

Independent External Evaluation of the Young Expert Programmes 2013-2018

Final Report

Client: Ministry of Foreign Affairs, Inclusive Green Growth Department

Rotterdam, 12 November 2018



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Table of contents

List of abbreviations	7
Executive Summary	9
1 Introduction	13
1.1 Introduction to the study	13
1.2 Approach and methodology	13
1.2.1 Evaluation framework	13
1.2.2 Data collection tools	14
1.2.3 Analysis and reporting	15
1.3 Limitations of the study	15
2 The Young Experts Programmes	17
2.1 Objectives of the YEP Programmes and Theory of Change	17
2.2 Set-up of the programme	18
2.2.1 YEP Water	18
2.2.2 Extensions of YEP Programmes	18
2.2.3 Institutional set-up	20
2.2.4 Selection Process	21
2.2.5 Training, supervision and mentoring	22
2.2.6 Key portfolio characteristics	23
2.2.7 Financial Accounting	25
3 Main findings	27
3.1 Relevance	27
3.1.1 Relevance for Dutch water and agrofood sectors	27
3.1.2 Relevance for partner countries	30
3.1.3 YEP in view of the Dutch international cooperation policy	33
3.1.4 Relevance for young experts	34
3.1.5 Relevance of the network provided by YEP	35
3.2 Effectiveness	35
3.2.1 Analysis of the Theory of Change	36
3.2.2 Achievement of outputs	37
3.2.3 Achievement of outcomes	45
3.2.4 YEP and developmental impact	50
3.3 Efficiency	52
3.3.1 Costs of the programme	53
3.3.2 Additionally of public contribution	58
3.3.3 Partnership	59
3.4 Sustainability	62
3.4.1 Sustainability of human capital	62
3.4.2 Financial sustainability	63
3.4.3 YEP Vision 2030	64

4	Conclusions and recommendations	67
4.1	Main Conclusions	67
4.2	Recommendations	68
4.2.1	Overall recommendations	69
4.2.2	Specific recommendations	72
	Annex A: References	75
	Annex B: Terms of reference	77
	Annex C: Evaluation matrix	85
	Annex D: List of Interviewees	93
	Annex E: Online Survey Results	97
	Annex F: Supervisors, Mentors, Coaches	131

List of abbreviations

AMID	Advanced Master in International Development
CDI	Centre for Development Innovation
CV	Curriculum Vitae
DGIS	Directorate-General for International Cooperation
DSO	Social Development Department
E.g.	exempli gratia
EKN	Embassy of the Kingdom of the Netherlands
Etc.	Etcetera
EU	European Union
F&BKP	Food & Business Knowledge Platform
FNS	Food & Nutrition Security (FNS)
FTE	Full time equivalent
HDPO	Personnel and Organisation Department
IGG	Inclusive Green Growth department
JPO	Junior Professional Officers Programme
JPP	Junior Professional Programme
KPI	Key Performance Indicator
MBTI	Myers–Briggs Type Indicator
MoFA	Ministry of Foreign Affairs
MTR	Mid-Term Review
NGO	Non-governmental organisation
NWP	Netherlands Water Partnership
OECD DAC	OECD Development Assistance Committee
PB	Programme Bureau
PPP	Public Private Partnership
PSO	Prestatieladder Socialer Ondernemen
SC	Steering Committee
SDG	Sustainable Development Goals
SMEs	Small and medium sized enterprises
SNV	Netherlands Development Organisation
SRHR	Sexual and reproductive health and rights
TMT	Tailor made training
ToC	Theory of change
ToR	Terms of reference
TVET	Technical Vocational Education and Training
VSO	Voluntary Service Overseas
WASH	Water, Sanitation and Hygiene
WUR	Wageningen University and Research
WUR-CDI	Wageningen University and Research - Centre for Development Innovation
YEP	Young Expert Programmes

Executive Summary

Background

The Young Expert Programmes (YEP) are work and learning programmes that offer Dutch young experts and young professionals from developing countries the opportunity to gain professional experience in an international development context. This is done through work placements at Dutch organisations in developing countries. The programme ultimately aims to support the continued availability of international professionalism and expertise in the water and agrofood sector.

Five years after the start of YEP in 2013, the Erasmus University-Ecorys consortium has been commissioned to carry out an independent evaluation of the YEP Programmes. The main purpose of the evaluation relates to accountability and learning. The aim of the evaluation is to provide insight in the relevance, effectiveness, efficiency and sustainability of YEP (backward-looking evaluation questions), and to formulate recommendations for improvement and optimal organisational design of YEP (forward-looking evaluation questions). These recommendations are meant to serve as input for making a decision about a potential next phase of the YEP Programmes and possible expansion to other themes.

Approach, methodology and limitations

The research questions stipulated in the Terms of Reference have guided the evaluation. Combined, the research questions cover all OECD-DAC evaluation criteria (relevance, efficiency, effectiveness, impact and sustainability). An evaluation matrix has been developed by the evaluation team, which presents the main evaluation questions, sub-questions and the indicators and data collection methods per sub-question. The main data collection tools included desk review (including portfolio analysis), online surveys, interviews with stakeholders in the Netherlands, and country visits to Kenya, Ethiopia and Myanmar. Limitations to the research include a potential bias in the findings in terms of countries covered and stakeholders interviewed; the limited possibilities to measure development outcomes and impact; and the lack of evidence regarding the changing labour market for young experts in (Dutch) international development cooperation.

Main findings and conclusions

So far, 355 young experts have participated in the programmes of which almost 250 worked in the water sector and more than 100 in the agrofood sector, with a good gender and Dutch/international balance. The majority of stakeholders - both current young experts and alumni as well as implementing organisations - are very satisfied with the YEP Programmes.

The main value added that the YEP programme brings to the water and agrofood sectors is the combination of a personal development program with field experience in a Dutch organisation abroad in an international development context for Dutch and international young experts. The matching of a Dutch young expert to an international young expert is seen as very valuable, although this could not happen in all cases.

The young experts and YEP alumni view the YEP Programmes as a stepping stone in their career and the vast majority of the alumni continue their international careers in the same sectors, although the skills obtained through YEP are easily transferable to other sectors as well. The opportunities of the YEP (alumni) network, one of the main reasons young experts apply for YEP, have not been fully exploited yet. This means that YEP has achieved its main output goals and also

the outcomes related to improved international career perspectives for young professionals in the two sectors.

While YEP is partly based on the assumption that there are insufficient international job opportunities for (Dutch) young experts in developing countries in the water and agrofood sector, there is lack of sound evidence to prove this. Also, the linkages between the current policy objectives of the Ministry of Foreign Affairs and the overall goals of YEP are assumed but not clearly articulated. Various stakeholders, such as representatives from the Ministry of Foreign Affairs, Steering Committee and the YEP Programme Bureau, have different interpretations of the broader development objectives of YEP. Some stakeholders attach main importance to the contribution to the overall development cooperation and sector objectives, while others focus in particular on career opportunities and rejuvenation of sector expertise.

The YEP Programmes are run in an efficient way and the Programme Bureau only provides light supervision and monitoring with regard to the implementing organisations and limits the administrative burden for them. This is clearly appreciated by the implementing organisations. However, it may go at the expense of good screening and monitoring. Moreover, the lack of accountability and transparency regarding the personal budget available to young experts at their seconding organisations has in some cases inhibited the learning and development potential of the young experts. Finally, the additionality of the MoFA contribution is not always clear; some of the implementing organisations seem to be able to fund a larger contribution than the standard 50 percent share of costs.

Recommendations for further strengthening YEP

The first set of overall recommendations deals with the future set-up of the programme and options for expansion. Given the positive assessment of the YEP programmes during this evaluation, it is recommended that YEP will be continued for a period of 5 years with possibilities for further extension. The Ministry of Foreign Affairs should define the main features of the future YEP programme, as it is the main funder. Of course, the Ministry of Foreign Affairs can consult with the main stakeholders i.e. the sector representatives to have their opinion on the future set-up. This includes a definition of the overall goals of YEP, including linkages to the current policy objectives. The Ministry of Foreign Affairs should also decide on the potential expansion to other sectors/themes of development cooperation. There are three options:

1. Build further on the strengths of the current YEP Programmes (continue with just Water & Agrofood);
2. Make it open for all sectors of Dutch international development cooperation policy;
3. Gradually expand to other sectors.

Next to that, the Ministry of Foreign Affairs should provide clarity on the institutional and administrative set-up including a clear division of roles and responsibilities, and reflect on an exit strategy.

The second set of specific recommendations deals with further improvements of the current set-up that are valid, independent of which option will be chosen. The evaluation team is well aware that these recommendations may require additional capacity and budget from the Programme Bureau, while at the same time there are ongoing discussions on cost reductions. This should be taken into account by the Ministry of Foreign Affairs and the other stakeholders. The key specific recommendations are the following:

- ✓ Differentiate the share of funding among implementing organisations, as for some organisations, the public contribution is less needed than for others;
- ✓ Increase budget transparency by implementing organisations towards young experts to let them fully exploit their development opportunities, and towards the Programme Bureau to allow for better monitoring;
- ✓ Revise certain elements of the training programme to further strengthen it, for instance a combined full introduction training for Dutch and international young experts to allow a higher integration of the groups;
- ✓ Improve communication on the different roles and responsibilities of Coaches, Mentors and Supervisors, as it is not always clear to everyone what could and should be expected from whom;
- ✓ Stimulate knowledge sharing in implementing organisations and the sectors by young experts and alumni to institutionalise the information obtained through YEP and reach out to a larger group of (young) people;
- ✓ Engage in more systematic lobbying work regarding job opportunities for younger people;
- ✓ Improve the monitoring and communication by all stakeholders, including young experts, supervisors, coaches and mentors, implementing organisations, the YEP Programme Bureau and the sector platforms;
- ✓ Increase the involvement of Dutch Embassies, especially by letting them play a more active role in initiating networking events and activities in countries where this is not taken up by the young experts for various reasons;
- ✓ Challenge young experts to actively think of their contribution to development impact, which would allow better storytelling.

1 Introduction

1.1 Introduction to the study

The Young Expert Programmes (YEP), consisting of YEP Water and YEP Agrofood, are a public-private partnership, carried out jointly by the Netherlands Ministry of Foreign Affairs (MoFA), the Netherlands Water Partnership (NWP) and the Food & Business Knowledge Platform (F&BKP). YEP is a work and learning programme that offers Dutch young experts and young professionals from developing countries - called respectively Dutch and international Young Experts - the opportunity to gain professional experience in an international development context. This is done through work placements at Dutch organisations that are active in developing countries.¹ The programme ultimately aims to support the continued availability of international professionalism and expertise in the water and agrofood sectors.

Five years after the start of YEP in 2013, the YEP Steering Committee and MoFA were seeking the services of an external consultancy bureau to carry out an evaluation of the YEP programmes. According to the Terms of Reference (ToR, see Annex B), this evaluation covers the period from inception in 2013 until batch 15. The main aim of the evaluation is twofold:²

- Provide insight in the relevance, effectiveness, efficiency, and sustainability of the programmes;
- Formulate recommendations for improvement and optimal organisational design of YEP.

The Ecorys/Erasmus University consortium was awarded the contract to carry out an independent evaluation of the YEP over the period 2013-2018. The main objectives of the evaluation relate to accountability and learning. While accountability tends to be a backward-looking exercise, learning takes a forward-looking perspective. The aim of the evaluation is to provide insight in the relevance, effectiveness, efficiency and sustainability of YEP (backward-looking evaluation questions), and to formulate recommendations for the improvement and optimal organisational design of YEP (forward-looking evaluation questions). These recommendations are meant to serve as input for making a decision about a potential next phase of the YEP programmes and possible expansion to other themes (e.g. Renewable Energy, Circular Economy or Sexual and Reproductive Health Rights (SRHR), related to the YEP Vision 2030. This is the final report of the evaluation.

1.2 Approach and methodology

The project started with an inception phase of five weeks, which served to finalise the approach and methodology, including the development of the evaluation framework. The evaluation framework can be found in Annex C. We list the main elements of the evaluation approach below.

1.2.1 Evaluation framework

The research questions stipulated in the Terms of Reference (ToR) have guided the evaluation. Combined, the research questions cover all OECD-DAC evaluation criteria (relevance, efficiency, effectiveness, impact and sustainability). Based on these guiding questions, desk review and initial interviews that were conducted during the inception phase, the evaluation matrix was developed.

¹ The YEP Programme Bureau officially distinguishes between “Dutch Young Experts” and “Local Young Experts”. Local young experts refer to young experts from developing countries. Throughout the report, we use the term ‘International Young Experts’ instead of ‘Local Young Experts’, and we recommend to also use this term in the future.

² The full ToR prepared by the Ministry of Foreign Affairs can be found in Annex 1.

The evaluation matrix presents the evaluation questions, the sub-questions and indicators and data collection methods per sub-question. It formed the basis of the data collection and analysis phase.

1.2.2 Data collection tools

Desk review

The evaluation started with a desk review, during which the evaluation team studies relevant policy documents, documents provided by YEP. The list of documents are listed as part of our references in Annex A. The desk review also included an analysis of the YEP portfolio.

Online survey

In order to reach out to a maximum number of stakeholders, the study included three different online surveys: one for current YEP participants, one for YEP alumni, and one for implementing organisations (targeted to mentors and supervisors). All potential respondents received a personal invitation and link to the survey. Reminders were sent after non-response or partial response. This has resulted in a good response rate, as presented in Table 1 below. The detailed responses of the online surveys can be found in the Annex E.

Table 1 Overview of survey response

Category	Number of actual survey respondents	Response rate
Current YEP participants	75	53.6%
YEP alumni	108	47.4%
Implementing organisations	97	31.4%
Total	280	

Interviews with stakeholders in the Netherlands and during country visits

Country visits aimed to get a more in-depth understanding of the experiences of the young experts and the local labour market situations. Based on a list of selection criteria (coverage of different sectors, different implementing organisations, different YEP Dutch professionals and international young experts, and different periods of the YEP Programme and balance between the different regions), three countries were chosen as case study countries to ensure a balanced representation and maximum coverage of the YEP Programmes (Kenya, Ethiopia and Myanmar). A pilot study visit was conducted in Kenya, followed by visits to Ethiopia and Myanmar. As the Sahel region is also an important focus area for MoFA, additional Skype interviews were conducted with young experts in these countries as well (for a complete list of the interviewees, see Annex D). Next to the interviews in the three countries, face-to-face and Skype, interviews were conducted with various stakeholders in the Netherlands. Table 2 below presents the overview of interviews conducted as part of the YEP evaluation. This table also includes the interviews that were conducted as part of the country visits.

Table 2 Overview of interviews conducted

Category	Number of interviews
Ministry of Foreign Affairs	3
YEP Steering Committee	2
YEP Programme Bureau	8
Current YEP participants (of which Dutch / International)	32 (12 / 20)
YEP alumni (of which Dutch / International)	21 (8 / 13)
Implementing organisations	8
Sector representatives	5
Embassies	3
Total	80

1.2.3 Analysis and reporting

Findings were triangulated and validated throughout the desk and field study through collecting and comparing related data from different sources and crosschecking claims and identified hypotheses. On the 9th of October, a validation workshop was organised with MoFA, the YEP Steering Committee, and the YEP Programme Bureau. During this workshop, the evaluation team shared the preliminary findings and discussed the recommendations for the way forward.

A draft final evaluation report was submitted 26th October. The YEP Steering Committee, the YEP Programme Bureau and the evaluation department IOB provided comments on this draft evaluation report. These comments have been addressed in this final evaluation report. In a separate response sheet, the evaluation team has indicated how the comments have been addressed.

1.3 Limitations of the study

The three country visits in combination with the additional Sahel interviews can never be fully representative for all YEP countries, but the sample is considered sufficiently illustrative. In addition, the survey has reached out to stakeholders in all regions and countries, while also the interviews with key stakeholders focused on the overall programme and sector levels. We tried to be as complete as possible by interviewing as many different stakeholders as possible. Due to time constraints, trainers and coaches are underrepresented in the face-to-face interviews.

Another limitation is related to the possibilities to measure development outcomes and impact. According to the YEP Theory of Change (ToC) the YEP Programme is expected to contribute to the Sustainable Development Goals (SDGs). In practice, the young experts are working in larger projects and programmes of the implementing organisations. In order to properly assess the development outcomes and impacts of YEP, these projects and programmes would have to be assessed by the evaluation with a specific focus on the role and contribution of the young experts. However, given the limited time available for this evaluation and the three countries that had to be visited, the evaluation has not been able to assess in detail all the activities and projects the young experts are involved in. This means that mainly anecdotal evidence regarding the YEP contribution to development outcomes and impact could be collected.

The evaluation also aimed to collect evidence regarding the changing labour market for young experts in (Dutch) international development cooperation. However, no hard evidence could be collected regarding the labour market. Some studies were found on labour market perspectives and perceptions were collected during interviews. However, little quantitative evidence could be collected on labour market trends for Dutch and international young experts in development cooperation.

Finally, when writing the evaluation report the evaluation framework was followed to the extent possible. However, to enhance readability, some criteria and/or questions were merged. The continuation of international careers in the water and agrofood sectors by young experts can be considered as an outcome under “Effectiveness” as well as an issue of “Sustainability”. We have dealt with this issue under “Effectiveness”. The issues of partnership and financial sustainability have also been dealt with under “Efficiency”.

2 The Young Experts Programmes

2.1 Objectives of the YEP Programmes and Theory of Change

The main goal of YEP is to “offer young Dutch professionals the opportunity to gain experience abroad and to offer young local professionals the opportunity to gain experience with working in an international environment through Dutch organisations.”³ Both the Dutch professionals and international young professionals are employed through Dutch organisations in a number of eligible countries. The programmes aim to rejuvenate the water and agrofood sectors and ensure the continued availability of international professionalism and expertise in both sectors.

The rationale for YEP and the main objectives have been reformulated over time. The Mid-Term Review (MTR), published in March 2016, recommended that a Theory of Change (ToC) would need to be developed and made concrete suggestions. The YEP Programme Bureau further adjusted this ToC and the latest version is presented in Figure 1 below.

Although this ToC has never been formally approved, the YEP Programme Bureau has developed and elaborated on Key Performance Indicators (KPIs) that form the basis for its monitoring system. This is the reason that also the evaluation team has considered the ToC as point of departure for the development of the evaluation framework, which is presented in the inception report.

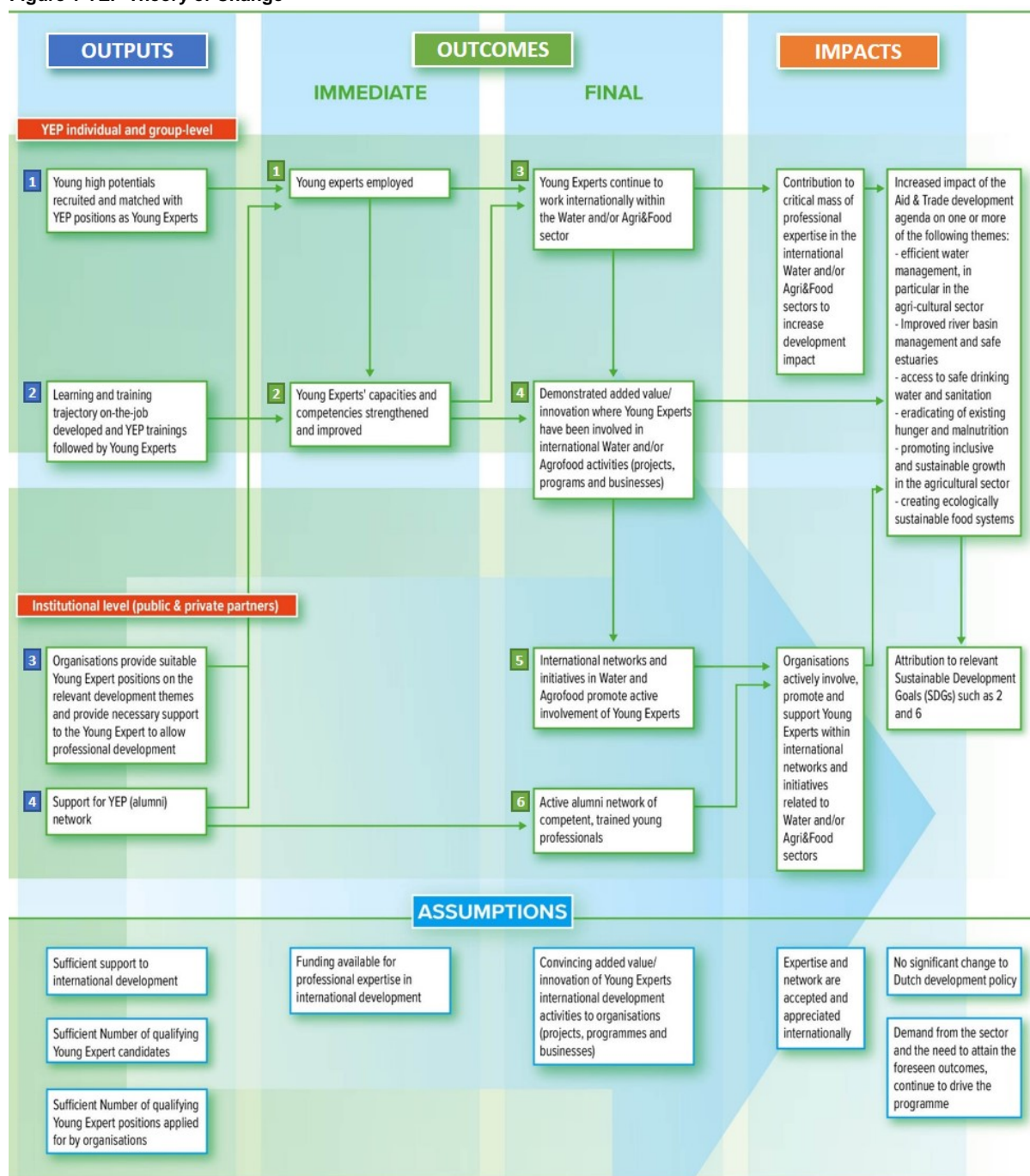
In 2013, YEP Water was initially set up in line with the three subthemes from the policy letter “*Water voor ontwikkeling*”: (i) efficient water use, (ii) improved river basin management and safe deltas, and (iii) improved access to safe drinking water and sanitation.⁴ In 2015, YEP Agrofood was added with three sub-themes in line with the Dutch policy for its contribution to worldwide food security, being (i) eradication of existing hunger and malnutrition, (ii) promotion of inclusive and sustainable growth in the agriculture sector, and (iii) the creation of ecologically sustainable food systems.⁵ In 2018, the Ministry of Foreign Affairs published its new development policy analysis called “*Investeren in perspectief. Goed voor de wereld, goed voor Nederland*”.

³ YEP, 2018, What and Why?, <https://www.yepprogrammes.com/about/what-why>.

⁴ Kamerstuk 32605 nr. 65, <https://zoek.officielebekendmakingen.nl/kst-32605-65.htm>.

⁵ Kamerstuk III 33625 nr. 147, <https://zoek.officielebekendmakingen.nl/kst-33625-147.html>.

Figure 1 YEP Theory of Change



N.B. The numbers of the different outputs and outcomes have been added to the original ToC by the evaluation team to facilitate referencing to the different ToC elements in Chapter 3 of this evaluation report.

Source: Programme Bureau. YEP - Theory of Change, July 2018.

2.2 Set-up of the programme

2.2.1 YEP Water

YEP Water started on 1 January 2013 with an inception phase and was implemented as of 1 June 2013. YEP Water originally aimed at admitting more than 100 Dutch and more than 100 international young experts during a period of 5 years.

2.2.2 Extensions of YEP Programmes

In June 2015, the YEP Programme Bureau, in partnership with the F&BKP, announced the start of YEP Agrofood, aimed at promoting the availability of international professionalism and expertise in

the agrofood sector. The programme was extended due to the “further internationalisation of the food & agribusiness value chains and the increasing importance of sustainable development of the agrofood sector”.⁶ Since then, YEP Water and YEP Agrofood combined have formed the YEP Programmes.⁷ YEP Agrofood originally aimed at admitting 44 Dutch and 44 international young experts during a period of 5 years.

YEP consists of young experts, YEP alumni, the participating organisations, NWP, F&BKP and MoFA. YEP is managed by the YEP Programme Bureau and supervised by the Steering Committee. All stakeholders together are to form a network that aims at supporting the international human capital agenda of the Dutch water and agrofood sectors and to create a strong foundation and opportunities for continued support between the government and the water/agrofood sectors in achieving the SDGs.

The quality of the training and coaching programme plays an important role in the YEP Programmes. Recently, the YEP Programme Bureau has also been asked to offer YEP training and coaching independently from the YEP subsidy program. Based on this request, the YEP Programme Bureau has set up “YEP Tailor Made” where external parties can request “YEP Tailor-made” programmes (training, coaching and network) in the context of international work in the water and agribusiness sectors.

The MTR of YEP Water suggested to have several dedicated YEP programme streams, including a YEP Embassy programme with special rules.⁸ The YEP Programme Bureau has followed up on this by getting the “*Talent Pool*” of AgriProFocus and CDI into “YEP Tailor Made”, based on the capacity needs of the Embassies (for more details, see Section 3.3.3). The Talent Pool programme is carried out by AgriProFocus on behalf of the MoFA as part of the FNS Support Facility. The Food and Nutrition Security Support Facility is delivered through a consortium of AgriProFocus, Wageningen-CDI and the Broker and includes three interconnected programmes: the new Embassy Support Facility, the Talent Pool and the Food and Business Knowledge Platform.⁹ Each year, three positions open up aimed at supporting the implementation of the FNS agenda of the Embassies. Embassies have to submit a proposal to the consortium. AgriProFocus coordinates the applications and provides advice, but MoFA ultimately decides which at which embassy the Talent Pool Trainee will be placed. The consortium hires the YEP Programme Bureau to do the recruitment and selection for candidates, the YEP training, coaching and network (interview weekends) and they pay 10.000 euro per Young Expert per year. This is one example of a “YEP tailor-made programme” (“YEP Tailor-Made”). In batch 14 (March 2018), three young experts have started their international agrofood careers at the Dutch Embassies in Benin, Kenya and Rwanda.¹⁰

Embassies cannot finance young experts due to the 50 percent non-MoFA contribution rule (restriction on accumulating subsidies). While most of the embassies are not directly involved in the recruitment of international young experts, they can assist young experts in exchange of knowledge or getting young experts involved in embassy work. Since EU rules prevent the hiring of YEP Water and Agrofood candidates by embassies and projects funded by the MoFA, the Talent pool is not a public private partnership (PPP) and can be regarded as part of a YEP programme stream with specific rules.

⁶ YEP, 2018, YEP Effect, Edition 3.

⁷ Food & Business Knowledge Platform (F&BKP), 2015, New YEP programme focuses on Agrofood, <http://knowledge4food.net/yep-agrofood/>.

⁸ J. Spit, R. Wielinga and H. Kloots, 2016, Mid-term Review Young Expert Program (YEP) Water, Final Document.

⁹ YEP, 2018, YEP Effect, Edition 4.

¹⁰ Idem.

2.2.3 Institutional set-up

In order to run the YEP Programme, both the public and private sector provide considerable financial support (see section 3.3.1 for more details).

Ministry of Foreign Affairs

In 2011, the Topsector Water argued that there was a lack of young people working in the water sector. The NWP took up the initiative to discuss with MoFA to set up a programme to address this issue. In the same year, RoyalHaskoningDHV was contracted to present a proposal for this programme, namely the Young Expert Programme in the Water and Agrofood Sectors.¹¹ On this basis the YEP programme for the water sector was developed and started in 2013. YEP is funded by the MoFA, together with the participating Dutch organisations in the water and agrofood programmes. The costs for the programme should be shared equally by MoFA and the sector. The management of the YEP programme has been outsourced to NWP, which has set up a YEP Programme Bureau. The funding of the current YEP programmes is supposed to end in 2020.

YEP Water is carried out jointly in a so-called PPP between the MoFA departments – the Inclusive Green Growth Department (IGG) and Personnel and Organisation Department (HDPO) – and the Netherlands Water Partnership (NWP). YEP Agrofood that started in 2015 is carried out jointly by a PPP between the MoFA departments – the IGG and HDPO –, the NWP and the F&BKP.^{12 13} While NWP and AgriProFocus work together in YEP, the financial reporting to MoFA is separate.

YEP Steering Committee

The Steering Committee supervises the YEP Programme Bureau and supervises the allocation of grants in accordance with the partnership's regulations. The Steering Committee supervises the Programme Bureau's performance of its duties and issues recommendations on the efficient and effective implementation of the programme. The Steering Committee consists of five members: (i) an independent chair, (ii) a representative from the Ministry of Foreign Affairs, (iii) a representative on behalf of the water sector, (iv) a representative on behalf of the agrofood sector and (v) a representative on behalf of young professionals.¹⁴

The YEP Programme Bureau

The YEP Programme Bureau, which is part of NWP, coordinates the implementation of the programme and manages the funds. The Programme Bureau's main duties are:

- the management of the programme (communication, finance/subsidies, reporting);
- the development and implementation of a training and coaching plan for young experts;
- the management of the YEP alumni network;
- the selection of project proposals for YEP positions;
- the recruitment and selection of the Dutch young experts and the selection of the international young experts.

Implementing organisations in the water and agrofood sectors

Dutch knowledge institutes, companies and non-governmental organisations can submit proposals for the deployment of a young expert. The period of deployment is a minimum of one year and a maximum of two years. Participating organisations should pay for at least 50 percent of the cost of the work placement of the young expert. The participating organisations make their expertise

¹¹ RoyalHaskoningDHV. Voorstel voor een Young Expert Programma Water en Voedselzekerheid, 27 September 2011.

¹² YEP, 2018, YEP Team, <https://www.yepprogrammes.com/about/yep-team>.

¹³ The F&BKP is one of the five Knowledge Platforms for global development initiated by MoFA. Within this Platform, international networks and organisations of business, science, civil society and policy collaborate in the field of food and nutrition security.

¹⁴ Idem.

available for courses, provide facilities for training and on-site visits.¹⁵ During their secondment abroad, the young experts receive guidance from three people: a manager/supervisor, a mentor, and a coach. The supervisor and mentor are appointed by the implementing organisation, while the YEP Programme Bureau appoints the coach. According to the YEP Programme Bureau, the roles of the mentor, supervisor and coach are defined as follows:

“The supervisor is the manager from the local organisation, who will mainly judge and supervise the Young Expert on work-related issues, and the progress that is made in the work field. The supervisor is also responsible for the annual performance by the Young Expert.”¹⁶

“The mentor is appointed by the organisation of employment, and will serve as the main link between the supervisor, the Young Expert, and the YEP programme bureau. Usually the mentor works from within the Netherlands. The mentor works independently from the supervisor and will not review the Young Expert on his/her work, but is knowledgeable in the field of work and knows all about the organisation.”¹⁷

“The coaches support the Young Experts with the drafting of their personal development plan, and potentially play a key role in the personal development of the Young Experts. The coaches are able to provide support with any issues that they might encounter with regard to living and working in an international environment. The Young Experts are encouraged to keep their coaches informed about their progress and development, as the coaches can provide unbiased support.”¹⁸

2.2.4 Selection Process

The selection process differs between Dutch young experts and international young experts.

Dutch young experts

- Submission of a CV (max. 2 pages) and a motivation letter (1 page) by potential candidate;
- The motivation letter should explain the applicants' motivation for the specific position, as well as the motivation for joining YEP (open application is also possible);
- The YEP Programme Bureau assesses the submitted CVs based on specific selection criteria. The most suitable candidates are invited for a speed dating session;
- YEP Programme Bureau assesses the knowledge, motivation and communications skills of each candidate through a series of short interviews during speed dating sessions;
- YEP Programme Bureau decides which candidates will be added to the pool of candidates, to be matched with a project proposal, or rejected. Usually, the YEP Programme Bureau suggests several potential young experts for a position;
- The implementing organisation can choose the most suitable candidate, through additional interviews;
- Candidates who could not be matched with a project or were not chosen by the respective organisation are added to the pool of potential young experts if deemed suitable. The YEP Programme Bureau can use the pool to match new projects with potential young experts; pool candidates are trained in pitching, improving their CVs and being more proactive with regard to approaching organisations;
- Potential Dutch young experts can also be suggested for a project as a preferred candidate. In this case, the candidate first passes the selection process of the Dutch organisation, after which he/she will be assessed by the YEP Programme Bureau.

¹⁵ Idem.

¹⁶ YEP Programme Bureau, 2018, Roles: Coach, Mentor, Supervisor. <https://www.yepprogrammes.com/organisations/roles>.

¹⁷ Idem.

¹⁸ <https://www.yepprogrammes.com/young-experts/coaches>.

International young experts

- International candidates cannot apply directly to YEP but have to approach a Dutch organisation to be employed as part of the YEP programme, or have to be approached by a Dutch organisation;
- Each Dutch organisation has its own selection process through which their preferred candidate is selected;
- After an international candidate has passed the selection process of the organisation, the organisation then needs to submit the project, plus the CV and motivation letter of the candidate to the YEP Programme Bureau for the YEP position. The Programme Bureau assesses the submitted project;
- Once the project has been accepted, the YEP Programme Bureau assesses the CV (max. 2 pages) and motivation letter (1 page) of the international candidate;
- The YEP Programme Bureau will interview the candidate via Skype, during which it will assess the international candidate's motivation, knowledge and English language skills, in order to ensure that the international candidate is suited for the YEP position.

According to MoFA rules, one implementing organisation can hire two international and two Dutch young experts in YEP Agrofood and three international and five Dutch young experts in YEP Water.

2.2.5 Training, supervision and mentoring

In order to adequately prepare young experts for working in an international environment, young experts have to prepare a Personal Development Plan (PDP), which consists of the development plan and individual learning targets. The learning plan has to be prepared by the young expert during the first three months of the secondment and must be submitted to the YEP Programme Bureau for approval.

The overall philosophy of the Young Expert development program is based on the 70:20:10 Model for Learning and Development¹⁹, a commonly used formula within the training profession to describe the optimal sources of learning.²⁰ According to this 70:20:10 rule, 10 percent of development comes from structured training, 20 percent from feedback and 70 percent from on-the-job experiences. Transferring this rule to YEP implies that 70 percent of the young experts development is supposed to originate from knowledge and skills acquired on the job, 20 percent from on-the-job feedback from their supervisor and coach while YEP training courses in the Netherlands, online masterclasses, knowledge sharing and networking via the internet contribute the remaining 10 percent.

The training programme consists of generic training courses in the Netherlands, specific training courses, masterclasses by sector experts, mentoring and coaching. Generic training courses and online master classes are coordinated by YEP Programme Bureau. Specific training courses (language and technical trainings, internal starter training at seconding organisation) are organized by the implementing organisation.

Young experts take part in the following training programmes, among others:

- 3-week preparatory training course in the Netherlands;
- 2 days of individual personal coaching;
- Online training and coaching via the YEP Development Center during placement;
- 3-day intervention weekend in the country or region (optional);

¹⁹ YEP, 2015, Guidelines Young Experts, Version 2 12-05-2016.

²⁰ Michael M. Lombardo and Robert W. Eichinger, 2000, Career Architect Development Planner 3rd Edition (The Leadership Architect Suite), Minneapolis, MN: Lominger Limited.

- Return training in the Netherlands.

The three-week introductory training in the Netherlands usually starts on a Monday with the kick-off of the start training for all young experts and the mentors of the organisations. At the kick-off meeting, both the Dutch young experts and international young experts meet each other for the first time at the start of the joint two-week training programme.²¹ They also participate at the Myers–Briggs Type Indicator (MBTI) teambuilding day workshop. Afterwards, Dutch and international young experts follow a different training programme during the first week.

Dutch young experts attend a fulltime personal development trajectory training using the MBTI during the first week of the three-week training programme. International young experts, in turn, complete an introduction programme at the Dutch organisation to get to know the Dutch organisation and the working culture. International and Dutch young experts complete the second and third week of the introductory training together. Dutch and international young experts complete a range of other courses during the second and third week of the introductory training program. The online master classes are not part of the start training, but young experts can follow these individual courses online during and after the YEP Programme over a period of six weeks. The Programme Bureau allows 30 experts per master class. Master classes are usually offered twice a year.

The Young Expert's Performance and Coaching is another integral part of the YEP Programme. Each young expert is assigned a mentor, coach and supervisor. The supervisor is appointed by the local organisation, while the coach is assigned by the YEP Programme Bureau. Mentoring is done by an independent senior manager (other than a manager to whom young experts report), or a Dutch staff member from the organisation who visits the country on a regular basis. Annex F provides an overview of the roles and responsibilities for mentors, supervisors and coaches.

The young experts finish the YEP programme with sharing their individual experiences with the YEP Programme Bureau as they are useful for future placements/projects/colleagues, but also for future policy. The Programme Manager is responsible for the processing of the assessments and their integration in the systems to ensure that all persons involved in the YEP can benefit from this information.

The concluding assessment by the YEP Programme Bureau consists of an evaluation of the young experts. The young experts evaluate their YEP-secondment with the coach, then with the YEP Programme Bureau, followed by a closing session with the personal development trainer. The final appraisal of the international young expert is usually done via Skype with a member from the Programme Bureau, while the final appraisal with a Dutch young expert is organised through a face-to-face meeting at the YEP Programme Bureau in the Hague.

2.2.6 Key portfolio characteristics

When YEP started in 2013, 17 young experts participated in the programme. By September 2018, this number has risen to 355 (Table 3). The figures include batches 1-15. Table 4 provides a much more detailed overview of the distribution of young experts regarding the different sub sectors, gender and the country of origin.

²¹ The objective of this workshop is to teach young experts how to deal with many different (cultural) backgrounds by making the Young Experts aware of possible professional and personal goals for development that could be considered to include in their Personal Development Plan.

Table 3 Number of Young Experts, 2013-September 2018

2013	2014	2015	2016	2017	Sept.2018
17	74	125	187	294	355

Source: YEP Programme Bureau, 2018, YEP Effect, Edition 4.

Table 4 Number of Young Experts, Detailed Overview

WATER AND AGROFOOD COMBINED	Male	Female	Total
International	104	79	183
Dutch	88	84	172
Total	192	163	355
WATER	Male	Female	Total
International	78	52	130
Dutch	67	51	118
Total	145	103	248
AGROFOOD	Male	Female	Total
International	26	27	53
Dutch	21	33	54
Total	47	60	107

Source: YEP Programme Bureau, 2018, YEP Effect, Edition 4.

Table 5 provides a regional overview of the distribution of all young experts between 2013 and 2018. Approximately 66 percent of all young experts has been working in Africa. Approximately 30 percent of the young experts were placed in Asia. Moreover, 13 young experts have been working in Latin America and one young expert has worked in Europe (Bosnia and Herzegovina). In Africa, the majority of young experts are male international experts while male Dutch young experts constitute the majority in Asia, albeit by a small margin. The distribution of young experts across both the water and agrofood sectors is well balanced in all three main regions (Africa, Asia and Latin America).

Table 5 Regional Overview of Young Experts

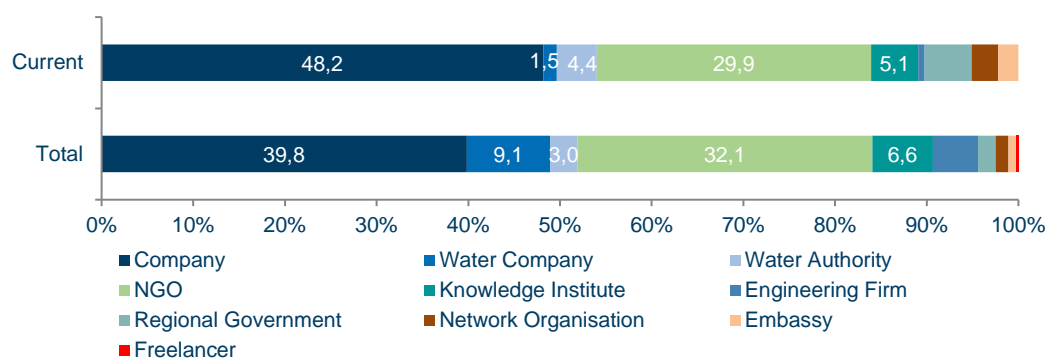
Continent	Total	International		Dutch	
		Male	Female	Male	Female
Africa	241	73	46	58	64
Asia	109	28	28	31	22
Europe	1	1	0	0	0
Latin America	13	4	5	2	2
TOTAL	364	106	79	91	88

Source: Metabestand Version 10 July 2018.

Our portfolio analysis shows that the majority of implementing organisations in the programme are private companies (see Figure 2), accounting for 40 percent. The mix of implementing organisations only varies little between the water and agrofood sector (Figure 3 and Figure 4). The second biggest type of implementing organisations are NGOs. NGOs constitute almost a third of all implementing organisations. Knowledge institutes like research centres or universities account for approximately 4 and 7 percent of the current and total YEP portfolio, respectively. Other implementing organisations include regional governments, engineering agencies, network organisations, embassies and freelancer.

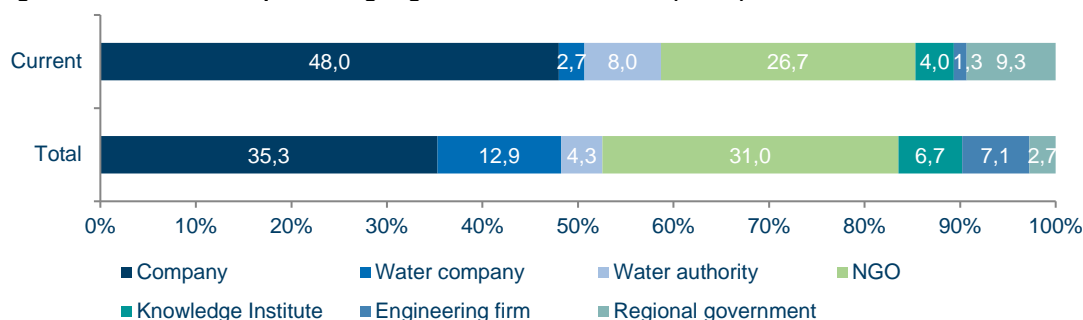
As shown in the figures below, NGOs, network organisations and embassies account for a relatively larger share of all implementing organisations in the agrofood sector if compared to the water sector.

Figure 2 Distribution of Implementing Organisations in Young Expert Programme (n=363)



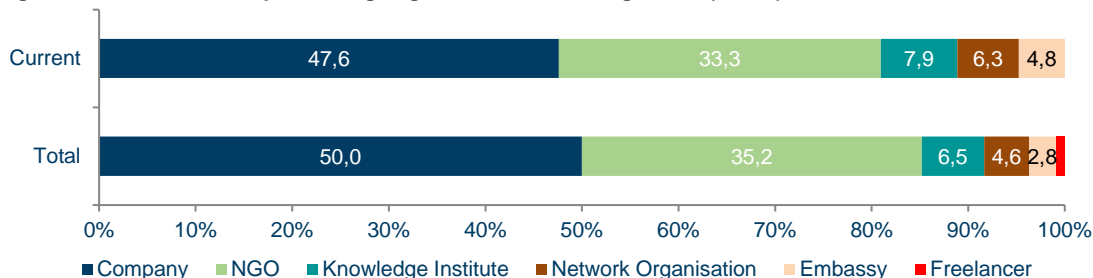
Source: YEP Programme Bureau. Metabestand.

Figure 3 Distribution of Implementing Organisations in YEP Water (n=255)



Source: YEP Programme Bureau. Metabestand.

Figure 4 Distribution of Implementing Organisations in YEP Agrofood (n=108)



Source: YEP Programme Bureau. Metabestand.

2.2.7 Financial Accounting

Table 6 and Table 7 provide an overview of the realisation of programme management costs for YEP Water and YEP Agrofood in 2017.²² The staff costs include the training of young experts and the programme management costs for the year. The operational costs of the YEP Programme Bureau consist of the tasks related to acquisition and management of all activities concerning the placement of young experts, promotion, communication and coordination of the programme. The budget for GO YEP refers to the costs incurred regarding the exploration of YEP Phase 2 after the programme ends in 2020. The basis for GO YEP is the continuation of the current programmes YEP Water and YEP Agrofood, with a possible extension to other sectors. GO YEP covers activities (such as hiring experts from incubators, roundtables, flyers, etc.) for both the water and agrofood sector. The costs for GO YEP are listed under the YEP Water budget, as it was entirely financed through the YEP Water budget.

²² The MoFa Budgets/commitments for the two sectors are discussed in more detail under 'Efficiency' in Section 3.3.1.

The financial accounts 2017 of both programmes and of NWP have been audited by an external auditor. Given that the size of the YEP Water programme is much bigger compared to YEP Agrofood, it is not surprising that the input days and overall costs for executing the programme and the training are much higher for YEP Water.

Table 6 Financial Accounting YEP Water

Execution of Programme	Days	Costs	Contribution MoFA	Contribution sector
Staff costs	454	€ 218.186	€ 177.686	€ 40.500
Operational costs (incl. sector contribution to YEP)		€ 132.222	€ 43.215	€ 89.007
Subtotal execution programme	454	€ 350.408	€ 220.901	€ 129.507
GO YEP	31	€ 92.070	€ 50.220	€ 41.850
Total execution programme	485	€ 442.478	€ 271.121	€ 171.357
YEP training*	58	€ 29.018	€ 29.018	
Training Costs (OOP)		€ 429.762	€ 429.762	
Total training costs		€ 458.780	€ 458.780	

* Days mentioned under YEP training is the contribution of the programme bureau for trainings. Other training costs are mentioned at the row below.

Source: YEP Programme Bureau, 2018, YEP 2017 Annual Report.

Table 7 Financial Accounting YEP Agrofood

Execution of Programme	Days	Costs	Contribution MoFA	Contribution sector
Staff costs	213	€ 118.119	€ 89.619	€ 28.500
Operational costs (incl. sector contribution to YEP)		€ 70.359	€ 21.054	€ 49.304
Total execution programme	213	€ 188.478	€ 110.673	€ 77.804
YEP training*	35	€ 17.733	€ 17.733	
Training Costs (OOP)		€ 262.632	€ 262.632	
Total training costs		€ 280.365	€ 280.365	

* Days mentioned under YEP training is the contribution of the programme bureau for trainings. Other training costs are mentioned at the row below.

Source: YEP Programme Bureau, 2018, YEP 2017 Annual Report.

3 Main findings

3.1 Relevance

The main research question to be answered under “Relevance” is: What is the link with the (new) policy, the needs of the water and agrofood sectors, and the needs of the young experts? In this section, we assess to what extent YEP addresses the human capital needs of the Dutch water and agrofood sectors, both directly and indirectly, but also the problems experienced by the young graduates to enter the international labour market. Furthermore, we investigate whether the YEP programmes are in line with the priorities of the Dutch government on the water and agro-food themes. The box below presents the key findings for this evaluation criterion.

Summary of key findings for “Relevance”

- ✓ The YEP programme is relevant for providing international job opportunities and personal development training for young experts;
- ✓ Solid quantitative evidence on the lack of international job opportunities for Dutch young experts in the water and agrofood sector is lacking;
- ✓ The relevance of YEP for partner countries is primarily related to deployment of international experts from these countries in Dutch organisations;
- ✓ The linkages between the development objectives of the YEP programme and the policy objectives of the Ministry of Foreign Affairs remain rather superficial;
- ✓ Gaining access to an international network and gaining professional experience abroad are the main motivations for Dutch young candidates to apply for the YEP Programme;
- ✓ Gaining access to an international network and working in an international (in this case Dutch) organisation are the main motivations for International young candidates to apply for the YEP Programme;
- ✓ The general training programme element is very relevant for both Dutch and International young experts.

3.1.1 Relevance for Dutch water and agrofood sectors

As indicated in section 2.1 on the ToC, the YEP programmes are clearly related to the Dutch development cooperation policy at the time. The YEP programmes are linked to the sector and thematic focus of these policy; the various sub-themes for the two sectors are the sub-themes that the YEP programmes are focussing on. The YEP programmes are therefore in line with the thematic focus of the Dutch development cooperation policy (see section 3.1.4).

According to the BEMOs for Water and Agrofood, the main objective of the YEP is aimed at:

"rejuvenating and strengthening the professionalism and expertise in the field of water [and agrofood] at knowledge institutions, social organizations and the business community in both developing countries and in the Netherlands, with the aim of strengthening the capacity on these themes and the results of the cooperation between the Netherlands and developing countries."²³

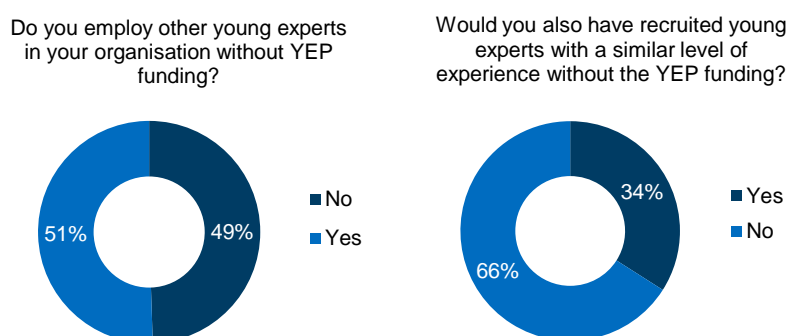
²³ Ministry of Foreign Affairs, 2013, Beoordelingsmemorandum (BEMO) Young Experts Programme Water (YEP Water). Versie 3.0; p. 2.

According to the YEP Programme Bureau, a main rationale for implementing the YEP Programmes in the water sector and agrofood sector is the following²⁴:

“The number of young professionals in both sectors that have international experience is steadily declining across the Netherlands and most of the world, whereas the Netherlands has a reputation to uphold for its water management and inventiveness. At the same time, the importance of the food sector for sustainable development in Low & Middle Income Countries is on the rise, and the challenges regarding water management are ever-growing. Therefore, the programmes strive to assure the continued availability of international professionalism and expertise in the water and agro-food sectors.”²⁵

This shows that YEP is also based on the assumption that there are insufficient international job opportunities for (Dutch) young experts in developing countries in the two sectors. In the online survey, we have asked the implementing organisations if they would have hired young experts without the YEP programme (see Figure 5 below). While about half of the organisations does employ young people that do not participate in the YEP, about two thirds indicate that without the YEP funding they would not have recruited young experts with a similar level of experience. Most likely, they would have hired experts with more years of professional experience for the position abroad.

Figure 5 Employment of young experts by implementing organisations (n=97)



Source: Authors' online survey.

The question is why there are insufficient international job opportunities for young professionals? This requires an analysis of demand and supply, which goes beyond the two sectors and extends to the Dutch development cooperation sector. In the 1980ies international job opportunities in development cooperation increased rapidly. There were many technical assistance projects, which created job opportunities in the NGOs, consulting companies, the broader private sector and also in knowledge institutions. At the same time, the Dutch government recruited many specialised development experts to work in the Ministry of Foreign Affairs and at Embassies as sector specialists. Young people were offered international job opportunities through various Dutch programmes such as the *Assistent Deskundigen Programma*, Junior Professional Officers (JPO) Programme, PSO, SNV etc. but also through NGOs, while they also could access international programmes such as the Voluntary Service Overseas (VSO).²⁶ Approximately, from 2000 onwards, the number of jobs in Dutch development cooperation decreased gradually for various reasons such as different aid modalities (less technical assistance projects, more budget support) and replacement of Dutch expertise by experts from developing countries. Nevertheless, the cohort of experienced development specialists remained active in the sector, which led (for some time) to a limited number of international job opportunities for newcomers. The fact that demand for Dutch

²⁴ Another main objective of YEP is to create more awareness in the Netherlands about international development policy and programmes.

²⁵ YEP, 2018, What and Why?, <https://www.yepprogrammes.com/about/what-why>.

²⁶ SNV Junior Professional Programme (JPP) started in 2013 engaging 10 young professionals in the Agriculture, Energy and WASH sectors in Asia and Africa for a period of two years. However, the programme was discontinued.

development experts was decreasing was accepted at the time. Therefore, it was decided to close the main programmes focussing on young experts such as the *Assistent Deskundigen Programme*, PSO and SNV. It is argued that the exit of the *Assistent Deskundigen Programme* led to the identification and formulation of the YEP programmes, which would fit in the new policy with more attention for the private sector.

The supply side of young graduated people interested in international job opportunities abroad does not appear to have changed. Many young people are interested in working abroad for at least some years and deplore the lack of opportunities. This is confirmed by the young experts themselves in the survey as a lot of them indicated that it is challenging to find a job in the international water/agrofood sectors. The main barriers mentioned were the lack of network and the lack of (international) professional experience. Many vacancies for positions abroad (for Dutch young experts) include requirements regarding a certain number of years of experience.

This brief qualitative description of the labour market for young development experts shows that especially the demand side has changed, while the sector was also confronted with an ageing cohort of experienced people. In addition, the development sector is, in general, quite focused on lengthy CVs showing experience in various countries. Young experts are often disqualified.

Some argue that more recently -after 2010- the job market for young professionals started improving again. First, many development experts retired. Furthermore, new private sector players entered the market as a result of the combined aid and trade agenda. Some private sector companies have become more active and offer traineeship positions etc. in developing countries. On the other hand, decreased funding of the Dutch development NGOs led to decreased job opportunities abroad.

In the long run, it is argued that the situation may lead to a lack of qualified people in key sectors of Dutch international cooperation. This may negatively affect the Dutch international performance.

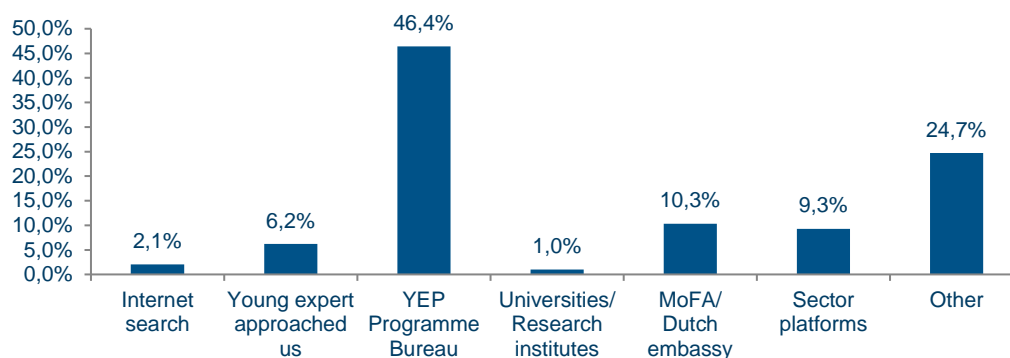
Nevertheless, despite several attempts to analyse the perceived lack of international job opportunities for young professionals²⁷, there is no hard evidence to prove this. The water and agrofood sectors do not appear to be different from other development cooperation sectors. As indicated above, the lack of international job opportunities and/or the need for rejuvenation of the sectors is not articulated in formal policy documents.

New sectors such as Renewable Energy and Digitalised Services may be exceptions, as more young people appear to be working in these sectors. Our qualitative evidence suggests that the lack of job opportunities is much more pronounced for international young experts from developing countries due to reasons discussed further below.

The YEP programme focused on the creation of international job opportunities through the provision of funding and a combination of training, work experience and international exposure. Regarding the funding aspect, about 91 percent of the implementing organisations indicated in the questionnaire that they agreed or strongly agreed that the funding from the YEP programme was necessary to hire young experts. Figure 6 shows that the YEP Programme Bureau, which also consists of the networks of NWP and AgriProFocus, was very active in approaching implementing organisations to make them aware of YEP:

²⁷ Lise Paaskesen, Korte studie naar de kansen om de mogelijkheden voor jonge professionals te vergroten, met steun van Stichting Nedworc en Nedworc Foundation, 2-12-2016.

Figure 6 How did your organisation get in contact with YEP?



Source: Authors' online survey.

Next to the funding aspect, also the combination of training, work experience and international exposure for the young experts is seen as valuable by the implementing organisations. For larger organisations where funding is less of an issue, often the networking aspect seems to be relatively important. By employing young experts through YEP, the implementing organisations get connected to a network of experts in other organisations, both within the developing countries as well as internationally. All of the aforementioned reasons contribute to the creation of a pool of young professionals with expertise and experience in the water and agrofood sectors. One representative of an implementing organisation summarised the relevance of YEP as follows:

“YEP is highly complementary to our normal way of working; we have experts whom we fly in for short term visits, but we usually lack the possibilities to have long term/structural experts who live abroad. So YEP enables us to be always present and to give structural character to our projects. A young expert gives a knowledge input to our partner organisations. They develop fast and they gain better skills than their colleagues. They not only bring in this expertise in our projects but they can also transfer this knowledge to their colleagues to some extent.”

So, the YEP Programmes assume that the combination of training and international work experience is the best solution to build up Dutch international expertise in the two sectors in the long run as well. YEP also creates international job opportunities for young experts from developing countries. In interviews, YEP Programme Bureau staff argued that they also tried to change the quite strict job requirements for various years of experience in order to enhance the opportunities for young people.²⁸ However, the YEP Programme Bureau indicated that they were not very successful in doing so.

No operational objectives for the YEP programmes have been formulated (see section 2.1) and targets are mainly formulated at the level of inputs, i.e. number of young experts to be placed.

3.1.2 Relevance for partner countries

Many developing countries are currently experiencing a so-called ‘youth bulge’ (defined as a situation when at least 20-30 per cent of a country’s population is between the age of 15 to 24). The large number of young potential employees thus offers the potential to be a force for a positive economic future of the country, both collectively and as individual agents of progress and change. In the case of Africa, the large cohort of youth entering the “labour force is the best educated one the continent has seen, and Africa is witnessing its best growth performance in decades; yet jobs

²⁸ For example, the Programme Bureau proposed to include Young Experts in tender criteria for Dutch programmes like FDW and FDOV.

remain elusive in the formal wage sector”.²⁹ Youth employment remains one of the greatest, if not the greatest, challenge in developing regions.^{30 31}

If the governments of the developing countries (such as Ethiopia, Kenya, and Myanmar) are able to provide the appropriate education and jobs to its growing youth population, this could allow them to experience a boost in economic growth resulting from the ‘demographic dividend’ of a well-equipped and economically independent youth. Every year, 500,000 to 800,000 young Kenyans and around 600,000 Ethiopians enter the labour force.³² However, the aforementioned economies have not been able to provide the necessary amount of employment opportunities – both formal and informal.³³ In the case of Kenya, for example, the dual economy is characterised by an informal sector that provides 83 per cent of all current employment opportunities while formal and comparably well-paid wage employment is only available for very few of Kenya’s youth. Instead, informal employment and self-employment in the following sectors create the major job market ‘pools’.

Several interconnected reasons explain why the recent economic growth of many developing countries has not been reflected in the employment rates and economic opportunities for its youth:

- **The sheer size and growth of the young population.** Even though the population growth of young people has plateaued as a share of the population in several developing countries, major difficulties remain for the local labour markets to absorb young people – even if continuous and strong economic growth leads to more employment opportunities, in the present and near future;
- **Job opportunities are skewed towards the older population.** Employment growth in the last few years has largely benefitted the older segments of the labour force, who have more experience and contacts;
- **Skills mismatch in the labour market due to wrong aspirations.** The skill-sets and aspirations of the young generation are often disconnected from the realities and demands of the actual labour market. In the Kenyan example, only 11 per cent of youth aspire to work in agriculture despite the sector’s huge capacity for employment. One interviewee highlighted this problem in a very illustrative way: *“There exists the illusion in Kenya among young graduates to become a manager and to become rich quickly with little work effort. Everyone wants to have a prestigious position in a big office behind a big desk.”*;
- **Skills mismatch in the labour market due to lack of cognitive skill development.** Although educational attainment is rising in most developing countries, the quality of that education is rather weak, as measured by cognitive skill development.³⁴ Several employers that we interviewed mentioned that the education system in many developing countries is highly problematic: it is often based on repetition and students are often not taught how to think out of the box or in abstract terms which in turn hampers creativity and innovation. Many companies find it difficult to hire young experts with the relevant technical skills as students often fail to link theory with practice. Organisations increasingly prefer students with diplomas from technical colleges rather than universities as these students often have a more hands-on approach and more practical experience;

²⁹ Fox L., Senbet L. W. & W. Simbanegavi (2016) Youth Employment in Sub-Saharan Africa: Challenges, Constraints and Opportunities. *Journal of African Economies*, Vol. 25, AERC Supplement 1, pp. i3–i15.

³⁰ ILO, 2017, Rising to the youth employment challenge, New evidence on key policy issues. Geneva, Switzerland: International Labour Office.

³¹ Ministry of Foreign Affairs, 2018, Investing in Global Prospects. For the World, For the Netherlands. Policy Document on Foreign Trade and Development Cooperation. The Hague, Netherlands.

³² The figures are based on the local labour market analyses and World Bank data.

³³ Institute of Economic Affairs, Kenya ‘the dynamics and trends of employment in Kenya’ Research Paper Series no. 1/2010.

³⁴ Cloutier M.-H., Reinstadtler C., Beltran I., (2011), Making the Grade: Assessing Literacy and Numeracy in African Countries. DIME Brief. Washington, D.C.: World Bank. <http://go.worldbank.org/15Y7VXO7B0>; Filmer D., Fox L., (2014), Youth Employment in Sub-Saharan Africa. Washington, D.C.: The World Bank.

- **Skills mismatch in the labour market due to lack of practical experience.** The majority of universities in developing countries lack financial resources to provide the necessary school facilities. In the field of sciences, for example, budgets for chemicals, microscopes or even field visits are often not available. There is a large focus on theory in universities, but also in many technical colleges. The linkages between university and industry remain weak and university students receive very little practical training. While several developing countries such as Ethiopia have officially reserved time for an internship during the 4th year of the Bachelor degree, students often do not get the relevant practical experience. In numerous cases, only students who have political connections get the most prestigious internships while many other students are only assigned to lower-skilled tasks such as photocopying work during their internship time;
- **The importance of the political environment.** Politics can be considered one of the most crucial factors for the success or failure of private sector development. Many developing countries suffer from political instability, macroeconomic imbalances and a business environment that is not conducive to investment. This turn adversely affects the labour market and the willingness of enterprises to invest in the youth.

The main lessons learned from the economic labour market analysis in the case study countries are that:

- Jobs, in the short-to medium-term (2030), can only be created for youth based on a more systematic approach that goes beyond short-term employment schemes and introduces structural reforms;
- Promoting youth employability for sustainable and youth employment requires a (i) conducive business environment, (ii) skills and education that match the job requirements and (iii) fairer labour regulations. In this regard, the main priorities for improving the employability of youth are (i) a better evaluation of existing programmes that can inform policymakers; (ii) better coordination of youth policies; (iii) improved access to vocational training, particularly for the poor; (iv) better targeted support to entrepreneurship; and (v) improved design of training programmes to meet employers' needs.

Despite recent efforts and initiatives in the countries to align relevant technical skills taught in Technical Vocational Education and Training (TVET) programmes and colleges with industry needs, TVET and labour-market-adapted tertiary education still leave major room for improvement to appropriately equip the youth for the modern workplace and entrepreneurial opportunities.

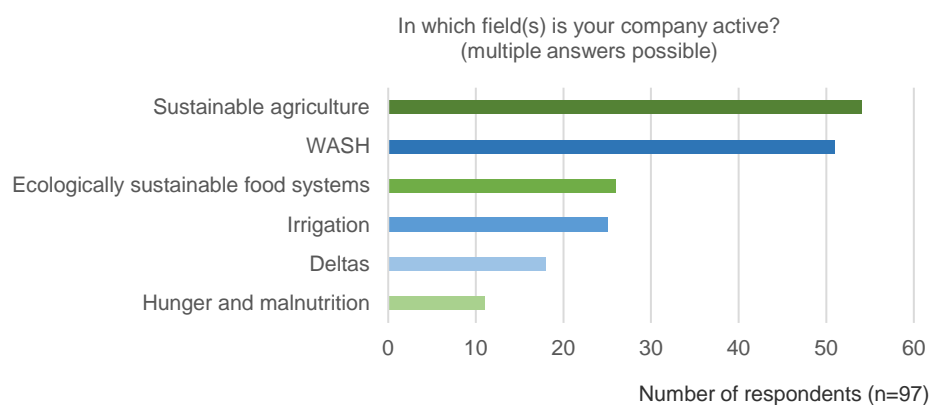
There are several ways in which the YEP programme addresses the aforementioned challenges in the labour markets of developing countries. YEP strengthens the competencies and capabilities of international young experts from these countries through personal development training and on-the-job experience. In most cases, an international young expert works together with a Dutch young expert, which in turn leads to large synergy effects. Several international young experts emphasised the value added of working together with a Dutch young expert as the latter often have a different way of thinking, communicating and working in the organisation. Being exposed to a different mentality helps many young international experts in their own personal development. Moreover, several employers stated that the mix of different cultures in the Dutch organisation is highly beneficial for the future growth of the company. Several local employers but also some international young experts emphasised that Dutch YEPpers often have a global perspective of how do things differently. They indirectly contribute to the empowerment among local professionals through brainstorming sessions and cultural exchanges. However, other young international experts also argue that they are often not used to the directness of their Dutch work colleagues. As a result, one can conclude that the relevance of the YEP programme for partner countries is primarily related to deployment of international young experts in Dutch organisations. While the

subsidizing of Dutch young experts working abroad could in theory lead to distortions in the local labour market, we do not find quantitative and qualitative evidence that Dutch organisations who directly compete with local organisations and receive subsidies from the Dutch government do take away local jobs.

3.1.3 YEP in view of the Dutch international cooperation policy

This section focusses on the policy relevance of YEP. YEP Water and Agrofood are open for all Dutch Good Growth Fund (DGGF) countries. It is observed that young experts are in most cases working in developing regions that are relatively secure and not conflict prone (for obvious reasons). YEP has aligned its programme with the development goals by of the MoFA by structuring the program around the six sub-themes in water and agrofood (see section 2.1). Figure 7 below shows the areas in which the implementing organisations are active, according to our online survey. Sustainable agriculture and Water, Sanitation and Hygiene (WASH) are clearly the main areas, as more than half of the respondents indicated that their organisation is active in these areas.

Figure 7 Areas in which implementing organisations are active



Source: Authors' online survey.

YEP also aims at boosting the effectiveness of start-ups and small and medium-sized enterprises (SMEs). The Dutch Top sectors Water & Maritime and Agrofood want to increase their international impact by encouraging both start-ups and SMEs to increase their export volume. YEP wants to contribute to this goal through the strategic deployment of young experts on SDG-related projects. YEP therefore creates a bridge between new opportunities for Dutch business partners (TRADE) and development cooperation (AID).³⁵ The deployment of young experts is strongly related to one or more of the following themes of the Dutch development cooperation policy:

- Efficient water management, in particular in the agricultural sector;
- Improved river basin management and safe estuaries;
- Access to safe drinking water and sanitation;
- Eradicating existing hunger and malnutrition;
- Promotion of inclusive and sustainable growth in the agricultural sector;
- Creation of ecologically sustainable food systems.³⁶

The YEP Programme Bureau classifies the young experts in these six categories, based on the time they spend on the different themes as specified in the proposal. Implementing organisations have indicated that it is relatively easy to tailor their proposals towards these areas. The

³⁵ YEP, 2018, YEP Effect, Edition 3.

³⁶ YEP, 2018, What and Why?, <https://www.yepprogrammes.com/about/what-why>.

classification does not mean that the young experts will work in this area in practice, and/or have a background in these areas. While some young experts fully cover only one specific sub-theme, others cover two or more sub-themes. Some young experts confessed that their projects cover both water and agrofood related themes but are assigned to a certain theme based on the assessment of the application (as the position needs to be funded from either the YEP Water or YEP Agrofood budget). Table 8 displays the coverage of the individual YEP Themes between 2013 and 2018 (total portfolio). WASH and sustainable agriculture are the predominant YEP themes in the water sector and agrofood sector, respectively.

Table 8 Coverage of YEP Themes (as % of Water and Agrofood Sector, respectively), 2013-2018

	WATER		AGROFOOD			
	Irrigation	Delta and river basin management	WASH	Hunger & Malnutrition	Sustainable agriculture	Ecologically sustainable food systems
YEP Programme (total portfolio)	26.3%	22.8%	50.9%	18.9%	56.9%	24.2%

Source: Authors' own calculations based on the YEP Metabestand (Version 7 October 2018).

Regarding the placement of YEPpers, the YEP Programme Bureau highlighted that more and more candidates would like to participate in the YEP Agrofood programme as the programme becomes more well-known given that it is two years younger than YEP Water. However, the bulk of the subsidies from MoFA remain in the water sector, which could create a large mismatch in the near future.

It should be noted that young experts can have a position that is not necessarily directly related to the six areas, for example in (project) management or finance. However, the project they work on or the organisation they work for always have a connection to either water or agrofood.

All in all, the linkages to the policy objectives are in place and hence YEP is in line with the thematic priorities of the Dutch government on the water and agrofood sectors. However, it should be noted that the formal policy documents do not refer to a lack of (young) expertise in the two sectors and the need for rejuvenation. This means that the most important objectives of the YEP programmes are not mentioned in the policy documents (this applies to the previous and new Dutch development cooperation policy).

3.1.4 Relevance for young experts

During our field visits we have asked young experts and YEP alumni about their main motivation to join the YEP Programme. The main motivation among Dutch young experts to join the programme was to gain professional work experience abroad as many young graduates struggle to find an interesting job abroad in an international context. International young experts, on the other hand, indicated that their main motivation to join the programme is to gain work experience in an international (in this case Dutch) organisation. A summary of the motivations from the young experts regarding the relevance of the programme is given below:

- Gaining professional work experience abroad;
- Gaining work experience in an international organisation;
- Working with other motivated professionals from a different country (networking);
- The combination of work experience and personal development training;
- Being part of a mentoring, coaching and supervision programme;
- Develop a future career orientation;

- Making a meaningful difference in a developing country;
- Living in a developing country for an extended period of time;
- Job security for two years;
- Income security for two years.

Compared to other learning programmes such as the Advanced Master in International Development (AMID)³⁷ learning programme, the main value added that the YEP programme brings to the water and agrofood sectors is the combination of a personal development programme with field experience in a Dutch organisation abroad in an international development context.

Due to the strong emphasis on soft skills development, the majority of the courses are relevant for both Dutch and International young experts for various reasons. First, given the local context in which the Dutch and international young experts are working (see local labour market analysis above), cognitive skill development is lacking at primary, secondary and tertiary education in many developing countries even though organisations demand this set of skills. Moreover, many young experts only graduated very recently from university and have not been exposed to a different working environment and organisational culture. The training helps to prepare young experts to work and communicate in a foreign country with people from different backgrounds. One international young expert confessed that “many local young graduates do not have the same skillset that Dutch young experts have, especially since local experts do have little knowledge about the importance of soft skills for personal development and career advancement.” But the training is also relevant for the majority of Dutch young experts as “it helps Dutch young people with little international experience to open up towards other cultures and to develop a more professional mindset. We are well educated in the Netherlands but we think we know everything which is not true.”

3.1.5 *Relevance of the network provided by YEP*

One major aspect of the overall YEP programme is the growing international multidisciplinary, professional network, which young experts and implementing organisations can tap into. YEP brings together many young and ambitious people working for different organisations who are enormously motivated to work in these sectors. The special status of being a young expert can open doors within the Dutch top sectors in both the Netherlands and the rest of the world. The network can also help implementing organisation to recruit other high skilled and talented young experts in the relevant sectors. Therefore, the network provided by YEP is very relevant. However, to what extent implementing organisations and young experts make use of the network is primarily dependent on their own efforts (see the discussion in Section 3.2.4).

3.2 Effectiveness

The main research question to be answered under “Effectiveness” is: What are the achievements of the YEP programmes related to the ToC, in terms of outputs, outcomes and development objectives?

Because the analysis of effectiveness is based on the ToC, this section starts with some comments on the existing ToC, after which we look in more detail at the outputs, outcomes and achievement of development objectives as foreseen in the ToC. The box below presents the key findings for this evaluation criterion.

³⁷ The Advanced Master in International Development (AMID) is offered by Radboud University Nijmegen since 1998.

Summary of key findings for “Effectiveness”

- ✓ YEP is generally effective, although the development effects could be further strengthened;
- ✓ The YEP Programme has achieved its main outputs. It has managed to recruit and match more water and agrofood candidates with YEP positions in both sectors than originally foreseen. Secondly, the YEP training programme is positively evaluated by the majority of young experts. The added value of individual training elements is sometimes dependent on the background of the young expert (Dutch or international, age, education, previous work experience, expectations, etc.);
- ✓ The development outcomes are not clearly measured and therefore, evidence regarding YEP and its developmental impact is scattered and anecdotal;
- ✓ The vast majority of young experts continue their career in the international water and agrofood sectors. Therefore, the sustainability of YEP in terms of human capital is high.

3.2.1 Analysis of the Theory of Change

The ToC has strengths and weaknesses. A strength is that a clear logic has been developed, which allows, in principle, for monitoring and evaluation at the various levels. Main weaknesses are that the various stakeholders, such as representatives from, MoFA, the Steering Committee and the YEP Programme Bureau, do not agree on the main YEP objectives, while also the underlying assumptions are interpreted in different ways. Another strength is that all stakeholders do agree on the main objective that the YEP programmes should create a pool of young experts in the water and agrofood sectors with relevant working experience in developing countries that continue their international careers in these sectors. This objective is reflected in the upper left part of the impact column in the ToC: “Contribution to a critical mass of professional expertise in the water and agrofood sectors” and in the outcome. However, the main goal of YEP to offer young and international work experience is primarily formulated in terms of outputs rather than outcomes and impact.

A concern is that various stakeholders from MoFA and the YEP Programme Bureau do not agree on the broader development objectives of YEP (some place a higher emphasis on promoting Dutch expertise in the water and agrofood sector while others view the capacity building of young professionals in developing countries as the main objective). Some state that YEP cannot be expected to directly contribute to the Dutch international development policy objectives, but that linkages are at best indirect. However, the lower part of the ToC suggests that through added value/innovation by the young experts and through the networks, YEP should contribute to the Dutch policy objectives and the SDGs. A closer look at the underlying assumptions and the KPIs allow to better understand the underlying logic.

In section 3.1.1, it was argued that two main assumptions underpinning the YEP programmes have not been articulated, namely:

1. It is assumed that there is a lack of international job opportunities for young development professionals in the water and agrofood sectors;
2. It is also assumed that the YEP supply of matchmaking and training and learning trajectories is the best solution to fill the gap.

Also, other assumptions at higher levels are missing, such as that, YEP alumni networks are assumed to closely interact with other sectors platforms and networks, in particular those for knowledge development such as the F&BKP in order to realise development impact.

In a similar vein, the KPIs developed by the YEP Programme Bureau reflect strengths and weaknesses. The KPIs related to the continuation of careers in the international water and agrofood sectors of YEP alumni are clearly formulated and also monitored in detail (see the section below on

outputs and outcomes). The KPIs related to the alumni and international network and YEP added value/innovation are formulated primarily at input and output level rather than at outcome level. For example, the number of YEP Effect Magazines published and participation in international events are not indicators at outcome level. The same applies for the estimates of the number of days young experts spend on the various SDGs, in particular SDGs 2 (End hunger, achieve food security and improved nutrition and promote sustainable agriculture) and SDG 6 (Ensure access to water and sanitation for all). These KPIs cannot be considered as meaningful proxies for development impact of the YEP programmes, as they primarily give insight at an input level rather than at the outcome or even impact level.

3.2.2 *Achievement of outputs*

The ToC specifies two main outputs, namely the recruitment of young experts and matchmaking with implementing organisations (combination of outputs 1 and 3 from the ToC), and the learning and training by young experts (output 2). We discuss these one by one below. It should be noted that output 4 (support for YEP network) will be discussed in one go with outcome 5 in the next section.

Outputs 1 and 3: Recruitment and matchmaking

The recruitment of young experts and matchmaking between young experts and implementing organisations is the first output as identified in the ToC. In this section, we first present how young experts and implementing organisations evaluate the recruitment and matchmaking services provided by YEP. Secondly, we provide a descriptive analysis of the result of the matchmaking by the Programme Bureau.

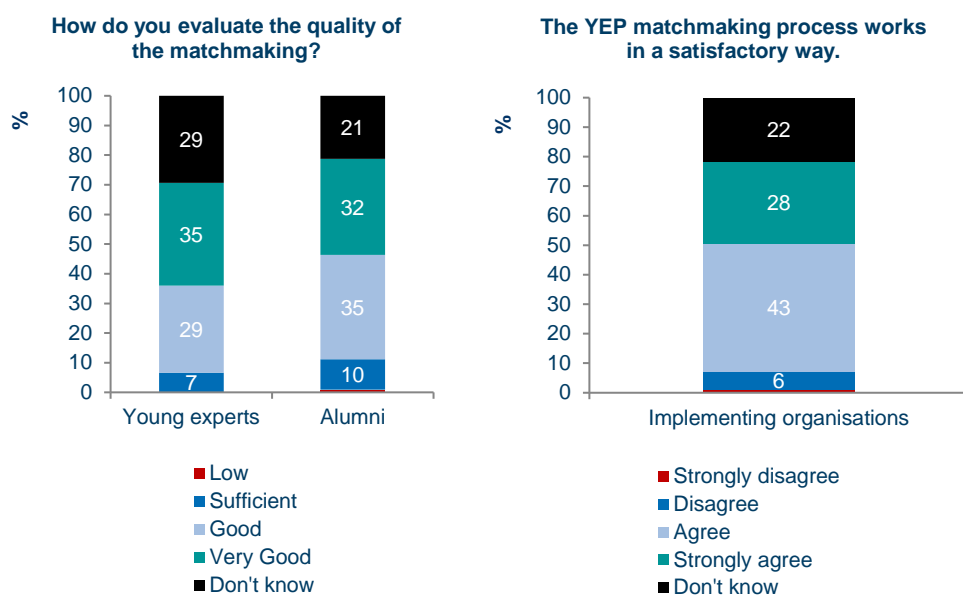
Matchmaking quality

As shown in Figure 8 below, around two-thirds of the young experts and approximately 70 percent of organisations view the YEP matchmaking process as either “good” or “very good”. The high percentage of “don’t know” answers can probably be attributed to those international young experts who are not involved in the matchmaking process.

The YEP Programme Bureau usually has more applications than places available per round. Some issues, however, can complicate the matching process and therefore the batches are not always fully filled. For example, some young experts decline last minute because of better job offers and some companies cannot carry out the project because their financial statements are not sound. As a consequence, it creates some difficulties to always match one Dutch with one international young expert. However, when they are matched, the young experts spoke very positive about the fruitful knowledge and cultural exchange.

We have observed that young experts who are proposed as preferred candidates by the implementing organisations have a very high chance of getting a YEP position. There seems to be little competition initiated by the YEP Programme Bureau from young experts from the candidate pool. Furthermore, several young experts that we have spoken to admitted that they did not have specific water and agrofood expertise, as their educational background was in business, economics, management or finance. This suggests that water and agrofood expertise is not seen as a necessary condition for joining the YEP programme, even though the YEP Programme Bureau checks whether the young experts can demonstrate a high affinity with the water and/or agrofood sector.

Figure 8 Perception of the quality of the matchmaking

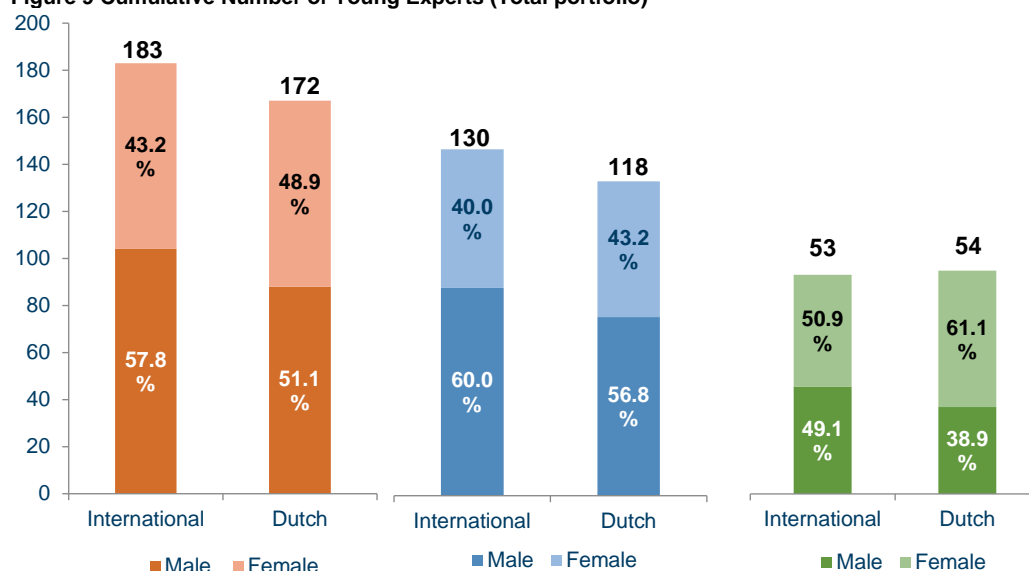


Source: Authors' online survey.

Matchmaking quantity

Figure 9 provides an overview of the total portfolio of young experts. At the global level, the YEP Programmes are characterised by a balanced mix of international and Dutch young experts. Overall, the gender balance between male and female young experts is quite equal. The data shows that the majority of young experts can be found in the water sector, and the composition of International and Dutch young experts across the two different sectors is fairly even. The data in Figure 5 shows that the matchmaking process of the YEP Programme Bureau is closely aligned to the goal of hiring 50 percent Dutch young experts and 50 international young experts. The YEP Programme Bureau has managed to recruit and match more water and agrofood candidates with YEP positions in both sectors than originally foreseen.³⁸

Figure 9 Cumulative Number of Young Experts (Total portfolio)



Source: Authors' own calculations based on YEP data available in the magazine YEP Effect No. 4.

³⁸ The target numbers from the BeMo's are 50 yearly placements of young experts in the water sector and the placement of 44 Dutch and 44 International young experts for Agrofood.

Output 2: YEP training and learning trajectories³⁹

Overall, young experts regard the YEP training programme as very beneficial. Surprisingly, many young experts, especially international young experts, had completely different expectations about the content of the overall YEP training programme, in particular the three-week introductory training, as they expected more training courses on technical skills development (the specific training courses related to technical skills development fall under the responsibility of the seconding organisation where the young expert is employed, see Section 3.3.3).

It is probably not surprising that some young experts have spoken very highly of specific training topics, while other young experts think that these topics should be removed from the programme and replaced with other elements. This is well reflected in a quote by one young expert:

“Different people have different needs; I was enthusiastic in general but some trainings are more interesting than others; a training course can be boring for some, and eye-opening for others.”

This of course is highly dependent on various factors (age, education, previous work experience, etc.). However, we do observe a couple of trends based on our face-to-face interviews and online questionnaires. Table 9 summarises the most and least valued elements in the YEP training programme based on the face-to-face interviews conducted during our field visits.⁴⁰ We provide more a more elaborate analysis with regard to each specific training component below.

³⁹ This section covers the evaluation sub-question: “What value added/comparative advantage does YEP bring to the water and agrofood sectors compared to other training programmes in the sectors?”

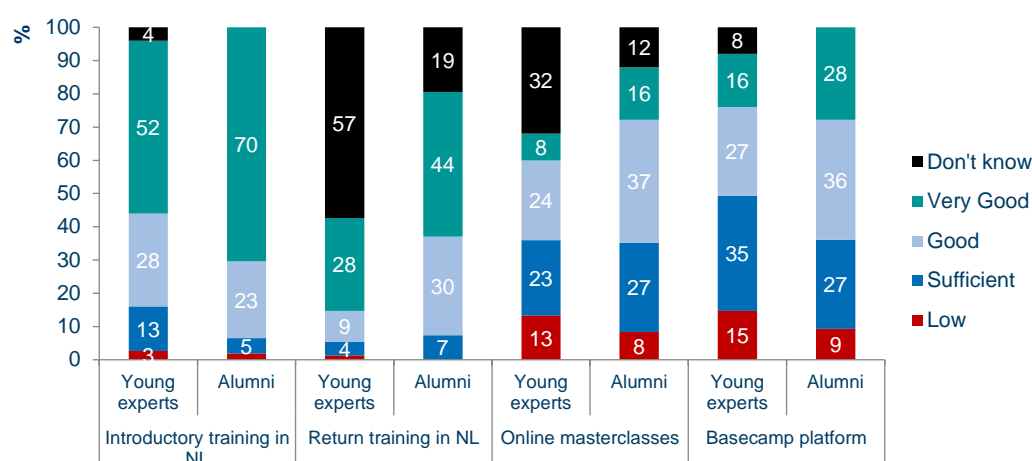
⁴⁰ Based on the reviews from young experts, the Programme Bureau has replaced the business plan with a training in design thinking. The design thinking materials are sent directly after the training.

Table 9 Aspects most and least valued elements in the YEP training programme

Most valuable elements of training programme	Least valuable elements of training programme
Networking, working together with other Young Experts and sharing experience	Business plan: often not connected to actual work; lack of motivation to do work on business plan.
Personal effectiveness through MBTI	Separate programme in first week of 3 week introductory training in the Netherlands.
Online master classes	Repetition of subjects in different courses.
Mentoring and coaching	Lack of depth of training programme.
Visit to Dutch organisation for international young experts	Social media training.
Intercultural communication	Security training.
Project management	Software not available after training programme (design thinking).

Figure 10 provides an overview of how both young experts and YEP alumni rated the quality of specific training components of the YEP training programme in the survey. The relatively high share of “don’t know” answers regarding the return training in the Netherlands is most likely related to the fact that local young experts with a one year YEP contract do not attend the return training.

Figure 10 Quality of the training



Source: Authors' online survey.

3 week introductory training in NL

Overall, the three-week introductory training, in the Netherlands, which primarily focuses on soft skills, was highly valued by most young experts. Almost 95 percent of the YEP alumni have rated it as “very good” or “good”, compared to 80 percent of the current young experts. Young experts are generally happy with the overall informative course content and with the high quality of the trainers.

When asked about their goals/motivations regarding personal development before the start of the training, international young experts knew very little about the usefulness of soft skills. Instead, they have clearer expectations regarding what kind of technical expertise they would like to receive. However, international young experts are generally positively surprised about the usefulness and added value of soft skills development for their daily work and career advancement. For example, one international young expert confessed the following:

“Initially, I only thought about the technicalities in my work; but the training helped me to do develop in an area that I have always neglected: personal development and soft skills. This is the foundation for successful work: how to plan and organize yourself.”

The opinions regarding the overall training structure were mixed, especially with regard to the first week. Many Dutch young experts spoke very highly of the personal development component of the training programme during the first week, which is only offered, to them. In fact, several Dutch young experts considered it by far the most useful and relevant component of the three week introductory training. Similarly, almost all international young experts regarded the introduction programme at the Dutch organisation in the Netherlands during the first week as very helpful as it they get to know their work colleagues in the Netherlands, and the different work culture. International young experts felt that they could apply their theory to practical issues. All international young experts were excited about the range of site visits by the Dutch organisations (for example to explore a Flood Management Demonstration Project or the disposal and treatment of solid waste). Many organisations value the opportunity to get to know the international colleague and introduce him or her to the Dutch organisation, country and culture. However, some Dutch organisations were more welcoming than others towards the international young experts. One young international expert confessed that “while it is a good idea to introduce to international YEPpers to the Dutch organisation, it was not well organised. Everyone was busy at my organisation so I left and went back to the hotel.”

Overall, a few Dutch young experts found the separation between Dutch and international young experts in the first week of the training positive as the group dynamics within the Dutch group was generally strong. One participant even argued that the separation is highly beneficial for international young experts as well as they are “not directly confronted with the high level of directness of Dutch YEPpers.” However, the majority of both Dutch and international YEPpers were “surprised” – or even “shocked” – when they heard that international and Dutch young experts have a separate programme in the first week. There is a danger that this separation can lead to too much group clustering the first week, especially to very strong bonding among Dutch young experts and some degree of “estrangement” from the side of international young expert as testified by several quotes during our field visits along the following lines:

“The training first put me off when the different groups came together in the Netherlands only then to be separated for the first week; What is the point of having different trainings in the first week? You create certain relations in the first week within groups which makes the integration of the Dutch and international YEPpers even harder in the second week. You make the separation even more obvious.”

“Why the separation? The YEP Programme Bureau points out that clustering should not happen; I enjoyed the second and third week of the training a lot more. The merging of the two groups [Dutch and international young experts] happens quite naturally because YEP attracts people who are interested in getting to know other young people with different cultural backgrounds.”

Nevertheless, in the majority of the batches, the group dynamics worked very well and the “‘us’ and ‘we’ thing was gone after the second day”. We are aware that the separation of Dutch and international YEPpers during the first week of the introductory training was made by the YEP Programme Bureau due to budget constraints. While the YEP Programme Bureau would like international YEPpers to participate in the four-day personal development trajectory training, it is currently not possible due to financial constraints.

The two other major observations regarding the overall training structure were as follows:

- Several young experts stated that there is a lot of breadth but little depth in the overall training programme. Many courses are offered, but the course content often overlaps. Most courses only scratch the surface of the subject and you often only get a “little teaser”;
- Many young experts liked the fact that younger people and even some former YEP participants provided parts of the training.

With regard to the specific training courses during the introductory training, the following trends can be observed. The MBTI test was rated very highly by all young experts as they become aware of their own strengths and weaknesses. Moreover, the MBTI test helps many young experts to feel more confident to go abroad. Almost all young experts we interviewed were very positive about the management development trajectory session, as the knowledge gained from the individual training sessions (leadership, design and delivery, project management) can be directly applied to the job.

While most young experts find it useful to learn about how to make a business case, the feedback regarding the actual implementation of the business case was mixed. While a few young experts were initially very motivated to work on the business case, they quickly faced several challenges, such as the difficulty of working with other young experts in other countries, the lack of time available, or delayed feedback from the YEP Programme Bureau. Moreover, some young experts argued that the completion of the business case felt very artificial, as the subject of the business case was not at all related to their actual work in the seconding organisation.

While the design-thinking workshop was considered interesting by several young experts, there was a general remark that the effectiveness of the course could be increased by making the software used during the workshop available to young experts after the training.

The "Safety & Security abroad" workshop aims to inform young experts about travel security in developing countries by sharing do's and don'ts, tips & tricks and procedures, and what to do in case of emergencies, accidents, robberies etc. Several young experts, especially international young experts, found this preparation programme confusing and, at times, culturally offensive. In one case, some international experts suspended/discontinued this preparation programme by leaving the training room. Some young experts even suggested to let international YEPpers discuss their own home country experiences, as it would increase the authenticity of the workshop.

While some young experts are very excited about the communication workshop, others felt that it did not provide much added value, as most of the young experts are very familiar with social media tools. Some young experts felt pressured that they have to actively use social media and learning tools such as Twitter, Facebook, Basecamp, that is provided by YEP to share knowledge about their work not considered as 'confidential information' in their employment contracts. Several young experts expressed that they are not really social media people. One young expert felt like she "was forced to use twitter but I do not want to use twitter."

Digital learning environment/Basecamp platform/Online master classes

The digital learning environment (Basecamp) provides a platform for young experts to engage in online learning. One integral part of the online learning environment are the online master classes. Most young experts have completed one or two online master classes but a few major challenges exist. First, several young experts claimed that the master classes are not well communicated in advance. It is therefore difficult for young experts to anticipate when they should save time for the online master classes. Moreover, fieldwork in remote areas with bad internet connectivity makes the completion of online master classes difficult. Several young experts with two-year contracts mentioned that there was no Master class available in the first year. It also remains unclear whether young experts are required to do master classes, and if so, how many. Moreover, several young experts suggested that six weeks are often not enough time to complete an online master class given the high workload at the seconding organisation.

Overall, the degree/frequency at which young experts use the basecamp platform varies a lot (see Table 10). We are aware that the YEP Programme Bureau has already improved the user

friendliness of the platform based on previous feedback from young experts. However, many young experts rarely make use of the learning platform, some only use it to complete the online master classes. Similarly, some young experts use Basecamp to share training experiences and to exchange other relevant knowledge. Others would like to use the online platform more often but cannot use it as often due to the lack of online master classes available on a more frequent basis.

Table 10 Young experts' perception of the effectiveness of the digital learning environment

"I use Basecamp very often."	"I do not check it often because we have so many different communication systems such as Skype or WhatsApp."	"I used basecamp as young expert more often than now as YEP alumna."	"I have seen job vacancies on basecamp but they were not relevant for me."
"Online master classes can be made more interesting using lectures and videos. But maybe there is a budget constraint."	"I enjoyed enrolling into the online master classes. There is so much to learn."	"I hardly ever check email notifications on google what happened on basecamp."	"Basecamp is not very intuitive, and I have not used it a lot."
"Basecamp as online platform is sometimes difficult to engage in; depends too much on initiative of local YEPpers"	"When we start working abroad we often forget about the online platform."	"I always check my email notifications."	"The YEP programme Bureau could better communicate when online master classes will take place."

Return training in the Netherlands

At the end of the YEP programme, a return training in the Netherlands is offered for all young experts who have a two-year contract; those Dutch young experts who have a one year contract participate in the first two days of the return training. Overall the young experts liked the idea of the comeback training but several young experts claimed that it could be extended by at least a few more days to strengthen the bonds between the young experts and to share some of the personal lessons learnt during the YEP programme. Some international young experts suggested to organise also offer return training sessions for international young experts with one year contracts locally. Due to financial constraints, however, it might be difficult to make this suggestion work in practice.

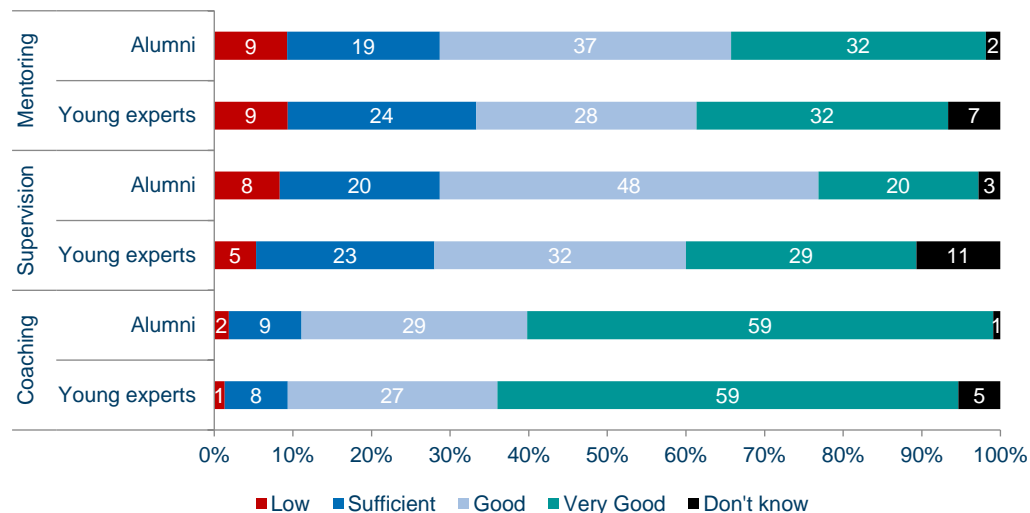
Some young experts mentioned that the training is very general and very generic, and that it could be catered more towards the YEPpers' needs. Young experts often miss training aspects related to technical skills development. On the other hand, the analysis above suggests that not all young experts fully exploit all the learning options provided by the YEP Programme Bureau. As a consequence, the existing training programme elements and learning technologies could play an even bigger role in promoting the personal development and facilitate learning among and between young experts than it does right now.

Coaching, Supervision and Mentoring

Similar to the results regarding the training courses, young experts were generally very appreciative of the mentoring, coaching and supervision aspects of the YEP programme (Figure 11). Both the current young experts and YEP alumni gave very high scores for mentors, coaches and supervisors, and the results do not differ much between current young experts and YEP alumni. All

in all, coaches, supervisors and mentors are motivated to help young professionals to gain experience in the international water and agrofood sector.

Figure 11 Quality of Mentoring, Coaching, Supervision



Source: Authors' online survey.

It is worth noting that the set-up of the coaching, supervising and mentoring system is especially helpful for international young experts, who often never encountered any kind of coaching, supervising or mentoring on the job. In contrast, several Dutch young experts, and only a few international young experts, have received on the job training in previous jobs. While most young experts find it highly useful to have a coach, supervisor and mentor, only a very few experts did express a reluctance to be coached, either because they consider themselves as highly experienced or they consider it as irrelevant due to the absence of a coaching culture in their home country. The same can be said for the mentor but also the supervisor (which is the responsibility of the seconding organisation where the young expert is employed, see Section 3.3.3). International young experts usually want more structure from coaches/supervisors while Dutch young experts prefer less structure in terms of scheduling regular meetings.

In most cases, young experts have a fairly good understanding of the distinct roles and responsibilities of the coaches, supervisors and mentors. However, several interviewees confessed that it is often not clear to them for what they can contact whom. The number of people in the support system of the young expert (coach, mentor, manager) can be sometimes too confusing, especially for international young experts who never had such a support system before. As a result, the roles and responsibilities of the coach, mentor and supervisor often become blurred. In a few cases, young experts did not even know that they formally had a coach, mentor and supervisor. In another instance, a supervisor resigned after a few months and there was no immediate adequate replacement from the implementing organisation even though the young expert demanded a formal replacement. The young expert contacted the relevant seconding organisation and a new supervisor was assigned. However, the young expert expressed that it was not clear whether an adequate procedure exists for replacing a supervisor (or coach or mentor).

Below are some very common answers that we received during our face-to-face interviews (Table 11), which shows that the perception of the young experts regarding the effectiveness of coaching, supervision and mentoring varies significantly. Although the Programme Bureau pays attention to this with explanatory sessions on roles and responsibilities during the kick-off meetings and mentor

days and by stimulating joint Skype sessions among the coaches, supervisors and mentors, there is still room for improvement.

Table 11 Young experts' perception of the effectiveness of coaching, supervision and mentoring

"The duties are communicated through YEP but I am still confused about the different roles".	"The assignment of the coaches and supervisors to a young expert felt like a random procedure."	"I am happy that I have the three people around me; all three roles serve a purpose."	"I work with my supervisor on a daily basis; our discussions are more related to my daily work; he acts more or less as my direct manager."
"Did I have a supervisor? Who is it? I did not know."	"Nobody has real time for Supervision."	"My mentor has the big picture in mind; he sometimes visits the country which is great."	"Mentoring does not happen."
"My coach treats everything I say in a confidential way, which I like."	"I mostly discuss my personal development with my coach. My coach works for me and not for the company."	"Coaches were introduced to us during the introductory training; we first had group meetings with our specific coach, then individual meetings with the coach. I liked the gradual introduction to our coach."	"I use my coach for almost everything; if I have a problem, my mentor and supervisor do not come to my mind."

3.2.3 Achievement of outcomes

The ToC specifies six outcomes, which are assessed one by one below. Outcomes 5 and 6 have been combined given that they both concern networking aspects.

Outcome 1: Employment of young experts

The first "immediate" outcome of YEP as identified in the ToC (See Section 2.1) is the employment of young experts after participation in YEP. In the online survey, we asked the implementing organisations if they intend to offer or already offered a regular employment contract to YEP alumni (both Dutch and international).

"For all YEP-ers in the past we offered regular employment."

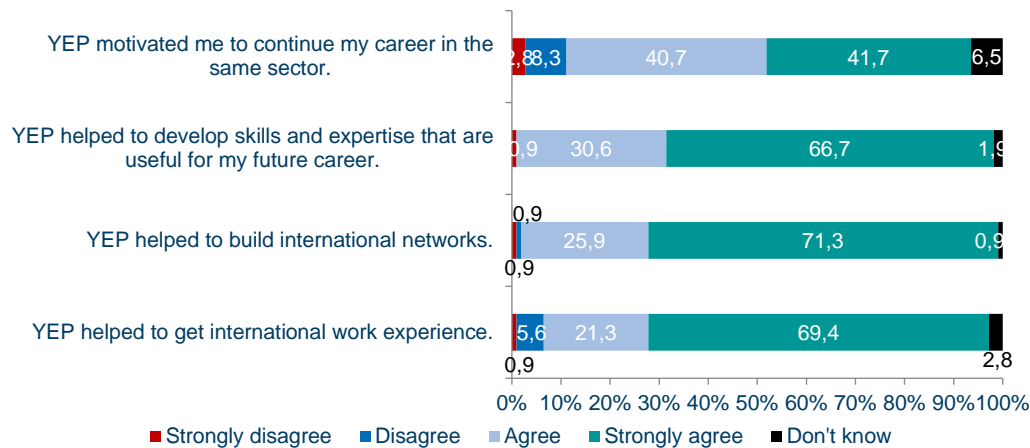
"All local YEPpers were already employed before YEP, so they can stay afterwards. YEP is mostly used as training program and for networking."

While the majority of alumni could stay with their organisation, this is of course not automatically the case. For Dutch young experts, the funding of the job under a regular employment contract is sometimes mentioned as an issue, or there was just no vacancy. But some Dutch young experts also decided themselves to leave the company or country for various (often personal) reasons. For international young experts, the employment after YEP seems to be more obvious. In many cases, the international young experts were already employed by the organisations before they started with YEP.

Outcome 2: Strengthened and improved capacities and competencies of young experts

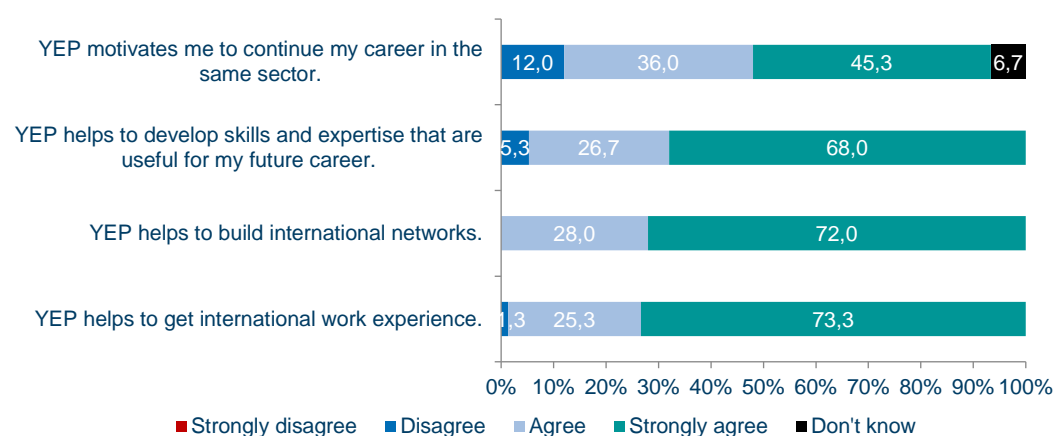
The second “immediate” or relatively short run outcome of the YEP Programmes is the strengthened and improved capacities and competencies of young experts in the water and agro-food sectors. This outcome is focussed on personal development. Figure 12 and Figure 13 below present the contribution to personal development of YEP as experienced by the alumni and current YEP participants respectively.

Figure 12 YEP Programme and personal development (YEP alumni survey) n=108



Source: Authors' online survey.

Figure 13 YEP Programme and personal development (young experts survey) n=75



Source: Authors' online survey.

There is no fundamental difference in the survey results for alumni and current YEP participants. Overall, the respondents strongly agree with the contribution of YEP to skills and expertise, international networks and international work experience. Some YEP alumni tend to disagree a little bit more with some of the statements. The answers on the statement whether YEP motivates to continue the career in the same sector are positive though a little bit more moderate compared to the answers on the other statements. This is most likely caused by the fact that YEP is a soft skills programme during which experts obtain skills that are highly applicable in other sectors.

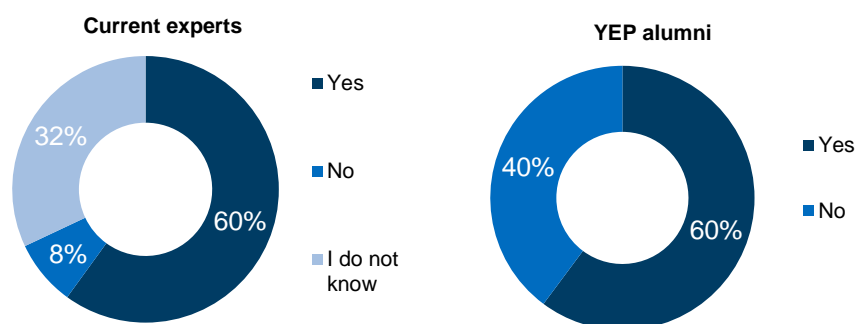
Outcome 3: Young experts continue to work in the same sector internationally

When asked about their career opportunities after YEP, 60 percent of the current young experts indicated through our survey that there were opportunities to stay at the seconding organisations after YEP (Figure 14).

Figure 14 Career opportunities after YEP

Are there opportunities to stay at the organisation after the YEP? (Current young experts)

Are you still working in the same sector abroad? (YEP alumni)



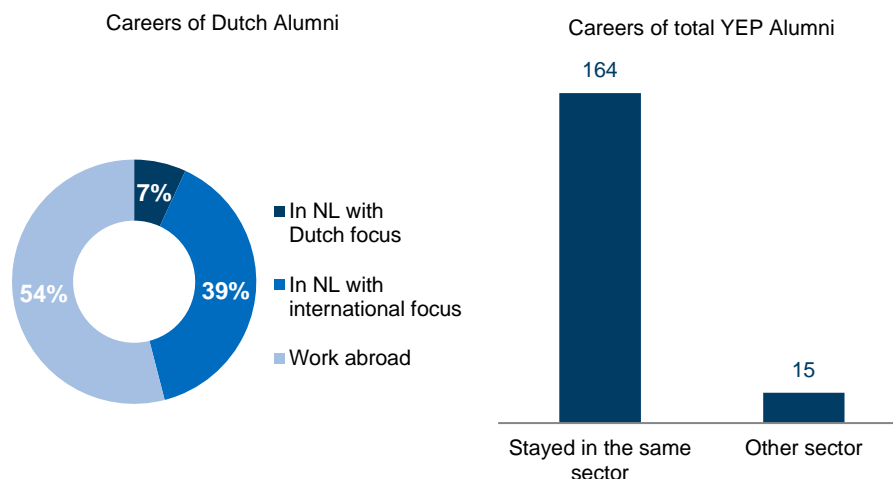
Source: Authors' online survey.

Almost one-third of the young experts, however, did not know whether employment opportunities at the seconding organisation existed after the end of YEP. Eight percent, however, indicated that they could not stay at the organisation after YEP, which is often due to a lack of funding after the programme ends, especially for smaller organisation. 60 percent of the YEP alumni indicated that they are still working in the same sector abroad. At first sight, this result seems to be very disappointing but the low score is very much linked to the way the question was formulated. Many Dutch young experts return to the Netherlands after YEP, but tend to stay in the water and agrofood sector. Since the question was phrased with an emphasis on “abroad”, a significant amount of Dutch young experts have answered this question with ‘No’.

We therefore also refer to official figures from the YEP Programme Bureau to complement our analysis. Out of 179 alumni (107 male and 72 female), 87 are Dutch. 40 Dutch alumni work in the Netherlands out of which 34 work in an international context. 47 Dutch alumni still work abroad (Figure 15). Overall, 164 YEP alumni (91.6 percent) have stayed in the water or agrofood sector, while 15 YEP alumni work in different sectors (such as technology, infrastructure). The 91.6 share provided by the YEP Programme Bureau is much higher than the 60 percent share in our online survey, as the former includes YEP alumni working in the international and Dutch water and agrofood sector.

It must be emphasized, however, that several young experts admitted during our face-to-face interviews, that even though they can imagine to stay in the water and agrofood sector, they are also open to other sectors if other interesting employment opportunities arise. Given the strong emphasis of the YEP (training) programme on soft skills development, several young experts argued that the skills learnt/acquired during YEP can easily be transferred to another sector. While young experts indicated that the YEP programme makes it easier for them to work abroad and to continue to work abroad in the future, the majority also admitted that the YEP programme cannot be regarded as a particular motivator to work abroad as they had this career plan already before joining YEP. The YEP programme, however, generally reinforces the desire to continue to work abroad or in an international context in the future.

Figure 15 YEP alumni employment after YEP



Source: YEP Programme Bureau, 2018, YEP Effect Edition 4. Available at:

<https://www.yepprogrammes.com/uploads/YEP/Downloads/Publications/YEP-Effect%204-spreads.pdf>

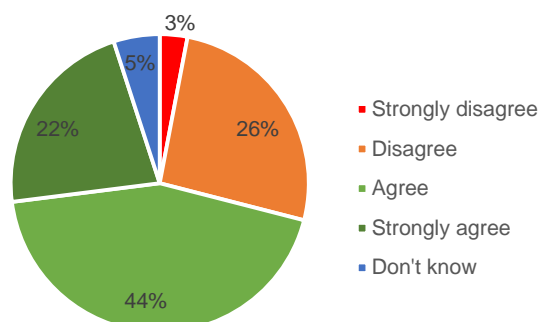
Regarding the career promotion of young experts, the YEP Programme Bureau is very committed, but the sustainability of the human capital could be strengthened further according to the majority of young experts we met. On the one hand, the YEP Programme Bureau provides exit conversations on personal development and provides assistance to young experts in finding a job after YEP, if needed. All young experts feel that the YEP Programme Bureau puts a lot of efforts in their current projects and their personal development. However, many young experts argued that the 'sustainability' part of the programme could be emphasized a lot more as young experts often do not really feel the lasting impact of YEP after the programme ends; several young experts were no longer in contact with the YEP Programme Bureau after YEP ends and they were questioning how to benefit from YEP in the longer term, despite the fact that they could make use of the existing network.

Outcome 4: Young experts provide value added in terms of innovations and knowledge

Another medium-term expected outcome of the YEP programmes is the added value of the involvement of young experts for implementing organisations in terms of innovations, knowledge development, and/or new methods introduced. Figure 16 below presents the views of the implementing organisations in this regard. About two thirds of the respondents agree or strongly agree that knowledge, expertise and/or innovations in the organisation increased over time thanks to YEP.

Figure 16 Value added of YEP for implementing organisations (n=97)

The knowledge, expertise, and/or innovations in the company increased over time due to our involvement in YEP.



Source: Authors' online survey.

Although the extent to which implementing organisations experience a positive effect in terms of knowledge, expertise and/or innovations is relatively high, there seems to be room for improvement. Based on the interviews that we have conducted, there is a considerable lack of knowledge sharing between the young experts and other colleagues in the implementing organisation. The knowledge, skills and competencies that young experts have gained from the YEP training is often not institutionalized within the implementing organisations. If a young expert leaves the implementing organisation after a few weeks or months without sharing the knowledge with other colleagues, especially other young colleagues, this knowledge is simply lost. Figure 5 in Section 3.1.1 suggests that the implementing organisations employ a significant amount of other young people who do not participate in YEP. These young people could significantly benefit from the knowledge that the YEP programme provides creating potentially large synergy effects.

Outcome 5 and 6: Involvement of young experts and alumni in international networks

In the longer run, YEP aims to achieve that international networks of professionals in water and agrofood promote active involvement of young experts, and that there is an active network of alumni.

Together with the MoFA and the YEP Programme Bureau, young experts, YEP alumni, and the implementing organisations, form a network that helps to support the international human capital agenda of the Dutch water and agrofood sector and to create a strong foundation and opportunities for continued support between the government and the water and agrofood sector in achieving the SDGs.

International and Dutch young experts are usually connected through WhatsApp groups in the developing countries. It was interesting to observe that most young experts have even more than one WhatsApp group through which they communicate with other young experts, especially Dutch YEPpers. In some cases, Dutch YEPpers, for example, stay connected with (i) the young experts from the same batch, (ii) only Dutch young experts from the same batch and (iii) Dutch young experts in the same country. On the one hand, this shows how valuable these different networks are as they all serve specific purposes. On the other hand, one young Dutch expert confessed that he primarily uses the WhatsApp groups to stay in touch with other Dutch young experts, which limits the group feeling vis-à-vis the international young experts.

Overall, international young experts tend to be less involved in regular communication through WhatsApp and other networking events, primarily due to cultural issues. Several Ethiopian young experts, for example, confessed that they are very introverted and often refuse to take the initiative setting up a networking event or YEP gathering. Instead, they expect the Dutch young experts and/or Embassy to approach them and to invite them. In the countries we visited, several international young experts regarded the YEP networking events as a social network gathering (having fun, drinking a few beers, etc.) and missed a more intensive dialogue regarding work-related subject matters and fruitful knowledge exchange. Dutch young experts come to work at the organisations without a partner and socializing plays an important role for many. Many international young experts, however, either still live with their parents or have a family already and are more reluctant to socialize late in the evening.

Table 12 Young experts' perception regarding the effectiveness of the YEP network

"I use the network very often."	"We could strengthen the network across different batches in	"I have not liaised with any of the local YEPpers during YEP."	"I am not attending YEP drinks. I am lazy and tired after work. I prefer to stay at home."
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	Kenya and we should meet more often.”		
“I was busy with setting up my own Wageningen University network.”	“I have not been involved in any communication alumni event this year so far.”	“The connections between YEP alumni and young experts could be tighter but it requires self-initiative.”	“I am not the guy who would want to attend all the YEP events; I prefer going out with other YEPpers to talk about non-related YEP stuff.”
“Improving the network is a real challenge: We as YEPpers should be proactive.”	“We need to create a more vibrant alumni network. I believe there is more to gain from the wide alumni network that YEP has at the moment.”	“Last Friday, a new YEPper invited us to come over to his place. But only three YEPpers attended.”	“The network helps YEPpers to share their experiences with other YEPpers. We all went through similar challenges.”

At the same time, representatives from the implementing organisations view the existing YEP network as reason to participate in YEP. Different communication channels such as WhatsApp or the basecamp platform allow young experts to stay in touch. However, several representatives also argued that the network between participating implementing organisations, young experts and colleagues not involved in YEP could be strengthened further as the knowledge is often not sufficiently shared between the young experts and colleagues outside of YEP (see Section 3.4.2 on knowledge sharing).

As a result, to what extent the existing networks structures are being utilized is often highly dependent on the efforts of the young experts, YEP alumni and implementing organisations themselves. Moreover, cultural factors play a huge role to what extent the networks in the YEP countries serve their purpose. The network often has a social purpose rather than a professional one. Overall, we think that the networking aspect can be stimulated and strengthened even further – partly through the YEP alumni themselves and the various Dutch embassies – for reasons discussed further below.

3.2.4 YEP and developmental impact

YEP is assumed to contribute to critical mass of professional expertise in the six thematic areas, and organisations are incentivised to actively involve, promote and support young expert in international networks. Thereby YEP is assumed to contribute to the SDGs, in particular SDG 2 (zero hunger) and SDG 6 (clean water and sanitation) (see Section 2).

In the design of the programme, development impact is assumed, but not integrated and measured in the programmes. The proposals submitted to the YEP Programme Bureau by applicant organisations provide an indication on the time that young experts will work on the six themes. Based on this, the Programme Bureau calculates the contribution to the SDGs and reports on the number of YEP days per SDG. Next to the fact that this calculation is made ex ante, it is input-based rather than output-based. There is no ex post verification or reporting on the actual impact contribution of the young experts. Ex post, reporting is on personal development rather than on contribution to development impact. While the reporting on the number of days worked on the different themes provides a clear overview of the areas in which YEP is active, the link to the contribution of YEP to the SDGs is superficial. Evidence on actual development impacts is scattered and anecdotal.

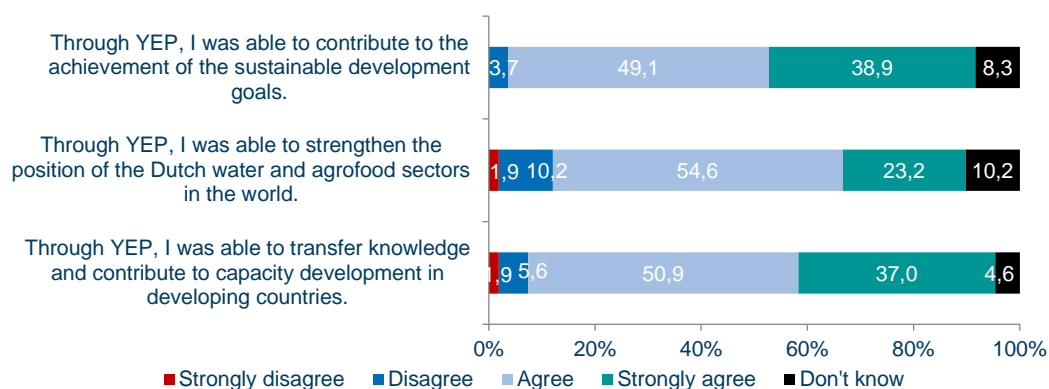
Figure 17 and Figure 18 below present the views of the YEP alumni and current YEP participants on their contribution to these assumed impacts of YEP. While for both groups the large majority agrees with the statements, the current YEP participants seem to be more positive about the impact that they have through their participation in YEP. While one reason could be that the services and training offer of YEP has improved the programme over time, it is likely that YEP alumni have a much more nuanced or critical opinion (also due to the fact that they are no longer attached to the YEP programme).

In practice, the development impact of the young experts is mainly related to projects that the young experts work on; most of the effects are indirect. During the interviews, it was often mentioned that the development impact of the individual YEPpers is limited, but YEP does provide the basis for young experts to start contributing to development impact during their future careers.

“My contribution to development impact is mainly realised indirectly through the capacity building that YEP provides. The capacity of young experts in the international development sector like me is increased, so that we are enabled to increase the capacity of other local stakeholders in the future.”

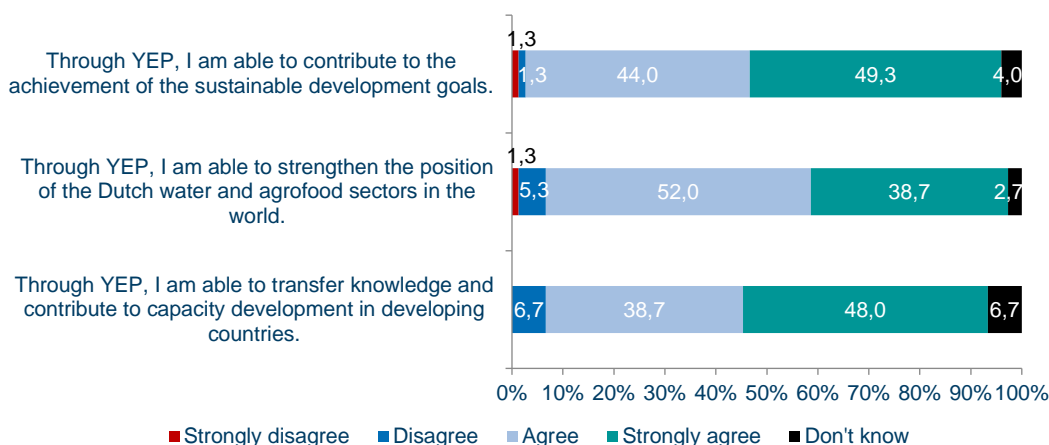
By having a better skills set and network, young experts are enabled to conduct their (impact-generating) job or project in a better way. It turned out that the nature of the work of the young experts often determines how much they can relate to their work to the SDGs (management position vs. work in the field). Some could mention the number of farmers they trained or the number of households they connected to the drinking water system. However, the young experts often realise that these impacts are generated by the projects they work on rather than by YEP.

Figure 17 To what extent do you agree with the following statements related to the results of YEP? (YEP alumni survey) n=108



Source: Authors' online survey.

Figure 18 To what extent do you agree with the following statements related to the results of YEP?
(young experts survey) n=75



Source: Authors' online survey.

Nevertheless, actual contribution of YEP to the development objectives is in most cases indirect and difficult to determine, as the linkages of the programmes to the policy objectives are relatively superficial. The young experts are not asked to actively think and report about their contribution to the policy objectives. Next to that, a potential contribution to the policy objectives depends on many other factors, including the business environment.

While the YEP monitoring system provides some data for the evaluation of progress and results, in particular on inputs and outputs, the data on outcomes and impacts remains limited. On the one hand, the YEP Programme Bureau can monitor and evaluate to what extent young experts continue their careers in the international water and agrofood sectors. However, the current M&E system cannot adequately measure the development impact of the YEP programmes, as it gives primarily insight at an input and output level rather than at the outcome or even impact level (e.g. estimation of the number of days young experts spend on the various SDGs, number of YEP Effect Magazines published, number of blogs by young experts, etc.). As a result, we think that the YEP Monitoring Plan can be improved further, especially with regard to the developmental impact (see Conclusion 9).

3.3 Efficiency

In this section, we analyse how efficiently the YEP programmes' resources (financial and technical) have been translated into results. As part of the efficiency considerations, we also assess the performance of the partnerships in the programme, as well as the financial sustainability of the programme. The box below presents the key findings for this evaluation criterion.

Summary of key findings for "Efficiency"

- ✓ The YEP programmes are run in an efficient way;
- ✓ The additionality of the public contribution (50-50 funding) is not always clear. The YEP Programme Bureau does not assess the organisations applying for the YEP position on their ability to fully pay the placement of young experts themselves. While around one third of the organisations would have recruited young experts with a similar level of experience without the YEP funding, a significant share of implementing organisations also employ other young experts without YEP funding (even though these young workers may not have a similar level of experience and expertise as the participants of YEP);
- ✓ The partnership generally works well; although the relations between the different stakeholders could be further strengthened;

Summary of key findings for “Efficiency”

- ✓ The YEP programme bureau has a relatively hands-off approach⁴¹ which keeps the administrative burden for implementing organisations low, but also has some adverse consequences. Some implementing organisations are not always transparent about the (training) budget that is available for the young experts and do not provide adequate supervision;
- ✓ The embassy involvement varies per country. The Dutch Embassy in Kenya, for example, is very active, while the Dutch Embassy in Ethiopia has not been actively involved in YEP until recently;
- ✓ While operational matters are left to the Programme Bureau, the Steering Committee discusses strategic directions and political issues. Steering Committee members are less aware of sensitive issues and less positive experiences by young experts.

3.3.1 Costs of the programme

Until the end of 2017, the Programme Bureau of YEP consisted of a total of 3.6 Full Time Equivalents (FTE) for the two combined YEP programmes.⁴² In 2018, the YEP Programme Bureau staff expanded to 4.2 FTE. All team members are partially involved in YEP, as well as in other development activities at NWP and AgriProFocus.

In order to run the YEP Programme, both the public and private sector provide considerable financial support. The Dutch government subsidises the YEP programme with a maximum of €40,000 per Dutch young expert per year of which €10,000 is used for the training programme. The remaining €30,000 can be allocated by the Dutch organisation for costs incurred in the international secondment including salary. Financial support for the deployment of an international Young Expert is maximised at €12,000 per year, which includes salary. Each year €2,000 is allocated for training and coaching, organised by the YEP Programme Bureau. The remaining €10,000 can be allocated by the Dutch organisation for costs incurred in the placement.

Table 13 and Table 14 show the overall costs of YEP Water and YEP Agrofood, of which the Ministry of Foreign Affairs provided €11.7 million. The costs of the programme consist of programme management costs and costs directly related to the deployment of the young experts (salary, housing, visa, insurance, training, travel costs, etc.). The costs for GO YEP reported in the Tables 13 and 14 include the costs for the YEP Vision 2030.

The costs for tailor made trainings such as YEP WaterWorX are not reported here and are reported in a separate budget, as “YEP Tailormade” is a separate programme. The YEP Programme Bureau does not have to do any specific financial reporting regarding the “YEP Tailor-made” programmes as the participating organisations like WaterWorX are buying the training and coaching from YEP. YEP does not make a profit from “YEP Tailor-made”. The income that is generated from the “YEP Tailor-made” programme stays within the tailor-made programme and is spent for accommodation, renting locations etc. Since the normal YEP programmes (YEP Water and YEP Agrofood) and the YEP tailor made programmes are separate programmes, the budget process is not blended.

Table 13 Costs YEP Water (January 2013 – December 2017)

Year	Costs Programme Bureau	Sector contribution	MoFA contribution	Costs GO YEP	Sector contribution	MoFA contribution
2013	€ 361,607	€ 112,730	€ 248,877	€ 437,531	€ 19,831	€ 417,700

⁴¹ By hands-off approach, we mean a relatively light supervision and monitoring approach by the YEP Programme Bureau vis-à-vis the implementing organisations.

⁴² YEP Water started in 2013 and YEP Agrofood in 2015, which means that the YEP Programme Bureau staff was smaller in 2013 and 2014.

Year	Costs Programme Bureau	Sector contribution	MoFA contribution	Costs GO YEP	Sector contribution	MoFA contribution
2014	€ 529,332	€ 196,227	€ 333,105	€ 1,663,575	€ -	€ 1,663,575
2015	€ 499,727	€ 183,371	€ 316,356	€ 2,348,115	€ 221,157	€ 2,126,958
2016	€ 432,945	€ 129,224	€ 303,721	€ 5,341,833	€ 3,588,585	€ 1,753,248
2017	€ 442,477	€ 171,357	€ 271,120	€ 3,904,135	€ 2,135,988	€ 1,768,147
Total	€2,266,088	€792,909	€1,473,179	€13,695,189	€5,965,561	€7,729,628
			A			B
Total contribution by MoFA (A+B)						€9,202,807

Source: YEP Programme Bureau, Metabestand, Excel Sheet Version 10 July 2018.

Table 14 Costs YEP Agrofood (June 2015 – December 2017)

Year	Costs Programme Bureau	Sector contribution	MoFA contribution	Costs GO YEP	Sector contribution	MoFA contribution
2015	€ 144,723	€ 54,327	€ 90,396	€ 152,500		€ 152,500
2016	€ 234,476	€ 62,061	€ 172,415	€ 829,959	€ 97,455	€ 732,504
2017	€ 188,478	€ 77,804	€ 110,673	€ 1,487,411	€ 194,731	€ 1,292,680
Total	€567,677	€194,192	€373,484	€2,469,870	€292,186	€2,177,684
			A			B
Total contribution by MoFA (A+B)						€2,551,169

Source: YEP Programme Bureau, Metabestand, Excel Sheet Version 10 July 2018.

For YEP Water and YEP Agrofood, the financial contribution by MoFA to the YEP Programme Bureau costs has always been above 50 percent, while its contribution to the deployment of young experts has gradually declined in relative terms vis-à-vis the private sector contribution. Overall, the private sector and MoFA contributions to the programme management costs account for 34.9 and 65.1 percent in water, respectively. The shares are very similar for YEP Agrofood (34.2 percent and 65.8 percent). The shares by the private sector and MoFA are more even regarding the costs directly related to the deployment of the young experts. Given that the YEP Agrofood programme only started in 2015, the overall costs are much lower compared to YEP Water. MoFA accounts for the lion share of both programme management costs and costs directly related to the deployment of the young experts.

Table 15 and Table 16 provide an outlook of total programme costs for running YEP Water until 2020 and YEP Agrofood until 2021. The column "total programme costs" contains the addition of the costs for the programme management with the costs for the placement of Dutch and international young experts. According to the forecasts and budgeted figures for YEP Water and YEP Agrofood, the programme management costs as percentage of the total costs will be 12.6 percent and 12.7 percent over the periods 2013-2020 and 2015-2021, respectively. The overall sector contribution would actually be lower than 50 percent as the MoFA contribution would reach 52 percent.

Table 15 Costs YEP Water (January 2013 – 2020)

Year	Costs Programme Bureau	Sector contribution	MoFA contribution	Total programme costs	Sector contribution	MoFA contribution
2013	€ 361,607	€ 112,730	€ 248,877	€ 1,139,857	€ 501,855	€ 417,700
2014	€ 529,332	€ 196,227	€ 333,105	€ 3,529,332	€ 1,696,277	€ 1,663,575
2015	€ 499,727	€ 183,371	€ 316,356	€ 5,107,727	€ 2,487,371	€ 2,126,958
2016	€ 432,945	€ 129,224	€ 303,721	€ 4,896,945	€ 2,361,224	€ 1,753,248
2017*	€ 442,477	€ 171,357	€ 271,120	€ 4,973,588	€ 2,466,000	€ 1,768,147
2018**	€ 490,613	€ 138,700	€ 351,913	€ 4,626,913	€ 2,206,700	€ 2,419,913
2019**	€ 385,000	€ 135,000	€ 250,000	€ 1,585,000	€ 735,000	€ 850,000
2020**	€ 150,000	€ 100,000	€ 50,000	€ 100,000	€ 50,000	€ 100,000
Total	€3,270,811	€1,135,252	€2,135,559	€25,959,061	€12,504,377	€13,504,684
Shares of total programme costs	12.60%				48%	52%

Note: * refers to forecasts; ** refers to budgeted numbers.

Source: YEP Programme Bureau, Jaarplan 2018 Young Expert Programmes Water & Agrofood (YEP Programmes), 21 December 2017; herziene versie 6 februari 2018.

Table 16 Costs YEP Agrofood (January 2015 – 2021)

Year	Costs Programme Bureau	Sector contribution	MoFA contribution	Total programme costs	Sector contribution	MoFA contribution
2015	€ 144,723	€ 54,327	€ 90,396	€ 560,723	€ 262,327	€ 298,396
2016	€ 234,476	€ 62,061	€ 172,415	€ 2,442,476	€ 1,166,061	€ 1,276,415
2017*	€ 188,478	€ 77,804	€ 110,673	€ 2,937,344	€ 1,414,061	€ 1,523,283
2018**	€ 255,563	€ 74,000	€ 181,563	€ 2,311,563	€ 1,102,000	€ 1,209,563
2019**	€ 201,043	€ 65,000	€ 136,043	€ 1,553,043	€ 741,000	€ 812,043
2020**	€ 190,000	€ 65,000	€ 125,000	€ 606,000	€ 273,000	€ 333,000
2021**	€ 69,088	€ 30,000	€ 39,088	€ 69,088	€ 30,000	€ 39,088
Total	€1,328,237	€412,449	€915,788	€10,480,237	€4,988,449	€5,941,788
Shares of total programme costs	12.67%				48%	52%

Note: * refers to forecasts; ** refers to budgeted numbers.

Source: YEP Programme Bureau, Jaarplan 2018 Young Expert Programmes Water & Agrofood (YEP Programmes), 21 December 2017; herziene versie 6 februari 2018.

The final assessment of the costs for each Young Expert, however, can only take place after the completion of the one- and two-year contracts in the coming years. After completion of the contracts, the final amount of subsidy and the share of sector contribution can be determined, in taking the 50 percent co-financing regulation into consideration. At this time of writing, the total contribution from MoFA for the young experts who completed the programme is €9,075,088 while the contribution from the sector is €11,049,949. In short, besides the contribution to the YEP

Programme Office, the sector has raised €1,974,862 in total for both YEP Water and YEP Agrofood. This amount is expected to increase in the coming years.⁴³

The programme management costs share as part of the total costs of the programme have been agreed upon in the *beschikkingen* and communicated to the YEP Programme Bureau. Initially, it was agreed that for YEP Water, programme management costs should not be above 7.5 percent. In the “*Beschikking*” from 2013, it states:

“The following specific obligations are attached to the subsidy: a. Within the framework of this public private partnership, 50% of the costs per Dutch ‘Young Expert’ within YEP are covered, with a maximum of EUR 40,000. Furthermore, an amount of maximum EUR 900,000 will be paid for the total costs of the program office, with a maximum of 65% of the total costs.”⁴⁴

According to the YEP Programme Bureau, the initial cost estimation was actually too low, as it did not take the growing number of young experts (and YEP alumni as a result), organisations, proposals into account. MoFA agreed with the higher programme costs, as the YEP annual plans are approved by MoFA in which the figures are stated. The share has been increased over the years to 13.5 percent in 2016, and to a maximum of 16 percent in 2018, based on the year plans submitted by the YEP Programme Bureau. Under Article 6a from the “*Beschikking*” for YEP Water from 2018 it is stated:

“The agreement that ‘a maximum amount of EUR 1,819,168.00 will be paid for the costs of the program office for the period up to and including 31 December 2020’, is hereby changed to: ‘a maximum percentage of rounded 16% of the total subsidy for the programme Young Experts in Water, equivalent to an amount of EUR 2,134.559.00, may be allocated to program office costs.’”⁴⁵

The foreseen programme management costs as percentage of the total costs are 12.6-12.7 percent and therefore below the 16 percent. The YEP Steering Committee is aware that the programme management costs share is a kind of yardstick that in practice several parties handling innovative initiatives have difficulty to comply with. Since the Steering Committee focuses in particular on quality and continuity of the programme, it leaves in essence budgetary negotiations to the two direct parties in the PPP: DGIS and NWP. While the Steering Committee reviews each year the draft annual budgets in the Steering Committee meetings, the details of the budget are negotiated between said parties directly. Our interviews with representatives from the Steering Committee suggest that the Steering Committee has never received correspondence from DGIS that programme management costs were prohibitive and had to be kept at a certain maximum.

Furthermore, the Programme Bureau argues that the fee rates for YEP Programme Bureau staff is already quite low (€390 per day for a project officer). Apart from this, the Steering Committee has also been looking at a gradual tapering off of the time inputs of the Programme Manager (as this was included in the initial planning) but regular staff changes in the career-driven junior project leaders (both from water and agro-food sectors), as well as increased workload (a.o. high numbers of responses to YEP-positions, and development of Alumni programme) have obliged the three main stakeholders (SC, NWP and DGIS) to give priority to quality and continuity and be prudent with experimental time cuts on the Programme Manager’s inputs.

⁴³ YEP Programme Bureau, Jaarplan 2018 Young Expert Programmes Water & Agrofood (YEP Programmes), 21 December 2017; herziene versie 6 februari 2018.

⁴⁴ €900,000 as a share of the total subsidy for YEP Water (€12,000,000) equals 7.5 percent.

⁴⁵ €2,134,559.00 as a share of the total subsidy for YEP Water (now €13,504,000) equals 15.8 percent.

Lowering the programme management costs could ultimately adversely impact the quality of the programme. At the same time, the YEP Programme Bureau already follows a hands-off approach with the implementing organisations. Several implementing organisations argued that the biggest advantage of YEP is that it is an administratively and financially light programme which does not overburden organisations with administrative and financial regulations. However, this approach can lead to some unforeseen adverse consequences, which are discussed in the next section.

3.3.2 *Additionally of public contribution*

In this section, we include a light assessment of the extent to which implementing organisations actually need the financial public contribution that is attached to YEP participation. The contribution from MoFA can be considered additional because of its 'financial additionality' or 'value additionality' or both. According to the OECD criteria, the contribution is financially additional:

"if it is extended to an entity that cannot obtain finance from local or international private capital markets with similar terms or quantities without official support, or if it mobilises investment from the private sector that would not have been otherwise invested."⁴⁶

In a similar vein, the OECD criteria define the contribution to be additional in value:

"if the public sector offers to recipient entities or mobilises, alongside its investment, non-financial value that the private sector is not offering and which will lead to better development outcomes e.g. by providing or catalysing knowledge and expertise, promoting social or environmental standards or fostering good corporate governance"⁴⁷

The definition of additionality is that an activity should only be funded by the government if no other funding is available. This is a very relevant principle for private sector development and therefore relevant for YEP. The survey results in Figure 5 provided some indications whether implementing organisations would also have recruited young experts without YEP funding. The figure on the left shows that 50 percent of the implementing organisations also employ other young experts without YEP funding, however, this does not necessarily mean that these other young experts have a similar level of experience and expertise as the participants of YEP. The right figure shows that about one third of the organisations would have recruited young experts with a similar level of experience without the YEP funding. Based on the interviews, it is likely that this 34 percent mainly includes the relatively large private sector organisations that have already some presence in the developing countries. Some of these organisations indicated that the major factors for applying for YEP positions are network opportunities, the high-quality trainings and the international exposure for international experts.

The implementing organizations range from private companies, knowledge institutions, to NGOs. Some organisations have more funding available than others. At this moment, the YEP Programme Bureau does not assess the organisations applying for the YEP position on their ability to fully pay the placement of young experts themselves. Other factors are taken into account, for example diversity in the training group to maximize the knowledge and the network opportunities within a batch. The funding structure is similar for all organisations (50:50). It is logical that the Programme Bureau does not have the capacity to fully assess the financial capacities of all organisations in detail. During the interviews with several representatives of the YEP Programme Bureau, it was

⁴⁶ OECD (2016c), "Implementation of the principles of ODA modernisation on private-sector instruments: Template for the ODA-eligibility assessment of DFIs and other vehicles and definitions and reporting on additionality", DCD/DAC/STAT(2016)1/Rev2, OECD, Paris, Available at: www.oecd.org/officialdocuments/publicdisplaydocumentpdf/?cote=DCD/DAC/STAT%282016%291&docLanguage=En.

⁴⁷ Idem.

mentioned that a few organisations applying for a YEP position have already been rejected due to lack of sound financial administration. However, we think that there could be clearer guidelines regarding the funding of the organisation. Without a clear assessment of the size, profitability, track record, and vision of organisations applying for the YEP Programme, the YEP Programme Bureau runs the risk of providing an unnecessarily high funding for specific implementing organisations. Moreover, the funding structure does not take into consideration that several participating organisations have already recruited a relatively high number of young experts through YEP.

3.3.3 Partnership

The Ministry of Foreign Affairs

After a proposal from the water sector, YEP Water was originally set up as a joint initiative of the MoFA and the NWP. The MoFA did initially not only bring in the funding, but also contributed with sectoral and human resource expertise. Because of the partnership character of YEP, the Ministry has a representative in the steering committee of YEP.

The MoFA currently works with separate arrangements and budgets ("Bemo's") for the two sectors water and agrofood. The reason for the separation is that YEP Agrofood started later. The YEP programme bureau has expressed a clear preference to combine these agreements in the future, as that would reduce the administrative burden in terms of reporting and administration significantly and would lead to significant efficiency gains.

YEP Steering Committee

The Steering Committee operates on a strategic level of YEP and oversees the Programme Bureau. As mentioned in section 2.1.2, it consists of five members. The Programme Bureau also participates in the Steering Committee meetings, often with three representatives. The Steering Committee meets three to four times per year and meetings are being prepared by the Programme Bureau.

While operational matters are left to the Programme Bureau, the Steering Committee discusses strategic directions and political issues. An important topic for discussion during the meetings is the balance in the portfolio (division of Dutch and international young experts, male and female, water and agrofood experts, and number of experts per organisation). The Steering Committee is regularly informed by the Programme Bureau about its operations; there is good communication among them. For the Programme Bureau, it is helpful that the Ministry is represented in the Steering Committee, which enables faster decision-making.

The Steering Committee - similar to a Supervisory Board - operates at some distance of the programmes, which is in line with a clear division of roles and responsibilities. This means that the Steering Committee members are less aware of sensitive issues and less positive experiences by young experts at their seconding organisations that are not acting, as they should. It is not always relevant for the members of the Steering Committee to be informed about minor problems that can be solved at the operational level by the Programme Bureau. However, they prefer to be informed about issues that are more significant. Overall, the Steering Committee is very active and the roles and responsibilities between MoFA, the YEP Programme Bureau and the Steering Committee are well defined.

YEP Programme Bureau

The YEP Programme Bureau operates under the NWP. NWP is the network organisation of the Dutch water sector. As NWP normally focusses on water-related programmes, the Programme Bureau has a project manager from AgriProFocus seconded.

The YEP project managers for Water and Agrofood work in two different organisations/projects at the same time. The advantage of the partnership between NWP and AgriProFocus is the shift of project managers between the different programmes is an added value and generates synergy between the programmes. On the other hand, the project managers are involved in a lot of tasks and need to shift between the different programs and between the two different positions (NWP/AgriProFocus and YEP).

Young experts, alumni and implementing organisations are generally happy with the cooperation and communication with the YEP Programme Bureau. Employees of the Programme Bureau show high commitment and enthusiasm. While many young experts are not in frequent contact with the Programme Bureau, they indicate that they are aware that they could always contact the bureau in case of any questions or issues.

As the participants of the YEP Programmes have an employment contract with their organisation and not with YEP, the Programme Bureau applies a relatively hands-off approach. The implementing organisation is mainly responsible for the young expert, including labour conditions, logistical arrangements, technical training, mentoring and supervision. The light supervision by the YEP Programme Bureau is also related to the capacity and budget constraints of the Programme Bureau. While this approach and low administrative burden is on the one hand appreciated by the implementing organisations, it could also have some adverse effects on the potential impact of the programme on the young experts (see also below).

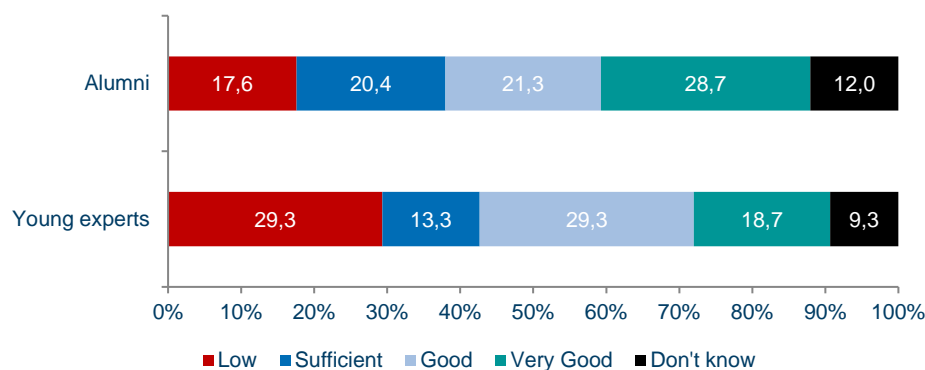
Implementing organisations

As mentioned before, the overall satisfaction about YEP as well as the extent to which the young experts could develop themselves during the one- or two-year period, is to a large extent related to the involvement and commitment of the implementing organisations.

A core group of organisations, which often have close links with NWP and AgriProFocus, are active in YEP. Organisations in the water and agrofood sector with a very strong focus on the Dutch market are not highly involved in YEP. Some of the big internationally oriented companies with their own training programmes are less involved in YEP as well. Overall, it is mainly the organisations with a strong focus on international development-cooperation, which primarily participate in YEP.

The implementing organisations are responsible for mentoring and supervision of the young experts during their YEP participation. Although there is a clear distribution of roles and responsibilities on paper (see section 2.1.4), in practice these remain often unclear to the supervisors who are working with the young experts on a daily basis. Often this is a matter of internal coordination within the organisations. In other cases, the supervisors were less involved in the YEP application process and therefore do not see the need or urge to devote time to YEP. A second issue is that implementing organisations have a lot of room for manoeuvre due to the light supervision by the YEP Programme Bureau. Some implementing organisations are not always transparent about the (training) budget that is available for the young experts. This is confirmed by our survey results in Figure 19 below.

Figure 19 Evaluation of the transparency of the funding by young experts and alumni



Source: Authors' online survey.

If the young experts are not aware that budget is available for certain aspects, they will not spend time on these. While Dutch experts are often very direct and have no problems in asking questions, budget awareness is higher among Dutch experts. However, international young experts often not dare to ask for the budget, as they fear repercussions. The Steering Committee did not deem it necessary to insist on budget transparency for specific reasons. However, in practice, this creates tensions.

Dutch Embassies

Although the Dutch embassies abroad formally do not have a role in YEP, the YEP Programme Bureau always provides the embassies with (contact) information on the new young experts in the respective countries. Further initiative for contact between the embassies and young experts is left to the embassies and experts themselves.

The extent, to which Dutch embassies are involved in the programme, depends mainly on the engagement of the embassy staff itself. While some embassies actively invite the young experts to their formal and informal events, others await initiative from the young experts. It is also often unclear to the embassies what is required from them in terms of involvement and what is the link between YEP and the overall trade and development policy of the Dutch government (see the discussions in Section 3.2).

From the interviews, it turns out that Dutch young experts are in more frequent contact with the embassies than their international counterparts. But this contact with the Dutch young experts is mainly related to the projects that these experts are working on, and to a lesser extent related to YEP.

YEP as a PPP?

At the time the YEP programme started, the MoFA was very much in favour of PPPs. Given that YEP was fully designed and developed in partnership with the Dutch water sector and the NWP, it was decided to define YEP as a PPP. It also provided an opportunity to start a programme without relatively complicated competitive bidding procedures.

It should be noted that PPPs are mainly developed for infrastructure investments where the private sector is involved in funding, building and operating elements of a public service and is paid over a longer period of time. Both the public and private sector contribute. However, YEP has the characteristics of a typical development programme and cannot be directly characterised as some sort of public service. Therefore, the PPP character of YEP is questioned by some, although others are of the opinion that the discussion about the definition of a PPP is of secondary importance.

While in a PPP it is logical that the representative of the Ministry is a member of the Steering Committee, it is less logical when YEP is considered as a programme. Within the MoFA, there is now a discussion on the definition and use of PPPs for specific programmes.

While various stakeholders consider the PPP discussion as unimportant, it is relevant for future funding of the programme. If the point of departure for the discussion is that sectors have their own responsibility for HR issues including the timely recruitment of young experts, the government can still decide to provide temporary support in the form of a specific programme such as YEP. In that case, the additionality of the funding should be checked and guaranteed. For a PPP a different principle applies as in this case the perceived lack of young experts is perceived as an issue for which the government and not the sectors is primarily responsible.

3.4 Sustainability

In this section on “Sustainability”, we assess the sustainability of the human capital created by YEP for the Dutch water and agrofood sectors, as well as the financial sustainability of the programmes. The box below presents the key findings for this evaluation criterion.

Summary of key findings for “Sustainability”	
✓	The sustainability of the human capital for the Dutch water and agrofood sector is relatively high;
✓	However, knowledge sharing by young experts is rather limited, and the importance of and involvement in the alumni network gradually reduces importance for young experts;
✓	The YEP Programme is still very much dependent on funding from MoFA. There are, however, only limited possibilities to lower the costs and increase income according to the YEP Programme Bureau;
✓	Reducing programme management costs further runs the risk of lowering the overall quality of the programme.

3.4.1 Sustainability of human capital

The sustainability of human capital that is created by YEP is closely linked to the extent to which young experts continue their (international) careers within the water or agrofood sector after having finished YEP. This assessment has already been conducted in section 3.2.3 (effectiveness). Therefore, in this section we focus on sustainability of human capital through knowledge sharing by young experts and through the alumni network.

YEP Alumni network

The current YEP Global Alumni Network consists of almost 180 young experts. YEP alumni usually stay in touch with YEP through intervention weekends in their region, YEP alumni events in the Netherlands or through WhatsApp groups. The YEP intervention weekend, for example, consists of a training component, personal development component, cultural exchange, and embassy policy discussions. The alumni also have the opportunity to stay in touch through Basecamp. Several YEP alumni also become actively involved in the YEP programme through mentoring or supervising current young experts or through the provision of training courses.

One way the YEP Programme Bureau tries to enhance the sustainability of the program, is to get the YEP alumni more actively involved in the programme. While 85 percent of the YEP alumni indicated that they are still using the network and attend alumni events (Figure 20), several YEP alumni confessed during our face-to-face interviews, that the active involvement in the YEP alumni network slowly reduces over time, which they describe as “a natural effect”. While they do not

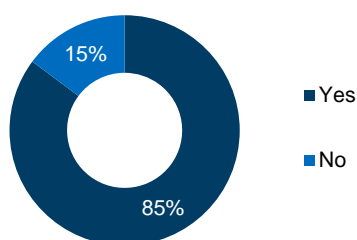
necessarily make intensive use of the network over time, they feel assured of the very existence of the network.

"I am an ambassador of YEP. Once a YEPper, always a YEPper!"

One of the ways to further sustain the human capital is to connect the young experts and alumni with other sector platforms and networks. A close interaction between networks is assumed also in the Theory of Change (although this assumption is not clearly specified). Some interviewees indicated to be (more) active in other networks, like the alumni network of Wageningen University students abroad, but no initiative among YEP alumni was found to facilitate connection or interaction among networks.

Figure 20 Sustainability of YEP alumni network? n=108

Are you still using the YEP (alumni) network and attending the alumni events?



Source: Authors' online survey.

Very recently, a YEP Alumni Board has been set up which aims at strengthening the existing networks through arranging events, seminars and workshops by former young experts. Several young experts and YEP alumni were very excited about the introduction of the YEP Alumni Board and showed great interest in participating, even though many were not sure what roles and responsibilities would be expected from them.

3.4.2 Financial sustainability

While various stakeholders are of the opinion that YEP needs to continue to exist in the near future, YEP is dependent on the MoFA grant, which puts the long-term sustainability of the programme at risk.

In its Vision 2030, the YEP Programme Bureau has developed strategies to increase the cost-benefit of YEP by increasing the impact (size) of YEP and decreasing the dependence on funding from MoFA. The size of YEP could be increased through (i) a larger number of YEP experts years, (ii) expansion to other sectors (see Section 3.4.3), or (iii) through an increase in the set of partners, such as local organisations. The dependence on funding should be decreased through a reduction of the dependence on MoFA contribution by choosing deployment countries strategically, lowering training costs, leverage procurement volumes, and by increasing the income through differentiation, changing the cost structure, and investigating new revenue streams.

For example, the YEP Programme Bureau has already found ways to lower the costs of the training through, among others, hiring former young experts as trainers or changing the location of the hotel accommodation for young experts during the three week introductory training in the Netherlands (e.g. the Fletcher Hotel in Leidschendam). Income generating activities include, among others, the

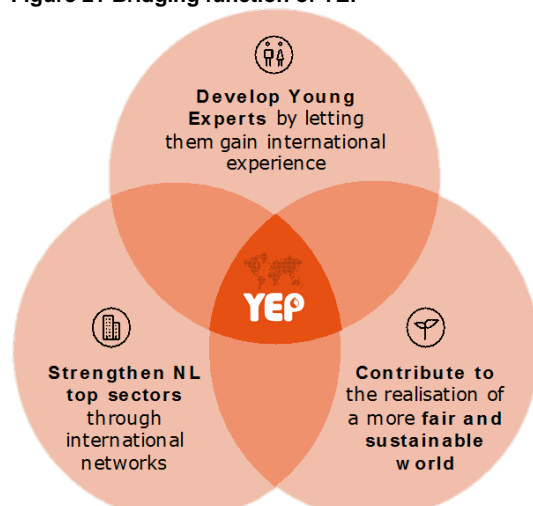
introduction of “YEP Tailor-made” where external parties can request tailor-made programmes in the context of international work in the water and agribusiness sector.

Based on our evaluation results, several organisations, especially NGOs, find it difficult to provide the 50 percent contribution and cannot participate without the 50 percent funding from MoFA. As indicated above, the MoFA grant is the major reason for several organisations to join the program. However, 50 percent of the responding organisations also indicated that they are hiring other young people who do not participate in the YEP Programme which casts doubt on the dependence of funding from MoFA to hire young experts.

3.4.3 YEP Vision 2030

Although it is beyond the scope of this evaluation to look at it, it is relevant to mention that the YEP Programme Bureau in cooperation with the Deloitte Impact Foundation has actively thought about the future design of YEP and hence the sustainability of the current programme, in light of the upcoming end of the MoFA funding of YEP. Together the PB and Deloitte developed the GO YEP 2030 vision. This vision is to develop an “international network of young experts who are able to strengthen Dutch Top Sectors and contribute to a sustainable world.”⁴⁸ Figure 21 below shows the envisaged core aspirations of young experts, Dutch Top Sectors in view of the SDGs and the potential bridging function of YEP in these areas.

Figure 21 Bridging function of YEP



Source: Deloitte Impact Foundation, 2017, Young Expert Programmes Vision 2030.

The YEP vision specifies the future aim to increase the number of YEP years from 100 to 400, double the set of sector partners to 150, and expand to additional related theme(s), such as Renewable Energy in accordance with the NEXUS water, food and renewable energy. In Table 17, the five strategic objectives underpinning the 2030 mission of YEP are presented.

Table 17 YEP 2030 – Five strategic objectives

YEP mission 2030	Strategic objectives	Strategic initiatives
To develop young experts to enable them to strengthen Dutch Top Sectors and	Leverage unique value	1. Better monitor the impact of YEP.
		2. Built eminence and proclaim the value of YEP.
		3. Strengthen alumni network.
	Focus core activities	4. Focus recruitment on diverse set of young experts with high value to the Dutch top sectors.

⁴⁸ Deloitte Impact Foundation, 2017, Young Expert Programmes Vision 2030.

YEP mission 2030	Strategic objectives	Strategic initiatives
contribute to a sustainable world		5. Focus deployment on 'high value' sector/geography pockets.
	Reduce cost per Young Expert	6. Calibrate cost of deployment to location.
		7. Decrease cost of training without reducing quality.
	Differentiate between participating companies	8. Implement a 'training only' package.
		9. Differentiate subsidy based type of company.
	Investigate new ways of financing	10. Co-funding by other ministries.
		11. Co-funding by private funds.
		12. YEP project against an hourly rate ("YEP consultancy").

Source: Deloitte Impact Foundation, 2017, Young Expert Programmes Vision 2030.

4 Conclusions and recommendations

4.1 Conclusions

Based on the analysis in Chapter 3, the conclusions of the evaluation are as follows:

- 1. The majority of stakeholders - both current young experts and alumni as well as implementing organisations - is very satisfied with the YEP Programmes.** The main value added that the YEP programme brings to the water and agrofood sectors is the combination of a personal development program with field experience in a Dutch organisation abroad in an international development context for Dutch and international young experts. So far, 355 young experts have participated in the programme of which almost 250 in the water sector and more than 100 in the agrofood sector, with a good gender and Dutch/International balance.
- 2. With its aim to rejuvenate and strengthen the professionalism and expertise in the field of water and agrofood, YEP is partly based on the assumption that there are insufficient international job opportunities for (Dutch) young experts in developing countries in the water and agrofood sector. However, there is lack of sound evidence to prove this assumption is still valid.** The water and agrofood sectors do not appear to be fundamentally different from other development cooperation sectors. Our qualitative evidence suggests that the lack of international job opportunities is much more pronounced for international young experts from developing countries due to reasons discussed in our labour market analysis. The focus on employment creation and soft skills development for youth and women in developing countries clearly addresses several shortcomings in the labour markets of developing countries, such as international job opportunities being skewed towards the older population and the lack of cognitive skill development among young people. The programme's strong focus on developing and promoting Dutch expertise in the water and agrofood sectors, however, may create tensions with the objective to focus on job creation for youth in developing countries.
- 3. The YEP Programmes have achieved its main output goals (Output 1, 2, 3 and 4).** It has managed to recruit and match more water and agrofood candidates with YEP positions in both sectors than originally foreseen. Moreover, the male/female ratio is also very much balanced. The YEP Programme Bureau has stroked a good balance of international and Dutch young experts in both the water and agrofood sector. Moreover, the YEP training programme is regarded as very beneficial among the majority of young experts and the vast network available to the young experts has been a major factor for joining the programme.
- 4. The linkages between the current policy objectives of MoFA and the overall goals of YEP are not clearly articulated, partly because various stakeholders (in particular representatives from MoFA and the YEP Programme Bureau) do not agree on the broader development objectives of YEP.** In the design of the programme, development impact is assumed, but not integrated and measured in the programmes. The YEP Programme Bureau calculates the contribution to the SDGs ex-ante on an input-basis rather than an output-basis. There is no ex-post verification or reporting on the actual impact contribution of the young experts. Ex-post reporting is on personal development rather than on contribution to development impact.
- 5. Young experts and YEP alumni view the YEP Programme as a stepping stone in their career and the vast majority of the alumni continue their international careers in the same sectors.** While the majority of the young experts see their career in the agrofood and water sector even before joining YEP, the job experience and personal development training provided by YEP

often acts as a further confirmation to stay in the sector after YEP. However, many young experts have mentioned that the soft skills gained during the programme are easily transferable to other sectors.

6. The additionality of the MoFA contribution is not always clear. The YEP Programme Bureau does not assess the organisations applying for a YEP position on their ability to fully pay the placement of young experts themselves. While around one third of the organisations would have recruited young experts with a similar level of experience without the YEP funding, a significant share of implementing organisations also employ other young experts without YEP funding.

7. Given that the overall philosophy of the Young Expert development programme is based on the 70:20:10 Model for Learning and Development, the light supervision by the YEP Programme Bureau vis-à-vis the implementing organisations is surprising and can create tensions. Transferring the 70-20-10 model into practice assumes that the implementing organisations have a large role to play in the learning and development trajectory of young experts as 70 percent of the young experts development is supposed to originate from knowledge and skills acquired on the job, and 20 percent from on-the-job feedback from, among others, their supervisor. Since there is relatively little follow-up by the YEP Programme Bureau regarding the tasks, which the implementing are responsible for, there is a risk, that the 70:20:10 Model for Learning and Development will not bear fruit in practice.

8. The YEP Programmes are run in an efficient way and the Programme Bureau has given a lot of freedom to the implementing organisations, but this light supervision may go at the expense of good screening and monitoring. While the communication between the young experts and the YEP Programme Bureau works well, there is little communication between the YEP Programme Bureau and the implementing organisations. Given the relatively complex set-up of the two programmes, efficiency gains are possible regarding the funding structure, which could, in turn, focus much more on a good screening and monitoring of the current YEP programmes.

9. The lack of accountability and lack of transparency regarding the personal budget available to young experts at their seconding organisations is considered a major weakness of the programme. Some implementing organisations are not always transparent about the (training) budget that is available for the young experts, which inhibits the learning and development potential of the young experts. On average, budget awareness is higher among Dutch experts, partly because international young experts fear repercussions if they were to ask for a disclosure of the budget.

10. The YEP (alumni) network, one of the main reasons young experts apply for YEP, has not been fully exhausted. Making full use of the existing YEP (alumni) network requires a lot more self-initiative from different stakeholders, especially the young experts and YEP alumni. In the case of the international young experts, for example, cultural factors or personal circumstances determine how much time and effort young experts invest into strengthening the networks.

4.2 Recommendations

In this section, two sets of recommendations are presented based on the main findings and conclusions. The first set of overall recommendations deals with the future set-up of the programme and options for expansion, while the second set of specific recommendations deals with improvements in the current set-up that are also valid if YEP will be expanded.

4.2.1 Overall recommendations

1. Given the positive assessment of the YEP programmes so far, it is recommended that YEP will be continued for at least a formal period of 5 years, with the possibility of further extension in line with terms for similar programmes

Preparations for the continuation of the YEP-programmes for a new programme period are already quite advanced and the evaluation team is of the opinion that indeed continuation of YEP is justified, preferably in one YEP programme rather than two different sector programmes.

There are many ideas on expansion of YEP such as:

- Expansion to other sectors such as Renewable Energy and/or Sexual and Reproductive Rights;
- Expansion to all sectors and themes of Dutch international cooperation;
- Expansion to Ministry of Foreign Affairs and Embassies (some pilots already running) and/or merger with JPO;
- Expansion to other Ministries such as Ministry of Economic Affairs and Climate Policy and related expansion to non-ODA countries;
- Expansion of participating implementing organisations to international (research and other) organisations preferably in partnership with Dutch organisations;
- Expansion of deployment opportunities for young experts to partner organisations in developing countries;
- Expansion of deployment opportunities for young experts to organisations based in the Netherlands working on development cooperation;
- Expansion of the programme to non-academics.

As the ideas on expansion go in many different directions, it is recommended that the Ministry of Foreign Affairs makes up its mind on the main features of YEP in the near future.

2. The Ministry of Foreign Affairs should define the main features of the future YEP programme, which should form the basis for the formulation of the new programme

The initiative for the YEP programmes so far has primarily come from sector representatives. New ideas on expansion come from the YEP Programme Bureau and Steering Committee (Renewable Energy), but also from DGIS departments such as DSO (SRHR). It is important that a coherent and coordinated vision for the future is developed by the responsible Ministry and that the Ministry should be in the driver seat. Of course, the Ministry can and should consult the various stakeholders in the process on the way forward. The following features should be taken into account:

2a. Define the overall goals of YEP, including linkages to the current policy objectives

This evaluation concluded that the linkages between the YEP programme objective and the overall development objectives of the MoFA are not clearly articulated and the YEP programme objectives are interpreted in a different way by various stakeholders. Therefore, the MoFA should clearly define the overall objectives of the new YEP programme based on the new (2018) development policy analysis called “*Investeren in perspectief. Goed voor de wereld, goed voor Nederland*”.⁴⁹ At first sight, there are sufficient possible linkages for the set-up of a new YEP programme, but on the other hand, the new development policy does not argue that there is a risk of insufficient

⁴⁹ Dutch Ministry of Foreign Affairs, 2018, *Investeren in perspectief. Goed voor de wereld, goed voor Nederland*, Den Haag, NL: Ministry of Foreign Affairs. Four main objectives are defined: preventing conflict and instability, reducing poverty and social inequality, promoting sustainable inclusive growth and climate action worldwide; and strengthening the international earning capacity of the Netherlands. The focus regions are West Africa/Sahel, the Horn of Africa, North Africa and the Middle East. There should be a specific focus on employment creation for youth and women, including vocational education. Thematic priorities remain water, agriculture, sexual and reproductive rights, climate, rule of law and private sector development. A bigger role for the private sector and knowledge institutions is envisaged, including the Top Sectors, to address global challenges in the society. An integrated approach for food security, water and climate around cities in the Sahel will be developed.

professional development expertise in the near future, which is the main rationale behind the current YEP programmes. The focus on employment creation for youth and women in developing countries also presents possible linkages, but at the same time, the strong focus on Dutch expertise may create tensions with the objective to focus on job creation for youth in developing countries. In terms of focus countries, the new policy puts more emphasis on countries with security and stability issues. The Sahel region has become more important and Asia is not a focus area anymore. This could have implications for the future design of YEP if the subsidy is prolonged.

Once the overall rationale behind the future YEP programme and the overall objectives have been defined, the YEP programme bureau should elaborate a complete Theory of Change as part of the new programme proposal to be funded by the MoFA.

2b. Decide on expansion to other sectors/themes of development cooperation

As indicated above there are multiple ideas on the possible expansion of YEP to other sectors and themes. Below, three main options for possible expansion are presented as basis for future decision-making. However, two concrete ideas for expansions that are also presented in the ToR for this evaluation deserve some further attention.

Ad 1. Sexual and reproductive health and rights (SRHR), including HIV/AIDS

DGIS/DSO commissioned a feasibility study on expansion to this theme⁵⁰, which was meant to feed into the recommendations for this evaluation. The feasibility study concludes that there is added value and interest of key stakeholders in a YEP SRHR on certain conditions. Furthermore, in line with the first recommendation above, the feasibility study recommends that the role of a YEP SRHR within the objectives of Dutch development cooperation policy should be defined. In addition, also an assessment of the extent of the problem of decreasing SRHR expertise in the Netherlands and limited SRHR expertise in the South should be assessed. Once these overall issues of the rationale and objectives are clarified and agreed upon, the feasibility study recommends a sufficiently long and detailed inception period to agree on the detailed focus and set-up of such a YEP SRHR. The valuable and specific recommendations of the feasibility study will not be repeated here. However, it is important to note that the set-up of such a YEP SRHR would differ quite fundamentally from the current set-up of the YEP programmes for water and agrofood. SRHR is a sub-sector with different types of stakeholders. The YEP Programme Bureau and the SRHR stakeholders have quite different opinions on the set-up of the programme. Finally, there are important issues regarding geographical focus and language to be sorted out.

Ad 2. Renewable Energy

In the YEP Vision 2030 the idea is presented to expand YEP to one additional sector, namely Renewable Energy which should complete the Nexus Water, Agrofood and RE. Indeed, there is quite some literature on the importance of this nexus, and Energy is another of the nine Dutch Top Sectors. On this basis, the YEP Programme Bureau took steps for expansion to this third sector by organising some meetings, publication in the YEP Effect Magazine and a proposal for an inception phase. As for the other sectors, there is no evidence for a lack of young professional experts working internationally in this sector. It is even argued that in this innovative sector, relatively many young experts are employed, but there is also no hard evidence underpinning this statement. So far, the IGG department of the MoFA (also on charge of the two current YEP sectors) did not see the rationale for funding such an additional YEP programme.

These two examples make clear that within the Ministry there is no agreement on expansion of YEP beyond the current set-up. In view of the many other ideas on expansion, it is recommended

⁵⁰ Hera, Feasibility Study Young Expert Programme (Yep) On Sexual And Reproductive Health And Rights (SRHR) incl. HIV/AIDS, October 2018.

that the Ministry develops a clear idea on the sectoral and thematic focus of the future YEP programme (see the three options presented below). This requires good internal coordination.

2c. Provide clarity on the institutional and administrative set-up including a clear division of roles and responsibilities

The present set-up of the two YEP programmes is relatively complex and simplification is recommended. This could be done through the set-up of one single YEP programme covering various sectors and themes (see recommendation 2b). It should be realised that with expansion of the YEP to various other sectors and themes, the current set-up under the NWP should be reviewed.⁵¹

Also, the so-called PPP character of YEP needs attention in order to better define the roles and responsibilities of the various stakeholders. On the one hand, the MoFA needs to be sufficiently involved in the programme, but on the other too close involvement might hinder adequate oversight and supervision. A good balance needs to be struck in the future, which is not unique to YEP but also applies to other DGIS funded programmes.

2d. Define the duration of the new YEP programme and an exit strategy.

In relation to decision-making on the three previous issues, also the duration of the new YEP programme should be defined, including options for extension or an exit strategy. The YEP Vision 2030 has elaborated five scenarios, based on six strategic directions and 23 options. These scenarios are on the one hand based on growth and cost reductions on the other. The point of departure in this Vision is that YEP will remain to exist in the future. However, in 'healthy' sectors it can be argued that there is no need for a specific programmatic set-up of what is basically an HR programme. Nevertheless, the Ministry in consultation with the stakeholders may decide there is a clear need for a common programme to provide training and international employment opportunities for young experts in order to build a solid Dutch basis of professional expertise. If the YEP programme is meant to address temporary challenges in the labour market an exit scenario should be part of the new set-up. However, if the YEP programme is meant as a permanent set-up long-term funding should be agreed upon.

3. Three broad options for the future YEP programme should be considered

i) Build further on the strengths of the current YEP Programmes (Water & Agrofood)

The evaluation has concluded that the current YEP Programmes in the two sectors work well and to the satisfaction of key stakeholders, while there is room for improvement in the current set-up and operation of the two programmes (see the specific recommendations below). Therefore, the most straightforward and fastest option is to streamline the current two programmes into one programmatic set-up.

ii) Make it open for all sectors of Dutch international development cooperation policy

Given all the ideas on possible expansion of the YEP programme (presented under recommendation 1), it might be considered to open the YEP programme to all sectors of development cooperation and even beyond. A merger with still existing programmes such as JPO should be part of the assessment. It should be kept in mind that development of this option would require substantial time and resources. The rationale for such a broad programme should be clearly analysed and developed in consultation with all stakeholders, but should also be based on hard evidence. A broad programme set-up would also require a new institutional set-up. Therefore, if such a broad programme would be considered, independent experts should be contracted for a feasibility study.

⁵¹ In case the future programme management would be tendered, NWP would be excluded from the procurement procedure, as it is not allowed to directly compete with its members.

iii) Gradually expand to other sectors.

This option is closest to what the stakeholders had in mind prior to this evaluation. However, on the basis of the evaluation findings and recommendations, this is not the most logical option. There is neither a clear case for the expansion to SRHR, nor for the expansion to Renewable Energy. Expansion to these sectors is also not excluded, but first of all the rationale for expansion to these two sectors should be further elaborated.

4.2.2 Specific recommendations

The following second set of specific recommendations deals with improvements in the current and future set-up of the YEP Programmes if YEP funding will be continued in the future.

1. Funding structure

At this moment, there is no differentiation among organisations regarding the funding contribution; it is 50-50 for all implementing organisations. However, for some organisations, the public contribution is less needed than for others. Therefore, it is recommended to differentiate the share of funding among implementing organisations, for instance for NGOs/start-ups vs. large private organisations, for example by deviating from the 50-50 funding structure towards a 60-40 or 70-30 funding structure in particular cases. Several implementing organisations have hired several young experts over the course of the programme. YEP should also consider the option to decrease the overall subsidies for implementing organisations as the frequency of hiring young experts of a particular organisation increases.

2. Budget transparency and financial reporting

Many young experts do not have any insight in the budget that the implementing organisations have available for them and are therefore not well aware of the possibilities that they have to fully benefit from the YEP programme. Therefore, it is advised to inform young experts in advance about the training and travel opportunities they have, and ask implementing organisations to be transparent and disclose (at least part of) the budget. Moreover, the YEP Programme Bureau should make sure that all the implementing organisations actually pay at least the Dutch minimum wage to their Dutch young experts.⁵²

Regarding to budget transparency towards the YEP Programme Bureau, it is advised to lower the € 2,000 threshold for providing evidence documents like receipts, so that there is less incentive for implementing organisations to overestimate certain costs. This enables YEP to better monitor the cooperation of the implementing organisations. Organisation should produce a transparent financial report that is validated and triangulated, and possibly signed by the young experts.

3. Improvement of the training programme

While overall, the young experts and alumni are very positive on the training programme of YEP, there are some points for improvement, in particular related to the introduction training and the online masterclasses:

- Three-week introduction training in the Netherlands:
 - During the first week, Dutch and international young experts are separated. Dutch young experts are together and have an intense week of sharing personal stories and experiences, which leads to a close bond between them. When the international young experts are added to the group during the second training week, some of them find it difficult to integrate in that bond. It would be better to offer both the Dutch and international experts the same training from the start;

⁵² The Programme Bureau already checks the budget of the YEP position proposal on minimum Dutch wage.

- Strongly encourage all Dutch organisations to organise a week-filling programme for their international YEPpers during the first week of their stay, when the Dutch YEPpers have their personal development training;
- Training participants all have very different backgrounds and experiences, and therefore have different training needs. It might be considered to adjust the training programme slightly more to the personal interests of young experts. This could for instance be done by having one or two days with simultaneous optional trainings, where young experts can choose to attend the trainings that are most interesting or relevant to them (for example the social media or the security training).
- Online masterclasses:
 - The online masterclasses cannot be followed throughout the year, but only in certain periods. Young experts are often in the field without internet. It would be helpful if the planning of the online masterclasses would be available at the start of the YEP, so that experts can take this into account in their field visit planning. Also, internet connection limitations in certain countries should be considered.
- Online platform:
 - At this moment, there are several online systems that young experts should use for their participation in YEP. Especially the Basecamp platform is not seen as user-friendly by the majority of the young experts. It is recommended to create one single platform that can be used for all purposes (group discussions, storage of documents, reporting). This would, of course, require additional investments.

4. Communication regarding Coaching, Mentoring and Supervision

Although the YEP Programme Bureau has a clear document with information about the different roles and responsibilities of mentors, supervisors and coaches, many supervisors and young experts are not aware of those. It seems that this information is not shared and discussed within a number of implementing organisations. It is recommended to have better instructions regarding the need to share information. This would help especially the supervisors in better carrying out their role. For example, they should know how much time they should set aside for young experts.

5. Improve knowledge sharing in implementing organisations and the sectors

There is no requirement for the young experts to share information on the knowledge and skills obtained through YEP with colleagues within the implementing organisations. Therefore, this information is not institutionalised. As Figure 5 showed, about half of the implementing organisations employ young experts who are not affiliated with YEP. It might be considered to ask the young experts to organise some knowledge sessions for their direct colleagues, so that a larger group of people benefits from the training. Availability of (downloadable) training materials that can be shared with colleagues would be helpful in this respect. The linkages to the different knowledge platforms in the sectors can be strengthened as well. The set-up of the Alumni Board provides another opportunity to improve the knowledge sharing between young experts, YEP alumni and implementing organisations.

6. YEP and the implementing organisations could also engage in more systematic lobbying work regarding international job opportunities for younger people.

With the help of YEP alumni, YEP could also lobby more systematically to provide international job opportunities for younger people (e.g. change specific requirements such as the softening of the excessive requirements for years of experience). The current implementing organisations participating in YEP should set the example with the support of YEP alumni.

7. Improve the monitoring and communication by all stakeholders.

Overall, we suggest that the monitoring and communication aspect of the YEP Programmes can be improved. This goes from the young experts, to supervisors, coaches and mentors, implementing organisations, the YEP Programme Bureau and the sector platforms. For example, the YEP Programme Bureau could engage in a more targeted communication per stakeholder and a more regular follow-up of how the young experts are doing in the implementing organisation. Moreover, the mentorship and supervision aspects of the programme can be improved further by providing clearer guidance to both the mentors and supervisors, a much more systematic follow-up of their roles and duties and integrating this into the monitoring and reporting format.

8. Involve the Embassies more in YEP

There might be a need for embassies in certain countries to play a more active role in initiating networking events and activities. The YEP Programme Bureau would also like to see a more active role of the MoFA in terms of communication with the embassies, although the situation has improved over time. On the other hand, embassies indicated that they would welcome additional information from the YEP Programme Bureau, especially when it comes to potential issues or problems.

9. Reporting on personal development and SDGs

Young experts are only required to report on their personal development as a result of the participation in the YEP programme. However, as YEP is funded with ODA budget and the aim is to contribute, next to personal development, to the SDGs, it is recommended to challenge young experts to actively think about their contribution to development impact as well (storytelling).

It should be noted that the authors of this evaluation are well aware that there is a need to strike a good balance between implementing the required steps to strengthen the YEP programmes even further (which requires capacity and budget from the Programme Bureau), while at the same time trying to find ways to decrease the costs of the YEP in light of the ongoing discussions on cost reductions, without compromising the overall quality of the programme.

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Annex B: Terms of reference

Terms of Reference for an Independent External Evaluation of the Young Expert Programmes 2013 -2018

1) Introduction and Background⁵³

The Young Expert Programmes (YEP), consisting of YEP Water & YEP Agrofood, aims to support the continued availability of international professionalism and expertise in the water and agrofood sector. The work and learning programme offers Dutch and local young professionals the opportunity to gain professional experience in an international development context through work placements at Dutch organisations that are active in developing countries. The deployment of Young Experts is related to one or more of the themes of the Dutch development cooperation policy on water or food security.

The Young Expert Programmes' goals at impact level are: ⁵⁴

- 1) Contribution to critical mass of professional expertise in the international Water and/or Agri& Food sectors to increase development impact;
- 2) Increased impact of the Aid & Trade development agenda on one or more of the following themes:
 - a. efficient water management, in particular in the agricultural sector;
 - b. improved river basin management and safe estuaries;
 - c. access to safe drinking water and sanitation;
 - d. eradicating existing hunger and malnutrition;
 - e. promoting inclusive and sustainable growth in the agricultural sector;
 - f. creating ecologically sustainable food systems.
- 3) Organisations actively involve, promote and support Young Experts within international networks and initiatives related to Water and/or Agri&Food sectors;
- 4) Attribution to relevant Sustainable Development Goals (SDGs) such as 2 and 6.

An overview of the expected output, outcome and impact of the programme is provided in Annex I.

YEP is a public-private partnership, carried out jointly by the Netherlands Ministry of Foreign Affairs (MoFA), the Netherlands Water Partnership (NWP) and the Food & Business Knowledge Platform (F&BKP). Prior to the initiation of YEP Water, the Dutch water sector expressed their concern for the lack of sufficient employment/engagement opportunities for young talent and therefore possible future capacity problems, and a lack of international development experience required to contribute to the Dutch water ambitions in the development context. The programme was initiated in January 2013 with YEP Water and was extended in June 2015 with YEP Agrofood. Both the Water and the Agrofood programmes will end in December 2020.

Dutch companies, knowledge institutions and non –governmental organisations that are involved in the policy for, and implementation of, development cooperation activities outside the Netherlands can submit a project proposal for the deployment of a Young Expert. The period of deployment is a minimum of 1 year and a maximum of 2 years. During their placement, the Young Experts receive intensive training and coaching. The framework of the YEP programmes ensure participating organisations to contribute at least 50% of the costs of the work placement of the Young Experts.

⁵³ Background information can be found on the following website: <https://www.yepprogrammes.com/>.

⁵⁴ See Annex I.

The costs for the deployment and training of a Dutch young expert are estimated at € 80,000 per year. For the deployment of local young experts, the costs for salaries, social security and local transport are estimated at €24,000 per year. Explanation about the different subsidies for local and Dutch Young Experts can be found on the YEP website under documents. Up until now, 14 batches have started, and 321 Young Experts have been employed by 101 partners in 37 countries. In total YEP water there is space to deploy 214 Dutch and 238 local YEP years, while YEP Agrofood has a total number of spaces for 51 one-year contracts and 37 two-year contracts. Together with the program management costs, this results in total costs for YEP Water of €25.959.061 (contribution of MoFA €13.504.684 and €12.504.377 from the sector) and total costs for YEP Agrofood of €10.480.237 (contribution of MoFA €5.491.788 and €4.988.449 from the sector).

A YEP Steering Committee has been established that includes representatives of the water and agrofood sectors, the MoFA, Young Experts and an independent chairperson. The YEP Steering Committee oversees the execution of the programmes in accordance with the framework as set out in the two partnerships agreements and advises the YEP Programme Bureau regarding implementation.

Aid & Trade Agenda

The Aid & Trade Agenda of the MoFA seeks to synergise trade and development policy. In working on the priorities (amongst which water and food security) the MoFA will make as much use as possible of the technological and other knowledge of the leading Dutch sectors. YEP fits well into this agenda, as it was initiated with the idea to combine international work, trade and developmental work. It aims to set-up a long-term Dutch presence in several countries by supporting sustainable networks in selected countries and realise new opportunities for the Dutch economy (TRADE) and development cooperation (AID). The YEP alumni network can facilitate future (trade) relations between partner countries and the Netherlands.

Pilot with embassies

During consultation with different stakeholders about the YEP Water & Agrofood programmes, the issue of accumulation of subsidy was brought up. A number of NGOs that are active in developing countries receive full financing through the Ministry of Foreign Affairs and /or Embassies, which would render them ineligible for the YEP programmes in its current design. Organisations have to bear at least 50% of the costs of a young expert, financed from other sources. Feedback from a number of embassies pointed out that this has consequences for their involvement with young experts and may result in missed opportunities. The MoFA has agreed to start a 4-years programme (Kweekvijver) and the first deployment of three Dutch Young Experts, through AgriProFocus, at three Dutch Embassies has started. The Training & Coaching & Network facilities of YEP are repurchased for this purpose (YEP Tailor-made).

Mid-term Review findings

Between mid-November 2015 and mid-February 2016 a Mid-Term Review (MTR) was executed on YEP Water. The MTR found that YEP Water is addressing the current stated human capital problem of the Dutch Water sector in a direct way by building international experience amongst young high potentials. YEP also creates international opportunities for personal development of young high potentials. Both the involved young experts and organisations appreciate the added value that YEP Water is bringing them. The addressing of the indirect and future stated human capital problem is less obvious.

The YEP Water programme is performing in an excellent way and managed professionally. The overall quality of the training program is rated high. The fact that the training focusses both on personal and technical development is especially appreciated. Additionally, the minimum of 50%

contribution of participating organisations has a positive effect on the engagement and commitment of the organisations and most of the applicant organisations are satisfied with this setup. The reviewers concluded that the expectations of MoFA and the YEP programme bureau differed in terms of the working relationship and recommended that a joint session is organised in which the partners focus on the expectations, roles and responsibilities for the coming period.

As far as its efficiency is concerned, there is some room for improvement. It was recommended that the Dutch water sector and MoFA create a long-term plan, vision on the international job opportunities for YEP water alumni. It was also advised to look for a broader range of financial sources, for example European grants or private Investment, to reduce the dependency on MoFA. The reviewers also recommended to set-up a more detailed time registration system for the YEP programme bureau. This to obtain more insight into the time spent and to identify possibilities for cost efficiency, because the costs for the program management had been rising in comparison with the (initial) plans.

2) Objectives of the Evaluation

The YEP Steering Committee and the MoFA of the Netherlands are seeking the services of an external consultancy bureau to carry out an evaluation of the YEP programmes. This evaluation will cover the period from inception until the end of batch 14. The main aim of the evaluation is twofold:

- Provide insight in the relevance, effectiveness, efficiency, and sustainability of the programmes;
- Formulate recommendations for improvement and optimal organisational design of YEP.

These recommendations should serve as input for making a decision about a potential next phase of the YEP programmes and possible expansion to other themes (e.g. Renewable Energy, Circular Economy or SRHR), related to the YEP Vision 2030⁵⁵ elaborated with Deloitte Impact Foundation.

Scope of the Evaluation

The framework of the evaluation will follow the OECD - Development Assistance Committee (DAC) - evaluation criteria: relevance, effectiveness, efficiency, and sustainability. The DAC's impact criterion is not a focus of the evaluation, as that is difficult to measure, but this should be addressed qualitatively, for example through testimonies or case studies. The YEP Effect magazines (4 editions) already describes testimonies of companies, Young Experts and presents a number of case studies. The evaluation will also be guided by the results framework (Theory of Change) of the YEP programmes. It is expected that the evaluation will address relevance, effectiveness, efficiency, and sustainability of the output /outcome goals of the programmes:

1. To assess the **relevance** of the programme for the different stakeholders; what is the link with the (new) policy, the needs of the water and agrofood sectors, and the needs of the young experts:
 - a. How, directly and indirectly, is YEP addressing the human capital needs of the Dutch water and agrofood sectors?
 - b. What is the relevance for partner countries, in relation to local context and issues?
 - i. Does the deployment of the YEP programmes and Young Experts match the demand from the sectors in partner countries?
 - ii. Does the Netherlands have a special position when it comes to knowledge and expertise in the water and food sector to improve the situation in a partner country?
 - c. Are the YEP programmes in line with the priorities of the Dutch government on the water and agrofood themes? (also with the new policy direction?)
 - d. How does YEP address the problems experienced by the young graduates to enter the international labour market?

⁵⁵ See Annex III.

- e. Does YEP serve as a useful network for applicant organisations, young experts and alumni?
2. To review the programmes' **effectiveness** in achieving its objectives; the achievements of the programmes related to the ToC (in recruitment, selection, project result of individual candidates, financing, training, etc.):
 - a. What has been achieved in terms of output and (if possible) outcome level?
 - b. How does the YEP programmes contribute to the development objectives of the MoFA?
 - i. What are the outputs of the Young Experts on the development objectives? (addressed in questionnaire, field visits and focus group discussions)
 - c. What were the major factors influencing the achievement or non-achievement of the outputs and (if possible) outcome level?
 - d. What value added/comparative advantage does YEP bring to the water and agrofood sectors compared to other training programmes in the sectors?
 - e. Does the YEP monitoring system provide good data for the evaluation of progress and results?
 - i. What are the strengths and weaknesses of YEP Monitoring Plan and what recommendations can be given to further improve it?
 - f. To what degree are the water and agrofood sectors as a whole involved in YEP Water and what are the most important factors determining participation or non-participation for different actors?
3. To review how **efficiently** the YEP programmes' resources (financial and technical) are being translated into results:
 - a. How is the programme bureau performing in terms of efforts and expenses and what further improvement could be made with regards to its effectiveness and efficiency? (amongst others the alumni network and the YEP Programme Bureau)
 - b. What has gone well and what could have done better/with less inputs and funds?
 - c. What is the additionality of the public contribution to the YEP Programme, i.e. what would not have happened without this funding?
 - d. Does the current institutional set up (two partnership agreements) and the way of organising the thematic budget flows contribute to the efficiency of the YEP programmes? What are the options for improvement?
4. To assess the **sustainability** of the YEP programmes:
 - a. What is the sustainability of the human capital for the Dutch sector?
 - i. Do YEP alumni stay in the water and agrofood sector both in the Netherlands and abroad (which actors in the sector / start own business)? What tools within the programme exist to facilitate this and which opportunities would still need to be further developed?
 - b. What is the financial sustainability?
 - i. Would the water and agrofood sectors be willing to hire Young Experts even if the subsidy would end?
 - ii. Are there alternative financing sources for the placement of Young Experts and the YEP Programme Bureau to limit the dependence on subsidy?
 - iii. Are their different options for lower/higher subsidy amounts in % in relation to bigger, smaller and scale up companies and NGOs?
5. To review the performance of the **partnerships** in the programme:

- a. How are the embassies being involved in the programme and how can this be further improved?
 - b. YEP is set up as a partnership between the Ministry, NWP, F&BKP and the water and agrofood sectors, the Ministry assigned AgriProFocus as contractor (pilot with embassies). YEP Tailor Made is set -up to meet request for Training & Coaching & Network only, without the subsidy part of the programme. How is this structure functioning and what lessons can be learned?
 - c. How do the applicant organisations assess the PPP (Public-Private Partnership) nature of the programme?
 - d. What lessons learned from this Public Private Partnership (PPP) and what lessons learned from other PPPs can be applied to this programme?
6. Which **recommendations** can be given, based on the findings of the questions on relevance, effectiveness, efficiency and sustainability, to further improve the future impact of the programme ?
- a. Would an expansion of YEP to other sectors be desirable and possible?
 - i. Is the organisational design of YEP (e.g., programme management, SC and reporting cycle) appropriate to guaranty sufficient capacity in the context of new themes/sectors, new services and growth of the YEP programme or are adjustments needed?
 - ii. What are the implications of expansion of the YEP Programme Bureau in terms of resources/staff?

3) Methodology and Team Competencies

Approach to the Review

Reviewers are asked to use a mixed methods approach, combining the strengths of both quantitative and qualitative data, with a focus on participation of and learning for all parties involved.

The review will comprise two phases. Phase 1 will be carried out by the Review Team members that will also carry out Phase 2. Phase 1 will involve scoping the evaluation work in greater detail and the planning of Phase 2.

Phase 1:

The output of Phase 1 will be an evaluation plan for Phase 2, including a description/specification of the:

- A) Work activities and methodology for data/information collection and analysis, incl. possible limitations, as required for the review;
- B) Development of an evaluation matrix with specific evaluation questions;
- C) Role division, activities and responsibilities of the Review Team; and
- D) Budget required for the work.

The evaluation plan will be reviewed by the MoFA and YEP SC, the latter including representatives of the main stakeholder groups in the water and agrofood sectors, and any necessary amendments will be agreed with the Review Team.

Phase 2

Phase 2 will include the following activities:

- A) A review of a comprehensive list of relevant documentation/reports which the YEP Programme Bureau will make available;
- B) Carry out in-depth interviews with relevant YEP staff, collaborating private sector, external project stakeholders;

- C) Focus group discussions or in-depth interviews with a representative group of Dutch and International Young Experts;
- D) Visits to representative regions/countries (4 country visits; Economy Class/Economy Class Plus);
- E) Interviews with sector specialists and/or ambassadors at embassies in YEP countries;
- F) Internet-based questionnaires and discussion sessions (this should address also the outputs of the Young Experts on the development objectives of the MoFA); and
- G) Development of recommendations for improvements and expansion.

Phase 3

The last phase will include the completion of the review, including presenting the final report and its main findings.

Competence Areas

The Review Team must consist of one senior team leader and one team member. Evaluators cannot have any affiliation with the YEP programmes, NWP, the F&BKP, AgriProFocus and/or the MoFA of the Netherlands.

The team leader needs to have a proven track record of dealing with research oversight in similar reviews with 15 years of experience. He/she must have experience in the evaluation of PPPs and co-financing.

The Review Team is required to cover between them the following competencies/specialisations in the context of developing countries:

- Impact Assessment, Monitoring and Evaluation (qualitative and quantitative);
- Knowledge development/education/training;
- Private sector development (and in particular PPPs);
- Institutional and financial expertise.

Good knowledge of the Dutch water and agrofood sectors and fluency in Dutch and English are required. It would be advised that the team makes use of local consultants for the field visits. (Sub-contracting will be possible, CV's for sub-contracted partners need to be available before the contract starts).

4) Expected Deliverables & Suggested Time Frame

Phase	Report/Presentation	Content	Date	Approval + Reviewed by	No. of pages
Phase 1	Evaluation Plan	See in text for Phase 1 A, B, C	Start Mid-June 2018; 5 days after commencing the consulting	MoFA, SC	
Phase 2	Data collection for Final Report	See in text for Phase 2 A, B, C, D, E, F	Start August till 1 st of October 2018		
Phase 3	Final Report & Presentations	Main Findings, recommendations and lessons learned	12 th of November 2018		50 pages

Suggested Time Frame

Phase 1 should be started by mid-June 2018. The evaluation plan is to be submitted to the MoFA by the end of July.

Deliverables

Phase 2 is envisaged to start at the end of August and may take no more than 2 months. A draft Review Report is to be submitted by 22 October for review and comments. Those comments will be sent to the Review Team within two weeks. The final report, incorporating all relevant comments, is to be submitted by 12 November 2018.

An evaluation plan in English, outlining the key scope of the work and intended evaluation plan to impartially and comprehensively answer the above evaluation questions, submitted within five days of commencing the consultancy. The inception report should detail: proposed methods; proposed sources of data; data collection procedures; proposed schedule of tasks, activities and deliverables. The inception report will be presented to the YEP SC and discussed and agreed upon with all stakeholders.

Final report in English (max. 50 pages): The content and structure of the final report with findings and recommendations will be provided by the consultancy bureau and approved by the MoFA, NWP, F&BKP and YEP SC.

Presentations: After the submission of the final report, the reviewers are required to present their findings at a sector meeting. Additionally, there will be two intermediate meetings with the MoFA and YEP SC, which will be agreed upon at the start (end of August and beginning of October).

5) Annexes

- I Theory of Change and KPIs;
- II Project proposal 2012 YEP Water;
- III YEP Vision 2030.

Other documents will be handed over during the review.

Annex C: Evaluation matrix

Criteria/ elements	Indicators	Main analytical methods	Information sources
Relevance: <i>What is the link with the (new) policy, the needs of the water and agrofood sectors, and the needs of the young experts</i>			
How, directly and indirectly, is YEP addressing the human capital needs of the Dutch water and agrofood sectors?	<ul style="list-style-type: none"> • Number of young experts (gender and nationality differentiated) employed over the period 2010-2017 in each sector and working internationally; • # of Young Experts applying for YEP placement; • Inventory of human capital constraints (financial and non-financial) faced by each of the sectors; • Perception of YEP matchmaking. 	<ul style="list-style-type: none"> • Desk study; • Portfolio analysis; • Stakeholder analysis; • In-depth case studies. 	<ul style="list-style-type: none"> • YEP Bureau documents and other literature; • Online questionnaire to young experts and YEP alumni; • Interviews with YEP Bureau; Interviews with implementing organisations in water/agrofood sector.
What is the relevance for partner countries, in relation to local context and issues?	<ul style="list-style-type: none"> • HR needs partner countries in water and agrofood sectors; • Perceptions of partner countries of usefulness YEP placements; • Challenges faced by local organisations in working with Dutch implementing organisations. 	<ul style="list-style-type: none"> • Context analysis; • Stakeholder analysis; • Comparative qualitative analysis; • Country case studies. 	<ul style="list-style-type: none"> • YEP Bureau documents and other literature; • Interviews with implementing organisations in water/agrofood sector; • Interviews partner country representatives and Embassies.
Are the YEP programmes in line with the priorities of the Dutch government on the water and agrofood themes? (Also with the new policy direction?)	<ul style="list-style-type: none"> • Level of international experience amongst young high potentials in the water sector; • # of international opportunities for personal development of young high potentials; • Long-term presence in several countries by supporting sustainable networks in selected countries realising new opportunities for the Dutch economy (TRADE) and development cooperation (AID). 	<ul style="list-style-type: none"> • Desk study; • Comparative qualitative analysis. 	<ul style="list-style-type: none"> • YEP Bureau documents and other literature; • Interviews sector representatives; • Interviews YEP staff, Steering Committee; • Interviews with Embassies/MOFA.

Criteria/ elements	Indicators	Main analytical methods	Information sources
How does YEP address the problems experienced by the young graduates to enter the international labour market? How is the labour market going to develop for the Dutch and local YEP water/agrofood alumni in future?	<ul style="list-style-type: none"> • HR challenges in the international agro-food and water sector (i.e. Shortage of junior staff with experience abroad; ageing of staff, etc.); • Inventory of challenges identified by YEs and YEP alumni; • Extent to which YEP addresses the challenges. 	<ul style="list-style-type: none"> • Desk review; • Labour market analysis of case study countries. 	<ul style="list-style-type: none"> • YEP Bureau documents; • Academic literature; • Interviews various stakeholders; • E-surveys; • Field visit interviews with local companies and entrepreneurs in water/agrofood sector and local consultants.
Does YEP serve as a useful network for applicant organisations, young experts and alumni?	<ul style="list-style-type: none"> • # of new young experts sought through alumni young experts; • Brand awareness of YEP among stakeholders; • Extent to which YEs and alumni are involved in matchmaking. 	<ul style="list-style-type: none"> • Desk review; • Country case studies. 	<ul style="list-style-type: none"> • Interviews with YEP alumni and young experts; • Interviews with implementing organisations; • E-surveys; • Field visits and focus groups discussion.
Effectiveness: <i>What are the achievements of the programmes related to the ToC (in recruitment, selection, project result of individual candidates, financing, training, etc.)?</i>			
What has been achieved in terms of outputs?	<ul style="list-style-type: none"> • # of YEP water and agrofood candidates recruited and matched with YEP positions (# of NL vacancies per batch; # of applicants per batch; # of NL matches; # of total NL pool candidates; # of matched NL pool candidates); • # of young experts employed (# of YEP years in which young experts are employed; # of young experts who stopped prematurely; # of young experts who extended their work); Support for alumni network (# of intervention weekends in the country or region; # of social media tools used; examples of partnerships between participating YEP organisations). 	<ul style="list-style-type: none"> • Desk study; • Portfolio analysis; • Comparative qualitative analysis; • Country case studies. 	<ul style="list-style-type: none"> • YEP Bureau documents incl. training evaluation forms filled in by Young Experts; • Field visits and focus groups discussions; • Interviews with YEP alumni; • E-surveys.

Criteria/ elements	Indicators	Main analytical methods	Information sources
	<ul style="list-style-type: none"> • Learning and training trajectory on-the-job (# of YEP trainings followed by Young Experts; Quality of training); • Provision of suitable young expert positions by organisations (# of submitted proposals; # of successful proposals; # of proposals for YEP Water/agrofood; # of proposals for specific type of organisation; # of proposals for local/Dutch experts position); • Perceptions of YEP supply and matchmaking. 		
What has been achieved in terms of outcomes?	<ul style="list-style-type: none"> • Evidence of strengthened capacities and competences of Young Experts; • # of YEP alumni that continue to work internationally in the water/agrofood sector; • Evidence of added value of involvement of Young Experts such as innovations, knowledge development, new methods; • Active alumni networks contributing to water and agrofood sectors; • # of Young Experts in management functions after YEP and why promoted. 	<ul style="list-style-type: none"> • Desk study; • Country case studies. 	<ul style="list-style-type: none"> • YEP Bureau documents; • Field visits and focus groups discussions; • Interviews with YEP alumni and other stakeholders.
<p>How does the YEP programmes contribute to the development objectives of the MoFA?</p> <p><u>Development objectives for Water:</u>⁵⁶</p> <p>1. Improved access to drinking water, sanitation and hygiene (WASH) for the poorest people2. Increased water productivity in agriculture;</p>	<ul style="list-style-type: none"> • New alliances, new forms of cooperation, more hybrid private and public partnerships, seeking leverage that can be linked to YEP; • Young experts' and implementing organisation's perception of their contribution to the overall goals. 	<ul style="list-style-type: none"> • Contribution analysis; • In-depth case studies. 	<ul style="list-style-type: none"> • Field visits and focus groups discussions; • Interviews with YEP Bureau; • Interviews with Embassies; • Interviews with YEP alumni and young experts; • Interviews sector representatives; • E-surveys.

⁵⁶ Ministry of Foreign Affairs, 2015, Theory of Change Ontwikkelingssamenwerking, <https://www.rijksoverheid.nl/onderwerpen/ontwikkelingssamenwerking/documenten/publicaties/2015/11/05/theory-of-change-water-zomer-2015>.

Criteria/ elements	Indicators	Main analytical methods	Information sources
<p>3. improved river basin management and safer deltas;</p> <p><u>Development objectives for Food Security:</u>⁵⁷</p> <p>1. Eradicating existing hunger and malnutrition;</p> <p>2. Promoting inclusive and sustainable growth in the agricultural sector;</p> <p>3. Creating ecologically sustainable food systems.</p>			
<p>What were the major factors influencing the achievement or non-achievement of the outputs and (if possible) outcome level?</p>	<ul style="list-style-type: none"> • Factors contributing to success and acting as hindrances; • Main challenges when working on water/agrofood in the international development context; • % of the alumni that are working in the water/agrofood sector; • % of the alumni that are working in the international development sector. 	<ul style="list-style-type: none"> • ToC analysis; • Desk study; • Context analysis. 	<ul style="list-style-type: none"> • YEP Bureau documents; • Interviews with YEP Bureau, Embassies; • Interviews with YEP alumni; • Online questionnaire.
<p>What value added/comparative advantage does YEP bring to the water and agrofood sectors compared to other training programmes in the sectors?</p>	<ul style="list-style-type: none"> • YEP brand awareness; • Net Promoter Score for YEP; • Network of opportunities beyond YEP; • YEP's contribution to getting international experience; • YEP's contribution to sustainable presence; and international networks abroad; • Evaluation of the quality and relevance of the overall training program, coaching and mentoring; 	<ul style="list-style-type: none"> • Desk study; • In-depth case studies. 	<ul style="list-style-type: none"> • Reports on similar young expert training programs and methods; • Online questionnaire; • Interviews with YEP alumni; • Interviews with implementing organisations.

⁵⁷ Ministry of Foreign Affairs, 2015, Theory of Change Ontwikkelingssamenwerking, <https://www.rijksoverheid.nl/onderwerpen/ontwikkelingssamenwerking/documenten/publicaties/2015/11/05/theory-of-change-voedselenvoedingszekerheid-zomer2015>.

Criteria/ elements	Indicators	Main analytical methods	Information sources
	<ul style="list-style-type: none"> • Usage of the online learning platform. 		
Does the YEP monitoring system provide good data for the evaluation of progress and results?	<ul style="list-style-type: none"> • Validity and reliability of available data; • Timeliness of monitoring information; • Presentation and use of monitoring information. 	<ul style="list-style-type: none"> • Analysis of the M&E system. 	<ul style="list-style-type: none"> • Statistical data provided by YEP Bureau; • Evaluations comparable programmes; • Interviews YEP Bureau and other stakeholders.
Efficiency: <i>How efficiently have the YEP programmes' resources (financial and technical) been translated into results?</i>			
How is the programme bureau performing in terms of efforts and expenses and what further improvement could be made with regard to its effectiveness and efficiency?	<ul style="list-style-type: none"> • Costs related to the deployment of the Young Experts (salary, housing, visa, insurance, training, travel costs etc.); • Programme Management Costs; • Perceptions of different categories of YEP costs. 	<ul style="list-style-type: none"> • Desk study; • Comparative financial analysis using secondary data; • Trend analysis. 	<ul style="list-style-type: none"> • Financial data from YEP Bureau; • Benchmarking data of comparable programmes; • JPO evaluation 2009-2017.
How can the efficiency of the training/learning programme be increased?	<ul style="list-style-type: none"> • # of online trainings, virtual classrooms, peer2peer learning; • Costs related to the training program. 	<ul style="list-style-type: none"> • Desk study; • In-depth case studies. 	<ul style="list-style-type: none"> • Interviews with YEP alumni and young experts; • Interviews with YEP coaches/trainers; • E-surveys; • Field visits and focus groups discussion.
What is the additionality of the public contribution to the YEP Programme, i.e. what would not have happened without this funding?	<ul style="list-style-type: none"> • Degree of MOFA grant dependency; • Indications whether implementing organisations would have also recruited young experts without YEP funding (differentiated per type of implementing organisation); • Presence of other young experts in the company without YEP funding; • Assessment of additionality by YEP; 	<ul style="list-style-type: none"> • Desk study; • Contribution analysis; • In-depth case studies. 	<ul style="list-style-type: none"> • YEP Bureau documents; • Interviews with implementing organisations and other stakeholders.

Criteria/ elements	Indicators	Main analytical methods	Information sources
	<ul style="list-style-type: none"> Existence of other similar programs to YEP available to young Dutch experts (such as VSO). 		
Sustainability: <i>What is the sustainability of the human capital for the Dutch sector? What is the financial sustainability of the program?</i>			
What is the sustainability of the human capital for the Dutch sector?	<ul style="list-style-type: none"> # of YEP alumni staying in the water and agrofood sector both in the Netherlands and abroad. 	<ul style="list-style-type: none"> Desk study; ToC analysis; Portfolio analysis. 	<ul style="list-style-type: none"> Reports on similar young expert training programs and methods; Reports on human capital in the water and development sector; Interviews with YEP alumni.
What is the financial sustainability? (New modes of financing; upscaling, etc.)	<ul style="list-style-type: none"> # of water and agrofood organisations willing to hire Young Experts even if the subsidy would end; Existence of alternative financing sources for the placement of Young Experts. 	<ul style="list-style-type: none"> Desk study; Quantitative comparative analysis. 	<ul style="list-style-type: none"> Reports on similar young expert training programs and methods; YEP Bureau documents; Interviews with YEP Bureau; Interviews with implementing organisations.
Partnership: <i>Review the performance of the partnerships in the programme</i>			
How are the embassies being involved in the programme and how can this be further improved?	<ul style="list-style-type: none"> Level of involvement in the recruitment of (local) Young Experts; Level of communication between YEP Programme Bureau and embassies; Level of involvement of MoFa in communication about YEP to embassies. 	<ul style="list-style-type: none"> Country case studies. 	<ul style="list-style-type: none"> YEP Bureau documents; Interviews with Embassies and other stakeholders.
YEP is set up as a partnership between the Ministry, NWP, F&BKP and the water and agrofood sectors, the Ministry assigned AgriProFocus as contractor (pilot with embassies). How is this structure functioning and what lessons can be learned?	<ul style="list-style-type: none"> Match or mismatch of expectations between MOFA and YEP Programme Bureau; # of manpower resources and time available for the programme on a day-to-day basis. 	<ul style="list-style-type: none"> Comparative qualitative analysis. 	<ul style="list-style-type: none"> YEP Bureau documents; Interviews with YEP Bureau, Embassies, MOFA, NWP and F&BKP; Interviews with implementing organisations.
How do the applicant organisations assess the PPP (Public-Private Partnership) nature of the programme?	<ul style="list-style-type: none"> Level of engagement and commitment of the organisations; 	<ul style="list-style-type: none"> Comparative qualitative analysis; In-depth case studies. 	<ul style="list-style-type: none"> Interviews with implementing organisations; Online questionnaire.

Criteria/ elements	Indicators	Main analytical methods	Information sources
	<ul style="list-style-type: none"> Degree of appropriateness of 50% funding to the programme by participating organisations (may vary between companies, NGOs, etc.). 		
What lessons learned from this Public Private Partnership (PPP) and what lessons learned from other PPPs can be applied to this programme?	<ul style="list-style-type: none"> Financing share by private organisations and MOFA; Assessment of the PPP (Public-Private Partnership) nature of the programme by implementing organisations. 	<ul style="list-style-type: none"> Desk study; Contribution analysis. 	<ul style="list-style-type: none"> Reports on similar young expert training programs and methods; Interviews with implementing organisations; Interviews with YEP Bureau.

Annex D: List of Interviewees

Date	Name	Institution/ Organisation	Role
16-08-2018	Marjon Reiziger	YEP Programme Bureau	YEP Programme Manager
16-08-2018	Liesbeth Vranken	YEP Programme Bureau	YEP Communication Officer
16-08-2018	Vincent Cornelissen	YEP Programme Bureau	YEP Project Manager Water
16-08-2018	Jelmer Klinkenberg	YEP Programme Bureau	YEP Training Coordinator
16-08-2018	Karin Roelofs	Ministry of Foreign Affairs	Head, Water Team
16-08-2018	Lawrence Kimaru	SNV Kenya	YEP alumnus
16-08-2018	Jeroen Trimpe Burger	Water Finance Facility – Kenya	Current young expert
16-8-2018	Zaituni Kanenje	VEI & at Nakuru Water & Sanitation Company Kenya	YEP alumna
19-8-2018	Sarah Hassan	DIBcoop – Kenya	Current young expert
19-8-2018	Theo Kioko	Meta Meta - Kenya	Current young expert
19-8-2018	Celestine Kilongosi	Meta Meta - Kenya	Current young expert
20-8-2018	Loes van der Pluijm	Meta Meta - Kenya	Current young expert
20-8-2018	Selma van de Haar	Tropenbos International - Kenya	Current young expert
20-8-2018	Andrew Ndai	Water Forever - Kenya	Current young expert
20-8-2018	Nynke Humalda	AgriProFocus - Kenya	Current young expert
20-8-2018	Sanne Willems	Embassy of the Kingdom of the Netherlands, Nairobi (Kenya)	1st secretary, Food Security
21-8-2018	Joyce Shelula	Bio Food Products Ltd	Sector representative; HR Recruiter
21-8-2018	Joachim Westerveld	Bio Food Products Ltd	Sector representative; Executive Chairman
21-8-2018	Jasper van den Brink	The Blue Link - Kenya	Current young expert
22-8-2018	Martina Groenemeijer	Future Pump, Kenya	YEP alumna
22-8-2018	Lucy Chepkosgei	International Committee of Red Cross, Somalia	YEP alumna
22-8-2018	Diederik Haverkorn	-	YEP alumnus
22-8-2018	Meredith Muthoni	Lattice Consulting Ltd	YEP alumna
22-8-2018	Bart Malaba	Larive International - Kenya	Current young expert
23-8-2018	Jocelyne Commandeur	YEP Programme Bureau	YEP Project Manager Agrofood
23-8-2018	Jeroen Kenbeek and Antonio Gomes	YEP Programme Bureau	YEP Financial Advisor and YEP Financial Officer
23-8-2018	Melle Leenstra	Ministry of Foreign Affairs	Knowledge Policy Coordinator at the Food and Nutrition Cluster
3-9-2018	Mestawet Gebru	Wageningen University & Research	Current young expert
3-9-2018	Leul Habte Abdi	SNV - Ethiopia	Current young expert

Date	Name	Institution/ Organisation	Role
3-9-2018	Keba Lema	Soil & More International B.V. - Ethiopia	YEP alumna
3-9-2018	Tewodros Mekonnen	SNV Ethiopia	YEP alumna
3-9-2018	Sarah de Smet	SNV Ethiopia	Supervisor
4-9-2018	Kidist Ketema Bekele	Waterschap Zuiderzeeland - Ethiopia	Current young expert
4-9-2018	Tegano	Waterschap Zuiderzeeland - Ethiopia	Lecturer; Supervisor of Tigist
4-9-2018	Tigist Gelebo Sengogo	Waterschap Zuiderzeeland - Ethiopia	Current young expert
4-9-2018	Marijn Korndewal	Waterschap Zuiderzeeland - Ethiopia	Current young expert
4-9-2018	Fanta Terefe	Eldere	Sector representative/ Chief Executive Officer
4-9-2018	Betelhem Hallegiorgis	International Red Cross - Ethiopia	Current young expert
5-9-2018	Hiwot Tadesse	Resilience B.V. - Ethiopia	Current young expert
5-9-2018	Hanna Habtemariam	Alterra - Ethiopia	Current young expert
5-9-2018	Tsion Yinesulih Asres	IICD – Ethiopia/ Own consultancy company	YEP alumna
5-9-2018	Chris Wijnterp	Veris Investments – Ethiopia/ Senselet Food Processing	Current young expert
6-9-2018	Jelmer van Veen	Embassy of the Kingdom of the Netherlands, Addis Ababa (Ethiopia)	YEP alumnus
6-9-2018	Ato Kaleb	Addis Ababa University	Supervisor of Mestawet Gebru
6-9-2018	Meskerem Ritmeester	AgriProFocus Ethiopia	YEP alumna
6-9-2018	Beniyam Mengesha	Africa Sustainable Aquaculture B.V. - Ethiopia	Current young expert
6-9-2018	Florentine Dirks	Wageningen University & Research – Ethiopia	Current young expert
7-9-2018	Sara Groenendijk	ADEY Ethiopia	YEP alumna
7-9-2018	Mukrab Azene Kassahun	MS Consultancy Ethiopia	YEP alumna
7-9-2018	Wubishet Adugna Hailemariam	Apinec Agro-Industry Plc	Sector representative/ Managing Director
20-9-2018	Susanne Roelofsen	MDF West Africa	YEP alumna
20-9-2018	Banzoumana Coulibaly	Akvo Mali	YEP alumnus
20-9-2018	Barnabas Apom	Ghana Netherlands Business and Culture Council	YEP alumnus
20-9-2018	Etienne Nacoulma	Wereld Waternet - Burkina Faso	Current young expert
20-9-2018	Ilyasse Kabore	Akvo - Burkina Faso	Current young expert

Date	Name	Institution/ Organisation	Role
20-9-2018	Sulemana Wumbei Sayibu	LeAF – Ghana	Current young expert
20-9-2018	Isabel van Klink	Wereld Waternet - Mali	Current young expert
20-9-2018	Koen Maathuis	Wereld Waternet - Mali	Regional Manager Wereld Waternet West Africa; Supervisor of Isabel
25-9-2018	Paul Hassing and Lise Paaskesen	Vereniging Nedworc	Sector representatives
25-9-2018	Frans Verberne	Food & Business Knowledge Platform (FBKP)	Sector representative
25-9-2018	Karin van Nistelrode	YEP Programme Bureau	”Acting Director” and Manager “Marketing & Communications” at NWP
25-9-2018	Paul van Essen	Simavi	Sector representative; YEP alumnus
1-10-2018	Robbert Groenen	One to Watch B.V. - Myanmar	Current young expert
1-10-2018	Sai Kwam Kham	Young Expert at Impact Terra - Myanmar	Current young expert
1-10-2018	Jet Greevink	Young Expert at Satelligence - Myanmar	Current young expert
2-10-2018	Aung Thura Hein	Royal HaskoningDHV Myanmar	YEP alumnus
2-10-2018	Gerdien Velink	Deloitte, Myanmar	YEP alumna
2-10-2018	Bas Agerbeek	Arcadis Nederland B.V. - Myanmar	Current young expert
2-10-2018	U Khin Latt	National Engineering & Planning Services (NEPS).	Supervisor of two YEP alumni
3-10-2018	Ye Min Thant	Freelance Independent Evaluation Consultant, Myanmar	YEP alumnus
3-10-2018	Mart Scheepers	MDF Training & Consultancy B.V. - Myanmar	Current young expert
3-10-2018	May Thet Kyaw	MDF Training & Consultancy B.V. - Myanmar	Current young expert
3-10-2018	Susanne van Lieshout	MDF Training & Consultancy B.V. - Myanmar	Supervisor
3-10-2018	Khin Myat Thu	Arcadis Nederland B.V. - Myanmar	YEP alumna
4-10-2018	Frederik Heijink and Wouter Jurgens	Embassy of the Kingdom of the Netherlands, Yangon (Myanmar)	Agricultural Counsellor and Ambassador of the Netherlands to Myanmar
4-10-2018	Alwin Commandeur	Royal HaskoningDHV & TU Delft, Myanmar	YEP alumnus
4-10-2018	Sai Saing Wan	-	YEP alumnus

Date	Name	Institution/ Organisation	Role
5-10-2018	Pyae Phyo Kyaw	ImpactTerra, Myanmar	YEP alumnus
9-10-2018	Pim van der Male	Ministry of Foreign Affairs	Senior Policy Officer Water Management
19-10-2018	Jan Oomen	YEP Steering Committee	Independent Chair

Annex E: Online Survey Results

Questionnaire for young experts

Status:	Closed	Contact count:	140
Start date:	13-09-2018	Bounced:	0 (0%)
End date:	13-10-2018	Declined:	0 (0%)
Live:	31 days	Partial completes:	0 (0%)
Questions:	10	Screened out:	0 (0%)
Languages:	en	Reached end:	75 (100%)
		Total responded:	75 (53,6%)

Filter is Off

1. In which YEP Programme are you involved?

(Each respondent could choose only ONE of the following responses.)

Response	Total	% of responses	%
YEP Water	38	<div></div>	51
YEP Agrofood	36	<div></div>	48
Other, please specify	1	<div></div>	1
Total respondents: 75		<div> <div>0%</div> <div>20%</div> <div>40%</div> <div>60%</div> <div>80%</div> </div>	
Skipped question: 0			

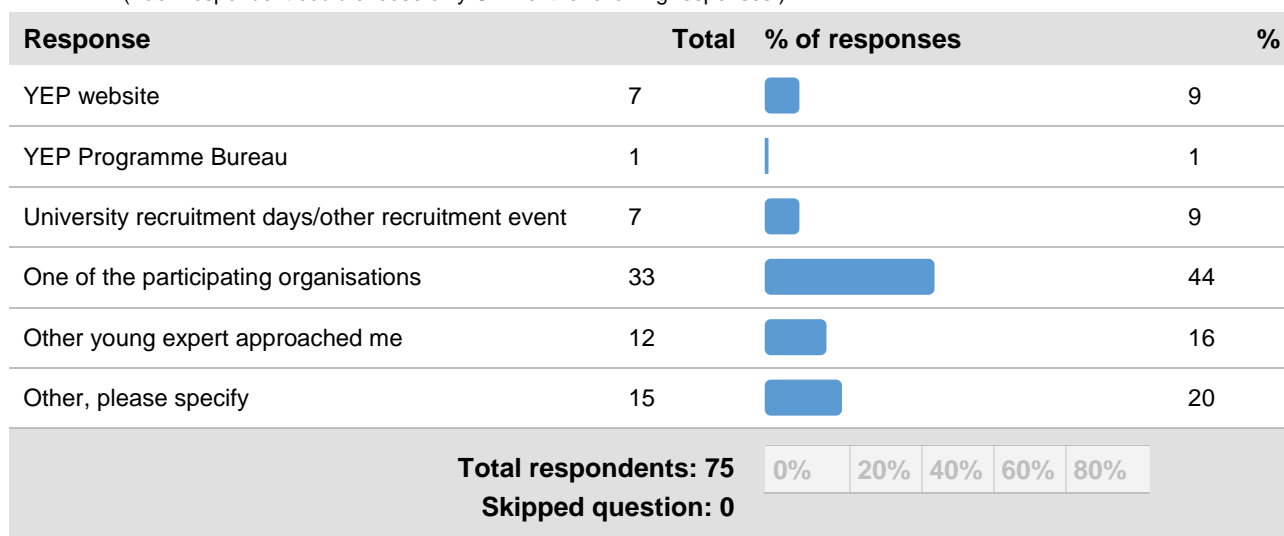
2. Are you a local or Dutch young expert?

(Each respondent could choose only ONE of the following responses.)

Response	Total	% of responses	%
Dutch	36	<div></div>	48
Local	39	<div></div>	52
Total respondents: 75		<div> <div>0%</div> <div>20%</div> <div>40%</div> <div>60%</div> <div>80%</div> </div>	
Skipped question: 0			

3. How did you get to know YEP?

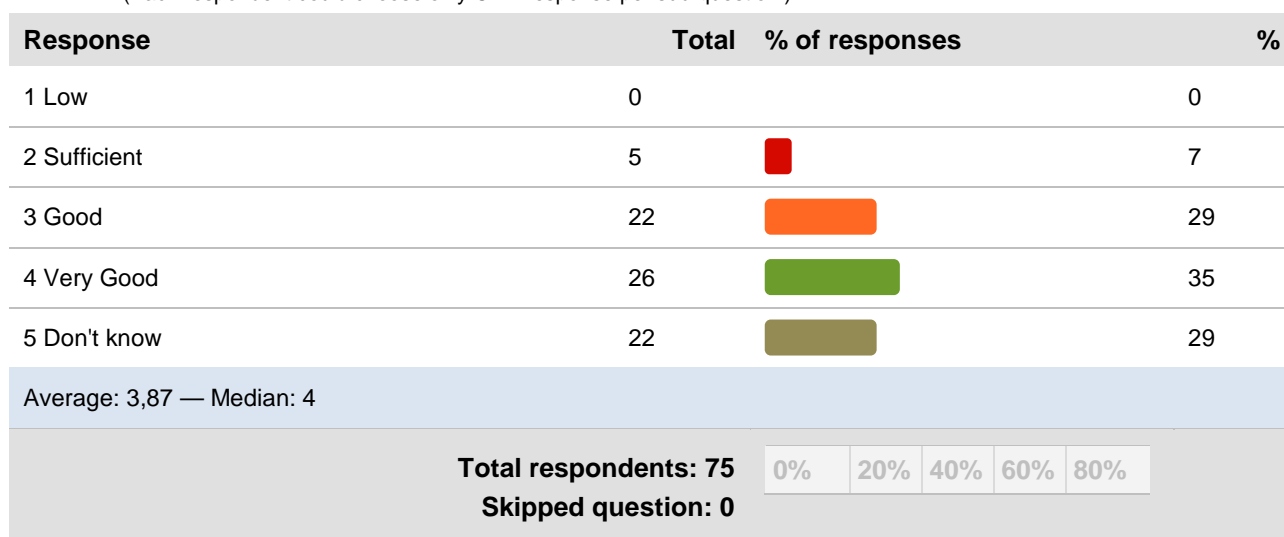
(Each respondent could choose only ONE of the following responses.)



4.1. How do you evaluate the quality of the following elements of YEP?

- Matchmaking

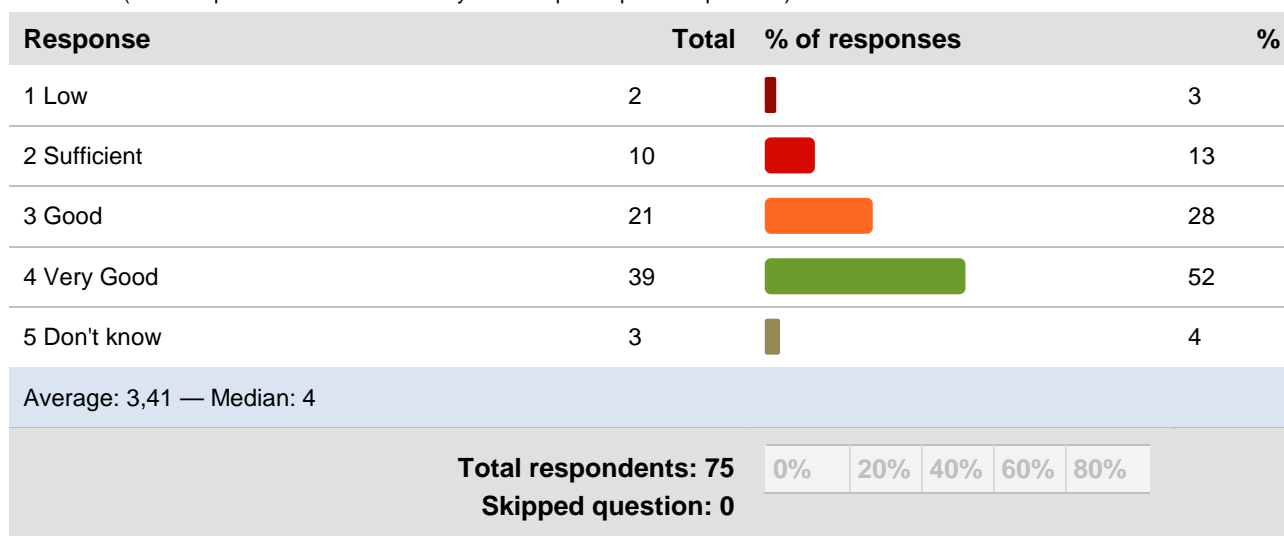
(Each respondent could choose only ONE response per sub-question.)



4.2. How do you evaluate the quality of the following elements of YEP?

- 3 week introductory training in the Netherlands

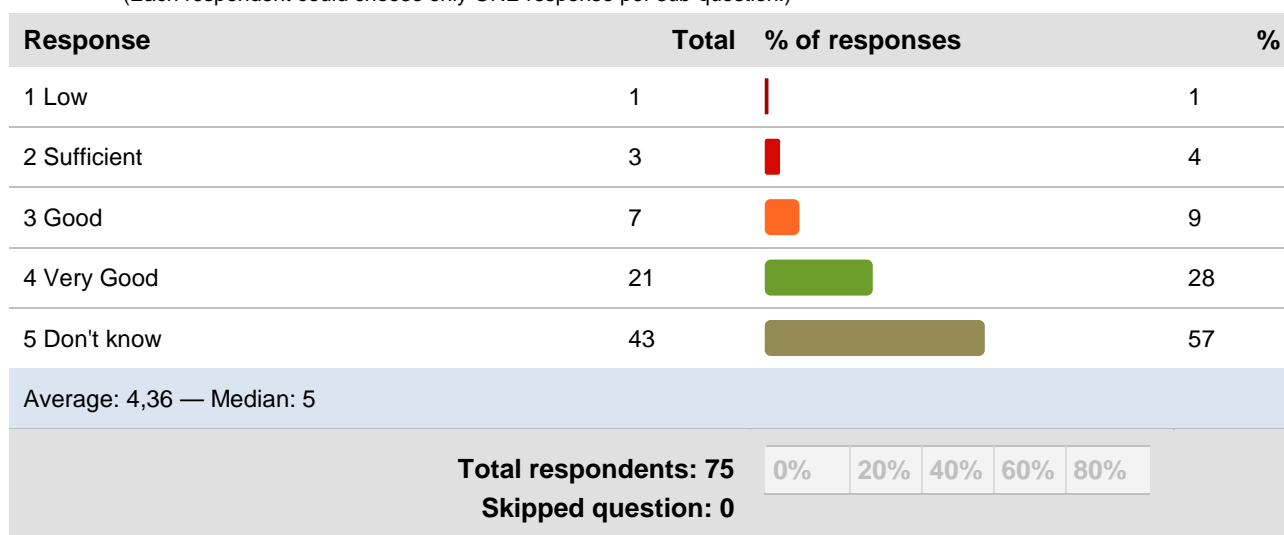
(Each respondent could choose only ONE response per sub-question.)



4.3. How do you evaluate the quality of the following elements of YEP?

- Return training in the Netherlands

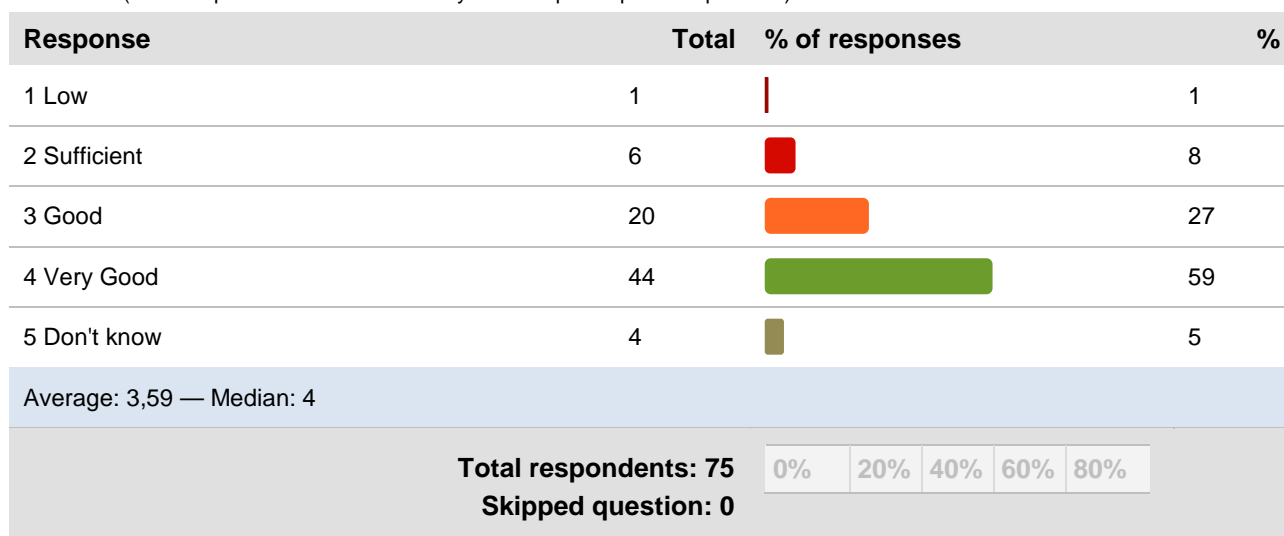
(Each respondent could choose only ONE response per sub-question.)



4.4. How do you evaluate the quality of the following elements of YEP?

- Coaching

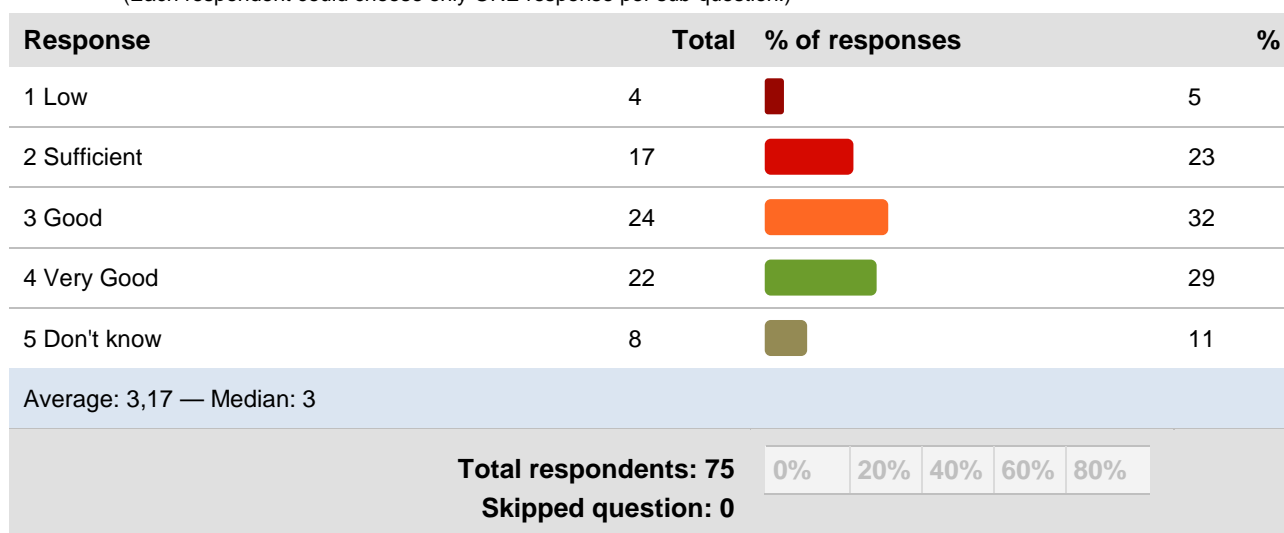
(Each respondent could choose only ONE response per sub-question.)



4.5. How do you evaluate the quality of the following elements of YEP?

- Supervision

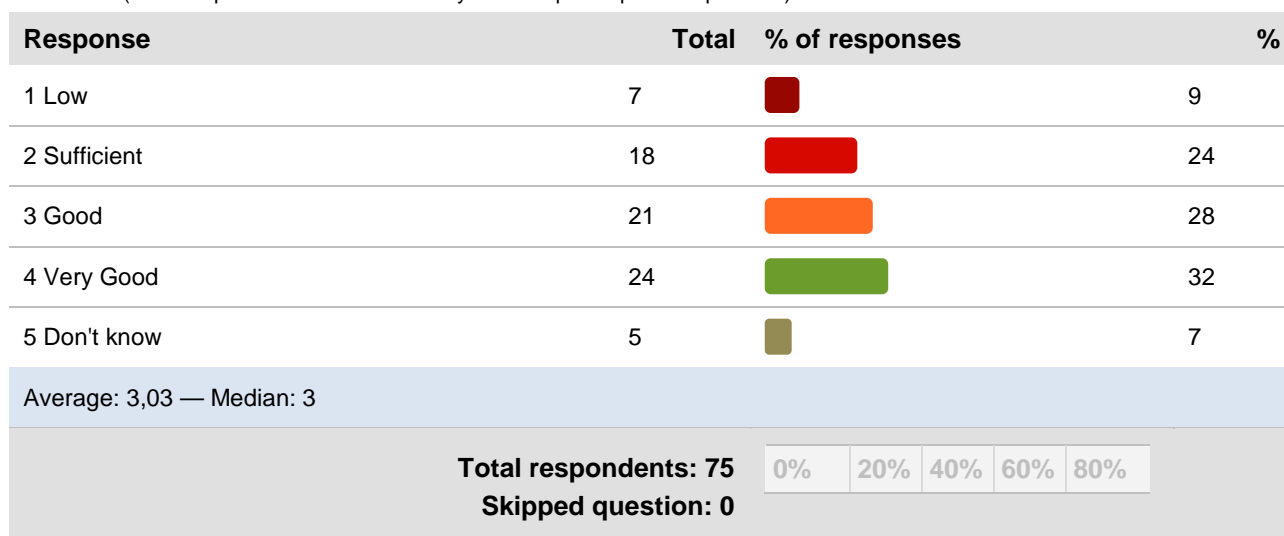
(Each respondent could choose only ONE response per sub-question.)



4.6. How do you evaluate the quality of the following elements of YEP?

- Mentoring

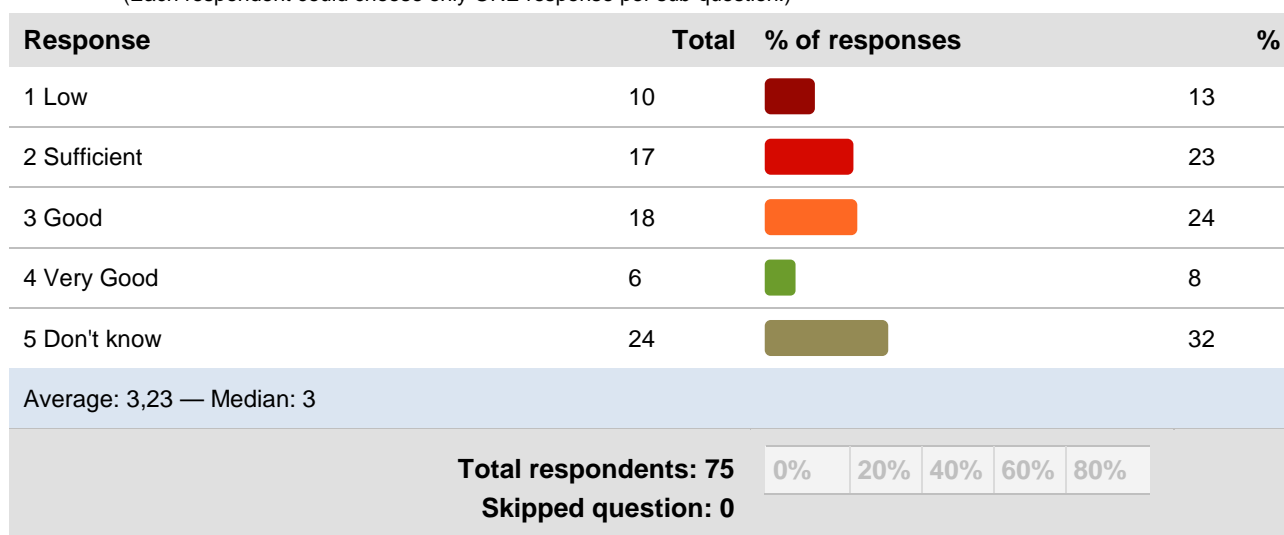
(Each respondent could choose only ONE response per sub-question.)



4.7. How do you evaluate the quality of the following elements of YEP?

- Online masterclasses

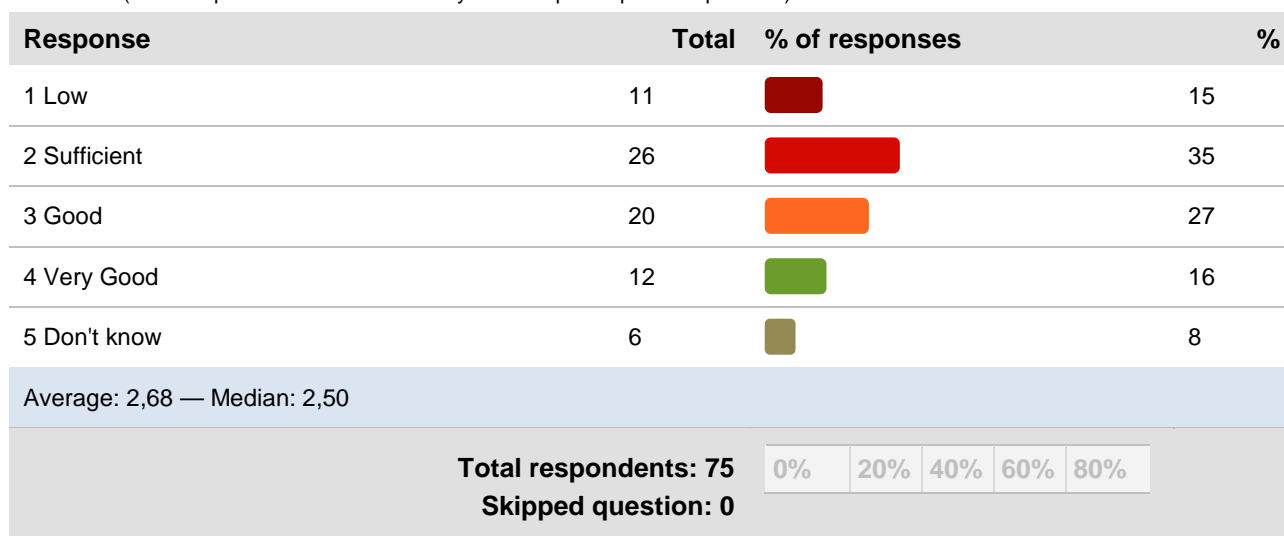
(Each respondent could choose only ONE response per sub-question.)



4.8. How do you evaluate the quality of the following elements of YEP?

- Basecamp platform

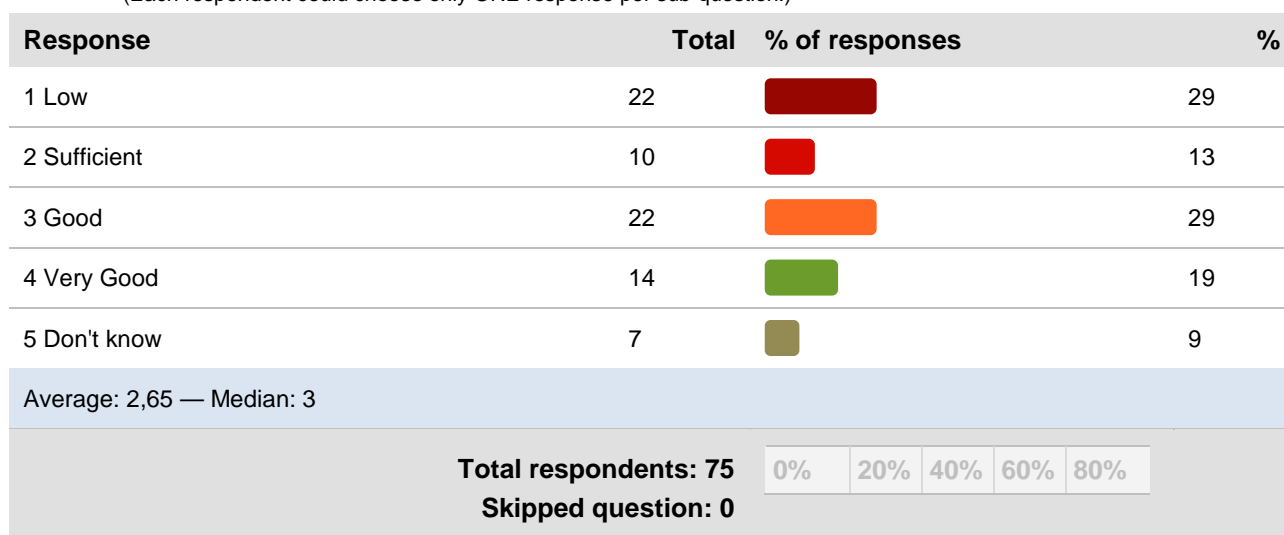
(Each respondent could choose only ONE response per sub-question.)



4.9. How do you evaluate the quality of the following elements of YEP?

- Transparency of the funding

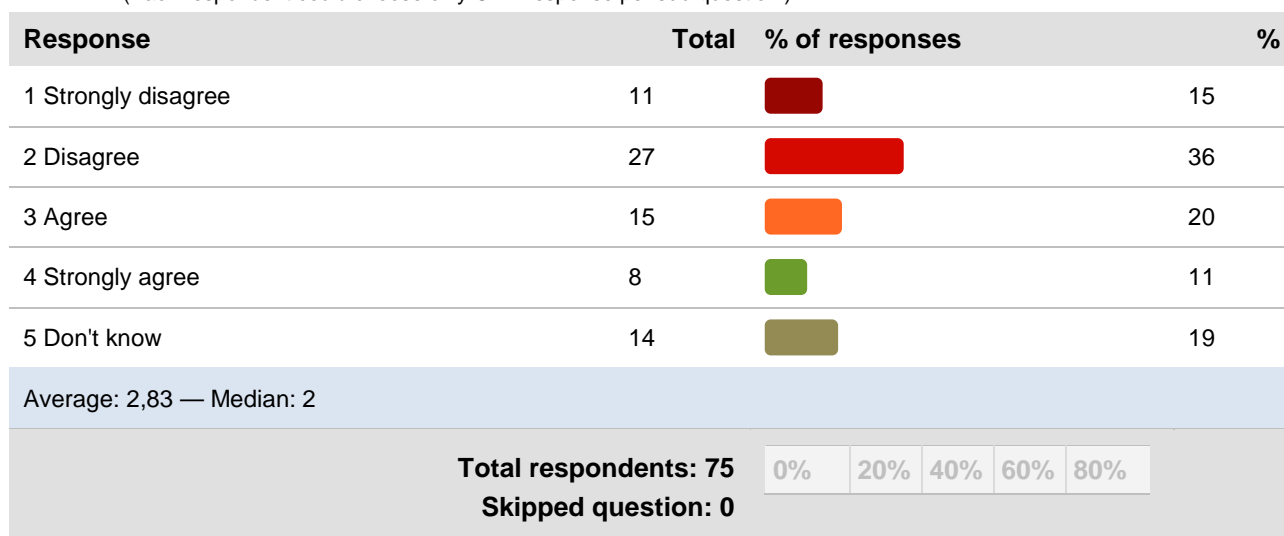
(Each respondent could choose only ONE response per sub-question.)



5.1. Through YEP, you can have a 1-year, 2-year or two 1-year contracts in different organisations.

- A 1-year contract provides sufficient time to gain the full YEP experience.

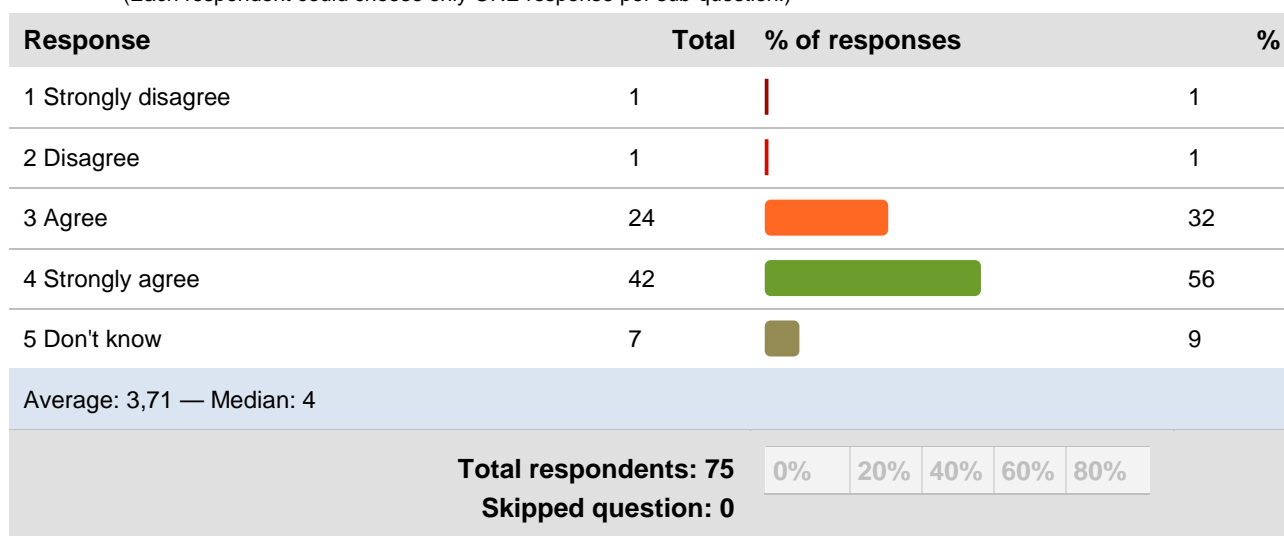
(Each respondent could choose only ONE response per sub-question.)



5.2. Through YEP, you can have a 1-year, 2-year or two 1-year contracts in different organisations.

- A 2-year contract provides sufficient time to gain the full YEP experience.

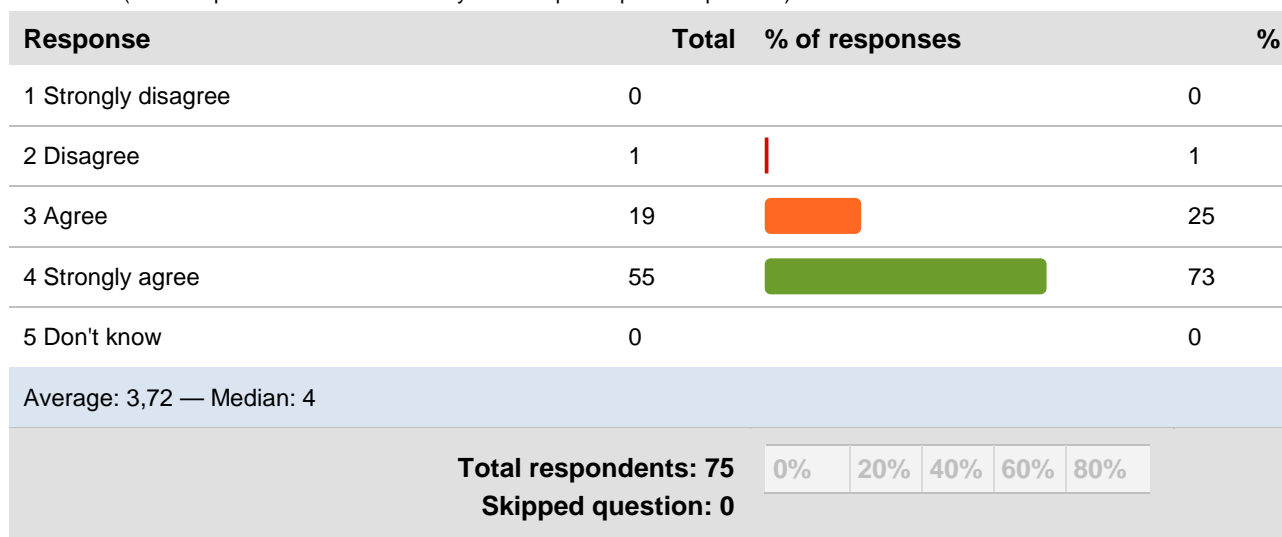
(Each respondent could choose only ONE response per sub-question.)



6.1. To what extent do you agree with the following statements related to your personal development?

- YEP helps to get international work experience.

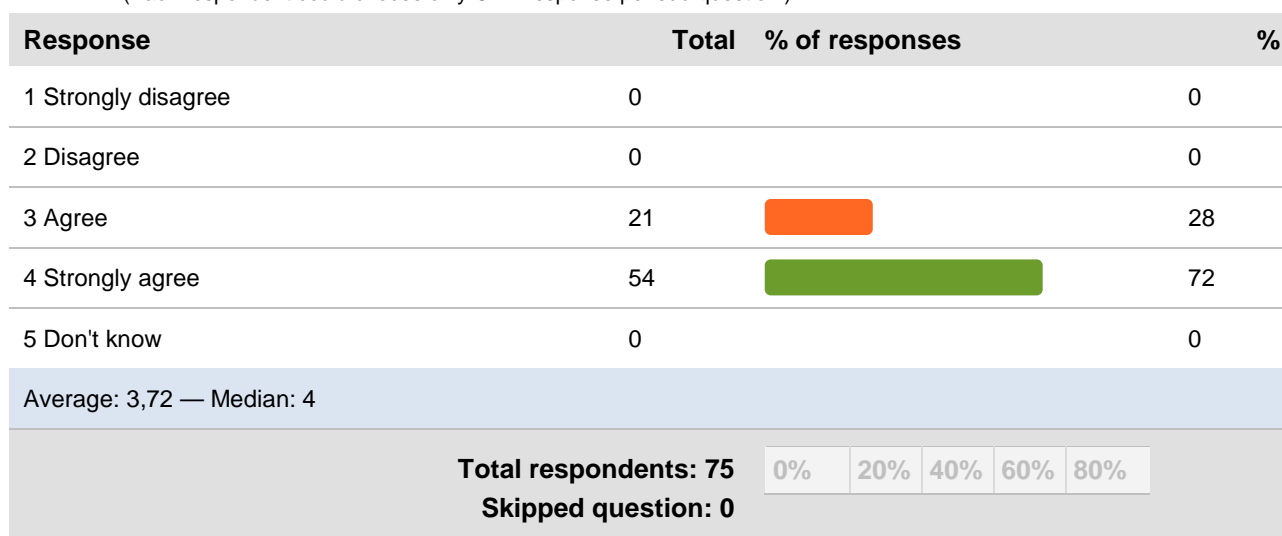
(Each respondent could choose only ONE response per sub-question.)



6.2. To what extent do you agree with the following statements related to your personal development?

- YEP helps to build international networks.

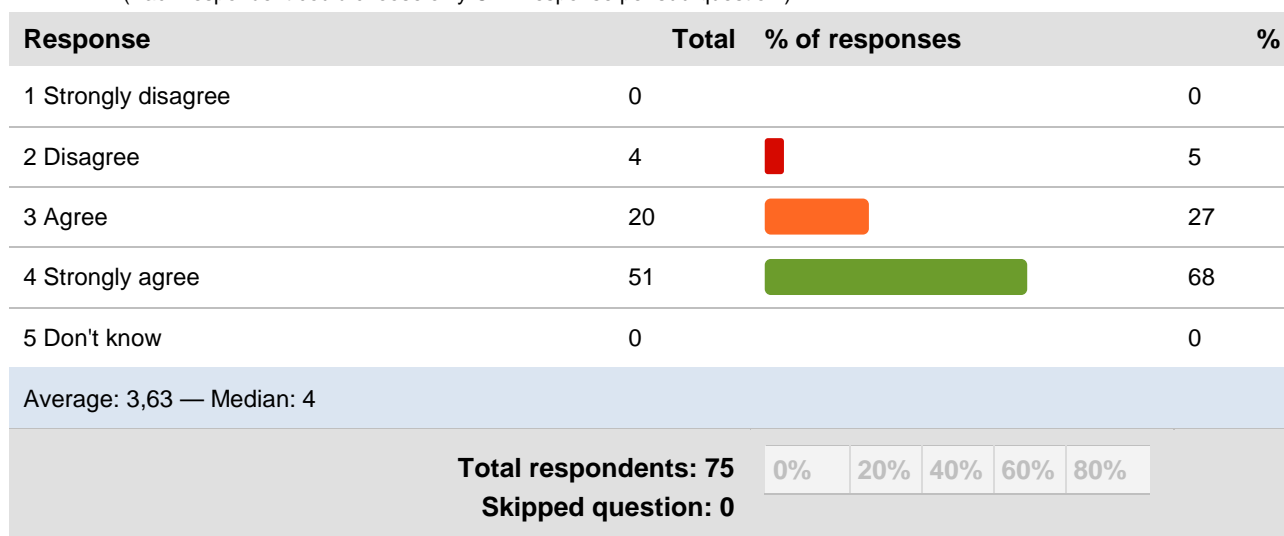
(Each respondent could choose only ONE response per sub-question.)



6.3. To what extent do you agree with the following statements related to your personal development?

- YEP helps to develop skills and expertise that are useful for my future career.

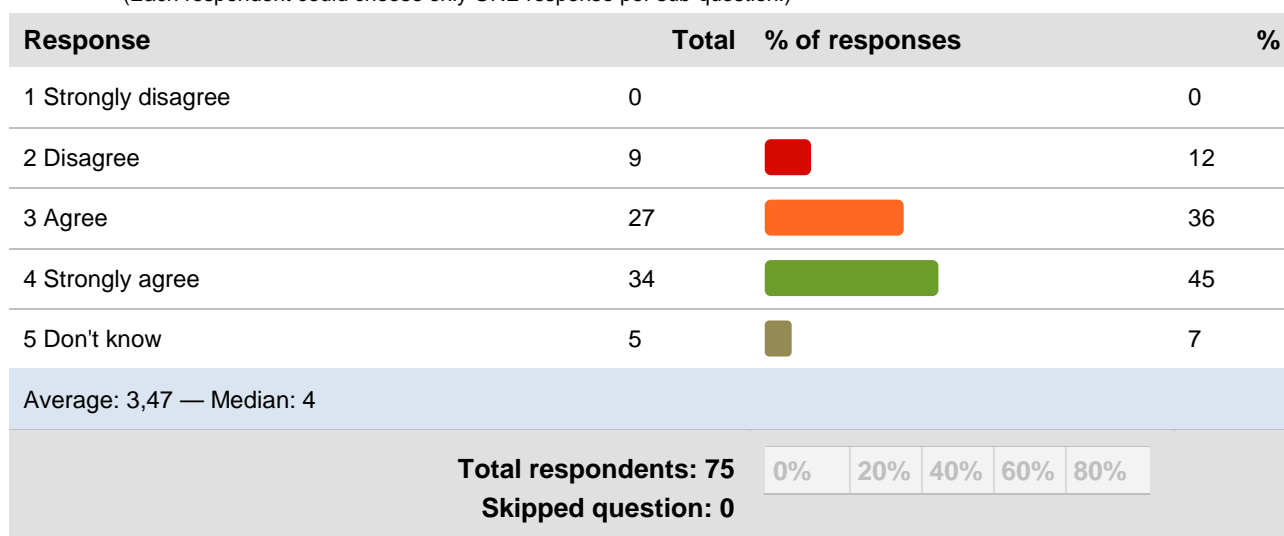
(Each respondent could choose only ONE response per sub-question.)



6.4. To what extent do you agree with the following statements related to your personal development?

- YEP motivates me to continue my career in the same sector.

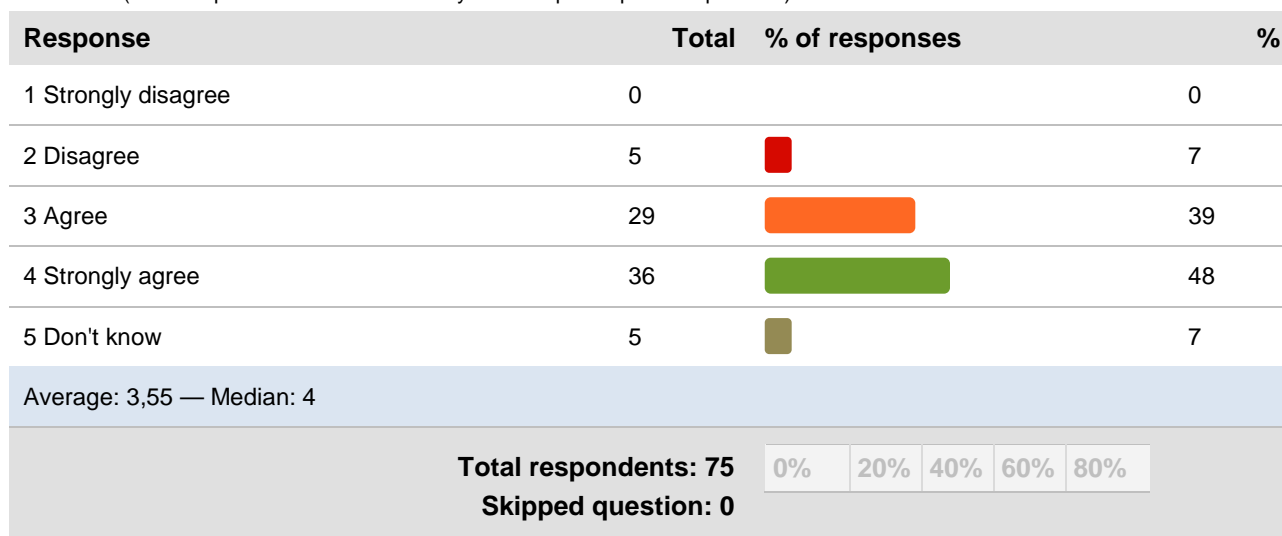
(Each respondent could choose only ONE response per sub-question.)



7.1. To what extent do you agree with the following statements related to the development goals of YEP?

- Through YEP, I am able to transfer knowledge and contribute to capacity development in developing countries.

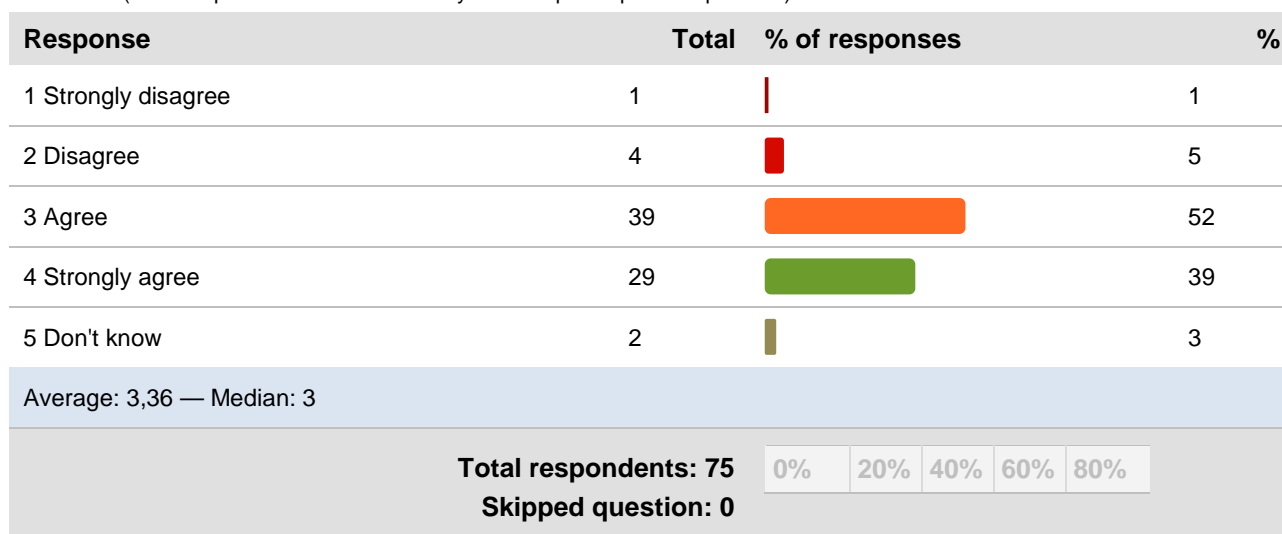
(Each respondent could choose only ONE response per sub-question.)



7.2. To what extent do you agree with the following statements related to the development goals of YEP?

- Through YEP, I am able to strengthen the position of the Dutch water and agrofood sectors in the world.

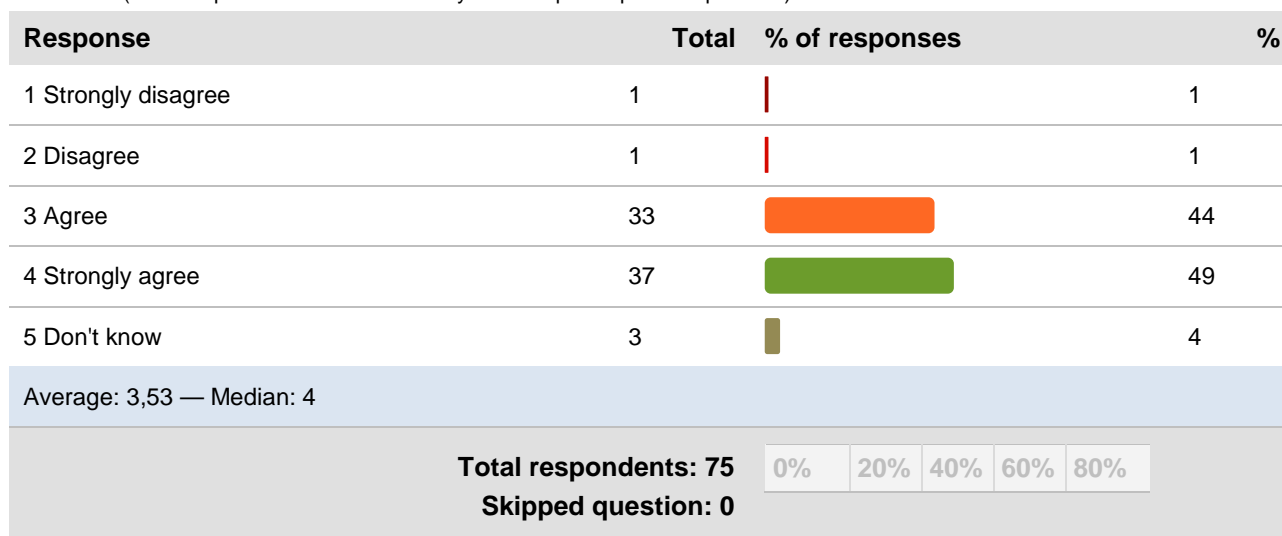
(Each respondent could choose only ONE response per sub-question.)



7.3. To what extent do you agree with the following statements related to the development goals of YEP?

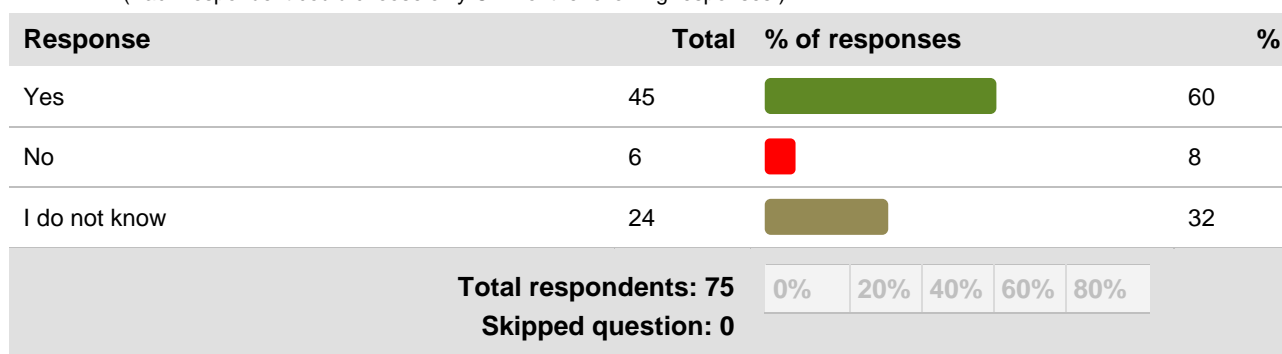
- Through YEP, I am able to contribute to the achievement of the sustainable development goals.

(Each respondent could choose only ONE response per sub-question.)



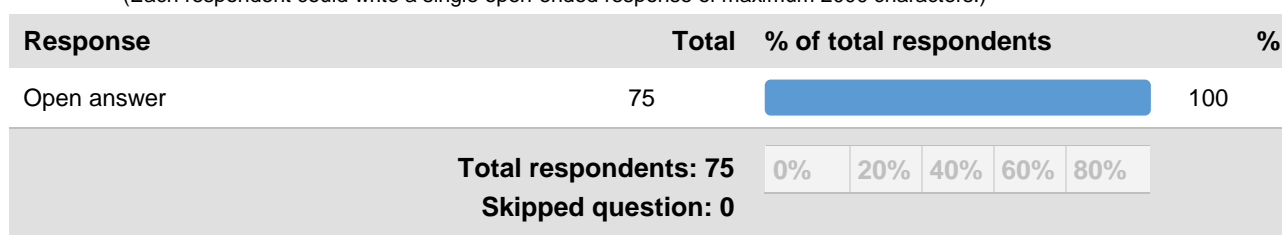
8. Are there opportunities to stay at the organisation after the YEP support will have ended?

(Each respondent could choose only ONE of the following responses.)



9. Could you describe the three main strengths of the YEP programme?

(Each respondent could write a single open-ended response of maximum 2000 characters.)



10. Could you provide three recommendations for improvement of the YEP programme?

(Each respondent could write a single open-ended response of maximum 2000 characters.)

Response	Total	% of total respondents	%
Open answer	75	<div></div>	100
Total respondents: 75 Skipped question: 0		<div> <div>0%</div> <div>20%</div> <div>40%</div> <div>60%</div> <div>80%</div> </div>	

Questionnaire for YEP alumni

Status:	Closed	Contact count:	228
Start date:	13-09-2018	Bounced:	4 (1,8%)
End date:	13-10-2018	Declined:	2 (0,9%)
Live:	31 days	Partial completes:	0 (0%)
Questions:	13	Screened out:	0 (0%)
Languages:	en	Reached end:	108 (100%)
		Total responded:	108 (47,4%)

Filter is Off

1. In which YEP Programme were you involved?

(Each respondent could choose only ONE of the following responses.)

Response	Total	% of responses	%
YEP Water	84	<div><div></div></div>	78
YEP Agrofood	23	<div><div></div></div>	21
Other, please specify	1	<div><div></div></div>	1
Total respondents: 108		0% 20% 40% 60% 80%	
Skipped question: 0			

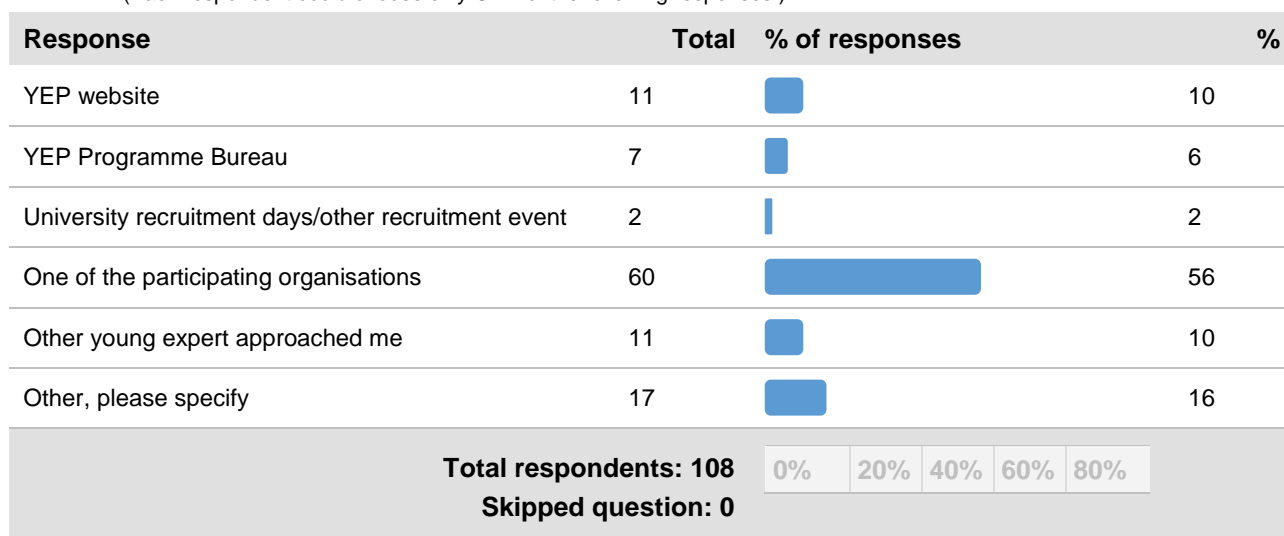
2. Are you a local or Dutch YEP Alumnus/Alumna?

(Each respondent could choose only ONE of the following responses.)

Response	Total	% of responses	%
Dutch	51	<div><div></div></div>	47
Local	57	<div><div></div></div>	53
Total respondents: 108		0% 20% 40% 60% 80%	
Skipped question: 0			

3. How did you get to know YEP?

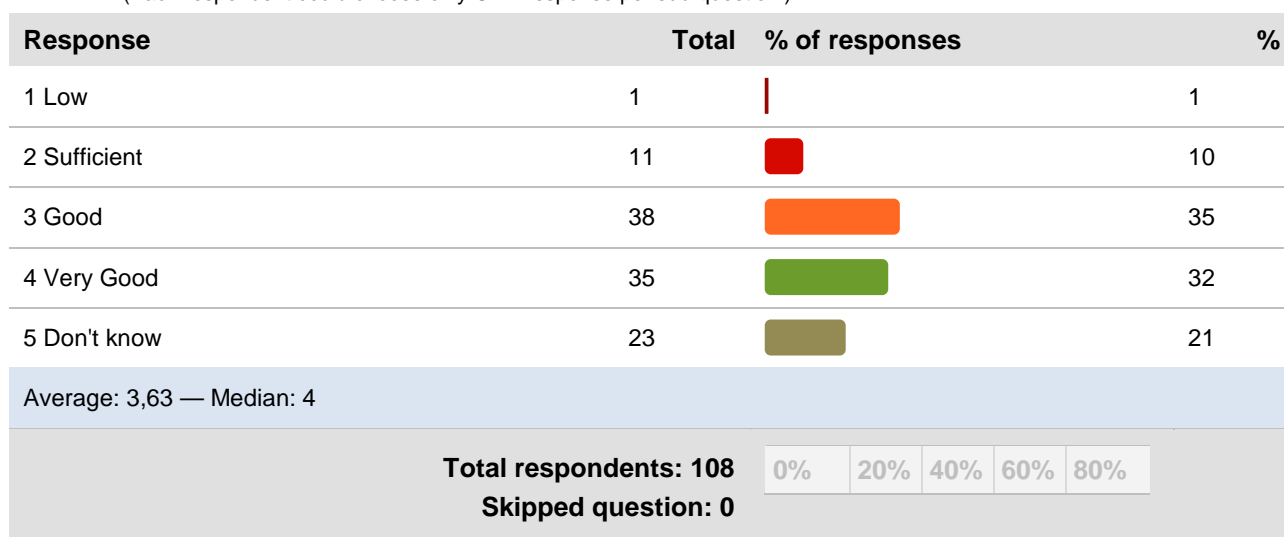
(Each respondent could choose only ONE of the following responses.)



4.1. How did you evaluate the quality of the following elements of YEP?

- Matchmaking

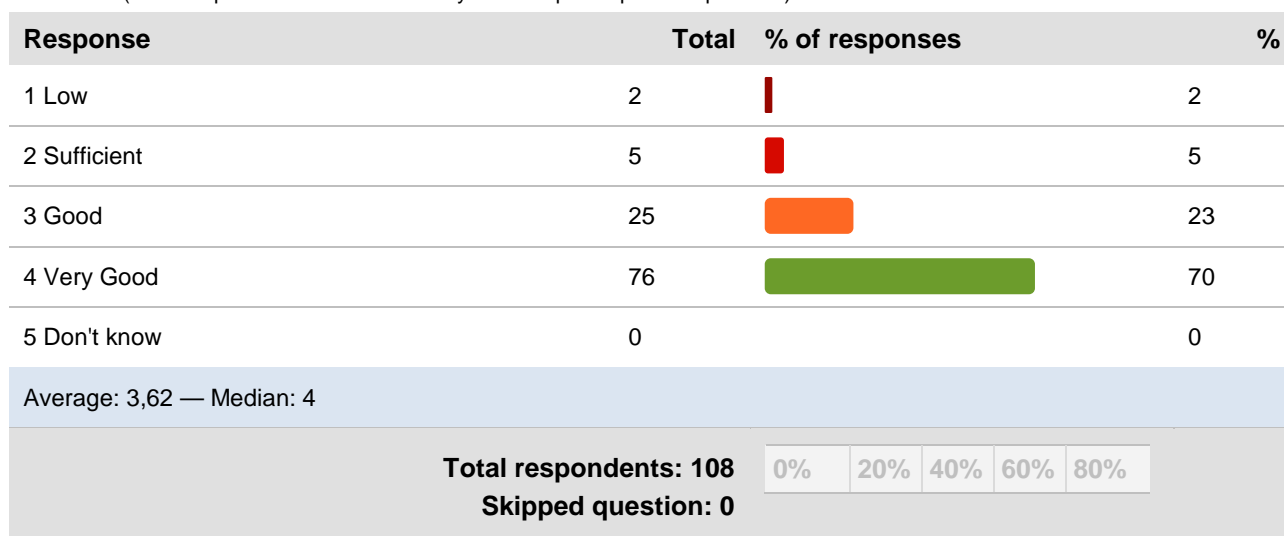
(Each respondent could choose only ONE response per sub-question.)



4.2. How did you evaluate the quality of the following elements of YEP?

- 3 week introductory training in the Netherlands

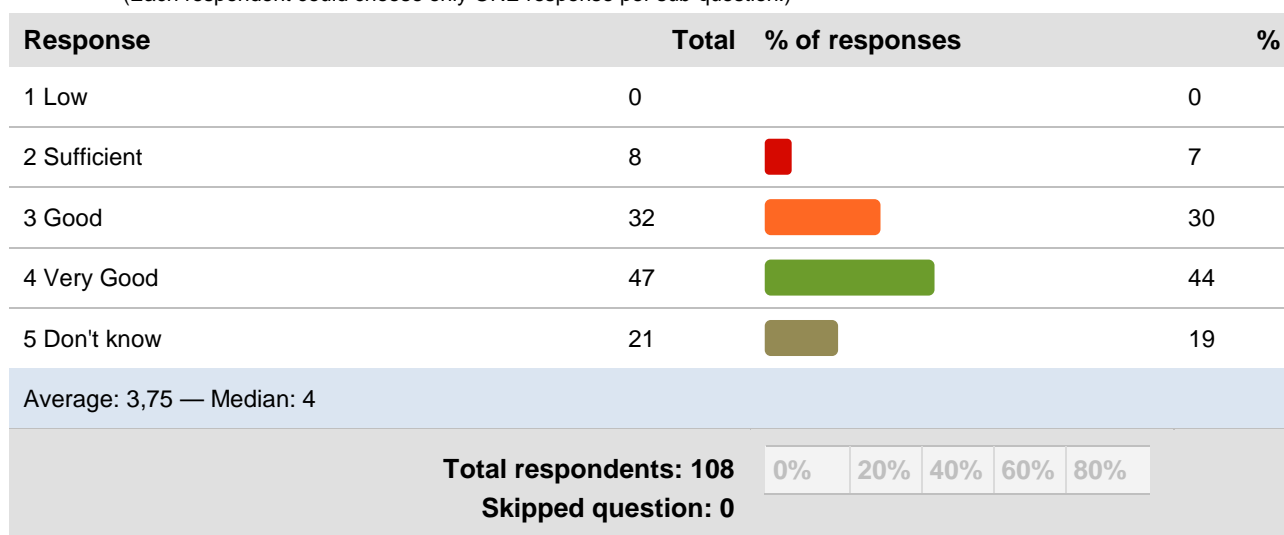
(Each respondent could choose only ONE response per sub-question.)



4.3. How did you evaluate the quality of the following elements of YEP?

- Return training in the Netherlands

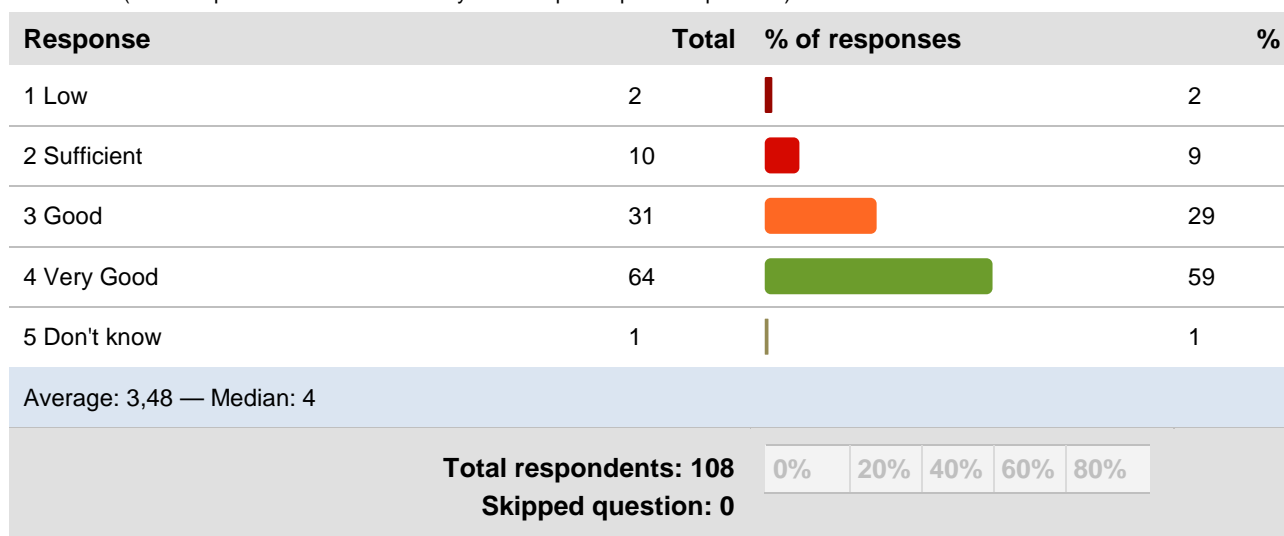
(Each respondent could choose only ONE response per sub-question.)



4.4. How did you evaluate the quality of the following elements of YEP?

- Coaching

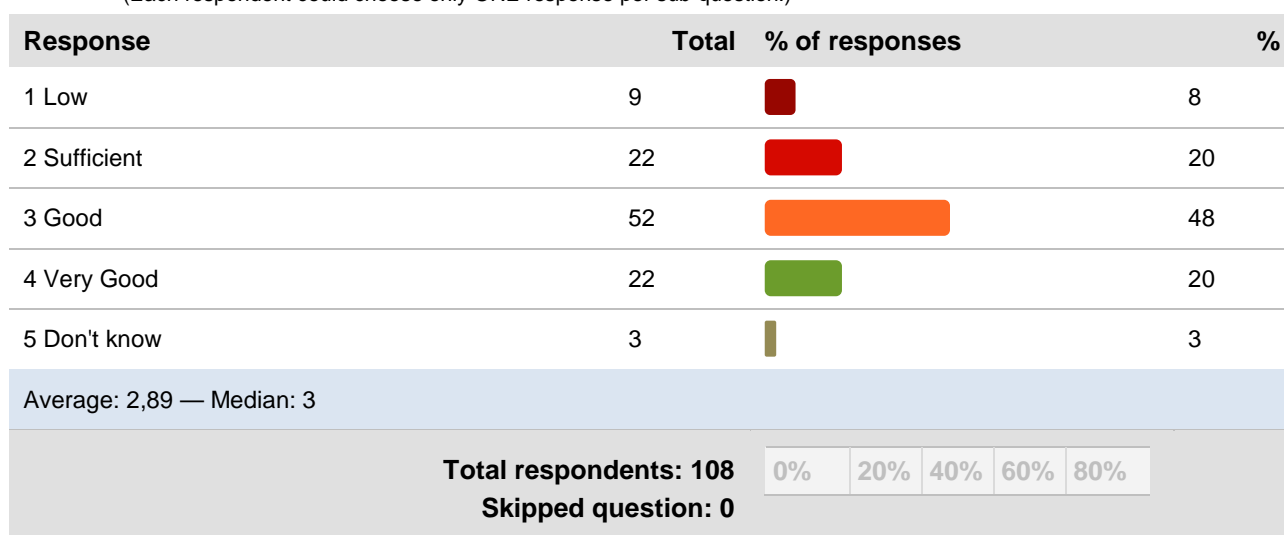
(Each respondent could choose only ONE response per sub-question.)



4.5. How did you evaluate the quality of the following elements of YEP?

- Supervision

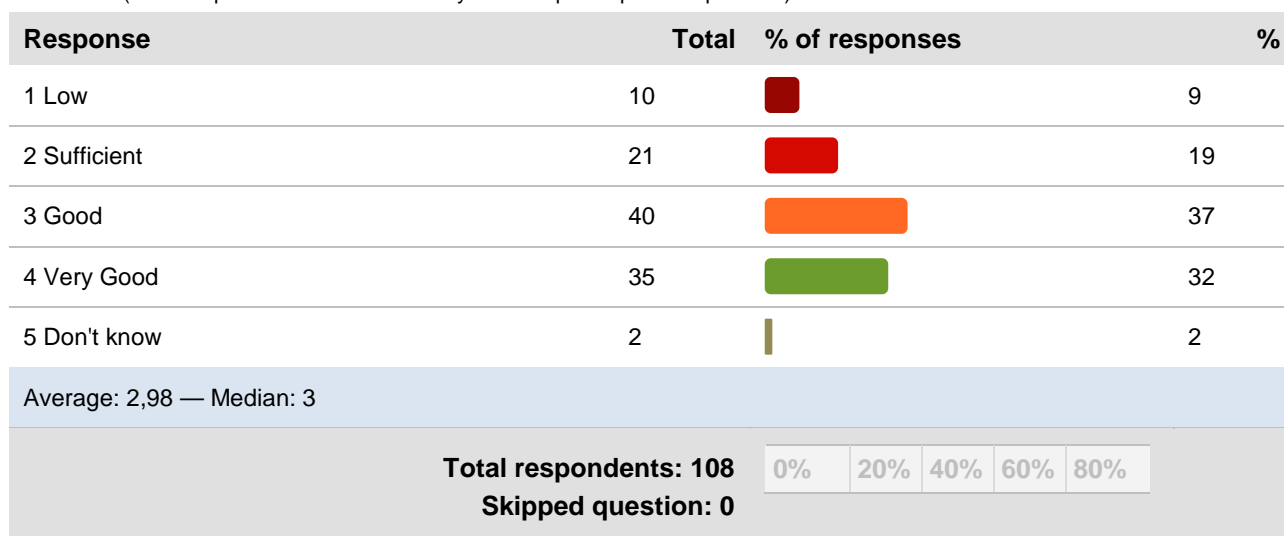
(Each respondent could choose only ONE response per sub-question.)



4.6. How did you evaluate the quality of the following elements of YEP?

- Mentoring

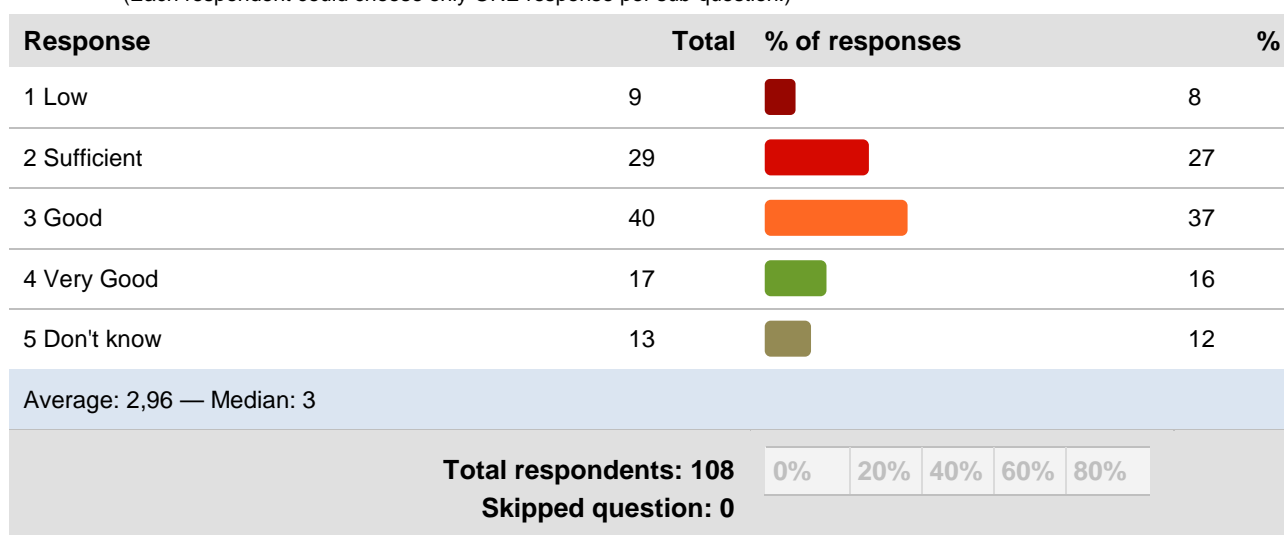
(Each respondent could choose only ONE response per sub-question.)



4.7. How did you evaluate the quality of the following elements of YEP?

- Online masterclasses

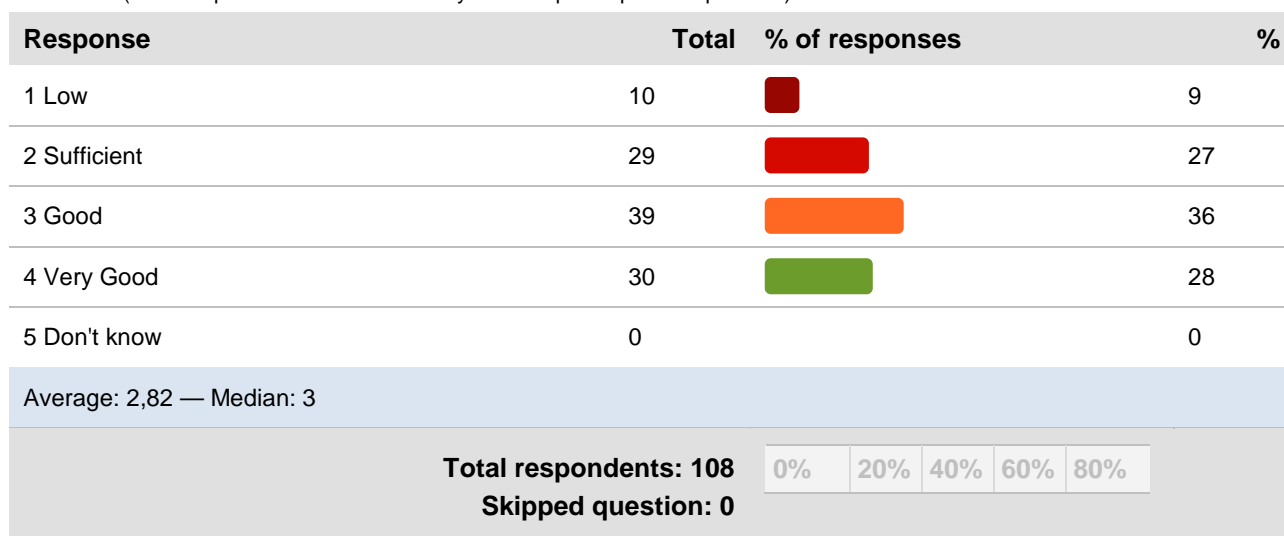
(Each respondent could choose only ONE response per sub-question.)



4.8. How did you evaluate the quality of the following elements of YEP?

- Basecamp platform

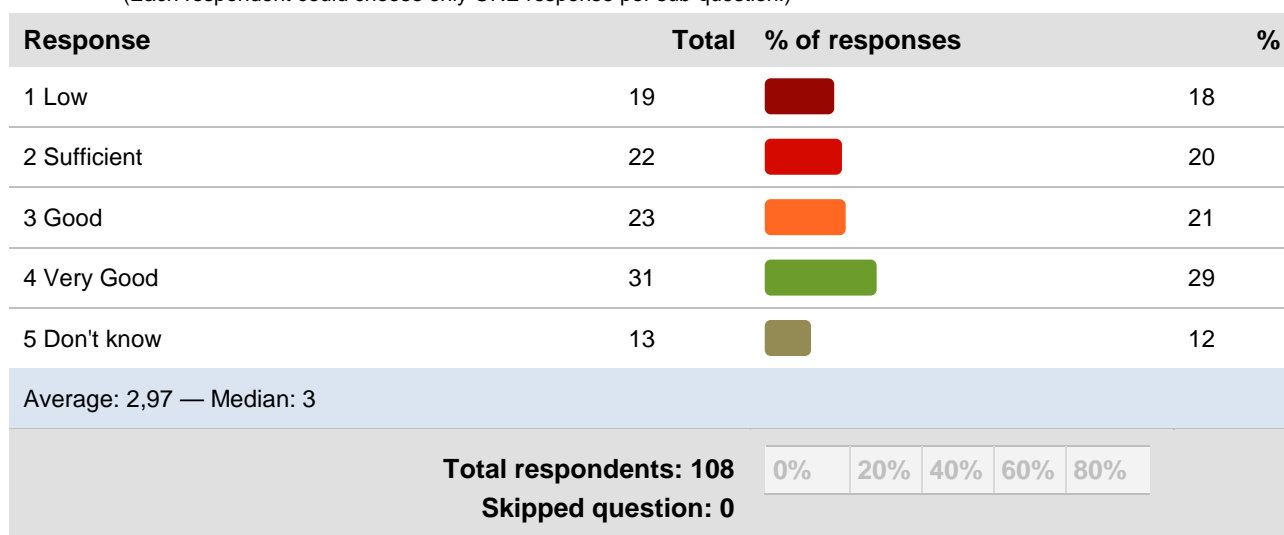
(Each respondent could choose only ONE response per sub-question.)



4.9. How did you evaluate the quality of the following elements of YEP?

- Transparency of the funding

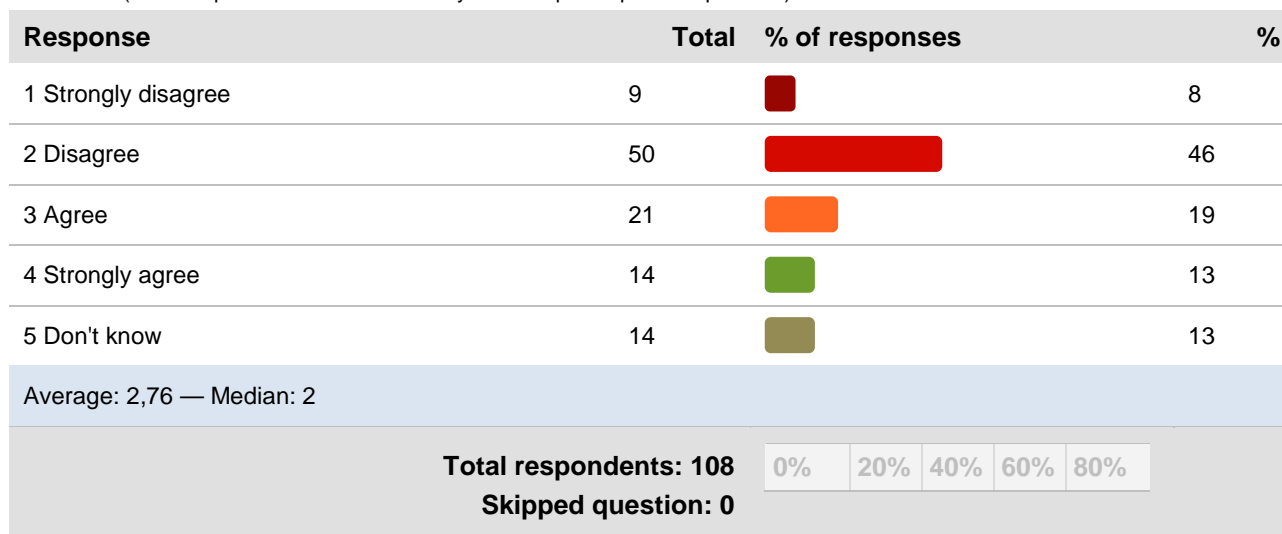
(Each respondent could choose only ONE response per sub-question.)



5.1. Through YEP, you could have a 1-year, 2-year or two 1-year contracts in different organisations. To what extent to you agree with the following statements?

- A 1-year contract provides sufficient time to gain the full YEP experience.

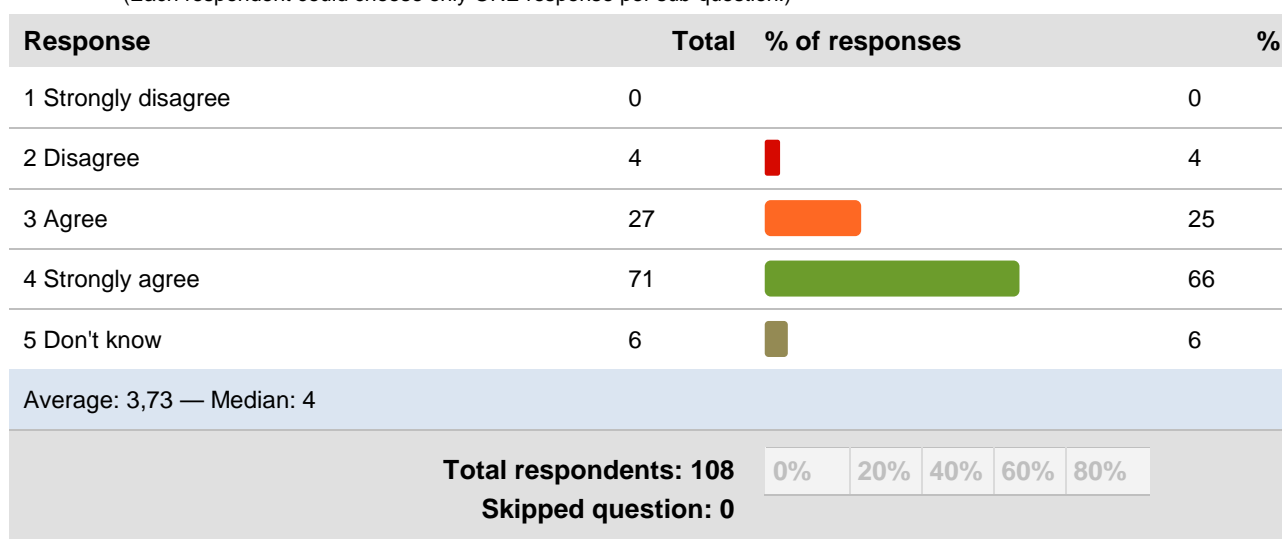
(Each respondent could choose only ONE response per sub-question.)



5.2. Through YEP, you could have a 1-year, 2-year or two 1-year contracts in different organisations. To what extent to you agree with the following statements?

- A 2-year contract provides sufficient time to gain the full YEP experience.

(Each respondent could choose only ONE response per sub-question.)



6. Were you offered a job in the YEP organisation after you finished your YEP programme?

(Each respondent could choose only ONE of the following responses.)

Response	Total	% of responses	%
Yes	59	<div><div></div></div>	55
No, for the following reason:	49	<div><div></div></div>	45
Total respondents: 108		0% 20% 40% 60% 80%	
Skipped question: 0			

7. Are you still working in the same sector abroad?

(Each respondent could choose only ONE of the following responses.)

Response	Total	% of responses	%
Yes	65	<div><div></div></div>	60
No, for the following reason:	43	<div><div></div></div>	40
Total respondents: 108		0% 20% 40% 60% 80%	
Skipped question: 0			

8.1. To what extent do you agree with the following statements related to your personal development?

- YEP helped to get international work experience.

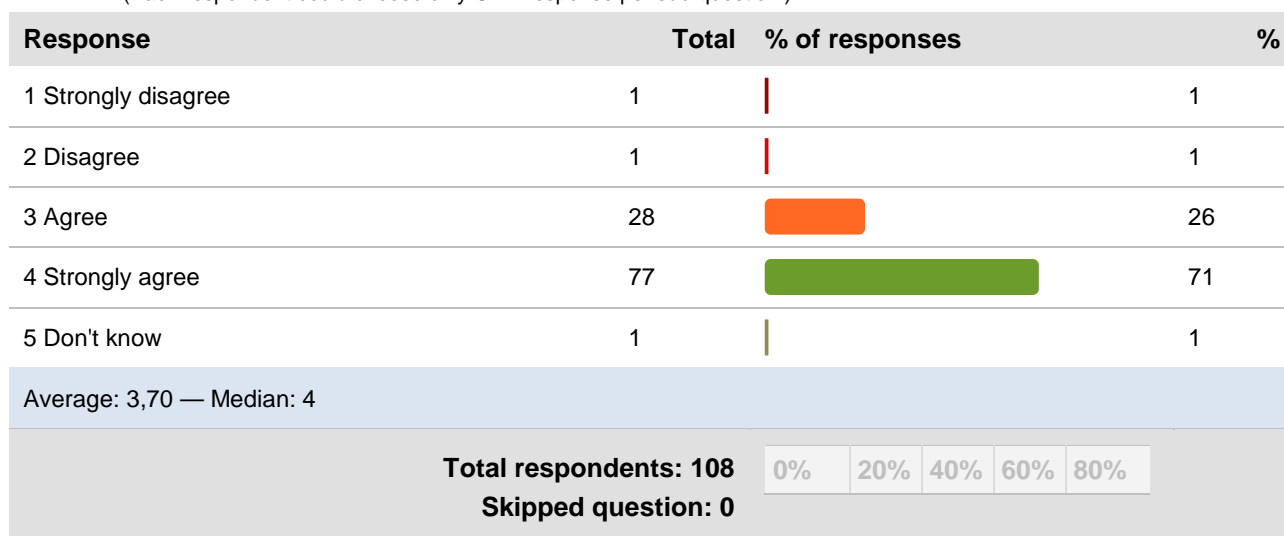
(Each respondent could choose only ONE response per sub-question.)

Response	Total	% of responses	%
1 Strongly disagree	1	<div><div></div></div>	1
2 Disagree	6	<div><div></div></div>	6
3 Agree	23	<div><div></div></div>	21
4 Strongly agree	75	<div><div></div></div>	69
5 Don't know	3	<div><div></div></div>	3
Average: 3,68 — Median: 4			
Total respondents: 108		0% 20% 40% 60% 80%	
Skipped question: 0			

8.2. To what extent do you agree with the following statements related to your personal development?

- YEP helped to build international networks.

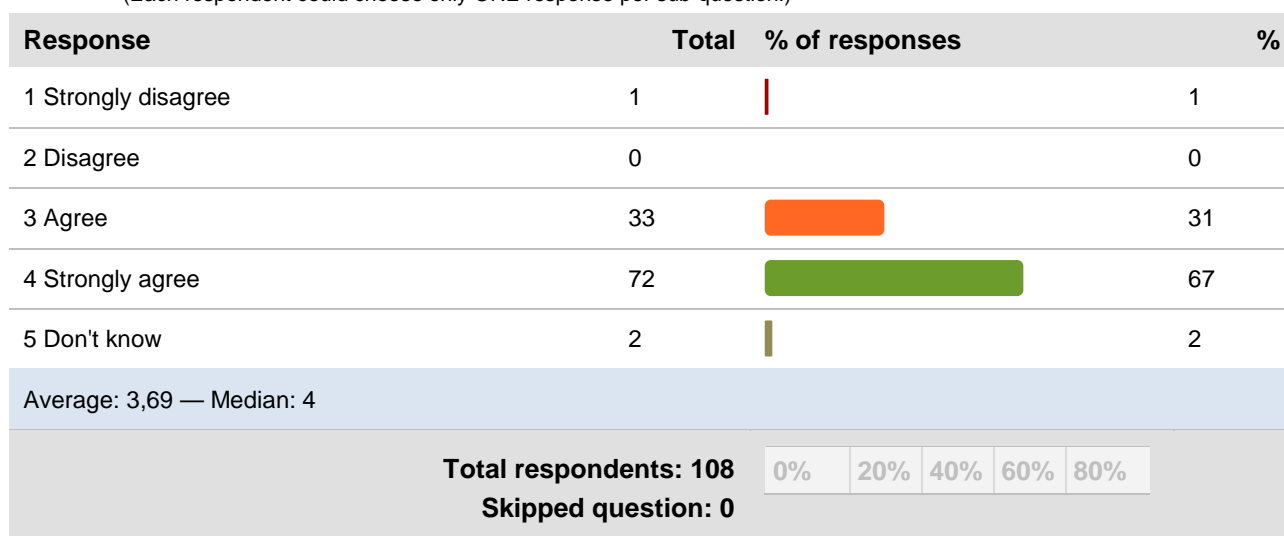
(Each respondent could choose only ONE response per sub-question.)



8.3. To what extent do you agree with the following statements related to your personal development?

- YEP helped to develop skills and expertise that are useful for my future career.

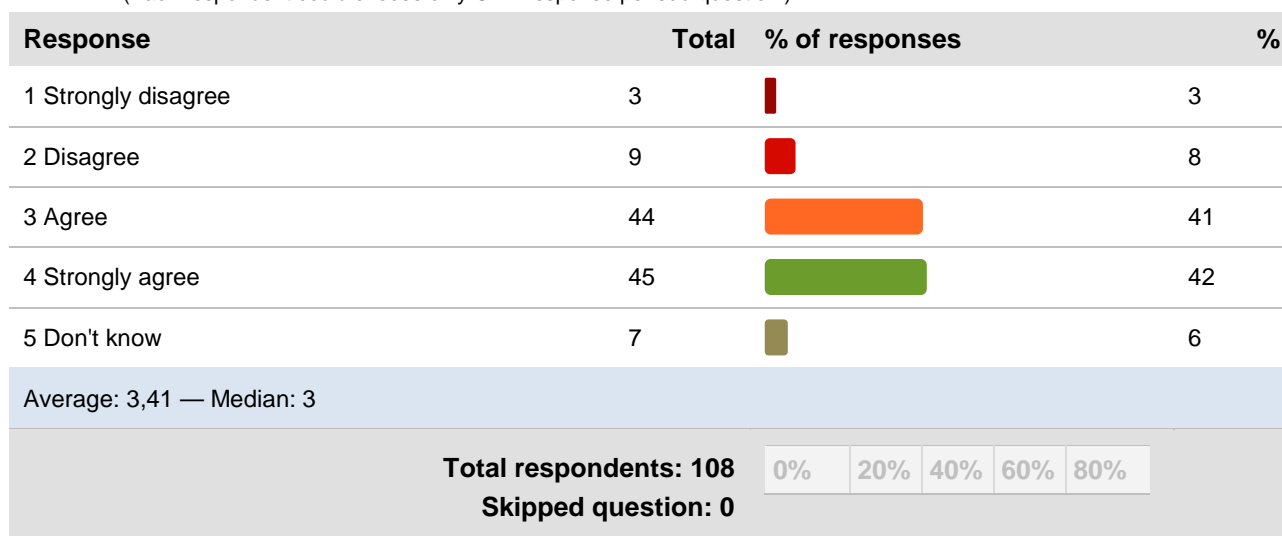
(Each respondent could choose only ONE response per sub-question.)



8.4. To what extent do you agree with the following statements related to your personal development?

- YEP motivated me to continue my career in the same sector.

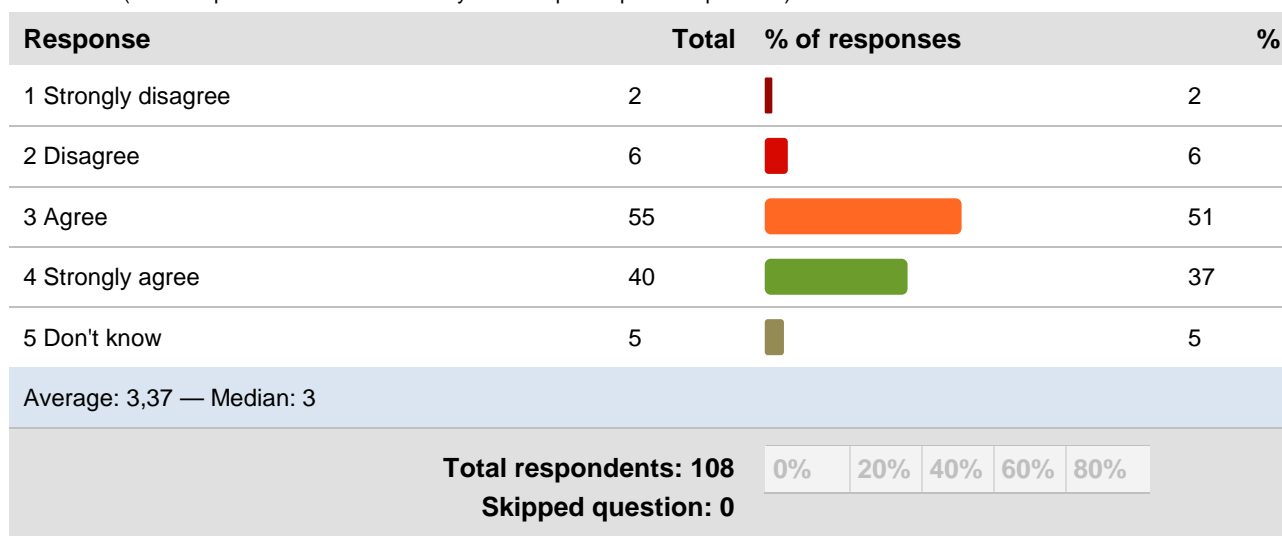
(Each respondent could choose only ONE response per sub-question.)



9.1. To what extent do you agree with the following statements related to the development goals of YEP?

- Through YEP, I was able to transfer knowledge and contribute to capacity development in developing countries.

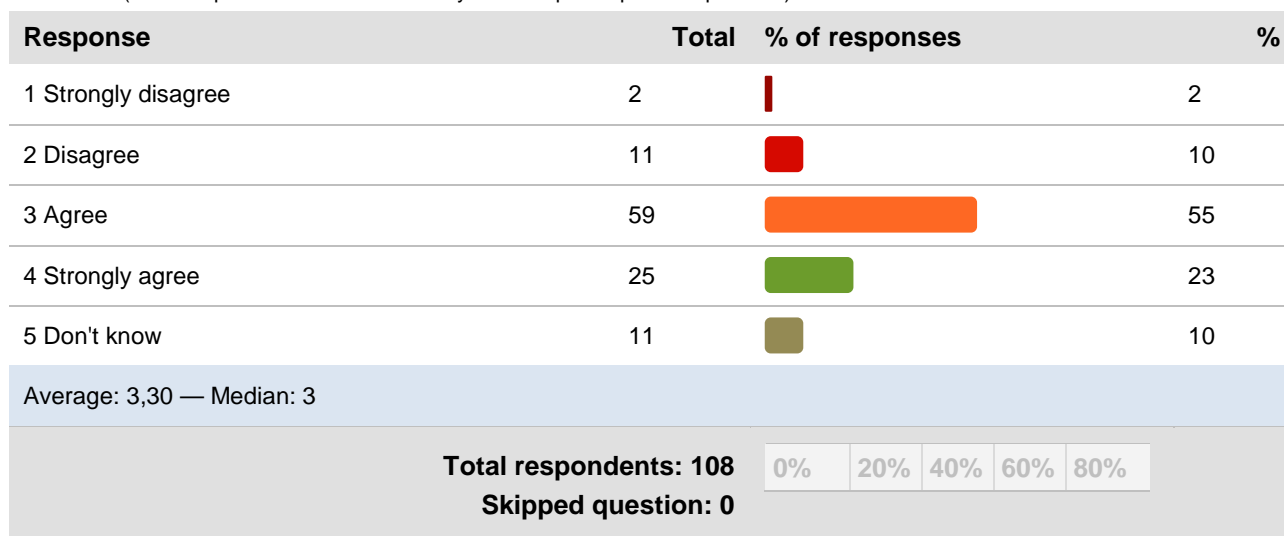
(Each respondent could choose only ONE response per sub-question.)



9.2. To what extent do you agree with the following statements related to the development goals of YEP?

- Through YEP, I was able to strengthen the position of the Dutch water and agrofood sectors in the world.

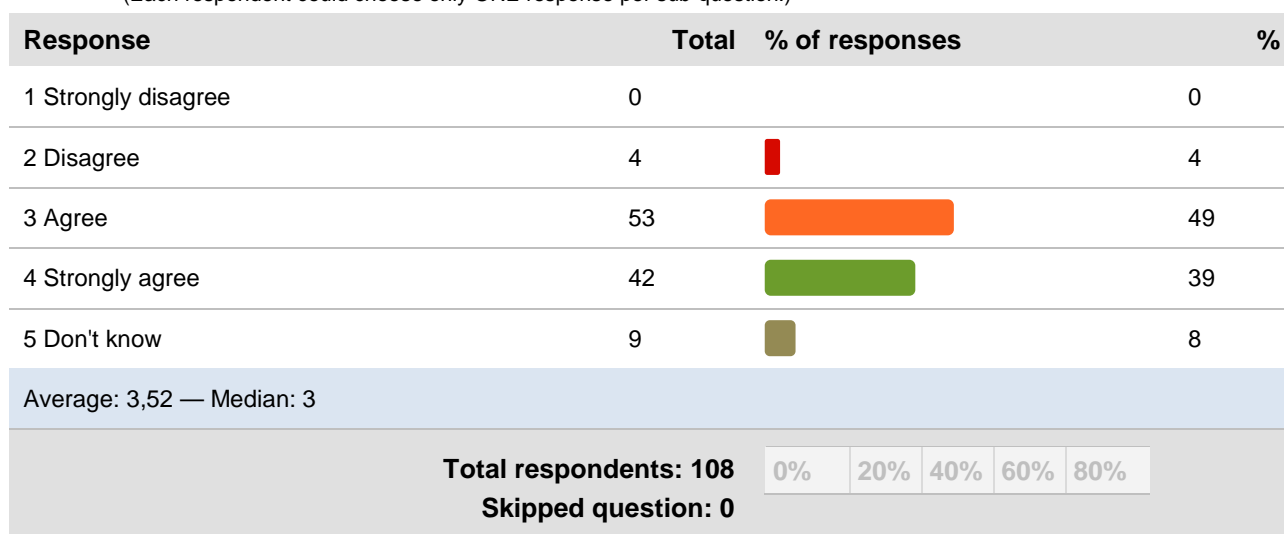
(Each respondent could choose only ONE response per sub-question.)



9.3. To what extent do you agree with the following statements related to the development goals of YEP?

- Through YEP, I was able to contribute to the achievement of the sustainable development goals.

(Each respondent could choose only ONE response per sub-question.)



10. Are you still using the YEP (alumni) network and attending the alumni events?

(Each respondent could choose only ONE of the following responses.)

Response	Total	% of responses	%
Yes	92	<div><div></div></div>	85
No, for the following reason:	16	<div><div></div></div>	15
Total respondents: 108		0% 20% 40% 60% 80%	
Skipped question: 0			

11. What are the biggest challenges to find a job in the international water/agrofood sector? Did YEP help to solve this?

(Each respondent could write a single open-ended response of maximum 2000 characters.)

Response	Total	% of total respondents	%
Open answer	108	<div><div></div></div>	100
Total respondents: 108		0% 20% 40% 60% 80%	
Skipped question: 0			

12. Could you describe the three main strengths of the YEP programme?

(Each respondent could write a single open-ended response of maximum 2000 characters.)

Response	Total	% of total respondents	%
Open answer	108	<div><div></div></div>	100
Total respondents: 108		0% 20% 40% 60% 80%	
Skipped question: 0			

13. Could you provide three recommendations for improvement of the YEP programme?

(Each respondent could write a single open-ended response of maximum 2000 characters.)

Response	Total	% of total respondents	%
Open answer	108	<div><div></div></div>	100
Total respondents: 108		0% 20% 40% 60% 80%	
Skipped question: 0			

Questionnaire for implementing organisations

Status:	Closed	Contact count:	309
Start date:	13-09-2018	Bounced:	36 (11,7%)
End date:	13-10-2018	Declined:	2 (0,6%)
Live:	31 days	Partial completes:	0 (0%)
Questions:	16	Screened out:	0 (0%)
Languages:	en	Reached end:	97 (100%)
		Total responded:	97 (31,4%)

Filter is Off

1. What is/was your role in the YEP programme?

(Each respondent could choose only ONE of the following responses.)

Response	Total	% of responses	%
Supervisor	32	<div><div></div></div>	33
Mentor	39	<div><div></div></div>	40
Supervisor and Mentor	19	<div><div></div></div>	20
Other, please specify	7	<div><div></div></div>	7
Total respondents: 97		0% 20% 40% 60% 80%	
Skipped question: 0			

2. In which YEP Programme were you involved?

(Each respondent could choose only ONE of the following responses.)

Response	Total	% of responses	%
YEP Water	59	<div><div></div></div>	61
YEP Agrofood	16	<div><div></div></div>	16
YEP Water and YEP Agrofood	20	<div><div></div></div>	21
Other, please specify	2	<div><div></div></div>	2
Total respondents: 97		0% 20% 40% 60% 80%	
Skipped question: 0			

3. In which field(s) is your company active:

(Each respondent could choose MULTIPLE responses.)

Response	Total	% of responses	%
Irrigation	25	<div><div></div></div>	26
Deltas	18	<div><div></div></div>	19
WASH	51	<div><div></div></div>	53
Hunger and malnutrition	11	<div><div></div></div>	11
Sustainable agriculture	54	<div><div></div></div>	56
Ecologically sustainable food systems	26	<div><div></div></div>	27
Total respondents: 97		0% 20% 40% 60% 80%	
Skipped question: 0			

4. How many young YEP experts have you employed in the past?

(Each respondent could write multiple open-ended responses of maximum 255 characters.)

Response	Total	% of responses	%
Number of Dutch young experts	90	<div><div></div></div>	93
Number of local young experts	90	<div><div></div></div>	93
Total respondents: 97		0% 20% 40% 60% 80%	
Skipped question: 0			

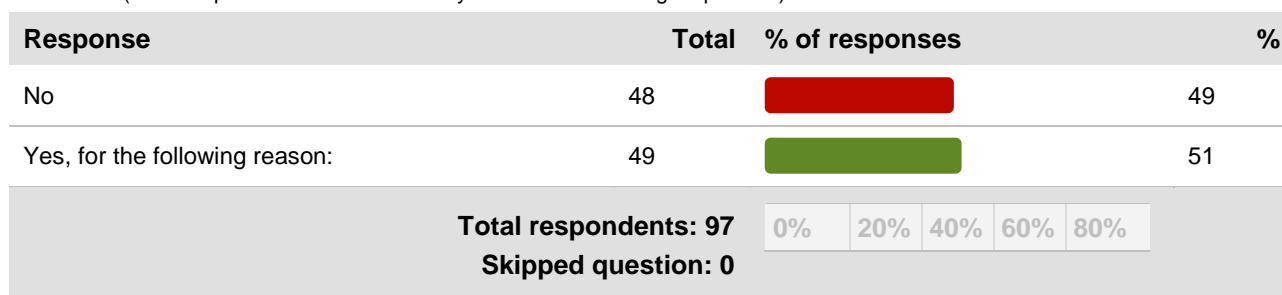
5. How many young YEP experts are currently employed in your organisation?

(Each respondent could write multiple open-ended responses of maximum 255 characters.)

Response	Total	% of responses	%
Number of Dutch young experts	91	<div><div></div></div>	94
Number of local young experts	86	<div><div></div></div>	89
Total respondents: 97		0% 20% 40% 60% 80%	
Skipped question: 0			

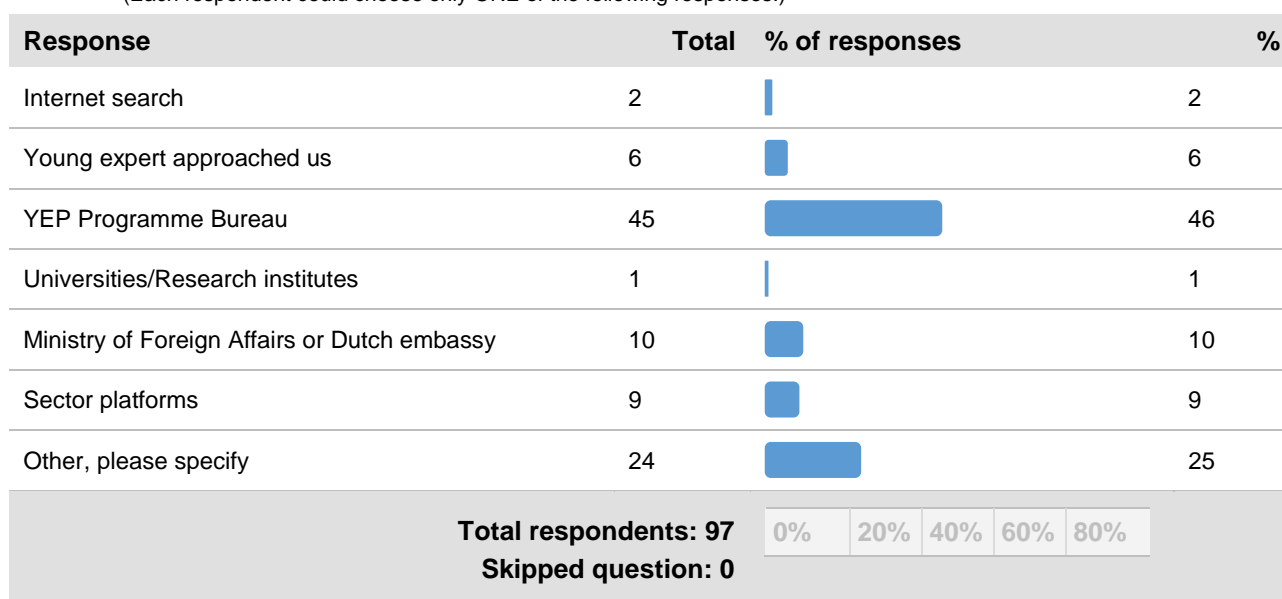
6. Do you employ other young experts in your organisation without YEP funding?

(Each respondent could choose only ONE of the following responses.)



7. How did your company get in contact with YEP?

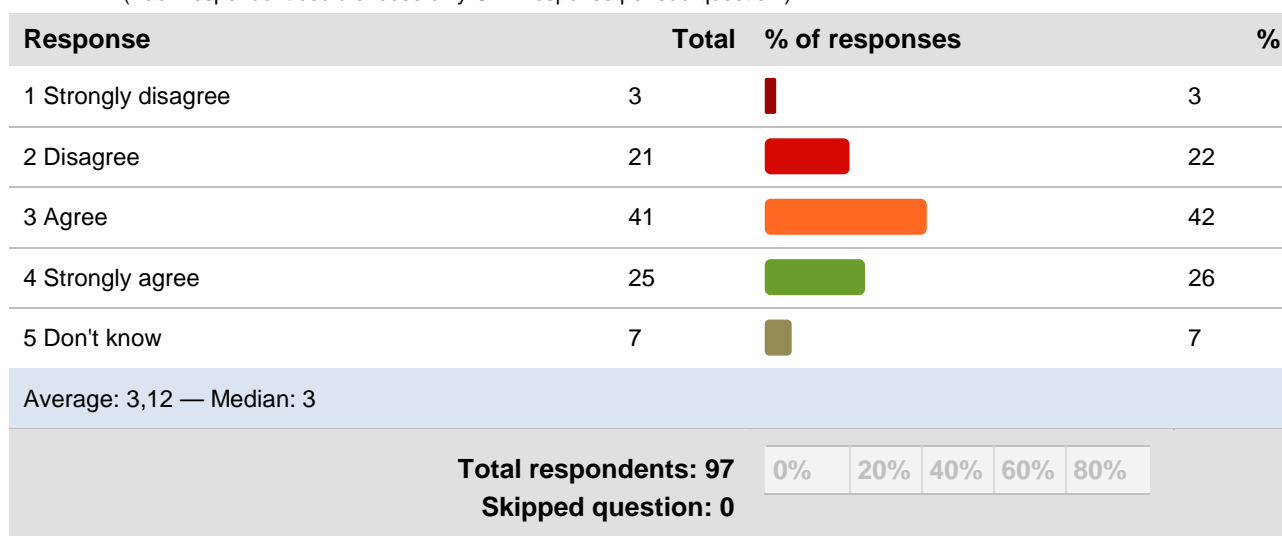
(Each respondent could choose only ONE of the following responses.)



8.1. To what extent do you agree with the following statements related to the recruitment of young experts?

- YEP helped to attract young experts that would not have been found otherwise.

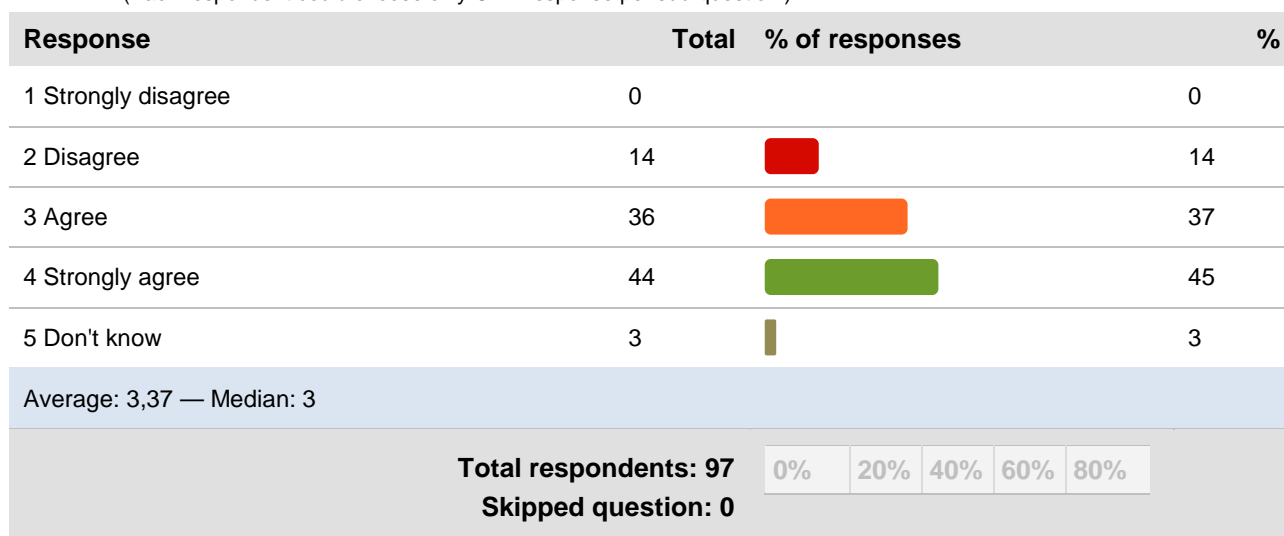
(Each respondent could choose only ONE response per sub-question.)



8.2. To what extent do you agree with the following statements related to the recruitment of young experts?

- YEP motivates to hire young people with limited experience.

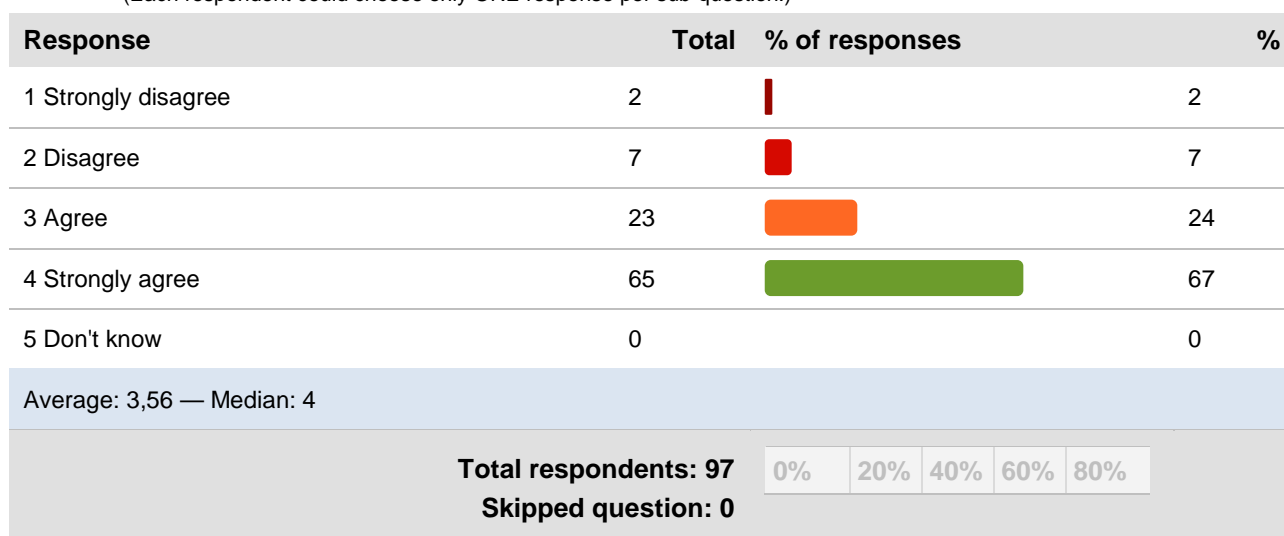
(Each respondent could choose only ONE response per sub-question.)



8.3. To what extent do you agree with the following statements related to the recruitment of young experts?

- The funding from the YEP programme was necessary to hire young experts.

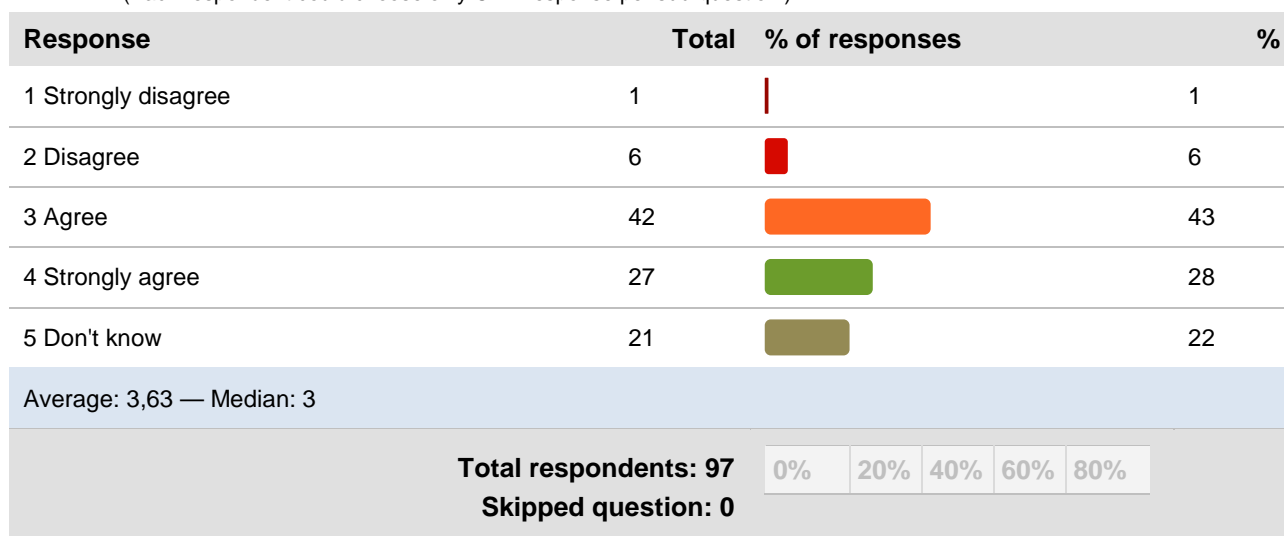
(Each respondent could choose only ONE response per sub-question.)



8.4. To what extent do you agree with the following statements related to the recruitment of young experts?

- The YEP matchmaking process works in a satisfactory way.

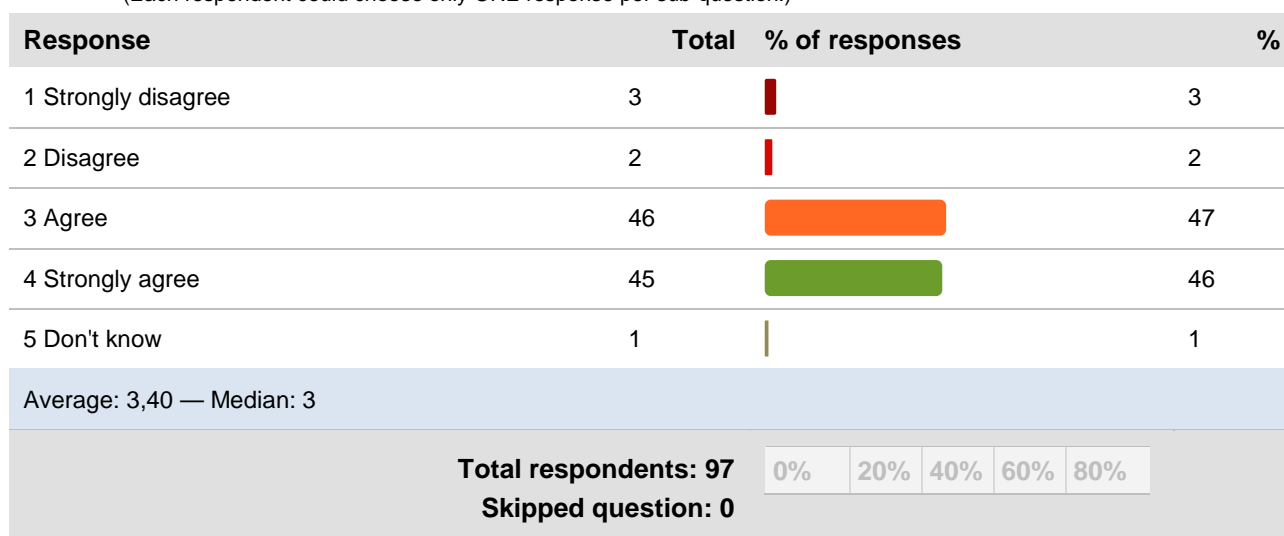
(Each respondent could choose only ONE response per sub-question.)



9.1. To what extent do you agree with the following statements related to the results of YEP?

- The YEP expert(s) in my company has/have the right qualifications for the job.

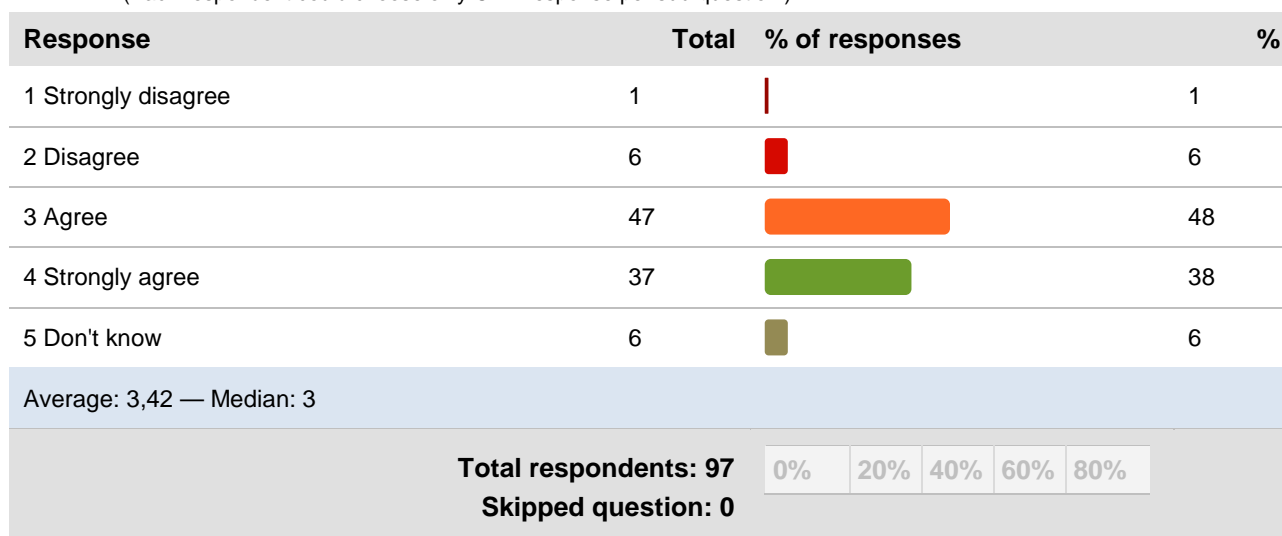
(Each respondent could choose only ONE response per sub-question.)



9.2. To what extent do you agree with the following statements related to the results of YEP?

- The YEP training programme meets our main requirements.

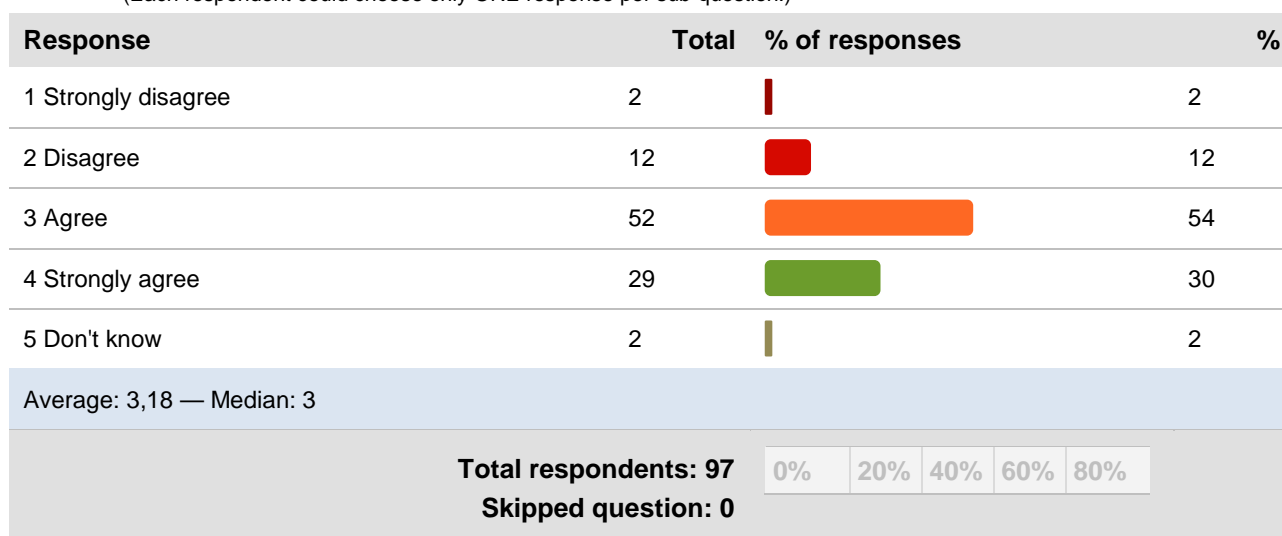
(Each respondent could choose only ONE response per sub-question.)



9.3. To what extent do you agree with the following statements related to the results of YEP?

- The YEP system of coaching, mentoring and supervising is clear.

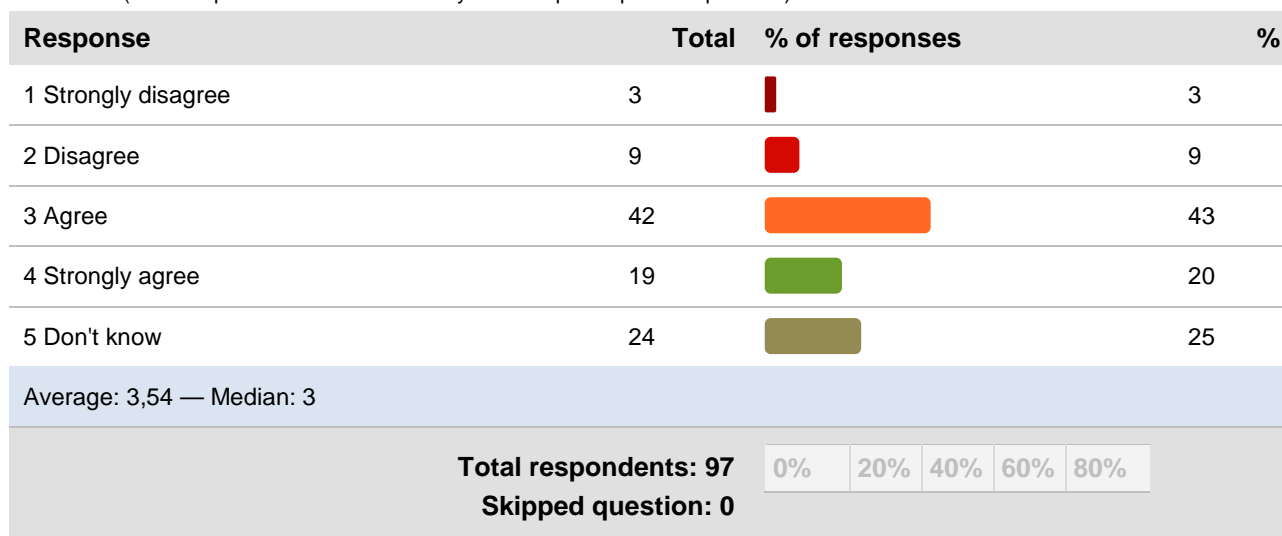
(Each respondent could choose only ONE response per sub-question.)



9.4. To what extent do you agree with the following statements related to the results of YEP?

- The involvement of sector platforms for water and agrofood in YEP is a key strength of the programme.

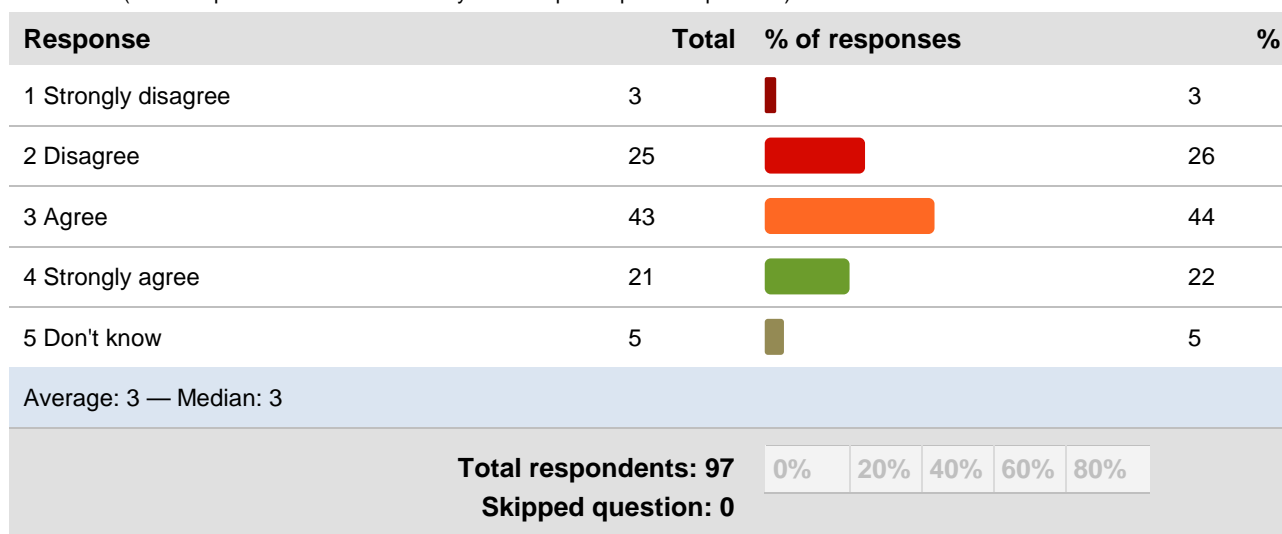
(Each respondent could choose only ONE response per sub-question.)



9.5. To what extent do you agree with the following statements related to the results of YEP?



- The knowledge, expertise, and/or innovations in the company increased over time due to our involvement in YEP.

(Each respondent could choose only ONE response per sub-question.)



10. Would you also have recruited young experts with a similar level of experience without the YEP funding?






(Each respondent could choose only ONE of the following responses.)

Response	Total	% of responses	%
Yes	33		34
No	64		66
Total respondents: 97 Skipped question: 0		<div>0%</div> <div>20%</div> <div>40%</div> <div>60%</div> <div>80%</div>	

11.1. To what extent do you agree with the following statements related to the personal skills of Dutch and local young experts?

- A Dutch young expert has more relevant soft skills for the job than a local young expert at the beginning of the programme.

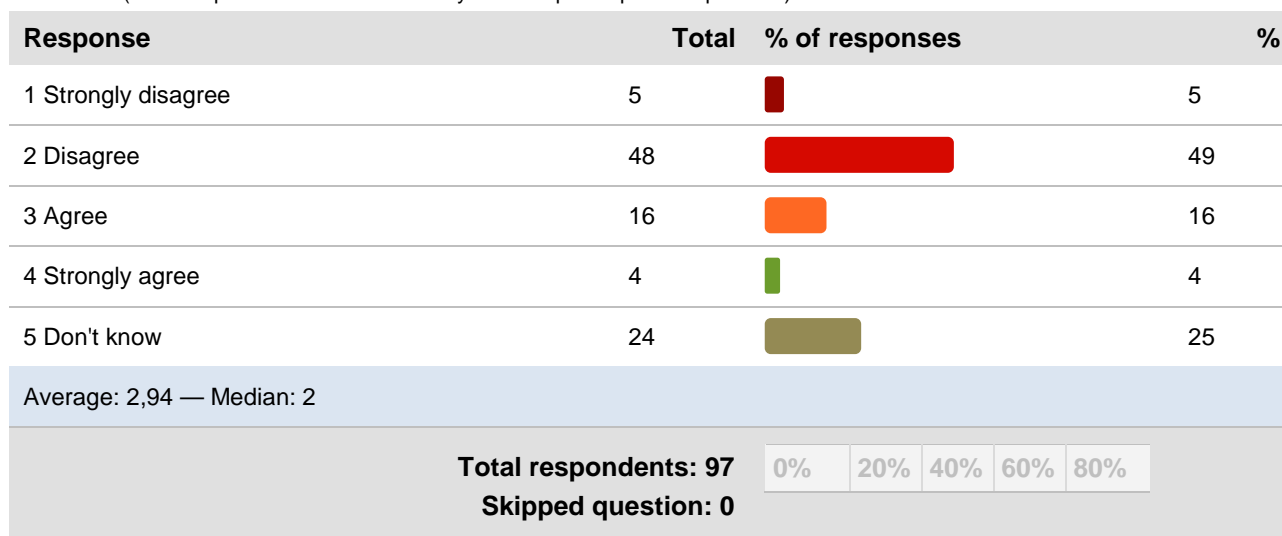
(Each respondent could choose only ONE response per sub-question.)

Response	Total	% of responses	%
1 Strongly disagree	3		3
2 Disagree	33		34
3 Agree	25		26
4 Strongly agree	15		15
5 Don't know	21		22
Average: 3,19 — Median: 3			
Total respondents: 97 Skipped question: 0		<div>0%</div> <div>20%</div> <div>40%</div> <div>60%</div> <div>80%</div>	

11.2. To what extent do you agree with the following statements related to the personal skills of Dutch and local young experts?

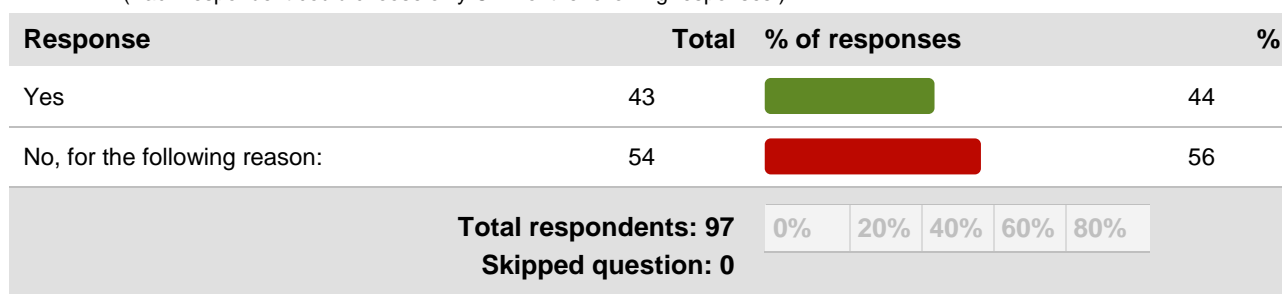
- A local young expert has more relevant technical skills for the job than a Dutch young expert at the beginning of the programme.

(Each respondent could choose only ONE response per sub-question.)



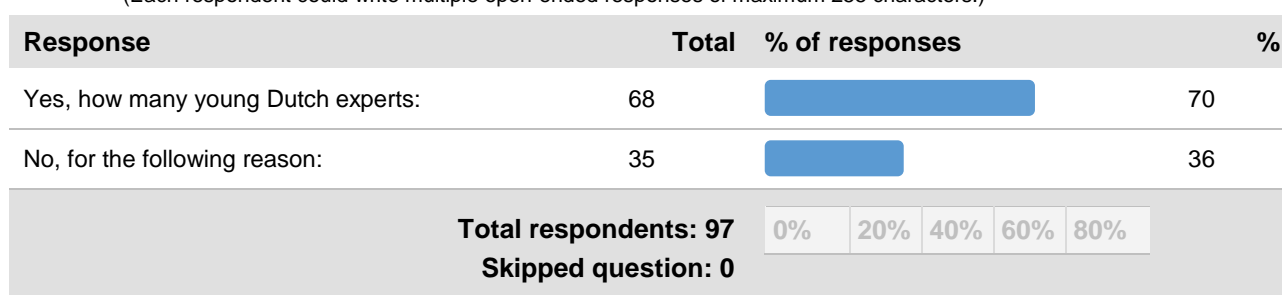
12. Do Dutch young experts and local young experts have the same learning curve during the programme?

(Each respondent could choose only ONE of the following responses.)



13. Do you intend to offer or did you already offer a regular employment contract to a Dutch young expert?

(Each respondent could write multiple open-ended responses of maximum 255 characters.)



14. Do you intend to offer or did you already offer a regular employment contract to a local young expert?

(Each respondent could write multiple open-ended responses of maximum 255 characters.)

Response	Total	% of responses	%
Yes, how many local young experts:	59	<div><div></div></div>	61
No, for the following reason:	42	<div><div></div></div>	43
Total respondents: 97 Skipped question: 0		<div>0%20%40%60%80%</div>	

15. Could you describe the three main strengths of the YEP programme?

(Each respondent could write a single open-ended response of maximum 2000 characters.)

Response	Total	% of total respondents	%
Open answer	97	<div><div></div></div>	100
Total respondents: 97 Skipped question: 0		<div>0%20%40%60%80%</div>	

16. Could you provide three recommendations for improvement of the YEP programme?

(Each respondent could write a single open-ended response of maximum 2000 characters.)

Response	Total	% of total respondents	%
Open answer	97	<div><div></div></div>	100
Total respondents: 97 Skipped question: 0		<div>0%20%40%60%80%</div>	

Annex F: Supervisors, Mentors, Coaches

MENTOR	SUPERVISOR	COACH
Bears main responsibility for Young Expert	Supervisor abroad	Holds regular mirror/coaching interviews with Young Expert
Forms the link between supervisor, Young Expert and YEP Programme Bureau.	Supervises the Young Expert in drafting his or her work plan/work assignment.	Holds regular mirror/coaching interviews with Young Expert.
Available to assist in YEP programme bureau led activities for at least 2 days. Kick-Off new YEP round - ½ day; Mentor day - 1 day; General presentation work Young Experts after 1 year – ½ day.	Gives supervision and (operational) coaching to Young Expert based on the work plan.	Advises the Young Expert on the Personal Development Plan (PDP) based on the outcomes of the MBTI score.
Coaches Young Expert from the Netherlands and forms the direct link for Young Experts with the Dutch parent organisation.	Is responsible for training on the job, including feedback.	Offers guidelines for personal retrospection and personal development
Acts as discussion partner for the Young Expert when it comes to the content of work and work experience, competencies, and subsequent career.	Gives views and advice to Young Expert on Personal Development Plan (PDP).	Inspires Young Expert to self-management.
Gives views and advice to Young Expert on Personal Development Plan (PDP).	Has direct contact with mentor in the Netherlands.	Alerts YEP Programme Bureau to (threatened) emergencies.
Has direct contact with Young Expert's supervisor.	Conducts performance interview with Young Expert and arranges reporting on this.	
Advises supervisor and Young Expert on performance interview and on sending performance report to YEP Programme Bureau.	Advises Young Expert on achieving work-related targets and results.	
Sorts out Young Expert's administration (contract and finance) for the YEP Programme Bureau.	Stimulates Young Expert's network development.	
Stimulates Young Expert's network development.	Alerts mentor to (threatened) emergencies.	
Arranges for Young Expert introductory programme by parent organisation before going abroad.		
Alerts YEP Programme Bureau to threats/emergencies in country of placement.		

About Ecorys

Ecorys is a leading international research and consultancy company, addressing society's key challenges. With world-class research-based consultancy, we help public and private clients make and implement informed decisions leading to positive impact on society. We support our clients with sound analysis and inspiring ideas, practical solutions and delivery of projects for complex market, policy and management issues.

In 1929, businessmen from what is now Erasmus University Rotterdam founded the Netherlands Economic Institute (NEI). Its goal was to bridge the opposing worlds of economic research and business – in 2000, this much respected Institute became Ecorys.

Throughout the years, Ecorys expanded across the globe, with offices in Europe, Africa, the Middle East and Asia. Our staff originates from many different cultural backgrounds and areas of expertise because we believe in the power that different perspectives bring to our organisation and our clients.

Ecorys excels in seven areas of expertise:

- Economic growth;
- Social policy;
- Natural resources;
- Regions & Cities;
- Transport & Infrastructure;
- Public sector reform;
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