## TERMS OF REFERENCE

<table>
<thead>
<tr>
<th>Organisation</th>
<th>Swisscontact</th>
</tr>
</thead>
<tbody>
<tr>
<td>Main Project Partner</td>
<td>Mastercard Foundation</td>
</tr>
<tr>
<td>Project</td>
<td>U-Learn Phase II Project</td>
</tr>
<tr>
<td>Assignment</td>
<td>Mid-term Evaluation of the U-Learn Phase II Project</td>
</tr>
<tr>
<td>Duration of Assignment</td>
<td>20 working days</td>
</tr>
<tr>
<td>Location</td>
<td>To be sampled from the districts of Wakiso, Jinja, Masaka, Bundibugyo, Kibaale, Nakaseke, Kikuube, Luwero, Kiboga, Kakumiro Masindi and Hoima</td>
</tr>
<tr>
<td>Starting Date</td>
<td>12th August 2019</td>
</tr>
</tbody>
</table>

### Organisational Background

Swisscontact, a non-profit organisation, was established in 1959 as a non-political and non-denominational foundation by personalities of the Swiss private business sector and the universities. Its aim is to promote private economic and social development in selected countries in the South and East through advisory services, training and capacity-building. Swisscontact concentrates on four core areas of private sector promotion - skills development, enterprise promotion, inclusive finance and climate-smart economy. Most of the skills development programmes worldwide have a strong focus on youth, and particularly young women.

Mastercard Foundation is a global, private foundation based in Toronto, Canada. The Foundation advances youth learning and promotes financial inclusion by helping economically disadvantaged young people in Africa to find opportunities to move themselves, their families, and their communities out of poverty to a better life. By sharing its experiences and those of its partners, Mastercard Foundation hopes to provoke thought, start conversations, and ultimately, amplify its impact.

### Project Background

#### About the U-Learn Project

The U-Learn Project targets economically, socially and academically disadvantaged youths between the ages of 18 and 24 years from families below or slightly above the national poverty line of $1.90. It is implemented in 14 districts in the Mwanza and Mara regions of Tanzania and 12 districts in the Central, East and Western regions of Uganda. The project focuses on three broad sectors. These are agribusiness, building and construction, and tourism and hospitality. These sectors are fast-growing and require more locally skilled resources to meet demand and enhance growth.

The project is guided by a unique youth-driven, market-driven, and learning group focused model. Youth, particularly young women, are engaged in all parts of the project, including design, implementation and management. Swisscontact acts as a market facilitator, building capacity within
local institutions to deliver relevant training, business, and employment services to youth. Through learning groups, Swisscontact offers a holistic package including technical and vocational skills training, business support services, market access and linkages, social and healthy living skills training, and financial service support.

Goal
The proposed end goal is to raise 15,000 young people sustainably out of poverty in Tanzania and Uganda, by increasing their competitiveness in the job market and improving their self-employment opportunities. This goal will be reached through facilitating workforce development and financing mechanisms, as well as promoting access to business support services and youth business platforms. Importantly, the project will build on the incentives of a range of market actors to play an ongoing active role in a youth skills development market system. By the end of the project, 80% of the direct youth beneficiaries will be engaged in self- or waged employment.

Objectives
i. Facilitate community-based training to deliver market-relevant skills to the youth
ii. Facilitate entry of youth workforce to employment
iii. Facilitate financing mechanisms
iv. Promote access to business support services, including business innovation and creativity
v. Monitoring, evaluation, result management and learning

Purpose of the Evaluation
The purpose of the mid-term evaluation is to assess the performance of the project in Uganda (only) against its intended goal and objectives. It will identify early signs of programme successes and/or failures, outline lessons learned and recommendations to inform how the project is implemented in the remaining period.

Key Guiding Questions
Relevance
- Are the project objectives relevant in relation to the needs and priorities of the intended beneficiaries (female or male) and stakeholders?
- How effective is the model in addressing the following challenges faced by young people as they transition to employment or business?
  - Limited opportunities to learn practical skills
  - Limited market access
  - Limited access to productive assets
  - Limited access to finance
  - Poor saving culture and low financial literacy levels
  - Poor business skills, acumen and mindset

Efficiency
- How efficient has the project design been in achieving the intended project objectives?
- What has been the value of the model (learning-by-doing / business partnership) to the:
- Youth in terms of employment (both for others and self-employment), income and asset acquisition?
- Business companies in terms of turnover, market acquisition and expansion?
- Communities in terms of social and economic development?

Effectiveness

- How effective has the U-Learn Phase II Model (holistic approach) been, combining the learning-by-doing through business partnerships, soft skills and business support services in achieving the intended objectives of the project, across the three sectors and multiple value chains, and across the different targeted locations?
- How effectively has the model addressed access to financial services and products and information to the youth?
- How has the participatory approach used by the project influenced the effectiveness of the project interventions?

Gender Sensitivity

- How did the project contribute to outcomes for females, including young mothers, in terms of participation, empowerment, employment, income and asset acquisition?
- To what extent did the project integrate gender-specific interventions to improve female enrolment in the project?

Anticipated Impact

- Of what benefit have the project interventions been in the holistic development of young people? Note: In addition, the consultant will use the progress out of poverty index tool to assess social and economic transformation of the intended beneficiaries.
- To what extent is the project contributing to the youth being equipped with relevant skills that make them competitive in the labour market?
- How has the model impacted the existing labour force of the partners engaged in the sectors of agribusiness, construction and hospitality?
- How have the interventions of the project contributed to the savings culture of the beneficiaries?
- How has the project impacted the youth in terms of self-perception and perception within the communities?
- To what extent has the project influenced the youths’ perceptions around commercial agriculture vis-a-vis the subsistence farming?
- To what extent has the project influenced the perceptions of construction and/or hospitality companies in partnering with young people in the provision of services?
- To what extent has the project been attractive to other public and private actors in terms of:
  - Scaling up and replication;
  - Impacting the indirect beneficiaries at household and community levels; and
- Copying and crowding in?
  - To what extent is the project likely to achieve the target of 8,200 youths?
  - To what extent is the project responding to unexpected initiatives from the youths?
  - To what extent is the market system approach being used by the project?

Lessons Learned and Recommendations

- What lessons can be taken away from the implementation to date, with regards to its relevance, effectiveness, efficiency and ways of bringing positive change to the lives of young people and their households?
- What potential does the project approach offer for scalability and replication?
- What lessons can be learnt from the diversification strategies that are being used by the project in addressing the mentorship needs and access to finance challenges of the young entrepreneurs?
- What are the recommendations for the implementation of the remaining period, considering the three sectors and the project setting?

Suggested Methodology

The mid-term evaluation is expected to provide evidence-based information that is credible, reliable and useful. Evidence gathered will likely be from both primary (interviews, focus groups, etc.) and secondary (project documents, records, baseline and midterm data, etc.) sources, using qualitative and quantitative data. A baseline study was conducted and provided information on pre-operation conditions, as well as data upon which the project’s progress on generation of outputs, contribution to outcomes and impact will be assessed.

The sampling should be representative - when selecting data collection methods, the context in relation to rural-urban, male-female, young mothers, sectors and enterprises engaged in should be strongly taken into consideration. The evaluation should be conducted in close collaboration with relevant project as well as other context stakeholders (target group, Swisscontact, other skills development and youth employment initiatives, business companies, input providers, local government, umbrella organisations, etc.). A list of relevant stakeholders will be provided by Swisscontact. The mid-term evaluation will include a desk review, interviews/exchanges with all relevant stakeholders and an in-country mission with field visits to the different locations.

The consultant should plan on working with Swisscontact’s Country Director and respective programme and monitoring and evaluation teams to gather, document, and analyse the data collected to date, including internal reports and regular programme monitoring data.

Deliverables

a) Inception Report / Work Plan
The inception report will outline the mid-term evaluation approach, based on the desk study and the list of relevant stakeholders. The work plan for the mission should be elaborated before the in-country mission.

b) Mid-term Evaluation Report

The report should not exceed 25 pages (excluding the executive summary and annexes) and should include the following sections:

- Executive summary (maximum three pages)
- Introduction / background
- Mid-term evaluation purpose, including the learning questions
- Approach and methodology, including limitations
- Findings, organised in a clear and logical manner and corresponding to the evaluation questions, assessment criteria and overall project.
- Conclusion
- Recommendations

Annexes to the report should include:

- Terms of Reference for the mid-term evaluation;
- Workplan/inception report with timeline;
- Data collection tools, including questionnaires, interview guides and other tools, as appropriate;
- List of supporting documentation reviewed;
- Specific monitoring data, as appropriate;
- Summary tables of progress towards outputs, targets and goals.

Timely feedback on the draft report will be provided by Swisscontact and Mastercard Foundation. A final revised version of the mid-term evaluation report will be submitted as the final deliverable for this assignment.

Schedule of Payments

The consultant will normally be paid in three instalments. Upon signing the contract, 40% of professional fees will be paid. Upon delivery of the draft report 30% will be paid, and the remaining 30% of professional fees plus any reimbursable expenses will be paid after submission of the final report.

All reimbursable expenses incurred by the consultant in relation to this assignment (lodging, meals, and local transportation) will be covered according to Swisscontact’s policies on reimbursement and travel. Receipts must be submitted with the final invoice for reimbursement upon the completion of the assignment.

Profile of the Consultant

The consultant must demonstrate:

- Extensive experience in evaluation, including the designing and leading of evaluations.
• Strong analytical and writing skills and knowledge of qualitative and quantitative evaluation methodologies.
• Experience in evaluating similar programmes/models, including any experience with skills development projects, youth employment initiatives and / or market systems approaches.
• Ability to facilitate and relate to stakeholders at multiple levels (e.g., Mastercard Foundation and Swisscontact staff, NGOs, public and private employer organisations, youth participants, etc.).
• Sensitivity to gender and cultural/historical contexts in the data collection process.
• Ability to thoughtfully bring the youth/client experience to the forefront of the evaluation, and to safeguard the youth throughout the assignment.
• Advanced degree in development economics, finance, business or other relevant fields.
• Fluency in English required. Ability to speak other Ugandan languages an asset.

Application

Interested firms or individuals are requested to send a short email to tania.haidara@swisscontact.org by 20th July 2019 expressing their intention to submit a proposal.

Proposals must be submitted by July 30th 2019 at 5 pm to tania.haidara@swisscontact.org. Proposals must include the following, with the main proposal body not exceeding 10 pages (not including appendices):

• Introduction and understanding of the overall mid-term evaluation purpose and project objectives;
• Experience in evaluating similar programmes/models, including any experience with skills development projects and youth employment initiatives;
• Outline of the evaluation design and general evaluation approach, including learning questions, methods, analysis plan and quality control;
• Overview of the consultant, including details of team composition and specific qualifications of individuals for this assignment;
• List of key activities and deliverables, detailing the level of effort and associated team member(s);
• Estimated budget, including professional fees, travel and all expenses.

In addition, the proposal should include the following appendices:

• List of three referees who can attest to the consultant’s experience and expertise in relation to this assignment;
• CVs for all proposed team members.