

Terms of Reference for Consultants (One International and one National) to undertake  
**Technical evaluation of Youth Entrepreneurship Scheme (YES)**  
**Step 1: Preparatory phase**  
 (Support to Government of Pakistan 'Kamyab Jawan' Programme)

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### Background

In order to support youth and offer opportunities to realize their full potential, the Government of Pakistan has initiated a flagship programme titled "Kamyab Jawan" comprising various interventions in line with [National Youth Development Framework](#), focusing on education, engagement and employment. Six thematic areas were identified and projects were created by the Government under the umbrella of the Kamyab Jawan Program. This programme is overseen directly by the Prime Minister's office, while implementation takes place through various relevant ministries, organizations, associations and development sector stakeholders. These six initiatives are:

1. The Youth Entrepreneurship Scheme (YES)
2. Hunarmand Pakistan (Skills for All)
3. Startup Pakistan under Kamyab Jawan
4. Green Youth Movement
5. National Internship Program
6. Jawan Markaz

### Youth Entrepreneurship Scheme (YES)

The Youth Entrepreneurship Scheme (YES) is implemented under the Prime Minister's Kamyab Jawan Programme to provide employment opportunities to Pakistani youth and to empower them socially and economically. It envisages "Skills to Business", wherein youth are offered subsidized loans. The scheme was launched in October 2019 in collaboration with State Bank of Pakistan (SBP) along with three (3) major banks (i.e., National Bank of Pakistan, Bank of Punjab and Bank of Khyber) that collaborated together to provide subsidized loans to the youth, along with providing them with basic skills to run a successful business. In 2020, eighteen (18) private sector banks were also included in the scheme to expand the geographical access and number of beneficiaries.

The general age limit for the applicants is 21 to 45 years. However, for IT-related businesses, the age requirement is from 18 to 45 years and minimum education needed is Matric or Grade-10 along with a workable plan to start or expand the business. The scheme operates in three tiers with a pay-back period of 8 years with one-year grace period. Tier-wise details are as under.

Tier	Loan Amount	Pricing	Security
Tier-1	Rs.100,000 to Rs.01 Million	3%	Clean lending

Tier-2	Rs.01 Million to Rs.10 Million	4%	Secured lending
Tier-3	Rs.10 Million to Rs.25 Million	5%	Secured lending

The overall target of the scheme is to disburse Rs.100 Billion by June 2023 to approximately 150,000 beneficiaries (25% quota for women) with an estimate that one million employment opportunities will be generated.

### Evaluating Youth Entrepreneurship Scheme

The YES Programme focuses on a credit line whereby the State Bank of Pakistan is providing subsidy markup as well as credit-security/risk-mitigation to partner banks. However, since it is not an ADP scheme, there is no provision for mandatory qualitative reporting, monitoring and assessment of the scheme by the Government.

Therefore, the Government of Pakistan has requested ILO for technical and financial support in undertaking a comprehensive evaluation of the YES Programme to assess if the programme is going in right direction and to develop recommendations for course correction.

Monitoring and evaluation of youth employment and entrepreneurship interventions are essential to inform programme adaptation and facilitate learning. A solid intervention framework and monitoring system is the basis for the evaluation process.

A step-by-step approach is therefore proposed with the initial support focused on areas to identify the appropriate changes needed for the monitoring system and design the evaluation approach for YES Programme.

- Step-1: Pre-Evaluation Analysis and Preparation for Evaluation
- Step-2: Evaluation of YES Programme
- Step-3: Technical Assistance and Policy Dialogue to review YES Programme

The three-tiered process for this technical evaluation is further elaborated in Annex-I.

As Step-1 of this process, preparatory work for the actual Evaluation will be undertaken which includes:

1. Analyze and document the intervention logic and institutional set-up for YES Programme
2. Analyze and document current M&E framework and data-availability about YES Programme (including recently developed online dashboard)
3. Identify and analyze gaps and learning needs to define monitoring and evaluation objective
4. Results measurement support to revise monitoring framework and develop evaluation approach and method

### Objective and scope of work

The objective of the assignment is to strengthen results measurement efforts of the Youth Entrepreneurship Scheme in Pakistan and facilitate the preparation of a technical evaluation.

A solid intervention framework and monitoring system is the basis for evaluation and ongoing learning and programme adaptation. Relevant outputs of the assignment include recommendations and a proposed approach to strengthen the current monitoring framework and a proposed evaluation approach and design, with indications of timeline, requirements, responsibilities and budget needed to carry out the evaluation.

ILO proposes to engage a team of two Consultants (one international and one national) to undertake pre-evaluation analysis of the YES Programme and undertake necessary preparations for the evaluation. The Consultants will produce the outputs below which could become the basis for any further work (and understanding of cost implications). The work may include several consultations with national stakeholders.

1. ***Intervention logic and institutional set-up:*** Consultants will analyze and describe the current intervention framework and results chain (e.g. from inputs, activities and outputs of the intervention model, characteristics of targeted youth population, expected labour market outcomes (and indicators) and other intermediate outcomes, and institutional set-up)
2. ***Current M&E framework and data availability:*** Consultants will analyze and provide an overview of current M&E framework and/or mechanisms, performance indicators, audits, lessons from previous reviews and analyze current data availability and measurement tools (including budget allocated to M&E). This analysis will help in understanding institutional capacity of PMKJP for effective M&E of YES Programme. The consultants will provide results measurement support and develop recommendations to revise and strengthen the monitoring framework.
3. ***Identify gaps and learning needs to define monitoring and evaluation objective:*** Consultants will identify gaps in results measurement and identify learning needs of the Government with regard to the YES, which will inform the monitoring and evaluation objective (beyond a one-time evaluation) and may require further consultations with key stakeholders to obtain this information.
4. ***Recommendations for evaluation approach and method:*** As part of the preparatory phase, consultants will analyze options and develop recommendations on what type of evaluation is most appropriate for the YES Programme (process/performance evaluation, impact evaluation), and what evaluation method, what data collection tools (qualitative and quantitative) are needed (e.g. KIIs, FGDs, surveys, administrative records), and what evaluation questions may be considered, along with other relevant considerations for the evaluation. The proposed evaluation design and requirements will be summarized and presented with the necessary details to advance to the technical evaluation and will be validated at the beginning of Step 2.

### **Scope of Work for International Consultant**

The International Consultant will be required for the following:

1. Take a lead role in the analysis of the results measurement system and preparation of the Technical Evaluation of the Youth Entrepreneurship Scheme (YES);
2. Prepare necessary tools and instruments to collect information for Step-1 (Preparatory Phase) as explained above;
3. Establish a good working relationship with national Consultant to act as a Team on this assignment;
4. Together with National Consultant, prepare a plan to collect all relevant information from relevant stakeholders, and conduct stakeholder consultations, as needed, in consultation with ILO;
5. Guide and support national Consultant to get all necessary information and data on simplified templates and forms;
6. Undertake all analytical work – including data and information analysis – to ensure accurate situation analysis. Assign selected parts of the analysis to national Consultant, where needed;
7. Prepare technical reports for Preparatory Phase (Evaluability) and coordinate with ILO Islamabad Office for technical reviews, inputs and incorporating changes in the draft reports;
8. Consider timelines and complete all interventions (preparations, field work, analysis, reporting) within given timeframe;
9. Ensure confidentiality of data, information, and analysis, until ILO and Government agrees on the findings and decide to publish reports;
10. Undertake any other action to ensure impeccable study with accurate results

### Scope of Work for National Consultant

The National Consultant will be required to undertake following tasks:

1. Work with International Consultant as a Team and assist in collecting field data for Step-1 (preparatory phase) of the technical evaluation.
2. Collect data from various relevant entities through different means (emailing, writing letters, visiting offices, meeting stakeholders, interviews, receiving documents, etc).
3. Coordinate with ILO Islamabad Office, Kamyab-Jawan Secretariat, tripartite constituents, other partner organizations, and individuals;
4. In collaboration with international Consultant, undertake parts of analytical work and prepare selected parts of the report;
5. Consider timelines and complete all interventions (preparations, field work, analysis, reporting) within given timeframe;
6. Ensure confidentiality of data, information, and analysis, until ILO and Government agrees on the findings and decide to publish reports;
7. Undertake any other action to ensure impeccable study with accurate results

### Deliverables

Consultants will be required to deliver the following:

1. Annotated outline for technical reports (2) and work plan. Final version based on review of draft version and in consultation with ILO.
2. Technical report on results measurement of the Youth Entrepreneurship Scheme, including the analysis of intervention logic and institutional set-up, current M&E framework and data

availability, identified gaps and learning needs for monitoring and evaluation, recommendations and proposed approach to strengthen the current results measurement framework

3. Technical report to conduct YES evaluation, including recommended evaluation approach and design, with indications of timeline, requirements, responsibilities and budget needed to carry out the evaluation.

### **Timeframe**

This preliminary step will have to be completed within two months.

### **Strategic linkages**

This evaluation will be managed by ILO in line with the [ILO Guide on Measuring Decent Jobs for Youth: Monitoring, evaluation and learning in labour market programmes](#), including Note 4: Enhancing youth programme learning through evaluation

This study contributes to the Pakistan Decent Work Country Programme 2016-2020 (extended to 2022), Priority Area 2: “Promoting jobs creation for youth and vulnerable groups”, with international Labour Standards being a cross-cutting theme.

Globally, this work contributes to Outcome 4 “Sustainable enterprises as generators of employment and promoters of innovation and decent work” as envisaged in the ILO Programme and Budget for 2020–21. It also contributes to Outcome-3 on “Economic, social and environmental transitions for full, productive and freely chosen employment and decent work for all”.

In turn, the work would contribute to UN Strategic Development Framework 2018-2022 (Pakistan), Outcome-2 on “Decent Work’ and SDG 8 “Decent Work and Economic Growth”

This activity will also strengthen ILO’s ongoing support to the Government of Pakistan on designing and implementing ‘Youth Employment, Economic Participation and Opportunities’, and ‘Livelihoods Protection and Youth Employment in response to COVID-19” spearheaded by the Planning Commission of Pakistan.

### **Responsibility Framework**

1. Consultants will be responsible to:
  - a. Bring/procure required technical expertise for all elements of the assignment;
  - b. Identify most relevant and recent literature and tools related to the subject;
  - c. Develop mechanisms to effectively consult relevant stakeholders and get adequate benefits in a respondent-friendly manner;
  - d. In view of travel restrictions and other SOPs due to COVID-19 pandemic, make sure to use appropriate technologies and means of communication that suit the requirements of relevant stakeholders;
  - e. Participate in and contribute to stakeholder consultations
  - f. Prepare a slide-deck and make a presentation for stakeholders consultation;
  - g. Ensure timely submission of deliverables;

- h. Share all important legislations, regulations, documents and information obtained during consultancy assignment, which are not available online, with ILO;
  - i. Take all necessary measures to complete the assignment within given resources and timeframe;
2. ILO will be responsible for;
    - a. Prepare a contract for the Consultants and making necessary payments on different intervals – based on deliverables;
    - b. Provide an introductory letter to Consultants – which will help them for introductions with relevant stakeholders;
    - c. Provide contact details of various relevant stakeholders;
    - d. Where possible, extend support in facilitating meetings with relevant stakeholders;
    - e. Provide technical inputs on outline, and draft report within a reasonable time;
    - f. ILO will manage the 'Stakeholder Consultation'. If, due to COVID-19 lockdown situation, the workshop has to be online, ILO will provide IT platform for meeting. In case of face-to-face meeting, ILO will manage the entire event including content, venue, and logistics etc.
3. Kamyab-Jawan Secretariat will be responsible for;
    - a. Providing all existing reports, literature, regulations, and policy documents;
    - b. Provide access to data, Dashboards, M&E Systems, and other sources of information;
    - c. Meeting with Supervisory/Monitoring bodies for YES Programme
    - d. Access to individual beneficiaries for interviews;
    - e. Technical involvement of key resource persons of the Kamyab-Jawan Programme

### Special Provisions

- **COVID-19:** Consultants will be required to fully comply with applicable UN and Government regulations and SOPs for prevention against spread of COVID-19 and organize work in such a way to ensure safety of self and other stakeholders.
- **Security:** This assignment does not include any domestic or international travel. As per new UN regulations, if the assignment includes traveling to any city other than Islamabad, Lahore or Karachi, the Consultant will have to complete a special Security Training Course (SSAFE) preferably before starting the assignment. ILO will facilitate enrollment of Consultant to the course (and will pay for the course) – but these training days will not be paid by ILO.
- **Reporting:** Consultant will be required to report only to ILO. All materials produced by Consultants will be reviewed by ILO for technical quality assurance and will be shared with Government as ILO product. The consultants will provide regular updates for the work carried out to the ILO Country Office for Pakistan as well as to the ILO Decent Work Technical Support Team and the Regional Programming Services Unit. Throughout the course of this assignment, the consultants will report on a weekly basis to ILO for coordination and follow-up. All communication to other relevant stakeholders should be coordinated with ILO. If it appears necessary to modify the tasks of work or exceed the time allocated, the consultant must discuss the circumstances and obtain prior written approval. ILO may disclose the draft or final

documents and/or any related information to any person and for any purpose they may deem appropriate.

### Required Qualification and Experience

The consultant or consulting firm should have the following qualification and experience:

1. An advanced degree in the field of labour economics, social sciences or related area;
2. At least 10 years of relevant experience on monitoring and evaluation of labour market interventions as well as demonstrated expertise on youth employment and entrepreneurship - either in Pakistan or internationally;
3. Must be well aware of institutional and organizational situations of business support organizations and business start-up issues, legislation and regulation, and institutional system in Pakistan;
4. Ability to communicate effectively both orally and in writing. Ability to work on own initiative as well as a member of a team. Ability to plan and organize work.
5. Previous work experience with UN System in general and with ILO in particular, will be added advantage;
6. Strong competence to use computer and office-related software;
7. Excellent drafting and report writing skills. Ability to present information in readily understandable forms.
8. Excellent command and proficient working ability in English.

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### How to submit:

Interested individuals or Teams (one International and one National) are requested to submit the Expressions of Interest, along with following supporting documents (duly dated and signed) through email to: [islamabad@ilo.org](mailto:islamabad@ilo.org), cc: [shahnila@ilo.org](mailto:shahnila@ilo.org) by **15<sup>th</sup> September 2021**.

- Provide CV(s) and clearly indicate if applying for role of **international** or **national** Consultant;
- Provide brief methodology to carry out the assignment (not more than 1 page);
- Propose budget (number of workdays and fee-per-day. For international consultant, it should be USD while for National Consultant, in Pakistani rupees) to complete the assignment with all proposed actions. In case of Team, number of workdays and fee should be mentioned separately for each Consultant.

Kindly mention the RFQ reference RBTC/ILO/2021/008 in the subject of email/submission. Any proposal received without this number and received after the official closing time and date will not be accepted.

### Questions and replies:

Should you have any questions, please contact us only by email ([islamabad@ilo.org](mailto:islamabad@ilo.org); cc [shahnila@ilo.org](mailto:shahnila@ilo.org)) quoting the RFQ reference.

## **Step-by-Step Approach for Review of Youth Entrepreneurship Scheme (YES) of Kamyab-Jawan Programme (Draft version to be revised and adapted during Step 1)**

ILO proposes a step-by-step approach where ILO's initial support would focus initially on areas to identify the appropriate changes needed for the monitoring system and design the evaluation approach for YES Programme. This can be achieved with support of an (inter)national experts with expertise on both monitoring and evaluation, and youth employment/entrepreneurship. Following steps are proposed:

### **Step-1: Pre-Evaluation Analysis and Preparation for Evaluation**

ILO proposes to engage Consultant to undertake pre-evaluation analysis of the YES Programme and undertake necessary preparations for the evaluation.

A solid intervention framework and monitoring system is the basis for evaluation and ongoing learning and programme adaptation. The main output would be (i) a proposed approach to strengthen the current monitoring framework and (ii) designed evaluation approach, with indications of timeline, requirements, responsibilities and budget needed to carry out the evaluation.

### **Step-2: Evaluation of YES Programme**

Based on the work done in Step-1, ILO will engage a Team of experts to undertake detailed Evaluation of YES Programme. Evaluation will adopt OECD principles by assessing relevance, validity of design, results and effectiveness, efficiency of resource use, effectiveness of management arrangements, impact orientation and progress towards sustainability. Some of the preliminary objectives and Questions of the Evaluation will be as follows (these will be further informed in pre-evaluation stage):

- Assess the extent to which the YES Programme has achieved the stated objectives and expected results while identifying the supporting factors and constraints;
- Identify unexpected positive and negative results of the YES Programme;
- Assess the extent to which the outcomes of the YES Programme will be sustainable;
- Establish the relevance of the YES Programme design and implementation strategy in relation to the national development frameworks
- Establish the relevance of YES Programme with needs of women and how it can be further improved to promote women entrepreneurship in Pakistan;
- Identify lessons learned and potential good practices, especially regarding models of interventions that can be applied further;
- Provide recommendations to YES Programme stakeholders to promote sustainability and support further development of the major outcomes.

To achieve these objectives, following questions will be answered in the Evaluation (to be reviewed and confirmed in pre-evaluation stage):

1. Is the YES Programme relevant to the achievements of the government's strategy, policy and plan?



2. Is the project relevant to the felt needs of the beneficiaries regarding, among others, on a conducive employment environment (including job creation and self-employment and sustainable enterprises)?
3. How well the project complements and fits with other ongoing or forthcoming programmes and projects in the country?
4. What links are established so far with other activities of the Government and development aid organizations at local level and/ or Provincial partners?
5. To what extent the new business start-ups are successful and sustainable?
6. To what extent did the new businesses created new employment opportunities?
7. Whether existing loan procedures including selection criteria, pre-requisites for loan applications, pre-loan assessments, business orientation, determining loan amounts, distribution of loans, post-loan follow-ups, and monitoring system are adequate and appropriate?
8. Whether existing YES Programme addresses geographic and socio-economic inequalities?
9. Whether existing facilitation mechanism and business assessment process adequately ensures sustainability of business?
10. Whether existing mechanism adequately supports women's participation in YES Loan programme?
11. What improvements are needed to expand YES programme to reach 150,000 beneficiaries (Rs: 100 billion) target in lowest time?
12. What improvements are needed to improve 'employment-outcomes' of YES programme?
13. What improvements are needed to enhance women's participation in YES programme?
14. What measures are needed to ensure sustainability of YES programme benefits?

### **Step-3: Technical Assistance and Policy Dialogue to review YES Programme**

Based on the evaluation results, ILO and Kamyab-Jawan will jointly develop an action matrix to undertake Policy Dialogue to review the existing YES Programme and other Youth Employment interventions.

#### **Timeframe**

Depending on availability of (inter)national Consultants and COVID-19 situation, this process is likely to complete in ten (10) months.

#### **Requirements from Kamyab-Jawan Programme**

The Kamyab-Jawan Programme will be required to provide following support in this process:

1. Access to all records of YES Programme – including databases of individual borrowers;
2. Secondary records for assessing the existing M&E System of YES Programme
3. Meeting with Supervisory/Monitoring bodies for YES Programme
4. Access to individual beneficiaries for interviews
5. Technical involvement of key resource persons of the Kamyab-Jawan Programme