



**YOUTH EMPLOYMENT SUPPORT-JOBS
FOR
THE UNEMPLOYED AND MARGINALISED YOUNG PEOPLE
(YES-JUMP)**

INDEPENDENT EVALUATION REPORT

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LIST OF ACRONYMS AND ABBREVIATIONS

BDS	Business Development Services
CADS	Cluster Agricultural Development Services
CBOs	Community Based Organizations
COTU	Central Organization of Trade Unions
CPO	Country Priority Outcome
CTA	Chief Technical Advisor
DA	District Administrator
DIC	District Implementation Committee
DWCP	Decent Work Country Programme
EMCOZ	Employers Confederation of Zimbabwe
FAA	Finance and Administrative Assistant
FKE	Federation of Kenya Employers
ICT	Information Communication Technology
ILO	International Labour Organization
KAB	Know About Business
KDA	KREP Development Agency
KREP	Kenya Rural Enterprise Program
LCF	Local Community Facilitator
MDGs	Millennium Development Goals
MFI	Microfinance Institutions
MOCD&M	Ministry of Cooperative Development and Marketing
MOL	Ministry of Labour
MOLSS	Ministry of Labour and Social Services
MOU	Memorandum of Understanding
MOYAS	Ministry of Youth Affairs and Sports
MYDIE	Ministry of Youth Development, Indigenization and Empowerment
NPC	National Project Coordinator
NSC	National Steering Committee
PPIC	Pilot Project Implementation Committee
PRLF	Policy Regulatory and Legal Framework
PTUZ	Progressive Teachers Union of Zimbabwe
QIA	Quality Informal Apprenticeship
RBSA	Regular Budget Supplementary Account
ROAF	Regional Office for Africa
SACCO	Savings and Credit Cooperative Organization
SAFIRE	Southern Alliance for Indigenous Resources
SAY-JUMP	South African Youth-Jobs for Unemployed and Marginalized Youth to escape from Poverty
SIDA	Swedish International Development Agency
SIYB	Start and Improve Your Business
SMES	Small and Medium Enterprises
SMMES	Small Micro and Medium Enterprise
SOMWO	Songa Mbele Women Organization
STERP	Short Term Recovery Programme
SYB	Start Your Business
TOT	Training of Trainers
TREE	Training for Rural Economic Empowerment
TWG	Technical Working Group
UN	United Nations
UNDAF	United Nations Development Assistance Framework
UNDAP	United Nations Development Assistance Plan
UNDP	United Nations Development Program
VTC	Vocational Training Center
WEDGE	Women Enterprise Development and Gender Equality
YEDF	Youth Enterprise Development Fund
YEEP	Youth Employment and Enterprise Program
YEF	Youth Entrepreneurship Facility
YEN	Youth Employment Network
YES	Youth Employment Summit
YES-JUMP	Youth Employment Support –Jobs for the Unemployed and Marginalized People
ZAMFI	Zimbabwe Association of Micro Finance Organizations
ZCTU	Zimbabwe Congress of Trade Unions
ZiNEPF	Zimbabwe National Employment Policy Framework
ZiYEN	Zimbabwe Youth Employment Network

ACKNOWLEDGEMENT AND DISCLAIMER

This report on the Independent Final Evaluation of the “*Youth Employment Support-Jobs for the Unemployed and Marginalised Young People (YES-JUMP)*” prepared by **Stanley M. Karuga**-Principal Consultant (Market Economies Development Inc-(Kenya)

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The author made every effort to interpret and reflect as accurately as possible, information and data provided by the various respondents. However, views expressed in this report are those of the author and **not** the ILO, the Federal Government of Germany, the Governments of Zimbabwe and Kenya and other collaborating agencies. The author bears the responsibility for any errors that may be found in this report.

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EXECUTIVE SUMMARY

Project Background and Rationale

Unemployment, especially for young women and men, has been and continues to be major challenge particularly in developing countries including Kenya and Zimbabwe. The unemployment problem was exacerbated by the global financial crisis which started around 2007 and is yet to end to date. Providing young people with opportunities for decent and productive employment remains a major commitment of the United Nation's Millennium Declaration (September 2000). It is also a core agenda of the International Labour Organization (ILO) which has taken the lead in organizing the work of the UN Secretary-General's Youth Employment Network as a means to meeting this commitment. The ILO Decent Work Agenda is based on the four fundamental principles and rights at work, of employment and income opportunities; tripartism; social protection and dialogue.

It is against this backdrop that the ILO initiated the YES-JUMP pilot project for implementation in selected districts both Kenya and Zimbabwe as part of its participation towards addressing the unemployment crisis under the auspices of "Decent Work Agenda in Africa 2007-2015. The initiative was essentially part of ILO's response to the Decent Work Country Programme (DWCP) adopted by the respective tripartite ILO constituents in both Kenya and Zimbabwe.

The YES-JUMP Project was designed as a two (2) year initiative scheduled to run from 1st March 2009 to 31st March 2011 and later a no-cost extension to 30th June 2011. However with support by the ILO through the Regular Budget Supplementary Account (RBSA), the project completion date was extended by nine (9) months to March 31st 2012.

Project Objective

The overall objective of the YES-JUMP pilot project was *"to contribute to the poverty alleviation efforts in Kenya and Zimbabwe through creating decent and sustainable jobs for the youth of poor and marginalized communities by assisting local communities in three (3) selected pilot districts in each country, in collaboration with workers' and employers' organizations, to create 1,000 decent jobs in each country (more than half being young women). This project objective was pursued through two main immediate objective/outcomes: (i) "A total of 1,000 decent and sustainable jobs were created for young women and men in each project country; and (ii) "Selected national and local partners are able to design and implement their own youth employment projects.*

YES-JUMP was implemented by the ILO Regional Office in Addis Ababa (Ethiopia) through a Chief Technical Adviser (CTA), in cooperation with the ILO Offices in Dar es Salaam and Harare; and Youth Employment Focal Point person in the Employment Sector in Geneva. At the national level, the project was implemented by ILO staff in the name of National Project Coordinators (one in each country) with support by a finance and administration in each country, and a driver in the case of Zimbabwe. The NPCs implemented the project in collaboration with nationally constituted National Steering Committees (NSCs) and Technical Working Groups (TWGs)-with membership drawn from ILO tripartite constituents and youth representatives; and also community based organizations known as Pilot Project Implementation Committees (PPIC) in Kenya, and District Implementation Committees in Zimbabwe.

Methodology of Evaluation

Project evaluation was carried-out in a participatory manner to ensure that findings represent the views of the various key stakeholders, while methodology comprised: (i) literature review key relevant documents; (ii) field interviews key stakeholders across all the two countries and (iii) field

level observations. The Mission met and interviewed eighty four (84) stakeholders across the two countries.

MAIN FINDINGS

Overall, the project performed very well quite well in relation to decent job creation where it surpassed project targets by remarkable margins and fairly well in terms of capacity building of national and local partners. This was despite financial limitations even with the additional and laudable ILO financial injections through the RBSA.

Relevance and Strategic Fit

Based on both secondary and primary sources of information, the mission unequivocally concluded that the overall objective of YES-JUMP was fundamentally relevant to the needs of young women and men who were the target beneficiaries; and strategically in line with development agenda of ILO constituents and a host of other development partners. This conclusion was based on findings by the Mission through literature review of key documents and declarations on employment and youth development at global, regional and national levels. These included the Millennium Declaration 2000; Resolutions of the 93rd International Labour Conference 2005; Youth Employment Summit 2002; Africa Union Declaration 2004; Kenya Vision 2030, Kenya National Employment Policy 2008; Kenya National Youth Policy 2003; Zimbabwe National Employment Policy Framework 2009; Zimbabwe Medium Term Plan-2011/2015; Zimbabwe National Youth Policy 2011; the Kenya and Zimbabwe United Nations Development Framework and Decent Work Country Programmes. The target beneficiaries also overwhelmingly confirmed the relevance and strategic fit of YES-JUMP objectives to their livelihood needs. The sample verbatim statement by one of the respondents met during the Mission is only meant to demonstrate the general view of the target beneficiaries.

"The YES-JUMP initiative has been a very valuable project to us. Through training on entrepreneurship skills, facilitating access to youth friendly micro-finance and vocational skills training, it has shown us how to fish, not giving us fish. This has changed our mind-set from having to rely on handouts to depending on ourselves. We wish there were several such projects. They would change the lives of our young people forever."

Beneficiary of YEF-JUMP microfinance support/young entrepreneur/member of District Implementing committee-Norton District

The objective and activities of YES-JUMP were also strongly complementary to employment and youth development agenda of other ILO initiatives including the "COOP Africa Programme, the "Youth Entrepreneurship Facility", the "Skills for Youth Employment and Rural Development Program", and the "Women Enterprise Development and Gender Equality" initiative; and also to wide range of other donor funded projects and programmes.

Validity of Project Design

Project design was logical and coherent. This conclusion is based on the fact that significant amount of background problem analysis work and consultations had been undertaken prior to project commencement. This conclusion was based on the following (i) Foundational information base upon which the project was conceptualized and designed including "Proceedings of the African Union Assembly's Extraordinary Session on Employment and Poverty Alleviation held in Ouagadougou, Burkina Faso (2004); and the ILO "Annual Global Employment Trends Report (2009)" among others; (ii) The participatory and broad-based stakeholders fora that were conducted before and during design and implementation; (iii) efficacy of development approach adopted-which was based on the principles of participation, transparency and social responsibility; (iv) gender equity considerations which was emphasized and proactively pursued at all levels of the project cycle; and (v) degree of wholesomeness of project intervention mix. In this respect, the mission noted the exclusion of a

market access component of the project at the design stage-an intervention that literary all stakeholders felt should have been part and parcel of YES-JUMP project.

The YES-JUMP project had very well defined and unbundled activities, outputs, outcomes and indicators. The project log frame identified two immediate objectives as indicated earlier. It also had identified eight (8) outputs, which the Mission observed were not disaggregated by project objectives or outcomes-perhaps because of the strong inter-relationship between the two project objectives or outcomes. The outputs comprised: (i) Twelve (12) extension workers trained; (ii) One Thousand (1,000) young women and men capacitated in each country; (iii) Pilot projects initiated at local level; (iv) Sustainable livelihoods for women upgraded; (v) Grassroots youth organizations capacitated; (vi) Young business start-ups strengthened through need-based apprenticeship training; (vii) Pilot projects linked with government schemes for support; and (viii). Policy environment improved. an additional output, namely “using ILO recommendations nos 189 and 193 and best practices of project job creation, policy environment improvement for SMES; cooperatives development and gender equality to continue creating decent jobs“ was however introduced (and rightly so) through recommendations as part of internal project assessment processes..

Project Effectiveness and Achievements

Despite financial limitations and very lean internal project staff, project performance was good to very good. In this regard, the Mission observed the following achievements:

(A) Immediate objective/outcome 1:One Thousand Decent and sustainable jobs created:

- (i) *Three (3) marginalized communities* were consultatively selected in three (3) consultatively selected i.e. Athi River; Nyandarua South and Nakuru in Kenya and Gokwe, Goromonzi and Norton in Zimbabwe. Due to the low responses with respect to the green jobs challenge fund, two other districts (Nyeri and Nairobi) were selected.
- (ii) **Thirteen (13) and six (6) local facilitators** were also recruited in Kenya and Zimbabwe respectively.
- (iii) **A total of 2,956 jobs (53.6% being women) were created against project of 2,000 jobs in both countries-thereby surpassing the project target by 47.8%.** Of this total Kenya's project component created 1,635 (60% being women) thereby surpassing the project national target of 1,000 jobs by an impressive 63.5% while the Zimbabwe project component created a total of 1,321 jobs (45.7.% being women) thereby surpassing project national target by also an impressive 32.1%
- (iv) **A total of 1,400 youth (shared equally between Kenya and Zimbabwe) were capacitated** through training in generating business ideas and identification/selection of business opportunities, business planning and business management skills; financial management including savings mobilization and loan management-again thereby surpassing project target of 500 by an impressive 40%;
- (v) Economic opportunities surveys and demand and supply of microfinance services were carried out in both countries, and a total of **eleven (11) micro-finance** schemes established (8 in Kenya and 3 in Zimbabwe).
- (vi) **A total of 1,277 women were capacitated, facilitated in accessing business** finance through the micro-finance challenge funds (677 in Kenya and 600 in Zimbabwe);

(vii) **Successful models were documented and shared** widely in and between the two countries through various fora including PPICs/DICs, meetings, workshops, newsletters, website and the ILO Success Africa Magazine;

(B) Immediate objective/outcome 2: Selected National and Local Partners are able to Design and implement Project on their own: 1:

- (i) **A total of twelve (12) youth organisations**, six (6) in each country were strengthened through training of their members and as a result these organizations upgraded their youth support programs;
- (ii) **A total of 202 young women and men professionals** (150 in Kenya and 52 in Zimbabwe) were capacitated through apprenticeship-based training with a total of 81 (61 in Kenya and 20 in Zimbabwe) either starting business or getting absorbed in apprenticeship offering organizations:
- (iii) A significant-but undocumented number of pilot project have been linked to government agencies including agricultural sector ministries, NGOs and private sector agencies-resulting in access to technical and financial services as well as business deals;
- (iv) The project has contributed to enhanced capacity of local organisations including relevant government ministries in terms of formulation of improved policy environment for micro and small enterprises, youth entrepreneurship development and employment. In Kenya, this included participation in the Kenya National Employment and the Social Protection Policies. In Zimbabwe this included support to the Ministry of Youth Development, Indigenization and Employment in Policy formulation, participation in the National Youth Council Policy Workshop held in Mutare in November 2011 and the National Decent Work for the Youth Conference” held in Harare in March 2012.

Some of the key factors underlying the above-listed impressive achievements included broad-based and effective “buy-in” of the project largely due to the relevance of its ideals, the participatory approach adopted by the project, injection of additional funding by the ILO, and effectiveness of technical and administrative backstopping by the ILO regional and sub regional offices. The project however faced negative external factors that influenced its performance, notably the general weak capacity of partner organisations and target beneficiaries especially in Zimbabwe, which necessitated greater effort towards capacity building than initially anticipated.

The Mission also noted that the project team satisfactory acted on the recommendations of the self-evaluation missions of the project (August 2010 in Zimbabwe and October 2010 in Kenya).

Efficiency of Resource Use

The Mission’s observation is that the YES-JUMP implementation team in each country comprised only one technical person-which was indeed lean given the number of stakeholder organisations the team was supposed to mobilize, the weak capacity of some of the organisations, and the geographical spread of gthe pilot phase. Nevertheless, the national project coordinators were not only technically qualified to deliver on project objectives, but also exhibited passion and commitment to their work.

Although the Mission did not carry out “value for money” audit as such, the overall observation is that the project management used project funds quite prudently and efficiently. The project budget amounting to US\$ 1,299,274 for both countries was no doubt inadequate given the huge demand for business financing by the target beneficiaries and capacity building needs for both the implementation partners and target beneficiaries. Many respondents, especially the grantees and borrowers viewed the available financial resources as a drop in the ocean. Many respondents felt that

it was the ILO's injection of US\$ 512,134 through the Regular Budget Supplementary Account that enabled the project to attain and indeed surpass project targets.

Effectiveness of Project Management

The YES-JUMP project was implemented by the ILO Regional Office for Africa (Addis Ababa) through a Chief Technical Adviser (CTA), and in cooperation with the ILO Offices in Dar es Salaam and Harare and Youth Employment Focal Point in the Employment Sector in Geneva. At the country level, project implementation was undertaken by the respective ILO recruited national project coordinators in collaboration with locally constituted national and community-based organisational structures including a national steering Committee, a technical working group and community-based implementation committees.

According to virtually all respondents met during the Mission, indicated that this project management and implementation arrangement was not only effective, but also contributed immensely to the apparent broad-based "buy-in" and ownership of the project. The YES-JUMP implementation team indicated that there was effective project support from ILO constituents, project partners and beneficiaries, and that administrative support and backstopping the ILO Regional Office for Africa and the sub-regional offices in Pretoria and Dar es Salaam was good and effective.

Project targets and indicators were clearly and sufficiently defined. They generally complied with the principles of being Specific, Measurable, Attributable Realistic and Time-bound (SMART). The project had a well-defined monitoring and evaluation system and was indeed collecting relevant data and information on regular basis (monthly, quarterly, bi-annually and annually) with support of the LCFs and Grantees. It was also noted that the project team has endeavoured to disaggregate data where possible especially in terms of gender, sector, region and age. However, the mission observed two issues:

Firstly, the monitoring system has not been very effective in terms of collecting impact level indicator data, which to some extent, was attributed to the relatively small budget that was allocated to monitoring and evaluation activities of the project. Secondly, while the project had a variety of platforms through which information was shared, the Mission observed that some of the innovative technologies initiated in some areas (e.g. the waste management based floor and shoe polish, and paraffin projects in Goromози in Zimbabwe) were not yet known in Kenya for example by Ngei 1 Youth Group in Nairobi-which is in the same business but struggling with the conventional and long known waste product businesses.

Impact Orientation & Sustainability

Three main features of the project give it a sound basis for sustainability of activities beyond its life. These includes the apparent strong ownership and institutionalization of project activities in the agenda of local and national organisations; improved technical and business management capacity through training whose positive results are already emerging; and the collaborative framework established with support of the project where the different partners within the program are actively interacting. A case in point is the micro-finance institutions that have changed their attitude with respect to the potential of young women and men enterprises to borrow and pay loans-with some already having expanded their youth microfinance program. Another example is the decision of some of the community based committees (e.g. in Nyandarua) to solicit funding from project grantees and the government so that they can take forward the ideals of the project.

Main Comments and Recommendations on the Phase II Proposal Document

Although the proposed project is well thought out in terms of activities, outputs, outcomes and impact, and has chosen an attractive and “eye-catching” theme, namely “*creation of employment opportunities for young women and men by way of developing cooperatives and other types of social enterprises in the emerging green economies of Kenya and Zimbabwe*” came a bit and there was limited time to circulate it to a wider cross-section of potential financiers. The proposal rightly incorporate the three common needs of micro and small enterprises of capacity building of emerging social entrepreneurs through green vocational and technical skills training; access to business finance; and access to green economy markets. While appreciating that are not that many donors willing to finance long-term projects, the Mission is of the view that 24 months seems too short for the kind of outputs, outcomes and impact being sought to be significantly realised, and the ILO should be bold enough to solicit support for projects running a bit longer-at least 4 years.

Main Conclusion

The view of virtually all respondents is that the objective of the YES-JUMP pilot project was, and remains relevant to the needs to target beneficiaries. It was, and remains strategically in line with development aspirations of ILO constituents and complemented quite well projects and programmes of the ILO and other United Nations agencies. The stakeholders are desperately yearning for the continuation of the project. The general concern is that while the project is well placed for take-off, by way of rolling out to other areas, and most likely, at a lower administrative cost given the lessons already learned, there are yet no concrete financial provisions from any source including the ILO and other partners. The general view is that if the roll out does not take place as was previously envisaged; it could dent the image of the two Governments and the ILO. There is therefore need to do everything possible to ensure that a second phase starts as soon as possible. Project design was valid, coherent and founded on solid information base. The participatory approach adopted is worth emulating in other future project for ownership and sustainability.

The project has surpassed key project targets by impressive margins-for example job creation for young women and men by 47.8%. This is largely attributed to a number of factors: (i) Commitment of the ILO implementation team to project deliverables; (ii) effective support by ILO constituents owing to the relevance of project ideals; (iii) effective administrative and technical support by the ILO regional office for Africa in collaboration with the sub-regional offices in Dar es Salaam Pretoria; and above all, (iv) the injection of additional funding by the ILO through its Regular Budget and Supplementary Account.

Project resources were used prudently and efficiently and the project leveraged well on government, partners and community resources especially in the areas of mobilization and capacity building. Project management arrangement was good and effective. It played an important role in enhancing stakeholder participation, ownership and offers a strong basis for sustainability.

Main Recommendations

The ILO should strengthen the phase II proposal document by incorporating:

- (i) An elaborated monitoring and evaluation to ensure that project impact is effectively captured- which was a weak point under the pilot phase and which probably resulted in under stating project achievements;
- (ii) An elaborated knowledge management and information sharing component to ensure more effective innovation and technology transfer;
- (iii) Increase the proposed time frame for the project to at least 4 years so as to give enough time for impact and additional lesson learning;

- (iv) The ILO to ten actively solicit funding from a wider scope in terms of potential financiers of the proposed second phase;

Key Lessons Learned

Based on literature review, field interviews and observations by the evaluation mission, the following lessons emerge:

- (i) That relevance of project intervention underpins the realization of broad-based support and quick “buy-in” by target beneficiaries and other stakeholders including national public and private institutions as well as donor agencies;
- (ii) That creating youth employment through a tri-partite framework involving government, employers’ and workers’ organisations, and the private sector and working through existing local government structures at district level is highly effective and creates a strong basis for national ownership and long-term sustainability of a project;
- (iii) That the three models piloted (SACCO, NGO and Private Sector) are all effective in supporting creation of youth employment though the SACCO model is more empowering in that it is membership driven and therefore the youth have more direct control of the revolving fund unlike the other two models where private investors and the NGO management control the revolving funds making youth access to these funds uncertain upon official termination of a project;
- (iv) That despite existing socio-cultural and political barriers against entry of young women into entrepreneurship, it is possible to enhance their participation and ensure gender balance through deliberate policies and measures that are aimed at encouraging grantees to make gender sensitive decisions and actions when delivering services to the targeted population groups;
- (v) That although under-funding of projects should be avoided as much as possible, it is not so much the amount of financial and human resources available to a project that really matter, but rather the level of innovativeness particularly in terms of leveraging on external resources; collaboration with other stakeholders; team work and commitment of project implementers to delivery of target outputs and outcomes.
- (vi) That for starter SMEs, facilitating market access is a very important intervention and should always be assessed and where deemed necessary (as will often be the case) explicitly incorporated in the project performance monitoring and evaluation systems (i.e. outcome and output and impact levels);
- (vii) That project M&E component should be adequately funded to ensure that the project is able to effectively capture not just outputs and outcomes, but also first level impact (at least);
- (viii) That use of micro-finance institutions for on-lending grant funds results in multiplier effects of financing interventions; inculcates the culture of saving and credit among the youth; and enhances sustainability of intervention.

1.0: INTRODUCTION

1.1 Brief Overview of Project Background and Rationale

The global financial crisis of 2007-2011 exacerbated the problem of unemployment especially for the youth in the developing countries where it is a major threat to the socio-political fabric. Providing young people with opportunities for decent and productive employment remains a major commitment of the United Nation's (UN) Millennium Declaration (September 2000). It is also a core agenda of the International Labour Organization (ILO) which has taken the lead in organizing the work of the UN Secretary-General's Youth Employment Network (YEN) as a means to meeting this commitment. As the ILO Director-General; Juan Somavia stated in 2005, *"The ILO decent work agenda remains an appropriate policy framework to confront the persistent unemployment crisis especially for the youth and women"*.

It is against this backdrop that the ILO initiated the YES-JUMP project for implementation in both Kenya and Zimbabwe as part of its participation in addressing the unemployment crisis under the auspices of "Decent Work Agenda in Africa 2007-2015. The project was essentially part of ILO's response to the Decent Work Country Programme (DWCP) adopted by the respective tripartite constituents (i.e Government, workers and employer organizations) under the auspices of the Kenya-DWCP 2007-2011 and Zimbabwe-DWCP 2009-2011. The ILO Decent Work Agenda is based on four fundamental principles and rights at work, namely; employment and income opportunities; tripartism; social protection and dialogue. In both countries, DWCP support to enhancement of skills and entrepreneurial capacities of young women and men is a Country Priority Outcome (CPO) and the YES-JUMP project directly supported the following DWCP outcomes:

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

ZIM 103: *Sustainable enterprises create productive and decent work*

1.2 Overall Project Objective and Strategy

The **overall objective** of the YES-JUMP pilot project was *"to contribute to the poverty alleviation efforts in Kenya and Zimbabwe through creating decent and sustainable jobs for the youth of poor and marginalized communities by assisting local communities in three (3) selected pilot districts in each country, in collaboration with workers' and employers' organizations, to create 1,000 decent jobs in each country (more than half being young women)"*. The aim was to help partner communities and youth groups find more socially responsible and community-driven solutions to poverty alleviation through skills training; updating and enhancing apprenticeship programmes; technical and financial support to local job creation schemes and sustainable livelihoods and strengthening small enterprises and cooperatives. **Project strategy** entailed fostering broader partnerships with unemployed youth groups, government agencies (ministries in-charge of youth and labour); employers' and workers' organizations; and local communities in creating decent and sustainable jobs for young women and men. The project pilot phase aimed at testing approaches for job creation for young women and men; and replicating good practices through local partners and for use by the ILO and national authorities to improve policy environment through local partners.

1.3 Expected Project Outcomes

In order to reduce poverty, the YES-JUMP project aimed at two main outcomes: *(i) 1,000 sustainable and decent jobs are created for young women and men in selected communities in both Kenya and*

Zimbabwe through participatory approaches; and (ii) Selected national and local partners are able to design and implement their own youth employment projects through institutional building interventions.

1.4 Programme Management Arrangement

The YES-JUMP project was implemented by the ILO Regional Office in Addis Ababa (Ethiopia) through a Chief Technical Adviser (CTA), in cooperation with the ILO Offices in Dar es Salaam and Harare; and Youth Employment Focal Point person in the Employment Sector in Geneva. The Focal Point person assisted the Regional Office in linking YES-JUMP with the Youth Employment Network (YEN) and other Employment Sector projects as well as in replicating the project approach in other countries. Additionally, the Focal Point also ensured coherence of the ILO role towards youth employment. The YES-JUMP National Project Coordinators (NPCs) in Kenya and Zimbabwe were responsible for the day to day coordination of implementation of project activities. This was done in collaboration and under the auspices nationally constituted National Steering Committees (NSC)-with membership drawn from Government ministries responsible for labour, youth, gender and employment; apex employers' and workers' organizations; apex youth organization. National constituted Technical Working Groups (TWGs)-from the same organizations as the NSC provided technical back up to the project. At the grass roots level, project implementation committees-which were known as Pilot Project Implementation Committees (PPICs) in the case of Kenya; and District Implementation Committees (DICs) in the case of Zimbabwe were responsible for planning, implementation, coordination and monitoring of the project in collaboration with the respective NPCs.

1.5 Project Budget and Time Line

The YES-JUMP pilot project was a two (2) year technical cooperation initiative which was initially scheduled to run between July 2009 and June 2011 with funding by the Government of Germany amounting to US\$ 1,299,274. However, the ILO-through the Regular Budget Supplementary Account (RBSA) provided additional funding amounting to US\$ 512,134 in February 2011, enabling the project to be extended by a further nine (9) months to close on March 31st 2012.

1.6 Objective, Purpose and Scope of the Evaluation

This evaluation was being undertaken in accordance with two main provisions. (i) *Firstly*, the provision under the technical cooperation agreement between the Government of Germany and the ILO, which stipulated that after 18 months of operation, an independent tripartite evaluation mission would be undertaken to analyse progress and achievements of the project in both Kenya and Zimbabwe on the basis of the indicators and targets set out in the Technical Cooperation document; (ii) *Secondly*, the ILO Evaluation Policy adopted by the Governing Body in November 2005, which provides for systematic evaluation of programmes and projects in order to improve quality, accountability and transparency of the ILO's work, strengthen the decision-making process and support constituents in forwarding decent work and social justice.

The *overall objective of evaluation* is to determine the relevance and level of achievement of YES-JUMP project objectives, development effectiveness, efficiency, impact and sustainability; filter and document lessons learned for purposes of feeding into decision-making processes in similar projects in future by the ILO, other donors and national-level partners; and make relevant recommendations for improved delivery of quality outputs and achievement of outcomes in the proposed Phase II of the project. The evaluation serves two broad purposes: (i) to give an independent assessment of project achievement in relation to the objectives set out in the project document ; assess performance in relation to the foreseen targets and indicators of achievement at the output level and indicative achievements of outcomes; strategies and implementation modalities chosen; partnership arrangements, constraints and opportunities; and (ii) to provide recommendations for the proposed second phase of the project in terms of strategies, institutional arrangements and partnership

arrangements, and any other areas which the Evaluation Mission may deem appropriate.

The overall scope of the evaluation was to assess performance in relation to all key outputs that have been produced in both beneficiary countries since the commencement of the initiative-building on the findings of the self-evaluations carried out in August 2010 and October 2010 in Zimbabwe and Kenya respectively-; with particular focus on the extent to which the ILO has taken on board the recommendations made by the evaluations. In broader terms, the evaluation addresses ILO evaluation concerns including: (i) *Relevance and strategic fit of the project*; (ii) *Validity of project design*; (iii) *project progress and effectiveness in terms of outputs, outcomes and impact*; (iv) *Efficiency of resource use*; (v) *Effectiveness of management arrangements*; (vi) *Impact orientation and sustainability*; and (vii) *Gender issues*. The evaluation also assessed: (a) Internal and external factors that influenced the speed of implementation; (b) Management of the operation; (c) The extent of government buy-in, support and participation in the initiative; (d) Strategic fit of the initiative within the context of the DWCPs and UNDAF in both countries; (e) Relevance of the initiative in relation to national development priorities; (f) Synergies with other relevant programmes and activities in ILO and external to ILO; (h) Knowledge management and sharing; (g) Results based measurement and impact assessment systems; and (i) Other specific issues and recommendations for the design of a second phase II of the initiative.

1.7 Clients of the Evaluation

The *primary clients* of the evaluation are the Government of Germany as donor agency, the Governments of Kenya and Zimbabwe as recipient countries, constituents and the ILO as executors of the initiative as well as other relevant stakeholders; and the ILO offices and staff involved in the initiative (Dar es Salaam, Regional Office for Africa (ROAF), Pretoria and ILO departments at HQ, first and foremost the Job Creation & Enterprise Development Department. It is intended that evaluation findings, lessons learned and recommendations provided would be used, as deemed appropriate, by the ILO Office, the tripartite constituents and other parties involved in the execution of the proposed Phase II of the project or other similar projects in future.

2.0 EVALUATION APPROACH AND METHODOLOGY

The evaluation was based on participatory approach to ensure that the findings represent the views of the various key stakeholders. Interviews were conducted with representatives from among some of the following stakeholders¹:

- (i) ILO project implementation coordination and management staff both in Kenya and Zimbabwe;
- (ii) Target beneficiaries-young women and men groups and organizations in both Kenya and Zimbabwe;
- (iii) Representatives of national level tripartite partners which included:
 - a. **Kenya**-the Ministry of Youth Affairs and Sports (MOYAS); Ministry of Labour (MOL); Ministry of Cooperative Development and Marketing (MOCD&M); Central Organization of Trade Unions (COTU); and Federation of Kenya Employers (FKE);
 - b. **Zimbabwe**-the Ministry of Youth Development, Indigenization and Empowerment (MYDIE); Ministry of Labour and Social Services; (MOLSS); Zimbabwe Congress of Trade Unions (ZCTU); Employers Confederation of Zimbabwe (EMCOZ).
- (iv) Representatives of implementing partners at community level which included:
 - a. **Kenya**-KREP Development Agency (KDA); Songa Mbele Women Organization (SOMWO); Kitiri Farmers Cooperative; Muki Savings and Credit Cooperative Organization (SACCO); Bamburi SACCO; and Rongai Rural SACCO.
 - b. **Zimbabwe**-Goromonzi Youth SACCO; Gokwe Youth SACCO; Trio-Perfect; Zumbuko Trust; Silvera House Youth SACCO and Norton Youth SACCO.

Evaluation tools used comprised the following three research instruments:

- (i) Literature review of key relevant documents provided by the YES-JUMP management and implementation teams in both Kenya and Zimbabwe (*see appendix table 2*);
- (ii) Focused group discussion and “one-on-one” field interviews with key stakeholders including with ILO management and staff, constituents, implementing partners, beneficiaries and other key stakeholders (*see appendix table 1*)
- (iii) Field-level observations by the Evaluation Mission;

The Evaluation Mission interviewed stakeholders in the following pilot project districts:

- **Zimbabwe**-Harare (YES-JUMP National Project Coordinator; other staff, partner organisations representatives); Norton and Goromonzi districts (direct beneficiaries);
- **Kenya**-Nairobi (YES-JUMP National Project Coordinator and Youth group organisations) and in Nyeri, Nyandarua South and Nakuru districts (implementation partners and young women and men beneficiaries).

¹ The list of those actually interviewed is provided in Appendix table 1.

3.0 MAIN FINDINGS

The following sections provide the main findings of the evaluation mission of YES-JUMP pilot project in both Kenya and Zimbabwe.

3.1 RELEVANCE AND STRATEGIC FIT STAKEHOLDER DEVELOPMENT AGENDA

The Evaluation Mission assessed relevance and strategic fit of the relation to: (i) livelihood needs of target beneficiaries (unemployed and marginalized young women and men); (ii) national development agenda of the Governments of Kenya and Zimbabwe as the recipient countries; (iii) programmes and projects of the ILO as the lead implementing agency; (iv) programs and projects of other development agencies.

3.1.1: Needs of Target Beneficiaries

The evaluation mission unequivocally concludes that the objective of YES-JUMP project is fundamentally relevant to livelihood needs of the target beneficiaries; namely the “*unemployed and marginalized young women and men*”. The conclusion was based on the overwhelmingly generic responses by a wide cross section of target beneficiaries. The three quotes provided in **box 1** below are only meant to demonstrate the general view among these stakeholders.

BOX 1: Verbatim Quotes from Respondents

“The YES-JUMP initiative has been a very valuable project to us. Through training on entrepreneurship skills, facilitating access to youth friendly micro-finance and vocational skills training, it has shown us how to fish, not giving us fish. This has changed our mind-set from having to rely on handouts to depending on ourselves. We wish there were several such projects. They would change the lives of our young people forever.”

Beneficiary of YEF-JUMP microfinance support/young entrepreneur/ member of District Implementing committee-Norton District

“The YES-JUMP Project has made a big difference in the way we as social partners and Government think about youth unemployment. It has not invigorated our way of thinking about resolving youth unemployment, brought us to a common understanding regarding the problem and how we can join hands to overcome it. In fact, for the first time the project has cemented the recognition of people in the informal sector by the government. We as social partners now see the problem through a clearer lens and also see why joining our effort is important.”

Social Partner Respondent-Harare

The YES-JUMP has been a very good project. It has created the much-needed employment for our youth many of whom were idle for most of the time. Now the young women and men collect and sell waste paper to us. We benefit by making marketable products, they benefit by getting incomes from us-that is mutual benefit. In addition, we learned of the concept of green-jobs, which we had no idea about. It is beneficial to us. It expanded to reach other youth groups who are desperately of improving their livelihood.

Beneficiary Youth Organization Representative-Nairobi.

3.1.2: Global, Regional and National Policies, Strategies and Development Plans

The overall development objective of the YES-JUMP initiative of *contributing to poverty alleviation through creating decent and sustainable jobs for young women and men in poor and marginalized communities* is not only highly relevant, but also strategically in line with regional and global development aspirations; national development aspirations of the Governments of Kenya and Zimbabwe as briefly demonstrated below:

3.1.2.1 Global and Regional Development Aspirations

In this respect, the Evaluation Mission highlights the following initiatives, which provided part of the basis for project conceptualization and design:

- (i) **Millennium Declaration (2000)** during the UN General Assembly of 8 September 2000 in New York through which the heads of State and Governments declared Development and poverty eradication, human rights and protection of vulnerable groups were among the key objectives that would be assigned special significance by all UN members;
- (ii) **Resolutions of the 93rd International Labour Conference** (June 2005)-where the ILO was called to play a leading international role in this field under the framework of the United Nations Secretary-General's Youth Employment Network in pursuit of the General Assembly resolution on "Promoting youth employment" and the United Nations Millennium Development Goals.
- (i) **The Youth Employment Summit (YES Campaign)**-a global campaign started in the year 2002 which is committed to enabling both unemployed and underemployed youth to become entrepreneurs in five emerging strategic areas, namely renewable energy, information communication technologies (ICT), rural development, HIV/Aids, water and sanitation.
- (ii) **African Union Declaration (2004) on employment and poverty eradication under the auspices of the 3rd Extraordinary Session Assembly** held in Ouagadougou-Burkina Faso in September 2004;

3.1.2.2 National Policies, Strategies and Plans

The overall objective of the YES-JUMP project was not only relevant, but also strategically in line, and complementary to some of the main objectives of key national blue prints:

In **Kenya**, these include:

- (a) **Kenya Vision 2030**-which accords very high priority to entrepreneurship development and youth employment and under which increasing youth employment and entrepreneurship is one of the flagship projects;
- (b) **Kenya National Employment Policy (2008)**-which prioritizes skills training of the youth from disadvantaged social groups through linkage to education and other capacity enhancement programs;
- (c) **Kenya National Youth Policy (2003)**-whose goal is to promote youth participation in community and civic affairs and to ensure that youth programmes are youth-centred and engage the youth and whose youth employment is a core agenda through providing them with necessary skills (technical and financial assistance) to build their entrepreneurial and employability capacity. In this respect, the National Action Plan on Youth Employment (2007-2012);

In **Zimbabwe** these includes:

- (a) **Zimbabwe National Employment Policy Framework (ZiNEPF-2009)**-whose one of the main goals is to promote integration of marginalized and vulnerable youth and women groups. The Policy emphasizes youth education and vocational skills training; employment and access to resources; empowerment and participation.

- (b) **Zimbabwe Medium-Term Plan (2011-2015)**-whose one of the strategic priority areas in relation to youth employment is *to promote the integration of marginalized and vulnerable groups such as women, youth, people living with disabilities and the retrenched in the mainstream economy*. With respect to **Small, Micro and Medium enterprises (SMMEs)**, the policy objective is to create an enabling environment for SMMEs and cooperatives to grow and enhance their contribution to national development. With respect to **youth mainstreaming and employment**, policy objectives are to: (i) promote youth participation in policy issues and development; (ii) systematically integrate youth issues into all policies, plans, and programmes at all levels and within sectors and institutions of government, NGOs and the private sector; (iii) provide opportunities for youth employment and initiatives; and (iv) promote the value and development of vocational and skills training, among others. With regard to **gender**, the Plan's policy objectives are: (i) achieve sustainable equality and equity, empower women and the girl child; and (ii) mainstream gender (women) in all sector development issues to eliminate all negative economic, social and cultural practices that impede equality and equity of women and men.
- (c) **Zimbabwe National Youth Policy (August 2011)**-Whose objectives under goal 1 are to: (i) provide opportunities for sustainable livelihoods and productive employment for all young men and women; (ii) assist young men and women in attaining the knowledge, skills and experiences required to enable them effectively participate in national development; (iii) promote the rights and freedom of all youth paying particular attention to empowerment marginalized members; (iv) to involve young men and women at the planning, decision making and implementation levels of all youth development programmes; and (v) promote gender equality and equity among the youth and in particular in education and , training, socio-cultural, political, economic and legal spheres;
- (d) **Zimbabwe National Gender Policy** (undated): Whose main objectives are to (i) mainstream gender issues into all sectors in order to eliminate all negative economic, social and cultural practices that impede equality and equity of the sexes; (ii) to strengthen links between Government, non-governmental organisations and the private sector in mainstreaming of gender in the respective sectors; (iii) to develop, maintain and provide gender sensitive information and gender disaggregated data for use in planning and project implementation at all levels and in all sectors; (iv) to promote equal and equitable access, control and ownership of resources in order to address gender inequalities; (iv) to promote equal advancement of women and men in all sectors; (v) to create equal opportunities for women and men in decision making in all areas and at all levels; (vi) to promote the projection of both women and men's efforts and contributions in national development; (vi) to establish the institutional framework to ensure implementation of the Gender Policy as well as the monitoring and evaluation of its impact; (vii) to strengthen the institutional and legal capacity to deal with gender violence, inheritance and land property rights;

3.1.3 United Nations Development Assistance Framework and Plans

The United Nations Development Assistance Framework (UNDAF) provides a collective, coherent and integrated response of the United Nations to national priorities and the MDGs. It entails the common strategic framework for the operational activities of the UN system at country level. The United Nations Development Assistance Plan (UNDAP) provides common business plans for UN agencies and national partners, aligned to the priorities of the host country and the internationally agreed development goals. The overall objective of the YES-JUMP project is relevant and strategically in line with UNDAF for Kenya and Zimbabwe as demonstrated below:

- (a) **Kenya-UNDAF (2009-2013)**-under national priority area 3 on "Promoting Sustainable and Equitable Economic Growth for Poverty and Hunger Reduction with a Focus on Vulnerable

Groups”-where *increased employment opportunities for women and youth is strongly emphasized;*

- (b) **Zimbabwe-UNDAF (ZUNDAF 2012-2015)**-under UNDAF national priority area 2 on “Pro-poor Sustainable Growth and Economic Development” where two of the three priority outcomes include: (i) *enhanced economic management and pro-poor development policies and strategies;* and (ii) *increased access to decent employment opportunities especially for and women and youth.*

3.1.4 Decent Work Country Programme

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 to constituents in Member States. The Decent Work Country Programme (DWCP) is essentially “a programming tool to deliver on a 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 objective of YES-JUMP is relevant and complementary to DWCP for both Kenya and Zimbabwe as demonstrated below:

- (a) **DWCP-Kenya (2007-2011)**-in which support to “*young women’s and men’s entrepreneurial skills for self employment and SME activities*” and “*creation of employment opportunities for the youth*” are priority outcomes;
- (b) **DWCP-Zimbabwe (2009-2011)**-in which *employment creation and poverty reduction* is priority one (1) under which support to “*sustained enterprises for creation of productive and decent work*”, is a priority outcome. The development of national youth employment action plan was also major planned output of Zimbabwe DWCP;

In addition, the overall objective of the project is relevant and complementary to the East African Community Decent Work Programme (**EAC-DWP; 2010-2015**). Through the EAC-DWP, member states commit themselves to “*the pursuit of policies aimed at creating a conducive environment for investment and development of private sector, including cooperatives, in order to create employment opportunities for poverty reduction through small enterprise development and promotion of cooperative associations*”.

3.1.5 Complementarity with Other ILO Projects in Kenya and Zimbabwe

The overall objective of the YES-JUMP project is also to large extent relevant and complementary to the following ILO- supported initiatives in Kenya and Zimbabwe:

Table 1: Summary of Other Complementary ILO Projects and Programmes

Region	ILO Project/Program
Kenya & Zimbabwe	(i) The COOP Africa Programme -which the YES-JUMP project has been collaborating with in the establishment of the YES-JUMP Coop Youth Challenge Fund to deepen and increase youth access to finance in both countries. In particular, YES-JUMP leveraged on COOP-Africa systems, templates and guidelines for establishing the Youth Funds in both countries.
Kenya	<p>(ii) The Youth Entrepreneurship Facility (YEF) of the Unleashing African Entrepreneurship Initiative (2010-2014) funded by the Government of Denmark and implemented by the ILO in Kenya, Uganda and Tanzania. The objective of the Facility is <i>“to contribute to the creation of decent work for young Africans both as means of self-employment and as job creation for others”-an objective being pursued through promotion of entrepreneurship culture; entrepreneurship education; business development services for out-of-school youth; facilitation of access to finance for young entrepreneurs; youth-to-youth fund; and promotion of evidence-based advocacy.</i></p> <p>(iii) Women Enterprise Development and Gender Equality (WEDGE)-whose core objective is to ensure that women and men have equal access to economic resources and business support to enable them start, formalize and grow their businesses. The program also provides entrepreneurship development for women through training by using training tools that of relevance to capacity building including GET Ahead (Gender and Entrepreneurship Together).</p> <p>(iv) HIV/AIDS – Collaboration in integrating HIV/AIDS information, counselling and testing for youth in various events including exhibitions and training activities</p>
Zimbabwe	<p>(v) The Skills for Youth Employment and Rural Development Program (2010-2014)- which is funded by the Danida Africa Commission, implemented by the ILO and whose immediate objective is <i>“achieve quality improvements in traditional apprenticeships in the informal economy, and market-driven community-based technical and vocational skills development in rural areas with the aim of closing the skills gap and equip more young women and men in the informal and rural economy with skills that will improve their employability in more productive and decent work.</i> In this context, the skills training strategy focuses on: <i>(i) Introducing the ILO’s Training for Rural Economic Empowerment (TREE) methodology in rural communities; and (ii) Improving the Quality of delivery of training in the Informal Apprenticeship (QIA; while the post-training strategy includes making micro-finance and business development service markets work for youth and their self-help groups or cooperatives.</i></p> <p>(vi) The Economic Empowerment and HIV Vulnerability Reduction along the Transport Corridors in Southern Africa Project-developed and implemented by the ILO with funding from Swedish International Development Agency (SIDA). The project focuses on HIV prevention and impact mitigation; promotion of cooperatives and associations of women and SMEs; support to cross border officials and transport sector workers along identified transport corridors in Southern Africa, including Zimbabwe with emphasis on promoting self reliance among workers, women and trade groups operating along the transport corridors and assisting them and their associations to provide business-related services that ensure increased productivity and thus strengthen HIV prevention and related risky behaviour as well as mitigating the impact of epidemic among the most at risk populations.</p>

3.2 VALIDITY OF PROJECT DESIGN

The Mission assessed validity of project design based on the following criteria: (a) Relevance and adequacy of foundational information base; (b) Processes used during project design and implementation; (c) Efficacy of development approach used; (d) Adequacy and mix of interventions implemented and plausibility of causal linkage between project outputs, outcomes and objective; (e) Realism of the project time line; (f) Gender equity considerations.

3.2.1 Relevance and Adequacy of Foundational Information Base

The information base upon which the YES-JUMP project was conceptualized and designed was significant and is considered to have been adequate in terms of informing project design. Based on the summary of some of the key consultations and reference materials used, the Mission concludes that the foundational information base was adequate for project conceptualization, design and implementation.

Table 2: Summary of Project Foundational Information Base

Region	Reference Material that Provided Foundation Information
Kenya and Zimbabwe	<ol style="list-style-type: none"> 1. <i>Proceedings of the African Union Assembly's Extraordinary Session on Employment and Poverty Alleviation held in Ouagadougou, Burkina Faso (2004);</i> 2. <i>The ILO "Annual Global Employment Trends Report (2009)";</i> 3. <i>Experiences and lessons learned from the South African Youth-Jobs for Unemployed and Marginalized Youth to escape from Poverty (SAY-JUMP)</i> 4. <i>UN-Millennium Development Goals;</i>
Kenya	<ol style="list-style-type: none"> 1. <i>The United Nations Development Program (UNDP) study on "Employment-Targeted Economic Program for Kenya (2007);</i> 2. <i>Youth Enterprise Development Fund Design and implementation dossier;</i> 3. <i>The Poverty Reduction Support Program (PRSP) and the Economic Recovery Strategy for Wealth and Employment Creation (ERS) reports;</i> 4. <i>Kenya National Youth Policy (2003);</i> 5. <i>Kenya National Employment Policy (2008)-whose focus was summarised earlier in this report;</i>
Zimbabwe	<ol style="list-style-type: none"> 1. <i>The World Bank and Multi Donor Trust Fund (2008), study on "Emergency Recovery Programme" for Zimbabwe;</i> 2. <i>Proceedings of the "Conference on Youth Employment Challenge (Harare; October 2005) for the SADC countries which recommended that the countries in the region should be proactive in addressing the youth employment challenge.</i> 3. <i>ILO-supported study on "Promoting Youth Employment within the Framework of the DWCP for Zimbabwe: Zimbabwe Youth Employment Network (ZIYEN)</i> 4. <i>UNDP Report on "Comprehensive Economic Recovery in Zimbabwe" (2008) which contained essential proposals on improving policies including about vocational training and employment, among other remedies.</i> 5. <i>Zimbabwe National Youth Policy (2000);</i>

3.2.2 Stakeholder Consultations

The principles of stakeholder participation, transparency and social responsibility have been a major tenet of the YES-JUMP project. The Mission noted through literature review and interviews that a significant amount of consultations-in both countries-were undertaken with relevant Government ministries (Ministries of Youth and Ministries of Labour); social partners (Employers' and Workers'

Organizations); Cooperatives and Community-based organizations as well as other stakeholders. The Mission noted that the project has systematically upheld the principle of broader-based consultations which have been conducted under the auspices of various organizational structures such as the project National Steering Committee (NSC), the Technical Working Groups (TWG) and the District Implementation Committees (DIC). The Mission notes with great satisfaction that this has been the basis for the clearly observable strong ownership and commitment to project objectives by the local communities, the government-through relevant labour and employment ministries, social partners and other stakeholders. The view of the Mission is that this tripartite project design and implementation stakeholder needs-based project model is an excellent approach for ensuring broad-based ownership, support and longer term sustainability of project activities.

3.2.3 Efficacy of Development Approach Adopted

Confirming what once said by the ILO Director General (Juan Somavia)-*“that there is a powerful message that tripartite dialogue with employers and workers organizations should play a central role in addressing the economic crisis, and in developing policy responses”* the Mission found the ILO tripartite development framework used in the design, implementation, monitoring and evaluation of the YES-JUMP project-involving government ministries responsible for youth development and labour; employers’ and workers’ organizations- to have proven its efficacy. The principles of participation, transparency and social responsibility upon which the project was founded sets a good foundation for project ownership and sustainability beyond its life-cycle.

3.2.4 Intervention Mix, Causal Linkage of Outputs & Outcomes with Project Objective

The interventions mix of the YES-JUMP project comprised: (i) capacity building by way of facilitation of youth entrepreneurship, vocational training, and life skill training; (ii) access to micro-finance and other business related services. The view of the Mission, which was strongly corroborated by a wide cross section of respondents met in both Kenya and Zimbabwe, is that while these two main interventions were indeed relevant to the needs of target beneficiaries, market linkage was a vital missing component in project. In this respect, the mission acknowledges the recognition of this gap on the part of the project team during the implementation phase and the subsequent efforts made (albeit limited) towards facilitating market linkage between beneficiary entrepreneurs and potential buyers of their products for example cooperative societies in Nyandarua South.

The Mission critically assessed YES-JUMP project objective, planned outputs, anticipated outcomes, planned activities and is fully satisfied that there is adequate plausibility of casual-relationship between them. The outcomes have the potential to feed into the realization of broader development goals of a wide spectrum of stakeholders including national governments and development partners. The Mission further observes that planned activities were very well sequenced and executed-partly attributed to the good work that went into project design, identification and planning of activities at the project appraisal stage.

3.2.5 Realism of Pilot Project Time Line

The YES-JUMP Project was designed as a two (2) year initiative scheduled to run from 1st March 2009 to 31st March 2011 and later a no-cost extension to 30th June 2011. However with support by the ILO through the Regular Budget Supplementary Account (RBSA), the project completion date was extended by nine (9) months to March 31st 2012. Although two years is indeed a short period, particularly given the workload that was needed to go into the big tasks of mobilization, capacity building (given that most target beneficiaries had very weak technical and managerial capacity), the Mission takes due cognizance of the fact that this phase of the project was only meant to be a pilot phase aimed at testing a specific development model to inform an anticipated roll out phase. That notwithstanding, most stakeholders felt that the time was rather short and that the achievements so

far made are largely owed to the concerted effort, innovativeness and collaborative efforts on the part of the project implementation team. In the view of the Mission, it is doubtful that the current level of project achievements would have been possible without ILO support through the RBSA.

3.2.6 Gender Equity Considerations

The YES-JUMP project has, right through appraisal, planning, implementation, monitoring and evaluation, strongly emphasized and constantly upheld the inclusion of women and their empowerment. In fact, the log frame was categorical in terms of gender (women) target indicators-for example, in terms of decent and sustainable jobs created where women were supposed to take a 50% share; the number of women in leadership position increased-though not explicit regarding the base line and the target number; the number of women among the target 6 extension workers (local community-based facilitators-LCF) in each country. However, the Mission observed that inclusion of women (gender equality) has been hampered by socio-cultural barriers that apparently exist in communities where the project was being implemented, and that the much that the project has been able to achieve is to a large extent owed to the unrelenting commitment towards this objective on the part of the YES-JUMP team.

3.3 PROJECT PROGRESS AND EFFECTIVENESS

In accordance with the terms of reference, the sections below assess project progress and effectiveness based on the following parameters: (i) The extent to which expected outputs and outcomes were achieved and the timeliness of delivery in relation to work plans; (ii) Quantity and quality of outputs produced and relevance to needs beneficiaries. (iii) Equality of distribution of benefits between men and women; (v) The extent to which recommendations of self-MTR evaluations were acted upon (vi) Internal and external factors that influenced programme performance and effectiveness; and, (vii) The question of any unintended results associated with the programme. (viii) Relative performance in terms of target geographical areas and interventions;

3.3.1 Project Achievements

As indicated earlier, the **overall development objective** and expected impact of the YES-JUMP project as per the log frame was to *“contribute to the overall decent job creation efforts in Kenya and Zimbabwe, focussing on unemployed and marginalized young women and men”*. The main **indicator of achievement** was *“improved policies and programs on youth employment due to strengthened collaboration between the government and the ILO social partners in job-creating and economic-development initiatives”*. Towards this end, the following were the two (2) **immediate objectives/outcomes**:

- (i) *“A total of 1,000 decent and sustainable jobs were created for young women and men in each project country;*
- (ii) *“Selected national and local partners are able to design and implement their own youth employment projects (direct support);*

3.3.1.1 Overall Project Performance Rating

YES-JUMP has performed quite well in terms of planned outputs and outcomes. The outputs, particularly training, have been of good quality as indicated by a cross section of key beneficiaries and as found out by the Mission through review of key reports. There was greater success in rural project districts than in peri-urban districts. This includes for example the rural districts of Nyandarua South and Nakuru districts in Kenya, Goromozi and Gokwe in Zimbabwe-where there are fewer business opportunities, fewer donor projects, and where cooperative societies and community-based implementation committees were more robust. As will be noted in sections dealing with outputs,

benefits of project interventions have benefited both women and men. While population of women beneficiaries was lower than the target 50% under some outputs and outcomes, overall they comprised around 50% of project beneficiaries. The only unintended (but positive outcome) was that a significant number of grantees are putting in more resources willingly into the project than earlier anticipated. Table 4 below summarizes the Mission's overall performance rating to date by country with respect to immediate objectives and anticipated outcomes:

IMMEDIATE OBJECTIVE	Anticipated Outcomes	Target Project Outputs	Overall Project Performance Rating	
			Kenya	Zimbabwe
Immediate Objective 1	A total of 1,000 decent and sustainable jobs created for young women and men in each project country	(i) 12 extension workers trained;	Very Good	Very Good
		(ii) 1,000 young women and men capacitated in each country;		
Immediate Objective 2	Selected national and local partners are able to design and implement their own youth employment projects (direct support)	(iii) Pilot projects initiated at local level;	Good	Good
		(iv) Sustainable livelihoods for women upgraded;		
		(v) Grassroots youth organizations capacitated;		
		(vi) Young business start-ups strengthened through need-based apprenticeship training;		
		(vii) Pilot projects linked with government schemes for support;		
		(viii) Policy environment improved;		

The sections below provide details of project achievements in terms of the two immediate objectives indicated above and their respective outputs and sub-outputs².

3.3.2: Immediate Objective 1: One Thousand (1,000) Decent & Sustainable Jobs Created

While outputs 1.1 to 1.4 listed below were planned for in the project log frame, output 1.5 was subsequently, and rightly so, incorporated during the implementation phase.

- (i) **Output 1.1:** *Twelve (12) extension workers (2 for each pilot project, one being women)/local community facilitators selected and trained on vocational training techniques and basic business development skills.*
- (ii) **Output 1.2:** *One Thousand (1,000) young women and men capacitated and decent and sustainable jobs created them in each project Country*
- (iii) **Output 1.3:** *Pilot projects initiated and sustained job creation schemes through SMEs and cooperative group enterprises*
- (iv) **Output 1.4:** *Sustainable livelihoods for women's groups in isolated and poor communities upgraded through skills enhancement, micro-credit, market access and other support services;*
- (v) **Output 1.5:** *Successful intervention models and innovative pilot project results are documented for replication-which the mission observed was not incorporated into the logical framework of the project-though in the text of the appraisal report*

The sections below assess performance of the project by each output in both Kenya and Zimbabwe:

² The YES-JUMP project logical framework did not disaggregate planned outputs by immediate objectives 1 and 2 as indicated earlier. While output directly linked to immediate objective 2 were identical in both countries, they varied slightly under immediate objective 1. However, this was of no consequence in terms of project implementation approaches and evaluation of performance by the Mission-which followed sequencing as provided in the project log frame

3.3.2.1: Output 1.1: Twelve (12) Extension Workers Selected and Trained

The main sub-outputs in relation to this output were:

- (i) *Sub-output 1.1.1:* Identify three (3) marginalized communities and selection of three (3) target districts in each country³;
- (ii) *Sub-output 1.1.2:* Select six (6) extension workers or what was popularly known as local community facilitators (LCFs) or job incubators in each country (2 for each pilot project and 50% being women); establishment of community-based project implementation committees; and training on vocational training techniques and basic business development skills to facilitate their effective performance in project implementation, monitoring and evaluation.

As indicated below, the project fully fulfilled with respect to this output at the start of the project, and more importantly through intensive consultative processes involving a wide range of stakeholders

Table 4: Identification of Marginalized Communities, Recruitment of Extension workers and Community-Based Project Implementation Committees and capacity building

Country	Main Achievements
Kenya	<ul style="list-style-type: none">• <i>Three (3) marginalized communities</i> initially⁴ consultatively selected in three (3) districts and also based on a baseline survey-namely; <i>Athi River; Nyandarua South and Nakuru;</i>• <i>Thirteen (13) LCFs</i> recruited with five (5) or 38.5% being women and eight (8) or 61.5% being men; <i>Pilot Project Implementation Committees⁵ (PPICs)</i> representatives consultatively selected from the three project sites; and both the LCFs and PPICs equipped and trained in project design for youth employment, entrepreneurship development and trained as trainers using ILO manuals in SIYB; Know About Business (KAB) and GET Ahead.
Zimbabwe	<ul style="list-style-type: none">• Three (3) marginalized communities consultatively selected in three (3) districts and also based on a baseline survey-namely; <i>Gokwe, Goromonzi and Norton;</i>• <i>Six (6) LCFs recruited</i> with 3 (or 50%) being women; <i>District Implementation Committees (DIC)</i> representatives consultatively selected from the three project sites; and their training conducted on vocational training techniques and basic business development skills; and both the LCFs and DICs trained using ILO manuals in KAB and SIYB; HIV/AIDS; Monitoring and Evaluation techniques; technical training in bee-keeping; fish farming; waste management; participation in knowledge sharing workshop in Nairobi and participation in Africa Union pre-summit youth conference.

3.3.2.2: Output 1.2: 1,000 Decent and Sustainable Jobs Created for Young Women and Men in each Project Country

As part of this output, the project was expected to capacitate a total of 1,000 young women and men (50% being women) from at least three poor and marginalized communities (pilot project areas) in each country (which 2,000 jobs for the entire pilot project) through skills enhancement, including upgrading of life skills with regard to establishment of SMEs and cooperative group enterprises. In both Kenya and Zimbabwe, the project has done remarkably very well in terms of achievements of under this output -surpassing project targets by significant margins in key deliverables as shown below:

³ *Criteria for selection comprised...Areas where MOYAS has a strong presence; Areas where youth are already organized especially into cooperatives-the Coops would provide an entry point, but the project will seek to work with as many groups/associations/coops in a given area; areas where there is no overcrowding of development partners; areas with greater opportunity for success; distance from Nairobi (30-160 km); and Rural, Urban and peri - urban consideration.*

⁴ *Two additional districts (Nairobi and Nyeri) were subsequently incorporated under the Green Jobs Fund component because of the poor response to the request for proposals from the initial three target districts-which is partly the reason for recruitment of 13 instead of the planned 6 LCFs.*

⁵ *For the community based project implementation committees, Kenya adopted the name Pilot Project Implementation Committees (PPICs) while Zimbabwe District Implementation Committees (DICs).*

Table 5: Creation of 1,000 decent and sustainable Jobs for young Women and Men

Country	Main Achievements
Kenya	<ul style="list-style-type: none"> • Economic Opportunities Survey carried out in the 3 project target districts and report shared with PPICs. • A total of 1,635 decent and sustainable jobs created or enhanced-thereby surpassing the target of 1,000 by an impressive 63.5% • Of these total number of jobs created or enhanced 60% of beneficiaries comprised young women; • A total of 700 youth capacitated through training generating business ideas and identification/selection of business opportunities, business planning and business management skills; financial management including savings mobilization and loan management-again thereby surpassing project target of 500 by an impressive 40%; • Of the total trained, 280 or 40% being women-thereby attaining 80% of project target or falling below project target by only 10%); • Linkages of the youth to microfinance for start-up capital and support and over 1,147 youth enterprises funded, with 59% being young women-headed enterprises;
Zimbabwe	<ul style="list-style-type: none"> • Situational analysis of youth opportunities and skills gap in the three target conducted (where fish farming, horticulture farming and bee-keeping emerged as high potential areas in Norton, Goromonzi and Gokwe districts respectively; and report shared with DICs. • A total of 1,321 decent and sustainable jobs were created or enhanced-thereby surpassing the target of 1,000 jobs by also an impressive 32.1%; • Out of the total number of decent jobs created through project interventions, only 604 (or about 45.7%) were occupied by women-which fall short of the target of 50% by only 4.3%-a factor attributed by key respondents to socio-cultural barriers against women which the project had to contend with. Geographically, Gokwe district had the highest success in terms of job creation, followed by Goromonzi and Norton in that order. Gower better success is attributed to early formation of a youth SACCO; better local leadership, more effective community support the entrepreneurship culture among the local youth. • Two ILO training modules (SIYB & start your bee-keeping and horticulture business) adapted; • A total of 700 youth capacitated through training in entrepreneurship, cooperative management, leadership and micro-finance management were trained in generating business ideas and identify-thereby surpassing project target of 500 by an impressive 40%;

3.3.2.3: *Output 1.3: Pilot Projects Initiated at Local Level*

The project also performed quite well in terms of initiating pilot projects at the local level as summarised below:

Table 6: Pilot Project Initiated and Sustained Job creation Schemes through SMEs and Cooperative group enterprises

Country	Main Achievements
Kenya	<ul style="list-style-type: none"> • Economic Opportunities Survey carried out in the three districts and report disseminated to the project implementation committees in the district as a resource for promoting business opportunities to the youth; • Eight (8) job creation and microfinance schemes established in five districts • Seven hundred (700) young people trained in Generate your Business Idea and Start your Business Modules; • Mentorship by trainers to develop business plans and form groups; • Forty eight (48) self help groups formed for young men and women; • Six eighty three (683) SMEs established; • Capacity for fifty eight (58) cooperatives strengthened; • Cooperation between the SMEs, cooperatives and MFIs and Government established-resulting in increased access to services to youth groups and cooperatives enhanced for business growth
Zimbabwe	<ul style="list-style-type: none"> • Study on demand and supply of micro-finance, which highlighted the need for youth-friendly micro-finance packages and support to youth-led savings and credit cooperatives conducted. • Three (3) pilot projects (Savings and Credit Cooperative Societies-SACCO) formed in February 2010-i.e. one in each pilot district;

- One (1) pre-existing SACCO strengthened in Goromonzi in February 2010;

3.3.2.4: *Output 1.4: Sustainable livelihoods for Young Women Upgraded*

While there were no specific targets, the mission noted the following achievements:

Table 7: Sustainable Livelihoods for Women Upgraded

Country	Main Achievements
Kenya	<ul style="list-style-type: none"> • Two hundred and eighty (280) women were trained in business start up and business management; • Six hundred and seventy seven (677) women businesses were funded through the microfinance challenge funds and business established; • Market access was facilitated through linkage with marketing cooperatives;
Zimbabwe	<ul style="list-style-type: none"> • Six hundred (600) women facilitated to access credit from Microfinance organizations and SACCOs and started their own enterprises. These women only pilot projects which were implemented in partnership with Ministry of Women Affairs, Cluster Agricultural Development Services and SAFIRE mainly consisted of horticulture farming and food processing in Goromonzi, Masvingo and Gokwe districts.

3.3.2.5: *Output 1.5: Successful Intervention Models and Innovative Pilot Project Results Documented for Replication*

In relation to this output, the mission observed a number of project achievements as summarized below:

Table 7: Successful Intervention Models and Innovative Pilot Project Results Documented for Replication

Country	Main Achievements
Kenya	<ul style="list-style-type: none"> • Successful models were documented and shared between partners in PPIC fora, national youth employment fora, and sub regional fora in Zimbabwe and Kenya- which was an input into the Success Africa (an ILO Regional Magazine); • Knowledge sharing workshop conducted in Mombasa (Kenya)-with 13 attendants (key stakeholder); • One semi-annual newsletter produced and copies distributed • Project web-site upgraded; • One semi-annual newsletter (2011) produced and 2,000 copies distributed • Case studies of job creation among youth documented for both Kenya and Zimbabwe and shared widely;
Zimbabwe	<ul style="list-style-type: none"> • Project web-site upgraded • Case study document on 12 success stories produced in 2011-which was an input into the Success Africa (an ILO Regional Magazine); • Photographic essay developed and shared with the Constituents; • Knowledge sharing workshop conducted in Mombasa (Kenya)-with 13 attendants (key stakeholder) • Project promotional materials including brochures, fact sheet, logo, T-Shirts and Caps distributed.

3.3.3: Immediate Objective 2: Selected National and Local Partners are able to Design and Implement Projects.

The following four (4) outputs were planned under immediate objective 2:

- (i) **Output 2.1:** *Grassroots youth associations, their self-help organizations and cooperatives, SMEs and community-based organizations strengthened through services including enterprise management training, skills upgrading and financial management*
- (ii) **Output 2.2:** *Business start-ups of young professionals strengthened through need-based apprenticeship training and micro credit through Challenge Fund.*
- (iii) **Output 2.3:** *Linkages established between community-based organizations, including women's organizations, and local government agencies to sustain support services to job-creation initiatives.*
- (iv) **Output 2.4:** *Using Recommendations Nos. 189 and 193, together with best practices of pilot projects in job creation, policy environment improved for SME and cooperative development, as well as community-based organizations and gender equality, to continue creating decent jobs and work together with other stakeholders.*

The following section analyses performance by each of these project outputs

3.3.3.1: *Output 2.1: Grassroots Youth Associations, their Self-Help Organizations and Cooperatives, SMEs and CBOs Strengthened*

The Mission noted with satisfaction that the project had made significant achievements as indicated below:

Table 8: Grassroots Youth Associations, their Self-Help Organisations and Cooperatives, SMEs and Community-Based Organizations Strengthened

Country	Main Achievements
Kenya	<ul style="list-style-type: none"> • Fifty Seven (57) SACCOs, MFIs, CBOs from the three pilot project locations trained and capacitated in project designing youth employment • As a result, six (6) of the trained and capacitated organizations (3 SACCOs, 1-farmers' cooperative, 1-CBO and 1-MFI) started targeting youth employment-which has so far resulted in over 1,600 jobs being created for youth through project training, capacity building; linkage to microfinance and BDS service providers; • Six (6) organizations selected for implementation of job creation projects through micro-financing and training
Zimbabwe	<ul style="list-style-type: none"> • Six (6) Youth Associations and or Self Help Groups in the three selected districts of Gokwe South, Gormonzi and Norton were strengthened by way of institutional capacity building, training and organizational development. • Over 500 youth who were members of CBOs, SACCO and SMMEs had their enterprise development skills upgraded using the SIYB training programmes-with 40% of those trained being women; • Two hundred and seventy seven (277) young women and men received technical skills upgrading by partner organization (e.g. Cluster Agricultural Development Services-CADS, SAFIRE and Action 24. The ILO-“Skill for Youth Employment & Economic Empowerment” project contributed to skills upgrading activities in Norton and Gokwe.

3.3.3.1 *Output 2.2: Business start-ups of young professionals strengthened through need-based apprenticeship training and micro credit through Challenge Fund.*

The Mission also noted significant achievements in terms of strengthening young professionals' business start-ups by way of need-based apprenticeship training and micro credit through Challenge Fund. The table below summarizes the achievements in both Kenya and Zimbabwe by the time of the Mission.

Table 9: Business Start-Ups of Young Professionals Strengthened

Country	Main Achievements
Kenya	<ul style="list-style-type: none"> • One hundred and fifty (150) youth attached to 61 SMEs/cooperative enterprises and graduated with market based skills resulting to employment creation through direct absorption in these enterprises and in business start-ups. Impact evaluation not done to establish the actual numbers of jobs created through this initiative.
Zimbabwe	<ul style="list-style-type: none"> • A total of fifty two (52) young women and men had received needs-based apprenticeship training in trades such as hair-dressing, carpentry and welding using the Silveira House adapted traditional apprenticeship curricula of which 23 (or 44.2%) were women. • Of this trained number of youth 20 had been funded through Silveira House Youth SACCO; and had already started businesses;

3.3.3.2 Output 2.3: Linkages Established between CBOs-including Women Organizations and Local Government Agencies to Sustain Support Services o Job-Creation Initiatives.

Project achievements under this output were rather moderate and included the following:

Table 10: Linkages Established between CBOs, Women's Organizations, and Local Government Agencies

Country	Main Achievements
Kenya	<ul style="list-style-type: none"> • PPIC comprising of district heads from various line ministries set up and had been meeting on a quarterly basis to review implementation and provide implementation advice to the partners. • Further support extended to the partners and beneficiaries including agricultural and livestock extension and training services, access to Youth Funds, services from local government on council licenses, industrial internships among others.
Zimbabwe	<ul style="list-style-type: none"> • Business linkages between grantees, partners, NGOs (local and international), government agencies and private sector in pilot project districts have been established and are currently working well. Examples include linkages through the Safire and CADS market linkage programmes.

3.3.3.3 Output 2.4: Using ILO Recommendations Nos. 189 & 193, and Best Practices of Pilot Projects in Job Creation, Policy Environment Improvement for SME and Cooperative Development, as well as CBOs & Gender Equality to Continue Creating Decent Jobs; and work with other Stakeholders.

Table 11: Using ILO Recommendations Nos 189 and 193 and Best Practices of Project Job Creation, Policy Environment Improvement for SMEs; Cooperatives Development and Gender Equality for Continued Creation of Decent Jobs

Country	Main Achievements
Kenya	<ul style="list-style-type: none"> • Participation and contribution to the development of Kenya National Employment Policy-resulting in enhanced focus on youth employment strategies, green jobs and social economy organizations as a vehicle for job creation and social protection mechanism for disadvantaged youth. • Contributions to Social Protection policy

Zimbabwe

- Support to the Ministry of Youth Development Indigenization & Employment towards improving Zimbabwe's Youth Development, Indigenization and Employment policy framework;
- Participation in the National Youth Council Policy Workshop held in Mutare in November 2011-whose Action Plan is about to be done (awaiting production of revised policy document and endorsement by Parliament);
- Participated, supported and contributed to the "National Decent Work for the Youth Conference" held in Harare in March 2012-whose objective was to discuss the National Youth Policy, youth employment situation in Zimbabwe and share knowledge and experiences from good practice and lessons learned from youth employment programs and projects including YES-JUMP.

3.3.4 Implementation Status of the Recommendation by the Mid-Term Evaluation Mission

As will be noted in **Table 12** below, Zimbabwe's YES-JUMP project component acted fully on all recommendations of the MTR-self evaluation of July 2010; except for the recommendation on the development of gender strategy which was partially done. The Mission however noted and confirmed that the project had since actively engaged the Ministry of Gender and Women Affairs which stepped up their gender equality awareness mainstreaming campaigns. The Mission could not however confirm the impact of such actions.

Table 12: Status of the Recommendations by Mid-Term Self Evaluation Missions; Zimbabwe (August 2010);

	Recommendation	Status	Remarks
ZIMBABWE	ILO together with its key tripartite partners needs to make concerted efforts to seek adequate resources to oil the entire project.	Done	The ILO provided (in February 2011) some US\$ 256,067 from the RBSA which financed the Green-Jobs Fund and enabled the project to be extended for a further 9 months (30th June 2011 to 31st March 2012)
	Government in particular should consider rerouting some of its youth targeted funding windows to beef up the scant YES- JUMP Job Challenge Fund so that the youth may be helped " YES JUMP from poverty.	Done	The Government of Zimbabwe continued to support the project in the area of monitoring and evaluation-by way of human resources and transport
	The project management must now sit down to review the work plan and review all outputs and outcomes; identify those that are clearly no longer attainable within the specified time frame and remove them.	Done	YES-JUMP reviewed the work plan, outputs and outcomes and the time frame-which triggered additional resources and extension of the project period-thereby allowing attainment of output 2.4 on policy improvement support.
	The Project to enhance the capacity of DICs particularly by way of availing necessary computers and related hardware and software.	Done	The Project sourced and provided 2 computers and printers as well as relevant software to each of the project districts covering DIC and SACCO.
	The project to enhance the capacity of SACCOs for more effective and financial and credit management	Done	The Project engaged the Zimbabwe Association of Micro-Finance Institutions (ZAMFI) who provided microfinance management capacity which has resulted in improved quality of business management by SACCOs and better portfolio quality. The Department of Cooperatives also provided training in Cooperative management, SACCO leadership and members.
	The Project to develop a gender strategy in the remaining project period (6 months) and intensify mainstreaming activities in collaboration with other stakeholders and with support by the ILO gender specialist	Partly Done	While a gender strategy had not been developed by the time of the Mission, it was noted that the project had actively engaged the Ministry of Gender and Women Affairs and that has increased gender mainstreaming awareness campaigns leading to increased women participation.

Table 13 below, shows that the Kenya YES-JUMP component fulfilled on six of the recommendations

and partly acted on the remaining two recommendations. That is the use of LCF in the tracer study which instead the project used PPICs for institutionalization and sustainability; and the translation of the ILO training materials from English language to Kiswahili language where it was felt that the trainers actually taught in Kiswahili.

Table 13: Status of the Recommendations by Mid-Term Self Evaluation Missions; Kenya (October 2010);

`Recommendation		Status	Remarks
KENYA	For the project to achieve appreciable employment levels, scale and impact it may become necessary to consider an extension of six months to a year in order to allow for more focused capacity building activities, realize initial outcomes on enterprises and employment levels.	Done	<ul style="list-style-type: none"> The project was accorded a no-cost extension from June to Dec 2011. The ILO (in February 2011) added some US\$ 256,067 from the RBSA which financed the Green-Jobs Fund and enabled the project to be extended for a further 9 months (30th June 2011 to 31st March 2012)
	The project is behind schedule hence there is need to fast track the second payment tranche to the Grantees and for close monitoring and support of the implementation by grantees that are key to delivery of the targets.	Done	<ul style="list-style-type: none"> The project was able to disburse all the second and third tranches to the grantee; strengthened the capacity of the grantees to implement the project through training-resulting in improved outreach and disbursements to the target groups; implemented and trained utilized grantees on M&E systems.
	Formulate a tracer study methodology that will constantly monitor enterprise creation and employment levels at the community level. LCF could be used for this strategy.	Done	<ul style="list-style-type: none"> Monitoring of Job creation at enterprise level was institutionalized at the grantee level using templates developed in the M &E system to document the jobs created. LCF were not utilized in the tracer study due decision to use a more sustainable and institutionalized method;
	Funds allowing, apprenticeship schemes should be piloted in some of the locations where SMEs and industries exist in large numbers e.g. Athi River and Nakuru. This may involve identification of unemployed semi skilled youth from vulnerable backgrounds, place them in SMEs for apprenticeship training and mentoring, train the technical enterprise trainers on business management and marketing, Support the young people in business start-up skills and services including loans/capital.	Done	<ul style="list-style-type: none"> The Apprenticeship scheme was successfully piloted in Nakuru and Athi River/Nairobi with 61 host trainers and 150 youth apprentices. The youth were also assisted to form and register youth groups with Ministry of Gender, Culture and Social Services and later linked with Youth Fund for access to Microfinance.
	Increase in resource allocations will enable comprehensive capacity building interventions. However, future projects may consider the option of a donor microfinance consortium in order to benefit the big number of potential youth borrowers through synergy.	Done	<ul style="list-style-type: none"> RBSA allocations further went into assisting the project carry out more capacity building interventions at enterprise level and at implementing partner levels. Linkages of Youth to Youth Funds were also done for increased access to business finance
	Clarify the mandate and scope of work of the PPIC and formulate terms of engagement	Done	<ul style="list-style-type: none"> PPIC mandate was clarified as monitoring progress, support to implementing partners, extension services and integrating youth as a target group in the respective ministry programmes at grass root level.
	To sustain the cost of the LCF at the community level – the contribution of ILO and Grantees notwithstanding- participants could be charged small commitment amounts for training in order to instill a sense of ownership and cost sharing for future sustainability.	Partly Done	<ul style="list-style-type: none"> A strategic decision was made to institutionalize the functions in existing partnerships such as District Committees and Implementing partners for sustainable and effective services and implementation

That the ILO training materials be translated into Kiswahili to enable the rural youth and women use them as a guide when starting and managing their enterprises.	Partly Done	<ul style="list-style-type: none"> • A review of ILO SIYB materials indicated that trainers normally use the Swahili Language and even local language to train whilst the material remained in English. The SIYB programme is however looking into possibility of translation of the materials.
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3.3.5 Factors that Influenced Project Performance

While the Mission noted with satisfaction the good performance of the project, particularly with job creation and capacity building, the following are the main positive and negative external and internal factors in one way of the other influenced its performance.

Table 14: Internal and External Factors which Influenced the Project

	Positive Factors	Negative Factors
External Factors	<ul style="list-style-type: none"> • Effective buy-in and support by target beneficiaries and implementing partners-primarily due to relevance of interventions; and involvement in all aspects of the project; • Injection of USD 512,134 to the project, facilitating extension by a further 9 months; • Effective technical and administrative support by the ILO and other UN agencies; • Enactment of enabling environment- e.g. the SMME Policy in Zimbabwe; • Political stability and improved macro-economic management in the case of Kenya 	<ul style="list-style-type: none"> • Weak skills capacity of Government ministries, social partners, target beneficiaries and other participating stakeholders (especially in Zimbabwe) necessitating more inputs by the project team than originally anticipated. • Political instability and persistence of economic crisis- in the case of Zimbabwe which adversely affected the welfare of target beneficiaries-thereby diminishing anticipated impact of project financial expended in support of target beneficiaries; • Bureaucratic administrative procedures and slow financial disbursement of the ILO (in some instances resulting in delayed actions); • Incidences of bad weather conditions (e.g. frost in Nyandarua South in Kenya that adversely affected agricultural production e.g. milk in the case of Kitiri Cooperative Society-resulting in delayed loan repayments); • Low morale on the part of the local community facilitators largely because they were only facilitated but not paid;
Internal Factors	<ul style="list-style-type: none"> • Recruitment of qualified, commitment and team work spirit of ILO staff; • Innovativeness on the part of the Project team in terms of effective leveraging on Government, social partners and local community resources • Significantly effective backstopping from ILO staff in Pretoria through Addis Ababa 	<ul style="list-style-type: none"> • Lack of explicit inclusion of market linkage interventions during project design-to complement capacity building and financial support interventions (as observed by many respondents). • Departure of the CTA in Addis Ababa caused some delay in the preparation of the proposal for phase II of the YES-JUMP project.

3.4 EFFICIENCY OF RESOURCE USE

While the Evaluation Mission was not able to carry out in-depth “value for money” audit of the project, field observations, seemed to indicate that the YES-JUMP project implementation team was quite prudent in the way they project resources. The sections below provide an overview of effectiveness of resource use in terms of finance, human and technical skills.

3.4.1 Finance

While the Mission appreciates that money is never enough, available financial resources, amounting to US\$ 1,299,274 for both countries were inadequate given the huge demand for business financing by the target beneficiaries and capacity building needs for both the implementation partners and target

beneficiaries. In fact, many respondents, especially the grantees and borrowers viewed the available financial resources as a drop in the ocean. It is against this background that most beneficiaries observed with great appreciation the injection of additional funding by the ILO through the Regular Budget Supplementary Account (RBSA) in February 2011, amounting to US\$ 512,134 for utilisation in both countries. Of this amount, about US\$ 120,000 (23.4%) financed the pilot green jobs grantee challenge fund. The rest of the funds were used for capacity building of potential target beneficiaries and partner organisations.

Despite financial limitations, the project managed to create 2,956 jobs directly, surpassing the project target by approximately 47.8%. This was largely made possible by two factors. (i) the additional funding from the ILO; (ii) Innovativeness of project staff in leveraging on human and other non-financial resources from ILO constituents and partners-largely “in-kind” by way of utilising constituents’ and partners’ staff for mobilisation of beneficiaries, training (including training space) and extension services to beneficiaries, as well as monitoring of project activities. Based on field observations, this “in-kind” contribution was notably significant in Nyandarua South and Nakuru districts in Kenya by the agricultural-sector ministries; and in Goromozi and Gokwe in Zimbabwe.

While appreciating that capacity building also led to jobs creation in indirect ways, nearly all of these jobs were attributed to the grantee challenge funds (the general pilot projects and the green jobs pilot projects grantee). Using financial resources expended under the two-grantee challenge funds (US\$ 211,000 from the original budget for pilot projects and US\$ 120,000 from ILO-RBSA for the pilot green jobs projects) as a proxy of the project cost of creating these jobs, it can be inferred that the project expended only US\$ 112 per job created. If one takes into account jobs created indirectly by the project-which two well informed respondents put at three indirect jobs for every ten direct jobs created- it can further be inferred that the project attained a lower US\$ 80 per job created.

3.4.2 Human Resources

The YES-JUMP project team comprised a locally recruited National Project Coordinator (NPC) and a “pooled” Financial and Administration Assistant (FAA) in both Kenya and Zimbabwe. The team also included a driver in the case of Zimbabwe, while in Kenya there was none. In Kenya, the team implemented the project in five different districts (3 under pilot projects and 2 under green jobs pilot projects) while in Zimbabwe the team implemented the project in three districts (under both the normal pilot projects and the green jobs projects). The Mission appreciates that the NPCs were primarily supposed to play a coordination role given that the work of implementation was supposed to be done through local implementation committees. However, while appreciating the contribution by ILO constituents, partners and local communities, the reality is that the NPCs ended up getting significantly involved in all aspects of the project including mobilization, planning, implementation, monitoring and evaluation as well as administrative activities. In some instances, the workload ended up over-stretching the normal ability of the NPCs. With the achievements indicated earlier, it cannot be overemphasized that human resources were utilized very efficiently. It was infact the commitment to project deliverables by the NPCs and their innovativeness in convincing other stakeholders to contribute to project implementation, that the project was able to surpass some of the targets. In future, projects similar to YES-JUMP in scope (e.g. number of interventions, geographical spread, number and diversity of collaborators) should have a technical assistant to the national coordinators.

3.4.3 Technical Skills

At country level, the administrative and management organs of the YES-JUMP project was designed to comprise the following: (a) National Steering Committee (NSC) with high level representation (Permanent Secretaries of ministries in-charge of youth, labour and employment as the case may be) and Chief Executives of national workers’ and employers’ organizations, as well as national youth organization representative to provided the overall policy guidance; (b) Technical Working Group

(TWG)-comprising technical staff from the same organizations as the NSC to provide technical back up; (c) the NPCs to undertake project implementation coordination role; and (d) community-based implementation committee to undertake grass root level project activities-known as the Pilot Project Implementation Committee (PPIC) in the case of Kenya and District Implementation Committee (DIC) in the case of Zimbabwe.

The Mission found the NPCs to have adequate skills and commitment to manage and deliver on all aspects of the project. The Mission also observed that the NSC in Zimbabwe comprised very high level government and social partners representatives-unlike Kenya where the same technical staff members in the TWG were actually the same members of the NSC-which in theory diluted their capacity from the point of view of policy guidance. Nevertheless, this anomaly was however overcome by the fact that the NPC in Kenya was a member of the Employment Policy Committee and Fora. Both the PPIC and the DIC were noted to have been very active and of great value to the project in terms of implementation processes and in terms of deepening project ownership.

3.4.4 Financial Disbursements and Expenditures

The project benefited from ILOs well structured accounting systems which have clearly defined controls that prevent unauthorized expenditure or exceeding budget lines. Amounts disbursed to Grantees were disbursed strictly as per the budget, agreed criteria and the ILO procedure. The Mission was however informed of occasional delays in disbursement-partly due to the strict ILO procedures which are meant to ensure compliance and due diligence in utilizing project resources.

3.5 EFFECTIVENESS OF MANAGEMENT ARRANGEMENTS

The YES-JUMP project was implemented by the ILO Regional Office for Africa (Addis Ababa) through a Chief Technical Adviser (CTA), and in cooperation with the ILO Offices in Dar es Salaam and Harare and Youth Employment Focal Point in the Employment Sector in Geneva who assisted the Regional Office in linking YES-JUMP with the Youth Employment Network (YEN) and with other Employment Sector projects as well as in replicating the project approach in other countries. At the country level, the project was implemented by a team of ILO staff located in ILO offices in Nairobi (Kenya) and Harare (Zimbabwe). In addition to the CTA located in the ILO Regional Office in Addis Ababa, the project team consisted of another six locally recruited members of staff NPCs (one in Nairobi and the other in Harare), two (2) administrative and finance staff (one in Harare and the other in Nairobi) and 1 project driver (in Harare). As per the design, and largely for purposes of ownership and sustainability interventions, the ILO project team implemented the project through community-based implementation committees (known as PPIC in Kenya and DIC in Zimbabwe) and LCFs. These committees were technically supported by TWGs-comprising representatives from ILO constituents and youth organizations and the NPC (ILO staff); and guided with respect to policy issues, the NSC-comprising high level representation from the same organizations as the TWG (though in Kenya TWG members were the same representative in the NSC). According to a cross section of respondents, roles and responsibilities were generally clear

An overwhelming number of respondents met during the Mission viewed this management arrangement as having been good and effective, particularly from the point of view of its participatory approach, inclusiveness of key stakeholders, ownership and potential contribution to future sustainability of project activities beyond its life. However, a few respondents in Zimbabwe raised two issues: (a) That the DIC should not have automatically be headed by a government/political appointee because of risks of political interference, and could have a rotational position; (b) That tripartite nature of management at the NSC level should be cascaded downwards to the DIC level. That notwithstanding, other stakeholders (including in Kenya), felt that having a senior Government officer like a District Commissioner or District Officer as the chairperson helped in entrenching ownership and leverage with other projects and programs in the respective project areas.

According to the project implementation team in both Kenya and Zimbabwe, the project was administratively and technically very well supported by local organizations, the regional ILO offices and CTA in Addis Ababa as well as the Technical Specialist in Pretoria. The implementing staff in both countries described the ILO regional offices support as having been excellent. They also indicated that they benefited significantly from collaborative support from other ILO projects including the Skills for Youth Employment and Rural Development Programme as well the HIV and Aids in the Transport Sector. The Mission was also informed of good support from the accounting department in facilitating all finance issues in an orderly and professional manner. National partners, especially members of the tripartite have been particularly useful in providing technical and political support.

3.5.1 Monitoring and Evaluation Framework

The project targets and indicators were clearly and sufficiently defined and generally comply with the SMART⁶. The project has a well defined M&E framework and has been collecting relevant data and information on regular basis (monthly, quarterly, bi-annually and annually) with support of the LCFs and Grantees. It was also noted that the project team has endeavored to disaggregate data where possible especially in terms of gender, sector, region and age. However, the mission observed that the monitoring system has not been very effective in terms of collecting impact level indicator data. To some extent, this is attributed to the relatively small budget that was allocated to M&E activities.

The project is very well supported administratively, technically and politically by the local and regional ILO office. In addition to the project administrative assistant, the project benefits immensely from the entire administration at the ILO office (Harare), CTA in Addis Ababa and Technical Specialist in Pretoria. The support to project staff has been excellent. Project staff has also benefited from collaborative support from the CTA for the Skills for Youth Employment and Rural Development Programme as well the HIV and Aids in the Transport Sector. Special note is also made of the accounting department for their role in facilitating all finance issues in an orderly and professional manner. Project accounting records are therefore readily available to authorized persons. The project also benefits from the overall audit processes at the ILO and this assures all stakeholders that all records provided are authentic and can be relied upon.

National partners, especially members of the tripartite have been particularly useful in providing technical and political support. Through their national, provincial and district structures, partners managed to inform all their constituents about the project and the assistance they are obliged to provide. Security arms of government too have been very helpful in ensuring that the project is allowed to operate without the usual disruptions ordinarily faced by donor-sponsored projects. In fact having the MYDIE as the lead ministry was very strategic on the part of the Project as it enhanced the correct view that the programme is indeed a national programme for the benefit of the youth of Zimbabwe.

3.5.2 Knowledge Management and Information Sharing

The Mission observed that the YES-JUMP had made significant achievements in terms of knowledge management and sharing of information. This was done through various fora including NSC, TWGs, PPIC (Kenya) and DIC (Zimbabwe) meetings; national and sub-regional youth employment workshops and conferences; newsletters; exchange visits, case studies and success story fliers as well as websites.

However, the Mission was concerned that some of the successful and innovative business models and technologies initiated through project funds and implemented in the project areas were not known by

⁶ Which is an acronym relating to monitoring and evaluation indicators of achievement and standing for **S**pecific, **M**easurable, **A**ttributable **R**ealistic and **T**ime-bound

some stakeholders across the project area. For example, the mission visited a waste management project under the green jobs component in Goromozi in Zimbabwe which was making floor and shoe polish as well as paraffin as a by-product. This rather innovative technology was not known by Ngei 1 Development Youth Group in Nairobi-also dealing with waste management related project were not aware of such an innovative technology and were just struggling with the conventional .waste-related products like Peppier Marché. The mission recommends that ILO projects intensive and mainstream knowledge management and information sharing in future.

3.6 IMPACT ORIENTATION AND SUSTAINABILITY

The Mission observed a number of project features that strongly point to the likelihood of sustainability of project interventions beyond its life. These include the following:

3.6.1. Ownership and Institutionalization of YES-JUMP Agenda in Local and National Agenda

National and community ownership of project ideals was a key strategy of the YES-JUMP initiative right from design. Relevance of project objectives, associated outputs and outcomes; and the use of participatory processes involving key stakeholders played a key role towards the observed strong “buy-in” of project activities at both the target local areas and at the national level. Some of the observed features in relation to ownership and institutionalization include: (i) the actions of some of the PPICs and DICs to inject community and/or government resources for continuity of YES-JUMP activities-for example the Nyandarua South District PPIC which at the time of the Mission, had already requested partner micro-financial institutions and the Ministry of Youth Affairs and Sports to contribute finances towards support of their project meetings; (ii) Explicit recognition of the YES-JUMP strategy towards job creation and youth employment by the Government of Zimbabwe as part of national strategy under the Short Term Economic Recovery Programme-phase II (STERP II) in the Macro-Economic Policy and Budget Framework: 2010-2012. Under the youth skills training development (page 34), the Government of Zimbabwe specifically commits to strengthen the efforts of the ILO YES-JUMP project in support of youth income generating projects in a number of marginalized districts (iii) The introduction of youth focused-lending programs among some of the micro-finance partners of the YES-JUMP project. The use of project grants for on-lending to the youth through micro-financial institutions instead of giving free money as has often happens with similar projects is indeed a very laudable strategy of YES-JUMP. It has the capacity to translate the minimal capital injection by the project (US\$ 310,000 grantee funds) into millions of dollars in the medium to longer term through continued on lending to commercially viable youth enterprises.

3.6.2 Capacity Building

Towards enhancing sustainability of project interventions, the YES-JUMP implementation and management team carried out a lot of building capacity of the various stakeholders including members of the NSCs and TWGs; Members of PPICs (Kenya) and DICs (Zimbabwe); the LCFs; Grantees; community leaders and beneficiaries. There are strong indications that many of the institutions (Government ministries, community-based implementation committees, micro-financial institutions and other partners) who underwent capacity building through project training will be able to design and implement youth employment projects on their own in future. Indeed, Savings and Credit Cooperative Societies in Nyandarua South and in Nyeri have already designed youth focused lending financial packages.

3.6.3 Collaboration Initiatives

The project consistently upheld and applied the principles of collaboration between YES-JUMP and other relevant initiatives in the respective countries. These included collaboration not just with only other ILO implemented projects and programmes e.g. the Skills for Youth Development and Rural

Economic Empowerment in Zimbabwe, and the Youth Entrepreneurship Facility in Kenya, but also with other relevant projects and programmes by ILO constituents, UN and non-UN organizations in each of the respective countries. Some of these initiatives are expected to advance YES-JUMP ideals.

4.0 MAIN COMMENTS ON PHASE II PROPOSAL DOCUMENT

In accordance with the terms of reference, the Mission reviewed the Proposal document for a phase II of the project and makes the following observations:

- The proposed project set up is well thought out, and activities, outputs, outcomes and impact well articulated.
- The proposal came a bit late (December 2011) and there was limited time to circulate the proposal to a wider group of potential financiers (partly attributed to the exit of the CTA);
- The choice of *“creation of employment opportunities for young women and men by way of developing cooperatives and other types of social enterprises in the emerging green economies of Kenya and Zimbabwe”* as the development challenge to be addressed by the desired phase II of the project is the right one. It is not only highly relevant to development needs of the two economies, but have great potential to attract donor support given the importance now accorded to global warming and environmental conservation issues.
- Proposed project outputs rightly incorporate the three main SMEs needs which the Mission found to be fundamental to SMES development, namely: (i) Capacity building of emerging social entrepreneurs through green vocational and technical skills training; (ii) Access to business finance; (iii) Access to green economy markets-which was excluded in the design of the pilot phase.
- While appreciating that are not that many donors willing to finance long-term projects, the Mission is of the view that 24 months seems too short for the kind of outputs, outcomes and impact being sought to be significantly realised, and the ILO should be bold enough to solicit support for projects running a bit longer-at least 4 years.
- The monitoring and evaluation framework in the proposal should be elaborate enough to ensure that it captures not just project outputs and outcomes, but also impact (at least first level) by building in impact indicators into the log frame.

5.0 MAIN RECOMMENDATIONS

The Mission observed very high expectations from literary all stakeholders regarding the roll out phase of the project (phase II). The general concern is that while the project is well placed for take-off, by way of rolling out to other areas, and most likely, at a lower administrative cost given the lessons already learned, there are yet no concrete financial provisions from any source including the ILO and other partners. The general view is that if the roll out does not take place as was previously envisaged; it could dent the image of the two Governments and the ILO. There is therefore need to do everything possible to ensure that a second phase starts as soon as possible. The Mission recommends the following actions:

- Revise Phase II Project Document incorporating the following:

- Proposal for a restructured project management system that ensures that the tripartite nature of leadership at the NSC is cascaded down to district levels so that non-government stakeholders can also chair a DIC meeting.
- Elaboration on M&E framework indicators to ensure that project impact is effectively captured-which was a weak point under the pilot phase and which probably resulted in under stating project achievements.
- Elaboration of the component on knowledge management and information sharing to ensure effective innovation and technology transfer in future.
- The ILO to actively solicit funding from a wider scope in terms of potential financiers of the proposed second phase;

6.0 KEY LESSONS LEARNED

Based on literature review, field interviews and observations by the evaluation mission, the following lessons emerge:

- i. That relevance of project intervention underpins the realization of broad-based support and quick “buy-in” by target beneficiaries and other stakeholders including national public and private institutions as well as donor agencies;
- ii. That creating youth employment through a tri-partite framework involving government, employers’ and workers’ organisations, and the private sector and working through existing local government structures at district level is highly effective and creates a strong basis for national ownership and long-term sustainability of a project;
- iii. That the three models piloted (SACCO, NGO and Private Sector) are all effective in supporting creation of youth employment though the SACCO model is more empowering in that it is membership driven and therefore the youth have more direct control of the revolving fund unlike the other two models where private investors and the NGO management control the revolving funds making youth access to these funds uncertain upon official termination of a project;
- iv. That despite existing socio-cultural and political barriers against entry of young women into entrepreneurship, it is possible to enhance their participation and ensure gender balance through deliberate policies and measures that are aimed at encouraging grantees to make gender sensitive decisions and actions when delivering services to the targeted population groups;
- v. That although under-funding of projects should be avoided as much as possible, it is not so much the amount of financial and human resources available to a project that really matter, but rather the level of innovativeness particularly in terms of leveraging on external resources; collaboration with other stakeholders; team work and commitment of project implementers to delivery of target outputs and outcomes.
- vi. That for starter SMEs, facilitating market access is a very important intervention and should always be assessed and where deemed necessary (as will often be the case) explicitly incorporated in the project performance monitoring and evaluation systems (i.e. outcome and output and impact levels);
- vii. That project M&E component should be adequately funded to ensure that the project is able to effectively capture not just outputs and outcomes, but also first level impact (at least);
- viii. That use of micro-finance institutions for on-lending grant funds results in multiplier effects of financing interventions; inculcates the culture of saving and credit among the youth; and enhances sustainability of intervention.

7.0 APPENDICES

Appendix 1: List of People Met and/or Interviewed

	Name	Organization	Title/Position
Zimbabwe			
1	Alphonso Tabi- Abodo	ILO	Director
2	Eliam Mahohoma	ILO	NPC YES JUMP
3	Adolphus Chinoumwe	ILO	Programme \officer
4	Rosemary Hunidzarira	ILO	Finance Officer
5	Iris Mabuwa	ILO	M&E
6	Itayi Muguza	MYDIE	Director
7	Carolione Mudzingwa	MYDIE	Deputy Director
8	Tonderai Matongo	EMCOZ	Officer
9	Grace Kanyai	MOL	Director
10	Elijah Mutemeri	ZCTU	Officer
11	Colly Masuku	ILO	NPC Vulnerable groups
12	A Zinyemba	Norton	DIC
13	P.T. Butau	Norton	DIC
14	L.K. Hove	Norton	DIC
15	N Mudimu	Norton	SACCO
16	E July	Norton	SACCO
17	N Maya	Norton	SACCO
18	S Mugwara	CADS	Officer
19	C Chahweta	CADS	Officer
20	A Muranganwa	CADS	Officer
21	L Kuwona	CADS	Officer
22	S Maforo	Goromomzi	District Youth Head
23	M Muranganwa	CADS Chikwaka	Dairy Project
24	C Karimba	"	"
25	M Dick	"	"
27	B Takaingofa	"	"
28	L Kuona	"	"
29	T Zinyama	Waste Management Group	Member- Goromomzi
30	M Chijokwei	"	"
31	F Mukwesha	"	"
32	J Munjira	"	"
33	T Muza	"	"
34	R Mukwesha	"	"
35	T Zvarai	"	"
36	R Togara	"	"
37	R Matika	"	"
38	M Chivase	"	"
39	O Chikadaya	"	"
40	N Mukwesha	"	"
42	S Munetsi	"	"
KENYA			
43	Jane Maigua	ILO	YES-JUMP-NPC
44	Mary Wambui	Taifa SACCO	Marketing Officer
45	Lewis Kamuri	"	Agricultural Credit Officer
46	Caroline Miricho	"	Business Development Officer
47	Godfrey Ritho	"	Marketing Manager
48	Peter Gikonyo	Nyeri Youth Mt Kenya Climbing Club	Member
49	Moses Muturi	"	"
50	Cyrus Rugu	"	"
51	Papias Gichohi	"	"

52	James Muchemi	“	“
53	Faith Wanjiru	“	“
54	Jacob Adongo	Ngei 1 Development Youth Group	Project Coordinator
55	Alex Omalla	“	Credit Officer
56	Lilian Atieno	“	Training and Development Officer
57	Crispin Makacha	“	Member
58	Evans Gicharu	PPIC	Chairman
59	John Kariuki	“	District Youth Officer
60	Paul Mwangi	“	LCF
61	Francis Kimani	“	District Agricultural Officer
62	J.G. Gichuki	“	District Livestock Production Officer
63	Jane Wachira	“	SOMWO
64	Sarah Mwaniki	“	Maendeleo ya Wanawake
65	Paul Mutana	“	Muki SACCO
66	John Mugo	Kitiri Farmers Cooperative Society	Manager
67	Peter Ndegwa	“	Field Officer
68	Judy Karaya	KREP-Development Agency	Program Officer
69	Amina Mohamed	Mupira Youth Group	Member (entrepreneur)
70	Pius Korir	“	Member (entrepreneur)
71	Geoffrey Kipkurui	“	Member (entrepreneur)
72	Peter Langat	“	Member (entrepreneur)
73	Hon. Alicen Chelaite	Rongai Rural SACCO	Chair Lady
74	Samuel King’oina	“	Official
75	Jacob Rotich	“	Official
76	Evans Abondo	“	Official
77	Evans Ochieng	“	Member (entrepreneur)
78	Peris Kamau	“	Member (entrepreneur)
79	Samuel Kamau	“	Member (entrepreneur)
80	Damaris Kamau	MOYAS	YEEP Manager/NSC & TWG member
81	Edith Okoki	MOL	NSC/TWG Member
82	Ahmed Ali	MOYAS	Youth Officer/NSC/TWG member
83	Flora Nyaga	MOYAS	Officer/NSC/TWG member
84	Rosemary Mwaniki	MOYAS	Officer/NSC/TWG member

Appendix 2: Bibliography

- 1 African Union Declaration (2004) on employment and poverty eradication (2004)
- 2 Decent Work and the Millennium Development Goals-A Promising Partnership;
- 3 Decent Work Country Programme for Kenya; 2007-2011 (August 2007)
- 4 Decent Work Country Programme for Zimbabwe; 2009-2011;
- 5 Final Evaluation of YES-JUMP Fund Projects in Kenya- Final Report (June 2011)
- 6 Final Evaluation of YES-JUMP Fund Projects in Zimbabwe (July 2011);
- 7 ILO YES-JUMP End Year Report-Kenya and Zimbabwe-January-December 2010;
- 8 ILO YES-JUMP Final Project Implementation Report for ILO YES JUMP Apprenticeship Pilot Project; January 2012;
- 9 ILO YES-JUMP First Progress Report (2009)
- 10 ILO YES-JUMP Green Jobs Self-Evaluation Report (December 2011)
- 11 ILO YES-JUMP Half Yearly Report-Zimbabwe-January-July 2011;
- 12 ILO YES-JUMP Phase II Proposal (December 2011);
- 13 ILO YES-JUMP Self Evaluation Report for Kenya (October 2010);
- 14 ILO YES-JUMP Self Evaluation Report for Zimbabwe (August 2010);
- 15 ILO YES-JUMP Success Story Fliers
- 16 ILO-PARDEV Technical Cooperation Project Document; Summary Project Outline (2009)
- 17 Kenya National Action Plan for Youth Employment; 2007-2012;
- 18 Kenya National Employment Policy (2008)
- 19 Kenya National Youth Policy (2003)
- 20 Kenya National Youth Policy; 2002
- 21 Kenya Vision 2030
- 22 Kenya-UNDAF (2009-2013)
- 23 National Economic Revival Programme for Zimbabwe-Measures to Address Current Challenges (STERP II 2003);
- 24 Resolutions of the 93rd International Labour Conference (June 2005)
- 25 The East Africa Decent Work Programme; 2010-2015;
- 26 UN General Assembly Millennium Declaration (2000)
- 27 United Nations Assistance Framework (UNDAF)-Kenya (2008)
- 28 Zimbabwe Medium-Term Plan (2011-2015)
- 29 Zimbabwe National Employment Policy Framework (ZiNEPF); April 2009
- 30 Zimbabwe National Youth Policy (2000);
- 31 Zimbabwe National Youth Policy (August 2011)
- 32 Zimbabwe United Nations Development Assistance Framework (UNDAF);2012-2015
- 33 Zimbabwe: An Assessment of Informal Apprenticeship to Inform the Inception of a Five-Year Project on Upgrading Informal Apprenticeship in Zimbabwe (Neil and Shapiro; 2009)
- 34 Zimbabwe; Status Report of the 2010 Millennium Development Goals;
- 35 Zimbabwe-The National Gender Policy
- 36 Zimbabwe-UNDAF (ZUNDAF) 2012-2015

Appendix 3: Terms of Reference

Terms of Reference

Independent Evaluation of the

Youth Employment Support-Jobs for the Unemployed and Marginalized Young People - Feb/March 2012

1. Introduction & rationale for evaluation

The independent evaluation of the initiative is undertaken in accordance with the ILO Evaluation Policy adopted by the Governing Body in November 2005, which provides for systematic evaluation of projects in order to improve quality, accountability, transparency of the ILO's work, strengthen the decision making process and support to constituents in forwarding decent work and social justice.

The overall objective of evaluation is to determine the relevance and level of achievement of project objectives, development effectiveness, efficiency, impact and sustainability. The evaluation will also feed lessons learned into the decision-making process of the project stakeholders, including donors and national partners. It will identify lessons learnt and propose recommendations for improved delivery of quality outputs and achievement of outcomes in a Phase II.

2. Brief background on project and context

Project codes	TC Symbols: RAF/09/50/FRG
Project duration	Two Years
Geographical coverage	Kenya and Zimbabwe (Selected Districts)
Donor	Federal Republic of Germany and ILO Regular Supplementary Budget Account
Budget	USD 1,299,274

Link to the Decent Work Country Programmes

In each Decent Work Country Programme (DWCP) for Kenya and Zimbabwe support to enhancing the skills and entrepreneurial capacities of young women and men is a Country Priority Outcome (CPO). The initiative 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 **ZIM???? ZIM 103: Sustainable enterprises create productive and decent work**

Project management arrangement:

The project is managed by an International Chief Technical Advisor who reports to the director of the ILO Regional Office for Africa. The project is implemented in the form of a project implementation unit set-up with a main office at the ILO Regional Office for Africa, Ethiopia and with project offices in Nairobi, Kenya and Harare, Zimbabwe. Six staff work in the three offices (1 international expert, 2 national experts, 2 administrative and finance staff, 1 project driver).

3. Purpose, scope and clients of the evaluation

Purpose

The independent evaluation serves two main purposes:

- i. Give an independent assessment of level of achievement of objectives as set out in the project document ; assess performance as per the foreseen targets and indicators of achievement at output level and indicative achievements of outcomes; strategies and implementation modalities chosen; partnership arrangements, constraints and opportunities
- ii. Provide recommendations for a Phase II of the YES JUMP Project in terms of strategies, institutional arrangements and partnership arrangements, and any other areas within which the evaluation team wish to make recommendation

Scope

The independent evaluation will cover all outcomes of the YES JUMP Project and will assess all key outputs that have been produced since the start of the initiative. The focus is on all two countries; Kenya and Zimbabwe. The evaluation will build on the findings of the self evaluation done in August 2010 and in particular assess to what extent the ILO has taken on board the recommendations made by the reviews in both countries in the report of August 2010 (Zimbabwe) and Oct 2010 (Kenya).

In particular, the evaluation will make recommendations regarding:

- Progress made towards achieving the project outcomes
- Internal and external factors that influenced speed of implementation
- Management of the operation
- The extent of government buy-in, support and participation in the initiative
- Strategic fit of the initiative within the context of the DWCPs and UNDAF in both countries
- Relevance of the initiative within national development priorities/frameworks
- Synergies with other relevant programmes and activities in ILO and external to ILO
- Knowledge management and sharing
- Results based measurement and impact assessment systems
- Systems for Risk analysis and assessment
- Other specific recommendations for the design of phase 2 of the initiative

Clients

The primary clients of the evaluation are the Government of Germany as donor of the initiative, the governments of Kenya and Zimbabwe as recipient countries, constituents and the ILO as executors of the initiative as well as other relevant stakeholders. Furthermore ILO offices and staff involved in the initiative (Dar es Salaam, Regional Office for Africa (ROAF), Pretoria and ILO departments at HQ, first and foremost the Job Creation & Enterprise Development Department. The evaluation process will be participatory. The Office, the tripartite constituents and other parties involved in the execution of the project would use, as appropriate, the evaluation findings and lessons learnt.

4. 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 guidelines⁷. 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 norms⁸ 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:

1. Relevance and strategic fit,
 - Is the project relevant to the achievements of the outcomes in the national development plan, the UNDAF/UNDAP and the DWCPs of the two 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?
2. Validity of design
 - The adequacy of the design process (Is the project design logical and coherent?) 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

⁷ Evaluation Guidance – Planning and Implementing Evaluation for Results, Annex 2, ILO Evaluation Unit, June 2009

⁸ ST/SGB/2000 Regulation and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation

- 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?

4. Efficiency of resource use

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

5. Effectiveness of management arrangements

- Were the available technical and financial resources adequate to fulfill 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)?
- 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?

6. Impact orientation and sustainability

- Is the programme strategy and programme management steering towards impact and sustainability?
- Has the project started building the capacity of people and national institutions or strengthened an enabling environment (laws, policies, people's skills, attitudes etc.)?
- Assess whether project activities are sustainable and identify steps that can be taken to enhance the sustainability of project components and objectives

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 different, and should be avoided in the next phase of the projects

5. Methodology

The evaluation will be carried out through a desk review and visits to each of the two countries (Kenya and Zimbabwe) for consultations with ILO management and staff, constituents, implementing partners, beneficiaries and other key stakeholders. Additional consultations with relevant units and officials Addis Ababa and Pretoria will be decided by the evaluation consultant 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 project staff in the two 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 consultant will seek to apply a variety of evaluation techniques – desk

review, meetings with stakeholders, focus group discussions, field visits, informed judgment, and scoring, ranking or rating techniques.

Desk review

A desk review will analyze project and other documentation provided by the project 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 interviews.

Interviews with ILO Staff

The evaluation team will undertake group and/or individual discussions with staff in the two countries. The evaluation team will also interview key staff of other ILO projects, and ILO staff responsible for financial, administrative and technical backstopping of the project in ILO Dar es Salaam, the regional office in Addis Ababa, and ILO HQ. An indicative list of persons to be interviewed will be furnished by the project management upon further discussion with the Evaluation Manager.

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

A first consultation will be held with the responsible Director in ILO Dar es Salaam and with the project prior to the visits to project sites in Zimbabwe and Kenya. Travel to each of the two countries will allow the evaluation team to undertake more in depth reviews of the respective national strategies and the outputs and outcomes in each country. Following the visits to Nairobi and Harare the evaluation team will undertake a debriefing with the ILO Directors and their respective project teams in Dar es salaam (via teleconference) and in Zimbabwe respectively before departing each country.

6. Main outputs

The expected outcome 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
- 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. Ownership of the data from the evaluation rests jointly with the Government of Germany and the ILO. The copyright of the evaluation report will rest exclusively with the ILO. Use of the data for publication and other presentation can only be made with the agreement of ILO Dar es salaam and ILO Harare. Key stakeholders can make appropriate use of the evaluation report in line with the original purpose and with appropriate acknowledgement.

7. Management arrangements, work plan & time frame

The evaluation consultant

The evaluation will be undertaken by one international evaluation consultant who will have responsibility for the evaluation report. He/she will be a highly qualified senior evaluation specialist with extensive experience from evaluations and ideally also the subject matter in question: youth entrepreneurship development.

Evaluation Manager

The evaluation consultant will report to the evaluation manager (Mr. Gags Yimer Farice, farice@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 YES JUMP and with the administrative support of the ILO Office in Kenya and Zimbabwe.

Work plan & Time Frame

The total duration of the evaluation process is estimated to 20 work days for the independent international consultant over a week period from 12 March - and 27 April 2012. The independent consultant will spent at least 10 days in total in

Kenya and Zimbabwe.

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 no later than 30 April 2011.

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

- The evaluation consultant will submit a draft evaluation report to the evaluation manager.

Phase	Tasks	Responsible Person	Timing
I	<ul style="list-style-type: none"> • Finalizing of TOR, consultation with Kenya and Zimbabwe 	Evaluation manager	By 6 March 2012
II	<ul style="list-style-type: none"> • Identification of independent evaluators • Entering contracts and preparation of budgets and logistics 	Evaluation manager	By 9 Mar
III	<ul style="list-style-type: none"> • Telephone briefings with evaluation manager • Desk review of project related documents • Evaluation instruments designed based on desk review 	Evaluation Manager Evaluation Consultants	12-16 March
IV	<ul style="list-style-type: none"> • Consultations with staff/management in the two countries • Consultations with stakeholders and beneficiaries in the two countries • Debriefing and presentation of preliminary findings to respective country ILO YES JUMP teams 	Evaluation consultants	19-23 Feb: Kenya 26 -30 Mar: Zim 30 Mar - Zimbabwe 30 Mar - Kenya
V	<ul style="list-style-type: none"> • Draft evaluation reports based on desk review and consultations from field visits 	Evaluation consultants	13 April
VI	<ul style="list-style-type: none"> • Circulate draft evaluation reports to key stakeholders • Consolidate comments of stakeholders 	Evaluation manager	Circulate 18 April deadline for comments 23 April
VII	<ul style="list-style-type: none"> • Finalize the reports and submit 	Evaluation Consultants	24-27 April
VIII	<ul style="list-style-type: none"> • Approval of reports by EVAL 	EVAL	30 April
IX	<ul style="list-style-type: none"> • Official submission to the PARDEV 	Evaluation manager	5 May 2012

- 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
- The evaluation consultant 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.