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RESEARCH FOR EFFECTIVE EDUCATION PROGRAMMING – AFRICA (REEP) FEASIBILITY DETERMINATION: HUGUKA DUKORE MID-TERM PERFORMANCE EVALUATION

Approved Date: April 9, 2018

Contract End Date: September 28, 2021

Contract Number: AID-OAA-TO-16-00024

Activity Start Date and End Date: 9/29/2016 – 9/28/2021

Total Award Amount: \$7,949,966.00

Implemented by: Dexis Consulting Group (Dexis)

Subcontractors: Research Triangle Institute (RTI)



Research for Effective Education Programming – Africa (REEP)

Feasibility Determination: Huguka Dukore Mid-Term Performance Evaluation

February 16, 2018

Research for Effective Education Programming – Africa (REEP)

Contract Number: AID-OAA-TO-16-0002

DISCLAIMER

Produced by Dexis Consulting Group for the United States Agency for International Development

ACTIVITY SUMMARY AND CONTEXT

The five-year (12/2016-12/2021), \$20.5 million Huguka Dukore award is USAID/Rwanda's flagship workforce development/youth activity, employing a Positive Youth Development approach. The activity's primary goals are to increase stable employment opportunities, including self-employment, for vulnerable youth; to improve youth training and employment systems; and to increase investment in skills for vulnerable youth. The program focus is on work readiness and linkages to, or the creation of, employment opportunities. The activity is primarily funded and supported by the Education Office, but includes Economic Growth and Health support, as well.

Over 60 percent of the Rwandan population is 25 years or younger, which presents a huge risk, as well as an opportunity, for Rwanda's ambitious plans for development and transformation. The Government of Rwanda's highest-level strategies contain a major emphasis on tapping into and developing the country's human capital in order to spur economic growth. However, there is still room to improve the expertise and evidence base on how to most effectively achieve these aims.

The USAID/Rwanda Education Office has been investing in youth and workforce development programming since 2009, resulting in, among other successes, a work readiness curriculum that has now been adopted by the Government of Rwanda. Huguka Dukore builds on previous USAID programming, and will assess and share data on employment and labor market demand, build capacity of local implementing partners to deliver market-driven employment preparation and job intermediation services, and train youth with relevant skills for work and self-employment. While youth and workforce development is recognized as a priority for the USAID/Rwanda Mission, as well as the Government of Rwanda, much remains to be done.

Huguka Dukore focuses on improving young people's work readiness skills and employment opportunities through the following activities:

- Assessing and sharing data on employment opportunities
- Building capacity of local organizations to deliver employment skills preparation and job intermediation services
- Training youth in relevant job skills for work and self-employment
- Growing the Akazi Kanoze network of local youth-serving organizations and employment resources

Huguka Dukore is one of several USAID/Rwanda Mission activities serving youth in some form. However, the current USAID/Rwanda Country Development and Cooperation Strategy (CDCS) may not adequately focus on either the youth population or workforce development. Similar programs by other donors, with whom the USAID/Rwanda Mission collaborate, are largely focused on improving the Technical and Vocational Education Training system. Private sector engagement seems to be a significant gap in youth and workforce development activities.

The USAID/Rwanda Mission requested a performance evaluation to determine the effectiveness of Huguka Dukore, and its implementation thus far. Specifically, the performance evaluation will examine the effectiveness of the project approach and implementation, assess the performance of the implementing partner, and identify areas for improvement or adjustment. The evaluation may explore how this activity relates to and feeds into the larger effort of USAID, the Government of Rwanda and other partners, in furthering the country's emphasis on human capital development.

Based on conversations with USAID, and the information contained in this document, it is Dexis' determination that this activity is feasible within the Research for Effective Education Programming - Africa (REEP) Task Order, and therefore it is our recommendation to proceed with this activity.

EVALUATION PURPOSE

For the USAID/Rwanda Education Office, and the Mission more broadly, the Huguka Dukore mid-term represents an important learning opportunity to ensure effective investment in youth, as it relates to both work readiness and connecting youth to stable employment. The primary purposes of the performance evaluation are to examine the effectiveness of the project approach and implementation, assess the performance of the implementing partner, and identify areas for improvement or adjustment. The evaluation may explore how this activity relates to and feeds into the larger effort of USAID, the Government of Rwanda and other partners, in furthering the country's emphasis on human capital development. As the USAID/Rwanda Mission is reexamining their approach for addressing youth issues more broadly, this mid-term evaluation could provide an opportunity to contribute to and shape recommendations for adjusting the current strategy and/or preparing for the development of the next CDCS.

PRIMARY EVALUATION QUESTIONS

To meet these aims, primary evaluation questions could include:

1. How effective has the Huguka Dukore approach been in achieving intended objectives and outcomes?
2. How has the implementing partner performed against the requirements of the contract?
 - a. What have been some of the primary factors for success as well as challenges?
 - b. How can the implementing partner improve its outcomes/impact?
3. Is there an opportunity to strengthen collaborating, learning, and adapting (CLA) practices in the project to facilitate adaptive management in support of more effective implementation in the second half of the contract?
4. How does Huguka Dukore contribute to the broader donor and Government of Rwanda effort to address the country's emphasis on human capital development?

EVALUATION METHODOLOGY

The proposed activity will be a mixed-methods formative performance evaluation. Key data collection methods include:

- Desk review of relevant literature and program documentation
- Key informant and individual interviews
- Focus group discussions
- Survey implementation

EVALUATION TEAM COMPOSITION

The evaluation team will feature a balanced mix of youth development, evaluation, and in country expertise. The following positions will be included:

- Evaluation Team Lead
- Senior Evaluation Specialist (Methodologist)
- Mid-level Evaluation Specialist
- Youth Specialist (Positive Youth Development)
- Local Evaluation Specialist

TIMING

The evaluation is anticipated to take place in the first quarter of FY2019, in October or November 2018. This start date allows for adequate time within the second year of the project to effectively assess 2018 implementation.

Huguka Dukore Mid-Term Performance Evaluation												
	2018											2019
	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan
Feasibility Determination												
Research Plan												
Recruitment, Planning, and Logistics												
Pre-Field Work Preparation, Onboarding, and Evaluation Methodology Finalization												
Field Work												
Data Analysis and Reporting												