1. Background

Youth Business International (YBI) is a global network of expert organisations (our members) in over 50 countries supporting underserved young people to turn their ideas into successful businesses, creating jobs and strengthening communities.

YBI members around the world provide young entrepreneurs with an integrated package of support, comprising training, mentoring, access to finance and other services, to help them start and grow sustainable businesses. Members are locally rooted and locally led, their programmes combine deep contextual knowledge with YBI’s sector-leading global expertise and tools. YBI is facilitated by a Network Team based in London and Bogotá.

Millions of young people in India and Bangladesh are unemployed or in low-wage, low-skilled or unsafe jobs. Many are not equipped to deal with the rapidly changing world of work. Without access to decent and stable income young people are unable to provide a better future for themselves and their families.

The IKEA Foundation is partnering with YBI to enable young entrepreneurs in India and Bangladesh to create thriving businesses that boost their economies and create jobs in the local markets. The Accelerating Youth-Led Businesses in the Digital Era Programme will enable B’YEAH in Bangladesh and BYST in India to better equip more young people with the entrepreneurship skills they need to start, grow and sustain their businesses. Working through these organisations, YBI will provide 3,200 young people aged 18-35 years old, from rural or peri-urban areas, with entrepreneurship training, mentoring, access to finance and support in adopting digital technologies so they can create over 6,200 quality jobs in their communities.

In Bangladesh, B’YEAH will work in Dhaka and Sirajdikhan (sub-district of Munshiganj district). In India, BYST will work in Maharashtra (Pune District) & Tamil Nadu (Kanchipuram & Thiruvallur Districts) and Rural Haryana (In 50 km radius of Faridabad and Gurugram).

The program is managed differently in the two countries, including different outreach approaches to recruit participants and selection processes. In both countries there will be different cohorts, so not all program participants will join at once.

The programme runs for three years (2019-2022) and aims to benefit a total of 3,200 young people in Bangladesh and India through the following activities:
• Training in business skills such as idea generation, business planning and management, and marketing; digital skills including knowledge and understanding of digital platforms and e-commerce; and soft skills such as communication and conflict management;
• Increasing opportunities to access new markets though networking;
• Facilitating access to local financial services and pitch training; and
• Pairing young people with experienced business mentors.

In addition to the local activities directly supporting young entrepreneurs in Bangladesh and India, YBI will:
• Support members to identify and understand gaps in their service delivery and internal systems through a Digital Accelerator Approach¹, including how to strengthen their skills training for young entrepreneurs; and
• Conduct research, develop a framework and support members to design training that enables the young entrepreneurs they are supporting to apply a decent work lens to their business.

YBI is seeking a consultant or team of consultants to conduct the evaluation of this programme. This comprises engagement with the implementing institutions at key milestone moments during the implementation process, a performance evaluation at the end of the implementation period, and an impact evaluation for key programme outcomes.

2. Objectives of the Evaluation

The evaluation will have three main objectives:

1) Support continuous learning from the implementation process to maximise the effectiveness and return on investment of future programmes and enable immediate adjustments so that the programme is as successful as possible;
2) Assess achievements against the programme indicators as well as the processes that led to the observed developments and any positive or negative unintended effects, drawing lessons learned from the overall implementation (performance evaluation); and
3) Assess the causal attribution of the observed outcomes to the programme activities (impact evaluation).

Key preliminary evaluation questions to consider, questions will be finalised during inception:

• To what extent does the bundle of entrepreneurship training and business development support delivered help advance business growth and employment opportunities in Bangladesh and India? (impact)

¹ The Digital Accelerator is a structured and systematic programme for YBI Members to explore how to leverage digital solutions to improve the reach and relevance of their services to entrepreneurs and how to innovate the ways in which they operate and deliver services.
• Does the programme address differences in the needs and outcomes by gender, and if so, how does the programme harness these? (effectiveness)
• To what extent are young entrepreneurs adopting decent work practices? What barriers exist to their adoption in the implementing countries? How might these be overcome? (effectiveness/sustainability)
• To what extent is the Digital Accelerator relevant and effective for members (BYST and B’YEAH) to develop the skills of organisations and young people? (relevance/effectiveness)

The evaluation results will inform the future work of YBI and its members as well as IKEA Foundation and their beneficiaries and will shape YBI’s developing decent work policy and practice.

3. Scope and Key Activities

The evaluation should enable us to assess progress against the programme’s overarching theory of change, generating learning and insight for YBI, members and IKEA. This includes understanding achievements against targets and the degree to which these achievements can be attributed to the programme.

Considering budget constraints, the evaluation is not expected to include both, rural and peri urban areas.

Key activities are outlined below.

1. Early and ongoing engagement with the programme

Engage with YBI and both members at key milestone moments in order to gain a detailed understanding of the programme throughout its different phases and ensure the consideration of success factors and lessons learned alongside the implementation process. This comprises familiarising with the programme, its Theory of Change (see Appendix 1) and indicators from the kick-off stage and engaging with YBI and both local implementation partners to discuss progress, challenges and learning, as well as recommendations for upcoming activities.

2. Performance evaluation

Conduct a systematic, objective performance evaluation of the programme. The evaluation should assess: how well the programme’s envisaged outcomes have been achieved and examine in detail the linkages between the different activities, outputs and outcomes; whether underlying assumptions turned out to be correct; whether there were any (positive or negative) unintended effects; what the main success factors were; barriers and lessons learned. The evaluation should be guided by the OECD DAC criteria (i.e. relevance,
coherence, effectiveness, efficiency, impact and sustainability) and include a section on practical recommendations.

3. Impact evaluation

Construct a counterfactual to assess the causal relationship between the programme’s activities and the observed outcomes. While there is a preference for experimental or quasi experimental evaluation designs, we will consider other designs if value add is clearly stated and approach guarantees robust evidence to address evaluation questions.

4. Methodology and data

The consultant(s) are expected to suggest methodological approaches for all parts of the evaluation. Recognising the importance of understanding impact and mechanisms of change from different angles, innovative approaches including mixed methods are welcomed. We anticipate much of this data will be collected through surveys.

The table below outlines the programme’s outcome areas, targets and related indicators.

<table>
<thead>
<tr>
<th>No.</th>
<th>Outcome area</th>
<th>Target</th>
<th>Related indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Develop new and existing business to expand their markets and grow revenue</td>
<td>2,050</td>
<td># of young people counselled and trained (m/f)</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td># of businesses started</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>% of annual revenue growth</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td># of employees</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td># of YEs reporting increase in business knowledge and skills</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td># of YEs accessing new markets</td>
</tr>
<tr>
<td>2.</td>
<td>Create decent job opportunities that provide sustained income</td>
<td>6,200</td>
<td># of young people in employment</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td># of jobs created (m/f)</td>
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<td></td>
<td></td>
<td></td>
<td>Average annual employee income (€)</td>
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<td></td>
<td></td>
<td></td>
<td>Increase in annual employee income p/a (€)</td>
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<td></td>
<td></td>
<td></td>
<td>Employee wellbeing (qualitative accounts)</td>
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<tr>
<td>3.</td>
<td>Develop and promote adoption of new digital technologies</td>
<td>1,436</td>
<td># of digital tools developed by YBI members</td>
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<tr>
<td></td>
<td></td>
<td></td>
<td>% of YEs report increase in digital skills uptake</td>
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</tbody>
</table>

The consultant(s) will be responsible for identifying and gathering the data needed to comply with the defined tasks. However, YBI and its local members will support this process to the best of their abilities. Regular and thorough data collection will take place over the course of programme implementation and the evaluator(s) will be provided with all relevant quantitative data to assess progress towards the programme’s set targets (bi-annual log frame indicator reporting, bi-annual narrative progress reports, excel template with information on key outcome indicator). Additional desk research, qualitative data collection will be required as part of this assignment.
4. Expected deliverables and indicative timeline

<table>
<thead>
<tr>
<th>Key Deliverables</th>
<th>Timeframe</th>
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<tbody>
<tr>
<td>Kick off call with YBI and both member organisations to consolidate methodology</td>
<td>April 2020</td>
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<tr>
<td>and procedure</td>
<td></td>
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<tr>
<td>Evaluation Plan, including data collection tools, sampling</td>
<td>April 2020</td>
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<tr>
<td>approach for performance and impact evaluation, evaluation matrix</td>
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<tr>
<td>Annual stakeholder calls (additional, adhoc calls can be scheduled as needed)</td>
<td>September 2020, September 2021,</td>
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<td></td>
<td>September 2022</td>
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<tr>
<td>Midterm performance evaluation:</td>
<td></td>
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<tr>
<td>• Presentation of preliminary findings</td>
<td>March 2021</td>
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<tr>
<td>• Final report including one round of feedback</td>
<td>April 2021</td>
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<tr>
<td>Final performance evaluation:</td>
<td>September 2022, October 2022</td>
</tr>
<tr>
<td>• Presentation of preliminary findings</td>
<td></td>
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<tr>
<td>• Final report including one round of feedback</td>
<td></td>
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<tr>
<td>Impact evaluation:</td>
<td></td>
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<tr>
<td>• Presentation of preliminary findings</td>
<td>February 2023, March 2023</td>
</tr>
<tr>
<td>• Final report including one round of feedback</td>
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5. Budget and travel

The maximum budget available for this assignment is €50,000. The consultant(s) are expected to travel at least once to India and Bangladesh to gather primary evaluation data.

6. Required Expertise and Experience

- A post-graduate degree in economics, economic development, labour economics or a related field
- At least 10 years’ experience in conducting quantitative and qualitative evaluations, including experimental and quasi-experimental impact evaluations;
- Knowledge of, or experience with, entrepreneurship training programmes
- Demonstrable project management skills
- Excellent written and verbal communication skills in English
- Knowledge of Bangladesh and India’s economy and institutional set-up, as well as previous work experience with international organisations is desirable

Guidance templates for inception and evaluation reports will be shared with consultants in due course. Maximum length of evaluation reports is 30 pages (excluding appendices). Due to budget constraints, the midterm evaluation report could potentially be submitted in a different format (e.g. power point)
7. Submission of proposals

Proposals for conducting this consultancy must be submitted in English to Macarena Magofke, Evidence and Learning Manager, at macarena.magofkegilbert@youthbusiness.org by 9.00 am (GMT) on 17 March 2020. Proposals must include:

- CV (max two pages) for each consultant involved
- Two examples of comparable work
- Technical proposal (max five pages) including: understanding of the work to be completed; methodology; detailed work plan with timelines
- Financial proposal outlining number of days and separating out fees and any expenses
- 3 professional references

Proposals will be reviewed by YBI’s Network Team, and the process may include a short phone interview. Outcomes will be communicated to all applicants in early February 2020.

For an informal discussion, please contact Macarena Magofke by email and/or arrange a phone call on +44 (0)20 3326 2063.
Accelerating youth-led business in the digital era

Reduced youth unemployment leading to improved economic and social development in rural areas in Bangladesh and India

**Higher-level Outcomes**
- **Business creation**
  - # young people starting a business
- **Business growth**
  - # young people counselled or trained
  - % annual revenue growth
  - # of employees
  - # YEs accessing new markets
- **Decent job creation**
  - # jobs created (m/f)
  - # young people employed (m/f)
  - annual employee income & increase per annum(€)
  - employee wellbeing
- **Business survival**
  - % business trading for > 12 months
- **Digital integration**
  - # digital tools developed by members
  - % YEs report an increase in digital skills uptake

**Immediate Outcomes**
- **Improved entrepreneurial skills** [YOUTH]
- **Increased knowledge & access to sources of finance** [YOUTH]
- **Increased KAP of business standards & decent work concepts** [YOUTH]
- **Improved knowledge & awareness & access to digital tools** [MEMBERS]

**Activities**
- **Skills building and training**
  - Training in relevant skills needed for success, idea generation entrepreneur mindset, business planning & management
  - Specialised trainings and capacity development in communications, marketing as well as understanding potential of digital platforms, e-commerce and developing an individual’s soft skills
  - Increasing opportunities to new markets through networking
  - Facilitating access to local financial solutions & financial management & pitch training
  - Pairing young people with experienced business mentors
- **Access to finance**
- **Mentoring**
- **Access to decent work**
- **Digital accelerator**
  - YBI research into best practices
  - YBI piloting and testing indicators
  - YEs trained in relevant business and labour regulatory frameworks
  - Phase 1: Mobilisation
  - Phase 2: Discover & describe
  - Phase 3: Co-create
  - Phase 4: Lean testing