Terms of Reference

Monitoring, Evaluation and Learning (MEL) Specialist
Youth Entrepreneurship Program (YEP) for Latin America/Caribbean

<table>
<thead>
<tr>
<th>Location</th>
<th>Bogota (tbc)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Term</td>
<td>Fixed Term Contract. YEP is a 5 year program (Oct 2013 - Oct 2018)</td>
</tr>
<tr>
<td>Hours</td>
<td>Full-time</td>
</tr>
<tr>
<td>Reporting to</td>
<td>YEP Program Director</td>
</tr>
<tr>
<td>Direct reports</td>
<td>0</td>
</tr>
<tr>
<td>Salary</td>
<td>To be negotiated</td>
</tr>
</tbody>
</table>

1. Position summary

The Youth Entrepreneurship Program is a major new partnership initiative between Youth Business International (YBI) and the Multi-Lateral Investment Fund (MIF) of the Inter-American Development Bank to increase effectiveness and scale in entrepreneurship programming for low-income youth in Latin America and the Caribbean.

The program consists of three interrelated components:

- **Component 1: Design and implementation of 8-10 country level projects** to increase the delivery of a comprehensive range of quality services to young entrepreneurs. Projects will be responsive to the needs and opportunities in that operating market and its existing entrepreneurship ecosystem, and aligned to the program’s strategic learning agenda.

- **Component 2: Tailored capacity building of the implementing organizations** to maximize quality and sustainability. This technical assistance will take the form of operational/methodological support (such as how to deliver an effective mentoring program) or organizational support (such as IT systems enhancement, or how to establish effective monitoring, evaluation and learning systems) or both.

- **Component 3: Knowledge and communication (Regional Center for Youth Entrepreneurship)** - the development of a regional knowledge and support center for youth entrepreneurship programming, fostering ongoing learning, knowledge exchange, and operational efficiencies.

The MEL Specialist will be part of a small team of 3 based in Bogota (tbc). S/he will report to the Program Director, and also be considered a remote part of the YBI global MEL team based in London, UK.

The Monitoring, Evaluation and Learning (MEL) Specialist is responsible for leading the design and implementation of the program MEL framework and workplan.
Core responsibilities relating to the MEL Specialist include:

i) oversight of the MEL for all projects under Components 1 and 2;
ii) design and delivery of capacity building to implementing organizations in specific aspects of MEL, based on needs identified; and
iii) leadership of the knowledge development and exchange aspects of the Regional Center.

2. Context

Background to the Program

The Youth Entrepreneurship Program was developed with the aim of increasing the number of poor and low-income youth (aged 18-30) in Latin America and the Caribbean (LAC) successfully starting sustainable businesses and creating new jobs.

Despite significant investments in this area, there remain systemic challenges for these young people in starting and growing businesses, such as lack of start-up financing and other essential non-financial support, including entrepreneurship training and mentoring. There is also a comparative lack of evidence about what works in terms of youth entrepreneurship support in LAC and a scarcity of tested and scalable models.

The Program aims to redress this by combining the experience, resources and network of the MIF in LAC, with those of the Youth Business International (YBI) network (www.youthbusiness.org), a leading pioneer in entrepreneurship support for under-served youth, with member organizations spanning 40 countries. Through targeted country-level projects selected and implemented under a strategic learning agenda and rooted in cross-sector collaboration, the Program will result in laying the foundations for a youth entrepreneurship ecosystem in selected countries across the Region and will generate significant knowledge and innovations for improved services and systems that may also be transferred to other regions.

These activities will be facilitated and sustained through the establishment of a Regional Center on Youth Entrepreneurship, a knowledge and support Center, based on a network of relevant institutions. The Center will remain as a permanent legacy for the region, and a reference in LAC experience and good practice for other regions.

The MIF is investing US$ 12 million in the Program, which is envisaged to be matched by counterpart investments, resulting in a total Program budget of US$32 million.

Key program outputs/outcomes (within 5 years of program life-span) are as follows:

- 28,200 new youth led businesses created and/or strengthened, generating an estimated 40,000 new jobs;
- Increased income for 15,800 youth (est. 70% of new businesses started);
- 64,480 youth provided with targeted enterprise training; and
• A Regional Center for Youth Entrepreneurship established, facilitating knowledge exchange among stakeholders and supporting a regional network of organizations.

More specifically, key MEL-related outputs are as follows:

• 8-12 global capacity building tools tailored specifically for the LAC region.
• 59-81 assessments and evaluations conducted, contributing to the program’s learning agenda1.
• 20-25 external knowledge products developed based on regional learning, including research publications, videos, offerings, website.
• Delivering 2 regional YE Summits.

About YBI

Youth Business International is a global network of independent non-profit initiatives (members) helping under-served young people to start and grow their own business and create employment.

YBI members currently operate in more than 40 countries worldwide, providing integrated start-up business support to under-served young people combining access to loan capital, one-on-one mentoring and a range of training. They adapt this common approach to their local context, working in partnership with governments, businesses and multilateral and civil society organisations.

A London-based network team coordinates and leads global activity, with responsibility for driving network growth and quality. The network team has grown from around 7 full time staff to close to 30 full time paid staff in the past five years. The regional team currently being recruited to manage the YBI-MIF Program will be an extension of YBI network team and will be in close contact with that team.

YBI has been very successful in building new global partnerships with both multinational businesses as with bi/multi-lateral development organisations. The total portfolio of funds committed currently exceeds GBP 30 million and is expected to grow further. In addition to the MIF, YBI’s major partners include Accenture, Barclays, BG Group, the UK’s Department for International Development (DFID) and the US Agency for International Development (USAID).

YBI members in LAC (existing and future) will be the exclusive executing agencies of projects under the regional YBI-MIF Program, since they are already focused on the primary target group of the Program and have undergone YBI quality assurance in becoming and remaining a YBI member. In addition, YBI is committed to supporting the ongoing development and growth of its members, meaning that

1 Evaluations to be conducted include: 1 randomized impact evaluation 8 - 10 non-randomized studies including action learning approaches of projects (under Component 1) and 50 - 70 nonrandomized studies including action learning approaches of capacity building interventions (under Component 2).
investments in YBI members under this Program can be sustained beyond the lifetime of the Program.

About MIF

The Multilateral Investment Fund (MIF) supports economic growth and poverty reduction in Latin America and the Caribbean by encouraging increased private investment and advancing private sector development. It works with the private sector to develop, finance, and execute innovative business models that benefit entrepreneurs and poor and low-income households; partners with a wide variety of institutions from the private, public and non-profit sectors; evaluates results; and shares lessons learned.

The MIF is a laboratory for testing pioneering, market-based approaches to development, and an agent of change that seeks to broaden the reach and deepen the impact of its most successful interventions. In 2012, MIF launched its Youth Employment and Entrepreneurship strategy which is aimed at supporting poor and low-income youth between the ages of 16-29 years who lack employability skills and are either unemployed or working in the informal sector. Particular emphasis will be placed on young women, and youth from violence-prone areas, who are considered to be “at risk” of or already engaging in risky behaviour such as dropping out of school, neither working nor studying, teen pregnancy, crime, substance abuse, etc. Youth entrepreneurship is a key pillar of the MIF strategy in this area.

3. Role and Responsibilities

The MEL Specialist will have overall responsibility for Program Monitoring, Evaluation and Learning (MEL):

- Lead the ongoing development and implementation of the program level MEL framework and annual MEL workplans so that they reflect the program accountability needs (i.e. alignment with program logframe and reporting requirements) as well as program learning needs (i.e. alignment with the program’s learning agenda);
- Support the development of concept notes and ToRs for external consultants engaged in conducting program evaluations and research studies, as needed (in conjunction with relevant country level MEL staff and/or YBI global MEL staff and/or MIF representatives);
- Manage the program’s MEL budget;
- Coordinate with YBI’s global MEL team to ensure alignment of approaches, sharing of best practices, systems etc.;
- Input to the program communication strategy from the perspective of knowledge application and exchange, both internal and external;
- Lead development and dissemination of YEP’s annual research publication, which showcases research conducted across the program;
- Champion a culture of learning across all YEP stakeholders involved in the delivery of YEP; and
• Execution of any other relevant duties as required relevant to core responsibilities.

Against each Programme component the MEL Specialist will hold the following responsibilities:

Component 1 - Country Projects Design and Execution

Expected Results: a) 8-10 MIF funded projects test and/or scale support services for young entrepreneurs; b) 28,200 young people receive support to start and/or grow a business; and c) 64,480 young people receive pre-startup entrepreneurship training

• Provide a MEL perspective to the selection criteria for country projects; and
• Provide support to country level projects in developing and implementing their individual MEL plans, ensuring that these align with the Program-level equivalents.

Component 2 - Capacity Building of Implementing Organizations

Expected results: a) 8-10 organizations receiving needs-based capacity building interventions to improve entrepreneur support; and b) 8-10 organizations receiving needs-based capacity building interventions to strengthen organizational delivery capability

• Work with YBI’s global MEL team to design and implement MEL capacity building offerings (i.e. building the capacity of the implementing organizations in carrying out their own MEL activity), as required; and
• Lead the design and implementation of MEL for all the capacity-building interventions carried out to assess the value-addition of these interventions, and the resulting impact on the recipient organizations.

Component 3 - Knowledge and Communication: Regional Center for Youth Entrepreneurship

Expected results: a) A Regional Center for Youth Entrepreneurship established; b) 8-12 global capacity building tools being tailored for the LAC region; c) 59-81 evaluations conducted and contributing to the learning agenda; d) 20-25 external knowledge products developed, based on regional learning agenda; e) 2 regional LAC youth entrepreneurship summits held.

• Support the YEP Program Director in the development of the Regional Center strategy, specifically where it pertains to ongoing learning and knowledge development;
• Lead on the development and implementation of knowledge exchange aspects of the Regional Center (including development and dissemination of knowledge products);
• Draw on established best practice in knowledge exchange through regional networks and the YBI global network;
• Lead the development and dissemination of YEP’s annual research publication, which showcases research conducted across the program;
• Design and deliver regular learning events (both ‘in person’ and remote events) e.g. workshops/webinars etc. and lead on the agenda for the two regional summits, ensuring that learning and knowledge exchange objectives are achieved;
• Identify potential evaluation and research partners, build strategic partnerships with research and learning institutes;
• Submit/present papers to journals and conferences;
• Effectively represent the program in external MEL networks and ensure the program stays current with emerging best practice in this area; and
• Align program learning and knowledge with YBI global activity in this area, ensuring maximum exposure and replication of learning and knowledge beyond the LAC region, where relevant.

4. Person Specification

Skills and Experience

Required
• Significant experience in monitoring, evaluation and learning, including design and implementation of MEL frameworks for multi-country programs
• Experience of capacity building in the area of MEL, both remotely and ‘in person’
• Strong project management experience, including experience managing budgets and handling multiple projects simultaneously
• Track record in producing knowledge products and experience designing and coordinating learning events
• Experience establishing/managing a virtual network focused on knowledge exchange
• Strong networker, experienced at building and maintaining strategic partnerships to foster knowledge exchange?
• Adaptable and flexible, comfortable working in a multi-cultural setting/with multi-cultural teams
• Excellent communication and public presentation skills
• Fluent in Spanish and English (speaking and writing)
• Prepared to be based in Colombia (tbc) for the duration of the program and to travel as needed within the region and to the US and Europe (est. 40% travel)

Desirable
• IT/social networking experience (to manage a virtual knowledge exchange platform)
• Previous experience working with the MIF/managing MIF projects and programs
• Experience working with the YBI network
• Sector experience (i.e. working in youth employment/entrepreneurship programming and/or policy)
• Portuguese speaker (in addition to fluent Spanish and English)
Sector Knowledge

- Understanding of a range of quantitative and qualitative approaches to MEL (including impact evaluation) and learning
- Strong understanding of the youth development and entrepreneurship sector in Latin America and the Caribbean (LAC).

Qualifications

- Relevant post-graduate qualification and/or specialist training.

Applications

If you are interested in applying, please send your CV (maximum 2 A4 sides) and a covering letter in English to mary.millsbrown@youthbusiness.org

Your covering letter (maximum 2 A4 sides) should explain:

- why you want this job;
- how your background and experience make you a suitable candidate - please use examples of specific projects and achievements; and
- which relevant skills and knowledge you will bring, referring to the Person Specification (above).

Please let us know if you require any reasonable adjustments due to a disability to assist you in completing your application and/or participating in a selection test or attending an interview in the event that you are short-listed.

Closing date: 30 May 2014