



	Project title	Youth Entrepreneurship Facility (YEF) : Unleashing African Entrepreneurship
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8	Managing ILO Unit	ILO Office in Dar es Salaam
9	Geographical coverage	Kenya, Tanzania, and Uganda
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This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Unit.

Table of Contents

	Page
Introductory Page	1
Table of contents	2
Acronyms & Abbreviations	3
Executive Summary	5
1. Project Background	11
2. Background of Evaluation	15
3. Evaluation Methodology	18
4. Evaluation Findings	18
4.1 Relevance and strategic fit	19
4.2 Validity of design	22
4.3 Project effectiveness	25
4.4 Project efficiency	39
4.5 Effectiveness of management arrangements	42
4.6 Impact orientation and sustainability	45
4.7 Lessons Learned and Good Practices	48
5. Conclusions	50
6. Recommendations	52
Annexes:	54
• Terms of Reference	
• List of Meetings and Interviews	
• List of persons met	
• Inventory of project equipment	
• Documents cited/references	

Acronyms & Abbreviations

ACS	Africa Commission Secretariat
ACT/EMP	Bureau for Employers' Activities (ILO)
ACTRAV	Bureau for Workers' Activities (ILO)
AYI	African Youth Initiative
ATE	Association of Tanzania Employers
BDS	Business Development Service
BSPS	Business Sector Programme Support (Danida)
CBS	Copenhagen Business School
COOP	Cooperative Branch of the ILO
CTA	Chief Technical Advisor
CTI	Confederation of Tanzania Industries
DIW	German Institute for Economic Research
DWCP	Decent Work Country Programme
EDN	Enterprise Development Network, Kenya
Enablis	Enablis Entrepreneurial Network
EPRC	Economic Policy Research Centre
FKE	Federation of Kenyan Employers
FSDT	Financial Sector Deepening Trust, Tanzania
FCS	Foundation for Civil Society, Tanzania
GEA	Global Employment Agenda
GJP	Global Jobs Pact
GYBI	Generate Your Business Idea
ILLC	Improving Labour Law Compliance
IU	Inoorero University, Kenya
IPA	Innovations for Poverty Action
IYB	Improve Your Business
JA	Junior Achievement
JKUAT	Jomo Kenyatta University of Agriculture and Technology
J-PAL	The Abdul Latif Jameel Poverty Action Lab
KAB	Know About Business
KCDF	Kenya Community Development Foundation
KEPSA	Kenya Private Sector Alliance
KWFT	Kenya Women Finance Trust
MOE	Ministry of Education Tanzania
MOES	Ministry of Education and Sports, Uganda
MOL	Ministry of Labour
MGLSD	Ministry of Gender, Labour and Social Development, Uganda
MOYAS	Ministry of Youth And Sport Affairs, Kenya
MS-TCDC	MS Training Centre for Development Cooperation
M&E	Monitoring and Evaluation
MT	Master Trainer
MVTTC	Morogoro Vocational Teachers Training College
MUBS	Makerere University Business School
NAC	National Advisory Committee
NCDC	National Curriculum Development Centre, Uganda
NEEC	National Economic Empowerment Council, Tanzania
NGO	Non-Government Organization
NPC	National Programme Coordinator
OPM	Office of the Prime Minister

RPK	Rich Productions Company Ltd., Kenya
ROAF	Regional Office for Africa
SACCOS	Savings and Credit Cooperative Societies
SIYB	Start and Improve Your Business
APBDSP	Tanzania Association of Professional BDS Providers
TAMFI	Tanzania Association of Micro Finance Institutions
TIE	Tanzania Institute of Education
TYC	Tanzania Youth Coalition
UNDAF	United Nations Development Assistance Framework
UNDAP	United Nations Development Assistance Plan
UDEC	University of Dar es Salaam Entrepreneurship Centre
UNIDO	United Nations Industrial Development Organization
UNJP	United Nations Joint Programme
USDOL	US Department of Labour
UWGC	University of Winnipeg's Global College
VETA	Vocational and Educational Training Authority, Tanzania
WB	The World Bank
Y2YF	Youth to Youth Fund
YEDF	Youth Enterprise Development Fund, Kenya
YEF	Youth Entrepreneurship Facility
YEN	Youth Employment Network
YEP	Youth Employment Programme
YERC	Youth Entrepreneurship Research Committee
YPC	Youth Partnership Countrywide, Tanzania
YWE4FC	The Young Women Entrepreneurs for Freedom and Change Project
ZNCCIA	Zanzibar National Chamber of Commerce Industry and Agriculture

Executive Summary

1. Project background

The Unleashing African Entrepreneurship Initiative/Youth Entrepreneurship Facility (YEF) is one of five initiatives launched by the Danish-led Africa Commission in May 2009. It is a five year programme (2010-2014) funded by the Government of Denmark with an overall budget allocation amounting to DKK 119 million (approximately USD 23 million). Since January 2010, the ILO and YEN have jointly implemented the YEF programme in partnership with the national Governments of Kenya, Uganda and Tanzania in collaboration with Social partners, range of private and civil society organizations. After five years of successful implementation, the project received authorization for a no-cost extension, extending the cycle until June 2015.

2. Justification

YEF was designed to address the youth unemployment challenge in Kenya, Tanzania and Uganda through entrepreneurship orientation and enterprise development. The main objective of the Facility is “to contribute to the creation of decent work for young Africans both as means of self-employment and as job creation for others”. This objective has been pursued through five (5) inter-related and complementary project components: (i) Promoting Entrepreneurship Culture; (ii) Entrepreneurship Education; (iii) Promoting Evidence-based Advocacy; (iv) Youth-to-Youth Fund; and (v) Business Development Services and Access to Finance for Young Entrepreneurs

3. Evaluation Purpose, scope and clients of the evaluation

The purposes of the final independent evaluation are to: analyze the efficiency, effectiveness, relevance, impact and sustainability of the project; examine whether the project achieved its stated objectives, produced the desired outputs, and the extent to which it realized the proposed outcomes; identify strengths and weaknesses in the project design, strategy, and management as well as lessons learned with recommendations for the ILO’s considerations for future technical cooperation and other country level work related to youth employment; and assess the extent to which YEF has implemented recommendations of the joint review team report. The independent evaluation covers all outcomes of the Unleashing African Entrepreneurship initiative and the operations of the Youth Entrepreneurship Facility from 2010 to 2015. The focus is on all three countries; Kenya, Tanzania and Uganda. The primary clients of the evaluation are: the Government of Denmark as donor of the initiative; the governments of Kenya, Tanzania and Uganda as recipient countries; ILO constituents and the ILO as executors of the initiative as well as other relevant stakeholders such as implementing partners in the three countries; ILO offices and staff involved in the initiative, including ILO Dar es Salaam, Regional Office for Africa (ROAF), ILO Pretoria and ILO departments at HQ, both Enterprise Department and the Employment Policy Department.

Methodology of evaluation

The evaluation process was participatory, involving the Office, the tripartite constituents and other parties involved in the execution of the project. The evaluation team comprises one International/Lead consultant and 3 national consultants, one each selected from the three participating countries. The process was been under the management of the Evaluation Manager operating from ILO ROAF, Addis Ababa, Ethiopia in close collaboration with the ILO Director and the CTA in Dar es Salaam. Based on the approved ToR, the evaluation was carried out through a desk review of project documents and related reports and analysis of primary data from visits to each of the three countries (Kenya, Tanzania and Uganda) for consultations with ILO management and staff, constituents, Danish Embassies as well as other relevant bilateral donors, implementing partners, beneficiaries and other key stakeholders. The evaluation also analysed data collected from interviewed key staff of other ILO projects, and ILO staff responsible for financial, administrative and technical backstopping of the Facility in ILO Dar es Salaam, the regional office in Addis Ababa, the Decent Work Support Team in Pretoria and ILO HQ. A few of the meetings with staff in Geneva, Pretoria, and Addis took place over phone or skype. Following the visits to Dar es Salaam, Kampala and Nairobi the evaluation team returned to the ILO Office in Dar es Salaam on 22 May 2015 for debriefing.

4. Main evaluation findings

4.1 Project design & strategic fit

The design of YEF was valid and logical, following consultations by the ILO, YEN and Danida with Government and the ILO social partners (Trade Unions & Employers' Organizations) in the three countries. YEF project design was logical and interventions done were based not only on the objectives but also on the emerging issues that occurred during implementation. The programme LogFrame is generic, i.e. its outcomes and outputs apply indiscriminately to the three countries. YEF project is a type of multi-stakeholder design, open to play with a variety of players who are willing to work and deliver effectively. In this respect, YEF is a unique project with built-in flexibility that allows different players to work together and play by the ILO rules in guiding implementation. While the outcomes are the same, the intervention mix to deliver these outputs and ultimately achieve these outcomes differs from country to country, reflecting the local context. The YEF development objective has also been in line with not only the national development policies and plans in Kenya, Tanzania and Uganda but also relevant to other ILO and UN initiatives in these countries. YEF objectives also have direct relevance to three areas of the Danish Cooperation Development Strategy which focus on economic growth and employment.

4.2 Project implementation arrangements

The YEF is managed by an International Chief Technical Advisor (CTA) who reports to the Director of the ILO office for Kenya, Rwanda, Tanzania and Uganda, based in Dar es Salaam, Tanzania. It is implemented with a project implementation unit set-up with a main office at the ILO Dar es Salaam and project offices in Kampala, Uganda and Nairobi, Kenya. Fifteen staff works in the three offices (four international experts, including four national experts, four administrative and finance staff, three projects drivers) and one international expert based at ILO HQs in Geneva. Implementing Lead Agencies comprise of the ILO and the Secretariat of the Youth Employment Network (YEN); ILO collaborating units/offices providing backstopping: ILO Regional Office, Addis Ababa; ILO Decent Work Technical Support Team, Pretoria; Youth Employment Programme (YEP) Cooperative Branch (EMP/COOP); Employment Policies Department (EMP/POL); Job Creation and Enterprise Development Department (EMP/ENT); and Small Enterprise Programme (EMP/SEED). Oversight and coordination support to YEF is provided by a National Advisory Committee (NAC) set up in each of the three countries comprising representatives at highest level of the implementing agencies, including private agencies and NGOs, and ILO partners.

4.3 Efficiency of resource utilization

Expertise: The evaluation found that the ILO staff worked together as a team and have used their different expertise and professionalism to bear on project implementation. The evaluation team's observation is that YEF local teams are not only technically qualified in their respective areas of expertise, but also exhibit passion and commitment to their work. The ILO strategy of technical backstopping proved effective in conducting training, product design and research on evidence based employment policy formulation and programming.

Finance: Project budget for Phase 1 (2010-11) is 5,373,250 (30 Million DKK). The original budget in USD was 5,825,243, but this was reduced in July 2010 with USD 451,993 due to the Danish Kronor depreciating against the US Dollar. The indicative budget for Phase 2 (2012-14) is 89 million DKK. The project has successfully designed and managed to mobilize resources for two new projects (the USD4.1M EU-funded YEF programme for Uganda and USD2M Phase II of the Irish-funded Women's Entrepreneurship Development and Economic Empowerment (WEDEE) project for Kenya, Tanzania and Uganda) that compliment YEF.

The evaluation did not focus on audit matters, given that the ILO has its proven and established mechanisms for budget management. The team examined the financial records and felt satisfied with the annual reporting system, which guided management of the project since its inception. The system consists of annual ILO Project Financial Report, indicating by budget line 'Allocation and Expenditure', including prior and current years. Based on field level observations, it is felt that the YEF team has been quite prudent in the way they used financial resources of the project. In this regard, it is worth mentioning that the national teams have proactively aimed at sharing resources with other ILO projects and or UN projects/organizations. Project personnel were of the opinion that funds were disbursed on time as required. However, the evaluation team identified one issue relating to financial resources in term of planning, budgeting and flow: financial resources available were inadequate given the magnitude and complexity of the project. This led to difficulties in conducting some activities and realizing some outputs.

The Project has just received authorization for a no-cost extension, extending the project until June 2015, with focus on realization of two main activity clusters; i) implementing the recommendations from the joint review team and ii) consolidating sustainability mechanisms with partners in each country across the various project components.

Equipment: During the period of its operation, YEF acquired a number of equipment in support of its activities in the three countries, including data processing, vehicles, furniture and office supplies. The records of project inventory obtained from the project offices are quite detailed and may be accessed at their office in Dar es Salaam. The evaluation found that the equipment served their purpose of facilitating project implementation at national and regional levels. At the time of evaluation most, if not all, of the items were in use. Since the Uganda YEF now has budget support to its extension, the project equipment acquired should continue to be used for implementation; however, items of equipment for YEF activities in Kenya and Tanzania may require a fresh inventory report before closure after June 2015.

Time: Apart from a three-month delay that was experienced in the first phase (2010-2011), the second phase started on time. Most activities were done on time with exception of few delays. One notable delay was the implementation of Y2Y fund which was delayed due to various reasons such as change of component coordinators in the middle of implementation and time taken to get the right local implementing partner. The fact that the project was expended for six more months (January to June 2015) should serve to make up for the lost months and enable the project to address a few shortfalls in implementation.

4.4 Effectiveness of YEF interventions

Outcome 1: Young women and men have improved perceptions about entrepreneurship

Developing entrepreneurship culture in Kenya, Tanzania and Uganda holds the promise for youth to engage in gainful enterprise initiatives that reach beyond the traditional for-profit definition of a business venture. In terms of awareness creation among young women and men about the merits of entrepreneurship, YEF interventions through media programs conducted in project countries - Kenya (TV program), Tanzania (radio and newspaper) and Uganda (radio) - it is estimated that more than 2million youth have been reached with entrepreneurship messages surpassing the target of 1.2million. SIYB Impact Survey results indicate that about 65% of the entrepreneurs developed business plan as a result of training. The project has since 2014 directed its efforts in building the capacity for media houses and their staff in the project countries who will then take the entrepreneurship culture promotion forward beyond the project closure. The project also addressed the objective *for young people to recognize entrepreneurial peers as role models*. In Kenya, a total of 31 young people have so far been promoted as role models through Business Plan competitions, coupled with 3 Top Green Business entrepreneurs awarded and recognized. The project has supported 48 successful young entrepreneurs on national TV; and 18 business case studies have been documented. In Tanzania, the Facility supported the organization of Business plans from village, district and national levels in 8 regions, and more than 50 entrepreneurs were promoted to become role models for others. And in Uganda, the project supported the integration and launch of Young Employer of the Year Awards under the Federation of Uganda Employers annual awards and ran the annual national 'green' business plan competition.

Outcome 2: The national education systems groom entrepreneurial talent

This outcome was expected to entrench and help incorporate entrepreneurship training in schools and colleges/universities curriculum. Through YEF, the roll out of entrepreneurship education is continuing in Uganda and Tanzania and has facilitated the reaching of more than 69,000 and 55,000 students, respectively. Moreover with regard to teachers trained about 1,289 and 416 teachers Uganda and Tanzania were trained respectively in ToTs conducted between the years 2012 to 2014. Results of the EE Survey in Uganda (2013) show that 98% of the school leavers intended to start business, 71% after completion of studies, and 24% in 6 months' time. Overall this outcome is behind schedule due to the challenges faced during the beginning of the project, particularly the time taken in aligning the project model with the existing efforts and administrative arrangements. The sustainability of this intervention is well entrenched in both countries' responsible institutions, and is thus promising. The evaluation found that minimal results were achieved under this result in Kenya. After discussions with Kenya's Institute of Curriculum Development, it was agreed that no more content or additional units could be introduced

at the Primary or Secondary school levels because the syllabus was already deemed heavy and needed reduction. Two universities in Kenya agreed to pilot the entrepreneurship education, but this did not materialize.

Outcome 3: Youth employment policy makers and promoters are in a better position to make evidence based decisions to improve resource allocation and programme design

This outcome looks at the extent to which youth employment policy makers and promoters are in a better position to make evidence based youth employment policies to improve resource allocation and programme design. YEF promotes the use of impact evaluations, experimental research methodologies which allow us to prove attribution between an intervention and its estimated impacts. Overall, 8 impact evaluations have been conducted in Uganda and Kenya, 5 papers have been published and have been shared to all NAC members and other broad stakeholders; and Policy Influence Plan (PIP) was developed and shared to NAC members in all Uganda and Kenya. Recommendations and findings which were developed under the impact evaluations assisted government to draft evidence based policies for example, the National Youth Action Plan on Youth Employment in Uganda; Youth Entrepreneurship Venture Capital Fund in Uganda; National Youth Empowerment Strategy in Kenya; Women Economic Empowerment Framework in Kenya (in progress); and National Youth Employment Creation Programme. Results of the evaluation of a Vocational Training Voucher programme in Eastern Kenya are ready and baseline studies in Zambia and Rwanda are being prepared. Policy Influence Plans were developed and carried out in order to transform the findings from these impact evaluations and policy briefs into specific advocacy messages which can then be successfully communicated to policy makers, social partners and youth employment practitioners. This work was complemented by capacity building for social partners, seven Evaluation Clinics were run over the course of the project whose goal was to communicate the importance of rigorous assessment. The team believes that the capacity that has been built during workshops, clinics and evaluation processes will play a vital role in advocating for youth employment. Ongoing work of the component includes advising the Uganda government on the development of a new National Youth Policy and National Action Plan as well as a Micro, Small and Medium sized Enterprise Policy.

Outcome 4: Youth organizations provide innovative business development serviceThe outcome of this was to offer local youth-led organizations an opportunity to actively participate in the development of youth entrepreneurship in their communities. Through a competitive grant scheme, the Y2YF supports small-scale youth entrepreneurship development projects with funding and technical expertise

. This component was implemented through the establishment of a Youth to Youth (Y2Y) Fund. Y2Y funds aimed at capacity building and offering funds to youth organizations. This component has one indicator which is at least one third of innovative solutions are able to be replicated. The YEF has been running the Y2YF in Kenya, Uganda and Tanzania since 2010, in collaboration with its partners. Since 2010, a Regional Coordinator has been responsible for managing administration of the Y2YF across Kenya, Uganda and Tanzania. Initially, national implementation of the fund was done directly by ILO management but later transferred to implementing partners at various points in the 3 countries. Overall, the Y2YF in East Africa has provided 125 organizations with funding and support, 24 of which were selected to receive additional support to scale-up their initiatives. These 149 Y2YF projects have gone on to reach a total of 9,667 direct beneficiaries. In summary, the share of innovative solutions that can be replicated was (at least 33%, amounting to 34 innovative solutions replicated; average increase in turnover of businesses reached 20%; and average increase in turnover was estimated at 56%.

Outcome 5: More young women and men establish and manage sustainable enterprises.

In terms of job creation the 2015 impact survey found that, resulting from YEF interventions, 43% of the entrepreneurs created new jobs in Uganda, 20% in Kenya and 37% in Tanzania; entrepreneurs in Kenya nearly doubled their profit margin (increased by 95%) since the training, while in Uganda and Tanzania they experienced significant profit margins of 38% and 35% respectively. Regarding access to finance, 32% applied for loans in various banking institutions and among these 83% had their loan application accepted; and 94% of the established businesses established under the facility were still running, with employment capacity averaging 2 people per entity. As part of the efforts to promote the formalization of enterprises started by young people, YEF facilitated the development and launch of the popular version of Labour Laws in Tanzania; YEF project supported the

development of capacity building and certification programme for the Kazi Nje Nje (KNN) apprenticeship and the development of their youth mobilization, leadership and entrepreneurship training and mentoring skills. In addition, 12 trainers from Y2Y Fund beneficiaries were trained in the ToT, and a total of 12 trainers from Y2Y Fund beneficiaries were also trained in order to train the Y2Y grantees. Equally significant was the training provided for a total of 25 Business mentors in the newly developed Business Mentorship programme; a total of 76 trainers received certification as Master Trainers. The project intended to provide BDS to 15,000 young men and women in specific sectors and value chain. Through 34 SYB and IYB, TOE workshops, 2,034 young entrepreneurs were trained in Kenya, out of them 66% being females. Therefore, through SIYB training the project has reached more than 12,776 youth, including for KWFT and EGF partnerships. In Tanzania, training has been completed focusing on GYBI and SYB conducted by KNN Apprentices/trainers, with at least 30,000 (45% females) young women and men having received BDS services. In Uganda, SIYB workshops conducted have benefited more than 9,136 young people, with 48% of them being young females potential and existing entrepreneurs. An ILO study shows that incomes of young men who took IYB training and received a small loan increased by 50% per month compared to the control group.

4.5 Sustainability

In an effort to ensure the sustainability of the YEF Project, and in response to the recommendations of the ILO/Danida Joint Review Mission (JRM), the project management has invested in building human and institutional capacities of implementers and partners, strengthened collaboration with agencies and bodies working on related projects, and encouraged government ownership of the project.

Sustainability of YEF project activities under evidence based advocacy are best indicated by the following: a) The revised policies and procedures that benefited from EBA have embedded sustainability when they are implemented; b) YEF EBA results already fed into the recent ILO-ILC resources; and c) Evaluation capacity building achieved through evaluation clinics; d) collaborative research on entrepreneurship constraints and production of policy briefs. YEF project has supported a number of research works to demonstrate the significance of evidence based policy and decision making in employment promotion.

YEF project has been making the most significant contribution towards the relevant indicators of the CPOs and DWCPs. In all three countries new generation DWCPs are in the process of being developed and, based on ILO constituents' priorities and discussions so far, it seems that youth entrepreneurship will have a renewed and important focus. This has been further confirmed with an increase interest from the donor community to support YEF activities in Kenya (Danida, SIDA), Uganda (EU, SIDA) and Tanzania (Norad, EU). The YEF project management is of the view, and correctly so, that the Facility continues to be seen by both ILO constituents and other national partners as a noble initiative that is leading the efforts to address youth entrepreneurship development in a new fashion. Regular communication and knowledge sharing with partners and activities with national governments remain a priority of the Facility. Newsflash and information materials are being produced; and the website of the facility (www.yef africa.org) was revised and remains an important platform for sharing information with the public in the three countries.

The National Advisory Committee (NAC) constitutes an important platform in the three countries for advocacy and consultations on youth employment challenges and national knowledge sharing. Long after the YEF project has ended, NAC should continue to play its vital role in bringing together all the relevant players (Government, Employers' Federation, Workers' Union, Private sector, NGOs, ILO and collaborating UN agencies) in addressing the persistent challenge of youth unemployment in these countries.

Success factors in sustainability of project activities include the capacity building strategy implemented through ILO expert interventions and collaboration with a range of local and international experts in addressing many of the outputs of the project. The project has put emphasis on collaboration and forging strategic partnerships as opposed to funding partner interventions. In this manner, scaling up of efforts has been a priority and organizations collaborating with the project have incorporated and mainstreamed products in their strategies. The current project strategy that focuses on building sustainability systems will further facilitate outreach and increase the visibility of the project in most parts of the project countries. Sustainability efforts under YEF can also be seen through the strategies adopted in implementing each of the five outcomes and the results achieved.

5. Lessons learned & Follow-up

- a) In the area of Entrepreneurship Education (EE), introduction of a modular approach requires every Teachers Training College (TTC) to have EE teaching capacity to be able to handle entrepreneurship modules.
- b) Regarding SIYB, networking among youth themselves after the SIYB training has worked well, leveraging on the skills learnt and thereby keeping motivation levels high; and roll out of the e-SIYB has been taken to a new level where three selected partners provided follow up training and business counseling on-line to more than 5,000 youth entrepreneurs.
- c) Although the SIYB training has resulted in the emergence of new businesses, most of them are in the informal sector with no working site, no official permit or business license and are not registered; therefore, government has a major role to play in making the enabling environment actually work in favour of SMSEs.
- d) The ILO's initiative to distribute SIYB materials free of charge throughout the three countries in order to boost outreach created expectations that materials were given at no cost, thus affecting the market for their future commercialization.
- e) The administration of Y2YF has revealed that a large number of financial institutions exist in each of the three countries with a mandate to give loans in support of employment creation for youth; however, actual access to these funds remain as difficult as ever due to a number of administrative and regulatory requirements (bank loan requirements, official procedures, individual identity and certification, physical and psychological barriers to financial institutions, ignorance) most of which require active political will and private sector support.
- f) The objective making young women and men have improved perceptions about entrepreneurship is more difficult to achieve than merely reaching them through the media; a rigorous definition of this outcome indicator would have led to a more effective programme strategy.

6. Main recommendations and follow-up

1. The sustainability strategies built into the design of YEF has been effective (the capacity of implementing institutions has been strengthened and new organizations established; human capacity has also been built through the various entrepreneurial training programmes), therefore, partner efforts should continue to show impact through their different strategies well beyond this project cycle.
2. The six components of YEF are interrelated and the YEF management has succeeded in bringing together, through NAC, the different role players (government, academia, private sector & NGOs) to work together in addressing the challenge of youth unemployment through entrepreneurship development and employment creation. Given the proven success of the facility (YEF) and in the interest of sustainability, the platform for collaboration provided by NAC should continue to function, with the support of the ILO.
3. The website of the facility should remain an important platform for sharing information with the public in the three countries and for now, managed by the new YEF-EU project in Uganda, and information from Kenya and Tanzania enterprise development interventions drawn from country specific pages from Country Office website.
4. Through YEF, the evidence base for effective youth employment programming has increased through research reports; however, the actual use of available evidence to inform government and agency policies and programming remains to be seen and this should inform the next generation of evidence based policy research.
5. YEF has developed partnerships with micro finance institutions for youth business financing; however, a meaningful linkage has not been established between the interrelated stages of producing a confident entrepreneur – from BD training, to writing business plan, to accessing loan, and to managing the business through sustained mentorship programme – all in a comprehensive package that is jointly administered.
6. The administration of Y2YF has revealed that a large number of financial institutions exist in each of the three countries with a mandate to give loans in support of employment creation for youth; however, actual access to these funds remain as difficult as ever due to a number of administrative and regulatory requirements. The need to facilitate improved access to capital by advocating for development of tailor-made financial products/models, such as Y2YF, cannot be overemphasized.

7. Given that a pool of funds exists in the YEF countries to support youth employment creation but access such funding remains a problem, it is necessary to advocate for adoption of the Y2YF model by the public sector, donor agencies and development partners as an effective strategy to promote youth entrepreneurship.

1. Project Background

1.1 Introduction

The Youth Entrepreneurship Facility (YEF) was a programme conceived out of African Commission report “Realizing the Potential of African Youth’s, “(African Commission, 2009)”. In the report, African Commission identified the “Unleashing African Entrepreneurship” as one of the main international initiatives of concern to growth, employment and competitiveness. The other four key areas of concern identified by the Commission in the report were: (i) Benchmarking African Competitiveness; (ii) Access to investment finance and capacity development for small and medium-sized enterprises; (iii) Access to Sustainable Energy and; (iv) Promoting Post-Primary Education and Research.

The YEF program was launched by the DANIDA-led Africa Commission in January 2010 in partnership with the Youth Employment Network (YEN) and the International Labour Organization (ILO). YEF was designed to address the youth unemployment challenge in Kenya, Tanzania and Uganda through entrepreneurship and enterprise development. YEF is implemented by the ILO with funding from DANIDA. The Facility is a five year programme (2010-2014) which is divided into phase 1 covering two years (January 2010-December 2011) and phase 2 covering three years (January 2012-2014). A no-cost extension of the project was recently granted until June 2015, and project management has decided to focus on implementing the recommendations from the joint review team and consolidating sustainability mechanisms with partners in each country across the various project components.

This program is implemented by the ILO, in partnership with the national Governments of Kenya, Uganda and Tanzania and in collaboration with Social Partners, a range of private and civil society organizations through its regional office in Dar es Salaam, Tanzania and through ILO offices in Nairobi, Kenya and Kampala, Uganda.

1.2 Project Justification

The high level of unemployment has been a persistent problem facing all countries in the Africa region. The highest rates of unemployment are among the youth, compared with the other age groups, and it is within the youth group that national populations across the continent continue to experience the fastest growth rates, implying that high and increasing unemployment is being compounded by rapidly increasing supply of new entrants into the workforce.

The ILO (210) has noted that the number of labour market entrants between the ages of 15 and 24 years far outpaces jobs for them, with youth unemployment at 20 per cent, double that of average unemployment. This young labour force loses out through lack of education, skills, job opportunities and experience, implying that the region has been losing its tremendous potential for social and economic development¹. The report also notes that, in Sub-Saharan

¹ According to the ILO, “Youth” in this report are defined as the age group 15 to 24 years. Differences continue to exist in the way national statistics programmes define and measure youth. Definitions of “youth” are based in part

Africa, poverty and a lack of viable alternatives in the education system remain the motivation for the majority of working youth; and while the youth employment-to-population ratio in 2008 was the second highest in the world at 50.6 per cent, the youth unemployment rate was among the lowest of all regions at 11.9 per cent (above only East Asia and South Asia at 8.6 and 10.0 per cent, respectively). Regarding programme interventions, the report notes that while there has been increasing interest and spending on labour market programmes for youth in recent years, there is still a considerable lack of information on the constraints faced by young people in entering the labour market and, more importantly, information on effective, proven interventions to tackle these constraints (ILO 2010:51-53).

The African Commission through its African Peer Review Mechanism (APRM) in 2007 warned that such high youth unemployment makes them vulnerable to being sucked into delinquency and conflicts and is socially destabilizing. As recent developments in parts of North Africa has convincingly demonstrated, the existence of a large army of unemployed young men and women, including graduates from schools and colleges, in any society could be a potent source of political instability.

In recognition of high youth unemployment rates, governments in East Africa are promoting the importance of self-employment. This is particularly pressing in East Africa where wage and salary employment is limited. Nevertheless, it has been recognized that there is a serious lack of evidence which demonstrate positive effects of youth entrepreneurship interventions.. The Youth Employment Inventory, a database collating program information on over 1000 youth employment interventions show us that only 9% of youth entrepreneurship interventions have conducted an evaluation, far less with methodologies which prove attribution. More knowledge needs to be collected to diminish the evidence gap and understand better what types of programs work better and how.

Kenya's 2009 population and housing census shows that out of a population of approximately 38 million people, youth (15-35 years) and children (0-14 years) together represent 78% of the population. It is noteworthy that young people aged between 15-35 years constitute about 70 per cent of the Working Age Population that is estimated to stand at about 19.8 million people. While the national unemployment rate stands at 40 per cent, the youth constitute at least 75 per cent of the total unemployed people in the country. Moreover, about 500,000 youth join the labour market every year. In essence, unemployment remains the single most serious problem facing youth in Kenya. There is no denying that youth unemployment is a major threat to the achievement of Kenya's Vision 2030, the country's long term development blue print.

In Tanzania, youth are defined as people aged between 16 and 35 years (URT, 2008; ILO 2013). The recent census (URT, 2012) shows that youth are 34.7% of the whole population. High and persistent rates of unemployment remain one of the key challenges for youth in Tanzania. This problem is characterized by shortage or lack of employment or job opportunities in urban

on the end use of the measurement. ILO. 2010. Global employment trends for youth : August 2010 : special issue on the impact of the global economic crisis on youth / International Labour Office. - Geneva: ILO, 2010

areas, and under-utilization of the majority of the national labour force in the rural areas. New entrants in the labour market (school and college graduates) are estimated to be between 800,000 – 1, 000, 000, each year (IMED, 2013) resulting in high number of unemployed youth. The generally low level education has been cited as a major factor in youth unemployment not only in the formal but also informal sectors. Other factors that serve as a constraint to youth employment include negative attitudes toward certain professions or income-generating activities; poor leadership (inappropriate values, low creativity, lack of know-how and vision); lack of awareness of rights; lack of awareness of opportunity presented by globalization in the information age; unavailability of youth supportive programs and; limited access to capital (Tanzania National Baseline Survey; 2012 Dataset; NBS website).

The youth unemployment rate in Uganda is among the highest in Africa. A recent study published by Action Aid, put youth unemployment at 62%, although the AfDB claims it could be as high as 83%. The structure and dynamics of employment in Uganda mirror the structure and dynamics of the economy, which has remained largely agrarian in terms of labour use. Moreover, livelihoods in Uganda are characterized by underemployment, informality, high rates of working poverty which disproportionately affect the youth. A large number of people are simply forced to take up employment in the informal economy that provides low skilled poorly remunerated, hazardous and precarious jobs with almost no access to social protection. In an environment where very few productive jobs are being created amidst a rapidly growing population, low absorption of newcomers in the labour market further exacerbates this decent work deficit. Employment opportunities, particularly in value added sectors have been hampered by mismatch and/or limited skilled human capital and lower rates of labour productivity. It is estimated that approximately 30 per cent of the work force are functionally illiterate while only 1.9 per cent of workers have a tertiary level education.

1.3 Response by governments

The Government of Kenya has recognized the long-term impact of the youth marginalization and initiated several policies and programs to ensure they become active rather than passive partners in nation building. Some of the youth employment programs and policies that stand out include the National Youth Service (NYS), Youth Polytechnics, Youth Empowerment Centers, Youth Enterprise and Development Fund (YEDF) and Kenya Youth Empowerment Project (that included Kazi Kwa Vijana-KKV) and UWEZO fund.

One major aim of the Tanzania Development Vision 2025 (TDV 2025) is to “ensure that markets permit wide participation of men, women, youth and the entire citizenry in activities which enable the realization of the country’s aspirations”. The Tanzania National Employment Policy (2008) also focuses on the need to implement a programme and establish a fund to support self-employment of graduates from schools, colleges and higher institutions of learning with the objective of creating capacity for self-employment and employment of others.

Uganda has also implemented a number of policies aimed at creating employment specifically for youth. These policies consist of those aimed at providing an enabling environment for the

private sector to create jobs and those targeted at building the skills and requisite knowledge to make youth more employable. The Uganda government developed the Poverty Eradication Action Plan (PEAP) with the overall objective of reducing mass poverty to less than 10 percent by the year 2017.

1.4 YEF Project

It is against this back drop that the Youth Entrepreneurship Facility (the Unleashing African Entrepreneurship Initiative) was launched by the Danida-led Africa Commission in January 2010. YEF was designed to address the youth unemployment challenge in Kenya, Tanzania and Uganda through entrepreneurship orientation and enterprise development. YEF is implemented by the ILO with funding from Danida.

The Facility is a five-year programme (2010-2014) which is divided into two phases: phase 1 covering two years (January 2010-December 2011), and phase 2 covering three years (January 2012-2014). The Facility whose activities covers Kenya, Uganda and Tanzania, was officially launched in January 2010. The main objective of the Facility is “to contribute to the creation of decent work for young Africans both as means of self-employment and as job creation for others”. This objective is being pursued through six five (5) inter-related and complementary project components: (i) Promoting Entrepreneurship Culture; (ii) Entrepreneurship Education; (iii) Promoting Evidence-based Advocacy; (iv) Youth-to-Youth Fund; and (v) Business Development Services and Access to Finance for Young Entrepreneurs Promoting Evidence-based Advocacy..

1.5 Project Outcomes and Outputs

The focus of the YEF project has been on five immediate outcomes to be achieved through related outputs as defined below.

Outcome 1: Young women and men have improved perceptions about entrepreneurship

Outputs:

- 1.1 Awareness among young women and men about the merits of entrepreneurship increased*
- 1.2 Young entrepreneurial role models promoted*

Outcome 2: Youth employment policy makers and promoters are in a better position to make evidence based decisions to improve resource allocation and programme design

Outputs:

- 2.1 National entrepreneurship curricula introduced into secondary, technical and vocational schools*
- 2.2 Teachers trained and certified as competent in the delivery of entrepreneurship education modules*
- 2.3 Entrepreneurship education classes conducted*

Outcome 3: Youth employment policy makers and promoters are in a better position to make evidence based decisions to improve resource allocation and programme design

Outputs:

3.1 Policy makers and promoters have an improved knowledge base on best practice in youth employment promotion

3.2 The evidence base for effective youth employment programming is increased

Outcome 4: Youth organizations provide innovative business development services

Outputs:

4.1 Youth organizations trained to develop youth entrepreneurship

4.2 Grants for competitively selected youth organizations distributed

4.3 Youth projects piloted successfully and recommendations produced on how these projects can be up-scaled or replicated

Outcome 5: More young women and men establish and manage sustainable enterprises.

Outputs:

5.1 BDS products tailored to suit the needs and capacities of young businesspeople developed

5.2 Local BDS providers certified competent to deliver BDS

5.3 Out of school young women and men have receive BDS in specific sectors and value chains

5.4 Partnerships with micro finance institutions for “youth finance windows” developed

5.5 Access to grant and loan finance for female and male entrepreneurs

The ultimate beneficiaries fall into 3 categories: a) Youth in enterprises; b) In-school youth and; c) the ILO constituents - National governments & ILO Social partners.

2. Background of Evaluation

2.1 Purpose, scope and clients of evaluation

The purposes of the final independent evaluation are to: analyze the efficiency, effectiveness, relevance, impact and sustainability of the project; examine whether the project achieved its stated objectives, produced the desired outputs, and the extent to which it realized the proposed outcomes; identify strengths and weaknesses in the project design, strategy, and management as well as lessons learned with recommendations for the ILO’s considerations for future technical cooperation and other country level work related to youth employment; and assess the extent to which YEF has implemented recommendations of the joint review team report

The independent evaluation covers all outcomes of the Unleashing African Entrepreneurship initiative and the operations of the Youth Entrepreneurship Facility from 2010 to 2015. The focus is on all three countries - Kenya, Tanzania and Uganda. The evaluation builds on the findings of the mid-term evaluation and in particular assesses the extent to which the ILO and the YEN have taken on board the recommendations.

The primary clients of the evaluation are: the Government of Denmark as donor of the initiative; the governments of Kenya, Tanzania and Uganda as recipient countries; ILO

constituents and the ILO as executors of the initiative as well as other relevant stakeholders such as implementing partners in the three countries; ILO offices and staff involved in the initiative, including ILO Dar es Salaam, Regional Office for Africa (ROAF), ILO Pretoria and ILO departments at HQ, both Enterprise Department and the Employment Policy Department.

2.4 Evaluation criteria and questions

The evaluation addressed ILO evaluation criteria such as i) relevance and strategic fit, ii) validity of design, iii) project progress and effectiveness, iv) efficiency of resource use, v) effectiveness of management arrangements and iv) impact orientation and sustainability as defined in the Office guidelines². Based on these criteria, the evaluation examined the following key issues:

1. Relevance and strategic fit,

- Has the project continued to be relevant to the achievements of the outcomes in the national development plan, the UNDAF/UNDAP and the DWCPs of the three countries as well as the EAC DWP?
- How well the project complements and fits with other ongoing ILO programmes and projects in the project countries.
- What links are established so far with other activities of the UN or non-UN international development aid organizations at local level?
- How well it complements other ILO programmes in the country?
- What are some of the key contributions of the project to the new DWCPs in the targeted countries?
- Strategic fit with the Danish Development Cooperation Strategy and synergies with relevant initiatives and programmes of the Danish Ministry for Foreign Affairs.

2. Validity of design

- Assess whether the project has addressed emerging issues in the course of project implementation? What internal and external factors have influenced the ability of the ILO to meet projected targets?
- Do outputs causally link to the intended outcomes that in turn link to the broader development objective?
- Considering the results that were achieved so far, was the project design realistic?

3. Project effectiveness

- To what extent have the expected outputs and outcomes been achieved or are likely to be achieved?
- Were outputs produced and delivered so far as per the work plan? Has the quantity and quality of these outputs been satisfactory? How do the stakeholders perceive them? Do the benefits accrue equally to men and women?

² Evaluation Guidance – Planning and Implementing Evaluation for Results, Annex 2, ILO Evaluation Unit, June 2009

- In which area (geographic, component, issue) does the project have the greatest achievements so far? Why and what have been the supporting factors?
- How effective were the backstopping support provided so far by ILO (regional office, DWT Pretoria and Geneva) to the programme?
- Are there any unintended results of the project?
- Are there other government programs that have been tailored with ILO-YEF to achieve similar objectives?

4. Efficiency of resource use

- Are resources (human resources, time, expertise, funds etc.) allocated strategically to provide the necessary support and to achieve the broader project objectives?
- Are the project's activities/operations in line with the schedule of activities as defined by the project team and work plans?
- Are the disbursements and project expenditures in line with expected budgetary plans? If not, what were the bottlenecks encountered? Are they being used efficiently?
- Does this project delivery/design/implementation strategy provide a 'good value for money'?

5. Effectiveness of management arrangements

- Are the available technical and financial resources adequate to fulfil the project plans?
- Is the management and governance arrangement of the project adequate? Is there a clear understanding of roles and responsibilities by all parties involved?
- Have targets and indicators been sufficiently defined for the project?
- How effectively the project management monitored project performance and results? Is a monitoring & evaluation system in place and how effective is it? Is relevant information systematically collected and collated? Is the data disaggregated by sex (and by other relevant characteristics if relevant)? How has this knowledge been documented and shared?
- Is the project receiving adequate administrative, technical and - if needed - political support from the ILO office in the field (Dar es Salaam), field technical specialists (Pretoria) and the responsible technical units in headquarters?
- Is the project receiving adequate political, technical and administrative support from its national partners/implementing partners?
- Is the project collaborating with other ILO programmes and with other donors in the country/region to increase its effectiveness and impact?
- To what extent have the recommendations of the joint review been implemented?
- Are all relevant stakeholders involved in an appropriate and sufficient manner?
- Did the project implement the midterm evaluation and other review recommendations conducted in the last 3 years?

6. Impact orientation and sustainability

- Assess whether the project has implemented sustainability measures and show some sort of impact?
- Has the project built the capacity of people and national institutions or strengthened an enabling environment (laws, policies, people's skills, attitudes etc.)?
- To what extent will the project interventions and initiatives be sustained by the partners engaged in its implementation?

7. Lessons learned

- What good practices can be learned from the project that can be applied in the next phase and to similar future projects?
- What should have been done differently, and should be avoided in the next phase of the projects.

3. Evaluation Approach & Methodology

3.1 Approach and Methodology

The evaluation process was participatory, involving the Office, the tripartite constituents and other parties involved in the execution of the project.

The evaluation was carried out through desk review and visits to each of the three countries (Kenya, Tanzania and Uganda) by the team for consultations with ILO management and staff, constituents, Danish Embassies as well as other relevant bilateral donors, implementing partners, beneficiaries and other key stakeholders.

The desk review examined and analyzed project reports and other documentation provided by the Facility management. The desk review suggested a number of initial findings that in turn pointed to additional evaluation questions, and these guided the final evaluation instruments. The evaluation team reviewed the following key documents, among others, before conducting interviews: Program documents for Phase I and II; Report from Inception Phase; Report from the independent evaluation of Phase I, and ILO management response; Report and recommendations from the joint review, and ILO management response; Report from the review of SIYB training interventions led by the YEF; Report from the review of the Youth to Youth Fund; Biannual reports on outputs and outcomes submitted to the donor; Monitoring Scorecard;; and Materials produced by YEF projects ..

In the course of the field work, the evaluation team accessed additional materials, including ILO project reports and publications from commissioned studies, workshops and conferences from the project offices in Kenya, Tanzania and Uganda. The list of materials used is contained in Annex 2 of this report. These materials provided the team with vital information of project achievements and details on management issues.

3.2 Persons met/interviewed

The evaluation team met representatives of selected implementers, collaborating agencies, NGOs and private sector implementers in accordance with the schedule prepared jointly by the project management and the evaluation team. The details of persons interviewed in the three countries are contained in the Annex 3 of this report.

Preliminary findings from the field work were shared with a select group of key stakeholders at the end of the field work at the ILO Office, Dar es Salaam on 21 May 2015.

4. Evaluation Findings

4.1 Relevance and strategic fit

YEF has the main objective of “contributing to creation of decent work for young African men and women in terms of self-employment and creation of jobs for others”. To meet this objective, YEF set out overall targets of creating 11,500 new businesses and 23,000 new jobs for both youth men and women. This main objective has also been in line with not only the national development policies and plans in Kenya, Tanzania and Uganda but also relevant to other ILO and UN initiatives in these countries.

Part of the ILO strategy for project implementation was to link YEF activities with related works by ILO and development partners in the three countries, particularly the UN system. With respect to UNDAF and UNDAF, the Initiative has proven its relevance as demonstrated by the fact that: (i) the ILO (through the efforts of the Facility) has been selected as the UN agency responsible for support to entrepreneurship education in Tanzania in the 2011-15 UNDAF; (ii) the ILO is leading the UN Joint programme on youth employment in Kenya; and (iii) the ILO has a key role in providing entrepreneurs and business start-up training under the UN Joint programme on Population in Uganda.

YEF also contributes to the DWCPs in the region. Enhancing the skills and entrepreneurial capacities of young women and men is a Country Priority Outcome (CPO) in the Decent Work Country Programmes (DWCP) of target countries, namely Kenya, Tanzania and Uganda. The YEF directly supports the realization of the DWCP Outcome in Tanzania, Kenya and Uganda. Specifically, the relevant DWCP outcomes are: KEN 130 - Young women’s and men’s entrepreneurial skills for self-employment and SME activities enhanced/increased; TZA 102 - Young women’s and men’s entrepreneurial and SME activities enhanced and; UGA 128 - Young men's and women's entrepreneurship skills for self-employment and productivity increased.

YEF objectives also have direct relevance to three areas of the Danish Cooperation Development Strategy which focuses on economic growth and employment namely: (i) Support to the establishment of a framework for market-based economic growth with a focus on employment; (ii) Access to new technology and innovation; and (iii) Increased production and processing and employment. All five YEF components are linking with these focus aspects. YEF was also relevant to DANIDA’s Business Sector Programme Support (BSPSI & II) programme

components mainly the improved business environment, enhanced competitiveness of MSMEs and improved labour markets.

At the individual country level, YEF outcomes and their corresponding outputs are directly relevant to the development policies and strategies that address youth development and creation of employment opportunities.

4.1.1 Kenya: The Kenya Vision 2030 gives high priority to entrepreneurship development and youth employment. Increasing youth employment and entrepreneurship is one of the flagship projects of the Vision 2030 for Kenya and medium term Plan for the period 2008-2012. As already noted above, the overall goal of Kenya National Youth Empowerment Strategies (2002) is to promote youth participation in democratic processes as well as community and civic affairs and ensuring that youth programmes engage the youth and are youth centred. As part of this initiative, the Government aims at sensitizing national policy makers on the need to identify and mainstream youth issues in national development; identifying ways of empowering the youth in order to exploit their potential; promoting a culture of volunteerism among the youth; identifying constraints that hinder the youth from realizing their potential; mentoring the youth to be just and morally upright citizens; and promoting ethos of honest, hard work and productivity among the youth.

The United Nations Development Assistance Plan (UNDAP) provides common business plans for the United Nations agencies and national partners, aligned to the priorities of the host country and internationally agreed development goals. The four strategic priority areas of the UNDAP framework for support to Kenya are relevant to YEF and include; improving governance and realization of human rights; empowering people who are poor and reducing disparities and vulnerabilities; promoting sustainable and equitable economic growth for reduction of poverty and hunger and cross-cutting issues including gender equality, HIV/IDS, migration and displacement, climate change, peace and reconciliation.

The YEF programme directly supports the Decent Work Country Programme outcomes for Kenya. The overall goal of the ILO is to promote opportunities for decent work for women and men in all countries through provision of technical and institutional assistance. The Decent Work Country Programme (DWCP) is “a programming tool to deliver on limited number of priorities over a defined period in order to increase the impact of the ILO’s work and to be more visible and transparent”. The DWCPs are also the primary means for ILO’s provision of assistance at the country level and ensure compatibility with national aspirations. The DWCPs are developed with the active participation of the social partners and are therefore a program “in support of the constituents, national policies and institutions”. Support of enhancing the skills and entrepreneurial capacity of young women and men is a Country Priority Programme for three target counties. In Kenya, the DWCP outcome is: KEN130: Young women’s and men’s entrepreneurial skills for self-employment and SME activities enhanced/increased which contributes to one of the Kenya’s priority outcomes of : Youth empowerment, youth employment and elimination of child labour, particularly in its worst form.

The joint priority areas under the East African Decent Work Programme (EAC-DWP) for the period 2010-2015 are (i) youth employment creation, (ii) extension of social protection and (iii) enhancement of capacity for social dialogue. These priority areas are in line with the plan for action of the Ouagadougou Summit – the Decent Work Agenda for Africa (2000-2015). Based on this, it is clear that the focus of the YEF on youth employment is fundamentally relevant and complimentary to the EAC common objective under the regional decent work program.

4.1.2 Tanzania: Findings in Tanzania show that the project came on the right time where youth employment has started to be given serious consideration. Most of the respondents from both private and public sector during this evaluation field work indicated that the project was addressing the most relevant challenge facing them.

The findings from primary sources are justified by secondary sources which show that Tanzanians who participated in *Open Space Workshops* (OSWs) ranked the YEF components as highly responding to their needs (ILO, 2011). The project beneficiaries confirmed to the evaluation team the direct relevance of YEF interventions to their immediate need for employment or relevant skills for self-employment. The Tanzania long term development strategy, Vision 2025 (TDV 2025), has the main aim of “ensuring that markets permit wide participation of men, women, youth and the entire citizenry activities which enable the realization of the country’s aspirations”. In addition, The National Youth Development Policy (URT, 2007) aims at mobilizing youth to appreciate, promote and defend their rights; preparing the youth physically, mentally, economically, politically and culturally so that they may be able to assume various responsibilities as citizens, parents and leaders. In addition, the Tanzania National Employment Policy (2008) has one of its objectives of promoting equal access to employment opportunities and resources endowments for marginalized and vulnerable groups, including women, youth and People with Disabilities (PWDs).

Other Tanzanian policies and initiatives that are in line with YEF project include: National Strategy for Growth and Reduction of Poverty (MKUKUTA) and the Property and Business Formalization Programme (PBFP)/MKURABITA, National Microfinance Policy, National Trade Policy, Gender and Women Development Policy and Cooperative Development Policy. A number of institutions, both public and private have therefore been established to implement and coordinate various programmes arising from these policies. YEF is among such projects, and it has been implemented in collaboration with various agencies.

YEF contributes to certain outcomes/outputs of UNDAF 2007-2010; specifically Outcome 5.3 “Entrepreneurship trainings”. The ILO, through the efforts of YEF has been selected as the UN agency responsible for support to entrepreneurship education in Tanzania in the 2011-15 UNDAF. UNDAF itself is aligned with the longer-term national development aspirations for high and shared economic growth, quality livelihoods, peace, stability, unity, good governance and international competitiveness outlined in the Vision 2025 (Mainland) and Vision 2020 (Zanzibar) plus the three outcome-oriented clusters of the MKUKUTA and MKUZA: growth and reduction and income poverty; quality of life and social well/social services and social well-being; and good governance and national unity.

In Tanzania, ILO's role has been to advocate for an employment centered development strategy, a comprehensive package of social safety nets and social transfers for the vulnerable (women, youth and people with disability), enhancing institutional capacities, laws, regulations and practices to address structural causes of decent work deficits and poverty in the country.

YEF implementation has also complimented other ILO programs and projects, namely: a) Women's Entrepreneurship Development and Economic Empowerment (WEDEE); b) the Start & Improve Your Business (SIYB) programme.

4.1.3 Uganda: The DWCP in Uganda is aligned with national/regional development frameworks. The DWCP was designed with 4 priorities relevant to YEF which includes: namely, youth employment; improved industrial relations through the promotion of rights at work; reduction of incidence of child labour; and fight against HIV/AIDS at the workplace.

The YEF addresses youth unemployment and targets young women and men who are considered by government as resourceful agents of change. The YEF project strategically fits into the Uganda Decent Work Agenda. The YEF objectives and outcomes strategically feed into the several national employment policies and programs like the PEAP, National Youth Policy, National Employment Policy, BTVET, Micro Finance Policy, and Private Partnership Policy in Uganda. The YEF objectives and outcomes loosely link to the entrepreneurship policies in the policy making cycle. The YEF project was deigned to holistically address and promote youth employment; for example, YEF strategy leverages to the National Employment Policy of improving the productivity of labour; providing full opportunity to each potential worker; safeguarding the basic rights and interests of workers and Stimulating economic growth and development. These objectives are being pursued the implementation of the Phase 1& 2 outcomes of the YEF project.

Ministries working with ILO to address youth unemployment through YEF include the Ministry of Gender, Labour and Social Development (MGLSD); Ministry Finance and Economic Planning; Ministry of Trade and Industry worked on the MSME draft policy of 2015; Ministry Education, Science, Technology and Sports. It is because of its relevance that these Uganda government ministries have embraced the ILO and YEF project initiatives by creating development partnership link through government funding, and provision of political support.

In line with UNDAF, DCWP and ILO Development objectives for Uganda, the government and development partners have promoted youth access to financing for entrepreneurship engagement through the Youth to Youth Fund, Youth Livelihood Program, Youth Enterprise Venture Capital Fund, Students Loan Scheme among others. The UNDAF for Uganda has the aim to realize a transformed society, from peasant to a modern and prosperous country within 30 years. In Uganda the YEF project is collaborating with the UN Joint programs on youth employment. The YEF project strategically fits in the UNDAF Strategic Intent of human capital development, learning and skills development, and decent employment, among others.

YEF is also relevant to the following ILO supported projects in Uganda: Development Women's Entrepreneurship and Gender Equality (WEDGE); the elimination of discrimination in labour

markets by focusing on policy issues that affect women entrepreneurs; and International Program on the Elimination of Child Labour (IPEC).

In all the three countries, YEF is relevant to the achievement of the UN Millennium Development Goals (MDGs), particularly to goal No. 1b of achieving productive employment and decent work for all, including women and young people.

4.2 Validity of design

This section evaluates the extent to which the project addressed emerging issues during implementation, and the extent to which project outputs and intended outcomes are linked to the broader development objectives.

Logic of Project Design and Interventions

The evaluation found the design of YEF to be valid and logical. It followed from consultations by ILO, YEN and Danida with Government and the ILO social partners (Trade Unions & Employers' Organizations) in the three countries. A significant amount of background and consultative meetings were held in each of the three countries prior to project implementation. For illustration, a baseline survey was commissioned later by Federation of Kenya employers to validate the previous studies conducted in 2008-2009. The Africa Commission facilitated more than 17 separate consultations fora with a wide cross-section of stakeholders. The ILO jointly with YEN also undertook detailed consultative employment and labour market problem analyses of Kenya among other three countries which came out in the form of Summary Project Outline (SPROUT) in November 2009; the design of the Facility also made use of priorities previously identified by ILO constituents in the context of Decent Work Country Programmes targeting youth entrepreneurship. The YEF team also undertook more country specific studies in June 2010, focusing on youth and unemployment with consultations in the form of "Open Space Workshops" in each of the countries which had large attendance.

YEF project design was logical and interventions done were based not only on the design but also on the emerging issues that occurred during implementation. This interpretation is done based on evaluation team observations, interviews with stakeholders and review of relevant project reports/studies done in the three countries during the project phase. For example, the design of YEF was done with consideration of priorities put in other ILO programmes, UN programmes, and the national policies and long-term development strategies in Kenya, Tanzania, and Uganda. All these have focus on youth and employment issues which built a central focus in YEF. In addition, YEF programme document was revised at the end of the first phase and contextualized to match the social, economic and political environment in the three countries. Several studies (baseline, impact and midterm evaluations) have been conducted (mostly under Outcome 3) and the feedback and recommendations given in these reports were reflected in project annual plans. Most importantly, the high representation of different stakeholders in the project National Advisory Committee (NAC) in each of the three countries has led to various recommendations which were integrated in the project implementation.

Research initiated under the Evidence Based Advocacy component received input and validation from constituents through research design workshops held at YEF Evaluation Clinics.

This gave constituents and NAC members in each of the three countries an opportunity to align research themes to project outcomes and gaps in the entrepreneurship evidence base. NAC members were also involved in the review of research proposals through a 3 step grant approval and technical feedback process initiated by ILO backstopping team in Headquarters.

Causal linkages of outputs to the intended outcomes and the broader development objective

The initial design in 2009 was based on a logical framework (LogFrame), incorporating 6 components but 5 outcomes. As recommended by the by the phase I evaluation team, the first phase programme LogFrame has been retained for the second phase. The programme LogFrame is generic, i.e. its outcomes and outputs apply indiscriminately to the three countries, but reflecting national priorities. YEF project is a type of multi-stakeholder design, open to play with a variety of players who are willing to work and deliver effectively. In this respect, YEF is a unique project with built-in flexibility that allows different players to work together and play by the ILO rules in guiding implementation.

While the outcomes are the same, the intervention mix to deliver these outputs and ultimately achieve these outcomes differs from country to country, though, in reflecting of the local context. Project implementation is based on Annual Implementation Plans developed by the ILO CTA, jointly with the NPCs in the three countries.

The project logframe identified fifteen (15) outputs which have plausible causal relationship with the five (5) immediate outcomes of the project. The evaluation has observed that anticipated project outcomes are well placed to feed into the realization of broader development goals of a wide spectrum of stakeholders including national governments and development partners, namely; generating employment opportunities, improving job quality, social dialogue and protection which also contribute to the broader agenda of decent work. The JRT recommendation to disaggregate work plans, targets and separate Monitoring and Evaluation Plans for the three countries was approved with each country having its own strategy map for internal monitoring in YEF Phase II project document. The national level outcome and output indicators have been established; and quarterly scorecards were done from second half of 2013 when the M & E Officer was recruited.

In terms of logic, the outcome and output indicators for the second programme phase were logically framed along the assumed chain of cause-and-effect underpinning the programme design. The indicator catalogue reflects the original indicators in the phase I LogFrame. The design has been supported by a score card for monitoring the outcomes, outputs & intermediate objectives – the programme was to continue tracking the same metrics in phase II. The scorecard of the programme shows the baseline for each indicator of achievement, the implementation status as of July 2011 (when the end of phase I evaluation took place) and the implementation milestones through to December 2014. However, the baselines for outcome and output indicators under the entrepreneurship culture and education components were not provided although targets were set.

The project design also took into consideration the possible risks within the programme environment, made realistic assumptions and suggested appropriate measures for their mitigation (see Table 1).

Table 1: YEF Programme risks, assumptions and mitigation measures

Assumptions	Likelihood of non- occurrence	Risk description & mitigation measures
<i>1. Sustainability assumptions Economic and business environment in East Africa avoids severe deterioration as a result of the global economic crisis Youth entrepreneurship continues to be seen by national governments as a viable strategy to tackle the youth employment challenge in the region</i>	Low	Macroeconomic conditions: There is scattered evidence about the extent to which the global economic crises will impact labour markets in East Africa and the business prospects for youth entrepreneurship; Proven commitment: Youth employment is of high priority to East African youth, governments and donors, the private sector and civil society. Furthermore, all major components of the programme will be initiated based on prior experiences, tested tools and programmes and their adaptation.
<i>2. Development assumptions: National governments, civil society and private sector institutions and actors demonstrate continuous commitment to collaborate in national youth entrepreneurship promotion</i>	Low	Demand-driven design: The new programme and product development will be based on demand. Consultations with governments, the private sector and civil society, including youth led organisations, during the development of the SPROUT show high endorsement of the proposed components and confirm high demand for the products and services to be offered under the proposed components.
<i>3. Implementation assumptions: Mass media, national education authorities, education systems and finance institutions remain positive and supportive towards entrepreneurship development; Youth organisations continue to claim their space in national youth entrepreneurship development efforts; Policy makers and promoters remain susceptible to take on board lessons learned.</i>	Low	The programme will work with and through the capacity building and organizational development of local intermediaries and thus depends on the commitment and performance of these partners. Good partners and institutions are often scarce and likely to collaborate with other international agencies and donors. Leveraging synergies and forging partnerships with ongoing efforts by bilateral and multilateral agencies is therefore crucial for the success of the programme. Demand-driven design: The new programme and product development will be based on demand. Consultations with governments, the private sector and civil society, including youth led organisations, during the development of the SPROUT show high endorsement of the proposed 6 components and confirm high demand for the products and services to be offered under the proposed components.
<i>4. Implementation assumptions: Programme is operationally manageable given the relatively large size, scope and budget.</i>	Low	Size of the programme: The considerable size of the programme is an opportunity to have high impact, but also represents a management challenge. This risk is sought mitigated by the establishment of clear outputs and indicators as a basis for continuous monitoring along with the definition of clear responsibilities of management and project staff and a results-based management and performance system that includes six-month progress review reports to the Africa Commission

4.3 Project effectiveness

The overall development objective of YEF was to create decent work for young Africans, both as a mean for self-employment, and as job creation for others. This was expected to be achieved through the result level indicators of creating 23,000 jobs and 11,500 new businesses for youth. A Table presenting a summary of the effectiveness of YEF programme interventions is

presented in the Annex 4 of this report. It provides a quick reference to project achievement by outcome and their corresponding outputs, and allows the reader to compare across the three countries in the regional programme. This section, therefore, provides a narrative analysis of the achievements of the project in terms of outputs under each of the outcomes.

Outcome 1: Young women and men have improved perceptions about entrepreneurship

Developing entrepreneurship culture in Kenya, Tanzania and Uganda holds the promise for youth to engage in gainful enterprise initiatives that reach beyond the traditional for-profit definition of a business venture. This outcome area was expected to look at ways to bring entrepreneurship to the fore through media awareness promotion and business plan competitions. It was aimed at demonstrating to young people that small businesses pay and that they need to change their attitude towards entrepreneurship and the world of work in general. Following YEF intervention, there was an increase in the share of young people that consider starting their businesses as livelihood strategy of choice; 65% of the entrepreneurs developed business plan as a result of training (SIYB Impact Survey).

Output 1.1 Awareness among young women and men about the merits of entrepreneurship increased

The indicator for this component was “Share of all young people reached through entrepreneurship promotion activities of the project that consider starting their own business as a livelihood strategy of choice”. Earlier in the programme, YEF indicated that it estimates that the campaigns had led to a 65% change in youth towards engaging in entrepreneurship. However, the evaluation underscored the point made earlier by JRT that there was no initial baseline to justify any claims to progress made.

Overall, through the media programs conducted in project countries, Kenya (TV program), Tanzania (radio and newspaper) as well as Uganda (radio) project management estimates that more than 2million youth have been reached with entrepreneurship messages surpassing the target of 1.2million. Through direct contact, the project is also projected to have reached more than 100,000 people. These have been through forums, business plan competitions and various invitations in youth related events. The project conducted sensitization meetings since 2014, directed its efforts in building the capacity for media houses and their staff in the project countries who will then take the entrepreneurship culture promotion forward before the project closure.

Project management is of the impression that it has exceeded the set target, based on the assumption that through the various media campaigns (using newspaper articles, TV programs and direct sensitization meetings including by KNN apprentices who use local media in promoting entrepreneurship culture among youth), at least, more than 60% of youth reached have increased their awareness on entrepreneurship. However, given that there was no baseline before setting the 1.2million youths target, and the fact that their estimates have not been based on a comprehensive media audience survey, the evaluation is of the opinion that a

more rigorous definition of achievement of this indicator is needed to justify any claim to change in entrepreneurship culture among the youth.

Through the SIYB impact survey the project established notable changes as 65% of the 650 enterprises interviewed reported to have converted the knowledge they got from the training and being able to develop a business plan. This is considered as a proxy indicator; but the observed change was due to training rather than media outreach programming.

Output 1.2 *Young people recognize entrepreneurial peers as role models.*

In Kenya, through YEF business Plan competition reached 8,000 participants who were trained. Enablis trained youths on how to write business plans. In partnership with Junior Achievement (JA), 15 more schools joined the programme, bringing the total to 85 schools and 3,400 young people within schools. JA is currently reaching 20,000 students every year, though the government wants them to reach all schools. Junior Achievers is currently implementing Junior Achievers Clubs in secondary schools where students are encouraged to form and run businesses to date, a total of 31 young people have so far been promoted as role models through Business Plan competitions, coupled with 3 Top Green Business entrepreneurs awarded and recognized. The project has supported 48 successful young entrepreneurs on national TV; and 18 business case studies have been documented.

In Tanzania, the Facility supported the organization of Business plans from village, district and national levels in 8 regions, and more than 50 entrepreneurs were promoted to become role models for others. The project also supported the Employer Organization (ATE) to introduce Young Entrepreneur of the Year Award (YEYA) in 2013 during the annual Employer awards ceremony. The inaugural award was given by the ILO Director General, Guy Ryder and vice president during their official visit to Tanzania. Young Entrepreneurs of the year has been initiated in Zanzibar and managed by Zanzibar Employers association (ZANEMA).

In Uganda, the project supported the integration and launch of Young Employer of the Year Awards under the Federation of Uganda Employers annual awards. Three winners were profiled and selected from more than 40 entries. Green business plan competitions continued to take importance, where 34 plans were developed and 10 cash prizes provided. A Magazine has published 12 success stories and DVD produced for 13 success stories and distributed to youth and partners. YEF awarded the 38 Business Plan winners; and organized 4 GREEN Business Plan Competitions which attracted over 450 proposals. The project also supported the integration and launch of the Young Employer of the Year award together with the Federation of Uganda Employers.

Outcome 2: The national education systems groom entrepreneurial talent

This outcome was expected to entrench and help incorporate entrepreneurship training in schools and colleges/universities curriculum, as a sustainable means of promoting the entrepreneurship culture among the youth. As a result of YEF implementation in Uganda, there

was a notable increase in the share of school leavers that intend to start their own businesses within 36 months of graduation: 98% of the school leavers intended to start business, 71% after completion of studies, 24% in 6 months time (EE survey in Uganda 2013). The roll out of entrepreneurship education is continuing in Uganda and Tanzania and has facilitated the reaching of more than 69,000 and 55,000 students respectively. Moreover with regard to teachers training about 1,289 and 416 teachers Uganda and Tanzania were trained respectively in ToTs conducted between the years 2012 to 2014. Overall this outcome is behind schedule due to the challenges faced during the beginning of the project, including aligning the project model with the existing efforts and administrative arrangements, and institutional resistance to the idea in Kenya. The sustainability of this intervention is well entrenched in the relevant institutions in Tanzania and Uganda and is thus promising. The achievements of the three outputs in support of this outcome for each country are described and analyzed below.

Output 2.1: National entrepreneurship curricula available in secondary and technical/vocational schools

In Kenya, the target indicator for this result was to increase in the share of school leavers that intend to start their own business within 36 months of graduation (35% against baseline). The evaluation findings indicate that minimal results were achieved under this result. After discussions with Kenya's Institute of Curriculum Development, it was agreed that no more content or additional units could be introduced at the Primary or Secondary school levels because the syllabus was already deemed heavy and needed reduction.

In Tanzania under YEF, the national entrepreneurship education curriculum was revised to mainstream entrepreneurship for primary (Vocational skills, Personality and Sports); secondary-O-level (Civics); Secondary-High level (General studies). The roll-out of the new curriculum started early in 2014 and has reached a total of 56 Districts from 8 regions; 164 secondary and primary school teachers have already been trained and introduced to the newly revised curriculum. National Entrepreneurship Training Framework (NETF) was developed in 2013 by The National Economic Empowerment Council (NEEC) in collaboration with ILO and Tanzania Institute of Education.

In Uganda, The Entrepreneurship Education Curriculum was adopted at A level (Senior 5 and Senior 6. About 900 schools are now using the revised curriculum; and from 2010 to 2014, a total of 162,564 students have been reached. A survey conducted in December 2013 indicated that 98.6% of them were intending to start a new business. The analysis also showed that 71.1% prefer to start businesses just after completing their exams, 24.6 after six (6) months and 4% didn't state exactly time on when to establish any business after graduating.

2.2 Teachers trained and certified as competent in the delivery of entrepreneurship education modules

In Kenya, the indicator of achievement set for this output was *at least 5,000 teachers trained by year 5*. ILO records show that more than 2000 students went through Practical Entrepreneurship Training. The evaluation established from reports that 30 trainers were trained to go train students, but no follow up information was provided to evaluators.

In Tanzania, through addressing this output, a total of 340 in service teachers (40% women) from the pilot schools (16 primary and 16 secondary) were trained in TOT in order to initiate entrepreneurship classes. In addition, 82 Entrepreneurship Education Master Tutors were trained (30 from Zanzibar); and the capacity to continuously train Entrepreneurship Education has been developed in 64 Teachers Colleges and Center in Tanzania mainland and Zanzibar.

In Uganda, the ILO YEF project supported the NCDC to conduct regional cluster meetings for 1,972 entrepreneurship teachers, school heads, and directors of studies to share experiences, to discuss the challenges being faced in implementing the revised curricula and to come up with solutions. About 900 schools are using the revised curriculum with an estimated 23,000 new students in 2014. About 1,500 entrepreneurship teachers have been developed to deliver the revised entrepreneurship education (Target: 1,600), and certified competent in the delivery of entrepreneurship education modules.

2.3 Entrepreneurship education classes delivered to students

Although the output result was to train at 320,000 students in 3 countries, this output did not yield the expected target according to available reports partly because the Kenyan primary and secondary curricula was said to be already overloaded to include enterprise education in school curricula.

The indicator of achievement set for this output for Tanzania was: '85,000 students are reached through Entrepreneurship education classes'. Through ILO support, an estimated total of 50,000 students have received entrepreneurship education by December 2014. Out of these, 46% were young women/girls. In addition, the capacity has been built in order to add the numbers throughout the country. At the outcome level it was foreseen to revise 2 curricula, train 1,500 teachers and reach 85,000 students of which 35% were intended to start their own business. These targets proved a little ambitious; under roll-out phase started in 2014, the outreach increased to around 28,000 from 27,000 students in 2013. In Uganda, about 900 schools are using the revised curriculum with an estimated 23,000 new students for 2014.

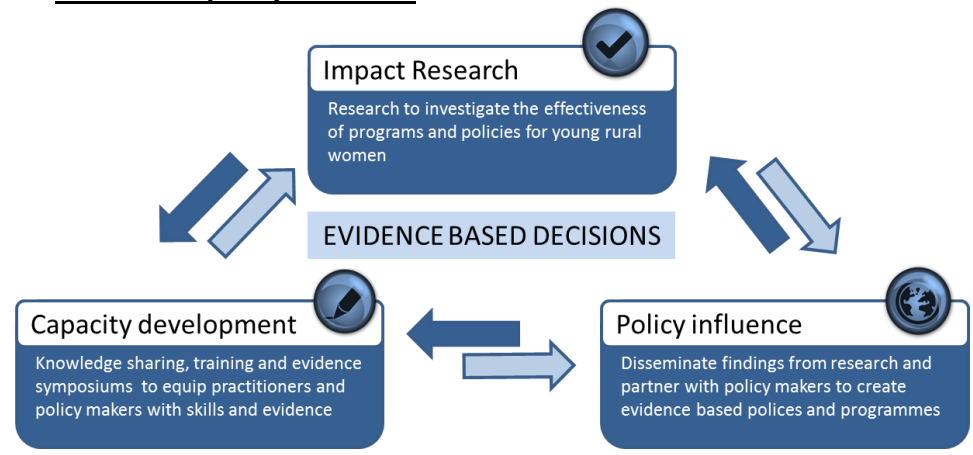
Outcome 3: Youth employment policy makers and promoters are in a better position to make evidence based decisions to improve resource allocation and programme design.

This component looks at the extent to which youth employment policy makers and promoters are now in a better position to make evidence based decisions to improve resource allocation and programme design, following the YEF intervention. The indicator for this component was set in terms of number of youth employment policy recommendations/programmes drafted using reliable evidence based evaluations.

YEF supported and conducted research to build the evidence base for effective design and implementation of youth entrepreneurship programmes and policies. This was achieved through an iterative cycle of capacity development (Evaluation Clinics and technical advice), impact research and policy influence, as illustrated in Figure 1.

The impact evaluations supported by YEF seek to ensure attribution while unveiling the main policy and programmatic questions on what works, why, and how, providing answers which help policy makers and practitioners in the region design and deliver better policies for young people. (Nathan Fiala. *Finance and enterprise growth in developing countries: Evidence from an experiment in Uganda, ILO*)

Fig.1: The cycle of capacity development, impact research & policy influence



Source: ILO

3.1 Policy makers and practitioners have improved knowledge based on best practice in youth employment promotion

This output aimed to deliver youth employment policy recommendations to YEF constituents based on findings from impact evaluations and randomized control trials. The outcome of this initiative was meant to influence decisions that will improve resource allocation and programme design in the area of youth entrepreneurship. The output was achieved through a combination of training, technical assistance and policy advice.

An integral part of this component involved training constituents on the importance of impact evaluation and practical tips on how to conduct rigorous evaluation. Five basic Evaluation Clinics were conducted over the five year period, one in each of the three countries and two were held at the ILO’s International Training Centre in Turin, Italy. In the final year of YEF, 2015, an Executive Evaluation Clinic was offered for graduates of the basic course in order to refine statistical skills, sampling, power calculations and randomization. YEF partnered on the course with the Abdul Latif Jameel Poverty Action Lab (J-PAL) at MIT. Over 250 participants were certified in impact evaluation.

Table: Executive Evaluation Clinic Agenda

Day 1	Day 2	Day 3	Day 4	Day 5
Lecture 1: What is Evaluation	Lecture 4: How to Randomize	Lecture 5: Threats and Analysis	Lecture 6: Sampling and Sample Size	Lecture 8: Generalizability
Lecture 2: Measurement: Outcomes, Impact, and Indicators	Group work on Case Study 2 How to Randomize: Labor Displacement (France)	Group work on Case Study 3 Threats and Analysis: Training and Subsidies (Jordan)	Exercise B: Sample Size Estimation and Power Calculations	Lecture 9: Systematic Review on Youth Employment
Group work on Case Study 1 Different Evaluation Methods: Learn to Read (India)	Exercise A: Randomization Mechanics	Group work on presentation: Threats and Analysis	Lecture 7: Project from Start to Finish	Feedback survey Group presentations
Lecture 3: Different Evaluation Methods	Group work on presentation: Randomization design	Group work on presentation	Group work on presentation: Power and Sample size	Group presentations

The second part of the component involved providing policy advice to government constituents on the establishment of evidence based policies on youth entrepreneurship. A number of youth employment recommendations/programs have been drafted using reliable evidence-based evaluations; namely, National Youth Action Plan on Youth Employment in Uganda; Youth Entrepreneurship Venture Capital Fund in Uganda; National Youth Empowerment Strategy in Kenya; Women Economic Empowerment Framework in Kenya (in progress) and; National Youth Employment Creation Programme In Tanzania. The following summarizes policy initiatives in Kenya and Uganda:

KENYA: The Kenyan government requested advice from YEF on the development of a National Youth Empowerment Strategy. YEF produced a good practices paper to guide national stakeholders on successful initiatives on youth employment. The paper included the review of 5 youth employment related impact evaluations including the GET Ahead Impact evaluation.

It was also revealed from interviews with key informants that the YEF project is working with Policy Makers at the Ministry of Devolution and Planning and the NAC to disseminate evidence products: 5 impact evaluation papers, 5 policy briefs, and a good practices paper. A national committee has been mobilized to advocate for a new National Youth Empowerment Strategy. Although this outcome seems to have worked well in delivered of expected results, it is worth to note that it was implemented as an isolated project with other outcome results.

To guide the policy advocacy objectives, a Policy Influence Plan (PIP) was developed and approved by the NAC. The PIP is based on the recognition that normally credible and often relevant impact evaluation research findings do not find their way into policy debate and implementation strategies due to a variety of factors ranging from political interests to fiscal conditions to priorities within the policy agenda.

To implement the PIP, YEF partnered with the policy advocacy firm, MDF Training and Consultancy, to conduct a context analysis study which examined youth entrepreneurship evidence, policy and stakeholders. The assignment involved engaging constituents to understand how M&E could help them design better programs and culminated with a YEF Policy Lab, chaired by the Director of Youth at the Ministry of Devolution and Planning.

UGANDA: In Uganda, the project entered into an implementing partner agreement with local policy think tank, the Economic Policy Research Centre (EPRC) for implementation of the Policy Influence Plan. The objective of the PIP was to increase the likelihood of evidence up-take on youth entrepreneurship in decision-making processes. As part of the PIP, EPRC initiated research on a comprehensive mapping of youth entrepreneurship evidence and policies in the country which was presented during a Policy Lab in April 2014.

YEF also worked with the EPRC team to understand challenges in the creation of evidence based policies including lack of effective outlets for the research produced; buy-in into the research findings by policy and decision makers; and ownership of the research products. More importantly, it has been observed that institutional linkages have not been firmly established between research outputs on the one hand and their relevance to government policy formulation and implementation on the other hand.

With regard to existing evidence, findings from Uganda show that impact evaluations that aim to support entrepreneurship development especially among youth with a gender focus and are integrated with different components of skills training, targeting various stages of business development attain higher impacts than no training at all. This implies that, for program success, multi-prolonged entrepreneurship programs have the single most impact on young entrepreneurs.

In addition to training and policy advice, the component also delivered technical assistance to youth entrepreneurship project teams on the improvement of their M&E and results measurement systems. The technical assistance was initiated in YEF Evaluation Clinics and was

Evidence Based Advocacy in Uganda

- One Evaluation clinics conducted in Uganda to build capacity of policy makers on impact evaluations
- Impact evaluations conducted in Uganda on impact of business training and on entrepreneurship education
- Policy Influence Plan (PIP) developed to ensure advocacy of the findings of impact evaluations
- EPRC is coordinating its implementation in Uganda to promote understanding of evidence based policies

continued with distance learning, field visits and an online knowledge sharing platform. The project teams that received technical assistance included:

- Educate! Entrepreneurship and Leadership Development Programme – Uganda
- International Rescue Committee: the Impacts of Micro franchising of Young Women in Nairobi – Kenya
- Street Kids International: Youth Venture Initiative – Ethiopia

Table: Overview of technical services provided by YEF

Strengthening M&E systems	Preparing for impact evaluation	Conducting impact evaluation
<ul style="list-style-type: none"> • Refinement of indicators at the output and outcome levels • Development and/or refinement of data collection strategy comprising easily applicable instruments • Development of scorecards and reporting templates • Testing and finalizing of instruments • Determining sample populations • Training staff on data collection • Support development of M&E data management system and/or database • Data analysis and report writing 	<ul style="list-style-type: none"> • Refinement of indicators at the outcome and impact level • Preparation of a time line and budget of the evaluation • Defining the sample size, the selection method and carrying out power calculations • Set up the evaluation team: recruitment of researchers and investigators • Developing concept note for evaluation • Helping to secure funding for the evaluation • Developing and piloting the survey instrument 	<ul style="list-style-type: none"> • Finalizing concept note • Finalizing sample and selection method • Support for training field work team in data collection • Serving on research teams as research assistant, principle investigator or research coordinator • Assistance in conducting baseline survey • Assistance in tracking survey participants • Assistance in conducting follow-up survey • Data analysis and report writing

3.2 The evidence base for effective youth employment programming has increased

YEF ran an annual request for impact evaluation proposals which was the entry point for evidence production. Over the five years of YEF, four requests for proposals were issued resulting in the submission of 500 proposals. Eight grants of between 5,000 USD – 180,000 USD were issued with a total disbursement of 800,000 USD.

Overall, 8 impact evaluations were initiated including three which fell outside of the three YEF countries, 5 have been published and have been shared with all NAC members and other broad stakeholders; and Policy Influence Plan (PIP) was developed and shared to NAC members in 2013 in two of the YEF countries.

The following studies have been published³:

- a) Enhancing Women's Entrepreneurship in Kenya: Initial Qualitative Assessment of the ILO's GET Ahead Business Training Program. An impact evaluation of ILO's Gender and Enterprise Together (GET Ahead) business management training program.
- b) An impact evaluation of an apprenticeship program for vulnerable youth. The evaluation examines the labour market outcomes of the intervention as well as the role in reducing risky behaviors.
- c) Invitation choice structure has no impact on attendance in a female business training program in Kenya
A micro evaluation looking at different strategies to encourage women to participate in the ILO's GET Ahead training in Kenya.
- d) Stimulating Microenterprise Growth: Results from a Loans, Grants and Training Experiment in Uganda. (An impact evaluation of ILO's Start Your Business (SYB) Program which provides business training for entrepreneurs.)
- e) Women's Empowerment in Action: Evidence from a Randomized Control Trial in Uganda.
An impact evaluation of BRAC's Empowerment and Livelihood for Adolescent (ELA) girls program which provides vocational and entrepreneurship training, health and social empowerment lessons, and a microfinance scheme.

Despite the fact that the team overseeing this component was sitting in ILO Geneva for most of the project time, the targets sets were accomplished to a great extent. This might be attributed to the fact that a local advocacy staff was recruited and a local research or think tank (PIP) established following JRT recommendations. This made some of the activities move fast. In addition, the evaluation assessments done for other YEF components are very useful and they prove that these components complement each other. The challenge that the team sees in this component is its ability to transform the findings from these assessments and policy briefs into specific advocacy messages which are successfully communicated to policy makers, social partners and youth employment practitioners so that they create the change that is anticipated. The team believes that the capacity that has been built during workshops, clinics and evaluation processes will play vital role in advocating for youth employment.

Outcome 4: Youth organizations provide innovative business development services

The outcome of this was to offer local youth-led organizations an opportunity to actively participate in the development of youth entrepreneurship in their communities. Through a competitive grant scheme, the Y2YF supports small-scale youth entrepreneurship development projects with funding and technical expertise. This component was implemented through establishment of a Youth to Youth Fund (Y2YF) Fund. Y2YF aimed at capacity building and

³ Further details are provided in the Annex 5 of this report.

offering funds to youth organizations. This component has one indicator which is that at least one third of innovative solutions are able to be replicated. The YEF has been successfully running the Y2YF in Kenya, Uganda and Tanzania since 2010, in collaboration with its partners. Since 2010, a Regional Coordinator has been responsible for managing administration of the Y2YF across Kenya, Uganda and Tanzania. Initially, national implementation of the fund was done directly by ILO management but later transferred to implementing partners at various points in the 3 countries (Anne-Marie Jamin & Tov Manene, March 2015).

Overall, the Y2YF in East Africa has provided 125 organizations with funding and support, 24 of which were selected to receive additional support to scale-up their initiatives. These 149 Y2YF projects have gone on to reach a total of 9,667 direct beneficiaries.

Output 4.1: Youth organizations trained to develop youth entrepreneurship

The indicator used to monitor this was the share of innovative solutions that can be replicated (at least one third of the baseline).

In Kenya, the ILO selected The USTADI Foundation to manage the fund in 2014; a total of 34 organizations were supported as Y2YF grantees with an additional 5 receiving scale-up support, and reaching a total of 2,558 beneficiaries. In all, 5 short documentaries, 3 TV interviews, 2 radio shows and 2 print platforms showcasing the Y2YF models have been developed and shared with partners. The evaluators recognized that ILO had maintained a positive relationship with the USTADI Foundation who was an Y2YF implementing partner in Kenya. Regarding the training of youth organizations to develop youth entrepreneurship, Grants management capacity and monitoring and evaluation, the indication of success of this component was that, at least 150 youth groups are sufficiently organized.

Tanzania had a target for achievement set to have 25 youth organizations capacitated. In Tanzania, the Y2YF was directly managed and implemented by ILO staff from 2010 to 2012. Management of the Fund was then transferred to a national implementation partner, Foundation for Civil Society, in November 2012. The Y2YF in Tanzania has supported 30 organizations, with an additional 3 grants awarded for scaling up initiatives. Support from these 33 grants has reached a total of 1,518 beneficiaries directly.

In Uganda, 34 representative of 17 youth led organization under round 4 funding and five representatives of youth led organization under round II replication funding were trained on several areas. During the training technical assistance was provided to grantees to finalize their respective project documents, work plans and budgets. Ten (10) Technical Mentor Monitors (TMMs) were contracted to undertake monthly support to grantees.

4.2 Grants for competitively selected youth organizations distributed

The project has surpassed all the outputs' targets; 125 grants (out of 100 targeted grants agreements) have been signed and implemented through innovative call for proposal windows some of which were replicated with additional 24 scaling-up grants. Also in terms of

beneficiaries, about 10,000 have benefited as part of the grants implementation in all the countries.

In Kenya, the target for this output was that at least 75 grant agreements are signed. To this end, the Y2YF has supported 34 grantee organizations and reached a total of 2,558 beneficiaries. The provision of additional core grants was discontinued upon Joint Review Team (JRT) recommendation number 6. After the JRT evaluation, Grants are now being managed by a local implementing organization (USTADI). This factor has brought more support and sustainability in grants management.

In Tanzania, the indicator of achievement set for this output was to ensure 25 grants agreements have been signed and implemented in Tanzania. The achievements made include: three rounds of call for proposals were done, two under ILO and one under the local implementing partner USTADI Foundation; 39 grantee organizations supported; proposal development and grants management training provided to the Grantees organisations; 3 Innovation rounds were completed; 831 new jobs were created and; 1518 beneficiaries directly benefited from the Y2YF grants in Tanzania.

The Y2YF in Uganda was directly managed and implemented by ILO staff from 2010 to 2014, after which management of the Fund was transferred to HuysLinci. Over 4 years the Y2YF supported 61 grantee organizations in Uganda, with an additional 16 of them receiving scale-up support. These Y2YF projects reached a total of 5,591 beneficiaries. In Uganda: capacity gap analysis was conducted to all 10 organizations. The tailor-made trainings to address the capacity gaps identified are took place in the first week of November, 2014.

4.3 Youth projects piloted and recommendations produced on their replication

The replication target in Kenya was set at 1/3 of 25 only. A replication fund was set up and 23 innovative youth ideas from the Y2YF were replicated. It was however noted that 2 projects were dropped from funding for false reporting and mismanagement of funds after evaluation visits.

The indicator of achievement set for this output was to replicate at-least 5% of total projects by end of year 5 in Tanzania. Records of project implementation achievements show that 3 projects were up-scaled and 5 projects replicated successfully in Tanzania. Grantees representatives were trained on project management, proposal development for upscale and replications projects. In addition, 3 rounds of M&E visits were conducted; 6 Short video documentaries developed; Y2Y toolkit developed, now modelling into on line training and; Y2Y review conducted in 2015. The evaluation team noticed that activities of the Y2Y fund created significant attention to youth entrepreneurship agenda.

In Uganda, guidelines for monitoring and evaluation plans and tools were developed with Huys Link. The partner made 3 calls for proposals and was launched by ILO. Huyslink initiated another call in 2014 in which it selected 17 and gave fund to only 15; in total those selected and given were 61. Together, 6 round 1 grantees, 5 round 2 grantees, 4 round 3 and 1 round 4 were assisted to come with solid sustainability and scale-up plans and thereafter supported

to scale successfully. Knowledge sharing events/ platforms were organized by ILO in partnership with Huyslink and these offered opportunity for beneficiaries to showcase their projects, but also to share and learn from others. A video documentary covering beneficiaries of Youth to Youth Fund was produced and disseminated to different YEF stakeholders.

Outcome 5: More young women and men establish and manage sustainable enterprises.

This is a comprehensive component with a composite indicator. The elements of its composite indicator consist of: i) number of businesses started by youth are at-least 11,500 and ii) businesses increase their turnover by at-least 20% from the baseline. In achieving this, YEF has been working with a diverse group of partners using various approaches to test a set of BDS business models. It has been not only been providing fund and training directly, but also working to build capacities of training providers and consistently applying cost sharing principles.

The results from the SIYB Impact Survey (2013 & 2014) show that significant achievement has been made towards the realization of set targets for this outcome. The achievement are summarized as follows:

- Businesses started: 56% of trained entrepreneurs started new businesses about 40,000 business started, against the target of 11,500 businesses;
- Jobs created: Average of 2.4 additional jobs created per business- 80,000 jobs created, against the target of 23,000 jobs;
- Access to finance: 30% trained entrepreneurs applied and among them 82.5% accessed finance (around 17,000 youth);
- Increase in profitability: 70% and 72% of the SYB and IYB trained entrepreneurs respectively;
- Business survival rate: 94% of the established businesses were still running;
- Gender disaggregation : 55% Male and 45 Female

5.1 Youth tailored business development service products developed

Include the indicators

The project continued to roll out SIYB e—learning training program by signing implementation agreements for managing the platform in each project country. Over 5,000 youth entrepreneurs were trained and supported online. Experience gained was reviewed and documented.

Based on the SIYB impact survey report, Kenya reported a low percentage (20%) of business start-ups compared to other countries (Tanzania 43% and Uganda 37%). This was attributed to the fact that the training in Kenya was mainly Improve Your Business (IYB). Therefore, in Kenya the focus was more on business expansion rather than start up. Regarding BDS products, the target of this output was development of at least 2 new products per country. The evaluation

established that, in Kenya, through 34 SYB and IYB, TOE workshops, 2,034 young entrepreneurs were trained, out of them 66% being females. SIYB and IYB programs were started to enable potential and existing entrepreneurs to start and increase profitability of their enterprises which will generate quality employment for others.

In Tanzania, again the indicator of achievement set for this output was to produce at least 2 new BDS products by end of the project. The achievements made are: Two youth friendly BDS products developed/modified i.e. KNN Model and SYIB E- Learning platform and mobile toolkit and; GYBI, SYB, IYB materials were reviewed to incorporate green aspects social entrepreneurship and to make them youth friendly.

In Uganda, the Improve Your Business (IYB) business development service materials were reviewed by SYB Master trainers and Trainers, YEF project staff, ILO enterprise /gender specialists. Comments to tailor the package to youth, social economy and green businesses were made. Over 5,000 youth entrepreneurs were trained and supported online. Experience gained was reviewed and documented. The process of issuing, printing and distributing licenses to selected partners was finalized and materials distribution is being done locally. In Uganda, Business Provider network was selected and awarded the license.

5.2 Local providers certified competent to deliver BDS

The indicator of achievement set was to capacitate 333 local consultants/ trainers per country so that they are able to deliver BDS. In Kenya, by year 5, the evaluation established that 467 trainers were developed and 30 new trainers are expected to be ILO certified trainers by 2015.

In Tanzania, 300 trainers were trained through KNN and around 80 through normal SIYB TOTs (around 43 from Zanzibar); around 15 DIT graduates were trained on e-learning and; SIYB Trainers formed an umbrella Association bringing together 16 BDS companies run by SIYB graduates. The Association has been granted SIYB materials printing and distribution license. In Uganda, over 366 BDS providers have been developed (against 333). In 2014 the project trained new 24 trainers. Also in 2014, the project trained 4 new SIYB Master trainers.

5.3 Out of school young women and men have received BDS in specific sectors and value chains

The indicator of achievement set for this output was to provide BDS to 15,000 young men and women in each country in specific sectors and value chain. In Kenya, through 34 SYB and IYB, TOE workshops were conducted where the project has reached more than 16,000 people, out of them 66% being females. The outreach has been largely contributed by partnerships entered with KWFT and EGF. In Tanzania, the training focused on GYBI and SYB training packages. The achievements made to date include completed training programmes focusing on GYBI and SYB conducted by KNN Apprentices/trainers, with at least 30,000 (45% females) young women and men having received BDS services. In Uganda, SIYB workshops conducted have benefited about 21,675 young people, with 48% of them being young females potential and existing entrepreneurs. This outreach has also encompassed youth trained through synergies with Ministry of Labour, Centenary Bank and PRIDE Uganda.

5.4 Partnerships with micro finance institutions for youth finance windows developed

In general, all the existing partnerships in the three countries continued to thrive. In Kenya, the project targeted at least 2 partnerships with micro-finance institutions in each country. To this end, three active partnerships were initiated with the Equity Bank, KCB Foundation (both commercial bank) Kenya Women Finance Trust (MFI). Therefore this output result exceeded the set targets. In Tanzania, YEF supported the establishment of partnerships with 11 rural based banks, including: partnerships with 10 Community Banks (a form of microfinance institution) through their association (Community Banks Association (COBAT) and a CRDB bank. The partnerships is targeted for these banks to have special youth windows; and partnership with different village community banks (VICOPA) which has a reach in most of the Districts in Tanzania has been finalized. In Uganda, YEF partnered with Centenary Bank, and Pride Micro Finance, and the government Youth Fund to delivering results. SIYB materials were updated, piloted and finalized; 13 master trainers trained.

5.5 Access to loans and grants for female and male entrepreneurs

The point should be made that it was not easy to get specific information from the FIs on entrepreneurs they have given loans to. Therefore the project had to rely on surveys whereby entrepreneurs are asked. The project set the regional target for youth with access to loans as 15,000. According to the preliminary findings from the 2014 SIYB Program Impact Survey, it is suggested that 32.2% of the trained entrepreneurs applied for external funding to finance their businesses, and among them, 82.5% managed to access funds. YEF project management has further quantified this achievement by extrapolating to the population of trained entrepreneurs across the project countries, and estimated that more than 17,000 youth have accessed finance for either for their start-ups or existed business in 2014.

In collaboration with a number of financial institutions a number of youth accessed loans directly. For instance in Kenya through partnership created with KWFT, 2000 young women accessed funds to expand their green business initiatives. Through KCB and YEDF joint fund, 505 youth entrepreneurs access funding in agri-business projects. Also 16 youth led organizations have benefited through grants of USD 10,000-20,000 with projects ideas in recycling, poultry, fish farming, BDS and group business development.

In Tanzania, the project achievements include: a total of 5 youth groups (average membership 25-30) have started their own Savings and Credit Cooperative Societies (SACCOs) and have started lending money to each other, facilitated by the KNN trainers. In addition, a total of 330 youths are benefiting from this programme; a total group of 20 clients from Kilimanjaro Community Bank have been trained and are expected to access finance and; information on entrepreneurs receiving loans from Community Banks in Tanzania is being collected.

4.4 Efficiency of resource use

In this section, the evaluation turns attention to the resources (human resources, time, expertise, funds.) for project implementation, whether they have been allocated strategically to provide the necessary support and to achieve the broader project objectives; and the extent to

which the disbursements and project expenditures were in line with expected budgetary plans. Have the resources been used efficiently?

Human: Initially (2010), YEF staffing comprised 10 technical members including the Evaluation Specialist in Geneva and 7 support staff. Currently, YEF is managed by an International Chief Technical Advisor (CTA) who reports to the Director of the ILO Director for Kenya, Rwanda, Tanzania and Uganda, based in Dar es Salaam, Tanzania; 1 Regional Entrepreneurship Specialist; 1Y2YF Regional Coordinator; 1 Evaluation Specialist; 1 M&E Officer, Finance and Admin Officer; 3 Finance Administrative Assistants; 3 National Project Coordinators and; 3 drivers.

The Facility is technically backstopped by the Senior Enterprise Specialist in the Decent Work Support Team in ILO Pretoria and at HQ level by the Head of the Small Enterprise Unit of the Enterprise Department and by the Senior Youth Employment Specialist of the Employment Policy Department.

The evaluation found that the ILO staff worked together as a team and have used their different expertise and professionalism to bear on project implementation. The evaluation team's observation is that YEF local teams are not only technically qualified in their respective areas of expertise, but also exhibit passion and commitment to their work. Both the technical and support staff have the spirit of team work as well as knowledge sharing. The fact that the CTA and other regional project staff are sitting in the same building as the local staff Tanzania has been an advantage to the local team as communications become easy.

Finance: Project budget for Phase 1 (2010-11) was 5,373,250 (30 Million DKK). The original budget in USD was 5,825,243, but this was reduced in July 2010 with USD 451,993 due to the Danish Kronor depreciating against the US Dollar. The indicative budget for Phase 2 (2012-14) is 89 million DKK.

The evaluation did not focus on audit matters, given the ILO has its proven and established mechanisms for budget management. The team examined the financial records and felt satisfied with the annual reporting system, which guided management of the project since its inception. The system consists of annual ILO Project Financial Report, indicating by budget line 'Allocation and Expenditure', including prior and current years.

Based on field level observations, it is felt that the YEF team has been quite prudent in the way they used financial resources of the project. In this regard, it is worth mentioning that the national teams have proactively aimed at sharing resources with other ILO projects and or UN projects/organizations. Project personnel were of the opinion that funds were disbursed on time as required. However, the evaluation team identified one issue relating to financial resources in term of planning, budgeting and flow: Financial resources available were inadequate given the magnitude and complexity of the project. This led to difficulties in conducting some activities and realizing some outputs.

A summary of the project budget and expenditure pattern is shown in Table 2. It is obvious from the Table that financial implementation rate in the years before 2015 was close to 100%; in 2015, close to the end of the project (30 June 2015), allocation balances appear substantial

because the project still has two out of the six months to go, and most receipts are yet to be captured by the system.

Table 2: YEF Project Budget Summary (US\$) 2010-2015

BL	Description	Prior Years		Current Year (2015)	
		Allocation	Expenditure	Allocation	Allocation Balance
011	Payments/Salaries	2,351,140	2,351,450	260,140	61,893.36
013	Admin. support	840,933	840,933	144,299	42,002
015	Travel costs	456,217	456,217	42,478	4,218
016	Missions/consultants	157,383	157,383	108,908	66,871
017	National consultants	1,529,690	1,529,690	189,884	30,176
021	Sub-contracts	1,307,051	1,307,051	30,847	838
031	Fellowships	164,683	164,683	25,530	17,523
032	Seminars	3,522,779	3,522,779	351,489	2,066.11
033	In-service training	193,838	193,838	23,358	18,631.40
041	Equipment	214,271	214,271	6,561	5,421
051	Operations & Maintenance	158,676	158,676	16,834	15,204
053	Sundries	1,033,876	1,033,786	216,517	72,397
058	Aid/Credit	51,107	51,107	6,000	6,000
062	Support Costs	838,737	838,737	99,600	70,938.24
	TOTAL	12,820,691	12,820,691	1,522,453	414,178.11

Source: ILO - FISEXT/MBS, Dar es Salaam, 2015

The Project received authorization for a no-cost extension, extending the project until June 2015, with focus on realization of two main activity clusters; i) implementing the recommendations from the joint review team and ii) consolidating sustainability mechanisms with partners in each country across the various project components.

The project has successfully designed and managed to mobilize resources for two new projects (the USD4.1M EU-funded YEF programme for Uganda and USD2M Phase II of the Irish-funded Women's Entrepreneurship Development and Economic Empowerment (WEDEE) project for Kenya, Tanzania and Uganda) that compliment YEF. Both these projects are under the supervision of the YEF CTA.

Resource mobilizations discussions were initiated for a USD8M Skills and Green Jobs project with the Embassy of Denmark in Kenya. Discussions are currently taking place in Tanzania with EU and with the Embassy of Norway in Tanzania. The project is thus delivering on the original commitment to use the Africa Commission funding to leverage additional resources for youth entrepreneurship development in Eastern Africa.

The project in phase II received a windfall of funds of about USD 510,000 in currency exchange rate gains in May 2014. The windfall of funds was allocated across budget lines in support of ensuring sustainability of activities among partner and stakeholders within and outside ILO. These activities include developing good practice documents for all components, e-Learning documentation report, KNN model users guide, Y2YF evaluation document and various other documentations including staff costs for the no-cost extension until end June 2015.

In 2014, the YEF project in Uganda received funding from European Union (3 million Euros) for the period of 31 months, to be managed by ILO Dar es Salaam. The funds were given to support the Five components of YEF. However, EU funding brought on board a new partners - the Uganda Police and Ministry of Finance. The EU funding is meant to cover youth in urban areas in 11 districts in Uganda e.g. Kampala, Jinja Mbale, Soroti, Arua, Oyam, Gulu, Koboko, Kitgum; whereas the Danish funds had a national coverage and targeted both Youth in urban and rural areas.

Equipment

During the period of its operation, YEF acquired a number of equipment in support of its activities in the three countries, including the following: Laptop Computers; Printers; Photocopiers; Disks & modems; LCD Projection Panels; Telephone sets; Video Cameras; UPS; Office furniture (Desks, chairs, tables); Electrical equipment; and Motor vehicles.

The records of project inventory obtained from the project offices are quite detailed (too detailed to be annexed to this report) and may be accessed at their office in Dar es Salaam. The evaluation found that the equipment served their purpose of facilitating project implementation at national and regional levels. At the time of evaluation most, if not all, of the items were in use.

Since the Uganda YEF now has budget support to its extension beyond June 2015, the project equipment acquired should continue to be used for implementation; however, items of equipment for YEF activities in Kenya and Tanzania may require a fresh inventory report before closure after June 2015.

Time: Apart from a three month delay which happened in the first phase, the second phase started on time. Most activities were done on time with exception of few components' delays. One noticed delay was implementation of Y2Y fund which was delayed due to various reasons such as change of component coordinators in the middle of implementation and time taken to get the right local implementing partners. This was also noted by one of the Y2Y local implementing partners (The Foundation for Civil Society) who indicated that the implementation lost some track during change of coordinators. A second delay observed is in implementation of component 2: mainstreaming entrepreneurship education. Some activities such as launching of NETF have taken longer than expected due to involvement of various partners in the process. Despite these delays, the YEF local team did a commendable job in catching up and making sure activities are implemented on time. The fact that the project was expended for six more months (January to June 2015) also helps with filling up the lost months and concluding all activities.

4.5 Effectiveness of management arrangements

The YEF is managed by an International Chief Technical Advisor who reports to the Director of the ILO office for Kenya, Rwanda, Tanzania and Uganda, based in Dar es Salaam, Tanzania. It is implemented with a project implementation unit set-up with a main office at the ILO Dar es Salaam and project offices in Kampala, Uganda and Nairobi, Kenya. Fifteen staff work in the

three offices three international experts, including four national experts, four administrative and finance staff, three projects drivers) and one international expert based at ILO HQs in Geneva. The Facility is technically backstopped by the Senior Enterprise Specialist in the Decent Work Support Team in ILO Pretoria and at HQ level by the Head of the Small Enterprise Unit of the Enterprise Department and by the Senior Youth Employment Specialist of the Employment Policy Department.

Implementing Lead Agencies comprise of the ILO; ILO collaborating units/offices: ILO Regional Office, Addis Ababa ILO Decent Work Technical Support Team, Pretoria, Youth Employment Programme (YEP) Cooperative Branch (EMP/COOP), Employment Policies Department (EMP/POL), Job Creation and Enterprise Development Department, (EMP/ENT) Small Enterprise Programme (EMP/SEED).

Oversight and coordination support is provided by a National Advisory Committee (NAC) set up in each of the three countries comprising representatives at highest level of the implementing agencies and ILO partners.

In terms of ILO - YEF management and oversight mechanisms, it was observed that the set-up of the YEF being a programme with two projects (YEF and YEN), respectively managed from the Country Office in Dar es Salaam and from HQ in Geneva, initially tended to hamper cost-efficient and integrated project implementation. Following the 2011 evaluation the situation was clarified and management responsibilities were reposed in the CTA based in Dar es Salaam. The implementation and institutional arrangements continue to work well and anchorage of the various components is increasingly being pursued as local capacities are being built with financial institutions, national education authorities, BDS providers and Y2YF Fund partner organizations such as the newly formed partnerships with USTADI in Kenya and Foundation for Civil Society in Tanzania.

As the Facility draws to a closure, more emphasis and efforts have been directed to supporting and facilitating different partner organizations on how take on different initiatives or components and be able to develop a sustainable strategy. There is no natural local or regional partner institution which could host/sustain the entire facility initiatives. Based on the experience of the Y2Y Fund the YEF staff have remained very closely involved in supporting the local organizations that will implement the Fund, particularly in the first year and continue providing the entrepreneurship development expertise which the grant making organizations typically lack. It is also important to keep on providing training for the partners. This, in addition to the continuous monitoring and support required by the existing grantees, requires staff in each program country.

Due to the closure of the National Officer positions, the YEF is using local organizations/consultants to do the work, leading to significant increase costs under these budget lines. The evaluation was advised that the ILO YEF office in Kampala may be a little over-stretched given the size of the country and multiplicity of project activities. The project has benefitted from investing and deepening relations with tripartite constituents beyond the formal channels such as advisory committees to direct engagement in implementation of

specific work streams or activities. This has helped to enable the tripartite to intimately know and appreciate how the projects operates and why certain things are happening, as well as quicken some of the approvals for certain types of agreements with partners for which they are consulted without fielding too many questions as they would be fully aware.

KENYA: The national implementing agencies/partners in Kenya are Ministry of Labour (Micro and Small Enterprises Authority (MSEA), now under Ministry of Industrialization and Enterprise development), Ministry of Devolution and Planning, Ministry of Youth Gender and Sports, Federation of Kenyan Employers, Central Organization of Trade Unions, Kenya Community Development fund whose functions were later transferred to USTADI.

Oversight responsibilities are vested in the National Advisory Committee (NAC) represented by ILO social partners and other stakeholders already mentioned. Their responsibilities are to provide guidance and advice to the smooth implementation of the Facility, and to enhance the policy environment to support the implementation of YEF activities in the country, among others. They met at least twice a year, and provide the much needed platform to bring together the different interest groups to address the challenge of youth unemployment in Kenya.

Project monitoring and evaluation systems were in place and the Facility management team has been collecting relevant data regularly and recording them on the score cards. During the 1st phase of the project monitoring and evaluation (M&E) functions were conducted by project implementation staff. The M&E personnel were employed after the JRT recommendation and quarterly scorecard was adopted to enhance project sharing and reporting. In view of this results framework indicators were disaggregated to country level to ensure accountability at the national level.

The evaluation team also found out that lack of adequate verification staff at the ILO Dar es Salaam has remained a setback to faster administration and financial processes. The JRT had recommended for an additional verifier but the request was not approved by ROAF.

TANZANIA: In Tanzania, YEF programme implementing partners include the Ministry of Labour Employment and Youth Development, Association of Tanzania Employers, Trade Union Congress of Tanzania, private sector and civil society organisations; and in Zanzibar: Ministry of Labour, Youth, Women and Child Development, Zanzibar Employers' Association, Zanzibar Trade Unions Congress, private sector and civil society organisations

The national team has only three members of staff (one technical and 2 support staff). The evaluation team has the impression that the ILO team was rather thin on the ground given the fact that the project had to reach whole of Tanzania mainland and Zanzibar. In addressing the challenge of staff burden, the ILO team worked and collaborated with various stakeholders in project implementation.

YEF Tanzania also collaborated with other projects which had similar agenda. ILO related Initiatives include the following: UNDP program with three components dealing with skills development, labor laws and sustainable enterprises; Women's Entrepreneurship Development and Economic Empowerment (WEDEE).

UGANDA: In Uganda, YEF is supported at oversight level by a National Advisory Committee (NAC) comprising of all stakeholders of the project and the Embassy of Denmark. Membership of NAC comprises one representative from each of institutions of the government, funders, Financial Private and academia. NAC current members in Uganda come from the Ministry of Gender, Labour and Social Development, Central organization of Free Trade Unions (COFTU), National Organization of Trade Union (NOTU), Centenary Bank, Enterprise Uganda, Danish Embassy, Educate, National Curriculum Development Centre (NCDC), Economic Policy Research Centre(EPRC), Huyslink, European Union, Straight Talk Foundation, Makerere University Business School Entrepreneurship Centre, BDS service provider Network and Uganda Police

From 1st April 2010 to 31st December 2012 the programme staff comprised the National Program Coordinator (NPC), National Program Officer specifically in charge of Youth to Youth Fund, the Finance/ Administrative Officer and the Project Driver. From 1st January 2013 to August 31st 2014, there were 3 staff: The National Program Coordinator, The Finance and Administrative Assistant and the Driver. The from September 1st 2014 to the end of the Project in 2015, the staff project were 3 - the National Project Officer, Finance/Administrative Assistant and Driver.

The evaluation team observed that given the nature of work to be done and the size of the country the ILO staff on the ground for YEF is thin, although this has not affected project implementation because of staff's commitment to meet the project target. It is noted also that ILO YEF Project Office in Uganda benefited from regular stopping from the ILO Office in Dar es Salaam from the Chief Technical Advisor, the Enterprise Development Specialist in Pretoria and from the Senior Specialist in Geneva.

4.6 Impact orientation and sustainability

This section of the report focuses on assessment of the extent to which the project has implemented sustainability measures and show some sort of impact; This include strategies on capacity building of people and national institutions or strengthening the enabling environment (laws, policies, people's skills, attitudes etc.).

Success factors in sustainability of project activities include the capacity building strategy implemented through ILO expert interventions and collaboration with a range of local and international experts in addressing many of the outputs of the project. The project has put emphasis on collaboration and forging strategic partnerships as opposed to funding partner interventions which contributes to the overarching objective. In this manner, scaling up of efforts has been a priority and organizations collaborating with the project have incorporated and mainstreamed products in their strategies. The current strategy of the project to concentrate in building sustainability systems will further facilitate outreach and increase the visibility of the project in most parts of the project countries. Sustainability efforts under YEF can also be seen through the strategies adopted in implementing each of the five outcomes and the results achieved.

Outcome 1: Young women and men have improved perceptions about entrepreneurship

Apart from the direct beneficiaries, partner capacity has also been strengthened by the ILO. For illustration, in Tanzania, collaborations that were started with the Community Media Network (COMNETA with 27 radio stations and reaching to 16million listeners) to promote youth entrepreneurship is set to continue. The respondents from COMNETA indicated to the evaluation team that the training and support they received from ILO served as a starting point for them to continue campaigning and promoting youth entrepreneurship especially in rural areas in order to reduce rural urban migration. The Young Employer of the Year award organized by ATE in Tanzania and FUE in Uganda is a good move and there are efforts from these associations to continue offering these awards beyond the YEF programme cycle.

Outcome 2: The national education systems groom entrepreneurial talent

In Tanzania and Uganda, the entrepreneurship education curricula are now fully recognized by the respective institutions mandated to oversee curriculum development, implementation and evaluation i.e. TIE and NCDC for Tanzania and Uganda respectively. The first cohort of students under new curriculum in Uganda graduated and a survey was done to assess the knowledge, behavior and attitudes among students after attending entrepreneurship classes have depicted very impressive results which show positive orientation of students in changing mindset and being pro-entrepreneurship. In Tanzania entrepreneurship education has been mainstreamed in the curriculum for Primary Education, Secondary O-level, and Secondary-High level; and these topics will continue to be taught after YEF cycle is over.

Outcome 3: Evidence Based Advocacy

Sustainability of YEF project activities under evidence based advocacy are best indicated by the following: a) The revised policies and procedures that benefited from EBA have embedded sustainability when they are implemented; b) YEF EBA results already fed into the recent ILO-ILC resources; and c) Evaluation capacity building achieved through evaluation clinics; d) collaborative research on entrepreneurship constraints and production of policy briefs.

YEF project has supported a number of research works to demonstrate the significance of evidence based policy and decision making in employment promotion. The inclusive process of these research works and the published results have created impact and contributed significantly to the sustainability of project activities. For example, the project found that researchers and policy-makers alike have been struggling to find approaches that allow micro and small businesses, especially those owned by youth and women, in developing countries to grow. The YEF program in collaboration with the German Institute for Economic Research undertook a study to evaluate the impact of loans, grants and business training on small businesses in semi-urban locations in Central and Northern regions of Uganda. The results led to the conclusions that: a) Strategies to support micro-enterprise growth should address simultaneously capital and business skills constraints and favour loans over grants for men; b) Empowering women entrepreneurs could enable them to better deal with the family pressure, manage their own resources and expand their business.

The ILO Youth Entrepreneurship Facility (YEF) program, in collaboration with World Bank, Population Council and Innovations for Poverty Action also supported a study in Kenya to estimate the impacts of micro-franchising on young women's intermediate and final outcomes: business knowledge, entrepreneurial attitudes, non-cognitive skills, income and expenditures, savings, labor supply, empowerment and self-actualization, and overall well-being. Again, the research built human capacity to conduct similar studies, and reached far-reaching conclusions on policy significance of micro-franchising intervention that addresses skills and capital constraints among young women; namely, that: a) young women engaged in micro-financing gain financial stability and independence, and tend to save more; b) young women engaged in micro-franchising delay marriage and birth; c) interventions must factor that young women living in urban informal settlements are very mobile and volatile.

Outcome 4: Youth organizations provide innovative business development services

The strategies adopted in achieving the outputs reported above are self-sustaining. In Tanzania, for example, collaboration with the Foundation for Civil Society to offer grants to youth can be up-scaled using other support initiatives. The capacity building support to run the Y2YF by the three implementing partners was also adopted as well as utilizing and promoting the use of videos, best practice case studies, policy level events and knowledge sharing forums. A few more examples are the integration of entrepreneurship grants as part of the normal grant portfolio and capacity building activities to provide technical mentoring and monitoring services.

Outcome 5: More young women and men establish and manage sustainable enterprises

The ILO under YEF programme supported capacity building at institutional level, including: capacities built of local BDS providers including skills of Financial institution (FIs) e.g. EGF, CBAs Centenary Bank; long lasting partnership with MFIs, revolving fund, KWF, and PRIDE; establishment of and capacity building for BDS providers network; formal issuing by ILO of local SYIB materials licenses; ongoing partnership with other ILO /UN programmes.

Gender issues

Gender is included in the YEF programme document as a cross-cutting issue and the M&E system aims to collect gender disaggregated data. However, the JRT notes that in a number of cases the gender disaggregated data for the indicators are not available.

Outcome 1: Following YEF intervention, there was an increase in the share of young people that consider starting their businesses as livelihood strategy of choice; 65% of the entrepreneurs developed business plan as a result of training (SIYB Impact Survey). However, in the absence of an audience survey, it is difficult to determine the share of males and females in the aggregate information generated.

Outcome 2: The roll out of entrepreneurship education is continuing in Uganda and Tanzania and has facilitated the reaching of more than 69,000 and 55,000 students respectively.

Published data show that 46% of the students in Kenya were females. Moreover, with regard to teachers training about 1,289 and 416 teachers Uganda and Tanzania were trained respectively in ToTs conducted between the years 2012 to 2014.

Outcome 3: This outcome focusing on use of evidence for policy and programming for youth employment seems to be the most gender conscious of all. The 2013 round of the Evaluation Fund led to the competitive selection of three impact evaluation studies in Kenya, Rwanda, and Zambia. Results of the evaluation of a Vocational Training Voucher programme are ready and baseline studies in Kenya and Rwanda are being prepared. The reported published studies indicate the gender aspects of YEF intervention. In Kenya, two programmes (Girls Empowered by Micro-franchising, and ILO's Women Entrepreneurship Development and Economic Empowerment) were meant to: provides girls with girls with an opportunity to start and run their own micro-franchises and linkages to existing micro-franchises and; enhance business management skills respectively. The impact evaluation findings from the two projects showed that business and social skills that women entrepreneurs learned during the training enables women to better manage their businesses, engage with their customers, and invest in growing their businesses.

Outcome 4: Overall, the Y2YF in East Africa has provided 125 organizations with funding and support, 24 of which were selected to receive additional support to scale-up their initiatives. These 149 Y2YF projects have gone on to reach a total of 9,667 direct beneficiaries. However, no information is available by gender on either the youth organizations or the beneficiaries. In Tanzania, the December 2014 training focusing on GYBI and SYB involved 1,511 beneficiaries, 36% of them being females; and in Kenya, through 34 SYB and IYB, TOE workshops, 2,034 young entrepreneurs were trained, out of them 66% being females. In Uganda, SIYB workshops conducted have benefited more than 9,136 young people, with 48% of them being young females potential and existing entrepreneurs.

A 2nd SIYB Impact survey (August 2014), which aims at determining among other things the impact of SIYB training on young entrepreneurs shows that 86% of the entrepreneurs trained developed business plans. Among the businesses started, 61% were by male trainees and 39% were by female trainees. On development of BDS products tailored to suit the needs and capacities of young business people, *the* evaluation established that, in Kenya, through 34 SYB and IYB, TOE workshops, 2,034 young entrepreneurs were trained, out of them 66% being females. The project targeted at least 2 partnerships with micro-finance institutions in each country. In Kenya, three active partnerships were initiated with the Equity Bank, KCB Foundation (both commercial bank) Kenya Women Finance Trust (MFI). Therefore this output result exceeded the set targets.

4.7 Lessons learned & Good Practices

4.7.1 Significant factors

The main factors which positively influenced the project included a team of qualified and committed project staff with significant and effective backstopping from Dar es Salaam, Geneva and Pretoria. The innovativeness of the YEF team in involving effective partnership with key stakeholders and “buy-in” by a wide cross-section of stakeholders was another major contributory factor to the success of YEF in the three countries.

YEF has been successful in mobilizing resources to complement Danida core funding. The YEN components (Y2Y Fund and EBA) have received an additional 1.9 M USD as well as in-kind contributions from partners through staff time and consultancy days with an estimated value of 130,700 USD. In Uganda, YEF has submitted a project proposal on youth employment in the country with a total budget of 3 M Euro which has been approved since the 1st quarter of 2014 for a period of 3 years. The EU considers this as an overall contribution to the YEF Ugandan program and relies on the YEF’s governance and management set-up, as well as its strategy for its implementation. The UN Joint Program on Population in Uganda and the UN Development Assistance Plan in Tanzania allocated respectively 43,230 USD and 20,000 USD to the Y2Y Funds. The Irish Aid WEDEE funding, the UN funds as well as the EU/ILO project in Uganda are examples of coherent programming in ILO technical cooperation. The ILO Green Jobs Program has provided substantial technical assistance to the work streams of YEF utilizing other ILO funding sources. Table 5.1 presents a summary of the internal and external factors that in one way or the other affected the project implementation in Kenya, Tanzania and Uganda.

Table: 5.1 Internal and External Factors which Influenced the Project

	Internal Factors	External Factors
Positive Factors	<ul style="list-style-type: none"> • High support of members who sat in the NAC • Qualified staff who were managing the project, including the CTA, NPCs and support staff; and high quality backstopping by ILO experts and consultants • High level of cooperation the YEF team received from other ILO teams and projects • Innovative approaches used by YEF team in implementing the project such as introducing KNN model. • The research component provided evidence beyond the YEF countries for project implementation and policy formulation • Partnerships with stakeholders and government institutions, private / NGO sector as well as constituents. • Prioritizing private sector partnerships • Effective resource mobilization efforts 	<ul style="list-style-type: none"> • High support of stakeholders mainly from ILO social partners • The fact that the project addressed issues that the Government was trying to address attracted support in its implementation • Collaboration with other ILO/UN programmes (WEDEE, JPP, UNDAP) • Building on to ongoing national programmes at organization levels
Negative Factors	<ul style="list-style-type: none"> • With Phase 1 and Phase 2, had budget for two components initially sitting in Geneva while the budget for the other three components was in Dar es Salaam. This created some delays in implementation of some activities for those two components. 	<p>However, in spite of the initial challenges on the project coordination at field , the Y2Y component surpassed its initial targets set by the project</p>

However, the depreciation of DKK against the USD resulted in some foreign exchange loss and slow pace of financial and administration procedures adequate verification at the ILO Dar es Salaam Office were the main factors which negatively influenced the project. In addition, the initial location of the Y2YF budget in Geneva caused some delay in project implementation.

In the area of Entrepreneurship Education (EE), has proved effective through the introduction of a modular approach requires every Teachers Training College (TTC) to have EE teaching capacity to be able to handle entrepreneurship modules.

Regarding SIYB, networking among youth themselves after the SIYB training has worked well, leveraging on the skills learnt and thereby keeping motivation levels high; and roll out of the e-SIYB has been taken to a new level where three selected partners provided follow up training and business counseling on-line to more than 5,000 youth entrepreneurs. Although the SIYB training has resulted in the emergence of new businesses, most of them are in the informal sector with no working site, no official permit or business license and are not registered; therefore, government has a major role to play in making the enabling environment actually work in favour of SMSEs.

The ILO's initiative to distribute SIYB materials free of charge throughout the three countries in order to boost outreach created expectations that materials were given at no cost, thus affecting the market for their future commercialization.

The administration of Y2YF has revealed that a large number of financial institutions exist in each of the three countries with a mandate to give loans in support of employment creation for youth; however, actual access to these funds remain as difficult as ever due to a number of administrative and regulatory requirements (bank loan requirements, official procedures, individual identity and certification, physical and psychological barriers to financial institutions, ignorance) most of which require active political will and private sector support.

The objective making young women and men have improved perceptions about entrepreneurship is more difficult to achieve than merely reaching them through the media; a rigorous definition of this outcome indicator would have led to a more effective programme strategy.

4.7.2 Good practices

The evaluation team has been advised that the project is coming up with a good practice document. However, the team has noted the record of good practices by ILO in the course of project implementation. The two selected good practices are : a) The Kazi Nje Nje (KNN) programme of the ILO in Tanzania; and b) the Start & Improve Your Business (SIYB) program implemented in the three countries. A separate report on good practices has been developed in accordance to the ILO format as part of this evaluation exercise.

5. Conclusions

Design & justification: The evaluation finds the design of YEF to be valid and logical, following consultations with ILO, YEN and Danida with Government and the ILO social partners (Trade Unions & Employers 'Organizations) in the three countries. YEF project design was logical and interventions done were based not only on the design but also on the emerging issues that occurred during implementation. YEF design is also flexible, based on multi-stakeholder programming that is open to play with a variety of players who are willing to work with ILO rules and deliver effectively. In terms of relevance, the YEF development objective is in line with not only the national development policies and plans in Kenya, Tanzania and Uganda but also relevant to other ILO and UN initiatives in these countries. YEF objectives also have direct relevance to three areas of the Danish Cooperation Development Strategy which focuses on economic growth and employment.

Management: The YEF has been well managed by the ILO through the deployment of a variety of relevant expertise at regional, national and international levels. These include the services of s CTA who reports to the Director of the ILO office for Kenya, Rwanda, Tanzania and Uganda, based in Dar es Salaam, Tanzania, and supported by a project implementation unit set-up with a main office at the ILO Dar es Salaam and project offices in Kampala, Uganda and Nairobi, Kenya. ILO resources for implementation comprise the Secretariat of the Youth Employment Network (YEN); ILO collaborating units/offices providing backstopping; and the relevant departments at the ILO HQ in Geneva.

Effectiveness of interventions: The project has so far provided significant ILO support to human and institutional capacity building in the areas of awareness creation among the youth for entrepreneurship orientation; business design and management; utilization of available facilities for business start-up including loans and grants from different institutions; utilization of research based evidence in youth employment policy formulation and programme management; and actual creation of self-employment in SMEs. In addition, the project has successfully designed and managed to mobilize resources for two new projects; namely, the USD 4.1M EU-funded YEF programme for Uganda and; USD2M Phase II of the Irish-funded Women's Entrepreneurship Development and Economic Empowerment (WEDEE) project for Kenya, Tanzania and Uganda that compliment YEF. Both these projects are under the supervision of the YEF CTA. Resource mobilization discussions are ongoing for a USD8M Skills and Green Jobs project with the Embassy of Denmark in Kenya. Similar resource mobilization efforts are taking place in Tanzania with EU and with the Embassy of Norway in Tanzania. The project is thus delivering on the original commitment to use the Africa Commission funding to leverage additional resources for youth entrepreneurship development in Eastern Africa.

It is to the credit of YEF project management that numerous invitations and requests from the global development community have been received to share the model, approaches, achievements and lessons learnt. Project reports show that YEF has participated in events in Sweden, the Caribbean and Turin in Italy, and international conferences organized in Tanzania,

Uganda and Kenya. YEF also provided support to the International Conference on the Great Lakes Region (ICGLR) extraordinary meeting of Heads of State and Government on Youth employment held in July 2014 in Nairobi, Kenya.

The project received a windfall of funds of about USD 510,000 in currency exchange rate gains in May 2014. The windfall of funds was allocated across budget lines in support of ensuring sustainability of activities among partner and stakeholders within and outside ILO. To its credit, YEF project received authorization for a no-cost extension, extending the project until June 2015, focus was put into realization of two main activity clusters; i) implementing the recommendations from the joint review team and ii) consolidating sustainability mechanisms with partners in each country across the various project components.

Sustainability: In an effort to ensure the sustainability of the YEF Project, and in response to the recommendations of the ILO/Danida Joint Review Mission (JRM), the project management has invested in building human and institutional capacities of implementers and partners, strengthened collaboration with agencies and bodies working on related projects, and encouraged government ownership of the project.

YEF project has been making the most significant contribution towards the relevant indicators of the CPOs and DWCPs. In all three countries new generation DWCPs are in the process of being developed and based on ILO constituents' priorities and discussions so far it seems that youth entrepreneurship will have a renewed and important focus. This has been further confirmed with an increase interest from the donor community to support YEF activities in Kenya (Danida, SIDA), Uganda (EU, SIDA) and Tanzania (Norad, EU).

The YEF project management is of the view, and correctly so, that the Facility continues to be seen by both ILO constituents and other national partners as a noble initiative that is leading the efforts to address youth entrepreneurship development in a new fashion. Communication and knowledge sharing of the partnerships and activities with national governments and partners remain a priority of the Facility and are regular. Newsflash and information materials are being produced; and the website of the facility (www.yefafrika.org) was revised and is an important platform for sharing information with the public in the three countries.

National Advisory Committee (NAC) remains an important platform in the three countries for advocacy and consultations on youth employment challenges and national knowledge sharing. Long after the YEF project has ended, NAC should continue to play its vital role in bringing together all the relevant players (Government, Employers' Federation, Workers' Union, Private sector, NGOs, ILO and collaborating UN agencies) in addressing the persistent challenge of youth unemployment.

Success factors in sustainability of project activities include the capacity building strategy implemented through ILO expert interventions and collaboration with a range of local and international experts in addressing many of the outputs of the project. The project has put

emphasis on collaboration and forging strategic partnerships as opposed to funding partner interventions which contributes to the overarching objective. In this manner, scaling up of efforts has been a priority and organizations collaborating with the project have incorporated and mainstreamed products in their strategies. The current strategy of the project to concentrate in building sustainability systems will further facilitate outreach and increase the visibility of the project in most parts of the project countries. Sustainability efforts under YEF can also be seen through the strategies adopted in implementing each of the five outcomes and the results achieved.

6. Recommendations

1) The sustainability strategies built into the design of YEF has been effective (the capacity of implementing institutions have been strengthened and new organizations established; human capacity has also been built through the various entrepreneurial training programmes), therefore, partner efforts should continue to show impact through their different strategies well beyond this project cycle.

2) The five components of YEF are interrelated and the YEF management has succeeded in bringing together, through NAC, the different role players (government, academia, private sector & NGOs) to work together in addressing the challenge of youth unemployment through entrepreneurship development and employment creation. Given the proven success of the facility (YEF) and in the interest of sustainability, the platform for collaboration provided by NAC should continue to function, with the support of the ILO.

3) The website of the facility should remain an important platform for sharing information with the public in the three countries and for now, managed by the new YEF-EU project in Uganda, and information from Kenya and Tanzania enterprise development interventions drawn from country specific pages from Country Office website.

4) Through YEF, the evidence based for effective youth employment programming has increased through research reports; however, the actual use of available evidence to inform government and agency policies and programming remains to be seen and this should inform the next generation of evidence based policy research.

5) YEF has developed partnerships with micro finance institutions for youth business financing; however, a meaningful linkage has not been established between the interrelated stages of producing a confident entrepreneur – from BDS training, to writing business plan, to accessing loan, and to managing the business through sustained mentorship programme – all in a comprehensive package that is jointly administered.

6) The administration of Y2YF has revealed that a large number of financial institutions exist in each of the three countries with a mandate to give loans in support of employment creation for youth; however, actual access to these funds remain as difficult as ever due to a number of administrative and regulatory requirements. The need to facilitate improved access to capital by advocating for development of tailor-made financial products/models, such as Y2YF, cannot be overemphasized.

7) Given that a pool of funds that exists in the YEF countries to support youth employment creation but access such funding remains a problem, it is necessary to advocate for adoption of the Y2YF model by the public sector, donor agencies and development partners as an effective strategy to promote youth entrepreneurship.

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Annexes

Annex 1: Terms of Reference

Final Independent Evaluation of the Unleashing African Entrepreneurship Initiative March 2015

Introduction & rationale for evaluation

The Unleashing African Entrepreneurship also known as Youth Entrepreneurship Facility (YEF) programme was an initiative jointly implemented by International Labour Organization (ILO) and the Youth Employment Network (YEN) as a follow up to the Danish led Africa commission request. YEF was designed as a five-year programme (2010-2014) divided into two phases, Phase I (2010-2011) and Phase II (2012-2014). The 5 year initiative was funded by the Government of Denmark with an overall allocation of DKK 119 million (app. USD 23 million) focusing on Kenya, Tanzania and Uganda. The resource allocated for phase two is USD 16,384m USD.

As per the Agreement between Denmark and the ILO the initiative is foreseen implemented in two phases with Phase I over two years in 2010-11 (DKK 30 million) and Phase II over three years from 2012-14 (DKK 89 million) with the final approval of Phase II being subject to an independent evaluation in month 18 to assess progress made in Phase I and to make recommendations for Phase II. In August 2010 following the completion of a 6-months inception phase the initiative was reviewed jointly by the Danish International Development Agency (Danida) and the ILO.

The overall objective of the final independent evaluation is to analyse relevance, efficiency, effectiveness, sustainability and contribution to broader impact.

Brief background on project and context

Project codes	Umbrella code: RAF/09/06/DAN TC Symbols: RAF/10/50/DAN & RAF/10/51/DAN
IRIS nos	102086 & 102087
Award no	500710
Project duration	2010 –June 2015
Geographical coverage	Kenya, Tanzania, Uganda
Donor	Government of Denmark
Budget	23 million USD

While youth unemployment and the deficits in achieving the Decent Work Agenda are a major concern across Africa, young women and men are resourceful agents of change. The Youth Entrepreneurship Facility was established in 2010 as one of five initiatives of the Africa Commission to nurture the realisation of the resources that young people offer their countries' development through the creation of sustainable, youth-owned and managed enterprises.

During the Phase I implementation period, more than 2,600 young men and women were reached by entrepreneurship culture information campaigns; about 5,000 participated in business plan competitions; partnerships to deliver business start-up training to young emerging entrepreneurs were made with 76 BDS providers; 86 youth organisations were supported through entrepreneurship. Through ILO and YEN, 7 capacity building workshops and 25 youth organisations received a grant to implement entrepreneurship development projects. Additional resources in the amount of \$800'000 were raised from international partners to support the initiative.

In May/June 2011 an independent evaluation of Phase I was conducted to review and assess the progress made that far. The evaluation made a number of recommendations and concluded that: "Given that the project has performed quite well the Government of Denmark approve Phase 2 of the project (2012-2014) subject to concrete steps being undertaken in accordance with recommendations". The recommendations and the views of staff, partners, technical specialists, donor and development agencies were incorporated into the strategy proposed for Phase II.

During Phase II, the program continued its objective of creating decent work for African youth and focused on five immediate outcomes:

1. Young women and men have improved perceptions about entrepreneurship
2. The national education systems groom entrepreneurial talent
3. Youth employment policy makers and promoters are in a better position to make evidence-based decisions to improve resource allocation and programme design
4. Youth organizations provide innovative business development services
5. More young women and men establish and manage sustainable enterprises.

In September/October 2013 an ILO/Danida review of the project was conducted. The review generally concluded that the project was on course to meet set outcomes , and came up with recommendations for the ILO to consider for implementation up to the end of the project.

During phase II implementation, over 2,200,000 people, especially youth, were reached by entrepreneurship culture information through media programs, campaigns, business plans competition forums as well as various youth oriented workshops/seminars. 90,000 students have benefited from entrepreneurship education. The project facilitated a total of eight (8) impact evaluations and managed to finalize four (4) whose findings have been and continue to be shared through policy labs and other platforms for policy advocacy on youth employment. The project also implemented more than 140 grants and reached out more than 10,000 youths through the Youth to Youth Fund, a challenge fund for promoting innovative ideas among youth. In addition, 900 business development services providers trained who have in turn reached an estimated 51,000 through training and business support.

Link to the Decent Work Country Programmes

Enhancing the skills and entrepreneurial capacities of young women and men is a Country Priority Outcome (CPO) in the Decent Work Country Programmes (DWCP) of target countries, namely Kenya, Tanzania and Uganda. The YEF directly supports the following three DWCP outcomes:

KEN 130 Young women's and men's entrepreneurial skills for self employment and SME activities enhanced/increased

TZA 102 Young women's and men's entrepreneurial and SME activities enhanced

UGA 128 Young men's and women's entrepreneurship skills for self employment and productivity increased

Project management arrangement

The YEF is managed by an International Chief Technical Advisor who reports to the Director of the ILO office for Kenya, Rwanda, Tanzania and Uganda, based in Dar es Salaam, Tanzania. It is implemented with a project implementation unit set-up with a main office at the ILO Dar es Salaam and project offices in Kampala, Uganda and Nairobi, Kenya. Fifteen staff work in the three offices (four international experts, including four national experts, four administrative and finance staff, three projects drivers) and one international expert based at ILO HQs in Geneva. The Facility is technically backstopped by the Senior Enterprise Specialist in the Decent Work Support Team in ILO Pretoria and at HQ level by the Head of the Small Enterprise Unit of the Enterprise Department and by the Senior Youth Employment Specialist of the Employment Policy Department.

Purpose, scope and clients of the evaluation

Purpose

The final independent evaluation serves the following main purposes:

- i. to analyze the efficiency, effectiveness, relevance, impact and sustainability of the project
- ii. to examine whether the project achieved its stated objectives, produced the desired outputs, and the extent to which it realized the proposed outcomes.
- iii. to identify strengths and weaknesses in the project design, strategy, and management as well as lessons learned with recommendations for the ILO's considerations for future technical cooperation and other country level work related to youth employment.
- iv. to assess the extent to which YEF has implemented recommendations of the joint review team report

Scope

The independent evaluation will cover all outcomes of the Unleashing African Entrepreneurship initiative and the operations of the Youth Entrepreneurship Facility from the project start up period till the end. The focus is on all three countries; Kenya, Tanzania and Uganda. The evaluation will build on the findings of the mid term evaluation and in particular assess the extent to which the ILO and the YEN have taken on board the recommendations.

Clients

The primary clients of the evaluation are the Government of Denmark as donor of the initiative, the governments of Kenya, Tanzania and Uganda as recipient countries, ILO constituents and the ILO as executers of the initiative as well as other relevant stakeholders such as ILO/YEN implementing partners in the three countries. Furthermore, ILO offices and staff involved in the initiative, including ILO Dar es Salaam, Regional Office for Africa (ROAF), ILO Pretoria and ILO departments at HQ, both Enterprise Department and the Employment Policy Department. The evaluation process will be participatory. The Office, the tripartite constituents and other parties involved in the execution of the project will use, as appropriate, the evaluation findings and lessons learnt.

Evaluation criteria and questions

The evaluation will address ILO evaluation concerns such as i) relevance and strategic fit, ii) validity of design, iii) project progress and effectiveness, iv) efficiency of resource use, v) effectiveness of management arrangements and iv) impact orientation and sustainability as defined in the Office guidelines⁴. Gender concerns will be based on the ILO Guidelines on Considering Gender in Monitoring and Evaluation of Projects (September, 2007). The evaluation will be conducted following UN evaluation standards and norms⁵ and the *Glossary of key terms in evaluation and results-based management* developed by the OECD's Development Assistance Committee (DAC). In line with the results-based approach applied by the ILO, the evaluation will focus on identifying and analysing results through addressing key questions related to the evaluation concerns and the achievement of the outcomes/immediate objectives of the initiative using the logical framework indicators.

Key Evaluation Questions

The evaluator shall examine the following key issues:

5 *Relevance and strategic fit,*

- Has the project continued to be relevant to the achievements of the outcomes in the national development plan, the UNDAF/UNDAP and the DWCPs of the three countries as well as the EAC DWP?
- How well the project complements and fits with other ongoing ILO programmes and projects in the project countries.
- What links are established so far with other activities of the UN or non-UN international development aid organizations at local level?
- How well it complements other ILO programmes in the country?
- What are some of the key contributions of the project to the new DWCPs in the targeted countries?
- Strategic fit with the Danish Development Cooperation Strategy and synergies with relevant initiatives and programmes of the Danish Ministry for Foreign Affairs.

6 *Validity of design*

- Assess whether the project has addressed emerging issues in the course of project implementation? What internal and external factors have influenced the ability of the ILO to meet projected targets?

⁴ Evaluation Guidance – Planning and Implementing Evaluation for Results, Annex 2, ILO Evaluation Unit, June 2009

⁵ ST/SGB/2000 Regulation and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation

- Do outputs causally link to the intended outcomes that in turn link to the broader development objective?
- Considering the results that were achieved so far, was the project design realistic?

7 *Project effectiveness*

- To what extent have the expected outputs and outcomes been achieved or are likely to be achieved?
- Were outputs produced and delivered so far as per the work plan? Has the quantity and quality of these outputs been satisfactory? How do the stakeholders perceive them? Do the benefits accrue equally to men and women?
- In which area (geographic, component, issue) does the project have the greatest achievements so far? Why and what have been the supporting factors?
- How effective were the backstopping support provided so far by ILO (regional office, DWT Pretoria and Geneva) to the programme?
- Are there any unintended results of the project?
- Are there other government programs that have been tailored with ILO-YEF to achieve similar objectives?

8 *Efficiency of resource use*

- Are resources (human resources, time, expertise, funds etc.) allocated strategically to provide the necessary support and to achieve the broader project objectives?
- Are the project's activities/operations in line with the schedule of activities as defined by the project team and work plans?
- Are the disbursements and project expenditures in line with expected budgetary plans? If not, what were the bottlenecks encountered? Are they being used efficiently?
- Does this project delivery/design/implementation strategy provide a 'good value for money'?

9 *Effectiveness of management arrangements*

- Are the available technical and financial resources adequate to fulfil the project plans?
- Is the management and governance arrangement of the project adequate? Is there a clear understanding of roles and responsibilities by all parties involved?
- Have targets and indicators been sufficiently defined for the project?
- How effectively the project management monitored project performance and results? Is a monitoring & evaluation system in place and how effective is it? Is relevant information systematically collected and collated? Is the data disaggregated by sex (and by other relevant characteristics if relevant)? How has this knowledge been documented and shared?
- Is the project receiving adequate administrative, technical and - if needed - political support from the ILO office in the field (Dar es Salaam), field technical specialists (Pretoria) and the responsible technical units in headquarters?
- Is the project receiving adequate political, technical and administrative support from its national partners/implementing partners?
- Is the project collaborating with other ILO programmes and with other donors in the country/region to increase its effectiveness and impact?
- To what extent have the recommendations of the joint review been implemented?
- Are all relevant stakeholders involved in an appropriate and sufficient manner?
- Did the project implement the midterm evaluation and other review recommendations conducted in the last 3 years?

10 *Impact orientation and sustainability*

- Assess whether the project has implemented sustainability measures and show some sort of impact?
- Has the project built the capacity of people and national institutions or strengthened an enabling environment (laws, policies, people's skills, attitudes etc.)?
- To what extent will the project interventions and initiatives be sustained by the partners engaged in its implementation?

11 *Lessons learned*

- What good practices can be learned from the project that can be applied in the next phase and to similar future projects?

What should have been done different, and should be avoided in the next phase of the projects.

Methodology

The evaluation will be carried out through a desk review and visits to each of the three countries (Kenya, Tanzania and Uganda) for consultations with ILO management and staff, constituents, Danish Embassies as well as other relevant bilateral donors, implementing partners, beneficiaries and other key stakeholders. Consultations with the ILO Youth Employment Programme in Geneva, where one international expert is based will also be done. Additional consultations with relevant units and officials in Geneva, Addis Ababa and Pretoria will be decided by the evaluation team as well as the method for doing so. The independent evaluation team will review inputs by all ILO and non ILO stakeholders involved in the initiative, from Facility staff in the three countries, constituents and a range of partners from the private and civil sectors.

The draft evaluation report will be shared with a select group of key stakeholders and a request for comments will be asked within a specified time. The evaluation team will seek to apply a variety of evaluation techniques – desk review, meetings with stakeholders, focus group discussions, field visits, informed judgement, and scoring, ranking or rating techniques. Subject to the decision by the evaluation team a guided Open Space workshop with key partners may be organized in each country, or alternatively a regional evaluation knowledge sharing workshop where key partners from each country will be brought together to validate the findings from the evaluation.

Desk review

A desk review will analyze project and other documentation provided by the Facility management. The desk review will suggest a number of initial findings that in turn may point to additional or fine tuned evaluation questions. This will guide the final evaluation instrument which should be finalized in consultation with the evaluation manager. The evaluation team will review the documents before conducting any interview. Key documents include but are not restricted to:

- Program documents for Phase I and II
- Report from Inception Phase
- Report from the independent evaluation of Phase I, and ILO management response
- Report and recommendations from the joint review, and ILO management response
- Report from the review of SIYB training interventions led by the YEF
- Report from the review of the Youth to Youth Fund
- Biannual reports on outputs and outcomes submitted to the donor
- Monitoring Scorecard
- Good Practices Document on promoting youth entrepreneurship
- Curriculum materials produced to promote Entrepreneurship Education in Uganda at A. level

Interviews with ILO and YEN staff

The evaluation team will undertake group and/or individual discussions with staff in the three countries as well as with the Senior Youth Employment Specialist and the Evaluation Specialist of the ILO Youth Employment Programme based in Geneva. The evaluation team will also interview key staff of other ILO projects, and ILO staff responsible for financial, administrative and technical backstopping of the Facility in ILO Dar es Salaam, the regional office in Addis Ababa, the Decent Work Support Team in Pretoria and ILO HQ. An indicative list of persons to be interviewed will be furnished by the Facility management upon further discussion with the Evaluation Manager.

Meetings with staff in Geneva, Pretoria, and Addis are expected to take place virtually, over phone or skype.

Interviews with key stakeholders in Dar es Salaam, Kampala and Nairobi

A first meeting will be held with the responsible Director in ILO Dar es Salaam and with the Facility Team prior to the visits to Kampala and Nairobi. Travel to each of the three countries will allow the evaluation team to undertake

more in depth reviews of the respective national strategies and the outputs and outcomes of the respective components in each country. Following the visits to Kampala and Nairobi the evaluation team will return to Dar es Salaam for a debriefing with the ILO Director and the Chief Technical Advisor (CTA) of the Facility.

Main outputs

The expected final output of this evaluation is a concise Evaluation Report as per the proposed structure in the ILO evaluation guidelines:

- Cover page with key project and evaluation data
- Executive Summary
- Acronyms
- Description of the project
- Purpose, scope and clients of the evaluation
- Methodology
- Clearly identified findings for each criterion
- Conclusions
- Challenges met
- Unfinished work
- Recommendations
- Lessons learned and good practices
- Annexes

All draft and final outputs, including supporting documents, analytical reports and raw data should be provided in electronic version compatible with Word for Windows. All data and information received from the ILO for the purpose of this assignment will be treated confidentially and are only to be used in connection with the execution of these Terms of Reference. All intellectual property rights arising from the execution of these Terms of Reference are assigned to the ILO. Use of the data for publication and other presentation can only be made with the agreement of ILO Dar es Salaam. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

Management arrangements, work plan & time frame

Composition evaluation team

One International/Lead and 3 local Consultants will work as a team. The international consultant will travel to the three countries and will be supported by the local consultants.

Evaluation Manager

The evaluation team will report to the evaluation manager (Ms, Kidist Chala, kidist@ilo.org) and should discuss any technical and methodological matters with the evaluation manager should issues arise. The evaluation will be carried out with full logistical support and services of the Youth Entrepreneurship Facility and with the administrative support of the ILO Office in Dar es Salaam.

Work plan & Time Frame

Evaluation Phases

The evaluation is foreseen to be undertaken in the following main phases and time period aiming for submission of the final evaluation report to the donor.

Phase	Tasks	Responsible Person	Timing
I	<ul style="list-style-type: none"> • Preparation of TOR, consultation with Danida and ILO 	Evaluation manager	Mid March
II	<ul style="list-style-type: none"> • Identification of independent international evaluator • Entering contracts and preparation of budgets and logistics • Consultant/Evaluation firm to submit Evaluation plan/inception report focusing on the methodologies to be used. 	Evaluation manager	End March

Phase	Tasks	Responsible Person	Timing
III	<ul style="list-style-type: none"> Telephone briefing with evaluation manager Desk review of project related documents Evaluation instrument designed based on desk review 	Team leader, with support of evaluation team	23 April
IV	<ul style="list-style-type: none"> Consultations with Facility staff/management in the three countries Consultations with YEP Staff Consultations with ROAF, ILO Pretoria, HQ Units Consultations with ILO Office Dar es Salaam Consultations with Danish Embassies Consultations with stakeholders in the three countries Debriefing and presentation of preliminary findings to ILO Dar es Salaam and Facility 	Evaluation team with logistical support by Facility	4th May
V	<ul style="list-style-type: none"> Draft evaluation report based on desk review and consultations from field visits 	Team leader with support of evaluation team	
VI	<ul style="list-style-type: none"> Circulate draft evaluation report to key stakeholders Consolidate comments of stakeholders and send to evaluation team leader 	Evaluation manager	1st week of June
VII	<ul style="list-style-type: none"> Finalize the report including explanations on if comments were not included 	Team leader with support of evaluation team	2nd week of June
VIII	<ul style="list-style-type: none"> Approval of report by EVAL 	EVAL	
IX	<ul style="list-style-type: none"> Official submission to the PARDEV 	Evaluation manager	

For this independent evaluation, the final report and submission procedure will be followed:

- The team leader will submit a draft evaluation report to the evaluation manager.
- The evaluation manager will forward a copy to key stakeholders for comment and factual correction.
- The evaluation manager will consolidate the comments and send these to the team leader.
- The team leader will finalize the report incorporating any comments deemed appropriate and providing a brief note explaining why any comments might not have been incorporated. He/she will submit the final report to the evaluation manager
- The Evaluation manager will forward the draft final report to the Regional Evaluation Focal person who will then forward it to EVAL for approval.
- The evaluation manager officially forwards the evaluation report to stakeholders and PARDEV.
- PARDEV will submit the report officially to the donor.

Budget

A total budget of this evaluation is under the full control of the evaluation manager for engagement of international and national consultants, international and domestic travels and organization of workshops and consultative meetings with stakeholders.

For the team leader:

- Fees for international team leader for 35 days.
- Fees for international travel from consultants' home to Dar es Salaam, Nairobi and Kampala in accordance with ILO regulations and policies.
- Fees for DSA during the country visits.

For the national consultants:

- Fees for 3 national consultant for 5 days each (15 in total)
- Fees for local DSA for any country travel deemed necessary

For the evaluation exercise as a whole:

- Fees for local travel in-country
- Stakeholder workshop expenditures
- Interpretation costs as appropriate
- Any other miscellaneous costs

A detailed budget will be prepared by the Evaluation Manager with support from the Facility Team.

Key qualifications and experience of the Evaluation Team

The **international consultant** should have the following qualifications:

- Master degree in Business Management, Economics or related graduate qualifications
- A minimum of 10 years of professional experience specifically in evaluating international development initiatives in the area of employment, entrepreneurship and management of development programmes, preferably in developing countries.
- Proven experience with program evaluation, logical framework approaches and other strategic planning approaches, M&E methods and approaches (including quantitative, qualitative and participatory), information analysis and report writing.
- Knowledge and experience of the UN System
- Understanding of the development context of the three project countries (Kenya, Tanzania and Uganda) would be a clear advantage.
- Excellent communication and interview skills.
- Excellent report writing skills.
- Demonstrated ability to deliver quality results within strict deadlines.

The **National consultants** should have the following qualifications:

- Master degree in Business Management, Economics or related graduate qualifications
- A minimum of seven years of professional experience, specifically in the area of monitoring and evaluation of international development initiatives and development organizations.
- A track record of conducting various types of evaluations, including process, outcome and impact evaluations in Kenya, Tanzania and Uganda and preferably at EAC level.
- Knowledge and experience of the UN System
- Excellent communication and interview skills.
- Excellent report writing skills.
- Demonstrated ability to deliver quality results within strict deadlines.

Roles and Responsibilities of Local consultants

- In collaboration with the project team, collect all documents, video, etc developed by the project and project partners.
- With the guidance from the international consultant, carry out desk reviews.
- Prepare report of desk review, meetings with stakeholders, focus group discussions, field visits, and submit it to the international consultant.
- Support the international consultant to review inputs by all ILO and other stakeholders.

Annex 2: Key documents Used

2.1 Documents

1. ILO-Annual work plans and budgets
2. ILO- Capstone Tanzania Brief
3. ILO- Final YEF Tanzania Presentation
4. ILO YEF Tanzania Inventory Report
5. ILO's model of intervention on youth employment.
6. ILO Phase II project Document: Unleashing African Entrepreneurship Initiative
7. ILO's UNDP Contributions at a Glance Report 2012/13
8. ILO's UNDP Contributions at a Glance Report 2013/14
9. ILO YEF Project progress and annual reports for 2012,
10. ILO YEF Project progress and annual reports for 2013
11. ILO YEF Project progress and annual reports for 2014
12. ILO Score-Card
13. Independent evaluation of ILO's Strategy on youth employment
14. The entrepreneurship education implementation status' report, 2013
15. Micro, Small and Medium Enterprises Baseline Survey for Tanzania, 2012
16. YEF Independent Evaluation, Phase 1, June 2011.
17. YEF Joint Review Report 2013
18. YEF Monitoring and Evaluation strategy and baseline data for entrepreneurs reached
19. YEF Statements of financial expenditure
20. Youth to Youth Fund as a Successful Model to Promote Youth Entrepreneurship -An evaluation Report
21. Youth to Youth Fund Implementation guideline
22. Tanzanian Youth Development Policy, 2007
23. Tanzanian Employment Policy, 2008
24. IMED Report on establishment of special scheme for innovative, knowledge intensive start-ups in agricultural and agribusiness sector in Tanzania, 2013

2.2 Additional References:

1. Economic Policy Research Centre (EPRC) , ILO, YEF Africa, Youth Entrepreneurship In Uganda Policy Evidence and Stakeholders, A Context Analysis, March 2015.
2. The republic of Uganda Country Program 2013-2017
3. Charlotte et al, December 2014, Start and Improve Your Business E-learning Program, Experiences from Kenya , Tanzania and Uganda.
4. ILO- Technical Cooperation Progress Report (TCPR), Country or Region : Kenya, Tanzania, Uganda: Africa Region: Title Un leashing African Entrepreneurship Youth Entrepreneurship Facility (Phase1 2010-2011) phase 2012-2014. Reporting Period January 2012 to December 2012.
5. ILO , Technical Cooperation Progress Report (TCPR) Region: Kenya, Uganda , Africa Region: Title Unleashing African Entrepreneurship/ Youth Entrepreneurship/ Youth Entrepreneurship Facility, Phase 1 2010-2011, Phase 2 2012-2014. Reporting period January 2014- December 2014.
6. ILO Technical Cooperation Progress Report (TCPR), Kenya, Tanzania, Uganda, Africa Region. Un leashing African Entrepreneurship/ Youth Entrepreneurship Facility (Phase 1 2010-2011, Phase II 2012-2014. Reporting period January 2013- December 2013.

7. Youth Employment Network , Africa Commission, ILO YEF Africa, Youth Entrepreneurship Facility: Unleashing Africa Entrepreneurship Phase II Proposal (2012-2014)
8. ILO YEF Africa , Unleashing Africa Entrepreneurship, International Labor Organization, The Youth to Youth Fund as a successful model to promote Youth Entrepreneurship : Key Achievements and Lessons learned.
9. Africa Commission , ILO, ILO Youth Employment Network, Unleashing Africa Entrepreneurship Initiative, Independent Evaluation Report Phase 1 (2010-2011) Project Code: Umbrella Code: FAF / 09/06/DAN. TC, Symbols , RAF /10/51/DAN, Project Title: Unleashing African Entrepreneurship Initiative: Youth Entrepreneurship Facility , Kenya, Uganda, Tanzania, January 2010 May 2011.
10. Danish Ministry of Foreign Affairs (Danida) Teacher advisory Services, International Labor Organization (ILO) Joint Review of the ILO Youth Entrepreneurship Facility Africa Commission (Danida), Kenya, Tanzania and Uganda, Final Report, October 2013.
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12. Youth to Youth Fund Tool Kit Best Practice, Guide , Generic Report
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Annex 3: Persons Met

3.1 Persons met in TANZANIA

S/No.	Name	Position	Organization
Government			
1	Ally Msaki	Director of Employment	Ministry of Labor
2	James Kajugusi	Director of Youth	Ministry of Information, Youth and Sports
3	Edward Kessy		National Economic Empowerment Council
4	Anna	Director of Empowerment	National Economic Empowerment Council
5	Amiry A. Amiry	Director of Employment	President's Office, Zanzibar
6	Ali KH. Juma	Deputy Principal Secretary	Ministry of Empowerment, Social Welfare, Youth, Women and Children, Zanzibar
Associations, Banks and Civil Society Organizations			
7	Martha Olutu	Grants Manager	Foundation for Civil Society
8	Nestory Mhando	Grants Officer	Foundation for Civil Society
9	Benny Mwambela	SIYB Master Trainer	Association of SIYB trainers
10	Jema Kavishe	SIYB Trainer	Association of SIYB trainers
11	Mc. Donald Lanzi	SIYB Trainer	Association of SIYB trainers
12	Fidelis Madaha	SIYB Trainer	Association of SIYB trainers
13	Lawrence ambokile	General Secretary	Association of SIYB trainers
14	Juda Mapunda	Cordinator	Community Media Network
15	Felician Ncheye	Deputy Chairman	Community Media Network
16	Joseph Sekiku	Chairperson	Community Media Network
17	Talib seif Abdalla	Youth incubatee	Zanzibar Profession Training Institute
18	Joseph Migunda	Chairperson	Tanzania Association of BDS Providers
19	Oscar Kimaro	Project Manager	Restless Development
20	Samwel S. Mkwatwa	Project Manager	Partnership Country Wide
21	Mohammed Mussa	Director	KNN Cooperative Society

22	Oscar Mkude	Economist	Association of Tanzania Employers
23	Z. Salehe	Executive Director	Zanzibar Employers Association
24	Regina Ndesanjo	Branch Manager	Mwanga Community Bank
25	Glory Francis	Microfinance officer	Uchumi Community Bank
ILO and DANIDA			
26	Jens Christensen	Senior Enterprise Development Specialist	ILO, South Africa
27	Olengecha Mkuku	National Project Coordinator	ILO YEF Tanzania
28	Eric Massinda		Danish Embassy
29	Drew Gardner	Evaluation Specialist	YEF-ILO, Geneva
30	Juriaan Linsen	Junior Technical Officer	YEF- ILO, Geneva
31	Kokushubila Kabanza	Policy Advocacy Officer	ILO YEF Tanzania
32	Edmund Moshya	NPC, Sustainable Enterprises	ILO UNDP
33	Albert	NPC Skills Development	ILO UNDP
34	Fanuel Maridadi	NPC, Labour Laws	ILO UNDP
35	Gabriel Wilhelm	Monitoring and Evaluation	ILO YEF
36	Jelous Chirove	Chief Technical Advisor	ILO YEF
37	EkanathKhatiwada	Regional Y2Y Fund Officer	ILO YEF
Direct Beneficiaries			
38	Salama Mohamed	SIYB Trainer	Chipua Youth Organization
39	Regina France	Project Manager	Marafiki wa Elimu, Dodoma
40	Gadson Wilfred	Project Manager	Kasulu Youth Development
41	Angelina Guranywa	Project Manager	Nyakitondo Youth for Development

3.2 Persons met in Kenya

S/N	Name	Organization	Position held
1	Mr George Waigi	ILO	NPC - YEF
2	Ms Esther Okone	EDN	Mater Trainer
3	Mr Ben Mbai	EDN	Master Trainer
4	Mr Anthony Kigora	Equity Group foundation	Programme Manager
5	Mr John Wali	CEO	Junior Achievement
6	Mr. George Mazuri	USTADI	CEO
7	Mr. Isaac Kiema	Federation of Kenya Employers (FKE)	Project Coordinator

8	Mr Joseph Kanyi	Micro and Small Enterprises Authority (MSEA)	Head, Business services
9	Ms. Catherine Macharia	Vijana in Action	Executive Producer
10	Mr Duncan Kachuli	BDS, Nairobi	Trianing Officer
11	Mr Pius Nganga	Capital, Nairobi	Principal Officer
12	Mr. Tonnie Mello	PBMA	Chair Professional
13	Ms. Lilian Marenya	Enblis	CEO
14	Ms. Elise Pinner	MDF Training and Consultancy	Programme Officer
15	Ms. Damaris Kaman	Ministry of Devolution and Planning (MoDP)	Ag. Director, Youth Affairs
16	Ms. Jane Aranga	Ministry of Labour, Social Security and Services	Former NAC Chair
	YEF Team and WEDEE		

3.3 Persons met in Uganda

	Name of the Person	Position	Organization	Contact Phone/ email
1.	Mr John Okumu	Curriculum Specialist in Business Education, Secondary education	National Curriculum Development Centre	+256-312112088/ admin@ncdc.go.ug
2.	Yiga Aisha	Project Manager	Integrated community Action for Development, Nansana Wakiso	
3.	Cissy Namatovu	Project Manager,	Mengo Youth Development link	
4	Mr james Katumba, Mr Yairo Ngobi, Ms Cathy Mbidde, Mulya David,	Board/members of BDS Providers Network	BDS Providers Network (BDS)	
5.	Moses Matovu,	Director	Huyslink	
6.	Christopher Kiwanuka	Grants Manager	Huyslink	
7.	Madiina Gooba	Research Fellow	EPRC	+256 712943321
8.	Gemma Ahaiabwe	Research Fellow	EPRC	
9	Mr Mondo Kyateeka	Assistant Commissioner Youth Affairs / Chairman NAC	Ministry of Gender, Labor and social development	+256776000909
10.	Mrs Allen Ayebare	Chief Manager Corporate affairs	Centenary Bank	+256752434546
11.	Christin Birungi	Supervisor Corporate Affairs	Centenary Bank	+256712110456
12.	Elizabeth Ongom	Responsible for EU Collaboration with ILO	European Union	
13.	Anne Gamurorwa	Executive Director	Communications for Development Foundation Uganda	0772426753
14.	Juma Mwamula	Representative	Central organization of Free Trade Unions (COFTU)	Jbmwamula@yahoo.com 0779556781/0701681772
15.	Markus	Head of ILO YEN	ILO YEN Geneva	
16.	Susan Puerto	Program Manager	ILO/YEN, Geneva, Switzerland	+41227996584
17.	Pamela Kabuchu	Senior Program Advisor, Private Sector/DBP	DANIDA	+256312263211/256772407986
18.	Douglas Opio	Manager Enabling Social Dialogue Programme	Federation of Uganda Employers	Opidouglas@gmail.com 256712108418

Beneficiaries of YEF Interviewed During Knowledge Sharing Event 29/April 2015, UMA Exhibition Hall.				
1.	Oduka Ongino	Project Manager	Youth Group, Kumi District, Ongino Sub County	
2.	Margaret Heddy Ongom	Project Coordinator	TICH Group, Oyam District, Loro Sub County	
3.	Odaro Stephen	Member	Platform for Vendors in Uganda, Kampala	
4.	Geoffrey	Project Coordinator	Kanungu development Initiatives	0772094992
5.	Blessed Grace Aleng	Director	Graceland Rabbits	0782414227
6.	Aisha Namuli	Director	AFDEL	0704071706

Annex 4: SUMMARY OF YEF PROGRAMME ACHIEVEMENTS: 2010-2015

Kenya YEF Project Implementation Achievements (2010-2015)			
Outcome 1: Young women and men have improved perceptions about entrepreneurship			
Target: Increase in the share of young people that consider starting their business as a livelihood strategy of choice (25% increase against baseline)			
Output	Output indicator	Achievement	Remarks
Output 1.1 Awareness among young women and men about the merits of entrepreneurship increased	At least 400,000 youth reached & 75% increase in entrepreneurship awareness by year 5	24 new TV media episodes of "Vijana in action" aired on national TV and reached viewership of more than 200,000. Text message responses of 12,000 young people during the show; K24 TV channel highlighted profiles of young entrepreneurs supported by the facility	No solid result and relevant campaign seem to have been designed. Training given to staff of media houses in Kenya would enable them to continue promoting Entrepreneurship shows even after the YEF project.
Output 1.2 Young entrepreneurial role models promoted	30% of target audience empathizing with the thought of being an entrepreneur	85 schools participated in junior achievement reaching out to 3400 young people with schools A business plan event (Enablis-ILO-and Safaricom) was launched to promote creation of green jobs. 3 junior achievers were rewarded @ Ksh.500,000	The sustainability of the junior achievers was further cultivated by partnership with corporate institutions like chase bank and Safaricom who have a good track record in corporate social responsibility programs.
Outcome 2: The national education systems groom entrepreneurial talent			
Target: Increase in the share of school leavers that intend to start their own business within 36 months of graduation (35% against baseline)			

Output	Output indicator	Achievement	Remarks
Output 2.1: National entrepreneurship curricula introduced into secondary, technical and vocational schools	Entrepreneurship education curricula amended in at least 2 countries	This aspect did not take off because the Kenyan curricula was already overloaded to include enterprise education in school curricula.	The intervention did not yield results as planned.
Output 2.2: Teachers capacitated and certified competent in the delivery of entrepreneurship education modules	(At least 5,000 teachers trained by year 5)	30 trainers were trained to deliver the program at Inoorero and St. Pauls University. Consultations with Ministry of youth in view to introduce selected youth polytechnics to Know About Business (KAB) modules in selected training institutions and with a view to consider supporting did not yield to expectations.	The intervention did not yield results as planned
Output 2.3: Entrepreneurship education classes conducted	(320,000 students by year 5)	This aspect did not take off because the Kenyan curricula was already overloaded to include enterprise education in school curricula.	The intervention did not yield results as planned
<p>Outcome 3: Youth employment policy makers and promoters are in a better position to make evidence based decisions to improve resource allocation and programme design</p> <p>Target::No. of youth employment policy recommendations/programme drafted using a reliable evidence-based evaluations (at least two policy recommendations/programme per country)</p>			
Output	Output indicator	Achievement	Remarks
Output 3.1: Policy makers and promoters have an improved knowledge base on best practice in youth employment promotion	At least 1 evaluation clinic per year)	2 national policy clinics were conducted. YEF project worked with Policy Makers at the Ministry of Devolution and Planning and the NAC to disseminate 5 impact evaluation papers, 5 policy briefs, a good practices paper and an evidence review paper.	This exceeded the target by 100%.
Output 3.2: The evidence base for effective youth employment programming is increased	(at least 2 rigorous impact assessments initiated)	Two impact evaluations were conducted in Kenya: Girls Empowered by Micro-franchising (GEM) project, which provides girls with girls with an opportunity to start and run their own micro-franchises and linkages to existing micro-franchises in coast region and: ILO's Women Entrepreneurship Development and Economic Empowerment (WEDEE) program and its business management training package assessment clinics in western Kenya.	This The time needed to design and implement the evaluation was underestimated in the YEF design.
<p>Outcome 4: Youth organizations provide innovative business development services</p>			

Target: Share of innovative solutions that can be replicated (at least 1/3)			
Output	Output indicator	Achievement	Remarks
Output 4.1: Youth organizations trained to develop youth entrepreneurship	At least 150 youth groups sufficiently organized	A total of 273 master trainers and 8,500 existing and potential entrepreneurs have benefited from IYB. Trainers of Trainers (TOTs) and (TOEs) organized. 90 mentors trained, SIYB e-learning platform launched. Selected 23 grantee organizations to manage the implementation of youth entrepreneurship projects	The success was made by partnerships initiated
Output 4.2: Grants for competitively selected youth organizations distributed	At least 75 grant agreements signed	The Y2YF has supported 34 grantee organizations in Kenya and has reached a total of 2,558 beneficiaries.	The influence to other corporate stakeholders made the idea a success.
Output 4.3: Youth projects piloted successfully and recommendations produced on how these projects can be up-scaled or replicated	(At least 25 projects replicated)	Replication fund set up 23 innovative youth idea Over 680 businesses established and 1170 jobs created. Ustadi Foundation. 5 short documentaries, 3 TV interviews, 2 radio shows and 2 print platforms showcasing the Y2YF models have been developed and shared with partners.	The target exceeded targets.
Outcome 5: More young women and men start and improve their own businesses			
Targets: Number of businesses started by youth (at least 11,500 by year 5) Average increase in turnover in businesses reach (20% increase against baseline)			
Output	Output indicator	Achievement	Remarks
Output 5.1: BDS products tailored to suit the needs and capacities of young businesspeople developed	At least 2 new products per country	2 programs started (SIYB and IYB). A professional association called Business Mentors Association, with 130 active members across the country. Mt Kenya University has taken up Business mentorship	The objective has exceeded target
Output 5.2: Local BDS providers certified competent to deliver BDS	at least 1'000 trainers by year 5	30 new trainers have been trained therefore expecting the certification purposes in 2015.	Exceeded target
Output 5.3: Out of school young women and men have receive BDS in specific sectors and value chains	At least 45'000 youth by year 5	134 SYB and IYB, TOE workshops, 2,034 young entrepreneurs were trained, out of them 66% being females.	Exceeded target
Output 5.4: Partnerships	at least 2	3 partnerships created with KCB,	Exceeded target

with micro finance institutions for “youth finance windows” Developed	<i>partnerships in each country</i>	Kenya Women Trust Fund (KWFT) and EGF.	
Output 5.5: Access to loans and grants for female and male entrepreneurs	<i>at least 15'000 youth borrowers</i>	SIYB Program Impact Survey suggest that more than 3,000 youth have accessed finance for either for their start-ups or existed business; KWFT -2000 young women accessed funds to expand their green business initiatives; KCB and YEDF- jointly fund 505 youth entrepreneurs in agri-business; 16 youth led organizations have benefited through grants of USD 10,000-20,000 with projects ideas in recycling, poultry, fish farming, BDS and group business development.	<i>Surpassed target</i>

Tanzania YEF Project Implementation Achievements (2010-2015)

Outcome 1: Young women and men have improved perceptions about entrepreneurship

Target: Increase in the share of young people that consider starting their business as a livelihood strategy of choice

<i>Output</i>	<i>Output indicator</i>	<i>Achievement</i>	<i>Remarks</i>
Output 1.1 Awareness among young women and men about the merits of entrepreneurship increased	At least 400,000 youth reached & 75% increase in entrepreneurship awareness by year 5	At-least 1million young people have been reached with entrepreneurship messages; KNN was launched with attendances of between 300-500 youths in each district; 72,560 business ideas received	Collaboration with Community Media Network (COMNETA) with 28 radio stations was established
Output 1.2 Young entrepreneurial role models promoted	1 award scheme established	YEF supported the Employer Organization (ATE) to introduce Young Employer of the Year 2013; Young Entrepreneurs of the year award was developed in Zanzibar and managed by Zanzibar Employers association (ZANEMA); Business plans competition were organized from village, District and National levels in 8 regions; More than 50 entrepreneurs were promoted to become role models for others	This award was received with much appreciation and ATE is looking for ways to continue with it beyond YEF. ZANEMA will host the event in year 2015

Outcome 2: The national education systems groom entrepreneurial talent

Target: Increase in the share of school leavers that intend to start their own business within 36 months of graduation (35% against baseline)

<i>Output</i>	<i>Output indicator</i>	<i>Achievement</i>	<i>Remarks</i>
Output 2.1: National entrepreneurship curricula introduced into secondary, technical and vocational schools	National curricular amended	The entrepreneurship education curriculum amended, entrepreneurship educations mainstreamed in the curriculum for Primary Education (Vocational skills, Personality and sports); secondary-o-level (Civics); Secondary-High level (General studies). Following the curriculum, 129 schools – 64 primary	NEEC was assisted to develop the National Entrepreneurship Training Framework (NETF); The NEFT has delayed being launched by the Government but

		and 65 secondary - were selected for the pilot and this was done in 2013. The roll-out of the new curriculum started early in 2014 and has reached a total of 56 Districts from 8 regions.	NEEC believes that it will be done within 2015
Output 2.2: Teachers capacitated and certified competent in the delivery of entrepreneurship education modules	1500 teachers trained	A total of 340 in service teachers (40% women) from the pilot schools (16 primary and 16 secondary) were trained in TOT in order to initiate entrepreneurship classes. 164 secondary and primary school teachers trained and introduced to the newly revised curriculum. 82 Entrepreneurship Education Master Tutors developed (30 of these are from Zanzibar)	Efforts are underway to incorporate entrepreneurship education indicators in the Ministry of Education M&E systems;
Output 2.3: Entrepreneurship education classes conducted	85,000 students to be reached	An estimated total of 50,000 students have received entrepreneurship education by December 2014. Out of these, 46% were young women/girls 128 Primary and Secondary benefited. ZPTI has opened an incubator (ZPTI Incubation Centre) where EE graduates are incubated and assisted to access other BDS services.	The strategic alliance that ZPTI does with KNN trainers is a good example that can be used by other training providers
Outcome 3: Youth employment policy makers and promoters are in a better position to make evidence based decisions to improve resource allocation and programme design			
Target: No. of youth employment policy recommendations/programme drafted using a reliable evidence-based evaluations (at least two policy recommendations/programme per country)			
<i>Output</i>	<i>Output indicator</i>	<i>Achievement</i>	<i>Remarks</i>
Output 3.1: Policy makers and promoters have an improved knowledge base on best practice in youth employment promotion	1 evaluation Clinic with satisfaction rate of at least 75%	3 impact evaluations completed including Y2Y fund (2015); KNN campaign (2013) and Entrepreneurship Education implementation status (2014); Policy influence Plan (PIP) developed and shared to NAC members in 2013.	There is a need to transform the findings from these assessments and policy briefs into specific advocacy messages.
Output 3.2: The evidence base for effective youth employment programming is increased	3 impact assessments carried out in 5 years of the project	2 brief notes developed to explain some findings from on-going or concluded evaluations One evaluation clinic/workshop was conducted with total attendance of 60 stakeholders and with all participants (100%) signing up for on-line group site	Two experts from ILO Geneva and from Tanzania provided technical advice to individual projects.
Outcome 4: Youth provide innovative business development services			
Target: Share of innovative solutions that can be replicated (at least 1/3)			
<i>Output</i>	<i>Output indicator</i>	<i>Achievement</i>	<i>Remarks</i>
Output 4.1: Youth organizations trained to develop youth entrepreneurship	35 organizations capacitated	3 training sessions were delivered in the areas of Project Design, Grant Writing, Organizational Management and Reporting, Monitoring and Evaluation Training; 52 participants were trained; The project provided technical assistance to 26 organizations;	The shortlisted organizations were the only ones received technical assistance leaving out majority of organizations who could have benefited

		Capacity building was designed and implemented to all short listed organizations; 2 organizations were funded to attend the Civil Society Annual Forum organized by the Foundation for Civil Society	from these training
Output 4.2: Grants for competitively selected youth organizations distributed	35 competitively selected youth organizations given grants	Three call for proposals were made, disseminated throughout Tanzania, and each attracted more than 100 applications; 10 grants distributed in which 3 fall under innovation; 6 replication and 1 scaling up projects. A total of 33 grantee supported.	Foundation for Civil Society was contracted as a local implementation partner.
Output 4.3: Youth projects piloted successfully and recommendations produced on how these projects can be up-scaled or replicated	5 projects replicated	5 projects replicated successfully in Tanzania; Collaboration with Foundation for Civil Society is a first stage mechanism for sustainability of Y2Y	The Y2Y assessment report serves a starting point for soliciting more partnerships to promote youth entrepreneurship
Outcome 5: More young women and men start and improve their own businesses			
Targets: Number of businesses started by youth (at least 11'500 by year 5) Average increase in turnover in businesses reach (20% increase against baseline)			
<i>Output</i>	<i>Output indicator</i>	<i>Achievement</i>	<i>Remarks</i>
Output 5.1: BDS products tailored to suit the needs and capacities of young businesspeople developed	2 BDS Products	KNN Model was developed All trained trainers in Mainland and Zanzibar were sent to various district for them to train other youths E-Learning platform has been developed and is in place.	KNN was advertised through community medias and news papers
Output 5.2: Local BDS providers certified competent to deliver BDS	300 trainers/consultant capacitated	Four KNN Training of Trainers workshops were held for 181 (40% female) participants in mainland Tanzania and Zanzibar. These were deployed back to their districts where they have already started training young entrepreneurs as part of their certification process. 12 trainers from Y2Y Fund beneficiaries were trained in the ToT. A total of 25 Business mentors were trained in the newly developed Business Mentorship programme. A total of 76 trainers received certification as trainers	Association of SIYB trainers has been established where by all trainers are members
Output 5.3: Out of school young women and men have receive BDS in specific sectors and value chains	15,000 young people reached	Youth Employment conference was organized; Training focusing on GYBI and SYB conducted by KNN Apprentices/trainers and reached to more than 30,000 (45% females); young women and men have received BDS services	This is done in collaboration with WEDEE through women entrepreneur of the month.
Output 5.4: Partnerships with micro finance institutions for "youth finance windows"	2 partnerships established	Partnerships with 11 rural based banks have been developed to include: partnerships with 10 Community Banks (a form of microfinance	Partnership with different village community banks (VICOPA) which has a

Developed		institution) through their association (Community Banks Association. COBAT) and a CRDB bank. The partnerships is targeted for these banks to have special youth windows	reach in most of the Districts in Tanzania has been finalized
Output 5.5: Access to loans and grants for female and male entrepreneurs	5000 to access finances.	Preliminary findings from the 2014 SIYB Program Impact suggest that 32.2% of the trained entrepreneurs applied for external funding to finance their businesses whereby 82.5% managed to access funds. Therefore by extrapolating with the population of trained entrepreneurs, it is estimated that more than 3,000 youth have accessed finance for either business start-ups or growth.	A total group of 20 clients from Kilimanjaro Community Bank have been trained and are expected to access finance.

Uganda YEF Project Implementation Achievements (2010-2015)

Outcome 1: Young women and men have improved perceptions about entrepreneurship

Target: Increase in the share of young people that consider starting their business as a livelihood strategy of choice

<i>Output</i>	<i>Output indicator</i>	<i>Achievement</i>	<i>Remarks</i>
Output 1.1 Awareness among young women and men about the merits of entrepreneurship increased	400,000 youth reached	One media product (Weekly Radio drama series ran on 18 local radio stations) over 500,000 reached Participated in awareness campaigns, conferences, national trade fairs & exhibitions 100,000 reached	NAC in place; YEF-Danida, WEDEE and YEF-EU, social partners and donor representatives.
Output 1.2 Young entrepreneurial role models promoted	1 award scheme established	Awarded the 38 Business Plan winners 4 Green Business Plan Competitions attracted over 450 proposal.	Magazine published with 12 success stories and DVD produced for 13 success stories and distributed to youth and partners.

Outcome 2: The national education systems groom entrepreneurial talent

Target: Increase in the share of school leavers that intend to start their own business within 36 months of graduation (35% against baseline)

<i>Output</i>	<i>Output indicator</i>	<i>Achievement</i>	<i>Remarks</i>
Output 2.1: National entrepreneurship curricula introduced into secondary, technical and vocational schools	National curriculum amended	Entrepreneurship curriculum reviewed, revised & rolled out - Senior 5 & 6. Ordinary level was not developed because the government of Uganda was planning to do the revision. In collaboration with YEF EPRC, re reviewed policies a review of BTVET policy 2003 and draft of a strategic plan of BTVET 2011- 2012.	Entrepreneurship education curricula are now fully recognized by the respective institutions mandated to oversee curriculum development, implementation and evaluation in Uganda
Output 2.2: Teachers capacitated and certified competent in the delivery of	2,000 teachers capacitated	1,153 teachers trained & 1,972 head teachers & teachers sensitized to roll out entrepreneurship education classes to students, starting in 2012.	Target not met because of shortage of funds

entrepreneurship education modules		The process of observing and certifying them was completed through monitoring visits in July-August 2012.	
Output 2.3: Entrepreneurship education classes conducted		260 secondary schools selected for pilot testing; First cohort of students under new curriculum in Uganda graduated; survey results show positive orientation of students in changing mindset and being pro-entrepreneurship.	About 950 schools are using the revised curriculum with an estimated 23,000 new students each year; about 69,000 students
Outcome 3: Youth employment policy makers and promoters are in a better position to make evidence based decisions to improve resource allocation and programme design			
Target:: No. of youth employment policy recommendations/programme drafted using a reliable evidence-based evaluations (at least two policy recommendations/programme per country.			
<i>Output</i>	<i>Output indicator</i>	<i>Achievement</i>	<i>Remarks</i>
Output 3.1: Policy makers and promoters have an improved knowledge base on best practice in youth employment promotion	1 Evaluation Clinic conducted	1 Evaluation Clinic conducted in each project country. More than 60 attended in each clinic.	The project engagement with the Economic Policy Research Centre (EPRC) has led to a comprehensive mapping of youth entrepreneurship evidence and policies
Output 3.2: The evidence base for effective youth employment programming is increased	3 impact assessments carried out	8 Impact evaluations has been conducted regionally, 5 have been finalized and have been shared by all NAC members and other broad stakeholders; Impact findings were shared during NAC meetings in Uganda; Policy Influence Plan (PIP) developed and shared to NAC members in 2013 in Uganda. Inputs made into National Youth Employment Action Plan in Uganda.	ILO provided expert interventions through backstopping missions
Outcome 4: Youth organizations provide innovative business development services			
Target: Share of innovative solutions that can be replicated (at least 1/3)			
<i>Output</i>	<i>Output indicator</i>	<i>Achievement</i>	<i>Remarks</i>
Output 4.1: Youth organizations trained to develop youth entrepreneurship	35 organizations capacitated	34 representatives of 17 youth-led organizations under round 4 funding and five representatives of youth led organization under round II replication funding were trained on entrepreneurship development project design and grant proposal writing. So far, more than 210 groups have been reached by the capacity strengthening efforts of the Y2Y Fund.	Local implementing partner HUYSLINK contracted in Uganda
Output 4.2: Grants for competitively selected youth organizations distributed	35 competitively selected youth organizations given grants	Four Innovation, 2 Replication, and 3 Scale-up rounds were completed; 50 grant packages were provided to youth organizations	3 calls for proposals were launched by ILO, and Huyslink initiated another call in 2014
Output 4.3: Youth projects piloted	5 projects replicated	Replicated 11 successful grantee projects; Scaled up 16 former grantee	

successfully and recommendations produced on how these projects can be up-scaled or replicated		projects	
Outcome 5: More young women and men start and improve their own businesses Targets: Number of businesses started by youth (at least 11'500 by year 5) Average increase in turnover in businesses reach (20% increase against baseline)			
<i>Output</i>	<i>Output indicator</i>	<i>Achievement</i>	<i>Remarks</i>
Output 5.1: BDS products tailored to suit the needs and capacities of young businesspeople developed		IYB, GIYB and SYB were reviewed to incorporate green and social entrepreneurship. E-learning platform for SIYB was launched and is being used to reach out to more potential Youth entrepreneurs. Over 5,000 youth entrepreneurs were trained and supported online. Experience gained was reviewed and documented.	
Output 5.2: Local BDS providers certified competent to deliver BDS		The process of issuing printing and distribution licenses to selected partners was finalized and materials distribution is going done locally. Business Provider Network in Uganda was selected and awarded the license.	
Output 5.3: Out of school young women and men have receive BDS in specific sectors and value chains		21,675 Out of school young women and men have received BDS in specific sectors and value chains.	
Output 5.4: Partnerships with micro finance institutions for “youth finance windows” Developed		Three partnerships with finance institutions, centenary bank and Pride micro finance, and the government Youth Fund	
Output 5.5: Access to loans and grants for female and male entrepreneurs		SIYB impact survey indicates that among the trained entrepreneurs surveyed about 32.2% applied for external funding to support either the startups or improvement, and among them 82.5% had a successful application.	Field work revealed that mentoring is a critical strategy for sustainability

Annex 5: Impact Evaluation Research Briefs

A. Finance bundled with business training to grow microenterprises?

Experimental evidence from an intervention that addresses capital and business skills constraints among Ugandan microenterprises

- *Loans are more effective than grants for male entrepreneurs*
- *Business training sustains the positive impacts of loans on men businesses*
- *Women entrepreneurs need to be further empowered to reduce the impact of family pressure on their business resources and enable them to benefit from loans, grant and business training*

Rationale and approach

Researchers and policy-makers alike have been struggling to find approaches that allow micro and small businesses in developing countries to grow – especially those owned by youth and women. Recent experimental work to understand what works for these entrepreneurs outlines mainly two broad constraints: Uneasy access to capital and lack of business skills.

To address these constraints, the ILO Youth Entrepreneurship Facility (YEF) program and the German Institute for Economic Research undertook a study to evaluate the impact of loans, grants and business training on small businesses in semi-urban locations in Central and Northern regions of Uganda.

The randomized controlled evaluation entailed a sample of 1,550 small business owners interested in improving their businesses (mostly hair salons, retail shops and tailors). The sample was randomly split into five groups, which received the following interventions: 1) a loan, 2) a cash grant, 3) business training and a loan, 4) business training and a cash grant, and 5) no intervention (the control group). (Box.1 and Figure 1). Small businesses owners were surveyed before the intervention (baseline survey) and 6, 9 months and 2 years after the intervention (3 follow-up surveys). The evaluation was conducted from 2012 to 2014.

Box 1. Interventions

Business training: *The Start Your Business (SYB)* training program targets starting (or nascent) entrepreneurs and consists of a 5-day-training followed by fieldwork, group-based and individual counselling sessions. The trainees prepare their detailed bankable business plan and action plan. (www.ilo.org/siyb)

Unconditional Cash Grants valued at \$200 were availed in free bank accounts at a local microfinance institution (MFI). There were not going to be consequences of misusing the money.

Semi-conditional loans valued at \$180 to \$220 were availed at discounted annual interest rate of 20 per cent by the MFI. Loans had to be paid back to the MFI but there were not going to be consequences of misusing the money.

The size of the grants and loans is equal to approximately 1.5 times the monthly profits of the average businesses.

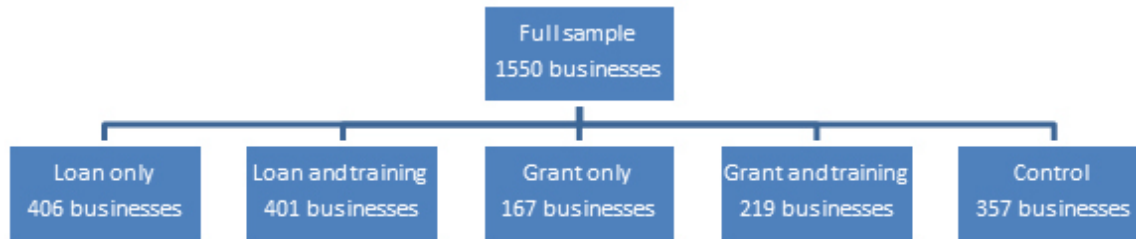


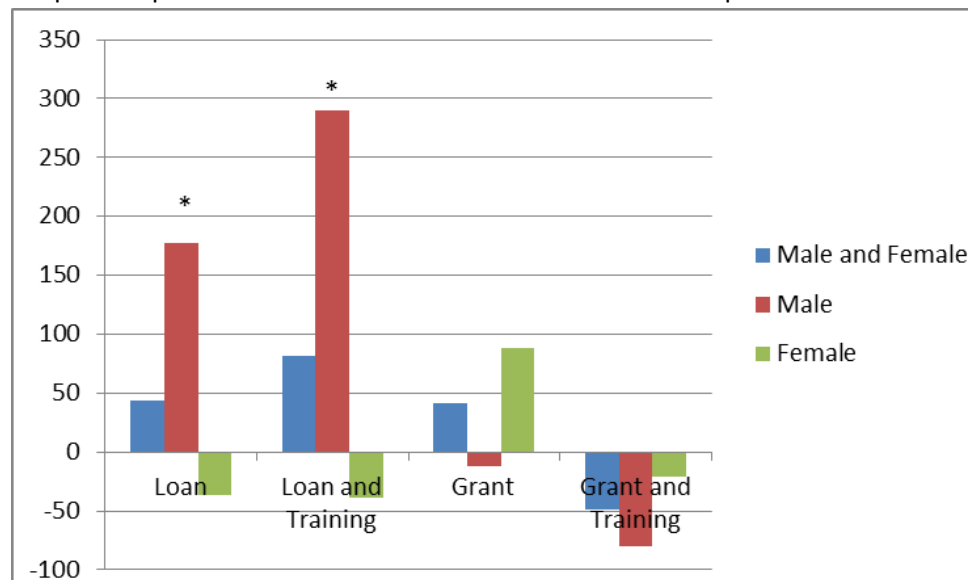
Figure 1: Evaluation design – 5 treatment arms

Findings

Male entrepreneurs enjoy short-term large positive effects on profits from loans. When combined with business training, the effects are sustained overtime.

In the short term, men benefitted substantially from the loans and increased their monthly profits by up to 54% relative to those in the control group. This is the case for men receiving the loans only and the loans with business training. Effects on businesses that started with higher than average profits were stronger. Men with higher cognitive abilities also benefitted more from loans. However after nine months, the positive effects of loans for men decreased to around 21% relative to the control group. Men that received loans with business training on the other hand sustained the effects on profits overtime. It implies that business training when given in combination with loans can have a positive influence on business outcomes in the long run. Male entrepreneurs who received the loan with business training hired more employees both from outside as well as from the family. Grants had no effect on male businesses.

Graph 1: Impact of interventions on small business owners’ profit



*: Means that results are statistically significant

Female entrepreneurs fail to derive significant benefits from loans, grants, or business training

None of the interventions led to sustained increases in profits for female entrepreneurs. Women with high initial profits also see negative effects through all interventions. While the initial response to the grants was positive, this increase disappeared entirely and even became negative overtime. Women who received the grant made 35% less profit than their peers who received no intervention. After nine months women were either not better or even worse off than their counterparts in the control group.

Family presence drives negative results for women.

The proximity of family members presents a positive force on business for men and a negative one for women. Married women with family living in the same district experienced large and significant decreases in their profits. These results suggest that married women face pressure from their husband or their husband's family to share resources flowing into their business. Women with no close family nearby do enjoy increase in profit through both loans and grants however the effects disappear over time. Men on the other hand benefit from having family nearby and use the members as workers in the business.

Policy recommendations

Combine loans with business training for sustained impact

The analysis indicated that the pressure to repay a loan is a push factor for male entrepreneurs to invest in their business. Providing entrepreneurs with additional business skills enable them to sustain the positive impacts of the loans. Strategies to support micro-enterprise growth shall address simultaneously capital and business skills constraints and favour loans over grants for men.

Investigate further family pressure constraints faced by female entrepreneurs in order to inform the development of interventions for female enterprise growth

This study indicated that women experienced no effect or some even negative effect from program participation. Proximity to family members instilled pressure on those female entrepreneurs who received grants or loans. The main factor shaping this discouraging overall experience appeared to be family pressure. It is important to take into account the possibility of these constraints in new program design. Empowering women entrepreneurs could enable them to better deal with the family pressure, manage their own resources and expand their business.

B. Microfranchising to unleash the potential of young women entrepreneurs?

Lessons learned from a microfranchising intervention that addresses skills and capital constraints among young women in Kenya

- *Young women engaged in microfranchising gain financial stability and independence. They are able to save more.*
- *Young women engaged in microfranchising delay marriage and birth.*
- *Interventions must factor that young women living in urban informal settlements are very mobile and volatile.*

Rationale and approach

High levels of youth unemployment have led policymakers and researchers to advocate innovative strategies to promote youth entrepreneurship such as microfranchising programs. Microfranchising connects unemployed individuals with well-established businesses via small-scale, multi-person franchises. Having access to the franchisor's business model – including the brand, products, business networks and support – alleviates the franchisee of some of the challenges of entrepreneurship.

The ILO Youth Entrepreneurship Facility (YEF) program supported⁶ a study to estimate the impacts of microfranchising on young women's intermediate and final outcomes: business knowledge, entrepreneurial attitudes, non-cognitive skills, income and expenditures, savings, labor supply, empowerment and self-actualization, and overall well-being. The study focused on a microfranchising intervention known as Girls Empowered by Microfranchising (GEM) in Kenya. The GEM intervention⁷ designed and implemented by the International Rescue Committee (IRC) targeted 244 out-of-school young women (aged 16-19) living in poor neighborhoods of the capital city Nairobi.

Box 1. The microfranchising intervention design - GEM program

The GEM program implemented in 2012 and 2013 entailed:

- 1) Basic business and life training (10 days): goal-setting, conflict resolution, basics of running and managing a business (record keeping, customer care, problem solving; and making and spending profit). At the end of training, groups were formed to start business and linked to 2 micro-franchise partners: Darling, a hair product and salon company; Kenchic, a fast food chain.
- 2) Franchise-specific training (cf. Box 2)
- 3) Business launch and start up in-kind grants: MoU between business and groups and receipt of start-up support of business-related assets and initial stock supply valued at approximately \$200
- 4) Mentoring: on-going monitoring and mentorship to participants through regular visits

Box 2. Microfranchising business - 2 micro-franchise partners:

Darling – hair product and salon company

- 10 young women / business
- 6 week-training in hair and beauty services
- Minisalon

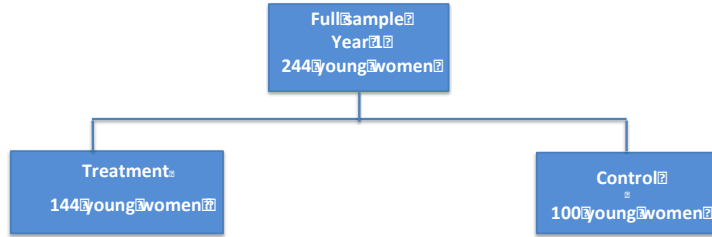
Kenchic – fast food chain products (chicken sausages)

- 3 young women/ business
- 1-day training on food handling, hygiene, health, and product ordering and distribution

⁶ Also supported by World Bank, Population Council, Innovations for Poverty Action

⁷ GEM was funded by the Nike Foundation

Figure 1: Actual evaluation design – Year 1



Data was collected at baseline in 2012 and endline in April-August 2013.

Findings and lessons learned from Year 1

The implementation of the intervention was affected by a number of challenges:

- **High mobility and instability of youth:** Some young women who applied to the program eventually decided not to participate, lost interest in the program partway through, migrated or identified other training or working opportunities.

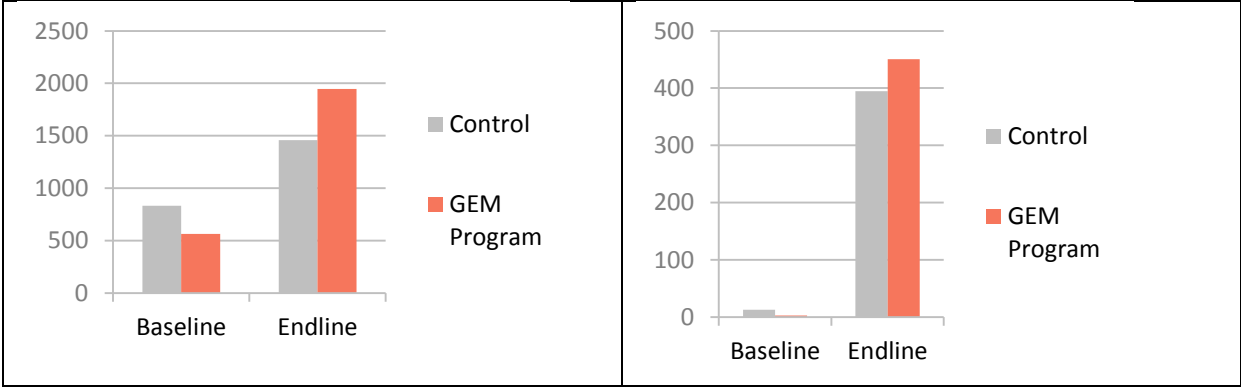
- **Implementation bottlenecks and delays in program roll out** were observed due to poor coordination and communication among stakeholders, security issues... Participants were to wait an average of 4 months to receive the basic business training. Delays increased the risks of losing participants’ interest on the way.

As a result, out of the 144 young women assigned to the GEM program, 74 completed the basic business training, 53 then launched their business, and only 27 reported involvement in the GEM program at baseline. Despite this very large attrition and the low compliance with the original intervention design, the study found the following results:

- **GEM program delayed marriage and birth among young women:** The percentage of women who were married or cohabitating increased for control and treatment groups by 14 and 12 percentage points respectively. The percentage of women who had given birth increased for both groups by 21 and 17 percentage points.

- **Higher level of savings and labour income:** Savings increased for both groups between baseline and endline however young women assigned to the GEM program were more likely to save more than the other young women (chart 1). Average labor income also increased for both treatment groups between baseline and endline and the increase was greater for women assigned to GEM program.

Chart 1. Average Savings (in KSH), by treatment	Chart 2. Average Labor Income (in KHS), by treatment
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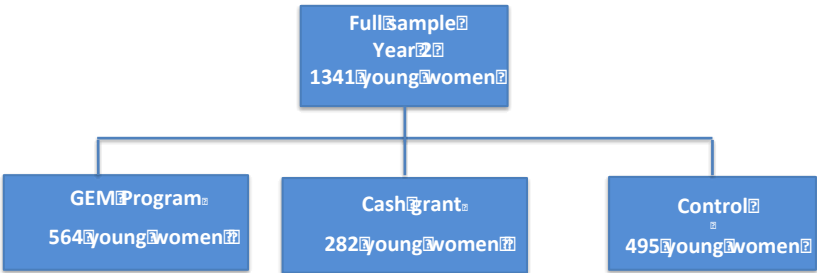


Qualitative survey showed that young women increased independence and financial stability, potentially resulting from their participation in the GEM program. Young women also reported an increase in skills related to record keeping, customer service, and savings as well as confidence and ability to start and run a business.

These patterns are promising however due to the very small sample they are not strong enough to provide the basis for policy guidance.

Based on the experience from Year 1, the program design was revised: it expanded to 3 new neighborhoods and introduced an additional treatment arm: unconditional cash grants valued at \$200 (Figure 2). Year 2 program minimized the time lag between the phases of the intervention (application, enrolment, basic business training, franchisor-specific training, and start-up capital delivery). This dramatically reduced delay between baseline surveys and trainings (from 117 to 26 days) and led to higher turnout at trainings (68% of those assigned to treatment arrived at basic business training). The greater sample and better compliance will translate into a more powerful evaluation. Data collection and analysis will be on-going through June 2015.

Figure 2: Evaluation design – Year 2



ILO Lesson Learned

Project Title: Youth Entrepreneurship Facility: Unleashing African Entrepreneurship (YEF)

Project TC/SYMBOL: RAF/09/06/DAN

Name of Evaluator: Oladele Arowolo

Date: 15 June 2015

The following lesson learned has been identified during the course of the evaluation. Further text explaining the lesson may be included in the full evaluation report.

LL Element	Text
<p>Brief description of lesson learned (link to specific action or task)</p>	<p>Implementation of providing <i>youth organizations with innovative business development services</i> was done through establishment of a Youth to Youth Fund (Y2YF). The Y2YF aimed at capacity building and offering funds to youth organizations. The administration of Y2YF has revealed that a large number of financial institutions exist in each of the three countries with a mandate to give loans in support of employment creation for youth; however, actual access to these funds remain as difficult as ever due to a number of administrative and regulatory requirements (bank loan requirements, official procedures, individual identity and certification, physical and psychological barriers to financial institutions, ignorance) most of which require active political will and private sector support. There, therefore, the need to advocate for adoption of Y2YF model by the public sector, donor agencies and development partners, as an effective strategy to promote youth entrepreneurship.</p>
<p>Context and any related preconditions</p>	<p>Outcome 4 of the YEF project is: <i>Youth organizations provide innovative business development services</i>. This outcome was expected to help young people to have access to Business Development Services, as well as building the capacity of the current BDS providers to serve young entrepreneurs in a cost effective and sustainable way. YEF has a main objective of “contributing to creation of decent work for young African men and women in terms of self-employment and creation of jobs for others”. To meet this objective, YEF set out overall targets of creating 11,500 new businesses and 23,000 new jobs for both youth men and women. This main objective has also been in line with not only the national development policies and plans in Kenya, Tanzania and Uganda but also relevant to other ILO and UN initiatives in these countries.</p>

Targeted users / Beneficiaries	<p>This component was implemented through establishment of a Youth to Youth (Y2Y) fund. Y2Y funds aimed at capacity building and offering funds to youth organizations. This component has one indicator which is at least one third of innovative solutions are able to be replicated.</p>
Challenges /negative lessons - Causal factors	<p>In terms of share of replicated solutions, 90 % of projects were completed under replication through the implementation agreements with local partners. However, at least 15% of the projects replicated by others one year after the fund’s support has been phased out.</p> <p>The report of an evaluation of Y2YF conducted by ILO in February-March, 2015 shows the key achievements and lessons learnt in implementing the fund and the component in general. The key recommendations provided by respondents in this evaluation were:</p> <ul style="list-style-type: none"> • Facilitate more Access to Capital by advocating for development of tailored financial products/models • Support to ‘Grow beyond Start-up’ through regular monitoring and technical support visits to grantee organizations • Maintain Clear Administration and Communication Structures by developing a standardized protocol for Y2YF implementation • Leverage on Existing Networks for Sustainability • Advocate for adoption of Y2YF model by the public sector, donor agencies and development partners, as an effective strategy to promote youth entrepreneurship.
Success / Positive Issues - Causal factors	<p>The project has administered 125 grants (out of 100 targeted grants agreements) through innovative call for proposal windows some of which were replicated with additional 24 scaling-up grants. Also in terms of beneficiaries, about 10,000 have benefited as part of the grants implementation in all the three countries. Indicated by the number of successfully implemented projects under the Y2Y Fund, reports show that 95 % of funded proposals delivered their outcomes and outputs at satisfactory level. In Kenya, Tanzania and Uganda, all rounds including replication and up calling round projects were completed successfully. The Y2Y impact review exercises are on-going in three countries, to make sure that the evidence from the actual ground could be replicated and scaled up. Overall, it has been reported that, at least, 60% of funded proposals delivered their outcomes and outputs.</p>
ILO Administrative Issues (staff, resources, design, implementation)	<p>The Y2YF strategy was hinged on developing and using ILO tools from business idea generation to improving/expanding your business. ILO started this process by setting up appropriate infrastructure with organizations supportive of youth employment in the three countries. Based on the experience of the Y2Y Fund, the YEF staff have remained very closely involved in supporting the local organizations that will implement the Fund, and continued to provide the entrepreneurship development expertise which the grant making organizations typically lack. It is also important to keep on providing training for the partners. This, in addition to the continuous monitoring and support required by the existing grantees, requires staff in each program country.</p>

ILO Emerging Good Practice (1)

Project Title: Youth Entrepreneurship Facility: Unleashing African Entrepreneurship (YEF)

Project TC/SYMBOL: RAF/09/06/DAN

Name of Evaluator: Oladele Arowolo

Date: 15 June 2015

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element	Text
<p>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</p>	<p>Entrepreneurship Development - Kenya, Tanzania, Uganda</p> <p>The Start and Improve Your Business (SIYB) programme is a management-training programme to enable potential and existing young entrepreneurs to start viable businesses, to increase the viability of existing enterprises, and to create quality employment for others in the process. The indicator for this component/outcome were i) number of businesses started by youth are at-least 11500 and ii) businesses increase their turnover by at-least 20% from the baseline. In achieving this, YEF has been working with a diverse group of partners using various approaches to test a set of BDS business models. YEF developed appropriate tools for training and carried out the training in a professional manner; trainees were not left to fend for themselves in the open market; rather, they were supported to access funds and operate in collaboration with related organizations.</p>
<p>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</p>	<p>The ILO provided technical support to the development and use of IYB materials their revision to incorporate green and social entrepreneurship. The project also developed an SIYB-E learning platform and mobile toolkit with the support of ILO-ITC Turin. This programme was introduced in the three countries with over 70 SIYB trainers and about 100 young entrepreneurs participating. Rollout, in partnership with SIYB BDS provider starts in 2014. A new Entrepreneurship skills development program for young people under the youth enterprise fund in Uganda has already been rolled out after series of pilot trainings.</p> <p>Training of potential entrepreneurs was combined with training of trainers (ToTs) and provision of DBS facility. The BDS delivery to young men and women continued in the 3 countries and with significant increase in outreach compared to the previous years. This is as a result of various partnerships forged by the project in 2012, 2013 and more expected in 2014.</p> <p>In order to promote practical aspects of entrepreneurship, YEF facilitated the access of trainees to finance through partnerships entered by the project with various Bank and MFIs.</p>
<p>Establish a clear cause-effect relationship</p>	<p>The development and application of appropriate entrepreneurship training tools, the delivery of DBS to young men and women and facilitation of their access to finance through establishment of partnerships with relevant organizations contributed to the success in stimulating interest in entrepreneurship and young people in the three countries.</p> <p>The result has been the notable expansion in the number of SIYB trainees who went on to establish their businesses and have demonstrated sustainability.</p>

Indicate measurable impact and targeted beneficiaries	Process evaluation interviewing 650 SIYB graduates since 2011 across Uganda, Tanzania and Kenya using an ex-post tracking survey. The evaluation found that 347 new businesses were created. On average, for every two trained participants who were surveyed, one has started a business following the training. A total of 816 new jobs were created. On average, 2.4 jobs were created in each new business started after SIYB training including the job of the business owner. Out of 476 youth entrepreneurs who attended training 67 percent improved their revenues while 70 percent improved profitability. In Uganda, it was found that men who received both loans and training report 54 percent greater profits initially, with the effect increasing slightly over time.
Potential for replication and by whom	YEF has been working with a diverse group of partners using various approaches to test a set of BDS business models, including SIYB being operated in Uganda and Tanzania.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	Partners: ILO, Governments of Uganda, Tanzania and Kenya, Danish Government
Other documents or relevant comments	YEAFRICA.ORG and ILO. EVIDENCE-BASED YOUTH EMPLOYMENT PROGRAMMES: GLOBAL GOOD PRACTICE, Background Paper Prepared By ILO Youth Entrepreneurship Facility

ILO Emerging Good Practice (2)

Project Title: Youth Entrepreneurship Facility: Unleashing African Entrepreneurship

Project TC/SYMBOL: RAF/09/06/DAN

Name of Evaluator: Oladele Arowolo

Date: 15 June 2015

The following emerging good practice has been identified during the course of the evaluation. Further text can be found in the full evaluation report.

GP Element

Text

<p>Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)</p>	<p>Tanzania - KAZI NJE NJE (Skills training): Kazi Nje Nje (KNN) is a programme of the ILO built on a network of trainers working in 24 regions, covering 8 zones across Tanzania. Using the ToT strategy, the objective is to increase the quality and number of entrepreneurship trainers and instructors in the country. KNN uses a training of trainer approach with the ILO providing overall training to qualified “apprentices” who then train youth. The apprentices also function as business development consultants to support emerging and established young entrepreneurs. In each region, young entrepreneurs are invited to present their business ideas to a panel of local judges. Successful candidates are selected from these monthly competitions to participate in KNN trainings for starting and growing their business.</p>
<p>Relevant conditions and Context: limitations or advice in terms of applicability and replicability</p>	<p>Developing entrepreneurship culture in Kenya, Tanzania and Uganda holds the promise for youth to engage in gainful enterprise initiatives that reach beyond the traditional for-profit definition of a business venture. This outcome area was expected to look at ways to bring entrepreneurship to the fore through media awareness promotion and business plan competitions. It was aimed at demonstrating to young people that small businesses pay and that they need to change their attitude towards entrepreneurship.</p> <p>KNN was launched with attendances of between 300-500 youths in each district. Youth BDS providers have been active in various districts conducting series of entrepreneurship culture promotion events using via direct meetings, community radios as well as local newspapers.</p>
<p>Establish a clear cause-effect relationship</p>	<p>KNN Trainers were sent to all districts in Mainland and Zanzibar and were attached to various ILO social partners. Among role that they played was to build entrepreneurship awareness and training to youth in those districts. KNN campaign has been very successful in creating employment for youth and build entrepreneurship attitude among youths</p>
<p>Indicate measurable impact and targeted beneficiaries</p>	<p>The program has trained 300 KNN apprentices and other BDS providers who are currently being assessed for Trainers level certification and among them proposed for Master Trainers Training candidacy. To date, 150 entrepreneurship promotional events have been conducted in 24 regions in Tanzania Mainland and Zanzibar; 500,000 youth have been reached with entrepreneurship messages through direct promotional events and media programs; 30,000 entrepreneurs have been trained on business development using Start and Improve your Business Training package (SIYB).</p>

<p>Potential for replication and by whom</p>	<p>The KNN programme has been incorporated as key model to both Government of Tanzania Mainland and Zanzibar’s strategies for promoting youth employment.</p>
<p>Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO’s Strategic Programme Framework)</p>	<p>Partners: ILO, Danish Development Cooperation, CSOs/NGOs, Micro Financial Institutions, Ministry of Labour in Tanzania Mainland and Zanzibar, Community Banks.</p>
<p>Other documents or relevant comments</p>	<p>YEAFRICA.ORG and ILO. EVIDENCE-BASED YOUTH EMPLOYMENT PROGRAMMES: GLOBAL GOOD PRACTICE, Background Paper Prepared By ILO Youth Entrepreneurship Facility.</p>