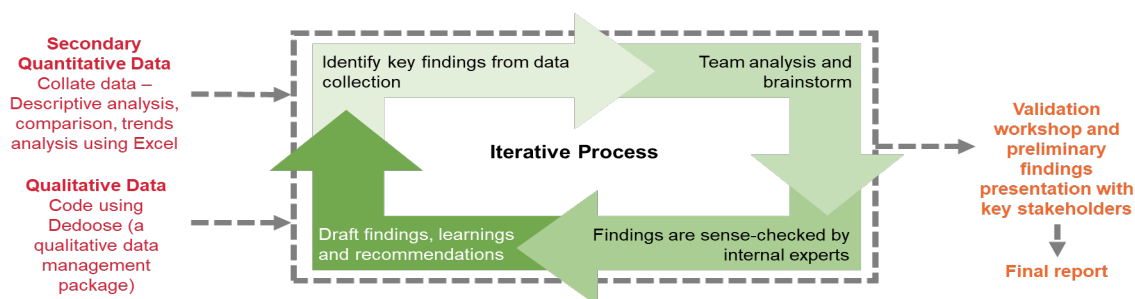
and use of lessons and recommendations. A representative of the Presidential Youth Advisory Group (PYAG) was consulted on the evaluation design, and PYAG will be consulted during the data collection phase. Evaluation ethics calls for evaluators to be respectful of respondents and gather data that will add value to the evaluation process. This evaluation will be cognizant of not collecting data from youth for the sake of claiming ‘youth inclusion’ but will be sensitive of ensuring that all youth-engagements have targeted objectives and lines of enquiry that will add value to the evaluation process. Further, the evaluation will uphold all data security and confidentiality issues. Further, as a commitment to the growth of the evaluation profession in Africa, Genesis hires young evaluators/researchers as permanent employees, and this evaluation will have 3 Young and/or Emerging Evaluator (YEEs) on the team who will be learning on the job but will also offer their perspective during the sense making and interpretation phases.

The evaluation design matrix maps out respondents to data collection methods (interviews, focus group discussions, online survey).

Limitations and Mitigation Measures

46. In the course of planning for this evaluation, the following challenges were identified: a) difficulty in disentangling and thereby attributing some of the results of the JfYA implementation (e.g. new jobs or SMEs created) from efforts of other sector strategies; b) difficulty in collecting and analyzing results framework indicator data due to the absence of clear indicator definitions and unavailability of supportive data; c) assessing mid-term performance of some of the JfYA strategy indicators (for example, the amount of additional financing made available to businesses through Investment activities or number of youth trained in coding centers placed in jobs) in the absence of annual targets and strategy level M&E plan.
47. The evaluation team will attempt to fill some of the data gaps, to the extent possible. The team will undertake the document review, engage with the portfolio analysis, and analyze performance indicator data prior to undertaking the KIIs and case studies so that gaps in the data can be identified and an effort to populate those gaps can be implemented during the primary data gathering phase.
48. One important unanticipated risk was the outbreak of COVID-19 in early 2020. The global pandemic affected the global economy, the way people and business were able to move and engage in business, the AFDB’s operations, and countries each had different responses to the pandemic. The evaluation will try to understand how COVID -19 affected the strategy implementation, project-level progress, and the achievement of results.

Data analysis, synthesis and reporting



49. **Data analysis:** Quantitative data will be analyzed using Excel, while qualitative data will be processed through an inductive thematic analysis. This entails identifying themes relevant to the assignment, those identified in the evaluation questions and sub-questions, as well as emergent themes, and then reading through the data and identifying quotations that pertain to these themes, coding them accordingly (per the evaluation matrix framework), and then interpreting the final output taking account of the frequency with which certain themes present and repeat. The process of coding will be carried out using an online qualitative data analysis software called Dedoose.
50. **Internal synthesis and draft report:** Upon conclusion of the data analysis, the Genesis team will conduct a series of internal synthesis sessions to review and interpret all findings. Evaluative reasoning will be applied to assess the performance of the JfYA according to the evidence provided. This involves reflecting upon the theory of change, identifying where the causal mechanisms hold true, where there are breaks in the causal mechanisms and where the assumptions do not hold true.
51. **Presentation of findings:** A validation workshop will be facilitated with the appropriate stakeholders to discuss the findings and interpretations from the draft report. During this workshop, the emerging findings will be sense-checked and work in collaboration to ensure that recommendations are practical.

7. MANAGEMENT AND QUALITY ASSURANCE

52. The evaluation will be coordinated by two co-Task Managers and an IDEV team that will provide methodological guidance, support in research, data analysis, data collection, report writing, communication and dissemination. IDEV management will provide supervision and guidance.

Task Managers	Girma Earo Kumbi – Chief Evaluation Officer Max Esther Muzika – Principal Evaluation Officer
Team Member	Fris Olaniran Yai – Evaluation Officer
Consultants	Genesis Analytics
Internal peer reviewers	Andrew Anguko – Chief Quality and Methods Adviser Eustace Uzor – Evaluation Officer
Knowledge Management	Jayne Musumba – Principal Knowledge Management Officer Najade Lindsay – Knowledge Management Officer Kate Stoney – Senior Communications Officer

53. In line with the AfDB’s focus on quality evaluative evidence to inform decision-making, the evaluation will be governed by the organizational quality assurance procedures to assure quality and provide useful evidence. All evaluation products will be reviewed by both external and internal peer review teams to ensure methodological soundness and operational relevance in line with the objectives of the midterm evaluation.
54. An Evaluation Reference Group (ERG) drawn from various departments of the AfDB has been established to provide feedback and advice on the technical soundness of the evaluation design, quality and relevance of evaluation findings, lessons learned and their usefulness to inform future interventions. The ERG will review core deliverables, i.e., the approach paper, technical and summary reports.

8. DELIVERABLES

55. As noted above, the mid-term evaluation will produce the following deliverables:

- **Final Approach Paper:** The final paper will present a detailed methodological approach including an elaborated theory of change, a revised evaluation matrix, clear data collection plan and analysis tools, terms of reference for case studies (see Annex 5), final selection of the case study countries and comparator organizations for the policy review and benchmarking study, a detailed work plan; and evaluation structure and team members' responsibilities.
- **Policy and Benchmarking report:** The benchmarking report will include key findings on comparator organization polices, business processes and institutional structures for delivering and measuring results of youth employment programs. The report will highlight gaps in the Bank's systems, good practices and lessons from the comparators that can be applied to improve the Bank's youth employment and entrepreneurship programs.
- **Country case study report:** The case study report will synthesize the main findings from the country case studies and a short note (three to five pages) on each case to be annexed to the country case study report.
- **YEI-MDTF Case Study Report:** This report will present the key findings of the performance of the Trust Fund so far; including the activities implemented, coverage and reach, results achieved and the extent of contribution to the broader JfYA results, funds utilization status, implementation constraints and mitigation measures, emerging opportunities and considerations.
- **Technical report:** The technical report will compile all required evidence to answer the evaluation questions. This report will be based on evidence gathered from the above components combined with additional data analysis. IDEV refers to the OECD-DAC and the Evaluation Cooperation Group guidance to assess the quality of the consultant's deliverables.
- **Summary report:** This report will summarize the key findings, lessons and actionable recommendations for submission to CODE.

56. A tentative timeline for execution of this evaluation is as below:

Table 9: Evaluation Timelines

EVALUATION ACTIVITY			
Draft Approach Paper			
Recruitment of a consultancy firm	November 2021		
Portfolio analysis			
Stakeholder consultations			
Final Approach Paper			
Data collection – headquarters (virtual)			
Indicator data collection			
Field data collection			
Policy and Benchmarking research			
Preparation of portfolio analysis report			
Preparation of policy and benchmarking report			
Preparation of case study reports			
Technical report (Draft)			
Workshop			
Technical report (Final)			
Summary report	July 2022	X	

9. COMMUNICATION AND KNOWLEDGE MANAGEMENT

57. A preliminary mapping of stakeholders is presented in the table below. Diverse communication means shall be used to engage with the identified stakeholders and ensure their active participation throughout the evaluation process. Their contribution will play a major role in shaping the evaluative knowledge intended to be produced at the end of the process. In addition, a dissemination plan for this evaluation shall be developed to ensure effective and efficient outreach of the final summary report and other knowledge products that shall be generated to enhance further learning from the evaluation findings, recommendations, and lessons learned from this evaluation.

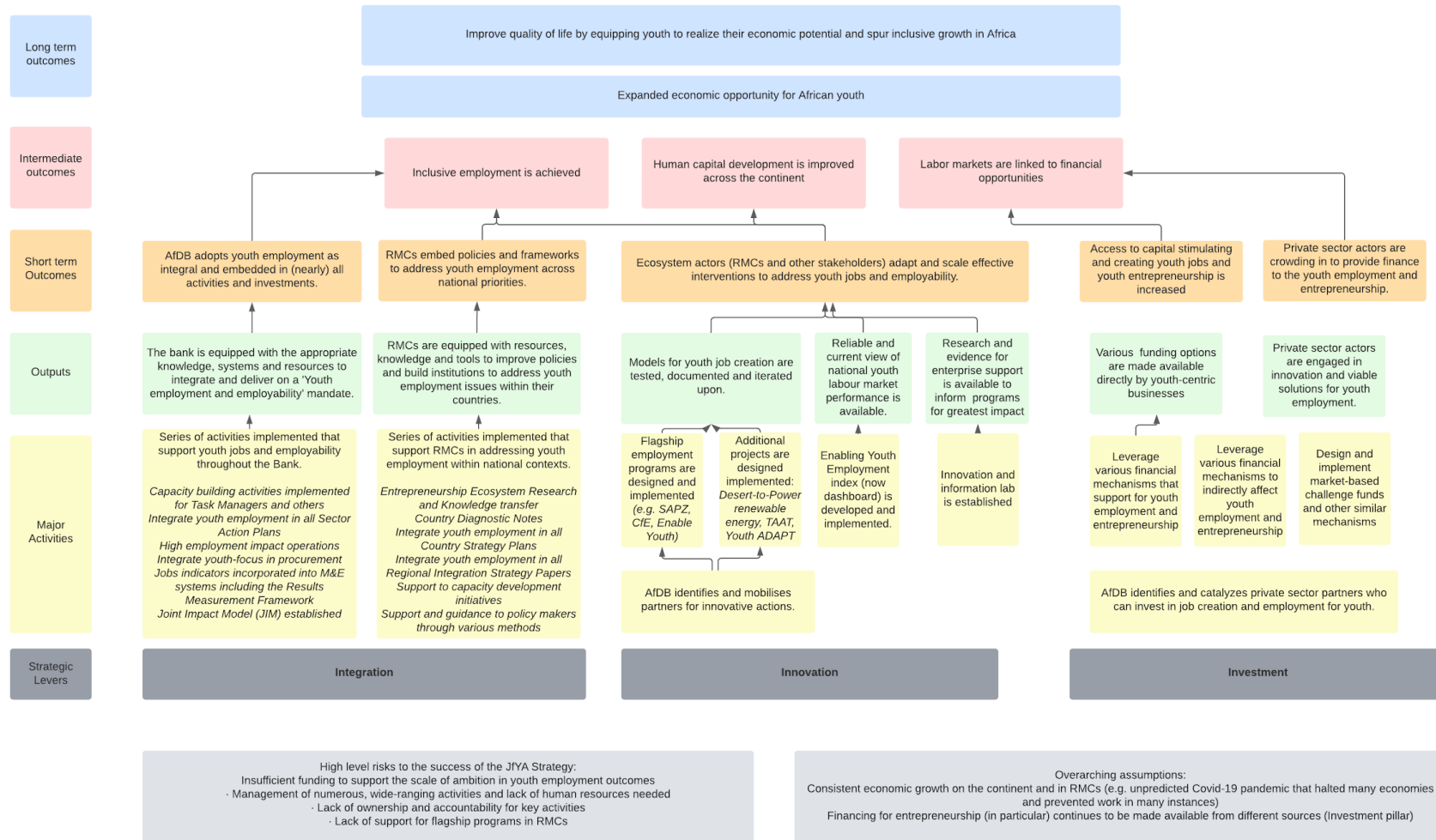
A provisional communication and knowledge plan is attached in the Annex 7.

Table 10: Stakeholder Mapping

Stakeholder	Purpose/Use	Nature of Involvement in the evaluation
Bank Board	<ul style="list-style-type: none"> Accountability, Learning. 	<ul style="list-style-type: none"> Review evaluation reports (including IDEV's reports and management's responses), Use evaluation findings to make decisions on possible improvements and emerging priorities to be considered in the second half of the strategy period.
Bank Management	<ul style="list-style-type: none"> Accountability, Learning. 	<ul style="list-style-type: none"> Use evaluation findings to make decisions on possible improvements and emerging priorities to be considered in the second half of the strategy period.
<ul style="list-style-type: none"> Jobs for Youth in Africa team AHHD Front Office Presidential Youth Advisory Group 	<ul style="list-style-type: none"> Learning to improve implementation performance, Accountability, Advocacy. 	<ul style="list-style-type: none"> Provide source material and documentation, Participate in interviews, Contribute to identification and mobilization of other persons to be engaged in the evaluation as respondents, case study participants, Review evaluation deliverables, Participate in dissemination of evaluation findings and lessons, Prioritize and coordinate the implementation of agreed recommendations.
Other direct implementing departments: AHHD, AHAI, AHGC, AHFR, PESD, PEGG, PERN, PIFD, PICU, PINS, PITD, RDVP, SNDR, RDTS, ECAD, ECMR, ECST	<ul style="list-style-type: none"> Accountability, Learning and quality improvement. 	<ul style="list-style-type: none"> Provide source material and documentation, Participate in interviews, discussions and learning events, As necessary contribute to identification and mobilization of other persons to be engaged in the evaluation as respondents, case study participants, Learning and implementation of evaluation recommendations.
Youth including Youth focused CSOs, youth beneficiaries, youth advocacy groups, researchers and evaluators	<ul style="list-style-type: none"> Advocacy. 	<ul style="list-style-type: none"> Participate in evaluation design, data collection and dissemination events Participate in key informant interviews and online surveys Read public reports and promote the use of lessons and recommendations

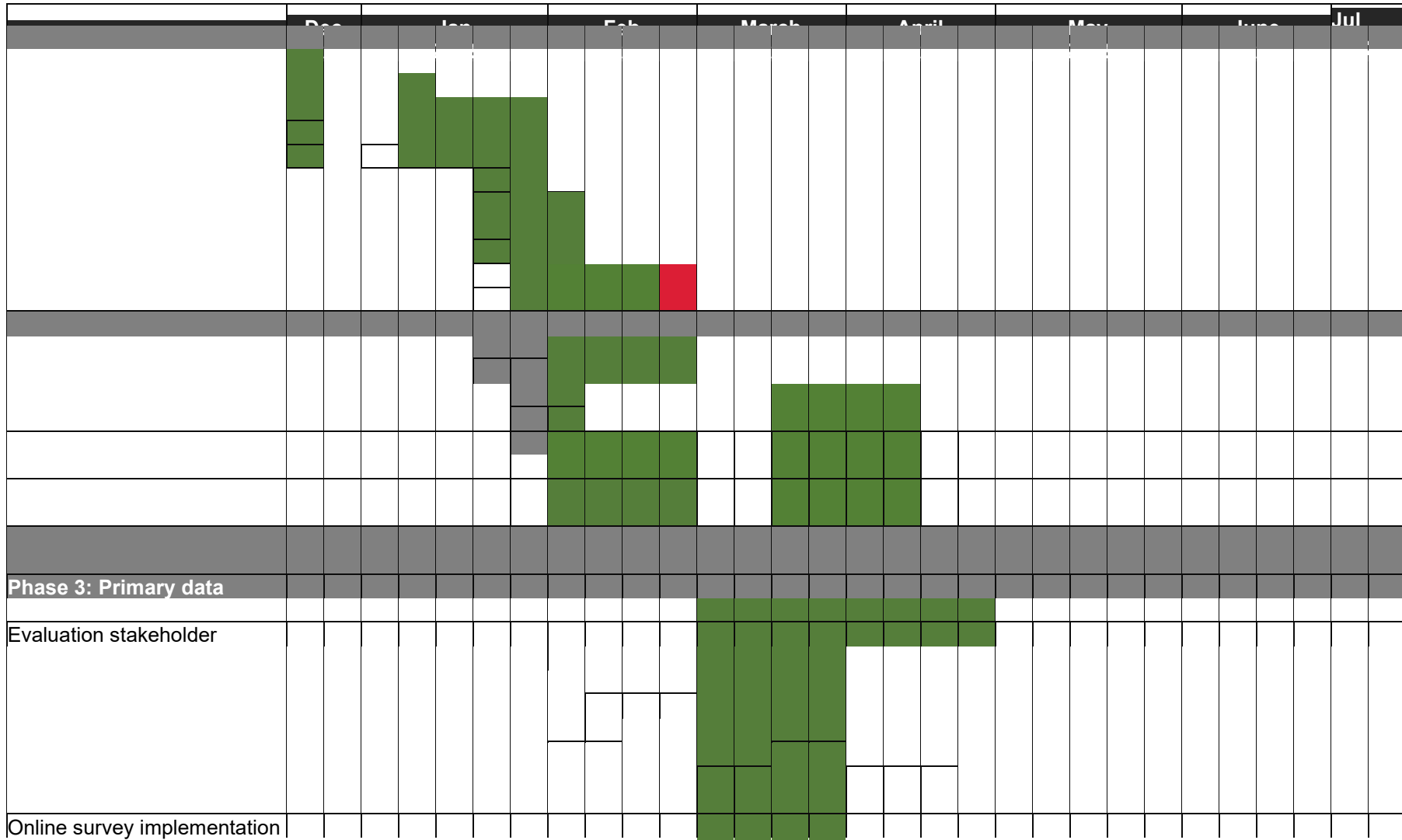
Stakeholder	Purpose/Use	Nature of Involvement in the evaluation
Governments / RMCs: policy and technical officers; national youth programs	<ul style="list-style-type: none"> • Accountability, • Learning. 	<ul style="list-style-type: none"> • Participate in data collection activities, • Participate in dissemination events, • Use findings, lessons and recommendations to improve youth employment policies and programs.
Development Partners: other MDBs, African Union, bilateral agencies, UN organizations, private sector organizations, Equity Funds, ICT organizations	<ul style="list-style-type: none"> • Learning and quality improvement. 	<ul style="list-style-type: none"> • Collaborate on data collection, • Review findings and recommendations for potential quality improvement and partnership opportunities,
Academic and research institutions: Universities, think tanks	<ul style="list-style-type: none"> • Knowledge mobilization 	<ul style="list-style-type: none"> • Collaborate on publications

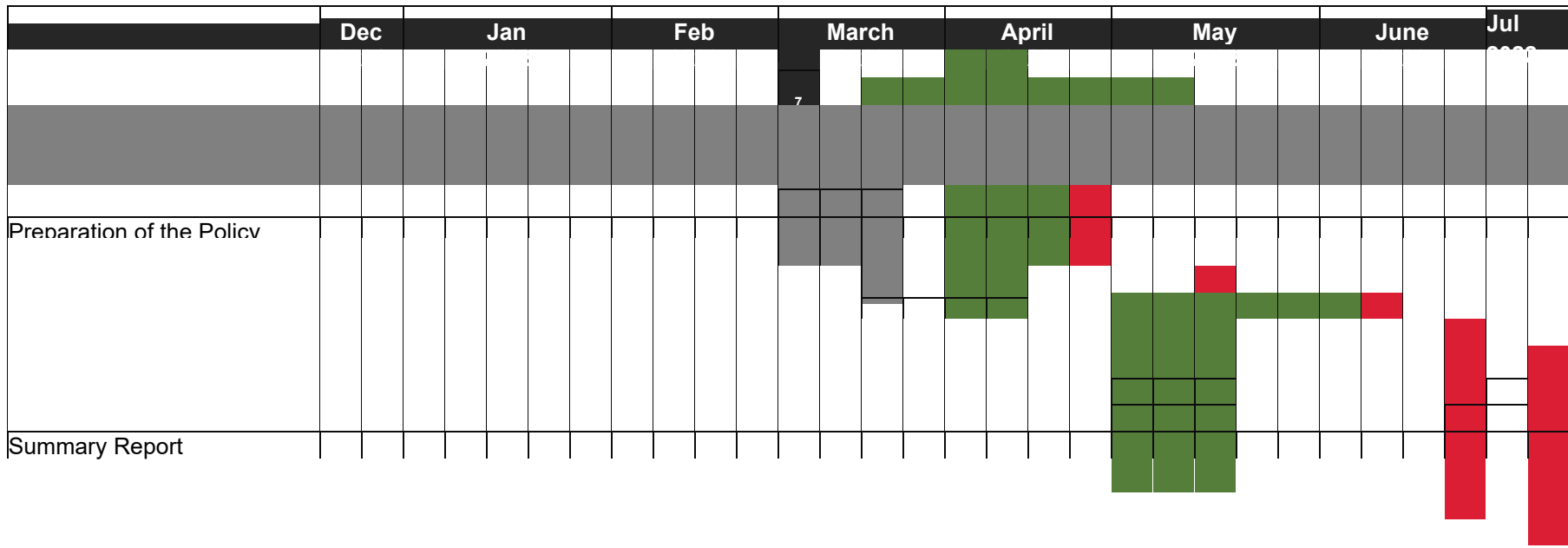
ANNEX 1: THEORY OF CHANGE (ELABORATED)



ANNEX 2: DETAILED WORK PLAN

We have summarized the above approach into a work plan, as set out below. We estimate that the assignment will require 25 weeks to complete.





ANNEX 3: EVALUATION DESIGN MATRIX

Key questions	Sub-questions/What to look for	Indicators/Measures	Data/Information Sources/ Data Collection Methods
1. How well has the JfYA positioned the Bank to contribute to improving employment outcomes of youth in Africa? (Relevance and Coherence)			
1.1. To what extent are the theory of change, underlying assumptions and risks relevant and valid in the remaining strategy period and are any changes needed to achieve the expected results?	<ul style="list-style-type: none"> Is the current theory of change known, understood and currently used? Are assumptions and risks still valid and does this affect the achievement of results? What things have changed in the operational context? How do they affect the implementation of JfYA and achievement of JfYA targets? Any identified gaps / opportunities in the theory of change needed to support the achievement of the objectives? How did COVID-19 affect the theory of change, the underlying assumptions, and the anticipated risks? 	<ul style="list-style-type: none"> Gaps in the theory of change, Extent to which the theory of change is valid and relevant for the current context, Reflection on the current youth employment context in 2022. 	<ul style="list-style-type: none"> Review of JfYA strategy documents and implementation plan, Review of ESWs and other relevant research and evaluations on youth employment issues in Africa, Key informant interviews with Bank staff i.e. JfYA implementation team, regional offices, Country case studies, Review of other contextual information and up to date research on youth employment issues.
1.2 Are intervention areas and implementation approaches suited to the continent's needs in a changing global context?	<ul style="list-style-type: none"> How does the JfYA address constraints, strengths, opportunities and challenges to youth unemployment in Africa across different contexts? How does the JfYA consider the different challenges and experiences faced by male and female youth? How has this evolved since the beginning of the strategy? To what extent do the strategic levers and the respective activities address constraints and opportunities for employment creation? To what extent have interventions been adapted to respond to changes in the operating context? What has enabled this adaptive management? How well did the Bank through the JfYA strategy respond to emerging issues from the COVID-19 pandemic? Have the principles identified as enabling factors through lessons learnt under each of the strategic pillars for implementation been incorporated? 	<ul style="list-style-type: none"> Perceptions on relevance and appropriateness of JfYA intervention areas and implementation approaches, Proportion of sampled JfYA projects that score satisfactory on relevance (disaggregated by sex, sector, region, country context) Proportion of sampled JfYA projects that have a gender focus/ target male/female youth differently Extent to which JfYA aligns with youth and RMC priorities, continental and global aspirations, Extent to which JfYA interventions and implementation has responded to COVID and other changes in the operating environment. 	<ul style="list-style-type: none"> Review of ESWs and other relevant research and evaluations on youth employment issues in Africa, Country case studies, Interviews with Bank staff, youth, partners, Online survey.

Key questions	Sub-questions/What to look for	Indicators/Measures	Data/Information Sources/ Data Collection Methods
1.3 How does the JfYA Strategy elevate and amplify similar strategies of the RMCs and other key development partners?	<ul style="list-style-type: none"> ● How have the strategic levers, which emphasize partnerships, been activated in implementation? ● What are areas of convergence, divergence and or duplication with other agency youth employment and entrepreneurship programs (goals, targets, systems and structures, implementation approaches)? 	<ul style="list-style-type: none"> ● Areas of leverage from AfDB to other partner agencies, ● Extent to alignment of JfYA strategy to RMC policies and priorities. 	<ul style="list-style-type: none"> ● Review of JfYA against agency strategies, global and continental aspirations, ● Key informant interviews with Bank staff, RMCs, counterpart MDBs, ILO, IFIs and bilateral agencies, ● Policy review and benchmarking study, ● Case studies
1.4 To what extent does the JfYA strategy add value and elevate effort and activities with other Bank strategies and policies?	<ul style="list-style-type: none"> ● How does the JfYA align with other High-5 and cross cutting strategies? ● What are the synergies and interlinkages between the JfYA, and other interventions carried out by AfDB? ● What is the value add of JfYA strategy to other policies and strategies? 	<ul style="list-style-type: none"> ● Areas of alignment and synergy, ● Areas of added value, ● Areas of misalignment or lost opportunities. 	<ul style="list-style-type: none"> ● Review of the Bank's TYS, human capital strategy, high-5 strategies, private sector, financial services, fragility and resilience, gender, economic governance, ● Interviews with Bank management and implementing departments staff.
1.5 Are Bank resources, systems and structures adequate to support the achievement of intended results?	<ul style="list-style-type: none"> ● What systems and structures are available to support JfYA implementation? ● What are the strengths and weaknesses of planning, financing, monitoring & evaluation and management systems? ● How has the availability, or lack, and strengths and weaknesses, affected the delivery of the strategy? ● Are financial resources and systems sufficient to support JfYA implementation? What are the gaps? ● Are human resources adequate in terms of numbers and skills mix? ● Has the available resourcing been able to support the implementation plan as originally anticipated? ● To what extent do the Bank's quality assurance process (QaE and exit) support the integration of youth entrepreneurship and employment issues across all bank operations? 	<ul style="list-style-type: none"> ● Extent to which planning, management, monitoring, and supervision, financing and quality assurance tools support the achievement of JfYA aspirations, ● Extent to which the PYAG is providing appropriate input in strategy implementation, ● Extent to which the JIM provides data that meets quality standards (validity, reliability, timeliness, precision, integrity), ● Required staffing and budget compared to workplan and tasks expected. 	<ul style="list-style-type: none"> ● Interviews and discussions with JfYA team, implementation departments and regional staff; FIRM, PYAG, ● Review of implementation plans, manuals, and progress reports, ● Assessment of JfYA results measurement framework, monitoring tools and outputs, ● Assessment of planning and quality assurance tools and the use thereof, ● Review of financial reports, ● Review of JIM manuals, database and tools, ● Review of past evaluations on self-assurance systems and plans.

Key questions	Sub-questions/What to look for	Indicators/Measures	Data/Information Sources/ Data Collection Methods
	<ul style="list-style-type: none"> How well has the Bank used its comparative advantage to advance strategy implementation and or results? 		
1.6 Are partnerships and collaboration mechanisms (i.e., both internal and external) contributing to the achievement of results, operating within the One Bank Approach?	<ul style="list-style-type: none"> How well has the one Bank approach been applied in implementation of the strategy so far? How have internal and external partnerships contributed to the results at different levels? What are challenges, opportunities and recommendations for improvement? 	<ul style="list-style-type: none"> Extent to which internal and external partnerships are affecting the achievement of progress and results, Perceptions on Bank and RMC partnership on youth employment, Enabling factors and best practices in partnership and collaboration. 	<ul style="list-style-type: none"> Key informant interviews with Bank staff, Key informant interviews with RMCs and partner agencies.
2. Is JfYA strategy implementation contributing to improvements in youth employment in RMCs? (Effectiveness and Efficiency)			
2.1 Are the strategy interventions and actions delivering the intended outputs and outcomes?	<ul style="list-style-type: none"> What is the status of the implementation of different interventions and projects and initiatives? What has been achieved? What has progressed well? What are the observable differences in the bank, RMCs, private sector partners, and other partners as a result of the JfYA strategy, the strategic levers and the implementation thereof? Which results are unlikely to be achieved? Why not? Does the JfYA strategy, its strategic levers, and the various activities, appear to be on track to deliver the expected outcomes sustainably within the next 5 years? 	<ul style="list-style-type: none"> # of implementation plan activities on track, # of completed projects that scored satisfactory on the effectiveness criteria, # of RMF indicators registering progress (disaggregated by gender), Level of bank staff knowledge and application of JfYA implementation approach, Youth perceptions (male and female) of the effectiveness of interventions, Number of projects that have a gender focus, or have accounted for targeting male/female youth in different ways Number of knowledge products and other ESWs produced and used, Extent to which JfYA implementation is meeting ADF-14 and 15 commitments. 	<ul style="list-style-type: none"> Case studies, Document review – briefing reports, flagship reports, Trust Fund annual reports, ADERs, Project completion reports and project mid-term review reports, CPCR/XSRENs, Project review, Indicator analysis, Interviews and discussions.
2.2 What key factors have influenced the achievement or non-achievement of	<ul style="list-style-type: none"> What internal and external factors are enabling the achievement of intended outcomes? What factors are hindering the achievement of outcomes? How 	<ul style="list-style-type: none"> List of contributing and hindering factors (disaggregated across intervention areas, target groups (including male/female youth), and country contexts). 	<ul style="list-style-type: none"> Case studies, Document review – briefing reports, flagship reports, Trust Fund annual reports, ADERs, Project completion reports and

Key questions	Sub-questions/What to look for	Indicators/Measures	Data/Information Sources/ Data Collection Methods
intended outputs and outcomes?	<p>might these be altered for greater success in the next five years?</p> <ul style="list-style-type: none"> • How did the involvement of youth at different points in the design and implementation contribute to the effectiveness and probable sustainability of the activities? • How did COVID-19 affect the anticipated implementation plan, various activities within the Bank, within the RMCs and in the other partner stakeholders? 		<p>project mid-term review reports, PCR/XSRENs,</p> <ul style="list-style-type: none"> • Project review, • Interviews.
2.3 What unintended outcomes (positive and negative) can be observed so far?	<ul style="list-style-type: none"> • What unintended outcomes have been identified as a result of implementation of the JfYA? • How did the JfYA contribute to the achievement of these outcomes? • How do they affect progress towards improvement of youth employment outcomes? • How does the emergence of these unintended results influence a change in the theory of change, the strategic levers, or the implementation activities? 	<ul style="list-style-type: none"> • List of negative and positive unintended consequences, (disaggregated by rural/urban, male/female as appropriate) • Implications of outcomes on the ultimate goal and objectives. 	<ul style="list-style-type: none"> • Case studies, • Document review – briefing reports, flagship reports, Trust Fund annual reports, ADERs, Project completion reports and project mid-term review reports, PCR/XSRENs, • Project review, • Indicator assessment, • Interviews, • FGDs.
2.4 Which interventions started under the JfYA have been scaled up and/or are ready for scale up?	<ul style="list-style-type: none"> • What conditions exist to enable scale up: resources, national policies, the capacity of the Bank, RMCs or partners? • How should the strategy leverage successes to date to support the achievement of the objectives and targets? 	<ul style="list-style-type: none"> • Number of interventions/ projects that have been scaled up, • Existence of supportive factors or conditions for scale up. 	<ul style="list-style-type: none"> • Key informant interviews with JfYA focal points and team members KIIs with implementation partners, RMCs, other development agencies, • Case Study, • Project review.
3. Are JfYA results sustainable or likely to be sustained? (Sustainability)			
3.1 How well did intervention strategies and implementation address issues of sustainability?	<ul style="list-style-type: none"> • What specific measures are identified in the design documents and implementation processes to support sustainability? • How have these materialized in the first five years of implementation? • What are the emerging gaps? 	<ul style="list-style-type: none"> • List of sustainability considerations in the design and implementation process, • Number of identified gaps. 	<ul style="list-style-type: none"> • Review of the JfYA strategy document, implementation plan, • Key informant interviews with JfYA focal points and team members KIIs with implementation partners, RMCs, other development agencies, • Case Study, • Project review.

Key questions	Sub-questions/What to look for	Indicators/Measures	Data/Information Sources/ Data Collection Methods
3.2 Which of the results achieved so far are more likely to be sustained, and why?	<ul style="list-style-type: none"> Which strategic lever is demonstrating the most sustainable results? Which technical, financial, institutional, policy capacity has been established to support their sustainability? How could the emerging successes and systemic changes be further supported for sustainability? 	<ul style="list-style-type: none"> List of results likely to be sustained disaggregated by lever, Number of completed projects that score satisfactory on sustainability. 	<ul style="list-style-type: none"> Case studies, Review of PCR/XSRENs, Interviews with relevant implementation partners, RMCs, other development agencies.
3.3 What are the key risks to sustainability of other intended outcomes going forward?	<ul style="list-style-type: none"> What factors affect the achievement and sustainability of intended outcomes going forward? What needs to be implemented by the AfDB, RMCs and other stakeholders to support sustained changes and results? mitigate against loss of momentum and results attained to date? 	<ul style="list-style-type: none"> List of risks to sustainability, Rational assessment of risk mitigation strategies. 	<ul style="list-style-type: none"> Case studies, Review of PCR/XSRENs, interviews with implementation partners, RMCs, other development agencies.
4. What are we learning about what works?			
4.1 What are emerging lessons, working and/or promising approaches that can be carried forward?	<ul style="list-style-type: none"> What are we learning about what works or doesn't work within the Bank? How are these learnings being integrated in ongoing planning and management? What other evidence exists from comparator organizations about promising/best practices that should be considered? 	<ul style="list-style-type: none"> Areas of learning. 	<ul style="list-style-type: none"> Policy review and benchmarking study, Case studies.

ANNEX 4: KEY INFORMANT INTERVIEW GUIDES

The guides will be further refined once the desktop research and document review is further along.

The evaluation team will customize the guide for each individual stakeholder to ensure that the most prevalent and appropriate questions are being asked of the respective stakeholders. This ensures high-quality data collection while also ensuring respect and ethical consideration for respondents such that they are only being asked for data that will provide value in the evaluation process.

For example, tools are currently structured such that there are generic questions asking whether the strategy has delivered the intended outputs and outcomes. The intention would be to nuance the tool for each stakeholder in advance of the respective interview, and specify which outputs and outcomes are relevant for that stakeholder based on the activities and / or projects and / or countries they are familiar with.

This serves as a draft version. Discussion guides are included for:

1. Jobs for Youth in Africa team, AFDB staff - strategy design and implementation focus
 2. Jobs for Youth in Africa team, AFDB staff - operational and implementation focus
 3. Jobs for Youth in Africa team, AFDB staff - measurement and results focus
 4. Other development organizations (partners, benchmarking institutions)
 5. Country teams (project managers/leaders, AfDB staff in RMC offices)
 6. Regional Member Country representatives
-

Jobs for Youth in Africa team, AFDB staff - strategy design and implementation focus

(e.g., JfYA team, Strategy and Operations Policy (SNSP), Human Capital, Youth and Skills Development (AHHD) etc.)

Thank you for taking the time to speak to us. We are conducting the midterm review of the JfYA Strategy. Everything we discuss today will be kept strictly confidential. There are no right or wrong answers and nothing you say will be attributed to you in our report. We will be taking notes during the conversation to assist us with data analysis later, but these will not be shared beyond the Genesis team.

Do you have any questions for us? Are you happy for use to proceed, and do you consent to participating in the interview process?

1. **[Introduction]** - please introduce yourself and explain your involvement with JfYA to date?
2. **[Relevance]** How well would you say has the JfYA positioned the Bank to contribute to improving employment outcomes of youth in Africa?
3. **[Relevance]** What have the big changes in the operational context been over the past 5 years and how do they affect the implementation of JfYA and achievement of JfYA targets?
4. **[Relevance]** Is the current theory of change known, understood and currently applied in practice?
5. **[Relevance]** Are assumptions and risks still valid?

6. **[Relevance]** Are intervention areas approaches suited to the continent's needs in a changing global context?
7. **[Relevance]** To what extent have interventions been adapted to respond to changes in the operating context? What has enabled this adaptive management?
8. **[Relevance]** How well did the Bank through the JfYA strategy respond to emerging issues from the COVID-19 pandemic?
9. **[Coherence]** To what extent does the JfYA strategy align with, complement, add value to and avoid duplication of effort and activities with other Bank strategies and policies?
10. **[Coherence]** How does the JfYA align with other High-5 and cross cutting strategies?
11. **[Coherence]** What are the synergies and interlinkages between the JfYA, and other interventions carried out by AfDB?
12. **[Effectiveness]** What conditions exist to enable scale up: resources, national policies, the capacity of both the Bank and recipient?
13. **[Lessons learnt]** What are emerging lessons, working and/or promising approaches that can be carried forward based on the JfYA interventions and/or the way that the Bank has gone about implementing the strategy over the past 5 years?
14. **[Lessons learnt]** What are we learning about what works or doesn't work within the Bank?
15. **[Conclusion]** - Is there anything you would like to tell me that we have not covered in the above questions?

Genesis will consolidate the key themes from these interviews in a comprehensive evaluation report. Genesis will vet the key findings with the IDEV and JfYA team through a validation workshop. The key findings from this evaluation will be made available to you at its conclusion. We appreciate your time.

Jobs for Youth in Africa team, AFDB staff in other departments - operational and implementation focus

(e.g., Human Capital, Youth and Skills Development (AHHD), Agriculture and Agro-Industry (AHAI), Gender, Women and Civil Society (AHGC), Agricultural Finance and Rural Development (AHFR), Climate Change and Green Growth (PECG), Financial Sector Development (PIFD), Infrastructure and Urban Development (PICU), RDVP including RDTS (Transition States and Coordination Office and RDRI (Regional Integration Office and others)

Thank you for taking the time to speak to us. We are conducting the midterm review of the JfYA Strategy. Everything we discuss today will be kept strictly confidential. There are no right or wrong answers and nothing you say will be attributed to you in our report. We will be taking notes during the conversation to assist us with data analysis later, but these will not be shared beyond the Genesis team.

Do you have any questions for us? Are you happy for use to proceed, and you consent to participating in the interview process?

1. **[Introduction]** - Please introduce yourself and explain your involvement with JfYA to date?

We would like to understand how well the JfYA strategy has positioned the Bank to contribute to improving employment outcomes of youth in Africa and we want to focus on the implementation and operational perspective in this meeting.

2. **[Relevance]** Would you say intervention areas and implementation approaches are suited to the continent's needs in the changing global context? To what extent have interventions been adapted to respond to changes in the operating context? What has enabled this adaptive management?
3. **[Relevance]** How well did the Bank through the JfYA strategy respond to emerging issues from the COVID-19 pandemic?
4. **[Coherence]** To what extent does the JfYA strategy align with, complement, add value to and avoid duplication of effort and activities with other Bank strategies and policies?
5. **[Efficiency]** How well has the one Bank approach been applied in implementation of the strategy so far?
6. **[Efficiency]** What are other internal and external coordination / collaboration mechanisms?
7. **[Efficiency]** How are partnerships at different levels contributing to results?
8. **[Efficiency]** What is quality of engagement and collaboration between the Bank and RMCs in advancing youth employment?
9. **[Efficiency]** What are challenges, opportunities and recommendations for improvement?
10. **[Effectiveness]** Would you say that the JfYA strategy implementation contributing to improvements in youth employment in RMCs?
11. **[Effectiveness]** Are the strategy interventions and actions delivering or likely to deliver intended outputs and outcomes?
12. **[Effectiveness]** What key factors have influenced the achievement or non-achievement of intended outputs and outcomes?

13. **[Sustainability]** Which of the results achieved so far are more likely to be sustained, and why?
14. **[Sustainability]** What are the key risks to sustainability of other intended outcomes going forward?
15. **[Lessons learnt]** What are emerging lessons, working and/or promising approaches that can be carried forward based on the JFYA interventions and/or the way that the Bank has gone about implementing the strategy over the past 5 years?
16. **[Conclusion]** - Is there anything you would like to tell me that we have not covered in the above questions?

Genesis will consolidate the key themes from these interviews in a comprehensive evaluation report. Genesis will vet the key findings with the IDEV and JfYA team through a validation workshop. The key findings from this evaluation will be made available to you at its conclusion. We appreciate your time.

Jobs for Youth in Africa team, AFDB staff - measurement and results focus

(e.g., Delivery, Performance and Results, Human Capital, Youth and Skills Development and others)

Thank you for taking the time to speak to us. We are conducting the midterm review of the JfYA Strategy. Everything we discuss today will be kept strictly confidential. There are no right or wrong answers and nothing you say will be attributed to you in our report. We will be taking notes during the conversation to assist us with data analysis later, but these will not be shared beyond the Genesis team.

Do you have any questions for us? Are you happy for use to proceed, and you consent to participating in the interview process?

1. **[Introduction]** - Please introduce yourself and explain your involvement with JfYA to date?
2. **[Relevance]** What is the Bank's comparative advantage in promoting youth employment and entrepreneurship?

We would like to understand how the JfYA strategy implementation is contributing to improvements in youth employment in RMCs and measurement and monitoring processes are key to this understanding.

3. **[Background]** Can you talk a bit about the results measurement framework of the strategy and how well this is being used?
5. **[Effectiveness]** Has the strategy interventions, from your knowledge, delivered intended outputs and outcomes?
6. **[Effectiveness]** How do results differ across country contexts, gender? How do these results differ across gender, socio-economic status and fragility contexts?
7. **[Effectiveness]** What key factors have influenced the achievement or non-achievement of intended outputs and outcomes?

We would like to understand whether the JfYA results are sustainable or likely to be sustainable

7. **[Sustainability]** Do you have a sense of which of the results achieved so far are more likely to be sustained, and why?
8. **[Sustainability]** Which technical, financial, institutional, policy capacity has been established to support their sustainability?
9. **[Lessons learnt]** What are emerging lessons, working and/or promising approaches that can be carried forward based on the JfYA interventions and/or the way that the Bank has gone about implementing the strategy over the past 5 years?
10. **[Lessons learnt]** What are we learning about what works or doesn't work within the Bank?
11. **[Conclusion]** - Is there anything you would like to tell me that we have not covered in the above questions?

Genesis will consolidate the key themes from these interviews in a comprehensive evaluation report. Genesis will vet the key findings with the IDEV and JfYA team through a validation workshop. The key findings from this evaluation will be made available to you at its conclusion. We appreciate your time.

Other development organizations (partners, benchmarking institutions)

Thank you for taking the time to speak to us. We are conducting the midterm review of the JfYA Strategy. Everything we discuss today will be kept strictly confidential. There are no right or wrong answers and nothing you say will be attributed to you in our report. We will be taking notes during the conversation to assist us with data analysis later, but these will not be shared beyond the Genesis team.

Do you have any questions for us? Are you happy for us to proceed and you consent to participating in the interview process?

1. **[Introduction]** - Please introduce yourself and explain your involvement with JfYA to date?
2. **[Coherence]** How are you addressing youth unemployment in your organization?
3. **[Coherence]** How are you organized to deliver on this mandate? If you could elaborate on the financing, management and results measurement structures that would be appreciated.
4. **[Relevance]** What are the priorities out of the evolving youth employment landscape that should be held front of mind over the next 5 years?
5. **[Lessons learnt]** What has your organization learnt about what works? And about what doesn't work?
6. **[Efficiency]** What collaboration and coordination mechanisms are in place between your organization and the AfDB in the area of youth entrepreneurship and unemployment? **
7. **[Efficiency]** How is the partnership contributing to results? **
8. **[Efficiency]** What are challenges, opportunities and recommendations for improvement? **

*** Where a partnership/coordination effort exists between the AfDB and the organization these questions will be asked*

9. **[Conclusion]** - Is there anything you would like to tell me that we have not covered in the above questions?

Genesis will consolidate the key themes from these interviews in a comprehensive evaluation report. Genesis will vet the key findings with the IDEV and JfYA team through a validation workshop. The key findings from this evaluation will be made available to you at its conclusion. We appreciate your time.

Country teams (Task Managers, Country Program Officers, Project Implementation Units,)

Thank you for taking the time to speak to us. We are conducting the midterm review of the JfYA Strategy. Everything we discuss today will be kept strictly confidential. There are no right or wrong answers and nothing you say will be attributed to you in our report. We will be taking notes during the conversation to assist us with data analysis later, but these will not be shared beyond the Genesis team.

Do you have any questions for us? Are you happy for us to proceed and you consent to participating in the interview process?

1. **[Introduction]** Please introduce yourself and explain your involvement with JfYA to date?
2. **[Relevance]** How would you describe the youth entrepreneurship and unemployment context in this country / region? What has changed in this situation over the past 5 years?
3. **[Relevance]** How do it affect the implementation of JfYA strategy of the AfDB?
4. **[Relevance]** To what extent does the JfYA address constraints, strengths, opportunities and challenges to youth unemployment in country XX?
5. **[Relevance]** To what extent do JfYA intervention areas and implementation approaches address constraints and opportunities?
6. **[Relevance]** To what extent have interventions been adapted to respond to changes in the operating context? What has enabled this adaptive management?
7. **[Relevance]** How well did the Bank through the JfYA strategy respond to emerging issues from the COVID-19 pandemic?
8. **[Effectiveness]** Are the strategy interventions and actions delivering or likely to deliver intended outputs and outcomes in country XX?
9. **[Effectiveness]** Which interventions started under the JfYA have been scaled up and/or are ready for scale up in country XXX?
10. **[Sustainability]** Which of the results achieved so far are more likely to sustained, and why in country XX?
11. **[Sustainability]** What are the key risks to sustainability of other intended outcomes going forward?
12. **[Lessons learnt]** What are emerging lessons, working and/or promising approaches that can be carried forward based on the JfYA interventions and/or the way that the Bank has gone about implementing the strategy over the past 5 years?
13. **[Conclusion]** - Is there anything you would like to tell me that we have not covered in the above questions?

Genesis will consolidate the key themes from these interviews in a comprehensive evaluation report. Genesis will vet the key findings with the IDEV and JfYA team through a validation workshop. The key findings from this evaluation will be made available to you at its conclusion. We appreciate your time.

Regional Member Country Representatives

Thank you for taking the time to speak to us. We are conducting the midterm review of the JfYA Strategy. Everything we discuss today will be kept strictly confidential. There are no right or wrong answers and nothing you say will be attributed to you in our report. We will be taking notes during the conversation to assist us with data analysis later, but these will not be shared beyond the Genesis team.

Do you have any questions for us? Are you happy for use to proceed, and do you consent to participating in the interview process?

1. **[Introduction]** Please introduce yourself and explain your involvement with JfYA to date?
2. **[Relevance]** How would you describe the youth entrepreneurship and unemployment context in this country / region? What has changed in this situation over the past 5 years?
3. **[Relevance]** What are the priorities out of the evolving youth employment landscape that should be held front of mind over the next 5 years?
4. **[Coherence]** How are you addressing youth unemployment at a national level in your country?
5. **[Coherence]** What are the youth employment and entrepreneurship related goals, objectives and intended results?
6. **[Relevance]** What is the AfDB's comparative advantage in promoting youth employment and entrepreneurship?
7. What has your institution learnt about what works? And about what doesn't work?
8. **[Efficiency]** What collaboration and coordination mechanisms are in place between your institutions and the AfDB in the area of youth entrepreneurship and unemployment? **
9. **[Efficiency]** How is the partnership contributing to results? **
10. **[Efficiency]** What are challenges, opportunities and recommendations for improvement? **

*** Where a partnership/coordination effort exists between the AfDB and the institution these questions will be asked*

11. **[Conclusion]** Is there anything you would like to tell me that we have not covered in the above questions?

Genesis will consolidate the key themes from these interviews in a comprehensive evaluation report. Genesis will vet the key findings with the IDEV and JfYA team through a validation workshop. The key findings from this evaluation will be made available to you at its conclusion. We appreciate your time.

ANNEX 5: CASE STUDY TERMS OF REFERENCE

As part of the JfYA Strategy evaluation, case studies will be conducted and will include:

1. **Country case studies:** The evaluation will conduct targeted country case studies to provide an in-depth analysis and learning on the relevance and alignment of JfYA interventions, assess the impact of the country political, social, economic and demographic contexts and local capacity on achieving and sustaining JfYA results; potential of scalability of ongoing and planned high-impact projects; and identification of operational constraints and opportunities.
2. A purposive sample of countries is proposed based on the following criteria: regional representation, volume of interventions, mix of completed/ongoing/approved projects, presence of flagship projects, trust funds coverage, mix of sovereign/non-sovereign projects, and country income status. In addition, provisions have been made to include countries who are in a transitional state¹⁴.
3. **The Flagship Case Study:** The flagship case studies will assess the planning, implementation and monitoring of the flagship programs as a coherent program with stated objectives and targets, it will assess the potential of scalability of ongoing and planned flagships, it will identify operational constraints and opportunities. Project selection included all projects that were approved over the evaluation period with a special emphasis on those that are completed or ongoing. This resulted in a total of 25 projects being selected for review.
4. **The YEI MDTF Case Study:** The evaluation will look into the performance of the 40-million-dollar YEI-MDTF and the extent to which the intended objectives are being met. The results of this performance assessment are expected to inform ongoing discussions on replenishment of the Fund. YEI-MDTF is the only grant vehicle directly supporting the JfYA (and exclusively through grant resources), having an implication on the level of resources that can be leveraged from other donors, and the high proportion of sovereign operations compared to non-sovereign. This trust fund supports the implementation of the JfYA through enterprise support and facilitating access to finance and supporting studies and reforms that foster the growth of innovative startups created and led by African youth.

Country Case Studies - Selection Process

The selection of the case study countries was done using the number of completed and ongoing projects, regional representation, and country status to ensure that transitional states were represented.

The table below shows the selection and characteristics of countries selected.

	Youth primary	Project status (ongoing, completed)	Status: Transitional, MIC	Region	Number of project (total, [primary] [secondary])	Loan amount (total)
DRC	Yes	Yes	Transitional	Central	12 [7] [5]	303 million UA
Senegal	Yes	Yes	MIC (Blend)	West	13 [7] [6]	626 million UA
Morocco	Yes	Yes	MIC	North	16 [4] [12]	1,790 million UA
Kenya	Yes	Yes	MIC (Blend)	East	15 [3] [12]	862 million UA
Malawi	Yes	Yes	ADF	Southern	8 [4] [4]	54 million UA

To select projects in these countries, the following criteria was applied:

- Youth primary approved, ongoing, completed projects

¹⁴ Previously understood to be 'fragile' states

- Youth secondary approved, ongoing, completed projects supporting SMEs development
- Youth secondary approved, ongoing, completed projects with youth specific indicators

In total, the evaluation will consider 49 projects (Number of ongoing and completed projects in brackets):

	Kenya	Senegal	Malawi	DRC	Morocco	Total
Youth primary	4 (3)	8 (7)	4 (4)	7 (7)	5 (4)	26 (25)
Youth secondary supporting SMEs	3 (3)	2 (2)	3 (3)	2 (2)	3 (3)	13 (13)
Youth secondary with youth specific indicators	3 (3)	1 (1)	0	0	3 (3)	7 (7)
Total Project to include	10 (9)	11(10)	8 (8)	9(9)	11(10)	49 (44)

More details on the selected projects are given in Annex 6.

Table 11: Purpose and scope of case studies

Country Case Studies	Flagship Study	YEI-MDTF Case Study
<ul style="list-style-type: none"> • Provide an in-depth comparative analysis and learning on strategic relevance and coherence of JfYA interventions, and of sustainability in the case of completed projects • Assess the impact of the country's political, social, economic and demographic contexts and local capacity on achieving and sustaining JfYA results, • Assess the potential of scalability of ongoing and planned high-impact projects • Identify operational constraints and opportunities. 	<ul style="list-style-type: none"> • Assess the planning, implementation and monitoring of the flagship programs as a coherent program with stated objectives and targets • Assess the potential of scalability of ongoing and planned flagships • Identify operational constraints and opportunities. 	<ul style="list-style-type: none"> • Examine and validate progress towards intended objectives and targets; • Assess efficiency in resource mobilization and use; • Assess the adequacy of planning, project design, implementation, reporting and monitoring systems; • Assess the likelihood of sustainability of results achieved; • Identify contributing and constraining factors to the achievement of results at different levels and emerging opportunities that could be addressed; and • Provide recommendations for scaling up the impact of the fund.

Data collection methods

The case studies will follow similar data collection methods as the overall evaluation.

A robust mixed-methods approach using both qualitative and quantitative data collection and analytical methods will be applied to build the evidence base to answer the evaluation questions in the case studies. The detailed methodological descriptions refer here as well, but specifically the cases will include the following:

Document review: The team will review country and flagship program documentation to understand the experience, and results achieved for each of the individual cases.

Portfolio analysis: Each case study will present an analysis of the relevant data pertaining to the case in question.

Performance indicator data: The case studies will present relevant analysis of the data related to the respective country / flagship program/ MDTF YEI.

Key informant interviews KIs will capture the experience of the relevant critical stakeholders regarding the implementation of the strategy, and any specific actions as experienced within the case in question. **Final selection of key informants would be undertaken in consultation with IDEV and /or relevant country / Task Managers.**

Online survey of project stakeholders including youth, enterprises, and selected private sector players in specific JfYA primary projects, as part of the case studies, will be included to share their feedback as it relates specifically to projects they have engaged with. Engagements will focus on the impact from the support they have received, its relevance and coherence as well as any recommendations on ways in which the JfYA implementation and impact can be enhanced given the current operating environment. The evaluation team will work with the JfYA headquarters team, Task Managers, and implementation partners to access the relevant contacts of the targeted survey respondents to administer the survey. Where possible, social media will be used alongside mainstream online survey applications to reach out to youth. The Genesis team will be responsible for the design of the survey, and this will take place once the desktop review of projects in country case studies has been completed.

Focus group discussions with youth: Where feasible, in case study countries, focus group discussions will be conducted with youth, or organizations representing youth, that are engaged with/impacted by AfDB JfYA programs.¹⁵

Case study reporting

The output of the case study work will be the following deliverables:

- **Country case study report:** The case study report will synthesize the main findings from the country cases and a short note (three to five pages) on each case to be annexed to the country case report.
- **Flagship case study report:** The case study report will synthesize the main findings from the assessment of the different flagship programs.
- **YEI-MDTF Case Study Report:** This report will present the key findings of the performance of the Trust Fund so far; including the activities implemented, coverage and reach, results achieved and the extent of contribution to the broader JfYA results, funds utilization status, implementation constraints and mitigation measures, emerging opportunities and considerations.

¹⁵ FGDs may take place virtually, depending on the COVID-19 related restrictions and concerns of each market.

ANNEX 6: PROJECTS SELECTED FOR COUNTRY CASE STUDIES

Project	Country	Region	Net loan Amount (UA)	Status	Financing source	Primary/ Secondary	Sector	Approval date	Country status	Flagship
1. Democratic Republic of Congo - Support Project for Consolidation of the Economic Fabric (PACTE)	Dem Rep Congo	Central Africa	2.424.000	Ongoing	African Development Fund (ADF)	Primary	Multi-Sector	30/3/2017	Transitional	No
2. DRC - Support Project for Alternative Welfare of Children and Young People Involved in the Cobalt Supply Chain (PABEA-COBALT)	Dem Rep Congo	Central Africa	32.140.000	Ongoing	Transition Support Facility (TSF)	Primary	Social	17/4/2019	Transitional	No
3. DRC - Project to Support the Development of Agricultural Value Chains in Six Provinces in DRC (PADCA-6P)	Dem Rep Congo	Central Africa	20.000.000	Ongoing	African Development Fund (ADF)	Primary	Agriculture	28/5/2019	Transitional	No
4. PROJET ENTREPRENARIAT JEUNES DANS AGRIC.	Dem Rep Congo	Central Africa	40.000.000	Ongoing	African Development Fund (ADF)	Primary	Agriculture	9/12/2016	Transitional	Yes
5. Democratic Republic of Congo - Ngandajika Agro-Industrial Development Support Programme (PRODAN)	Dem Rep Congo	Central Africa	50.000.000	Ongoing	African Development Fund (ADF)	Primary	Agriculture	19/11/2021	Transitional	Yes
6. PRG INTEGRE EMPLOI DES JEUNES PAT-PUIDC	Dem Rep Congo	Central Africa	1.000.000	Completed	Transition Support Facility (TSF)	Primary	Social	12/7/2019	Transitional	No
7. APPUI CIBLE ET RENFORCEMENT DE CAPACITES	Dem Rep Congo	Central Africa	1.000.000	Ongoing	Transition Support Facility (TSF)	Primary	Social	27/12/2019	Transitional	No
8. DRC - Rural Economy Integrated Development Support Project (PROADER)	Dem Rep Congo	Central Africa	39.997.947	Ongoing	African Development Fund (ADF)	Secondary	Agriculture	21/11/2019	Transitional	No
9. DRC - Support Programme in Response to the COVID-19 Crisis (PABRC)	Dem Rep Congo	Central Africa	30.720.000	Ongoing	African Development Fund (ADF)	Secondary	Multi-Sector	23/9/2020	Transitional	No
10. Kenya - Kenya Commercial Bank Limited	Kenya	East Africa	70.189.723	Completed	African Development	Primary	Finance	25/10/2017	MIC (Blend)	No

Project	Country	Region	Net loan Amount (UA)	Status	Financing source	Primary/ Secondary	Sector	Approval date	Country status	Flagship
11. KENYA - Technical and Vocational Education Training and Entrepreneurship Project	Kenya	East Africa	26.900.000	Ongoing	African Development Fund (ADF)	Primary	Social	17/12/2019	MIC (Blend)	No
12. KENYA - Enable Youth	Kenya	East Africa	21.277.000	Ongoing	African Development Fund (ADF)	Primary	Agriculture	11/1/2018	MIC (Blend)	Yes
13. Kenya - Commercial Bank of Africa Limited	Kenya	East Africa	35.094.861	Ongoing	African Development Bank (ADB)	Secondary	Finance	25/1/2017	MIC(Blend)	No
14. Kenya - Competitiveness and Economic Recovery Support Programme (CERSP)	Kenya	East Africa	74.781.886	Ongoing	African Development Bank (ADB)	Secondary	Multi-Sector	16/6/2021	MIC (Blend)	No
15. Kenol-Sagana-Marua Highway Improvement Project	Kenya	East Africa	143.577.252	Ongoing	African Development Bank (ADB)	Secondary	Transport	26/09/2019	MIC(Blend)	No
16. MULTINATIONAL - Bagamoyo – Horohoro-Lunga -Lunga - Malindi Road Project Phase I	Kenya	East Africa	86.602.997	Ongoing	African Development Bank (ADB)	Secondary	Transport	12/12/2019	MIC (Blend)	No
17. TOWNS WATER SUPPLY & SANITATION	Kenya	East Africa	5.134.564	Ongoing	African Development Bank (ADB)	Secondary	Water supply and Sanitation	09/11/2016	MIC(Blend)	No
18. TVET and Entrepreneurship (TVETE) Project	Kenya	East Africa	699.300	Ongoing	YEI MDTF	Primary	Social	2020	MIC(Blend)	No
19. DIAMOND TRUST BANK	Kenya	East Africa	17.547.431	Ongoing	African Development Bank (ADB)	Secondary	Finance	18/11/2016	MIC(Blend)	No
20. Malawi - Malawi Nacala Rail and Port Value Addition Project	Malawi	Southern Africa	701.897	Ongoing	FAPA	Secondary	Water supply and Sanitation	10/5/2019	ADF	No
21. MALAWI - Promoting Investment and Competitiveness in Tourism Sector (PICTS) Project	Malawi	Southern Africa	7.000.000	Ongoing	African Development Fund (ADF)	Primary	Agriculture	2/10/2019	ADF	No

Project	Country	Region	Net loan Amount (UA)	Status	Financing source	Primary/ Secondary	Sector	Approval date	Country status	Flagship
22. MALAWI - Sustainable Fisheries. Aquaculture Development and Watershed Management Project	Malawi	Southern Africa	6.510.000	Ongoing	African Development Fund (ADF)	Primary	Multi-Sector	30/4/2020	ADF	No
23. Malawi - Multi-Country COVID-19 Response Support Program (MCRSP)	Malawi	Southern Africa	15.030.000	Ongoing	African Development Fund (ADF)	Secondary	Social	7/12/2016	ADF	No
24. Malawi - Promoting Investment and Competitiveness in Tourism Sector Project (PICTS) - Supplementary Financing	Malawi	Southern Africa	321.800	Ongoing	African Development Fund (ADF)	Secondary	Agriculture	28/9/2016	ADF	No
25. JOBS FOR YOUTH MALAWI PROJECT	Malawi	Southern Africa	7.520.000	Ongoing	African Development Fund (ADF)	Primary	Social	10/5/2019	ADF	No
26. AGRIC INFRAST & YOUTH IN AGRIBUSINESS PR	Malawi	Southern Africa	16.000.000	Ongoing	African Development Fund (ADF)	Primary	Agriculture	2/10/2019	ADF	No
27. Financial Stability and Inclusion Strengthening Support Programme	Morocco	North Africa	110.197.865	Completed	African Development Bank (ADB)	Primary	Finance	13/7/2016	ADB	No
28. MOROCCO - Inclusive and Sustainable Development Support Program for Agricultural Sectors (PADIDFA)	Morocco	North Africa	166.181.969	Completed	African Development Bank (ADB)	Primary	Agriculture	15/5/2018	ADB	No
29. MOROCCO - Azur Innovation	Morocco	North Africa	4.100.949	Completed	African Development Bank (ADB)	Primary	Finance	18/7/2018	ADB	No
30. Morocco - Inclusive and Sustainable Development Project for Agricultural and Rural Areas (PADIDZAR)	Morocco	North Africa	92.499.006	Ongoing	African Development Bank (ADB)	Primary	Agriculture	27/10/2021	ADB	No
31. Morocco - Industrialization Acceleration Support Programme in Morocco – Phase I (PAAIM I)	Morocco	North Africa	140.379.446	Ongoing	African Development Bank (ADB)	Secondary	Multi-Sector	14/7/2017	ADB	No

Project	Country	Region	Net loan Amount (UA)	Status	Financing source	Primary/ Secondary	Sector	Approval date	Country status	Flagship
32. MOROCCO - Industrialization Acceleration Support Programme in Morocco - Phase II	Morocco	North Africa	222.683.839	Completed	African Development Bank (ADB)	Secondary	Multi-Sector	14/3/2019	ADB	No
33. Morocco - COVID-19 Response Support Programme (PARC-19)	Morocco	North Africa	219.360.199	Ongoing	African Development Bank (ADB)	Secondary	Multi-Sector	27/5/2020	ADB	No
34. Noor Midelt Solar Complex Project - Phase I (NoorM and NoorM II Plants)	Morocco	North Africa	169.560.978	Completed	African Development Bank (ADB)	Secondary	Power	06/12/2017	ADB	No
35. Social Protection Governance Support Programme	Morocco	North Africa	94.510.461	Completed	African Development Bank (ADB)	Secondary	Social	22/06/2016	ADB	No
36. National Irrigation Water Saving Programme Support Programme – Phase II	Morocco	North Africa	618.06.964	Ongoing	African Development Bank (ADB)	Secondary	Water supply and Sanitation	11/12/2016	ADB	No
37. Morocco - Support Program for Financial Inclusion, Entrepreneurship and Micro-enterprises for Economic Recovery (PIFE)	Morocco	North Africa	97.341.758	Approved	African Development Bank (ADB)	Primary	Finance	24/11/2021	ADB	No
38. Senegal - Cities Modernisation Programme – Phase 1 (Promovilles-1)	Senegal	West Africa	95.006.232	Ongoing	African Development Bank (ADB)	Primary	Transport	29/3/2017	MIC(Blend)	No
39. Senegal - Dakar-Diamniadio-AIBD Regional Express Train Project - Phase I: Dakar-Diamniadio Segment	Senegal	West Africa	152.006.647	Completed	African Development Bank (ADB)	Primary	Transport	21/6/2017	MIC(Blend)	No
40. SENEGAL - Water Valorization for Value Chain Development Project (PROVALE-CV)	Senegal	West Africa	14.037.945	Ongoing	OPEC FUND	Primary	Agriculture	17/7/2019	MIC(Blend)	No
41. SENEGAL - Project to Support and Enhance the Entrepreneurial Initiatives of Women and Young People (PAVIE)	Senegal	West Africa	40.571.666	Ongoing	African Development Bank (ADB)	Primary	Social	10/12/2019	MIC(Blend)	No
42. SENEGAL - South Agro-Industrial	Senegal	West	35.812.214	Completed	African	Primary	Agriculture	18/12/2019	MIC(Blend)	Yes

Project	Country	Region	Net loan Amount (UA)	Status	Financing source	Primary/ Secondary	Sector	Approval date	Country status	Flagship
Processing Zone Project (PZTA-SUD or Agropole Sud)		Africa			Development Bank (ADB)					
43. Project for the Development of Youth Entrepreneurship in Agriculture and Agri-Food in Senegal (PEJAS)	Senegal	West Africa	814.000	Completed	African Development Fund (ADF)	Primary	Agriculture	1/6/2016	MIC(Blend)	No
44. SENEGAL - Project to Open Up Production Areas in Support of the National Local Development Programme (PDZP/PNDL)	Senegal	West Africa	20.000.000	Ongoing	African Development Fund (ADF)	Primary	Multi-Sector	22/6/2018	MIC(Blend)	No
45. SENEGAL - National Bank for Economic Development (BNDE) - Africa SME Programme	Senegal	West Africa	12.463.648	Ongoing	African Development Bank (ADB)	Secondary	Finance	24/9/2019	MIC(Blend)	No
46. Local Development Reform Support Programme – Phase I	Senegal	West Africa	34.780.000	Completed	African Development Fund (ADF)	Secondary	Multi-Sector	14/9/2016	MIC(Blend)	No
47. Project for Support to Skills Development and Youth Entrepreneurship in Growth Sectors	Senegal	West Africa	14.000.000	Ongoing	African Development Fund (ADF)	Primary	Multi-Sector	17/12/2018	MIC(Blend)	Yes
48. Rehabilitation of the Senoba – Ziguinchor -Mpack Road and Opening Up of the Southern Regions	Senegal	West Africa	70.627.336	Ongoing	African Development Bank (ADB)	Secondary	Transport	27/06/2018	MIC(Blend)	No
49. Accelerated Industrialization, Competitiveness and Employment Support Programme (PAAICE)	Senegal	West Africa	87.954.525	Approved	African Development Bank (ADB)	Primary	Industry	26/11/2021	MIC(Blend)	No

ANNEX 7: PROPOSED KNOWLEDGE MANAGEMENT AND COMMUNICATIONS ACTIVITY PLAN

Knowledge product	Audience	Communication Channel	Communication product	Timeframe
Stakeholder Matrix	<ul style="list-style-type: none"> • Evaluation team • IDEV Management 	E-mail	Approach paper	February 2022
Terms of Reference (TOR)	<ul style="list-style-type: none"> • General public • Potential consultants 	Advertise on: <ul style="list-style-type: none"> • IDEV Website • Bank e-platforms 	<ul style="list-style-type: none"> • TOR • Webpage with links to TOR 	October 2021
Evaluation Webpage	General public	<ul style="list-style-type: none"> • IDEV Website 	<ul style="list-style-type: none"> • Concept Note • Approach paper 	October 2021
Approach paper	<ul style="list-style-type: none"> • IDEV Management • Evaluation Reference Group (ERG) • Other evaluation & development partners 	<ul style="list-style-type: none"> • Email • IDEV Website • Reference group meeting 	Final Approach paper document (PDF) for validation	
Debriefing workshop	Bank management and staff, implementing partners	Workshop	Presentations	
Technical report	<ul style="list-style-type: none"> • IDEV Staff • ERG • Peer Reviewers 	<ul style="list-style-type: none"> • Email 	Draft Report Manuscript	
Evaluation Summary Report (SR)	<ul style="list-style-type: none"> • AfDB Board • Bank Management • Bank Staff • Coordination Unit • Implementing departments • RMCs (governments) • Partner organizations • Bilateral partners • CSOs • Youth • Other program beneficiaries • Sectors (employment & employability) • Academic/Research • Evaluation community 	<ul style="list-style-type: none"> • CODE Meeting • Email • Electronic & Print • Learning events including youth specific events, website, intranet, email, Evaluation Matters, • IDEV Twitter account • Bank social media platforms • Hand delivery & shipping 	<ul style="list-style-type: none"> • Evaluation Summary Report • SR (design & layout) • Highlights; Infographic 	June – August 2022
Exec Summary (ES), Highlight and an infographic	Internal & external audience	<ul style="list-style-type: none"> • Social media • Hand delivery & Shipping • Email • PCER social media • PDF: eNewsletter, EVRD, IDEV memory sticks, MARS 		August 2022

Knowledge product	Audience	Communication Channel	Communication product	Timeframe
Published SR and ES and highlight – Print	<ul style="list-style-type: none"> • Event visitors • AfDB Headquarter visitors 	Print: Events and IDEV Stands		Sept 2022
IDEV Annual Report: paragraph + 2-page Annex	Readers of the IDEV Annual Report	2022 Annual Report - Evaluations		April 2023

ANNEX 8: REFERENCES

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