



The Youth Employment Network



## TAQEEM FUND FOR EVALUATION IN YOUTH EMPLOYMENT

### Information Note + Call for Applications

**DEADLINE: 5 September 2011**

Application Form available [here](#)



June 2011

**Oilatech™**  
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FOUNDATION

*The Taqueem Fund for Evaluation in Youth Employment* is currently seeking applications from organizations based in the 22 countries of the Arab League to become part of its Community of Practice (CoP).

The objective of the Taqueem Fund is to assist organizations improve their monitoring and evaluation systems through the application of creative and efficient methodologies and tools. The resulting lessons learned are expected to contribute to the debate on the appropriateness of evaluation strategies such as impact evaluation. Particular attention will be placed on the application of technological solutions designed to increase efficiency and decrease costs of monitoring and evaluation.

The ten organizations selected to participate in the CoP will design and implement their M&E systems and test new and creative solutions to the monitoring and evaluation challenge. In return, the Fund will offer a package of technical services, an in-kind grant of up to \$40,000/organization to support CoP members to implement their M&E solution. The grant will cover costs for intensive learning sessions, expert advice, the provision of professional M&E services and the usage costs of technology based M&E. The Fund also offers to showcase CoP member projects to an international audience of donors, governments and international institutions.

## **BACKGROUND**

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### **Taqueem**

Taqueem was launched in 2009 at the “Doha Summit on Young People, Enterprise and Employment” by Silatech and the Middle East Youth Initiative, a partnership between the Wolfensohn Center for Development at Brookings, and the Dubai School of Government. Taqueem’s original objective was to undertake and promote impact evaluation across the Middle East in the critical areas of employment and entrepreneurship. The same year, Taqueem initiated a series of impact evaluations of Silatech programming in Yemen through a range of experimental and non-experimental designs.

In Taqueem’s commitment to broadening and deepening the scope of its M&E support activities in MENA region it has taken the initiative of expanding the relationship with the YEN, the Jacobs Foundation and other interested partners interested in this area of intervention.

### **Youth Employment Network**

The Youth Employment Network (YEN) is an interagency partnership of the International Labour Organization (ILO), the World Bank and the United Nations set up in 2011 to provide new solutions to the youth employment challenge.

YEN has been assisting organizations based in the Middle East and North Africa improve their results based measurement since 2008. Three YEN “Evaluation Clinics” were held in Amman, Damascus and Beirut with over 150 youth employment practitioners, M&E specialists, academics and policy makers. The Clinics taught participants impact evaluation methodologies, how to prove causality between project activities and impact through the use of a control group. Despite the teachings, very few of the participants have gone on to use control groups in their evaluations.

The revised focus of YEN’s work in MENA is to provide M&E solutions that are appropriate for the needs and resources of each of the CoP members, using a range of techniques along the M&E continuum including impact evaluation for mature, well-resourced organization to simple monitoring plans for nascent, small organizations.

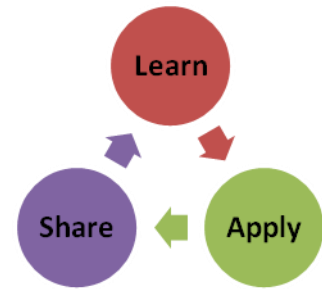
Taqeem will be managed by the YEN Secretariat hosted at the headquarters of the ILO in Geneva, Switzerland.

## FUND DESIGN

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### Learn-Apply-Share

The Fund will test new and creative M&E solutions through the application of these solutions to youth employment and enterprise projects. The Taqeem Fund will employ an iterative strategy of LEARNING-APPLYING-SHARING



### **1 - LEARN COMPONENT: teaching youth employment practitioners the key theories, activities and tools of a results based monitoring and evaluation system**

- a. *Evaluation Clinic*: a regional workshop will be organized where 15 shortlisted projects and a Taqeem Technical Team will come together. The workshop will have 2 main objectives:
  - Learning on M&E: The Clinic will teach the CoP members how to design an effective M&E system. The training, to be delivered via a series of interactive working groups, will address project planning and the results chain, impact evaluation, ICT based data collection and cost benefit analysis.
  - Planning sessions: In follow up to this Clinic, the 15 organizations will be asked to submit a concept note for their new and improved M&E system or strategy. The second half of the Clinic will concentrate on teaching organizations how to design this concept note – a template for submission will be presented. Shortlisted organizations will also be introduced to the “suite” of M&E tools, techniques, technical assistance funds and in-kind support that can be made available to the projects in support of implementing their M&E plans. These learnings will be delivered in a series of lectures, exercises, working groups, presentations and 1-on-1 sessions.
- b. *Showcase Workshop*: The objective of this second workshop is for each of the shortlisted projects to present the concept for their M&E plan. Each of the 15 projects will create a “project stand” where their organization and its M&E experiences can be showcased. Each project will be given space to set up their stand where they can present posters, videos, testimonials, brochures which help to explain their project and its M&E system. On the final day of the workshop, the Taqeem technical team will complete a tour of each of the project stands and based on the information and presentation collected will make a final decision on the 10 winners/finalists to participate as a CoP member and implement their M&E plan.
- c. *Knowledge Sharing Platform*-Ongoing support and access to knowledge resources through the Taqeem initiative knowledge sharing platform which could also include webinars, online training, moderated discussions forums and access to online resources and tools.

## **2 - APPLY COMPONENT: M&E learnings and strategies are applied to high potential projects**

Upon approval of their monitoring and evaluation plans, the CoP members will begin implementing their improved M&E system in their organization. While each M&E plan will be tailor made to the needs and resources of their organization, the theme of technology will run throughout all of the plans.

A number of tools will be provided to assist each CoP member in implementation:

- a. *Service providers* will provide access to technological tools and equipment such as web, mobile and video based M&E solutions to assist projects implement new, low cost, high impact surveying. On the job or virtual training on how to use these tools will also be provided through Taqueem consultants.
- b. *Consultants* – local, country based consultants specializing in M&E will be deployed to assist CoP members with the implementation of their Evaluation Plans.
- c. *Small cash grant* - in special cases where in-kind support is not possible, and based on the agreement of the Taqueem Technical Team, a cash grant can be made to the CoP member of up to \$5,000.
- d. Additional training opportunities such as webinars, how to guides and courses.

## **3 – SHARE COMPONENT: results are shared with influential stakeholders through a series of dynamic knowledge products**

Better evidence has limited practical value if it is not understood and used to improve policy and programming.

The first outcome of this component ensures M&E methodology is taught and applied to the CoP members with the intent of improving their ability to measure and evaluate results. The Taqueem Fund will support the CoP members to demonstrate “proof of concept” of their approaches through a rigorous monitoring and evaluation process. Evaluation results will be shared with policy makers, donors and youth employment and enterprise practitioners, contributing to building the evidence base for successful design and implementation of youth employment and enterprise programs

A secondary outcome will be the sharing and documenting of these practices to improve M&E practices amongst the youth employment community not only in MENA, but worldwide. The development of a series of resources helping practitioners develop results based management systems such as a series of “How to” guides to provide practical advice on dealing with the key challenges for conducting evaluations – the selection process, recording data, analysis, etc, as well as a roster of data collection firms and evaluation specialists in the MENA region. An “Innovations in Evaluation” working paper will be drafted to document, drawing on case studies from the CoP member, the impact of these new technology based approaches to M&E. This paper will be widely circulated to donors and practitioners in the region and globally.

## SELECTION OF EVALUATIONS

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### Timeline and specifications

- Launch of Taqueem Fund 7 July 2011
  - Deadline to receive applications 5 September 2011
  - Evaluation Clinic Mid October 2011
  - Showcase Workshop Late November / early December 2011
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- All applications must be submitted using the online application form found at <http://fs17.formsite.com/youth/tageem1/index.htm>
  - For questions related to Taqueem contact:

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### Taqueem Technical Team

Applications will be screened and scored by the Taqueem Technical Team (TTT), composed of five monitoring and evaluation specialists with specialized knowledge of the MENA region. The TTT will be assigned to supervise the design and implementation of the CoP members monitoring and evaluation plans and be the technical lead in the delivery of the two learning events.

### Selection process

Grant recipients will go through a two stage selection process:

- *Stage 1 Shortlist Application:* Interested applicants will be asked to submit an online application form providing detailed information about their organization, its project and its monitoring and evaluation system as well as the applicant's personal information about experiences and knowledge on results measurement. Fifteen organizations will be selected to the shortlist.
- *Stage 2 Final Selection:* Shortlisted candidates will be invited to two events (Evaluation Clinic and Showcase Workshop) (see description on p. 3). The TTT will select 10 winners to become CoP members out of these two events.

### Eligibility

#### 1. Project teams

Only members of project teams (practitioners) working for organizations responsible for implementation of projects will be eligible to apply and participate in the CoP. External

academic or research institutions will not be eligible to receive a grant though they are encouraged to assist organizations in their application.

2. *Youth employment solution*

Only organizations that address youth employment through job creation or enterprise development projects will be eligible for this call. Accepted examples of projects would include young women entrepreneurship, skills and training initiatives, micro and small enterprise solutions, job counseling and placement, job matching and labour intensive employment schemes.

3. *Size and history of organization*

Successful applicants will be from small to medium sized organizations that propose solutions to the youth employment and enterprise challenge that have potential for scale and sustainability. In order for an organization to have potential for scale, they must already have a good track record of accomplishments. Therefore applicants must demonstrate at least 2 years of experience in implementing their proposed approach and have at least an annual total operating budget of at least USD\$ 250,000.

4. *Eligible Countries (proposed projects to undergo the evaluation must be based in the following countries)*

Arab League States (22): Algeria, Bahrain, Comoros, Djibouti, Egypt, Iraq, Jordan, Kuwait, Lebanon, Libya, Mauritania, Morocco, Oman, Palestine, Qatar, Saudi Arabia, Somalia, Sudan, Syria, Tunisia, United Arab Emirates, and Yemen.

5. *Working Language*

The main working language will be English although applications will be accepted in Arabic or French and surveying of beneficiaries will be done in native languages.

6. *Institutions*

Applications will be accepted from the following types of organizations, as long as they are an implementing organization:

- NGOs / CSOs / CBOs
- Training organisations
- bilateral or multilateral agencies
- Public-private partnerships
- Social enterprises or social entrepreneurs

7. *Exclusion* – the Taqueem Fund will not support the following types of organizations or interventions:

- Programs promoting religious or ideological doctrine
- Land, site acquisition or facilities construction projects
- Programs grant making to other organizations or individuals
- Individuals, either through scholarships or other forms of financial support
- Political campaigns

**Selection criteria**

Priority will be given to applications that demonstrate the following characteristics:

1. *Innovativeness of project*

Organizations that propose new and creative solutions to the youth employment challenge will be given high marks. Innovative project ideas would include social enterprises or market-based approaches to development, unique delivery models which combines resources from 2 or 3 sectors - public, private and civil society), environmental or technology based youth employment solutions or youth inclusive ideas. Extra weight will be given to applications that demonstrate ability to reach disadvantaged youth populations, especially young women.

2. *Experience of organization in M&E*

Successful applicants will demonstrate basic skills and experience in monitoring and evaluation and familiarity with key concepts (such as logistical frameworks, indicators, qualitative and quantitative surveys). Experience using different types of experimental and non-experimental evaluation techniques would be desirable.

3. *Potential for successful replication and scalability*

The Taqueem Fund seeks to identify nascent, high potential organizations and support them with the needed monitoring and evaluation tools to help them expand. Successful applications will provide evidence of effective implementation and strong buy-in from their communities.

4. *Quality of collaborating project team*

The background, professional experience and education of the project team who will implement the monitoring and evaluation plan will be taken into consideration. Their demonstrated motivation, dedication and interest in the topic of M&E will also be taken into consideration.

## **BENEFITS TO SELECTED ORGANIZATIONS**

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*Shortlist Applications (15 organizations)*

- Expenses paid for participation in 2 learning events (in October and November / December 2011)
- Intensive training on monitoring and evaluation methodologies and techniques.
- Access to Taqueem knowledge sharing portal
- Consultation on how to refine and improve evaluation design

*CoP members (10 organizations)*

- All of the above plus
- Access to professional M&E services for results based monitoring, survey design solutions , data collection, and results sharing
- Assignment of consultant to assist in M&E plan implementation
- Access to youth employment donor community
- Potential small cash grant of up to \$5,000

## **APPLICATION FORM: TAQEM FUND FOR EVALUATION IN YOUTH EMPLOYMENT**

**ONLY ONLINE APPLICATIONS WILL BE ACCEPTED:**

<http://fs17.formsite.com/youth/tageem1/index.html>

**Deadline: 5 September 2011**

### **A. Personal details**

- 1) Name
- 2) Title
- 3) Address
- 4) City
- 5) Country
- 6) Telephone
- 7) Email address

### **B. Organization**

- 1) Legal name
- 2) Address
- 3) City
- 4) Country
- 5) Website
- 6) Telephone
- 7) Year founded
- 8) Mission statement
- 9) Year founded
- 10) Organization structure (NGO, CSO, CBO, training organizations, public private partnership, social enterprise, multi or bilateral organization)
- 11) Name and biography of CEO or president

### **C. Financial and operational information**

- 1) 2011 operating (total) budget
- 2) Names of top three current donors and their funding commitments
- 3) Largest grant received  
*Amount in USD\$, number of years and name of donor*
- 4) Organizational chart  
*Please upload an organizational chart which shows the structure of the organization and the positions of the key staff*
- 5) Location of program delivery

### **D. Project information**

- 1) Project Summary  
*Please provide a very short summary of your project (100 words)*

2) The Youth Employment Challenge

*Describe the youth employment problem in your country that your organization is trying to address. What are the main reasons this problem exists? What are the issues, attitudes, systems which contribute to the youth employment challenge?*

3) The Innovation

*Describe the approach your organization takes in combatting youth unemployment and promoting youth enterprise. What are the key design features of your programs? How is your approach different than that of other approaches in the region? Why is it better than other approaches in creating employment and enterprise opportunities?*

4) The Results

*Describe the results and impacts that your approach has already achieved. Are you able to provide long term outcomes from your projects such as how many jobs or businesses created or incomes increased?*

5) The future

*Describe your organization's plan for scaling up your innovative approach. Where does your organization want to be in 3 years? How does being involved in the Taaqem Community of Practice help you achieve your long term goals?*

6) Example of your work

*This space is provided for you to provide a short story or personal case study which exemplifies your organizations impact on youth. This section can also be submitted as a .pdf, video or photos series.*

**E. Monitoring and evaluation**

1) M&E system

*Describe the monitoring and evaluation system currently used by your organization. How do you choose which indicators will be measured? What are the main M&E methodologies used?*

2) Data collection

*How does your organization collect data? Do you mainly collect primary or secondary data? How often do you collect data? Do you collect data through face-to-face or remote (phone, web) methods?*

3) Roles and responsibilities

*Who is responsible for M&E in your organization? What are these peoples main tasks or duties? Do you partner with any external academic or research institutions for M&E? If yes, who?*

4) Challenges

*Describe the specific challenges which prohibit you from developing a more rigorous monitoring and evaluation system. Are you challenged by time or money resources?*

**F. Annexes (all of the following material must be submitted for your application to be considered)**

1. Proof of legal status of the applicant organization.
2. Letter from the applicant organization's executive director, CEO, or board, expressing its commitment to the execution and participation in this process
3. The CVs of two employees on the M&E team (one of the applicants and one other)