



ILO EVALUATION

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This evaluation has been conducted according to ILO's evaluation policies and procedures. It has not been professionally edited, but has undergone quality control by the ILO Evaluation Office.

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Any errors, misunderstandings and omissions are solely the responsibility of the evaluator.

Note: Photos used in the final evaluation report were taken by the evaluator either from the technical progress reports of implementing partners or social media (YEF Facebook, Twitter or YouTube Channel).

Acronyms

ALREP	Agricultural Livelihood Recovery programme
BDS	Business Development Services
COFTU	Central Organization of Free Trade Unions
CSO	Civil Society Organization
CTA	Chief Technical Adviser
EDF	European Development Fund
Educate	Educate, Developing Young Leaders and Entrepreneurs in Africa
EPRC	Economic Policy Research Centre
EU	European Union
FAA	Finance and Administrative Assistant
FUE	Federation of Uganda Employers
ILO	International Labour Organization
KALIP	Karamoja Agricultural Livelihood programme
KII	Key Informant Interview
MGLSD	The Ministry of Gender, Labour and Social Development
NAC	National Advisory Committee
NCDC	National Curriculum Development Centre
NGO	Non-profit organization
NOTU	National Organisation of Trade Unions
NPC	National Project Coordinator
NPO	National Project Officer
NUREP	Northern Uganda Agricultural Livelihood Recovery Programme
SACCOs	Savings and Credit Cooperative Organizations
SIYB	Start and Improve Your Business
ToR	Terms of Reference
TOT	Training of Trainers
UNDAF	United Nations Development Assistance Framework
UNDAP	United Nations Development Assistance Plan
UPF	Uganda Police Force - Police Information Resource Centre
Y2Y Fund	Youth to Youth Fund
YEF	Youth Entrepreneurship Facility

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I. Executive Summary

Project Background

The Youth Entrepreneurship Facility is a partnership between the European Union (EU) and the International Labour Organisation (ILO) to address the high youth unemployment rates in Uganda. The EU sponsored the second phase of the project (2014 - 2017). The first phase was sponsored by the Danish Africa Commission (2010 - 2014). The main objective of the YEF is “to contribute to the creation of decent work for young Ugandans both as means of self-employment and as job creation for others”.

The immediate objectives of the YEF-EU project were fivefold:

- Improved attitudes towards entrepreneurship among young women and men;
- The education system produces more entrepreneurial graduates with pertinent skills;
- Youth employment policy makers and promoters make evidence-based decisions for better resource allocation and program design;
- Youth organisations deliver innovative youth entrepreneurship and employment solutions;
- Youth start and improve their businesses.

The Contribution Agreement between the ILO and the EU for the implementation of the project was officially signed in April 2014. However, the actual implementation of the Project started in August 2014. The total budget of the project for the period May 2014 - November 2016 was EUR 2,9 mln, while the actual spending equals EUR 2,3 mln as of February 28, 2017, i.e. the budget utilisation rate constitutes 79 per cent.

Evaluation Background

The overall objective of the final evaluation was to assess the performance of the project over its thirty-one-month period, as well as its success in achieving its planned results and objectives.

The final evaluation of the YEF-EU project was carried out from February to April 2017 by an independent consultant under the supervision of the Evaluation Manager and Regional Evaluation Officer of the ILO Regional Office for Africa. The final evaluation covers the project implementation starting from May 1, 2014 to November 30, 2016. The principle audiences for this evaluation are the ILO YEF project team, ILO CO-Dar es Salam, DWT/CO-Pretoria, the ILO technical unit at HQ, the ILO tripartite constituents and national project partners in Uganda, the EUD in Uganda, as well as other interested parties and stakeholders.

Evaluation Methodology

The evaluation adheres to the ILO standard policies and procedures, the UNEG Norms and Standards, as well as the OECD/DAC Evaluation Quality Standards. It responds to twenty-nine overarching questions inspired by the Project’s Outcomes and by the internationally accepted evaluation criteria. The Evaluation Expert adopted a consultative and transparent approach and made use of the following methods and tools: (i) a desk review of literature, including the documents detailed in Annex 8.2; (ii) preparation of an evaluation matrix with related evaluation questions; (iii) semi-structured interviews with key informants and stakeholders; (iv) focus group discussions with beneficiaries of the Y2Y Fund, individual entrepreneurs and SIYB Trainers; (v) surveys among key project partners and beneficiaries; (vi) media analysis of online media outlets and social media; (vii) direct observation during field visits to Uganda (Kampala, Jinja, Mbale, Soroti, Lira, Oyam); and (viii) a stakeholder’s workshop with the ILO YEF project team, tripartite constituents, implementing partners and beneficiaries on the last day of the mission.

In total, more than 70 project documents have been reviewed, 28 interviews with key project informants and project staff have been held, focus group with 37 Y2Y Fund beneficiaries in Jinja, Soroti, Oyam, 36 individual entrepreneurs and 28 SIYB Trainers in Jinja, Mbale, Lira, and 99 project beneficiaries of Y2Y Fund and SIYB programme, and 6 implementing partners took part in the surveys.

Limitations to the Evaluation

- Attribution of the project results: All medium- and long-term outcomes of the project are quite broad and the achievement of the goals is not solely the responsibility of the YEF-EU project.
- Sample size: Given the time and budget limitations for the evaluation, it was not feasible to meet with direct beneficiaries of all components (such as teachers trained under Component 2), as well as to cover with interviews/focus groups all 11 target districts.
- Response rate to the surveys: Two surveys among different group of stakeholders were undertaken in the course of the final evaluation. As the number of responses to the survey among the implementing partners only amounted to 6, the survey results have been used only for triangulation.
- Availability of final reports of some implementing partners. At the time of final evaluation, the final technical reports of NCDC and Centenary Bank were not available.

Summary of Evaluation Findings

Relevance and strategic fit

The YEF-EU project was strategic, demand-driven and timely, as it assisted the state authorities to address the 2013 series of violent protests of youth against the high unemployment rates in the country through youth entrepreneurship development.

The project adequately responded to the Government of Uganda (GoU) strategic areas of focus, namely emphasising agro-processing value addition to agricultural products as a launch path to industrialisation and needs of the partner country in terms of youth entrepreneurship development due to the high youth unemployment or underemployment. The project was aligned with Uganda Vision 2040, the Second National Development Plan (NDPII) for 2015/16 – 2019/20, the GoU policies (the National Youth Policy (2011 and revised 2016), the National Employment Policy for Uganda (2011), the Skilling Uganda: BTVET Strategic Plan 2011 - 2020, the Micro, Small and Medium Enterprise (MSME) Policy (2015), and programme initiatives the Youth Venture Capital Fund (YVCF), and the Ministry of Gender, Labour and Social Development (MoGLSD)'s Youth Livelihood Program (YLP).

The YEF-EU project has clearly defined and direct relevance to the ILO priorities globally and within the Uganda “Decent Work Country Programme” and both draws upon and contributes to the ILO technical expertise in relation to youth employment, skills development and access to finance. Moreover, the YEF-EU project was also aligned to and contributing towards the UNDAF.

The project fitted closely with other ILO and UN programmes and projects active in Uganda between 2014 and 2016, including the UN Joint Programme on Population, Women Entrepreneurship Development and Economic Empowerment (WEDEE), and Work4Youth projects.

Validity of design

The YEF-EU project was structured in line with the regional Danida-funded Youth Entrepreneurship Facility (YEF) project implemented by ILO in East Africa during the period May 2010 - June 2015, and the present intervention represented the logical continuation of this engagement. The design of the project was shortened as the EU joined the existed project.

The project's theory of change was straightforward (i.e. entrepreneurship as a tool can provide livelihoods for many rural and urban communities and create jobs for young people), although quite ambitious in terms of the number of areas and beneficiaries to be covered under the umbrella of one project within the allocated timeframe.

The project outputs were causally linked to the intended outcomes that were well placed to feed into the realisation of broader development goals, although some of its components were not well interconnected. In terms of logic, the outcome and output indicators were logically framed along the assumed chain of cause-and-effect underpinning the programme design; however, the project's Logframe lacked gender-sensitive indicators and indicators which measure the project's effects on earnings and consumption of the young people, as well as impact on business performance outcomes.

Project effectiveness

The projects' greatest effects in respect to its scope were under Component 4 and Component 5; to a lesser extent under Components 1-3.

The delivery of the outputs under Component 4 is highly satisfactory. The project exceeded the set targets by 67% with regard to the provision of capacity building on grants management to 100 youth-led organisations (actual) vs 60 (planned) and by 3% in terms of provision of grants to 62 youth-led organisations (actual) vs 60 (planned). The Y2Y Fund component offered the local youth organisations an opportunity to actively participate in the development of youth entrepreneurship in their communities. This goal was accomplished through a competitive grant scheme for youth-led organisations to propose innovative project ideas on how to create entrepreneurship and business opportunities for their peers. The strong aspect of Y2Y Fund was that the organisations with the most innovative project ideas received both a grant and complementary capacity building to help them implement their projects and test the viability of their ideas.

The delivery of the outputs under Component 5 is highly satisfactory. Most of set targets have been exceeded by the project. The project certified 25% more SIYB trainers than originally envisioned (200 actual vs 150 planned), trained 37% more youth in entrepreneurship and business management skills (10,306 actual vs 7,500 planned), concluded 33% more partnerships with micro finance institutions (8 actual vs 6 planned), which allowed over 2,000 youth to access loans instead of the planned 1,500. As planned, the project developed the 'Mentoring and Coaching Module', which will guide trainers on how to facilitate mentoring and coaching among entrepreneurs for business success and growth.

The delivery of the outputs under Component 1 is satisfactory. The project exceeded the set target under this component by 67%, mainly because the YEF-EU project ran a weekly TV series on entrepreneurship focusing on alleviating the fears, attitudes and practices impeding youth involvement in entrepreneurship and innovation. The strong aspect is that the project conducted the baseline and endline surveys to assess changes in attitudes and perception towards business as livelihood strategy among young men and women.

The delivery of the outputs under Component 2 is somewhat satisfactory, as the project achieved the set targets only partly. On the one hand, the project developed, as planned, the BTNET Entrepreneurship Education Curriculum for certificate courses to enable the students to acquire relevant and practical entrepreneurial skills for job creation. On the other hand, the approval of the textbook of the revised curriculum by the Academic Steering Board only took place on March 12, 2017. As a result, the project was neither able to train 340 teachers/instructors from 154 BTNET schools, nor print 500 textbooks and 1,000 teacher's guides. Moreover, the rolling out of the revised BTNET entrepreneurship curriculum took place one year later than originally planned, which made it

impossible to monitor the delivery of the entrepreneurship curriculum and assess the instructors' competence in delivering Entrepreneurship Education within the project's timeframe.

The delivery of the outputs under Component 3 is somewhat satisfactory, as the project achieved the set targets only partly. Component 3 experienced constant delays throughout the whole period of the project implementation. The evaluation clinic was only conducted at the end of the project, while the impact assessment was only initiated in October 2016 and finalised in March 2017. The planned one rigorous impact assessment was not conducted by the project due to its high costs and inability to timely secure the co-funding from other sources. Instead, the project initiated the impact assessment of ILO-YEF Youth Loan Fund. The assessment was highly relevant, as it allowed for assessing the extent to which the young entrepreneurs were able to access and benefit from SACCOs loans and how this has impacted business and job creation.

The project faced a number of challenges, including delays in the disbursement of funds by the EU to the ILO and by the ILO to implementing partners, lack of staff in the ILO Kampala field office, timely technical and financial reporting by the ILO to the donor because of the lack of previous experience of collaboration with the EU as a donor and different level of institutional development of the implementing partners. In all, while it was not able to meet all its intended outputs, the available data (qualitative and quantitative) strongly suggest the project's progress towards meeting its objective.

Efficiency of resources use

At the time of the final evaluation, the donor disbursed 87 per cent of the total funding amount in three tranches, i.e. EUR 2,584,506 or US\$ 3,112,365. The last tranche was not disbursed by the donor due to the underutilisation of the funds of the previous installments by the ILO. The disbursement of the first and the second tranches by the donor were done with delays, in particular by three months and four months respectively. The project team requested no-cost extension from the EUD to consolidate and tie up the activities under the different components; however, it met with refusal, because the no-cost extension request came less than 3 months before the project closure, i.e. on November 1, 2016.

In spite of having limited resources, the project was very successful in complementing the project's resources through cost-sharing and in-kind contributions from the implementing partners and sister projects for reaching the anticipated number of beneficiaries in the targeted districts. The actual average cost per beneficiary constituted 157 EUR, where the highest cost per beneficiary was under Component 3, while the lowest under Component 1. This is so mainly due to the nature of the activities undertaken and the number of beneficiaries covered by the project. The YEF-EU project had four budget revisions between 2014 and 2016 and was a subject of the EU Expenditure Verification Mission in June - July 2016. The project had delays in its implementation; however, in overall it delivered under some components more than initially planned.

The strong aspect of the project M&E system is that the YEF-EU project used the Logframe as a management tool in its programming. However, in overall the project's M&E system was only partly effective, as it lacked the M&E Plan, a good documentation system and proper quality assurance of the implementing partners and grantees. The project team paid insufficient attention towards ensuring good visibility of the YEF-EU project, as the developed project's communication strategy was partially implemented.

Effectiveness of management arrangements

Overall, the project management structure was only partly effective due to the lack of staff given the project's scope and coverage, but it allowed for reaching sustainable and meaningful results. The YEF-EU project team received adequate administrative and technical support from the thematic units at the ILO HQ and ILO DWT/CO Pretoria. Moreover, the directors of the ILO Country Office for the United Republic of Tanzania, Burundi, Kenya, Rwanda and Uganda visited Uganda in 2015 and 2016 and held meetings with project stakeholders and donor.

In view of the GoU and the social partners' representatives, the YEF-EU project was professionally implemented, conformed to their requested inputs, and was responsive to information requests. Nevertheless, the interviews with the donor representatives indicated that the project team lacked pro-activeness in communication with the donor and they had higher expectations in terms of keeping the donor informed about the project progress, following up on the provision of ad hoc information requests and expected greater involvement in the project implementation.

In terms of governance structure, the YEF-EU project had one NAC for several projects implemented in Uganda by ILO during the period 2014 - 2015, i.e. YEF-Danida project and WEDEE project, which allowed for ensuring cost-efficiency. The NAC was chaired by the Ministry, which allowed for ensuring ownership, although the frequency of the meetings was insufficient to guarantee the proper project's phase out.

Inclusiveness

The YEF-EU project involved only the Ministry into the design of the project, while conducting consultations with social partners, local BDS providers and CSOs just on the stage of project implementation. Beneficiaries and stakeholders were consulted through the baseline studies at the very beginning of the project implementation.

ILO tried to involve different categories of beneficiaries - not only youth aged 18 - 35, but also young people living with disabilities and HIV/AIDS. This was done through the Y2Y Fund. In total, the project disbursed 15 grants to PWDs. The project also promoted combating HIV and AIDS by embedding HIV and AIDS awareness messages into its meta-level advocacy campaigns, and by mainstreaming HIV and AIDS into market place interventions, introducing HIV/AIDS in the SME workplace training module into the Start and Improve Your Business training package.

However, the gender sensitivity of the project was not clearly stated for the different components on the output and outcome levels and the effects of the project on gender relations and its contribution were not regularly analysed as part of regular reflection processes; therefore, the gender balance was not achieved by the YEF-EU project. The overall women participation in the YEF-EU project was at the level of 34% with the highest under Component 4.

Impact orientation

Under Component 1, the project exceeded the outcome target by 20%, as there was a 30% increase in the share of young people who consider starting their business as a livelihood strategy of choice vs 25% initially planned.

Under Component 2, the project made significant contribution to the improvement of the process of delivering technical and vocational education in Uganda from the educational and business perspectives. The amended BTJET curriculum for certificate level allows for achieving one of the objectives of the reform of the education system in Uganda, i.e. change from the colonial system that was developed mainly to enable one to take up a job in an already established organisation to a system that can promote personal talents, creativity and innovations. The provision of entrepreneurship education for youth at the BTJET institutions, on the one hand, will provide youth with skills and

competences required in the business industry, and, on the other hand, will enable them to become self-reliant and productive members of society. The estimated number of learners in the country who will be studying Entrepreneurship Education is 17,100 per annum. In spite of the important first step undertaken by the project, the revision of only the entrepreneurship curriculum at the National Certificate level created a gap for the National Diploma level, which is important to close as well.

Under Component 3, the studies undertaken by the YEF-EU project became the basis for the revision of the Uganda National Youth Policy and Action Plan, a framework for multi-sectoral approach to youth programming in Uganda, approved by the Cabinet of Uganda in September 2016. However, the project achieved the set target only partly, as it was supposed to approve at least two youth employment policy recommendations using reliable evidence-based evaluations.

Under Component 4, the supported projects by the Y2Y Fund generated a great impact on the ground for young entrepreneurs and marginalised youth with disabilities. Through the Y2Y Fund, the capacity of youth-led organisations was strengthened, the beneficiaries' mindsets were changed, the technical capacity of beneficiaries was reinforced (in such areas as agribusiness, veterinary, organic farming, tailoring, hand briquette making, etc.) and most of them started small businesses.

Under Component 5, the project exceeded significantly the outcome targets, as 2,800 businesses were started vs 1,875 planned and a 42% increase in turnover in businesses was reached vs 20% planned. The SIYB training programme contributed to the changes in self-confidence and business performance of both SIYB trainers and individual entrepreneurs, job creation and improvement in business situation of beneficiaries. Though limited impact was achieved in terms of changing the attitude of youth towards paying or contributing for the training costs, promotion of financial linkages for young entrepreneurs and supporting young entrepreneurs in development of viable/fundable business plans. The piloted Youth Loan Fund model showed positive impact, as it resulted in higher asset levels of the loan beneficiaries and created interest in receiving the business management training.

The project had also several unintended results relating to the increase in memberships workers' organizations, employers' organizations and financial institutions participated in the project and improvement of visibility of implementing partners. Moreover, UNDP is using SIYB materials within its Northern Uganda Project and invites SIYB trainers from the BDSPN for training delivery.

Nevertheless, the YEF-EU project was able to cover a relatively small number of districts (i.e. only 10% out of the total number) and primarily in the Northern region, while the Western region was not targeted at all. In addition, the project reached a quite small number of youth (i.e. 12,476 in total) in comparison with the existed needs and provide them with access to business development services and affordable finance along with support their innovative business ideas.

Sustainability

The project did not develop a proper exit plan, as the sustainability strategy was not written and agreed with partners in the course of the YEF-EU project implementation.

The sustainability analysis undertaken in the framework of the final evaluation indicated that the sustainability of Component 1 is limited due to the nature of activities undertaken; the sustainability of the results under Component 2 was ensured through institutionalisation of the amended Entrepreneurship Education curriculum in BTVET institutes at Certificate Level, although it could be hampered by the inability of the project to train BTVET teachers and print student textbooks and instructor teaching guides due to time constraints; the sustainability the component 3 is good, which was achieved through enhanced capacities of government and other institutions in implementing youth entrepreneurship programme and usage of the previously conducted studies for youth policy

changes; the Y2Y Fund model under Component 4 has a high degree of sustainability, as the procedure for selection of youth groups was adopted by the GoU on the stage of the Youth Livelihood Programme design and planned to be used in its Innovation Fund to be launched in 2017; the sustainability of Component 5 is medium, as both the SIYB programme and Youth Loan Fund were not institutionalised, though the project prepared a number of SIYB trainers and master trainers, most of whom are linked to the organisations which could continue the conduction of trainings after the project closure. Meanwhile, the climate change and the constant increase of the costs of doing business in Uganda are the major threats for the sustainability of the created and/or expended businesses by the young entrepreneurs under Components 4-5.

With respect to financial sustainability, all funds for the project continuation have been secured by the ILO, although the ILO Country Office for the United Republic of Tanzania, Burundi, Kenya, Rwanda and Uganda is actively searching for funding.

As Uganda is a low-income country, for the tripartite constituents and partners, sustainability is very much dependent on their ability to mobilise resources, and still, for the majority of them external support is required to ensure follow-up.

Main Conclusions

On the whole, the project enjoys high relevance, which remained throughout the project's lifespan. The overall directions laid out in the project document are entirely consistent with the priorities affirmed by the Government of Uganda, ILO and UN programming documents and fitted closely with other ILO and UN programmes and projects active in Uganda between 2014 and 2016. For the EU, it was the first intervention targeting specifically employment and creation of meaningful jobs for the youth in Uganda.

The YED-EU project was an all-embracing intervention designed in the same way as the regional YEF-Danida project; this is clearly its main point of strength, but conversely it also represents its main design weakness, as the project has broad work agenda with limited time and resources.

In general, the YEF-EU project was effective, in that the planned activities were implemented, in some cases beyond what was envisioned in the project document. However – due in part to the design weaknesses – the degree of achievement of the project's expected outcomes as per the ProDoc and Logframe was only relatively high.

The YEF-EU project was in overall efficient and was accomplishing well with respect to resources used (inputs) as compared to qualitative and quantitative results (outputs).

The project management and governance structures were only partly effective, as they lacked staff in the ILO field office and sufficient number of NAC meetings to ensure a better project phase out, especially in the last year of its implementation. ILO had working and systematic partnerships with the tripartite constituents and other stakeholders on the national level, while insufficient direct collaboration was established with the local authorities in all targeted districts.

The project demonstrated a number of positive short- to medium-term impacts under each component, although a relatively small number of districts was covered and youth reached in comparison with the existing demand. The YEF-EU project shows a considerable impact under Components 2-4, while tangible impact could be seen under Components 1 and 5.

The project does not have a strong phase-out strategy developed in participatory way with the tripartite constituents and partners. The most sustainable are the results under Components 3 and 4; however, further support is required to ensure the institutionalisation of practices piloted/created by the project under Components 1, 2 and 5.

Recommendations

Overall recommendations

1. Due to the importance of youth employment for Uganda consider extension of the project for at least 2 more years to ensure sustainable impact of the results achieved under ILO YEF-EU project. It is recommended for ILO to consider expanding the donor base and explore a possibility of introduction of a Multi-Donor Support Facility for the next phase of the project to ensure the appropriate coverage in terms of areas, geographic scope and beneficiaries. It is recommended to have national wide scale combined with targeted districts in each region of the country.
2. The design of any subsequent Phase of the Project in the youth employment sector should focus more on: (a) operationalisation of the national youth policies on the local level; (b) adding value to educational systems through development of BTNET curriculum for diploma courses; (c) putting more focus on addressing youth financial inclusion from a macro level by establishing a link between financial access and financial inclusion for young people; (d) exploring further the potential for using mobile technology to improve access to financial, employment and entrepreneurial services, especially for rural or other hard-to-reach youth populations; (e) introducing innovative approaches to financing such as micro-consignment, which is a low-risk and flexible sales model that can be used to identify, train and inspire young entrepreneurs and educate consumers about low-cost, socially beneficial products and increase access to those products; (f) developing gender integrated youth projects to benefit equally both women and men and meet their needs.
3. To integrate the learning from the ILO YEF-EU project during the development of the next Decent Country Programme for Uganda (2018 - 2022) and expand the programme coverage for growth-oriented entrepreneurs and green businesses due to its importance to economic development, social and political peace in the country.

Specific recommendations

1. To facilitate linkages with other institutions (such as the World Bank, Belgium Development Cooperation, the EU) which will be still in Uganda for another 5 years to ensure the continuity of the tools started/piloted by the YEF and make the follow-up of the started discussions with those agencies during the YEF-EU project's lifetime.
2. To hold consultations with the Ministry of Gender, Labour and Social Development to include trainers prepared by the YEF-EU project SIYB into the relevant state Youth Programmes to ensure better sustainability of businesses created/expanded by youth and increase the loans repayment rate. This should be done through development and approval of policy guidelines by the Ministry.
3. To explore the possibility of institutionalisation of the SIYB training programme within the financial institutions. Centenary Bank possesses the best opportunities for sustaining the SIYB; therefore, it is recommended to work out the possibility for embedding the SIYB within the bank's loan portfolio.
4. To find the ways to follow up on the started but not yet completed initiatives, in particular under Component 2. To ensure proper implementation of the BTNET Curriculum, NCDC needs support in the training of 304 teachers from 152 BTNET institutions, the printing of 500

- textbooks and 1,000 copies of training manuals. The estimated amount required are US\$ 60,000.
5. To consider the ways for institutionalisation of the piloted Youth Loan Revolving Fund, which provides an access to finance window for young people at the Wazalendo SACCO, as it has the biggest number of branches throughout the country as well as embedded in its programming the financial literacy training using SIYB.
 6. To consider EU the provision of the remaining funds under the project agreement to ensure consolidation of some of the successful interventions.

Lessons Learned

1. Realistic project objectives, time frame, and scope are crucial to success.
2. Policy review and development based on evidence as well as introduction of entrepreneurship education and training curriculum into business, technical and vocational education training curricula are important tools for effective youth employment programming and supporting youth employment promotion.
3. Engaging the media in raising awareness among young women and men on the merits of entrepreneurship considerably broadens the impact and contributes to the enhancing of entrepreneurship culture.

Emerging Good Practices

4. Increase youth access to finance through establishing of Revolving Youth Loan Fund by micro finance institutions
5. Provision of technical assistance to youth-led organisations through monitoring, support and supervisory visits, as well as mentorship.
6. Conduction of baseline and end-line viewership surveys to measure the effectiveness of entrepreneurship promotion campaigns.

II. Background and Project Description

2.1. Project context¹

Uganda is a small land-locked country in East Africa composed of 111 districts and one city (the capital city of Kampala)² with a population of about 34.6 million, of which 15.6 per cent live in rural and 84.4 per cent live in urban areas, with rapidly ongoing and continuous urbanisation³. Uganda has one of the youngest populations in the world with roughly 70 per cent of the population aged under 25 years and 58 per cent of the population aged under 18 years. The youth population in Uganda comprises of both the educated/skilled and the unskilled living in the rural and urban areas. In some regions like Karamoja and Northern Uganda, youth have been affected by the conflict that has plagued the region for the last 23 years.

According to the World Bank, Uganda resides on rank 6 regarding population growth in 2013 with an annual growth rate of 3.3 per cent and is therefore the third fastest growing country in Africa after South Sudan and Niger⁴. With a fertility rate of 6 births per woman on average, Uganda also belongs to the ten most fertile countries in the world. This very high population growth expresses itself in the total population of Uganda, which grew from 24.3 mln people in 2000 to an estimated 35 mln in 2014⁵.

Youth unemployment and underemployment pose a formidable challenge for the Government of Uganda. This is a result of the demographic structure of Uganda's population, which features an increasing number of persons aged less than 30 years. As such, a large population of youth faces severe labour market constraints, with the largest proportion of this population being underemployed. According to the 2013 School to Work Transition Survey (SWTS) for Uganda, an estimated 13 per cent of youth (aged 15 - 29 years) are unemployed and 63 per cent are underemployed/underutilised⁶. As a result, most youth are self-employed in low-productivity activities in the informal sector. The SWTS also showed that approximately three out of every four youth in the labour market are self-employed. Within self-employment, at least 50 per cent are employed as own-account workers, 21 per cent are contributing (unpaid) family workers, and approximately 3 per cent are employers. Wage employment only accounts for 24.6 per cent of employed youth⁷.

Due to the above environment, the Government of Uganda (GoU) has embraced youth entrepreneurship as an important avenue for job creation and economic growth.

In the light of this background, the International Labour Organisation (ILO) partnered with the European Union (EU) to help to address the high youth unemployment in the country. In this partnership, the EU contributed to the existing programme of the ILO, the Youth Entrepreneurship Facility (YEF), funded by Danida. The Youth Entrepreneurship Facility (YEF) is a programme to unleash African entrepreneurship in response to the high youth unemployment and underemployment in Eastern Africa. The YEF as a regional project for East Africa had been under implementation since April 2010 and ended in June 2015.

¹ The analysis of the county context derives from the project document, unless otherwise noted.

² CIA World Factbook

³ 2014 Population and Housing Census

⁴ http://data.worldbank.org/indicator/SP.POP.GROW?order=wbapi_data_value_2013+wbapi_data_value+wbapi_data_value-last&sort=d

⁵ World Bank (2014). Uganda Overview

⁶ School to Work Transition Survey (SWTS), UBOS and International Labour Organisation, 2014

⁷ Byamugisha, J., Shamchiyeva, L. and T. Kizu. (2014). Labour market transitions of young women and men in Uganda

2.2. Project description

The ILO YEF project was designed to contribute to the creation of decent work for young Ugandans both as means of self-employment and as job creation for others. The project set five immediate objectives (IOs):

- IO1: Improved attitudes towards entrepreneurship among young women and men;
- IO2: The education system produces more entrepreneurial graduates with pertinent skills;
- IO3: Youth employment policy makers and promoters make evidence-based decisions for better resource allocation and programme design;
- IO4: Youth organisations deliver innovative youth entrepreneurship and employment solutions;
- IO5: Youth start and improve their businesses.

The project duration was 31 months from May 2014 to November 2016. The main donor was the European Union with an overall funding of EUR 2,962,422.

The ILO project management team planned the project activities at three levels:

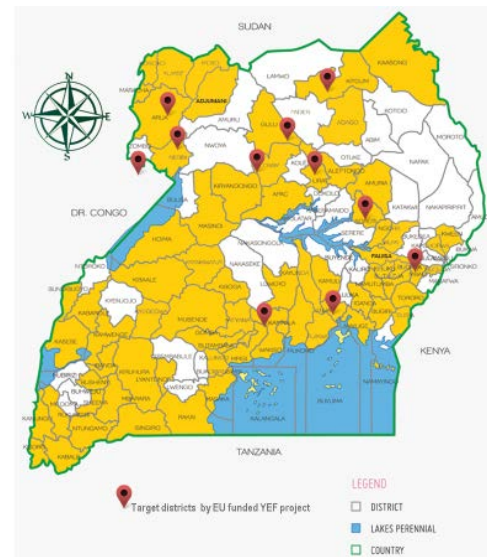
- (a) Meta level, which is comprised of the broader cultural context, including attitudes, mind-sets and behaviors towards entrepreneurship;
- (b) Macro level, which consists of youth policies and a business-enabling environment for young entrepreneurs;
- (c) Micro-level (or market place) where young women and men economically interact (be it as employees or entrepreneurs) and exchange goods and services (including their own labour) for money, including with education institutions and organisations that facilitate or deliver entrepreneurship education, BDS and financial services.

The direct target groups for the project were: young men and women between 15 and 35 years of age involved in emerging and established enterprises located in the target districts of Kampala, Jinja, Mbale, Soroti, Lira, Oyam, Kitgum, Gulu, Nebbi, Zombo and Arua.

The project main partners included the Ministry of Gender, Labour and Social Development, Federation of Ugandan Employers, Central Organisation of Free Trade Unions, National Organisation of Trade Unions, Association of Micro Finance Institutions of Uganda, Uganda Small Scale Industries Association, Private sector and civil society organisations, Uganda Police, Straight Talk Foundation, National Curriculum Development Centre, ILO Master Trainer, Makerere University Business School, Uganda Youth Network and Private Sector Foundation of Uganda.

The programme is being implemented through sub-contracting selected Government agencies, NGOs/community based organisations and service contracts with competent BDS providers and external consultants, YEF/ILO staff plus ILO master trainers. The project management unit comprises of a Chief Technical Advisor based in CO-Dar es Salam, a National Project Coordinator and two support staff all based in Kampala.

Figure 1. Map of the YEF-EU project



Source: CIA World Factbook

III. Purpose, Scope and Clients of the Evaluation

The final evaluation was based upon the priorities established within the Terms of Reference of the final Term Evaluation of the ILO YEF Project (see Annex 8.1), as well as the ILO Evaluation Guidance: Planning and Managing Project Evaluations.

The overall objective of the final evaluation was to assess the performance of the project over its thirty-one-month period, as well as its success in achieving its planned results and objectives. The overall purpose of this summative evaluation is to learn from the project implementation so that lessons can be drawn to form the basis for making improvements to the project planning, design and the management of future projects and programmes of a related nature. This evaluation exercise is meant to ensure the ownership, the result-based orientation, the cost-effectiveness and the quality of the ILO services and act as a downward and upward accountability process by the ILO to the donor.

The scope of the evaluation includes the whole period of project duration from May 1, 2014 to November 30, 2016, for a total duration of 31 months.

An Independent Evaluator, Ms Katerina Stolyarenko, was selected by way of a recruitment process undertaken by ILO field office in Uganda to undertake the final evaluation. The evaluation process was managed by Mr. Baizebbe Na Pahimi, based at the ILO Regional Office for Africa, under the overall supervision of Mr. Gugsu Farice, Ag. Chief RPU, ILO Regional Office for Africa, and ILO senior managers, including the Project's CTA, were actively involved in briefing and debriefing activities and were provided opportunities to provide inputs and guidance and discuss emerging issues. All activities were undertaken over a nine-week period from February 10 to April 14, 2017.

The clients of the evaluation are the ILO YEF project team, ILO CO-Dar es Salam, DWT/CO-Pretoria, ILO technical unit at HQ. However, the evaluation report has been prepared for sharing with a wide audience, including the ILO tripartite constituents and the national project partners in Uganda, the EUD in Uganda, as well as other interested parties and stakeholders. The results of the final evaluation will provide information regarding the ILO response to promotion of decent work for young Africans both as means of self-employment and as job creation for others and will be used by the ILO and the tripartite constituents in planning future activities.

IV. Evaluation Methodology

4.1. Key Activities

The evaluation methodology is based on ratings of the OECD-DAC established evaluation criteria: relevance, efficiency, effectiveness, sustainability and impact. Additionally, the evaluation studied gender mainstreaming.

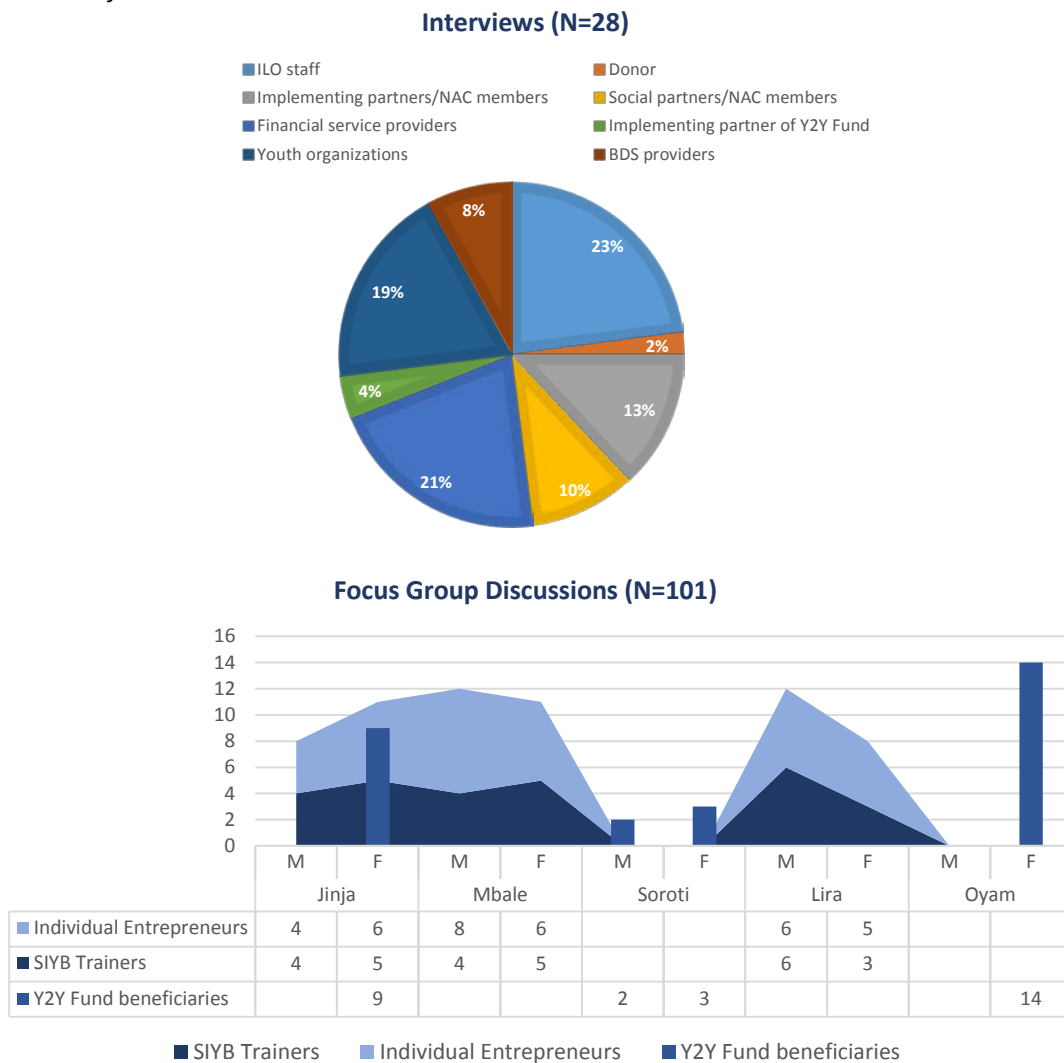
Four lines of evidence were used for this evaluation, including a document review (qualitative), key informant interviews (qualitative), surveys (quantitative) and focus groups (qualitative).

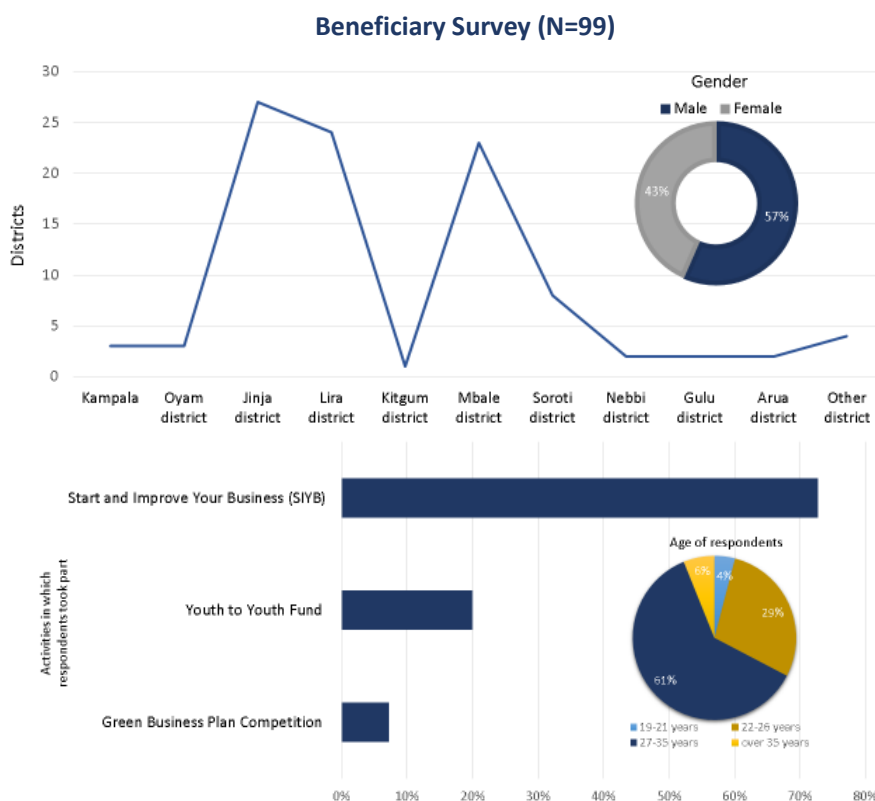
The evaluation methodology consisted of a triangulation exercise of data stemming from:

1. Desk review of 70 documents (including all project progress reports, project documentation, and relevant national reports and literature);
2. Semi-structured interviews with 28 key informants (including ILO project staff and consultants, the Government of Uganda, employers and workers' organisations, donor, local implementing partners, youth organisations, BDS and financial service providers);

3. Focus group discussions with 37 beneficiaries of the Y2Y Fund in Jinja, Soroti, Oyam, 36 Individual entrepreneurs and 28 SIYB Trainers in Jinja, Mbale, Lira;
4. Beneficiary surveys of 99 project beneficiaries of Y2Y Fund and SIYB programme, and 6 implementing partners;
5. Media analysis of online media outlets and social media;
6. Field mission to Uganda (Kampala, Jinja, Mbale, Soroti, Lira, Oyam) between March 5 and 13, 2017;
7. A stakeholder’s workshop with the ILO YEF project team, the tripartite constituents, the implementing partners and the beneficiaries on the last day of the mission (13 March 2017).

Figure 3: Summary of Main Methods of Data Collection and Number of Stakeholders Reached in the framework of the Final Evaluation





(See annexes 7.2 – 7.3 for documentation and key informants and Annex 7.5 for data collection tools used).

4.2. Data analysis

The final evaluation triangulated data by making use of pre-existing data sources as well examining information collected by other means, such as the ones described above. The validity of each set was tested by first gathering and then comparing multiple data sets with each other. The most frequent methods were content, pattern and trend analysis to identify themes emerging from the data collection and document review exercises; and response convergence/divergence analysis to determine where target groups exhibited similar or differing responses. Herewith the final evaluation aimed to reaffirm the conclusions from the observations and to reduce the risk of false interpretations. For comparability purposes, a scoring rubric for making judgments about different levels of performance and relative success of different project’s components was adopted and it is disclosed in Table 2.

Table 1: Scoring Rubric for Performance

Satisfactory	Unsatisfactory
6- Highly Satisfactory: no shortcomings	3- Moderately Unsatisfactory: significant shortcomings
5- Satisfactory: minor shortcomings	2- Unsatisfactory: major shortcomings
4- Moderately Satisfactory: moderate shortcomings	1-Highly Unsatisfactory: severe shortcomings

The ratings are based on all the information available to the Evaluator, including project documents, interactions with the project staff, meetings with stakeholders and beneficiaries, and field visits to the project sites.

4.3. Limitations to the evaluation

This evaluation went on well without obstacles. The Evaluator was able to work on the assessment in conditions that permit to make a reasonable opinion on the Project. The evaluation draws on data from a number of different sources so that the findings from each of the sources can be compared for consistency of findings.

Nonetheless, it is important to highlight some limitations, which might affect the interpretation of this report.

The limitations are summarised below:

- *Attribution of the Project's results:* All of the medium- and long-term outcomes of the Project are quite broad and the achievement of the goals is not solely the responsibility of the Project. In order to achieve many of its objectives, the Project cooperates actively with other donor agencies present in the country, civil society partners and state authorities. Consequently, it is not possible to attribute the results solely to the Project. At best, it is possible to point to the project's contribution towards achieving the goals.
- *Sample size:* Given time and budget limitations for the evaluation, it was not feasible to meet with direct beneficiaries of all components (such as the teachers trained under Component 2) and to cover with interviews/focus groups all 11 target districts. To mitigate this limitation, the evaluator held in-depth interviews with the programme team, the relevant government counterparts and the local implementing partners to identify the main achievements and challenges faced in the course of implementation.
- *Response rate to the surveys:* Two surveys among different groups of stakeholders were undertaken in the course of the final evaluation. As the number of responses for survey among the implementing partners only amounted to 6, the survey results have been used for triangulation but, in order to protect the respondents' anonymity, they are not shown disaggregated in this report.
- *Availability of final reports of some implementing partners.* At the time of final evaluation, the final technical reports of NCDC and Centenary Bank were not available. To mitigate this limitation, the evaluator carried out in-depth interviews with these two implementing partners.

4.4. Outline of the report

The report has been organised through 7 main chapters plus annexes. The Executive Summary (Chapter 1) presents the overall findings of the final evaluation, including recommendations, lessons learnt and good practices. Chapter 2 briefly describes the history and background of the Project. Chapter 3 clarifies the purpose, objectives and methodology of the evaluation. It also defines the main limitations to the final evaluation. The next chapter (Chapter 4) provides the evaluation findings according to the main evaluation criteria: relevance and strategic fit, validity of design, project effectiveness, efficiency of resources use, effectiveness of management arrangements, impact orientation and sustainability. Finally, Chapter 5 lists the main conclusions and Chapter 6 presents the recommendations of the evaluation, while Chapter 7 discloses the main lessons learnt and the emerging good practices.

V. Evaluation Findings

5.1. Relevance and strategic fit

5.1.1. Relevance for recipient country and direct beneficiaries

The information gleaned from the desk review documents and interviews with project's counterparts confirms that the YEF-EU project was highly relevant, demand-driven, timely, innovative and a strategic intervention which adequately responded to the Government of Uganda (GoU) strategic areas of focus, namely emphasising agro-processing value addition to agricultural products as a launch path to industrialisation and the needs of the partner country in terms of youth entrepreneurship development due to the high youth unemployment or underemployment.

The youth constitute 27 per cent of the total population and 57 per cent of the labour force. Seventy-nine (79 per cent) of youth live in rural areas where poverty levels are high and the major economic activity is agriculture⁸. As stated by the Ministry of Gender, Labour and Social Development, about 400,000 youth are released annually into the job market to compete for about 90,000 jobs. The youth in Uganda face numerous and multi-dimensional problems, including: skill mismatch between the education system and employers' expectations, lack of entrepreneurship and management skills, limited access to financial capital, low level of aggregate demand for labour in the economy, negative attitude towards entrepreneurship and engaging in business as employment, limited access to basic and critical health services, including sexual and reproductive health services. As a result, at least 64 per cent of persons aged 18 - 30 years are unemployed.

The YEF-EU project was aligned with Uganda Vision 2040⁹, an overarching framework advanced by the GoU intended to transform Uganda from a low-income country to upper-middle income status by 2040. Vision 2040 highlights inappropriate skills and skills mismatch as major factors in youth unemployment and underemployment in Uganda. It argues that providing young people with the right skills through training is a prerequisite for enhancing human capital for economic and social transformation. The project had also a direct relevance to the Second National Development Plan (NDPII) for 2015/16 – 2019/20¹⁰, whose overall goal is to transition Uganda into a middle-income country by 2020 through strengthening Uganda's competitiveness for sustainable wealth creation, employment and inclusive growth and in particular to its Objective 4 'Improve the capacity of youth to harness their potential and increase self-employment, productivity and competitiveness' of the Social Development sector.

The ILO YEF-EU project was fully in line with the GoU policies aiming at addressing the youth unemployment challenge, namely the National Youth Policy (2011 and revised 2016), the National Employment Policy for Uganda (2011), which aims to increase the employment opportunities and labour productivity for socio-economic transformation, the Skilling Uganda: BTJET Strategic Plan 2011-2020¹¹, which denoted a paradigm shift for skills development in Uganda and in particular its Objective 2 'Increase the quality of skills provision', the Micro, Small and Medium Enterprise (MSME) Policy (2015), which promotes the start-up, survival, formalisation and growth of MSMEs and programme initiatives include the Youth Venture Capital Fund (YVCF)¹², which was initiated in 2011 by the Ministry

⁸ UBOS Youth Employment Report (2016)

⁹ <http://npa.ug/wp-content/themes/npatheme/documents/vision2040.pdf>

¹⁰ <http://npa.ug/wp-content/uploads/NDPII-Final.pdf>

¹¹ <http://fenu.or.ug/wp-content/uploads/2013/02/Skilling-Uganda-BTJET-Strategic-Plan-final-version.pdf>

¹² Background information: The Youth Venture Capital Fund (YVCF) worth UGX 25bn (about US\$ 10 million) was introduced in 2011, and its major objectives were: jobs creation, business expansion and business skills development. The fund offered fixed subsidised interest loans and depends on both public funds and funds offered by commercial banks.

of Finance, Planning and Economic Development (MoFPED), and the Ministry of Gender, Labour and Social Development (MoGLSD)'s Youth Livelihood Program (YLP)¹³ in 2013.

5.1.2. Relevance for ILO and UN programming

The YEF-EU project has clearly defined and direct relevance to ILO priorities globally and within the Uganda “Decent Work Country Programme” and both draws upon and contributes to ILO technical expertise in relation to youth employment, skills development and access to finance. Moreover, the YEF-EU project was also aligned to and contributing towards the UNDAF.

Table 2. The YEF Project's fit with ILO and UN global and national strategic priorities and programming on youth employment

Level	Document	Specification
Global	ILO's Project and Budget (P&B)	ILO P&B for 2014-2015 , Outcome 1: More women and men have access to productive employment, decent work and income opportunities, priority 2 'Youth employment', indicator 1.1 'Number of member States that, with ILO support, integrate national, sectoral or local employment policies and programmes in their development frameworks' and indicator 1.3 'Number of member States that, with ILO support, put in place or strengthen labour market information and analysis systems and disseminate information on national labour market trend' ILO P&B for 2016-2017 , Outcome 1: More and better jobs for inclusive growth and improved youth employment prospects, indicator 1.2. 'Member States that have taken targeted action on jobs and skills for young people through the development and implementation of multi-pronged policies and programmes'
	The Global Initiative on Decent Jobs for Youth ¹⁴	The YEF-EU project contributed to the promotion of youth employment within the Global Initiative on Decent Jobs for Youth , Pillar 6 'Youth in the rural economy'
	UN Sustainable Development Goals (SDGs) ¹⁵	The YEF-EU project contributes to the implementation of the Sustainable Development Goals: SDG 1 - No Poverty , Target 1.2 'By 2030, reduce at least by half the proportion of men, women and children of all ages living in poverty in all its dimensions according to national definitions' SDG 4 - Quality Education , Target 4.4 'By 2030, substantially increase the number of youth and adults who have relevant skills, including technical and vocational skills, for employment, decent jobs and entrepreneurship'

¹³ Background information: The Government initiated the Youth Livelihood Programme (YLP) in 2013/14 as one of its interventions in response to the high unemployment rate and poverty among the youth. The programme development objective is to empower the youth to harness their socio-economic potential and increase self-employment opportunities and income levels. The YLP provides support in the form of revolving funds for skills development projects and income-generating activities initiated by youth groups. The first phase of the Programme in FY 2013-14 covered 27 districts. The Programme was scaled up in FY 2014-15 to cover the rest of the country in the second phase. A total of 32,374 youths (44 per cent are female) have accessed support under the Programme and are presently engaged in self-employment in various vocational trades and income generating activities, as follows: agriculture (53 per cent), trade (21 per cent), vocational trades (9 per cent), small-scale industry (8 per cent), services (8 per cent) and ICT (1 per cent). The total budget of the YLP is UGX 265 billion (about US\$ 100 million).

¹⁴ Background information: The Global Initiative was developed by 21 entities of the United Nations under the leadership of the ILO and was launched in February 2016 under the auspices of the ECOSOC Youth Forum. The Global Initiative advocates for high-level commitment of local and international actors to increase resources through present and future funding facilities to enable scaling-up activities in support of decent jobs for young women and men in the most inclusive, efficient, cost-effective, and transparent manner.

¹⁵ Background information: More than one third of SDG targets reference young people explicitly or implicitly, with a focus on empowerment, participation and/or well-being.

		<p>SDG 5 - Gender Equality, Target 5.1 ‘End all forms of discrimination against all women and girls everywhere’</p> <p>SDG 8 - Inclusive and sustainable economic growth, employment and decent work for all, Target 8.5 ‘By 2030, achieve full and productive employment and decent work for all women and men, including for young people and persons with disabilities, and equal pay for work of equal value; Target 8.6 ‘By 2020, substantially reduce the proportion of youth not in employment, education or training’; Target 8.10 ‘Strengthen the capacity of domestic financial institutions to encourage and expand access to banking, insurance and financial services for all’</p> <p>SDG 10 – Reduce Inequalities, Target 10.2 ‘By 2030, empower and promote the social, economic and political inclusion of all, irrespective of age, sex, disability, race, ethnicity, origin, religion or economic or other status’</p>
	ILO Sustainable Enterprise Programme	The YEF-EU project is in line with the Sustainable Enterprise Programme strategic framework, Pillar 2: Entrepreneurship and business development, focus area 5 ‘Youth entrepreneurship’.
Country	DWCP for Uganda for 2013-2017	The YEF-EU project fit closely with the Priority 2 ‘Promotion of youth employment’, Outcome 2.1 ‘Youth employment placed at the centre of policies and programmes’ and Outcome 2.2 ‘Youth employability increased’.
	UNDAF	<p>The YEF-EU project was in line with the UNDAF for 2010-2014¹⁶ and UNDAF Action plan for 2013-2015¹⁷, Outcome 2 ‘Sustainable Livelihoods’, Indicator 2.2.2 Support the government to establish and strengthen institutional framework and mechanisms for collecting, analysing and disseminating labour market information.</p> <p>The YEF-EU project participated in formulation of the UNDAF 2016-2020¹⁸ and influenced the inclusion of skills training and youth employment in it (Pillar 2 - Human Capital Development and Pillar 3 - Sustainable and Inclusive Economic Development).</p>

Furthermore, the YEF-EU project fitted closely with other ILO and UN programmes and projects active in Uganda during 2014-2016:

- 1) YEF-Danida project (the period of collaboration was August 2014 - June 2015; both projects shared the same outcomes and the same technical staff, including the Chief Technical Advisor);
- 2) UNDP Northern Uganda Project¹⁹ (linkages to increase young people’s access to entrepreneurship skills in Acholi sub region through SIYB trainings);
- 3) UN Joint Program on Population²⁰ (aimed to support and facilitate the creation of a conducive policy environment for employment opportunities for youth to increase their economic

¹⁶ http://www.unclearn.org/sites/default/files/images/undaf_uganda_2010_2014.pdf

¹⁷ http://planipolis.iiep.unesco.org/sites/planipolis/files/ressources/uganda_undaf-action-plan-2013_2015.pdf

¹⁸ <http://www.ug.undp.org/content/dam/uganda/docs/Uganda%20UNDAF%202016-2020.pdf>

¹⁹ Background information: UNDP Northern Uganda Project focuses on local development and social cohesion in Northern Uganda and aims at contributing to the social and economic stabilisation of the region. The project was composed of four components, including employment creation and economic recovery. The project is implemented with funding from the UNDP Bureau for Crisis Prevention and Recovery (BCPR), the Government of Japan and the Government of Uganda in the amount of US\$4mln.

²⁰ Background information: The goal of the JPP was to accelerate the onset of beneficial demographic transition in Uganda. The purpose is ensuring that the national, community, cultural and issue-based leaderships are managing the acceleration of a downward trend in population growth. The JPP supported the Government of Uganda’s (GoU) National Population Policy (NPP) and National Development Plan (NDP). The programme was implemented in 2011 - 2014 in 19 districts of Uganda through nine UN agencies, including ILO, and

- productivity and enhance the benefits from the demographic dividend; areas of cooperation – data generation/practical learning from SIYB programme, Y2Y Fund, Green Business Plans to enrich policy dialogue),
- 4) ILO Women’s Entrepreneurship Development and Economic Empowerment (WEDEE) project²¹ (focused on supporting women-led businesses to create jobs, while promoting gender equality; area of collaboration - facilitating training of entrepreneurship seminars, identification of trainers and recommendation for other ILO projects), and
 - 5) ILO Work4Youth project²² (focused on data collection and research on the transition of young people from school-to-work, area of collaboration - dissemination of the results School-to-work Transition Surveys (SWTS) during SIYB trainings, review of Uganda Youth Policy, cost-sharing of NAC meetings).

5.1.3. *Relevance for donor*

The YEF project was the first EU intervention targeting specifically employment and creation of meaningful jobs for the youth in Uganda. The EU decided to provide funding in this area in response to the request received from the Uganda Police Force due to the series of violent protests of youth against the high unemployment rates in the country, which took place in 2013. The EU chose to contribute to the existing Danida funded regional Youth Entrepreneurship Facility (YEF), implemented by ILO in Kenya, Tanzania and Uganda since 2010. This decision was made: (1) to leverage the EU contribution and avoid duplication with other development partners in line with the Paris Declaration on Aid Effectiveness, and (2) join the existing successful intervention and avoid starting afresh. Evaluation interviews indicated that the ILO was selected as executing agency due to its high technical expertise in the field of youth employment (skills development) and field presence in the country. The project was financed from the layover of funds of the 10th European Development Fund (EDF)²³ through a direct contribution agreement.

The project complemented other EU initiatives and programmes undertaken within (1) the 10th EDF rural development focal area, such as the Northern Uganda Agricultural Livelihood Recovery Programme (NUREP), Agricultural Livelihood Recovery programme (ALREP) and Karamoja Agricultural Livelihood programme (KALIP), and (2) the 11th EDF (Uganda) focal sectors, namely Agriculture, Infrastructure and Governance, as youth employment challenges were a cross-cutting issue.

the funding was managed by UNFPA. ILO led the outcome 3 of the JPP whose focus is on skills development and creation of employment opportunities for youth to increase their economic productivity and enhance the benefits from the demographic dividend.

²¹ Background information: WEDEE project worked towards enhancing economic opportunities for women by supporting women who are starting, formalising and growing their own enterprises and by mainstreaming gender equality into the ILO’s Decent Work Agenda on enterprise development. It was implemented in East Africa in Tanzania, Kenya and Uganda between January 2014 and December 2015.

²² Background information: The ILO Work4Youth (W4Y) project was a \$14.6 million project supported through a public-private partnership between the ILO and The MasterCard Foundation (MCF). The project aimed at improving youth employment policies and programmes through better knowledge of the youth employment challenge at national, regional and global levels, as well as through the application of good practices. It was a 67-month initiative implemented from May 2011 to December 2016. The project covered 31 countries, including Uganda.

²³ http://ec.europa.eu/europeaid/action-fiche-contribution-youth-entrepreneurship-facility-uganda_en

5.2. Validity of project design

5.2.1. Logic of project design and interventions

The YEF-EU project was structured in line with the regional Danida-funded Youth Entrepreneurship Facility (YEF) project, implemented by ILO in East Africa in May 2010 - June 2015, and the present intervention represented the logical continuation of this engagement. The design of the project was shortened as the EU joined the existed project. The YEF-EU project was designed by the ILO YEF project team in close consultations with the GoU in coordination with the Education Development Partners group in Uganda and based on the results of 2013 MTE of the YEF-Danida funded project. The main differences between the two projects is that the YEF-EU project was focused only on one country (Uganda), its scope was re-focused from the national level to 11 target districts, and Component 2 'Entrepreneurship Education' was focused on the BTVET institutions (national certificate level) rather than the secondary schools (Senior 5 and Senior 6 level) as in the previous project. The identification of the project's target districts was done by ILO and the donor using the following criteria: (i) poverty level, (ii) area (urban or peri-urban), (iii) level of political unrest within the district, and (iv) accessibility of the district for the project team for ensuring proper monitoring. However, the interviews with the social partners and the financial institutions displayed that they were not aware about the criteria used for selection of target districts.

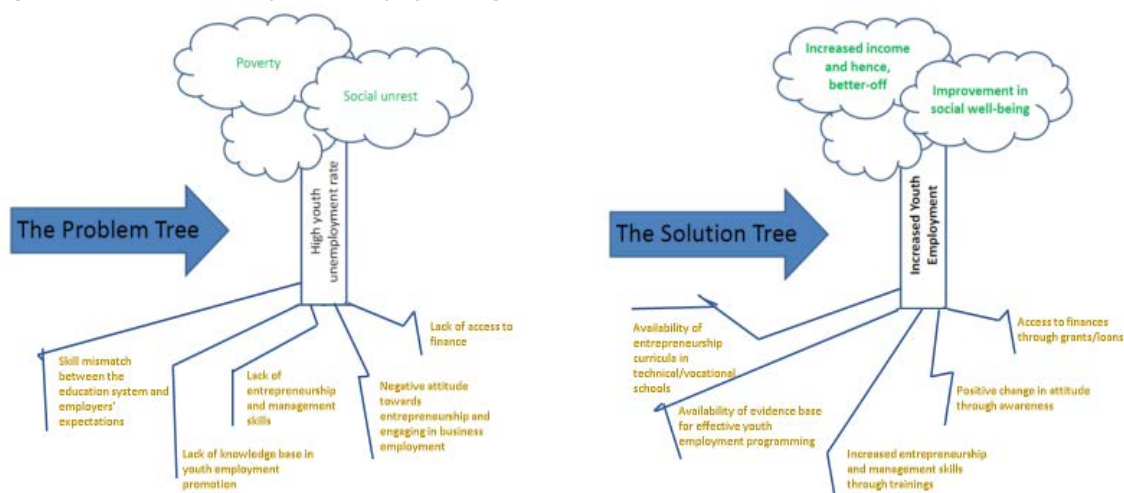
The project's theory of change was straightforward (i.e. entrepreneurship as a tool can provide livelihoods for many rural and urban communities and create jobs for young people), although quite ambitious in terms of the number of areas and beneficiaries to be covered under the umbrella of one project within the allocated timeframe.

The project's theory of change was built on the following main assumptions:

1. Uganda lacks entrepreneurs, because the quality and content of the education that is provided in schools is undermining the entrepreneur spirit of Ugandan students. Therefore, there is a need for greater emphasis on vocational training and basic business studies.
2. While the entrepreneurship spirit is present in Uganda, the capability and skills of the youth to be successful entrepreneurs are lacking.
3. Ugandan youth has limited access to finance, as most micro finance providers are not supporting the young entrepreneurs because of the high risk of failure of start-ups, as well as the absence of collateral for the loan. Moreover, micro-finance providers are not flexible enough regarding their collection procedures and the interest rates are usually too high.

Therefore, the YEF-EU project was designed to address the individual and external constraints that young people encounter in Uganda for finding employment by the means of promotion of entrepreneurship culture, provision of entrepreneurial skills and facilitating access to capital for self-employment in addition to improving entrepreneurship education and strengthening evidence-based advocacy for youth employment promotion on the policy level. The strength of the project strategy was the focus of the intervention on different, but mutually interconnected levels: (i) mind-sets and values (meta-level), (ii) supply and demand of BDS (micro-level), and (iii) policies, laws and regulations (macro-level).

Figure 4: The YEF-EU Project Theory of Change²⁴



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

The YEF-EU project established a Logframe on the stage of project design and it was an integral part of the ProDoc. The project Logframe was technically sound, incorporating 5 components: (i) Promoting Entrepreneurship Culture, (ii) Entrepreneurship Education, (iii) Evidence-Based Advocacy, (iv) Youth to Youth Fund and (v) Access to Business Development Services and affordable finance. The project Logframe identified fifteen (15) outputs, which have plausible causal relationship with the five (5) immediate outcomes of the project supported by 35 activities to be accomplished both on the national and regional level in the course of project implementation. The final evaluation has observed that the anticipated project outcomes were well placed to feed into the realisation of broader development goals of a wide spectrum of stakeholders, including the national government and development partners, namely generating employment opportunities, improving job quality, social dialogue and protection, which also contribute to the broader agenda of decent work. In some areas of the logical framework, however, there is space for improvement. More efforts in linkages between the components could have been achieved (i.e. between Component 1 and Components 4 and 5). Furthermore, there was some mismatch between the definition of youth by the ProDoc (i.e. the project target youth aged from 15 to 35 which were aligned with the African Youth Charter definition²⁵), and the national youth policy (i.e. youth defined as individual between 15 and 30 years of age²⁶). As the national legislation prevails in Uganda over the international, it would be good if the YEF-EU project aligned its target group with the national policy definition in order to ensure alignment and avoid potential controversy.

Assumptions and risks were identified in the ProDoc. Assumptions are the conditions necessary to ensure that the project activities will produce results, while risks are the possibility that they may not occur. Risks need to be recognised and prevented from happening to the extent possible, and contingency plans must be put in place to deal with them, should they happen. The main risks identified were centred on lack of commitment of national government, civil society and private sector institutions and actors to collaborate in national youth entrepreneurship promotion, unstable macro-economic environment, which influences the economic growth led by the private sector. However, the mitigating measures have not been pointed out in the ProDoc.

²⁴ Note: Reconstructed based on the ProDoc and interviews with the YEF project team, donor, stakeholders and beneficiaries

²⁵ Adopted by the general assembly of heads of states of the African Union in 2006, and Uganda has been a member the African Union since 2002.

²⁶ Uganda National Youth Policy, September 2016

In terms of logic, the outcome and output indicators were logically framed along the assumed chain of cause-and-effect underpinning the programme design. The two key project indicators were the number of jobs created and the number of businesses started. However, the project would benefit from having additional indicators measuring the project's effects on earnings and consumption for young people, as well as the impact on business performance outcomes (e.g. profits, sales, capital and investment, business survival). Additionally, the project's Logframe did not contain any gender-sensitive indicators. Only the impact indicator 'Employment opportunities retained or newly created for youth' was supposed to be disaggregated by age and gender status and specific targets were determined for women, i.e. at least 40% of the jobs created were expected to be for young women, and at least 30% of the businesses started or expanded were owned and/or managed by young women. However, the project did not have an explicit gender strategy in the ProDoc. The section 3.12 'Particular added-value elements' of the ProDoc spelled out just an overall approach towards ensuring the gender equality, in particular *'The programme will seek to break up gender stereotypes by gender-mainstreaming the mass media programmes, by supporting youth organisations with an explicit mandate to reach out to young women and by setting minimum outreach targets for young women entrepreneurs'*, while no targets in terms of women coverage have been determined for each component. It is also important to mention that the design has been supported by a score card for monitoring the outcomes, outputs and intermediate objectives, which contained a bigger number of indicators for measuring gender mainstreaming under Components 1, 2, 4 and 5. Although the project team collected systematically this information, it was not fully presented in the progress reports.

5.3. Project effectiveness

5.3.1. Progress against the outputs

Component 1: Promoting Entrepreneurship Culture

In support of SO1 ('Young women and men have improved perceptions about entrepreneurship'), the following has been delivered:

- Conducted the project's launch and 3 Y2Y Fund Award Ceremonies, which covered over 1,530 youth between August 2014 and December 2015.
- Organised 10 entrepreneurship promotion awareness campaigns in 10 targeted districts excluding Kampala between November 2014 and February 2015, with 559 youth reached directly.
- Selected 8 successful young entrepreneurs for the weekly entrepreneurship promotion television series 'Dare to Dream', which was broadcast on National Television (UBC TV) between June and July 2015 and reached the estimated number of 500,000 young people in 11 target districts.
- Profiled 16 successful entrepreneurs into a promotional magazine in December 2015.
- Supported the Federation of Uganda Employers with conduction of 2015 Employer of the Year Award in the special category for Young Employer in December 2015 with the participation of 56 young employers aged 18 to 35.
- Launched Green Business Plan competition in January 2016. Received 58 short proposals, from which 33 submitted final Green Business Plans and of these the best 12 were awarded financial prizes in March 2016.

Overall, the delivery of outputs under SO1 is satisfactory. The project exceeded the set target under this component by 67%, mainly because the YEF-EU project ran a weekly TV series on entrepreneurship focusing on alleviating the fears, attitudes and practices impeding youth involvement in entrepreneurship and innovation. The UBC TV was selected for broadcasting by the project because of its wide coverage nationwide and the affordability of their rates. The strong aspect is that the project conducted the baseline and endline surveys to assess changes in attitudes and perception towards

business as livelihood strategy among young men and women. It was done with the support of the research company IPSOS Synovate.

Figure 5: Dare to Dream TV series (examples of selected success stories of young entrepreneurs)



Another strong aspect of this component is that the conduction of entrepreneurship promotion awareness campaigns at the beginning of project implementation allowed ILO to identify SACCOs for piloting of a lending model targeted at young start-ups and established entrepreneurs to realise their business potential. Under this component, the ILO was also able to provide recognition to the companies which have the best human resource practice. This was done through the Federation of Uganda Employers (FUE), which has a Young Employer Award conducted by FUE every two years. The winners included the Best Small and Medium Enterprise, the Best Young Employer, the Runner Up Young Employer and the Most Promising Young Employer of the Year. The YEF-EU project as a part of its commitment to the promotion of green jobs and green entrepreneurship organised the Green Business Plan competition and was able to support bigger number of young entrepreneurs i.e. 12 (actual) vs 10 (planned) due to the reduction of the amounts awarded. Some of the winners' businesses included: tree growing, crafts making, mushroom processing, paper bag making, piggery, waste management, among others. In spite of a number of important activities undertaken, the main drawback of this component is that the duration of the awareness-raising campaigns did not coincide with the duration of other components (i.e. Component 4: Youth to Youth Fund and Component 5: Access to Business Development Services and affordable finance), which would have allowed to achieve better interlinkages and coverage in the target districts.

The main challenge faced in the implementation of Component 1 was the creation of an interest within the SACCOs to lend to young entrepreneurs.

Component 2: Entrepreneurship Education

In support of SO2 ('The national education systems groom entrepreneurial talent'), the following has been delivered:

- Developed the curriculum for the revised entrepreneurship module and teachers' guide for BTJET certificate courses between July 2015 and March 2016 through the conduction of 9 curriculum development workshops.
- Organised a 1-day sensitisation and awareness of the new entrepreneurship module to the selected 125 BTJET institutes in May 2016.
- Supported a training of a teachers' workshop in entrepreneurship education for 20 facilitators in July 2016.

BTJET Meeting to review the Entrepreneurship Curriculum at the NCDC office



- Rolled out the revised BTVET entrepreneurship curriculum in 154 BTVET schools, which has reached over 16,000 students²⁷.

The planned training of selected BTVET school teachers on the developed curriculum, printing of teachers guide and entrepreneurship module (Activity 2.2.4), monitoring the delivery of entrepreneurship education to the BTVET students and collection of the feedback and data from teachers and students (Activity 2.3.2) and carrying out of follow-up surveys (Activity 2.3.3) were not undertaken by the project due to substantial delay with revision and approval of the entrepreneurship module by the Academic Steering Board, mainly due to the shifted priorities for 2016, i.e. the secondary school reform.

Overall, the delivery of the outputs under SO2 is somewhat satisfactory, as the project achieved the set targets only partly. The key implementing partner under this component was the National Curriculum Development Centre (NCDC)²⁸ that was responsible for drafting of the course content, textbook and training of the teachers for the BTVET schools. On the one hand, the project developed as planned the BTVET Entrepreneurship Education Curriculum for certificate courses to enable the students to acquire relevant and practical entrepreneurial skills for job creation. The process was highly participatory and involved a number of stakeholders, including representatives from Universities, Directorate of Education Standards, Uganda Business and Technical Examinations Board, Vocational and UGAPRIV Institutions and entrepreneurs from the world of work. Curriculum materials such as the syllabus, the teacher's guide, textbook and sample question papers were developed as well to facilitate its implementation.

The curriculum was rolled out to be taught to all second-year students of certificate courses in BTVET institutions in February 2017. On the other hand, the approval of the textbook of the revised curriculum by the Academic Steering Board only took place on March 12, 2017. As a result, the project was able neither to train 340 teachers/instructors from 154 BTVET schools, nor print 500 textbooks and 1,000 teacher's guides. Moreover, the rolling out of the revised BTVET entrepreneurship curriculum took place one year later than originally planned, which made it impossible to monitor the delivery of the entrepreneurship curriculum and assess the instructors' competence in delivering Entrepreneurship Education within the project's timeframe.

Component 2 had the following challenges:

- Lengthy procedure for approval of the revisions of the curriculum led to missing of one academic year for rolling out;
- Revision of the curriculum by local partner (NCDC) *without* support of external consultants and benchmarking of BTVET trainings offered in Uganda prior to the review of the entrepreneurship curriculum;
- Limited number of instructors available at BTVET schools (each school has only one instructor who was overwhelmed with large numbers of students in class)
- Obtaining instructional materials was a big challenge to all BTVET schools.

²⁷ Background information: The total students' enrolment in BTVET Institutions in 2015 was 28,670 (for certificate courses only).

²⁸ Background information: National Curriculum Development centre (NCDC) is a corporate autonomous body of the Ministry of Education and Sports (MoE&S). It is responsible for, *inter alia*, the development of curricula and related materials for various levels of education (i.e. Pre-Primary, Primary, Secondary and Tertiary), organising capacity-building courses for stakeholders on curricula and matters related to curriculum. The ILO field office in Uganda started collaboration with the NCDC in 2010.

Component 3: Evidence-Based Advocacy

In support of SO3 ('Youth employment policy makers and promoters are in a better position to make evidence-based decisions to improve resource allocation and programme design'), the following has been delivered:

Evaluation Clinic Workshop November 2016



- Disseminated case studies from previous evaluations undertaken under YEF-Danida project and targeting Uganda during global meetings and conferences between July and December 2015 (i.e. Eastern and Southern Africa Youth Employment Forum held in Harare, Zimbabwe (July 2015), Sustainable Enterprises Academy held in Lusaka, Zambia (September 2015) and Geneva meeting (December 2015), and through National Advisory Committee (NAC) meetings constituting social partners, government officials, civil society, private institutions and youth organisations.
- Conducted one 3-day evaluation clinic for more than 50 evaluation practitioners, policy makers and partners in November 2016.
- Conducted one impact evaluation to assess the lending model piloted by the project implemented by SACCOS in October 2016 - March 2017.

The planned rigorous impact assessment (Activity 3.1.1) was not conducted by the project due to its high costs and inability to timely secure the co-funding from other sources. Instead, the project initiated the impact assessment of ILO-YEF Youth Loan Fund.

In overall, the delivery of the outputs under SO3 is somewhat satisfactory, as the project achieved the set targets only partly. Component 3 experienced constant delays throughout the whole period of the project implementation. The evaluation clinic was only conducted at the end of the project, while the impact assessment was only initiated in October 2016 and finalised in March 2017. As evident from the training evaluation, over 90% of the participants of the evaluation clinic understood the content of the workshop and pledged to apply the knowledge and skills acquired. The strong aspects of the evaluation clinic were, first of all, the conduction of pre-workshop learning needs assessment and, second, the development of concrete products by trainees at the end of the training, i.e. monitoring and evaluation action plans which could be used further by partners for improvement of their organisational M&E practices. At the same time, due to the lack of time, the workshop did not target other important topics such as practical use of ICT in M&E, especially such programmes as Microsoft project, SPSS and others.

In addition, as the evaluation clinic was conducted just at the end of the project, which made it impossible to follow up whether the skills acquired have been put into practice by the trainees. The initiated impact assessment of the lending model piloted by the YEF-EU project with eight local Savings and Credit Cooperative Organisations (SACCOS) was highly relevant, as it allowed for assessing the extent to which the young entrepreneurs were able to access and benefit from SACCOS loans and how has this impacted business and job creation. The impact assessment used quasi-experimental design, in particular post-test-only control-group design to collect data from SACCOS members, who benefited from the ILO-YEF Loan Fund and non-ILO loan recipients (treatment group) and those who did not (comparison group). In total, 223 surveys were conducted in seven districts with members from eight different SACCOS. The main limitation of the study was the absence of baseline data, the limited representative sample of targeted beneficiaries (i.e. only 22%) and non-use of interviews with beneficiaries as a research tool.

Among the main challenges experienced by the project team in implementation of Component 3 were:

- Difficulty in securing extra funds by ILO for conduction of a rigorous impact assessment;
- No funds allocation for management of the component by ILO HQ Evaluation Specialists from the Youth Employment Unit as it was done under YEF-Danida project;

- Impact assessment of new lending model implemented by SACCOs was challenging because of poor monitoring and reporting procedures between ILO and the SACCOs. Only the first financial and technical reports were available for the research team and, therefore, most of the reporting was limited to the halfway point of loan performance;
- Participating NGOs in the evaluation clinic had varying levels of experience with M&E, ranging from organisations that have worked with international researchers to conduct randomised impact evaluations to such that have very little or no experience with properly planned M&E.

Component 4: Youth to Youth Fund

In support of SO4 ('Youth organisations deliver innovative entrepreneurship solutions'), the following has been delivered:

- Launched 3 call for proposals for Y2Y Fund between August 2014 and July 2015 and received in total 622 short proposals;
- Conducted 4 capacity-building workshops on project design and proposal writing for 256 youth groups representatives from 128 youth-led organisations between August 2014 and April 2016;
- Received 103 long proposals and awarded 62 youth-led organisations with grants (18 in 2014 and 44 in 2015) for the implementation of a variety of youth-led entrepreneurship development projects from quails rearing, piggery, confectionary, making and packaging of soya flour products, production and extraction of powder from orange fleshly potatoes, production of Vaseline and oil from Shea nuts, making liquid soap, sanitary towels and pampers among others, which covered 2,170 end beneficiaries in 11 target districts;
- Strengthened capacity of 62 youth-led organisations in financial management and book-keeping, project management, leadership and business performance;
- Undertaken 33 monitoring visits for Y2Y Fund grantees between November 2014 and November 2016;
- Selected 6 projects for upscaling and awarded them with grants for scaled up in April 2016;
- Organised 2 knowledge-sharing events in March and November 2016, which were attended by the grantees, the tripartite constituents and the donor.

The delivery of the outputs under SO4 is perceived as highly satisfactory. The project exceeded the set targets by 67% with regard to the provision of capacity building on grants management to 100 youth-led organisations (actual) vs 60 (planned) and by 3% in terms of provision of grants to 62 youth-led organisations (actual) vs 60 (planned). The Y2Y Fund component offered the local youth organisations the opportunity to actively participate in the development of youth entrepreneurship in their communities. This goal was accomplished through a competitive grant scheme for youth-led organisations to propose innovative project ideas on how to create entrepreneurship and business opportunities for their peers. The strong aspect of Y2Y Fund was that the organisations with the most innovative project ideas received both a grant and complementary capacity building to help them implement their projects and test the viability of their ideas. The review of the project documents indicates the high level of interest from youth groups in participation in the Y2Y Fund, i.e. the competition for 1 grant was among 10 organisations. The biggest number of grantees was from Kampala, Mbale, Soroti, Lira, Jinja, Oyam and Arua districts.

2014 Proposal Writing Workshop, October 2014



Peer-to-peer mentorship session by Advance Afrika technical mentor, February 2016



2014 Winners Award of Y2Y Fund, November 2014



Mentorship session by Advance Afrika to Y2Y Fund grantees, September 2016



Y2Y Fund Knowledge Sharing Expo, April 2016



Monitoring visit by Advance Afrika to Y2Y Fund grantees, August 2016



Y2Y Fund Knowledge Sharing Expo, November 2016



Joint monitoring visit by ILO and Advance Afrika to Y2Y Fund grantees, September 2016



The ILO implemented directly this component during 2014 and 2015 and in 2016 it outsourced the local implementing partner, Advance Afrika. ILO covered 29% of the total number of grantees, while the other 71% were covered by the local implementing partner. This allowed for improving both the monitoring and technical support provision to the grantees. The evaluation interviews with Y2Y Fund grantees indicated that the youth-led organisations received enormous support from Advance Afrika through their mentorship, close monitoring and supervision of the projects. Mentorship was deliberate and targeted. It focused on the institutional development of organisations in such areas as building up of organisational culture of transparency, commitment, quality and with focus on results, as well as strengthening of organisational systems and processes such as financial management, book keeping, project management. The uniqueness of the Y2Y Fund is that it provided financial resources for businesses and now most of them became the social enterprises. Moreover, for some youth-led organisations, the Y2Y Fund allowed to crystallise their niche (e.g. piggery, soya, rabbit rearing, cosmetic manufacturing, etc.). In total, 87% of the projects were successfully implemented, especially in the north, and 10 completed projects were identified for replication and scaled up. However, interviews with youth-led organisations and beneficiaries showed that this component had some weaknesses, in particular (1) short duration of the projects (12 months), which was insufficient for being able to see the progress, (2) lack of sufficient number of researches, which would inform the selection of the businesses to be supported, (3) absence of mid-term review, which would allow the grantees to timely correct what went wrong, and (4) lack of the exchange visits where beneficiaries can visit districts with similar programs or activities. In addition, the Y2Y fund businesses were very diverse, which makes it difficult to undertake monitoring and deepen the expertise of the organisations. Additionally, the provision of advisory services to the grantees by the local implementing partner was a challenge, as it did not influence the level of their implementation by youth-led organisations due to the absence of the right to approve the technical reports of grantees.

Success highlights: Y2Y Fund

A woman, aged 34-year, a mother of two children from Pakwach Town Council who started growing tomatoes after getting skills in best agronomical practices using organic methods of farming. She got interested after attending the first training in vegetables and fruits growing using greenhouse and organic method of farming. "Before I used to despise growing tomatoes, thinking it was just waste of time since it would give little profits, but after attending the training, I was inspired and opened my own small tomatoes garden having about 40 plants where am practicing what I learnt from the training. Though I could not afford a greenhouse kit, I make my own pesticides, fungicide and manure and do the mulching. This has made the farming business cost-effective and I expect to earn about UGX 35,000 from my first sales by the end of November 2016".

A woman, aged 27 years, a housewife living with her husband, is now able to contribute towards household needs in their family. 'I have established a small field measuring about 5 to 7 metres for ocra. This followed my participation in the training. I learnt how to make organic pesticides and fertilisers, which now I do and use them in my small field. I get the materials locally from home. Since July 2016, I have been able to sell my products (ocra) to the local community and made so far UGX 45,000, from which I have been buying household items like salt, sugar and soap. I intend to expand this agribusiness because I have found it lucrative and with the skills now I have, managing the field won't be a problem to me".

A man aged 34 years old. Many thanks to the management of CIDN bread-making project. The challenges I went through in life changed my way of thinking and life was hell. The year 2016 to me is an important milestone in life. Growing up in a family of 9 kids of typical peasant parents, we lacked many basic necessities in life like adequate food, education, proper health care, housing and clothing, among others. I'm a senior two dropped out, I am married with 3 kids and apparently, life is changing dramatically. I used to engage basically in agricultural activities for a living, but now with the free training I'm going through in bread making with CIDN I've started my own business in bread making. The profit I earn helps me to change diet, meet medical bill for my family members, pay fees for dependants I'm looking after and generally improve on my way of life.

A lady of 32 years old from Alidi Parish, Loro Sub County. She makes an average profit of UGX 30,000 on a daily basis based on explanation and record book available. Before joining FICH programme, she was not in business and had negative business mindset with limited access to start-up capital until she joined savings group. In addition to her restaurant and retail shop, Gladys has a motorcycle to help her deliver products she sells to customers.

A woman of 30 years old from who deals in shoe making, one of the beneficiaries who has skills in making footwear borrowed UGX 200,000 from group savings to boost the business which she said it is making her to own multiple businesses like poultry keeping with more than 20 chicken and 3 goats for herself now. Her shoe business attracts many local people and those who comes to visits the area and she makes a minimum of UGX 60,000 per week.

Figure 6: Examples of projects implemented by Y2Y Fund grantees

Sweater kneading



Sewing of cloth materials



Servicing of machines



Pampers production



Soya flour production



Greenhouse farming



organic farming

Piggery farming



Energy saving stoves production



Under Component 4, the following challenges were experienced:

- Fluctuations and inconsistencies in the participation of the beneficiaries. In some projects, the beneficiaries had very high expectations such as receiving start-up capital and being facilitated for their participation. The grantee organisations could not meet some of these expectations and, as a result, some beneficiaries withdraw from the project. For others, especially the women because of their low psychological capital and lack of creativeness, this implied that they need to respond to more their home chores and family obligations than spend time on the projects.
- Some grantee organisations were working on projects with very unique beneficiaries with disability that required high technical expertise.
- All grantees involved in the food business, need to pack their products, and for that, the product quality certificate from the Uganda National Bureau of Standards is required. This is a costly and lengthy procedure.
- The unreliable rains or prolonged dry season affected some of the agribusiness projects, which worsened the poor attitude the youth and young women have towards farming.
- Most organisations delayed the project activity schedules because of the late disbursement of funds. This affected their work plans, schedules and raised mistrust among the beneficiaries towards the grantee organisations.
- For most of the supported youth led projects, the project period has been short, which made the realisation and documenting of some of the expected project results impossible, as the beneficiaries expect to produce their products and sell them.

- Most projects had difficulty in finding other sources of funds to meet the core operating costs, including the funds required to purchase raw materials and in the day –to- day running of the projects.
- Limited funds to ensure sustained production.
- Lack of commitment from some of the group members to continue working as a group. Usually members that feel have acquired enough skills tend to prefer setting up their own individual businesses, thus weakening the existing groups.

Component 5: Access to Business Development Services and affordable finance

In support of SO5 ('More young women and men establish and manage sustainable enterprises'), the following has been delivered:

- A BDS product was developed, the 'Mentoring and Coaching Module' for youth entrepreneurs in August 2015 - June 2016.
- Conducted 35 ToTs for 821 BDS providers/trainers on the Start and Improve Your Business (SIYB) and the Get Ahead training programmes in August 2014 - November 2016, from which over 280 new BDS providers/trainers were developed and over 200 were certified. In total, 10,306 youth were trained in entrepreneurship and business management skills by SIYB trainers in 11 target districts and 3 value chains (rabbit, pumpkin and hibiscus) were promoted.
- 8 partnerships with local Savings and Credit Cooperative Organisations (SACCOs) were created between May 2015 and April 2016 and continued partnership with Centenary Bank, which started under the YEF-Danida project, which allowed 2,050 young entrepreneurs to access loans in November 2015 - November 2016.

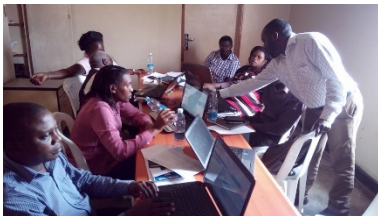
Session on Financial Literacy for Uganda Police youth, February 2015



Mentorship Training of Young Entrepreneurs by SIYB trainers, January 2015



Planning Retreat of the BDS Providers Network Secretariat, January 2016



SIYB Trainer facilitation workshop in Kampala in the framework of trainer certification programme, July 2016



SYB Workshop in Jinja by BDS Providers Network, January 2015



BDS Providers Network AGM, August 2015



Financial literacy training for youth by Centenary Bank, October 2016



SIYB Refresher ToT held by BDS Providers Network, May 2016



Knowledge-Sharing Workshop in SIYB Association of Sri Lanka for BDS Providers Network, July 2015



The delivery of the outputs under SO5 is perceived as highly satisfactory. Most of the set targets have been exceeded by the project. The project certified 25% more SIYB trainers than originally envisioned (200 actual vs 150 planned), trained 37% more youth in entrepreneurship and business management skills (10,306 actual vs 7,500 planned), concluded 33% more partnerships with micro-finance institutions (8 actual vs 6 planned), which allowed over 2,000 youth to access loans instead of planned

1,500 youth. As planned, the project developed the 'Mentoring and Coaching Module', which will guide trainers on how to facilitate mentoring and coaching among entrepreneurs for business success and growth.

a. Access to Business Development Services by Youth

SIYB in Uganda was implemented through three sub-packages: Generate Your Business Idea (GYB)²⁹, Start Your Business (SYB)³⁰ and Improve Your Business (IYB)³¹. The regular duration of GYB and IYB was 2 days each and SYB run for 4 days. The trainings were delivered by different providers, including individual certified SIYB trainers (75%), certified SIYB trainers from the Ministry of Gender, Youth and Social Welfare (14%), and private BDS providers (11%) such as FICH, ASEDEC, KAKA and AFDEL. As evident from the SIYB database, the majority of entrepreneurs (about 72%) attended SYB, 20% IYB and 8% GYB. This is so, as the majority of the youth did not have running businesses the before the

²⁹ Background information: GYB enables potential entrepreneurs to develop a concrete business idea.

³⁰ Background information: SYB enables potential entrepreneurs with a business idea to develop a bankable business plan.

³¹ Background information: IYB enables existing entrepreneurs to develop their skills and improvement plans in buying, stock control, marketing, costing, record keeping, business planning and human resource management.

Success highlights: SIYB programme

A young man aged 30 years from Mbale district is an entrepreneur owning a school known as Link Junior Primary school. He started the business in January 2012 with 35 pupils. He attended the IYB training in 2014 and has been able to register tremendous achievements in his business in terms of (i) increased enrolment from 100, 120, 210 to 350 during the periods 2014, 2015, 2016 and 2017 respectively; (ii) increased sales; (iii) increased income; (iv) improved family welfare; (v) recruitment of better qualified and competent teachers and (vi) more classroom blocks constructed. "I attribute the achievements I have so far registered to the ILO- IYB training of entrepreneurs in Marketing, Record keeping, costing and people and productivity that I attended. I am now able to relate well with the parents track the school income and expenditure, as well as manage my staff effectively". He also attributes his success to Centenary Bank that has been able to finance his project for loan amounts ranging UGX1,500,000- 10,000,000. However, he points out one of the challenges he is facing as receiving delayed payment of school fees by parents due to bad weather that hit most of their crops, and the majority of them are farmers.

A young lady aged 25 years from Mbale district engaged in agri-business before participating in SYB training. After the training, which she attended in 2015, she was able to prepare her business plan and started up another business in 2016. The participation in the training improved the way she manages her business and right now she boasts of. The other benefits included: (i) ability to save and open up another business of charcoal selling; (ii) improved household income from UGX 50,000 per month to UGX120,000 per month; (iii) ability to save about US\$70 per month with a village savings and credit scheme where she is a member and (iv) ability to meet her day- day obligations such as payment of utilities, medical bills and improved welfare. "In overall, I feel empowered and confident as a young married girl. I don't have to beg my husband for every little need in my life". She pointed out that the lack of moral support and trust from her husband as one of the major challenges she is facing, since the business involves a lot of travel to distant places to purchase stock.

A young man aged 29 years from Lira district engaged in a secretarial bureau business. He is also involved in nursery tree-raising and selling. He is also one of the founders of a youth-led organisation called the Youth for Life Uganda. He participated in the ILO-EU YEF business plan competition in 2014 and won a cash prize of UGX 2,250,000 (US\$650). "Using the business plan prepared during the competitions and the cash prize, I was able to buy a computer, photocopier and furniture to start the secretarial bureau business". Today he is proud of (i) employing four (04) youth in the business; (ii) supporting three (03) of his brothers with school fees; (iii) improved house hold income to support his young family; (iv) improved knowledge and skills in running his business and (v) improved business networks and linkages such as with the Tonny Elumelue Foundation in Nigeria. He decries of limited financial support to expand his business despite the high demand for the services. He says that the high interest rates and need for collateral from government loans is a major deterring factor for the access to business financing.

A man aged of 30 years lives in Soroti with his wife and children. "I lost my job and life was very challenging. During that time, I could barely support my family. I had never thought of having extra income. One thing I have learnt is never to depend on only one source of income. The time I heard about the SIYB training, I was doing nothing. I attended and learnt many skills. Business planning is what motivated me most to start this business of turkey farming. I did not have much capital, but started small, the number of turkeys has now increased. Recently I sold off 25 pairs to Barclays bank of Soroti at a cost of UGX50,000 per pair. The key benefit from this business is when I sell two birds am done with a child's school fees. I am excited and would like to continue with this business. Out of my savings, I would like to buy more land and 65 more turkeys. The income I get from the turkeys supports me to pay school fees for my children and also helps me to save for bigger projects. Youth out there should take nothing for granted. The skills I learnt from the training are very empowering. I have continued to talk to my fellow youth at my place of work; those th

training. The selection of trainees for SIYB training was drawn from groups, associations, cooperatives and out of school drop outs. Interviews with SIYB trainers showed that the tool which is used for selection of trainees, i.e. SIYB Entry Form and Baseline, is too lengthy and detailed, as it contains 52 questions and is not convenient, as participants do not usually answer all questions and/or provide wrong information for some questions. SIYB trainers consider that it requires revision with narrowing it only to the relevant/key elements. SIYB trainings were delivered through SIYB Partner Organisation represented by the Ministry of Gender, Labour and Social Development, ILO Master Trainers, local BDS providers, Centenary Bank and others through microfinance institutions. The results of the 2016 SIYB follow-up survey³² indicate that 73% of the entrepreneurs found the training satisfactory, 10% easy and 17% difficult. The focus groups with individual entrepreneurs and SIYB trainers in the course of the final evaluation displayed that the most difficult themes for trainees were costing and planning. In the view of the interviewed trainees, the SIYB training materials are written in a simple and easy to understand way; however, for participants from rural areas where English is not the native language and the level of education is not high, it was quite difficult to absorb the material. Moreover, the document review displaced that the project team did not follow one of the recommendations provided in the baseline study 'Assessment of Youth's Business and Market Opportunities' with regard to the integration of life-skills into all training delivered to youth for building leadership, confidence and self-esteem in order to be able to establish or grow the business.

The SIYB training allowed young entrepreneurs to increase their knowledge and understanding on business topics and the impact of HIV/AIDS towards themselves and their businesses. As per the results of the 2016 SIYB follow-up survey, about 58% of the entrepreneurs define cost as money spent for buying and selling a product/service; nearby of 76% of the entrepreneurs – as properly handling of purchasing receipts; 78% undertake marketing for sales promotion; 100% make profit calculation either using a basic method of subtracting total expenses from sales, or cashbook and ledger.

The generic SIYB training requires trainers to provide a follow-up to support entrepreneurs after training so as to assess their status and subsequently support them on identified gaps. The findings of the 2016 SIYB follow-up survey demonstrated that 31% were supported on general techniques of business management, 12% on the businesses they run, 8% on advice and follow-up, business mentorship 0.8% starting a business 0.4%. The findings also showed that no single entrepreneur received assistance on accessing financial capital. However, the biggest share of entrepreneurs (about 46%) never received any support after training. Consequently, the results of the beneficiary survey undertaken during the final evaluation revealed that the SIYB programme met the expectations of only 43% of the respondents. The project progress reports demonstrated, however, that the YEF-EU project tried to provide mentoring services to trainees and outsourced the local implementing partner for that, i.e. FinAfrica. In 2015, they mentored 386 beneficiaries of the SIYB training from four (Gulu, Kitgum, Oyam and Lira) out of eleven target districts. It allowed for forming 79 mentoring clubs with approximately 8-10 members per club to help the youths grow their businesses. Beneficiaries were given skills and abilities to identify local mentors, recruit their peers with whom they would attend the mentoring sessions and establish long-lasting business relationships.

b. SIYB Trainers Development and Certification

To ensure the roll-out of the SIYB program, Training of Trainers was conducted by the EF-EU project. The positive aspect is that the trainers were selected from the representatives of the tripartite constituents, private BDS providers, associations, consultant firms and NGOs. The SIYB trainers' certification was composed of two components: (1) classroom - participation in 10 days SIYB Training

³² Gabriel Wilhelm, SIYB Follow-Up Assessment Final Report, January 2016

of Trainers, and (2) practical - conduction of 1-2 SIYB trainings by potential trainers. These processes were led by the ILO Master Trainers, who were prepared by the ILO in the framework of the YEF-Danida project. Master trainers were selected by the project team from the pool of active and competent master trainers. Those trained were followed up by the ILO Master Trainers during the implementation of their first SIYB Training Cycle to ensure that they become independent and effective in implementing the SIYB training interventions. Consequently, only 71% received certificates out of the total number of trainers trained. To ensure that the potential trainers have motivation and are interested in the conduction of SIYB trainings in the future, the participants were supposed to pay a training fee to the amount of UGX 50,000. In the evaluator meetings with the SIYB trainers, they highlighted that the ToT duration was sufficient and allowed them to significantly improve their knowledge in the main business topics (staffing, record keeping, marketing, costing), communication skills and methods of adult learning, they feel more confident and empowered. At the same time, they mentioned that they experienced three major challenges. First, it was difficult for them to conduct SIYB trainings in the framework of the certification programme, as the trainees did not want to cover by themselves the costs for transportation and lodging. Secondly, they did not provide the follow-up services to trainees such as mentoring and did not undertake any post-training evaluation, which makes it difficult for them to assess the training outcomes. Lastly, trainers experience difficulties in terms of marketing of the training and ensuring that the young entrepreneurs are willing to pay the training fees. They also mentioned that the trainees would like to have certificate of completion of the training, which was not issued by the project.

c. Access to funds through SACCOs³³ and Centenary Bank³⁴

Youths in Uganda fail to start and manage their own business even after being equipped with hands-on skills because they lack financial knowledge to propel them forward. For that reason, the ILO established partnerships with financial institutions (eight local SACCOs and Centenary Bank) for ensuring the access of target group to affordable finance.

As evident from the desk review of documents and the interviews with SACCOs representatives, 5 SACCOs from the districts of Kampala, Jinja, Apac/Oyam and Kitgum, each targeting 200 youth and 3 SACCOs from the districts of Arua, Nebbi and Soroti each targeting 100 youth, were selected to pilot enabling young men and women access affordable loans and training on financial literacy through the BDS partners. Loans from SACCOs were provided to young entrepreneurs who, under normal circumstances, would not qualify for a loan since they have limited collateral or guarantee. The total of each revolving fund was either US\$36,000 or US\$18,000, and the total number of beneficiaries constituted 1,300 youth.

³³ Background information: Savings and credit cooperatives (SACCOs) are user-owned financial intermediaries with members who typically share a “common bond” based on geographic area, employer, community, or other affiliation and have equal voting rights. SACCOs are a type of co-operative whose objective is to pool savings for the members and, in turn, provide them with credit facilities. Other objectives of SACCOs are to encourage savings amongst the members and to educate them on proper financial and investments practices. Whereas in urban areas salary and wage earners have formed urban SACCOs, in rural areas, farmers have formed rural SACCOs. There are also traders, transport, jua-kali and community-based SACCOs.

³⁴ Background information: Centenary Bank is the leading commercial microfinance bank in Uganda, serving over 1.3mln customers countrywide through 58 branches and 130 ATMs. It is the partner of the Government of Uganda on the Youth Venture Capital Fund and with Kampala Capital City Authority (KCCA), all meant to enhance youth development in the country. Centenary is also the formal banking partner for more than 270 savings and credit cooperatives.

Table 3: ILO-YEF Youth Loan Fund

SACCO	Location	Duration	Revolving Fund amount	Target number of beneficiaries	Monthly interest rate	Average loan size, UGX	Duration months
Alukot	Apac/Oyam	07/2015-07/2016	\$33,670	200	2%	541,718	12
Nakanyonyi	Jinja	08/2015-12/2015	\$36,000	200	2%	564,972	12
All Saints	Kampala	10/2015-06/2016	\$36,000	200	1%	1,041,143	12
Kitgum	Lira	07/2015-09/2016	\$36,000	200	3%	960,938	12
Mafubira	Jinja	07/2015-09/2016	\$33,680	200	2.50%	347,222	4-12
Katine	Soroti	04/2016-12/2016	\$18,000	100	1.50%	678,723	6-12
Nyaravur	Nebbi	06/2016-12/2016	\$18,000	100	2%	987,500	6-12
Pangisa	Arua	06/2016-12/2016	\$18,000	100	2.50%	1,152,083	6
Total:			\$229,350	1,300	2%	784,287	9.25

The information gleaned from the 2017 Impact Assessment of ILO-YEF Youth Loan Fund revealed that the majority of loan recipients were youth between 24 and 35 years old, who have been trained on Start your business (SYB), received the loans in the amount varying from UGX 200,000 to UGX 3,000,000 and with monthly interest rate from 1% to 3% for the period from 4 to 12 months. The beneficiaries were engaged in a range of economic enterprises, including passion fruit growing, poultry, hairdressing, eating kiosks, retail shops, hotel supplies, mobile money, new and old cloth selling, charcoal selling, assorted drinks in rural areas, and boda-boda business in urban areas. In overall, the piloted lending model was successful. As per the requirement of the ILO, SACCO could disburse loan only after the youth passed the financial literacy training. As per the agreement, SACCOs were responsible for youth mobilisation and provision of venue for the training, while ILO covered the training costs, including fees of SIYB trainers, materials, stationery and meals. To receive a loan, the individual youth applicant has to be a member of SACCO and has a minimum 10% of compulsory savings from the amount of the loan approved.

<p>Basic features for the Youth Loan Fund:</p> <ul style="list-style-type: none"> ▪ Interest rates of 1.5% -2% per month ▪ Personal guarantors - members and non-members where possible ▪ Repayment period from 15 months to 24 months maximum ▪ Grace period of 3 months where necessary ▪ Fully paid-up members to access the loans ▪ Individual and group loans ▪ Maximum amount to be lent to an individual - UGX 2,000,000 	<p>Requirements for becoming SACCO's member:</p> <ul style="list-style-type: none"> ▪ Opening an account with SACCO – UGX 10,000 ▪ Buying of at least two shares of – UGX 20,000 ▪ Paying entrance fee of – UGX 11,000
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Based upon an analysis of the triangulated data, the Youth Loan Fund have a number of strength which contributed to its effectiveness, including:

- a) The amount of loan was limited to UGX 2,000,000, which made the amounts issued manageable and encouraged the youth to use this facility.

- b) The SACCO traditionally was in the loan management business as an entity. This automatically meant that the grant facility was accessible to members who are of youth age. This attachment to an institution which they call their own has made them more responsible and accounted as part shareholders in making them follow the grant stipulations.
- c) The Youth Loan Fund offered lower loan interest rates (minimal 12% per year), which were lower than SACCO's own loan facility (18% per year). This has made it easy for the repayments, as they are much friendlier.
- d) The ease of access to this facility can also be an attributive factor to its success. Once the requirements are met and condition hitherto fulfilled, this money can be accessed within a day or two. There is no bureaucracy from politicians and all applications follow the due process, regardless of the ones standing and shareholding.
- e) Most youth have other sources of earning that enable them contribute their own personal private money to complement the grant facility. This makes them have a great stake and interest in the business venture and very motivated to see it succeeding. They thus make it viable and turn a profit that helps them repay early and as per schedule, except for a few cases.
- f) Almost all youth which benefited from the grant scheme were above 'A' level educated and the majority are either recent graduates or first-time job holders or creators. This literacy level makes it easier for the beneficiary to comprehend what is desired of them and also to interpret the schedules of servicing the loan and to follow the business plan.

Nevertheless, there were some difficulties which were faced by SACCOs in terms of the financial administration and management of the grant scheme:

- a) The SACCOs lacked a follow-up educational and training mechanism that would adequately advise the youth, especially those with challenges.
- b) Borrowing in the SACCOs was mainly done by individuals and not by clusters or groups. This poses a challenge in that 'lone wolf' mentality sometimes lead those facing challenges with no peer oversight to help advise them or spur a sense of commitment and responsibly and also the spirit to persevere in the face of those emerging business challenges.
- c) The SACCOs operational costs were high, yet the interest rate was low, from which the turnover was expected to meet the administrative costs.
- d) Only 25% of supported SACCOs (Alutkot and Kitgum) used the Micro Banker software for monitoring loans performance, while the rest (75%) had the manual reporting system, which complicated the monitoring and evaluation of the youth performance.

Table 4: Main reporting forms used by SACCOs

Application form	Helps to express the willingness of a member to access a given loan amount
Appraisal form	Assesses the viability of the client to meet the loan obligations
Loan agreement	Binds the clients and the institution on the terms and conditions of the loan
Loan repayment schedule	Shows how much the client will be paying monthly
Loan disbursement register	Records loan disbursements for different clients
Payment voucher	Shows proof that the client received the money
Cash book	Contains cash receipts and payments
Aging report	Helps to track the daily, weekly and monthly performance of principal loan repayments and monitors default and compliance. It can be generated and prepared at the end of every week or month.
Loan tracking schedule	Shows the aggregate principle loans outstanding and how much has been paid, how much is in arrears and the total interest paid and prepaid
Monitoring/progress report	Explains the performance of the clients and whether the loan was not diverted and whether the clients keep records

As evident from SACCO's technical reports, the reporting templates provided by ILO helped them to track the loans and gauge the performance in repayment rates. At the same time, most of SACCOs reported that they lacked the monitoring equipment such as motorcycles, which would have allowed them to outreach youth especially in rural areas, and ease the monitoring part in the project implementation.

ILO has established a partnership with the Centenary Bank since the start of the YEF in 2012, as the youth segment is one of Centenary Bank's focus areas. The collaboration continued under the YEF-EU project.

It was a part of Centenary Bank's Corporate Social Responsibility financial literacy programme called CenteBusinessLife aimed at empowering businesses with excellent skills that enable them grow and manage their businesses and personal finances. The project both provided SIYB ToT for the staff of Centenary Bank from Communication, Loan and Customers Care Departments and supported the provision of the financial literacy trainings for youth. The project certified 21 trainers in SIYB from the Centenary Bank in 2015 - 2016. The youths received 3-day financial literacy training in costing, budgeting, managing family businesses, book keeping and marketing, among others, in 10 urban bank branches. The criteria applied by the bank for trainees' selection included age from 18 to 35, owner of the business, knowledge of English, education at least Senior 4 level and close location to the training venue. As per the agreement, Centenary Bank was responsible for youth mobilisation and provision of venue for the training, while ILO covered the training costs, including the fees of SIYB trainers, materials, stationery and meals. In total, 506 youths from Arua, Jinji, Nebbi, Mbale, Soroti, Kitgum, Gulu, Lira, Paidha, Makerere and Kampala have received financial literacy training between 2014 and 2016. The results of the telephone survey among the bank's trainees conducted in the framework of the internal mid-term evaluation showed that 83% of the respondents consider the training as useful, 11% somewhat useful and 5% not useful.

Table 5: Centenary Bank Records (2014-2015)³⁵

District	No trained	No of loans booked	% of trainees applied for a loan	Loan amount, UGX
Arua	25	10	40%	10,000,000
Gulu	32	12	38%	9,000,000
Jinja	34	3	9%	7,000,000
Kitgum	28	2	7%	1,000,000
Lira	32	12	38%	15,000,000
Makerere	40	2	5%	5,000,000
Mbale	30	4	13%	2,000,000
Nebbi	28	0	0%	0
Paidha	30	2	7%	500,000
Soroti	27	5	19%	20,000,000
Total:	306	52	17%	69,500,000

The trained youths operated businesses like carpentry, soap manufacturing, tailoring and crafts, dairy processing, salons, boutiques, furniture shops, boda-bodas, and printerries, among others. The analysis of Centenary Bank records advises that only 17% of the trained young entrepreneurs in 2014 - 2015 applied for a loan from the bank. More active youth were in such districts as Arua, Gulu and Lira, and the least active were in Nebbi and Makerere.

³⁵ Note: Bank's records for 2016 were not available for the evaluator

Basic features for the Centenary Bank Loans for Youth:

- Annual interest rate – 24% to 28%
- Repayment period from 12 months to 24 months maximum
- Individual and group loans
- Have an open account in the Centenary Bank
- Amount to be lent to an individual - UGX 100,000-UGX5,000,000
- Amount to be lent to a group – up to
- UGX 30,000,000

The interviews with representatives of Centenary Bank indicated that, in overall, the repayment rates for loans taken were good, i.e. no less than 75% each year. However, the evaluation interviews showed that the bank did not develop a proper tracking system to measure the effectiveness of the financial literacy trainings. The bank has just its overall recording system without indication in which training (if any) the client who received the loan participated. This creates difficulties for measuring the impact of the training programme and requires a separate research.

In overall, the bank representatives perceive the SIYB training package as effective; however, they consider that it lacks an important element, i.e. a tool like a financial manual, which will allow trainees after the training to track the profits/expenditures and which will serve as a benchmark for making proper evaluation of the training effectiveness by the trainers and/or the implementing partner.

The main challenges faced in implementation of Component 5 were, as follows:

Certification of SIYB trainers

- Difficulties in follow-up of the beneficiaries' situation after conduction of interventions by SIYB trainers;
- Training activities in rural districts were organised far apart from each other, which strained Master Trainers in terms of transport costs and adequate accommodation, thus making the follow-up exercise more expensive than was budgeted for;
- Delayed delivery of the training manuals by the BDS Providers Network affected the schedules of activities, as some had to be postponed;
- Difficulties in follow-up of the beneficiaries' situation after conduction of interventions by the majority of the trainers due to absence of funds.

SIYB trainings

- A significant number of participants were willing but unable to contribute towards training expenses and therefore did not benefit from the trainings;
- Some trainees expected funding for their business ideas after the trainings;
- Some trainees that had confirmed to attend trainings did not make it because of family obligations. This could account for the poor participation of females in some districts;
- Lack of knowledge of English by trainees in rural areas, which made it difficult for them to comprehend the training materials;
- Shortage of venues for conduction of trainings in some districts arising from many ongoing training activities by different organisations;
- Limited access to financial resources by youth to acquire the capital for business start-up.

Micro-finance institutions

- Lack of viable youth enterprises for funding led to low disbursement of funds by some SACCOs;
- SACCOs do not have much experience in proposal writing and business plan design to train the members on how to prudently structure their businesses, diversify and venture;
- Fragmented geographical nature of the borrowers' business locations coupled with limited staffing and human capital of SACCOs created challenges especially in terms of monitoring and evaluating of their businesses by SACCOs;

- Many borrowers/applicants have not had formal business plan writing experience, which posed a risk of the submissions of business ideas without proper calculations of the viability of business models;
- The majority of youth, though mainly literate, have no formal financial business reporting/training skills and thus did not submit their income and expenditure accounts in a structured way to enable sound evaluation by SACCOs;
- Delays in the fund release by the ILO.

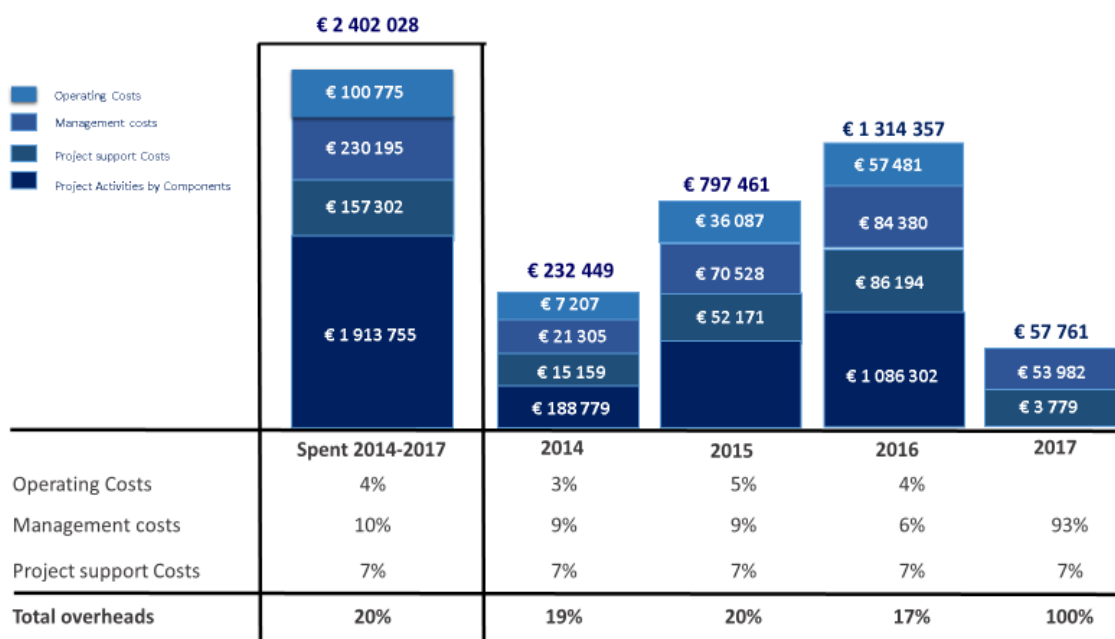
5.4. Efficiency of resources use

5.4.1. Cost effectiveness and timeliness

The YEF-EU project budget for the period May 2014 - November 2016 amounts to a total of EUR 2,962,422, while the actual spending equals EUR 2,344,267 as of February 28, 2017, i.e. the budget utilisation rate constitutes 79 per cent. The major donor was the European Union (EU).

There was a sound relationship between budget allocated and results achieved. The table below shows the budget allocation according to four main categories: project expenditures per component, management and evaluation costs, operating costs and project support costs.

Figure 7: Annual planned project expenditures per budget line



In reviewing the financial documents obtained from the desk report, the distribution of costs between 'Project Direct Costs'³⁶ and 'Other Costs'³⁷ amounts to 80 per cent and 20 per cent respectively.

The biggest allocations (67 per cent of the total budget) went for Component 5 'Access to BDS and Finance', and the smallest (3 per cent) to Component 2 'Promoting Entrepreneurship Education'. The rest 33 per cent was allocated for Component 4 'Youth to Youth Fund' (15 per

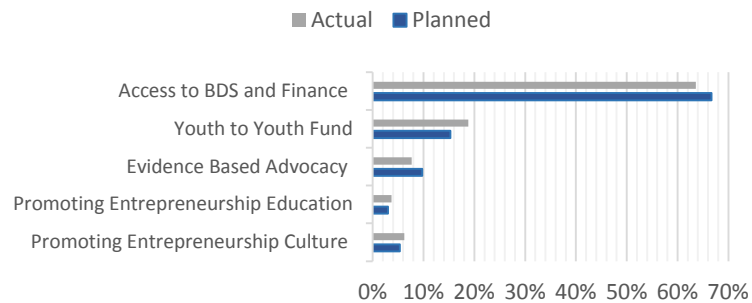
³⁶Direct costs include project expenditures per component.

³⁷Other costs include management and evaluation costs, project support costs and operating costs.

cent), Component 3 'Evidence-Based Advocacy' (10 per cent) and Component 1 'Promoting Entrepreneurship Culture' (5 per cent).

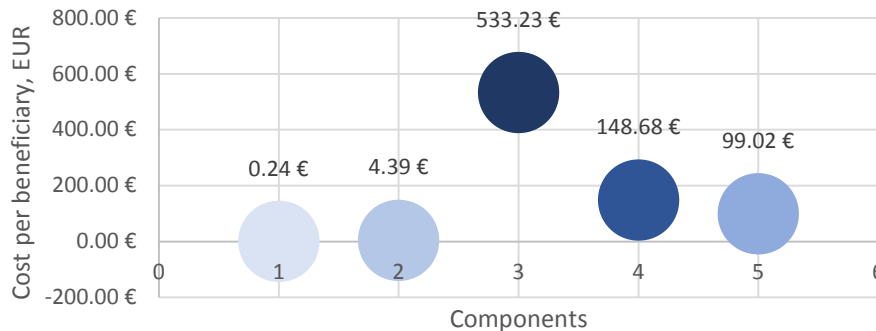
As evident from the financial reports, the budgets for Components 2 and 4 were fully utilised, while the budget was underspent under Component 1 (on 5 per cent), Component 5 (on 22 per cent) and Component 3 (on 36 per cent).

Figure 8: Budget allocations per component



The cost-effectiveness analysis shows that the cost-per-beneficiary ratio was the highest under Component 3, while the lowest under Component 1. This is so mainly due to the nature of the activities undertaken and the number of beneficiaries covered by the project.

Figure 9: Cost per beneficiary disaggregated by YEF project's components



The cost-efficiency of the project was ensured through provision of a number of sub-grants to the implementing partners for carrying out activities under different components, which allowed to reach a big number of beneficiaries at a relatively low cost.

Table 6: YEF implementing partners under different components in 2014 - 2016

Component	Year	Amount, US\$	Implementing partner
Component 1 'Promoting Entrepreneurship Culture'	2014	2,885	Kiwanika's Production Ltd
		26,992	Wizarts Media
	2015	11,750	Pasam Holdings (U) Ltd
	2016	15,483	Wizarts Media
Component 2 'Entrepreneurship Education'	2014-2016	70,298	NCDC
Component 3 'Evidence-Based Advocacy'	2015	19,150	IPSOS Ltd
Component 4 'Y2Y Fund'	2016	28,055	Advance Afrika
Component 5 'Access to BDS'	2014	16,650	Salex International Uganda Ltd
	2015	20,803	KULIKA Uganda
		3,162	Reign Group
Component 5 'SYIB'	2014	16,234	3 service providers
	2015	82,270	12 service providers

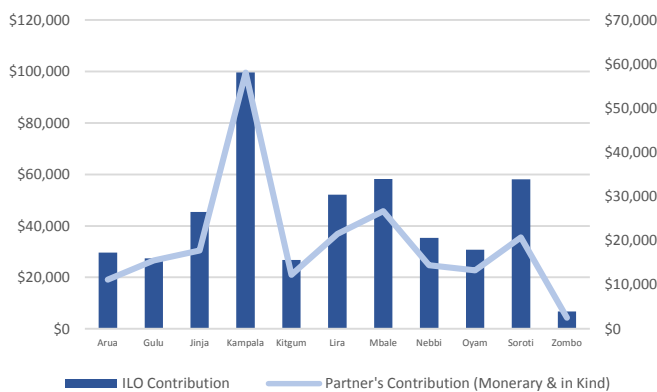
	2016	98,784	17 service providers
	Total:	409,631	

In addition, to complement the project’s resources, the YEF project team successfully established partnerships with ILO sister projects and implementing partners through cost-sharing arrangements and/or in-kind contributions from partners.

The YEF-EU project with other ILO projects active in Uganda in 2014 - 2016 and referred to in section Relevance (like UN Joint Programme on Population, Women Entrepreneurship Development and Economic Empowerment (WEDEE), and Work4Youth projects) cost-shared the office space, costs for utilities, security and office vehicle. Moreover, with WEDEE project, YEF cost-shared the costs of conduction the meetings of National Advisory Committee, which was the same for both projects in 2014 - 2015.

In addition, the project established partnerships with different organisations (private and non-governmental) under different components.

Component 4 - Y2Y Fund



Component 5 - SACCOs



The project provided grants to 62 youth organisations in 11 target districts. On average, the grant amount equals to US\$11,000. In total, YEF spent US\$ 469,886 for the Y2Y Fund grants. The partners’ contribution (in-kind or monetary - such as staff time, office space, office equipment, machinery used in training) was typically around 30 per cent.

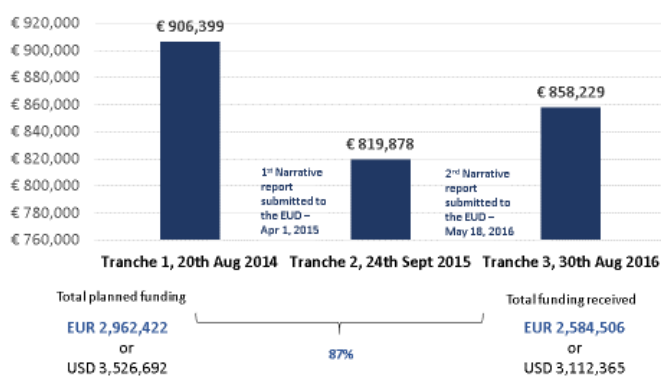
The project established partnerships with 8 SACCOs. The grants varied from US\$ 9,000 to US\$ 18,000. The total number of grants disbursed was to the amount of US\$ 114,675. SACCO’s contribution was the amount equal to the grant amount from YEF.

As a result of cost-sharing with the implementing partners and some savings from the exchange rate of EUR-USD, the project was able to revise some targets of the Logframe and increase coverage, particularly (1) increase in the number of the grants for youth-led organisations from 45 to 60 (output indicator 4.2) and increase in the number of employment opportunities retained or newly created for youth from 3,750 to 5,000 (impact indicator 1.1).

In line with the agreement, the budget was planned to be disbursed in four pledged amounts: per 30 per cent the first three tranches and 10 per cent the last tranche. At the time of the final evaluation, the donor disbursed 87 per cent of the total funding amount in three tranches, i.e. EUR 2,584,506 or US\$ 3,112,365. The last tranche was not disbursed by the donor due to the underutilisation of the

funds of the previous installments by the ILO³⁸. The disbursement of the first and the second tranches by the donor was done with delays, in particular by three months and four months respectively.

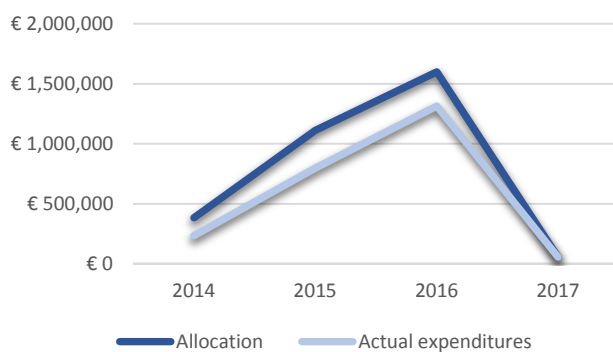
Figure 10: Funding disbursed by the EU during 2014-2016



The project team requested no-cost extension from the EUD to consolidate and tie up the activities under the different components; however, they met with refusal, because the no-cost extension request came less than 3 months before the project closure, i.e. on November 1, 2016.

Figure 10 displays the implementation rate, which constituted 61 per cent in 2014, 72 per cent in 2015, 82 per cent in 2016 and 100 per cent in 2017 (January-February).

Figure 11: YEF project implementation rate (in EUR)



The overall delivery rate for the period 2014 - 2017 from the planned budget constituted 79 per cent, while the utilisation rate of the total funds received by the project was 87 per cent.

The YEF-EU project had four (4) budget revisions in 2014 - 2016 and was a subject of the EU Expenditure Verification Mission in June-July 2016.

The first budget revision was requested in July 2014 for early recruitment of National Project Coordinator (NPC) and Financial and Administrative Assistant (FAA), i.e. from September 1, 2014 instead of planned January 1, 2015; the second revision was requested in August 2014 for some changes in the Workplan (reduction of entrepreneurship campaigns from 15 to 11 and postponing of the start date of some activities under Component 2 and 3); the third revision in December 2014 catered for the human resources (NPC and FAA) for the period January-May 2015, and the last revision in December 2015 was requested and the Addendum to the agreement was approved for endorsement of the changes of the Logframe, increasing the salary of national staff (NPC and FAA) and the rate for NPO, recruitment of a driver, increasing in rate for office rent, reducing rent for competitive grants, purchase of equipment for staff and covering cost of staff (NPC and FAA) for additional three months (December 2016 - February 2017).

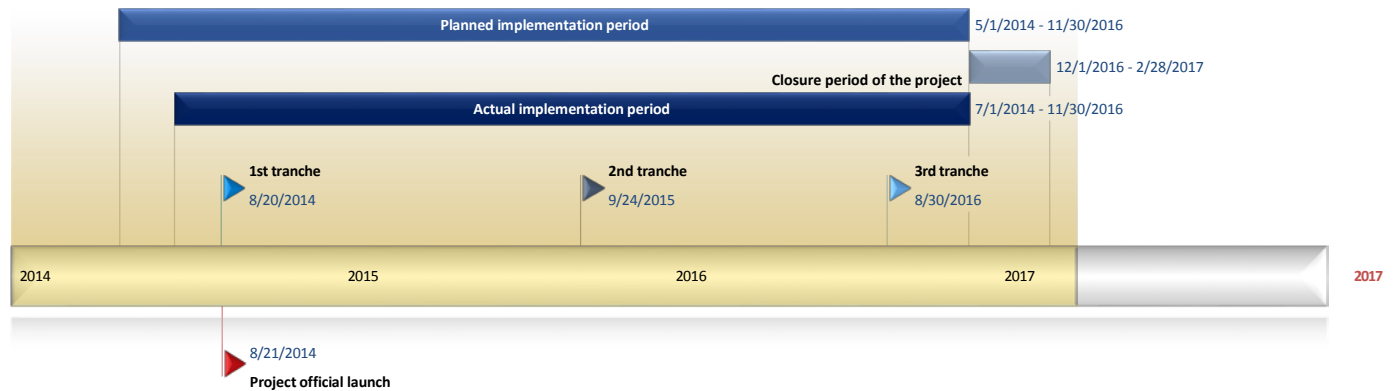
With respect to procurement, ILO rules and regulations have been in overall followed in order for the project to be cost-efficient. As evident from the results of the expenditure verification report prepared by the independent auditors, there were several aspects of internal control which have been overlooked by the project team, including obtaining of VAT clearance according to the ILO procedures,

³⁸ Note: In line with the EC rules, the implementing partner has to spend 100 per cent of the first disbursement, 100 per cent of the second disbursement and 80 per cent of the third disbursement in order to receive the last disbursement. As this threshold was not reached within the required timeframe partly because the second tranche was received by ILO from donor with some delays.

non-documenting in a formal report of the selection of grant beneficiaries and disbursement to the third parties for carrying out seminars not in accordance with the ILO procedures. Nevertheless, on the whole, the project has been implemented cost-efficiently, and project expenditures stayed within the budget.

The YEF-EU project suffered some delays in implementation, i.e. actual implementation was 28 months instead of 31 months planned.

Figure 12: YEF Project's Timeline



As evident from the desk review and the interviews with interlocutors, the main reasons for delays with project implementation were fourfold:

- (i) Delays in disbursement of the 1st and 2nd tranches of funds by the donor as a result of internal donor procedures and several rounds of receiving comments on technical reports submitted.
- (ii) Limited staff capacity in the field office between 2015 and 2016, which led to the delay in finalisation of the technical and financial reports in time, as well as the lack of the previous experience of collaboration with the EU as a donor.
- (iii) Delay in implementing some activities by some implementing partners, such as the National Curriculum Development Centre (NCDC).
- (iv) Different level of institutional development of the implementing partners.

5.4.2. Monitoring and Reporting

The National Project Coordinator was responsible for M&E within the YEF-EU project. The strong aspect of the project M&E system is that the YEF-EU project used the Logframe as a management tool in its programming. The Logframe was updated regularly on annual basis. This could be seen as a good practice that should be continued by ILO in similar future projects, as it allowed for making an assessment of the project achievements under each component and, if necessary, to make timely adaptation of work plans and priority interventions. For proper tracking of the information on the level of achievement of output and outcome indicators, the project developed a Monitoring Scorecard, which contained data disaggregated by sex under each component. At the same time, the project did not have a separate M&E plan, which would point out the type of M&E tools to be used, the frequency of data collection for each indicator, and specify the responsible parties for collecting the data and how the collected data will be used. For such scale of the project and with such big number of implementing partners, the existence of M&E plan is crucial, as it influences the quality of reporting of the activities undertaken by the partners under the different components.

The M&E system of the YEF-EU project was organised in the following way:

Component	Type of M&E
Component 1	Implementing partners: <ul style="list-style-type: none"> ▪ Baseline study on knowledge, attitudes, behaviours towards entrepreneurship among youth in target districts ▪ End-line survey of 'Dare to Dream' media programme ▪ Progress reports
Component 2	NCDC: <ul style="list-style-type: none"> ▪ End-line Monitoring of Entrepreneurship Education in BTVET institutions ▪ Progress reports
Component 3	ILO: <ul style="list-style-type: none"> ▪ Workshop report on Evaluation Clinic ▪ Impact assessment of Youth Loan Fund
Component 4	ILO: <ul style="list-style-type: none"> ▪ Database of Y2Y Fund applicants in Excel ▪ Periodic grantee monitoring support visits, sometimes jointly with the donor³⁹ and Advance Afrika Advance Afrika – implementing partner in 2016: <ul style="list-style-type: none"> ▪ Monitoring visits to grantees organisations ▪ Mentorship (formal and peer to peer for technical mentor monitors and supervisory for grantees organisations) ▪ Advancin reporting system ▪ Mid-term and final progress reports Youth-led organisations: <ul style="list-style-type: none"> ▪ Mid-term and final project reports ▪ Expenditure reports ▪ Home visits to beneficiaries ▪ Follow-up visits to beneficiaries
Component 5	ILO: <ul style="list-style-type: none"> ▪ Impact assessment of SIYB programme under YEF-Danida (June 2014) ▪ SIYB Database ▪ Follow-up assessment of trainees of SIYB training programme Implementing partners: <ul style="list-style-type: none"> ▪ Baseline business opportunities survey in target districts ▪ Progress reports Individual trainers: <ul style="list-style-type: none"> ▪ Trainer End of Training Reports
Overall	Internal mid-term evaluation and external final evaluation

The strong aspect of the YEF-EU project M&E system is that under the 5 components, the project undertook the baseline and endline studies. Nevertheless, the effectiveness of M&E system varied depending on the component. Most of the components have good quality of the M&E system, for instance the Y2Y Fund and SIYB database.

The quality assurance of progress reports submitted by implementing partners under different components was insufficiently monitored by the project team. On the one hand, the progress reports contained information on the main activities undertaken, the number of beneficiaries targeted disaggregated by gender, the challenges faced, the lessons learnt and recommendations. On the other hand, the information provided, in many cases, was too general, which does not allow for drawing a conclusion about the performance. The examples include: (1) absence of unified template for success

³⁹ Note: Monitoring visits to the Y2Y Fund grantees organisations from Jinja, Mbale, Soroti, Gulu, Kitgum and Nebbi districts were done jointly by ILO and the EU representative between February and April 2015.

stories of grantees organisations and beneficiaries under Components 4 and 5; (2) unsystematic collection of photos from events organised by the implementing partners (like SIYB trainings, technical trainings for youth groups by implementing partners); (3) absence of analysis of effectiveness of conducted trainings by SIYB trainers (like feedback forms from the trainees, level of improvement in trainees' knowledge and skills, information on the topics of developed business plans by trainees) and (4) absence of information about activities planned, but not undertaken with explanations of the main reasons. In addition, there were poor monitoring and reporting procedures between ILO and the SACCOs, which prevented from making proper assessment of SACCOs work and the loan performance (i.e. disbursement rates, loan repayment rates, total revenue of interest). Moreover, the project undertook only one SIYB follow-up survey instead of two initially planned due to delays in the project implementation and the plan to undertake it during the no-cost extension period, which was not granted by the donor. Nevertheless, the good practice in terms of reporting was demonstrated by Advance Afrika, which used a computerised system that supported the reporting process called Advancin and also provided collaboration platform for Y2Y Fund grantees.

In terms of selection procedures of beneficiaries under Component 4 and 5, they have been done in the following manner:

Component 4					
Year	August 2014	March 2015		July 2015	
Thematic window	Creation and promotion of green business enterprises	Promotion and/or development of and business opportunities for young women and people with disabilities as a means to create employment		Creation and promotion of business enterprises for young people with disabilities	
Target districts	Kampala, Jinja, Mbale, Soroti, Gulu, Kitgum, Lira, Oyam, Nebbi, Zombo and Arua	Kampala (all Divisions), Jinja, Mbale, Soroti, Gulu, Kitgum, Lira, Oyam, Nebbi, Zombo and Arua		Lira, Oyam, Gulu, Kitgum, Nebbi, Zombo and Arua	
Eligibility criteria	Registered non-governmental, nonpartisan, not-for-profit youth-led organizations	Project manager must be a young person between the ages of 18 and 30	Co-funding min 25% of the requested grant amount	Grant amount: US\$5,000 to US\$10,000	Project duration: 12 months
Selection criteria	Primary		Secondary		
	Innovativeness Demonstrated relevance of the proposed solution Market Potential Ownership by the beneficiaries Replicability		Implementation Potential Sustainability Partnerships Developed		
Procedure	Step I: Selection of the most innovative proposals Step II: Verification of the eligibility of the organisation and the proposal, and ensuring implementation potential Step III: Interviews, participation in proposal writing workshop and final selection of grantees				
Component 5					
Selection criteria	Trainers: Business Development Services (BDS) providers and external consultants/ target districts/payment of training fee for ToT/organisation of 1-2 SIYB trainings for youth		Trainees: Young men and women between 15-35 years of age involved in emerging and established enterprises/ target districts/co-funding (transportation, lodging, meal)		

The selection of Y2Y Fund grantees was done by an Independent Committee composed of members of the National Advisory Committee (ILO and tripartite constituents). The members of the Independent Committee consolidated their results in an Excel worksheet together with their individual score sheets. These individual score sheets were used by the project to assign the grant awards to the selected youth organisation; however, the project would benefit of formalising the decisions and recommendations of the Independent Committee in a formal report.

The reporting of the ILO (within the organisation and to the donor) has been in accordance with the agreed formats and time-frames. In total, 3 progress reports were prepared (2 annual and 1 final). The information gleaned from the desk review of project's narrative progress reports shows that the progress reports were very short and did not contain the sufficient level of details of the activities undertaken under each component by the different implementing partners. For instance, the reports did not contain the description of the way of selection of Y2Y fund grantees or participants of SYIB training programme both trainees and trainers, the results of monitoring visits undertaken to grantees or follow-up of SYIB trainers organised in the framework of certification programme, the capacity-building activities of the implementing partners, the results of the work undertaken by each implementing partner during the reporting period, as well as the challenges faced under each component, although this information was collected. In addition, the feedback of donor received during this evaluation shows that, in overall, the donor was not satisfied with the quality and accurateness of the ILO reporting. The positive aspect, however, is that the reports contained sex-disaggregated data.

As evident from the document review, the project did not have a well-established documentation system, like repository of reports prepared by all implementing partners under each component, success stories, documentaries, photo-gallery generated from the program and its partners. The internal mid-term review was undertaken at the end of 2015; however, it was not finalised until in May 2016, leaving almost no time for the project team to make a proper implementation of recommendations.

5.4.3. *Visibility*

The YEF-EU project team paid insufficient attention towards ensuring good visibility of the YEF-EU project in spite of developing a project communication strategy in a participatory way⁴⁰. On the one hand, ILO used a variety of communication tools to raise the awareness about the project's activities, including YEF web-based resource site (www.yef africa.org), with a Uganda-specific page, social media (Facebook, Twitter, YouTube), organisation of entrepreneurship promotion awareness campaigns, conduction of entrepreneurship TV series on national television, production of videos about Y2Y Fund and knowledge-sharing events, participation in TV talk shows (WBSTV and 44 TV channel) and launching of the 'She Means Business Entrepreneurship Summit', development and distribution of publications (news flashes, newsletters, brochures and flyers, press releases, analytical reports) and allocation of separate budget for visibility in line with the EU rules⁴¹. On the other hand, the media analysis showed that the project only implemented the developed Communication Strategy partly. There were in total 7 articles about the project in two leading national wide newspapers like Daily Monitor and New Vision in 2015 - 2016. The project's collaboration with SACCOs was not at all highlighted in any online media sources. Limited information was provided about the project's collaboration with the Centenary Bank (just one article as of October 2016 both at the bank's web-site

⁴⁰ Background information: A two-day communication sensitisation workshop was conducted on October 30-31, 2014 for ILO staff and key project partner organisations (Uganda Police, Ministry of Gender Labour and Social Development, Federation of Uganda Employers, the Central Organisation of Free Trade Unions, the National Organisation of Trade Unions, National Curriculum Development Centre, European Union, Uganda National Youth Council, BDS network, Centenary Bank, Straight Talk Foundation, Huyslinc Initiative, WIZARTS Media).

⁴¹ Note: In overall, 2.7 per cent of the total project budget was allocated for project's visibility, while 2.2 per cent was utilised in particular for printed materials (brochures and flyers), newspaper announcements and advertisements, promotional programmes, awareness seminars, media briefings, as well as modern platforms such as social media and internet based platforms (websites, blogs, Facebook, Twitter).

and Daily Monitor newspaper) and BDS Providers Network. No information was found in the online media on the ILO YEF-EU project collaboration with the social partners. The information on the supported the Young Employer of the Year Awards 2015 and 2016 has been mentioned just at the FUE website. The results of the work on SIYB training programme supported by the EU and implemented by the ILO with the support of a number of implementing partners are not available online, either. The project has not undertaken the media coverage in the local newspapers of the entrepreneurship awareness campaigns conducted in 11 target districts. The data on the number of brochures and flyers printed and distributed were not reported in the project progress reports.

The YEF web-based resource site (www.yef africa.org) with a Uganda-specific page has been inactive since March 2017. Some information about the project was placed on the ILO Uganda web-page; nonetheless, no such resources as publications, video, success stories, knowledge sharing events can be found there.

The analysis of the social media presented in Table 7 shows that the different type of information about the project was placed on social media, but the number of subscribers of Twitter and YouTube was quite low in comparison with the number of beneficiaries targeted, while the number of Facebook followers was much higher; however, this is so, as the Facebook page was started by ILO since the implementation of the previous phase of the YEF-Danida project.

Table 7: Analysis of the social media of the YEF-EU project

Type of social media	Coverage	Type of information uploaded
EU/YEF Twitter (EU_YEFUG)	Opened in November 2014; 89 tweets and 36 followers	<p><u>Videos on:</u></p> <ol style="list-style-type: none"> 1. Y2Y Fund Award Ceremony 2015 2. Knowledge Sharing Expo 2015 3. Pakasa Entrepreneurship camp 2015 4. ILO EU Knowledge sharing and Youth Projects Exhibition 2016 <p><u>Publications:</u></p> <ol style="list-style-type: none"> 1. Calls for Green business competition 2. Monitoring Visits Y2Y Grantees as of February 2016 3. Y2Y Fund Calls of proposals 2015 4. Y2Y Award Ceremony, Show case and Exhibition 2014 5. News Flash (August, October, November 2014)
EU/YEF Facebook page (Youth Entrepreneurship Facility)	Created in October 2012; 1,331 followers	<p><u>Videos on:</u></p> <ol style="list-style-type: none"> 1. Y2Y Fund 2015 2. Y2Y Fund 2016 3. Success stories of SIYB 2016 4. YEF Knowledge Sharing Events in 2016 <p><u>Publications:</u></p> <ol style="list-style-type: none"> 1. SIYB Implementation Guides 2. ILO Market Assessment Report Success Stories 'Unleashing Youth Entrepreneurship in Uganda' 3. YEF-EU SIYB Follow Up Survey Report 4. Monitoring Visits Y2Y Grantees as of February 2016 5. Newsletter for 2014-2015 6. Calls for Green business competition 2016
YEF Uganda (YouTube Channel)	11 subscribers	<p><u>Videos on:</u></p> <ol style="list-style-type: none"> 1. Knowledge sharing and Youth Projects Exhibition 2016 2. Knowledge Sharing Expo 2015 3. Pakasa Entrepreneurship camp 2015 4. Awarding Round 2 - Y2Y Fund winners 2015 5. Y2Y Fund 2015 6. Eight 'Dare to Dream' TV programmes 2015 7. ILO Director General visit to Entrepreneur in 2015

5.5. Effectiveness of management arrangements

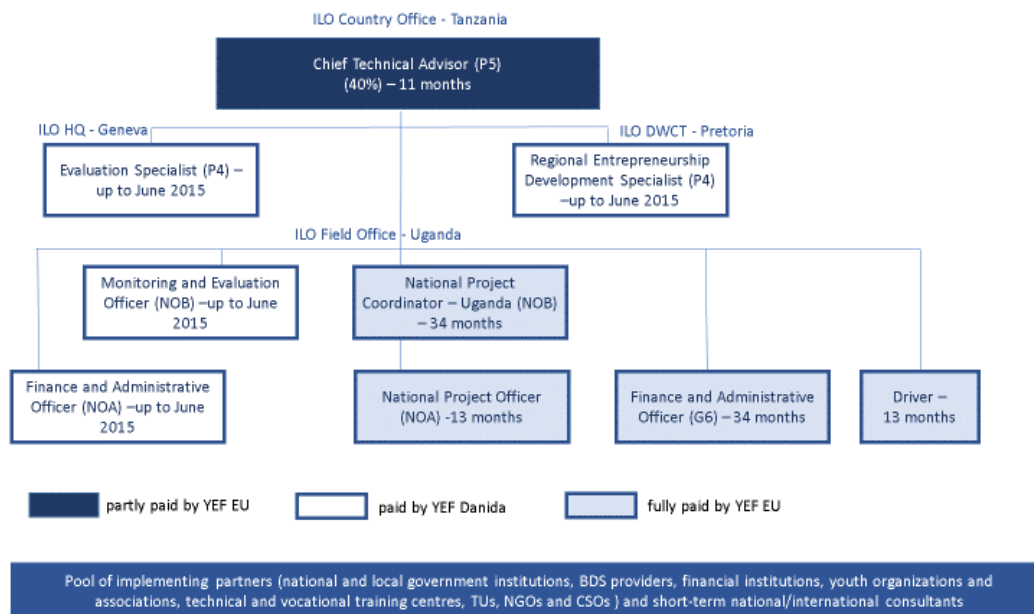
5.5.1. Project Management and Governance

The final evaluation explored both internal and external management arrangements through meetings and interviews with ILO administrative staff, as well as in discussions and interviews with the counterparts.

The YEF-EU project was administered through the ILO Uganda Field Office and was overseen by the Chief Technical Advisor (CTA), reporting to the Director of the ILO office for Kenya, Rwanda, Tanzania and Uganda, based in Dar es Salaam, Tanzania. The CTA was based in Tanzania and is supposed to be assisted by a team of three national staff in Uganda (a National Project Coordinator (NPC), a National Project Officer (NPO), a Finance and Administration Assistant (FAA).

The technical backstopping was provided by the ILO Decent Work Team in Pretoria, the ILO's Small Enterprise Unit (EMP/SEED), and the Youth Employment Programme in ILO Geneva.

Figure 13: The YEF-EU Project Management Structure



In overall, the project management structure was only partly effective due to the lack of staff given the project's scope and coverage, but it allowed for reaching sustainable and meaningful results. The roles and responsibilities within staff members were clearly defined. The CTA was responsible for the overall project coordination and approval of progress and financial reports submitted to the donor, while the national field staff was responsible for the project implementation. Initially, the CTA was responsible for three projects, i.e. the YEF Danida regional project up to June 2015, the Women Entrepreneurship Development and Economic Empowerment (WEDEE) project and the YEF-EU project up to December 2015. The CTA moved to the Employment Specialist position in January 2016; however, it continued to provide backstopping support to the field staff. The salary of CTA came from another sister projects, while CTA operational costs were covered by the YEF-EU project. The NPC was the same for YEF-DANIDA and YEF-EU projects. The national project staff was supported by a number of implementing partners under Components 1, 2, 3 and 5.

In line with ILO rules, the optimal organisational structure for the project is one NPO per a funding of the project of US\$1mIn. The YEF-EU project had a funding of about EUR 3 mln; however, initially it was supposed to have just a NPC and a FAA. The project team requested approval from the donor of the additional national staff member, i.e. a full time NPO to assist in coordinating the project for part of Year 2 and the whole of Year 3. ILO hired an NPO in 2015; nevertheless, the person worked for 2 months only (October-November 2015) and left the project to pursue a career in politics. Afterwards ILO tried to hire another NPO, but faced difficulties due to inability to offer twelve months' contract because of annual project budgets that were affected by delays in funds disbursement. The effective solution was found by the project team, i.e. ILO hired a consultant to act as an NPO for 2016, but on the consultant type of contract instead of fixed term staff contract. In addition, an implementing partner, Advance Afrika, was hired for 2016 to support the implementation of Component 4. All that allowed for releasing a lot of pressure from the NPC.

The YEF-EU project team received adequate administrative and technical support from the thematic units at the ILO HQ and ILO DWT/CO Pretoria, a particularly long-standing collaboration was formed with the Small Enterprise Unit and the Youth Employment Programme (technical support in the implementation of Component 3 and Component 5) and ILO DWT for Eastern and Southern Africa and Country Office for South Africa, Botswana, Lesotho and Swaziland (quality assurance of progress reports). Moreover, the directors of the ILO Country Office for the United Republic of Tanzania, Burundi, Kenya, Rwanda and Uganda visited Uganda in 2015 and 2016 and held meetings with the project stakeholders and the donor.

In the interviews with the GoU and the social partners' representatives, they advised that the YEF-EU project was professionally implemented, conformed to their requested inputs, and was responsive to information requests. Nevertheless, the interviews with donor representative indicated that the project team lacked pro-activeness in the communication with the donor and they had higher expectations in terms of keeping the donor informed about the project progress, following-up on the provision of ad hoc information requests and expected greater involvement in project implementation, such as participation in selection of Y2Y Fund grantees. The evaluation interviews with the project team showed that the difficulties in terms of establishing a closer partnership with the donor lay in the fact that there had been four different task managers from the donor, which had affected the consistency of prioritising technical feedback to reports and back stopping of the ILO activities.

The work and deliverables of the implementing partners under each component were perceived as of good quality by the interviewed stakeholders. Nonetheless, the project experienced difficulties with the implementing partner (NCDC) under Component 2, in particular, delays in implementation of the planned activities under this component (revision of BTJET entrepreneurship curriculum) due to the need to involve various stakeholders in the process such as UNEB, UBTEB and relevant departments in the Ministry of Education and the selected BTJET institutions beyond NCDC.

In terms of governance structure, it was represented by the National Advisory Committee (NAC) composed of Ministry of Gender, Labour and Social Development (MGLSD), Central Organisation of Free Trade Unions (COFTU), Centenary Bank, Enterprise Uganda, National Curriculum Development Centre (NCDC), Economic Policy Research Centre (EPRC), Advance Afrika, Straight Talk, Educate! Uganda, European Union, ILO, BDS service provider Network and Uganda Police to provide overall strategic guidance for smooth implementation and to achieve the stated objectives of the project. The YEF-EU project had one NAC for several projects implemented in Uganda by ILO in 2014 - 2015, i.e. YEF-Danida project and WEDEE project, which allowed for ensuring cost-efficiency. The Ministry chaired the project NAC, which allowed for ensuring ownership. The NAC meetings were scheduled three times a year, that is, every four months. In fact, only 4 NAC meetings (November 2014, March

and November 2015, October 2016) took place between August 2014 and November 2016, and the donor (EU) participated in two NAC meetings. The interviews with partners confirmed that all the minutes of the meetings were prepared timely and shared by the YEF-EU project among NAC members. The majority of the interviewed counterparts perceived the project governance structure as moderately effective, as more frequent meetings were required to ensure a better project phase-out.

5.5.2. Partnerships and Cooperation

The project demonstrated respect for the importance of stakeholder participation and actively sought stakeholders input through structured periodic meetings and consultations.

ILO has been very successful in developing working and systematic partnerships with the tripartite constituents and other stakeholders such as Wazalendo SACCO, UPDF Spouses Desk and Uganda Police on the national level, while insufficient direct collaboration was established with the local governments in all targeted districts, which are critical for ensuring operationalisation of the national policies and their implementation on the local level. The project also failed to establish cooperation with other existing programmes (the Northern Uganda Youth Development Program (YDP) implemented by VSO, the Northern Uganda Youth Entrepreneurship Program (NUYEP) implemented by Enterprise Uganda and CATALIST-Uganda programme implemented by the International Fertiliser Development Center) in line with the recommendations of the 2014 baseline business opportunities assessment.

Gleaned from interviews with the grantees of the Y2Y Fund, they executed their projects in a consultative/participatory manner with the local authorities, which contributed significantly to the successful project implementation. In addition, the local implementing partner, Advance Afrika, built synergies between the Y2Y Fund with its other project supported by the EU delegation to Uganda which partly focuses on the economic empowerment of ex-prisoners.

5.6. Inclusiveness

Gleaned from the desk review documents, the YEF-EU project involved only the Ministry into the design of the project, while it conducted consultations with the social partners, the local BDS providers and CSOs just on the stage of project implementation. Beneficiaries and stakeholders were consulted through the baseline studies at the very beginning of the project implementation. In 2014, the project conducted two baseline studies. The first one was conducted in March-April 2014 to understand the

Examples of established partnerships with local authorities by youth-led organisations of the Y2Y Fund

Action for Humanity Initiative Organisation, project 'Improved Affordable Energy Saving Stoves for Job Creation', Kawaala I Village, Kasubi parish, Rubaga Municipality, Kampala district

We developed relationship with Rubaga Municipality, more specifically the office of the Community Development Officer, which we believe will be useful to support youth initiatives once they show success and interesting in developing themselves.

AYODEN, project "Youth with Disability in Greenhouse Organic Farming", Pakwach Town Council, Pakwach Sub-county and Panyango Sub-county, West Nile

The project has exposed the beneficiary groups to the Local Government level programs they can benefit from, such as Youth Livelihood Programme, Community Demand Development and special fund for people with disability. Some of the sub-county Local Government officials or leaders, such as the LCIII Chairperson, Pakwach Sub-county, committed to giving priority to these beneficiary groups in terms of small grant support through the existing government programmes.

Youth Development Organisation, project 'Tomato Value Addition'

The involvement of area member of parliament and sub-county counsellor, among others, who have provided extra support towards the success of the project – provision of free seeds to the beneficiaries, made mobilisation, community sensitisation and awareness of the project very easy.

knowledge, attitudes and behaviors towards entrepreneurship among the youth in the targeted 11 districts, whereas the second one was undertaken in July-November 2014 to assess the business opportunities and access to markets. The review of the project documents and the interviews with the project team show that the project used the recommendations of the first baseline study to design the entrepreneurship awareness campaigns. The second baseline study identified 12 major recommendations. The analysis of the project documents demonstrates that the project team followed them partly. The critical recommendations which have not been implemented include (1) signing of Memoranda of Understanding with institutional markets for the provision of sustained windows of market access for youth, and (2) formation of savings and investment club for growth-oriented enterprises. In addition, the project team did not undertake a sufficient number of research studies to determine the value-adding products. The training needs assessments were also conducted among trainees prior to the conduction of SIYB trainings and ToTs to learn about expectations and adjust the trainings accordingly. The project team and the implementing partner undertook monitoring visits to the Y2Y Fund grantees to receive feedback from the beneficiaries regarding the challenges faced and the support required in order to ensure the implementation of the grants.

ILO tried to involve different categories of beneficiaries - not only youth aged 18-35, but also young people living with disabilities and HIV/AIDS. This was done through the Y2Y Fund. In total, the project disbursed 15 grants to PWDs.

Example of learning tailoring, graphics design and embroidery for PWDs, implemented by the Help Disabled Children Excel, Nyaravur Sub-county, Nebbi District



The project also promoted combatting with HIV and AIDS by embedding HIV and AIDS awareness messages into its meta-level advocacy campaigns, and by mainstreaming HIV and AIDS into market place interventions, introducing HIV/AIDS in the SME workplace training module into the Start and Improve Your Business training package. The evaluation interviews with the MGLSD confirmed that this work was greatly appreciated and was seen by the Ministry as very valuable.

In terms of gender, the ProDoc contains a sub-section 'Gender Equality' specifying an overall approach of the project towards gender mainstreaming and establishes specific targets on the impact level in terms of job creation for women, in particular at least 40% of the jobs created are expected to be for young women, and at least 30% of the businesses started or expanded will be owned and/or managed by young women. However, the gender sensitivity of the project was not clearly stated for the different components on the output and outcome levels and the effects of the project on gender relations and its contribution were not regularly analysed as part of the regular reflection processes; therefore, the gender balance was not achieved by the YEF-EU project.

Figure 14: Share of female beneficiaries of YEF-EU project disaggregated by project component

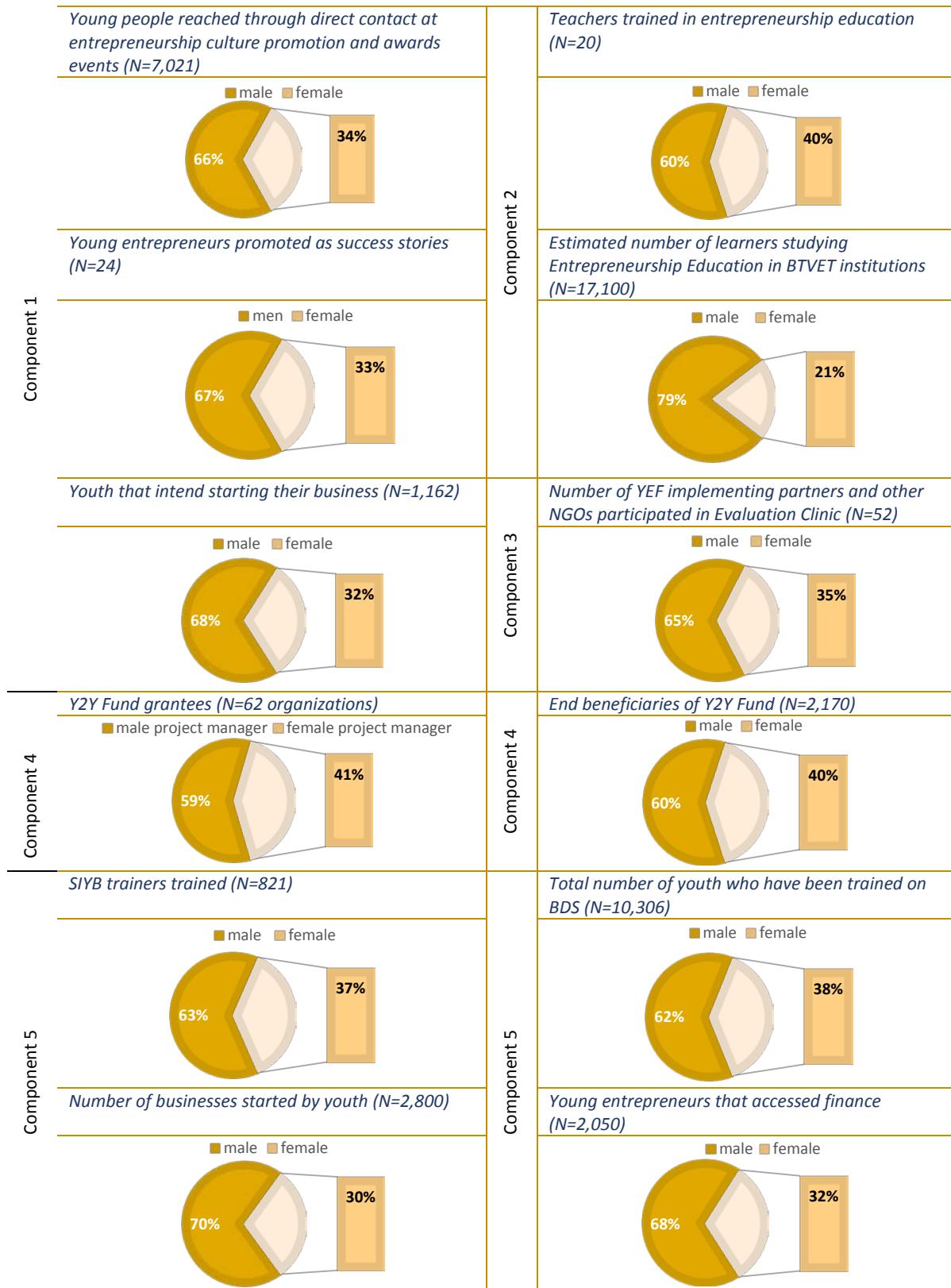


Figure 18 suggests that the overall women participation in the YEF-EU project was at the level of 34%, with the highest under Component 4. The project impact indicator in terms of the businesses started/expanded by young women was fully reached, while the achievement of the other impact indicators on the number of jobs created for young women is not feasible to assess due to the lack of data. At the same time, as evident from the results of 2014 census, Uganda's population between the productive age of 14 and 64 is slightly over 18mln, with 58% of this population group being unemployed, the majority of which are women (65.2% or 11mln)⁴². Taking into account the country context as well as the ILO Policy on Gender Equality and Mainstreaming⁴³ which states that mutually-reinforcing action to promote gender equality should take place in substance and structure in all ILO interventions, the project had to put more focus on addressing the issues of gender equality both in its design and implementation.

5.7. Impact orientation

In the interviews with the project's counterparts and stakeholders, it was universally agreed that the YEF-EU project was an important initiative which allowed for promoting the principles of sustainable enterprises and decent work for all with a focus on youth and for creating new businesses and jobs in Uganda. The project demonstrated a number of positive short-to-medium term impacts under each component, although a relatively small number of districts was covered and youth reached in comparison with the existing demand.

Component 1: Promoting Entrepreneurship Culture

As evident from the impact assessment of the TV series on promoting of entrepreneurship culture on changes in attitudes and perception towards business as livelihood strategy among young men and women, of the 1,162 respondents interviewed, 65% had watched an entrepreneurship programme; 30% had started businesses based on the information they had received from the 'Dare to Dream' TV programme, and 17% used the knowledge acquired to improve their business. In overall, the project exceeded the outcome target by 20%, as there was a 30% increase in the share of young people who consider starting their business as a livelihood strategy of choice vs 25% initially planned.

Component 2: Entrepreneurship Education

The YEF-EU project made a significant contribution to the improvement of the process of delivering technical and vocational education in Uganda from the educational and business perspectives. The amended BTVET curriculum for certificate level allows for achieving one of the objectives of the reform of the education system in Uganda, i.e. the change from the colonial system that was developed mainly to enable one to take up a job in an already established organisation to a system that can promote personal talents, creativity and innovations. Uganda has rising trend of youth unemployment due to the high rates of labour force growth at the 4.7% per annum and insufficient employable skills (i.e. youth possess skills that are not compatible with available jobs). Consequently, the GoU cannot create jobs and employ all graduates. Therefore, the provision of entrepreneurship education for youth at the BTVET institutions, on the one hand, will provide youth with skills and competences required in the business industry, and, on the other hand, will enable them to become self-reliant and productive members of the society. The estimated number of learners in the country which will be studying Entrepreneurship Education is 17,100 per annum. In spite of the important first step undertaken by the project, in the view of the NCDC representatives, the revision of only the entrepreneurship curriculum at the National Certificate level created a gap for the National Diploma level, which is

⁴² http://www.newvision.co.ug/new_vision/news/1420713/census-unemployment-biting-hard#sthash.uxRc7qsG.dpuf

⁴³ <http://www.ilo.org/gender/Aboutus/ILOandGenderEquality/lang-en/index.htm>

important to close as well. In addition, due to delays with the revision of the module, the curriculum was only rolled out to be taught to all second-year students of certificate courses in BTVET institutions in February 2017 and the project was not able to hold a follow-up survey to determine the increase in the share of school leavers that intend to start their own business, as planned.

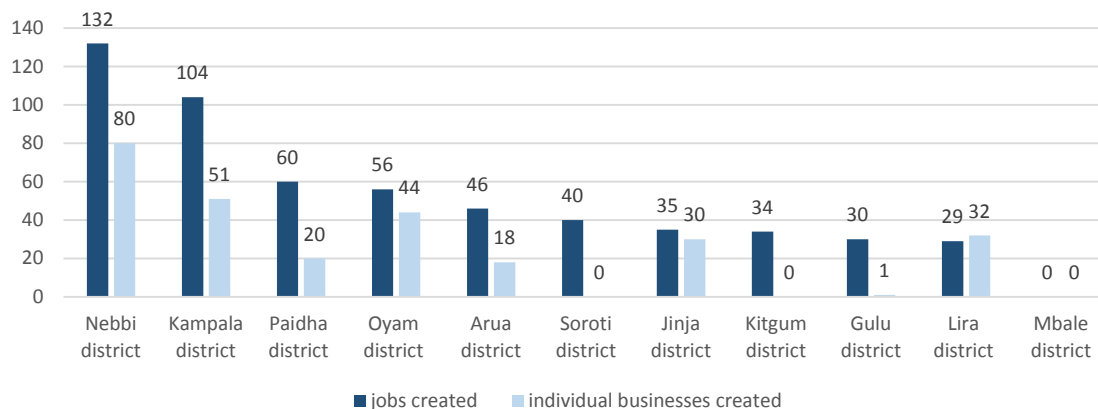
Component 3: Evidence-Based Advocacy

ILO in the framework of the YEF-Danida project undertook a number of evidence studies to provide the policy makers and promoters with evidence-based information or resources to aid the decision making, resource allocation and design of relevant youth employment policies and programmes. ILO worked particularly with the EPRC, which is a research organisation that is partly funded by the government and hosted by Makerere University. In the previous project, EPRC conducted a contextual analysis 'Youth Entrepreneurship in Uganda: Policy, Evidence and Stakeholders' and drafted the 'Policy Influence Plan' to increase the likelihood that the evidence on youth entrepreneurship in Uganda is used in decision-making processes. In addition, ILO conducted the impact assessment of the SIYB programme. These studies were used by the YEF-EU project and their findings became the basis for the revision of the Uganda National Youth Policy and Action Plan. The Cabinet of Uganda approved them in September 2016. The revised Policy and its Action Plan provide a framework for multi-sectoral approach to youth programming in Uganda. The project also supported the development of the simplified version of the Policy so that it can be easily understood by youth and local leaders. Nevertheless, the project achieved the set target only partly, as it was supposed to approve at least two youth employment policy recommendations using reliable evidence-based evaluations.

Component 4: Youth to Youth Fund

The supported projects by the Y2Y Fund generated a great impact on the ground for young entrepreneurs and marginalised youth with disabilities. Through the Y2Y Fund, the capacity of youth-led organisations was strengthened, the beneficiaries' mindsets were changed, the technical capacity of beneficiaries was reinforced (in such areas as agribusiness, veterinary, organic farming, tailoring, hand briquette making, etc.) and most of them started small businesses. As evident from the final report of Advance Afrika, the capital granted to the youth groups allowed to create 566 jobs and started businesses by 276 individuals in 11 target districts.

Figure 15: Jobs created and individual businesses started by Y2Y Fund grantees (N=44)



Source: Final Report of Advance Africa, November 2016

Moreover, the Y2Y Fund encouraged youth to start their businesses through the group approach, considering the opportunities of resources from other service providers such as the government, the financial institutions and other non-governmental organisations. The interviews with youth-led organisations further indicated that the beneficiary groups also realised that working in a group helped them to bring efficiency in work and they found the opportunity to share their ideas and experiences among each other for building their capacity (knowledge and skills) and confidence in their respective enterprises.

In overall, the project exceeded the outcome target and identified 6 projects for upscale instead of 5 planned from 18 projects implemented by youth-led organisations from the first call, while the other 10 projects (4 of them implemented by youth with disabilities) were identified from the second and third calls for replication or upscale in such areas as piggery, cosmetic manufacturing, organic vegetable production, arts and crafts, soya flour production, pampers and paper tissues production, bakery, rabbit rearing, tailoring, weaving and graphics designing.

The Y2Y Fund has also positive impact on the implementing partner. Advance Afrika from the experience gained through the Y2Y Fund introduced peer and individual mentoring in its main programmes and created a network of organisations with which it can work further on different projects pertaining to youth employment/entrepreneurship.

Success highlights: Value chain promotion

Turning hibiscus flowers into wine and juice

Though Hibiscus sabdariffa, also known as Roselle, grows in the wild, it is domesticated in some parts of Northern Uganda as a traditional vegetable. Many farmers are growing it on medium to large scale. Besides being part of the diet, the plant has a number of medicinal properties and the products made from it have certain health benefits. But a youth/women's group in Arua District, Ayivu Women Poverty Alleviation Association, is making other products from Roselle such as wine. Started in 2002, the association has 35 mainly female members. Many of them own other businesses such as saloons, poultry farms, retail shops but the wine and juice business is done jointly. The proceeds are added up and shared at the end of the year. In 2014, they participated in SIYB training. After the training, they applied for a grant through Y2Y Fund as a start-up capital and were given UGX27mln. *"When pitching our business idea, we focused on value addition on non-timber products and natural vegetative cover with medicinal and nutritional benefits. We majored in hibiscus which we collect from the wild and also buy from farmers growing hibiscus for consumption. With the support of the project, we purchased a grinding and milling machine for crushing hibiscus, and a blending machine for processing the juice. Y2Y Fund allowed us to understand that for a successful enterprise, recording keeping and balancing books of accounts is key. In this way, one is able to run the business aimed at gaining profit".* The wine making activity started by the youth group in 2016. Fresh hibiscus is harvest, crushed and dried. Once dry, it is soaked in cold water overnight and sieved to get the liquid. Sugar, pineapple juice or grape juice is added for the right flavour. The sugar is heated before it is added to the mixture and left to ferment for three months. The group prefers to process 40 litres of wine at a time, where mixing the ingredients can be apportioned easily. Therefore, it will require 3kg of dried hibiscus and 10kg of sugar plus a litre of pineapple or grape juice. It is made to ferment in 40-litre jerry can with an outlet for fresh air to enter. The wine is packaged in 700ml bottles, which are sold at UGX20,000 each. However, the members buy it at UGX15,000. The group has plans to package their wine in smaller quantities to suit various consumers such as smaller bottles which they can sell at UGX10,000. Moreover, the group has added another product where they are crushing dried ginger into powder form. It is dried using energy from both sunlight and solar-powered drier, especially during wet season. It is packaged in 500gm packs sold at UGX10,000 each.

Processing of rabbit meat by youth

A young lady aged 28 years from Kampala applied to be part of the SIYB training. She came up with the idea of forming rabbit-keeping youth groups based in Nebbi District under an organisation called VERT Fields. She started with 75 members who were mainly keeping rabbits for domestic consumption. When VERT Fields was given a grant worth UGX24mln from Y2Y Fund, she identified 32 farmers who were actively engaged in rabbit keeping to be the beneficiaries. These farmers—from five different villages namely Nyangamu Lower, Nyangamu Upper, Patek, Kotch and Namrwodho—have been trained in rabbit rearing by experts from Uganda Rabbit Farmers' Association. They were grouped and each group given three rabbits for multiplication. At Uganda Industrial Research Institute, she sought an opportunity of adding value to rabbit meat as well as packaging it for the market since there is an incubation centre at the Institute for such innovations. In line with this, she has been trained by experts at the incubation centre on rabbit value addition. This involves correct use of equipment for processing rabbit meat, which must be packaged in a vacuum seal to keep it fresh. She is now engaged in processing rabbit meat and packaging into different products such as burgers and sausages. At the moment, she is packaging the meat in quantities of one kilogramme and half a kilogramme (500gms). The one kilogramme pack of the rabbit meat costs UGX25,000 and one kilogramme of sausage is sold at UGX22,000 while one kilogramme of bugger goes for UGX12,000. She supplies her products to mainly in supermarkets and hotels within Kampala and Nebbi. She has been engaged in this at the incubation centre for a year and is left with one more. Thereafter, she is expected to set up her own incubation centre to help the other groups and boost her business as well.

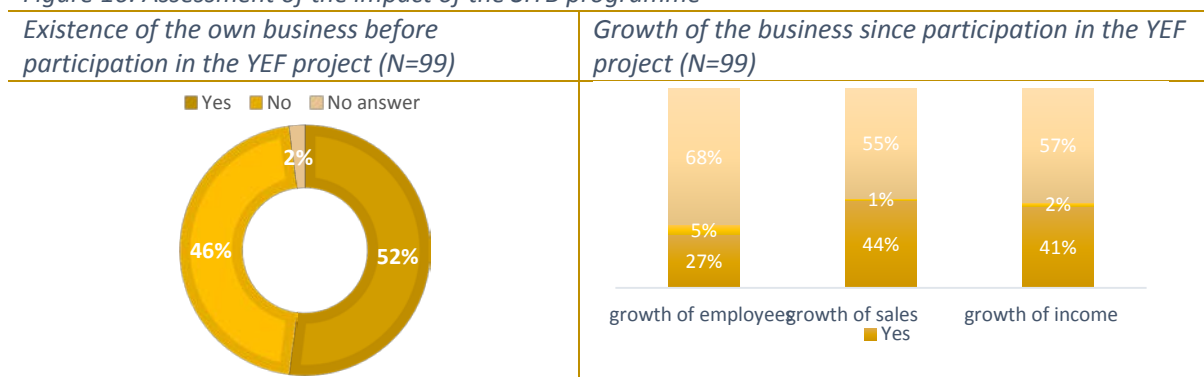
Component 5: Access to Business Development Services and affordable finance

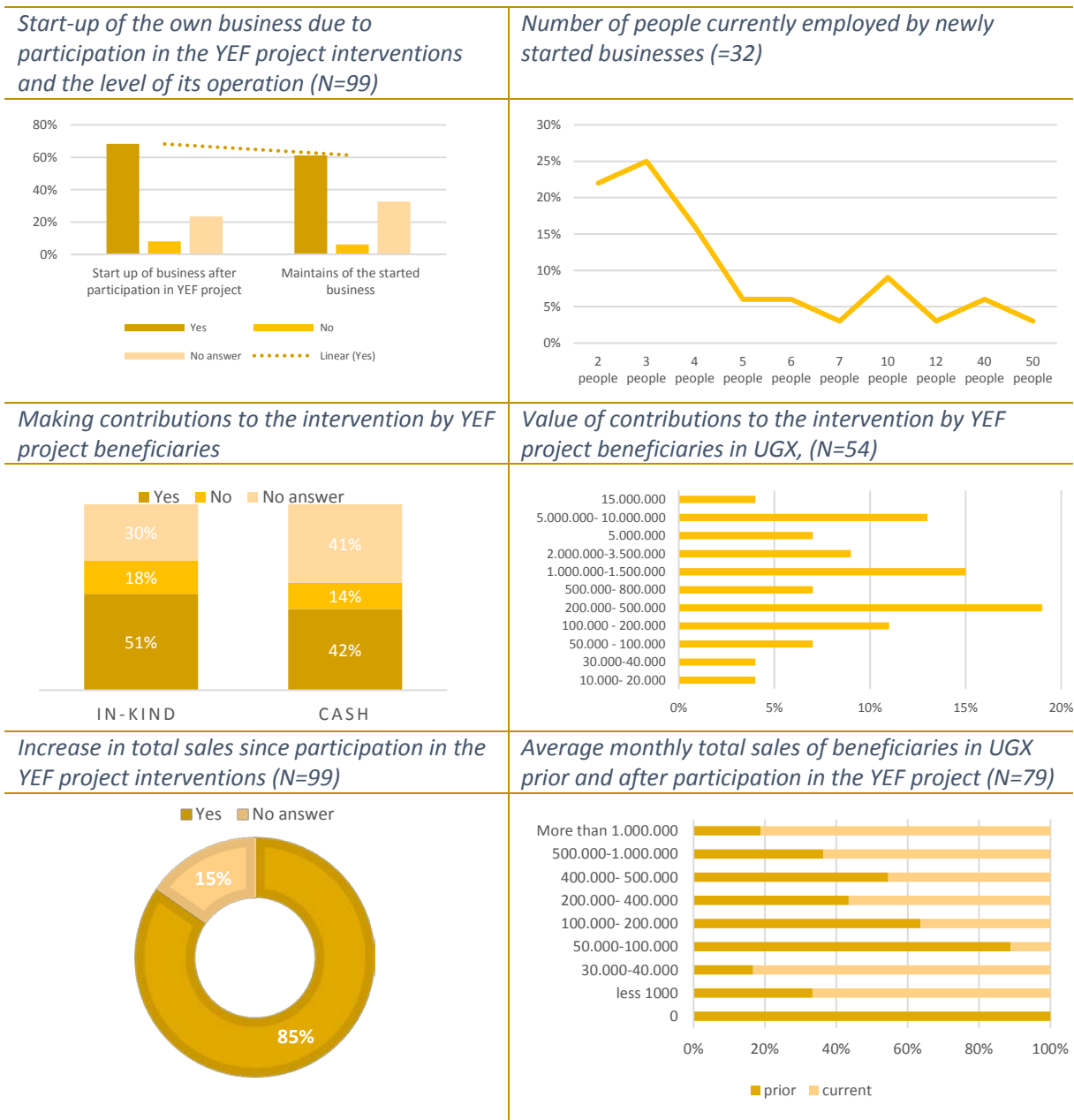
In overall, the project exceeded significantly the outcome targets under Component 5, as 2,800 businesses were started vs 1,875 planned, and a 42% of increase in turnover in businesses was reached vs 20% planned.

The evaluation interviews with beneficiaries disclosed that the SIYB training programme contributed to the changes in self-confidence and business performance of both SIYB trainers and individual entrepreneurs. The 2016 SIYB Follow-Up Survey showed that 71% of surveyed entrepreneurs were able to apply the knowledge and skills attained from the training to improve their business performance in various aspects such as sales, marketing, profit, productivity. The SIYB programme also contributed to the job creation and improvement in business situation and business performance of the direct beneficiaries. About 401 new jobs were created by 1,573 beneficiaries who undertook the SIYB training in September 2014 - April 2015. The job creation rate was estimated to be 1.8 jobs per enterprise. In terms of sales, the findings demonstrated that there has been an increase of entrepreneurs who recorded sales increase by 14% from the baseline, particularly those falling between UGX100,000 – UGX499,999, who were the majority. The results of the follow-up survey indicated as well that the SIYB training had a positive impact on improving in entrepreneurs' awareness on HIV/AIDS impact on the business. 73% of the entrepreneurs felt HIV had impacted them and their businesses and about 87% of the entrepreneurs opted for counselling if they would have found one of their workers' HIV positive, and other 13% they opted for reduction of workload.

The findings with regard to the impact of SIYB on the job creation and business performance were reconfirmed by the beneficiary survey undertaken in the framework of the final evaluation. As evident from 2017 beneficiary survey, the YEF-EU project helped 68% of respondents in setting up their businesses and 61% of them are still operating their businesses, employing typically 2-3 people. 77% of those who started business as a result of the participation in the project's interventions were able to increase their total sales. The average monthly sales of the majority of respondents were increased from UGX 100,000 to more than UGX 1,000,000. In addition, the project contributed to the growth of the businesses for those beneficiaries who had their own businesses before the participation in YEF project interventions. 52% of respondents who had businesses were able mainly to increase their sales and income. More than a half made their own contributions to the intervention either in kind (51%) or in cash (42%). The value of the contribution varied largely from UGX 50,000 to UGX 800,000.

Figure 16: Assessment of the impact of the SIYB programme





Source: Beneficiary survey, March 2017

Nevertheless, it is also important to mention that limited impact was achieved by SIYB training programme in terms of changing the attitude of youth towards paying or contributing for the training costs, promotion of financial linkages for young entrepreneurs and supporting young entrepreneurs in the development of viable/fundable business plans. The findings of the follow-up survey showed that 91% of the interviewees reported not to have paid for participation in the SIYB training; almost all the entrepreneurs who developed business plans during the training did not approach any institution for soliciting funds; only 1% of all the entrepreneurs managed to approach financial institutions so as to access funding of their businesses after the training.

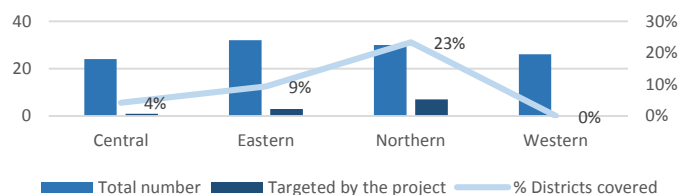
The piloted Youth Loan Fund model showed positive impact. As evident from the 2017 ILO Youth Loan Fund Impact Assessment, the majority of the ILO-YEF loan survey respondents were self-employed (80%), showing that the youth entrepreneur population was successfully accessed. When considering

business growth and profits, the ILO-loan recipients reported lower revenues and higher asset levels than the non-ILO survey respondents. All ILO-YEF loan recipients are interested in receiving business management training.

However, the YEF-EU project had also a number of unintended results pertaining to the increase in memberships in the workers’ organisations, employers’ organisations and financial institutions which participated in the project, and improvement of visibility of the implementing partners. For example, COFTU has had an increase by 5,000 members since 2012, while Business Development Services Providers Network (BDSPN) had an increase in paid membership by 20% from 40 to 60 members in 2013 - 2016. The participation of social partners in the YEF-EU project gave a chance to popularise COFTU and FUE among their members on the local level and improve the awareness among employers and employees. Moreover, UNDP is using SIYB materials within its Northern Uganda Project and invites SIYB trainers from the BDSPN for training delivery.

Nevertheless, the YEF-EU project was able to cover a relatively small number of districts (i.e. only 10% out of the total number) and primarily in Northern region, while the Western region was not targeted at all.

Figure 17: Coverage of districts by the YEF-EU project disaggregated by regions (N=111 districts)



The project was also able to reach a quite small number of youth (i.e. 12,476 in total) in comparison with the existing needs and provide them with access to business development services and affordable finance as well as support their innovative business ideas. It is estimated that 77% of Ugandans are below the age of 30 and 64% of those who are aged 18-30 are unemployed. As a result, there is the large proportion of young Ugandans who want to go into and stay in business. The 2015 Global Entrepreneurship Monitor (GEM) index ranked Uganda as one of ‘the most entrepreneurial economies in the world’. According to the GEM, 28% of adults own or co-own a new business. While almost 10% of Ugandans aged 18-64 started a business in 2015, a fifth of them have also discontinued a business. Young entrepreneurs in particular have ‘generally low’ growth expectations, few innovate or vary product lines. Moreover, creating an additional business is more common than expanding an existing one.

5.8. Sustainability

Sustainability was judged in terms of the continuation of service delivery and service use, the adoption of practices promoted by the projects (through service providers), and the maintenance or further improvement of the project impacts.

Dependent on the nature of the results and the availability of financial resources, capacity and local ownership, the achievements of the project results can be sustainable. Gleaned from the desk review of the documents and from the interviews with the ILO and partners, the project did not develop a proper exit plan, as a sustainability strategy was not written and agreed with partners in the course of the YEF-EU project implementation. The development of a sustainability plan was one of the recommendations of 2013 MTE of the YEF-Danida project; however, it was not implemented. Nevertheless, some institutions will be able to continue implementing some of the interventions, such as the SIYB programme even after project closure, since not all interventions have equal chances for sustainability.

The Evaluator undertook the sustainability assessment in the course of the final evaluation and came to the following conclusions.

Component 1: Promoting Entrepreneurship Culture

The sustainability of this component is limited due to the nature of the activities undertaken. The project handed over the developed videos on SIYB training programme and Y2Y Fund model to the UBC TV station, which could be used for future broadcasting of the entrepreneurship culture promotion. At the same time, the modality chosen for the conduction of the Green Business Plan Competition did not assume sustainability, as it was implemented with the support of individual consultants. The project did not make the proper assessment of potential partners for this component to ensure sustainability. For instance, under the YEF-Danida project, the Federation of Uganda Employers visited ILO-ITC, where the concept of Green Jobs was introduced to them. The FUE would like to further develop this area, but does not know how to apply the knowledge received. ILO could assist them in doing so in the framework of the YEF-EU project in case of a proper follow-up.

Component 2: Entrepreneurship Education

The sustainability of the results was ensured through the institutionalisation of the amended Entrepreneurship Education curriculum in BTVET institutes at Certificate Level. The project jointly with the National Curriculum Development Centre (NCDC) developed a syllabus, a teachers' guide, a student workbook and a training manual. The important element which contributes to the financial sustainability is that the students will have to pay for the Entrepreneurship Education as part of the existing institutions programme fees.

In spite of that, one of the factors which is hampering the sustainability of the results under this Component is the inability of the project to train BTVET teachers and print student textbooks and instructor teaching guides due to time constraints. The 2017 NCDC monitoring demonstrated that all BTVET institutes have only the syllabus and the teacher's guide. Those institutions which have started Entrepreneurship Education use the textbooks meant for the secondary schools and due to the lack of instructors hire secondary school teachers who lack competency in delivering Entrepreneurship Education.

Component 3: Evidence-Based Advocacy

The sustainability of this component is good. The project has enhanced the capacities of government and other institutions in implementing youth entrepreneurship programmes. The results of the researches conducted by the YEF-Danida project were thoroughly followed up by the YEF-EU project and used for the revision of the Uganda National Youth Policy and National Youth Action Plan, which took place in September 2016. The capacity of the tripartite partners, CSOs and local BDS service providers was strengthened for future usage of the validation evidence in their future policy advocacy work.

Component 4: Youth to Youth Fund

The Youth to Youth (Y2Y) Fund model has a high degree of sustainability. The YEF-Danida project inspired the Government of Uganda for the development of the targeted youth programmes in response to the high unemployment rate and poverty among the youth in the country, such as the Youth Livelihood Programme. In addition, the procedure for selection of youth groups tested by the Y2Y Fund was adopted by the GoU on the stage of the Youth Livelihood Programme design. The

contribution of the YEF-EU project is that the MGLSD recommended the Government of Uganda to use the Y2Y Fund Guidelines for the beneficiaries' selection in its Innovation Fund to be launched in 2017.

The Y2Y Fund model as a grant scheme is planned to be replicated by the local implementing partner 'Advance Afrika' in its future programmes in the area of entrepreneurship development. Advance Africa applied for the grant from the GoU to support shea butter production in North Africa, where Y2Y Fund model could be used. Advance Africa was pre-selected and waiting for the final decision, which will be known by the end of May 2017.

The project worked on building the technical capacity of the youth-led grantee organisations to run their programmes after the support from the Fund ends and by exposing the grantees to other donors and the community of practitioners for additional support and networking opportunities. It also organised half day Sustainability Capacity Building Workshops in August and October 2016. As evident from the project's records, 54 out of 62 youth organisations have the capacity to implement programmes in the future.

Component 5: Access to Business Development Services and affordable finance

The sustainability of the SIYB Programme was ensured through the preparation of a number of SIYB trainers and master trainers, most of whom are linked to the organisations. Through the trainers and their companies more people will be reached with the products after the project closure.

In addition, the Association of Master Trainers and Trainers (Business Development Services Providers Network (BDSPN)⁴⁴ was established in the framework of the YEF-Danida project in 2013 and supported by the YEF-EU project. The BDSPN has a total of 60 paid individual members of 90 previously trained by the project. This gives a 66% retention rate and 34% of the master trainers having opted for full-time employment with other support agencies doing similar enterprise training. BDSPN was given the license to have the SIYB materials marketed and printed locally. This has reduced the cost of production and increased the access to the materials to both the trainers and the trainees throughout the whole country. Additionally, the network was able to earn printing fees from the members using the materials, which allows to cover cost of rent. For example, in October-November 2016, BDSPN made a pilot with the Makerere University, where 160 manuals were sold out. In the pipeline for 2017 is the development of the professional training programme for entrepreneurs in collaboration with the Makerere University. The plan is to offer two types of ToT programmes (5 days with training fees of UGX400,000 and 10 days with training fees of UGX 600,000). Now the advertising of these ToT programmes is underway. In order to increase the access to the SIYB training, an electronic learning platform (www.moodle.itcilo.org/siyb) that was developed under the YEF-Danida project is being promoted by individual trainers.

The BDSPN would also like to establish the e-learning centre for provision of the trainings, but lacks resources for that. The project also strengthened the institutional capacity of the BDSPN Board and Secretariat to ensure its further operation through the development of association's strategic plan, supporting learning visit to Sri Lanka and supporting conduction of two AGMs. While important support was provided, the association is quite young and requires further assistance to ensure sustainability, especially taking into account that the culture for paying for training by the youth has not yet been formed in Uganda. The 2016 SIYB Follow-Up assessment notes that 91% of the youth reached by the project has not paid for the training services. The trainings can be sustained if the youth start making full or partial contribution to the training programs as advertised by the BDS Network. In addition, there are also numerous trainings on entrepreneurship and business development which are not certified and checked in terms of quality, thus causing market distortion. Furthermore, there was

⁴⁴ Background information: The BDSPN is an association that promotes and coordinates business development service activities of its members. The association is registered as a company limited by guarantee with both individual and corporate membership.

a missing link between the BDSPN and the MGSLD. The project did not undertake a proper advocacy on the national level to ensure the incorporation of the pool of certified SIYB trainers in the delivery of trainings on financial literacy through government-led programmes such as Youth Venture Capital Fund, Northern Uganda Social Action Fund, Youth Livelihood Programme, Women's Entrepreneurship Programme and others.

The project certified 12 SIYB trainers from COFTU, who could continue the provision of the SIYB trainings. In addition, the practical elements of SIYB training package were included into the entrepreneurship programme of the COFTU's Workers Labour and Productivity Institute (WLPI). At the same time, taking into account that COFTU has 24 affiliated national unions and 112 District Workers' Forums representing all categories of workers in Uganda, it would benefit of having SIYB master trainers as well to ensure better replication through preparation of SIYB trainers from COFTU members to better cover different sectors and regions.

The project certified 19 SIYB trainers from the Federation of Uganda Employers (FUE), and 17 remained as of the beginning of 2017. FUE with the support of the project established the Youth Development Desk (YDD) to support the growth in membership of FUE, especially among SMEs, and address the current unemployment crisis that the country is grappling with. However, FUE does not have earmarked funds to continue the conduction of SIYB trainings for youth, although it has performance targets which specify that it is necessary to hold at least 8 trainings per year. FUE applied for a funding from International Rescue Committee to train 1,200 youth (refugees from South Sudan) on SYB programme, but the decision is pending.

All 8 SACCOs plan to continue the implementation of the Youth Loan Fund and the determined targets in terms of the number of loans to be disbursed for young entrepreneurs in 2017; however, none of them has budget for provision of financial literacy trainings to youth prior to the disbursement of loans. Therefore, it remains an open question to what extent the Youth Loan Fund model will be sustainable.

The project certified 31 SIYB trainers from the biggest micro-finance institution - Wazalendo SACCO, of which 30 stayed in place. Wazalendo SACCO integrated the SIYB programme into its portfolio and plans to conduct the SYB trainings (2 days) for 9,600 for entrepreneurs during 2017. Wazalendo SACCO, which has 18 branches countrywide, allocated for training purposes UGX108mln and has the loan portfolio of UGX80bln. At the same time, no budget is available for the conduction of the proper M&E of trainings.

Centenary Bank has in place 21 certified SIYB trainers and is planning in 2017 to undertake just evaluation of the effectiveness of the financial literacy trainings conducted in 2016 in order to determine the way forward. Centenary Bank conducts regularly the financial literacy trainings for SMEs. However, the bank would like to invest in trustable borrows who can return loans; nevertheless, the investment in young entrepreneurs is more the investment in the longer-term results, which is important for the bank, but not a priority. Moreover, the estimated cost of conduction of the training of 1 group (30 people) requires about UGX25mln. With the funding support of the project, the bank was able to train 10 groups (300 people) annually. If the budget will allow, they are willing to conduct some trainings on financial literacy for youth, but the number is unknown yet due to its high costs.

The sustainability of created and/or expanded enterprises by young entrepreneurs undertaken within Component 4 and 5 may be influenced by external factors like climate change which lead to unreliable rains or prolonged dry seasons and constant increase of the costs for doing business in Uganda.

As per the tax law, the SMEs⁴⁵ are obliged to pay a number of taxes, including: (1) income tax (30% of the net profit), (2) VAT (18%), (3) Pay As You Earn (P.A.Y.E) (averagely 30% of the gross income earned), (4) withholding tax (6%-15%), (5) trading license (rates vary from the nature of trade), (6) property tax (7%-10% from the rental value of property) and (7) fuel tax (included in fuel price). The GoU introduced the excise duty on fuel in the financial year 2015/16⁴⁶, which led to the increase in transport fares and food as a result of high fuel prices. As of April 2017, the price of gasoline in Uganda is 0.92 EUR per liter, while the price of diesel constitutes 0.79 EUR⁴⁷. Consumer prices and inflation have increased twice since 2014, while the devaluation of the national currency constituted 35%. In addition, the business confidence as per the data of the Bank of Uganda has reduced among entrepreneurs by 11% since 2013 and there is a tendency for negative expectations.

Moreover, due to the changes in weather conditions, there is a threat of increase of hunger in Uganda. The Global Hunger Index suggests that Uganda has had an alarming level of hunger since 2015. This situation is worsening due to the increase of influx of refugees primarily from South Sudan in the country from 795,771 in 2013 to 1,318,000⁴⁸ in 2017.

With respect to financial sustainability, no funds for the project continuation have been secured by the ILO, although the ILO Country Office for the United Republic of Tanzania, Burundi, Kenya, Rwanda and Uganda is actively searching for funding. For example, the ILO Country Director visited Uganda in February 2017 and held two meetings with potential donors. At the moment, the EU is funding the Development initiative for Northern Uganda (DINU)⁴⁹ within the 11th EDF in Northern Uganda (Karamoja, Lango, West Nile, Acholi, Teso) and considering the possibility for collaboration with the ILO in the area of Business Development Services (BDS). The GoU is also planning to reactivate Youth Venture Capital Fund in 2017 and continue the implementation of the Youth Livelihood Programme. Nevertheless, as evident from the Budget Speech of the President of the country⁵⁰, Uganda has a continuous fiscal deficit of 4.2% of GDP in 2015 and 6.4% of GDP in 2016, which courses the underfinancing of the different state programmes, including youth ones.

The interviews with ILO indicated that the Belgium Development Cooperation expressed interest in the continuation of the work started by the YEF-EU project with regard to the entrepreneurship education curriculum in BTVET institutes at Certificate level in the framework of its project 'Improving the Training of BTVET Technical Teachers/Instructors and Health Tutors, and Secondary Teachers in Uganda' (December 2011 - December 2017)⁵¹. The World Bank is now making the review of its portfolio and considering launching of the youth employment programme in Uganda, which would provide both grants and loans for youth livelihood interventions. The World Bank is planning to use the lessons learned from the YEF-EU project and is considering to replicate the SIYB training model. The ILO field office in Uganda took active part in the negotiations, which have taken place between the GoU and the World Bank since December 2016. However, no final decisions on the date of final evaluation were available.

Consequently, it remains a question whether the YEF-EU project created a critical mass to ensure imparting of knowledge to its tripartite constituents, partners and beneficiaries, and another project is required for proper phase-out and ensuring lasting impact of the results achieved under the present intervention.

⁴⁵ Note: A small business tax payer is defined as a person whose gross turnover for a year of income is less than UGX 50 million.

⁴⁶ <http://www.monitor.co.ug/Business/Commodities/Fuel-tax-increase-pump-prices/688610-2755320-ilyt2v/index.html>

⁴⁷ https://www.numbeo.com/gas-prices/country_result.jsp?country=Uganda

⁴⁸ Note: 900,000 South Sudanese, 50,000 Burundians, 20,000 Rwandans, 44,000 Somalis, 280,000 Congolese from the DRC, 13,000 Eritreans and 11,000 Sudanese

⁴⁹ https://ec.europa.eu/europeaid/sites/devco/files/annex-1-aap-uganda-2016_en.pdf

⁵⁰ <http://allafrica.com/stories/201606090545.html>

⁵¹ Background information: The aim of the project is to contribute to the increase of quality of and equity in access to post-primary education and training level as part of Universal Post-Primary Education and Training (UPPET). The project's budget is 17.5mIn EUR.

6. Conclusions and Recommendations

6.5. Conclusions

Evaluation Criteria	Conclusions
Relevance and strategic fit	<p><i>Rating: Highly satisfactory</i></p> <p>On the whole, the project enjoys high relevance, which remained so throughout the project’s lifespan. The overall directions laid out in the project document are entirely consistent with the priorities affirmed by the Government of Uganda, the ILO and UN programming documents aiming to promote youth employment, skills development and access to finance. The project also fitted closely with other ILO and UN programmes and projects active in Uganda in 2014 - 2016. For the EU, it was the first intervention targeting specifically employment and creation of meaningful jobs for the youth in Uganda. The YEF-EU project was strategic, demand-driven and timely, as it assisted the state authorities to address the 2013 series of violent protests of youth against the high unemployment rates in the country through youth entrepreneurship development.</p>
Validity of design	<p><i>Rating: Moderately satisfactory</i></p> <p>The YED-EU project was an all-embracing intervention designed in the same way as the regional YEF-Danida project; this is clearly its main point of strength, but it conversely represents also its main design weakness, as the project has broad work agenda with limited time and resources. The project outputs were causally linked to the intended outcomes that were well placed to feed into the realisation of broader development goals, although some of its components were not well interconnected. In terms of logic, the outcome and output indicators were logically framed along the assumed chain of cause-and-effect underpinning the programme design; however, the project’s Logframe lacked gender-sensitive indicators and indicators which measure the project’s effects on earnings and consumption of the young people as well as impact on business performance outcomes.</p>
Project effectiveness	<p><i>Rating: Satisfactory</i></p> <p>In general, the YEF-EU project was effective, in that the planned activities were implemented, in some cases beyond what was envisioned in the project document. However – due in part to the design weaknesses – the degree of achievement of the project’s expected outcomes as per the ProDoc and Logframe was only relatively high. The project’s greatest effects in respect to its scope were under Component 4 ‘Youth to Youth Fund’ and Component 5 ‘Access to Business Development Services and affordable finance’; to a lesser extent under Component 1 ‘Promoting Entrepreneurship Culture’, Component 2 ‘Entrepreneurship Education’ and Component 3 ‘Evidence Based Advocacy’. The project faced a number of challenges, including delays in the disbursement of funds by the EU to the ILO and by the ILO to the implementing partners, the lack of staff in the ILO Kampala field office, the timely technical and financial reporting by the ILO to the donor because of the lack of previous experience of collaboration with the EU as a donor and the different levels of institutional development of the implementing partners. In all, while the</p>

	<p>project was not able to meet all its intended outputs, the available data (qualitative and quantitative) strongly suggest the project's progress towards meeting its objective.</p>
Efficiency of resources use	<p><i>Rating: Satisfactory</i></p> <p>The YEF-EU project was in overall efficient and was accomplishing well with respect to resources used (inputs) as compared to qualitative and quantitative results (outputs). In spite of having limited resources, the project was very successful in complementing the project's resources through cost-sharing and in-kind contributions from implementing partners and sister projects for reaching the anticipated number of beneficiaries in the targeted districts. The actual average cost per beneficiary constituted 157 EUR, where the highest cost per beneficiary was under Component 3, and the lowest under Component 1. The project had delays in its implementation; however, in overall it delivered under some components more than initially planned. The project's M&E system was only partly effective, as it lacked the M&E Plan, a good documentation system and proper quality assurance of the implementing partners and grantees. The project team paid insufficient attention towards ensuring good visibility of the YEF-EU project, as the developed project's communication strategy was partially implemented.</p>
Effectiveness of management arrangements	<p><i>Rating: Satisfactory</i></p> <p>The actual project management structure was only partly effective, as it lacked staff in the ILO field office, although it allowed for reaching sustainable and meaningful results. The project received adequate political, technical and administrative support from almost all counterparts and human resources and various levels of ILO were engaged in project implementation with balanced use of national, international and ILO specialists. The project governance structure was moderately effective, as it required more frequent meetings to ensure better project phase-out, especially in the last year of its implementation. ILO had working and systematic partnerships with the tripartite constituents and other stakeholders on the national level, while insufficient direct collaboration was established with the local authorities in all targeted districts, as well as other regional existing programmes.</p>
Inclusiveness	<p><i>Rating: Satisfactory</i></p> <p>The project design was shortened as the EU joined the existing project. As a result, the YEF-EU project involved only the Ministry into the design of the project, and meanwhile conducted consultations with social partners, local BDS providers, CSOs and beneficiaries just on the stage of project implementation. ILO tried to involve different categories of beneficiaries - not only youth aged 18-35, but also young people living with disabilities and HIV/AIDS. Nevertheless, the gender balance was not achieved, as the overall women participation in the YEF-EU project was at the level of 34% with the highest under Component 4 due to the lack of clearly stated targets of gender mainstreaming for the different components on the output and outcome levels.</p>
Impact orientation	<p><i>Rating: Satisfactory</i></p> <p>The YEF-EU project was an important initiative which allowed to promote the principles of sustainable enterprises and decent work for all with a focus on youth to create new businesses and jobs in Uganda. The project demonstrated a number of positive short-to-medium term impacts under each component, although a relatively small number of districts was covered and youth reached</p>

	<p>in comparison with the existing demand. The YEF-EU project shows a considerable impact under Component 2 ‘Entrepreneurship Education’, Component 3 ‘Evidence Based Advocacy’ and Component 4 ‘Youth to Youth Fund’, while tangible impact could be seen under Component 1 ‘Promoting Entrepreneurship Culture’ and Component 5 ‘Access to Business Development Services and affordable finance’. The project had also several unintended results pertaining to the increase in membership of workers’ organisations, employers’ organisations and financial institutions participating in the project, and improvement of visibility of the implementing partners. Nonetheless, further support is needed to ensure long-term impact under Component 1 ‘Promoting Entrepreneurship Culture’, Component 2 ‘Entrepreneurship Education’ and Component 5 ‘Access to Business Development Services and affordable finance’.</p>
Sustainability	<p><i>Rating: Moderately satisfactory</i></p> <p>The project does not have a strong phase-out strategy developed in a participatory way with the tripartite constituents and partners. The most sustainable are the results under Component 3 ‘Evidence-Based Advocacy’ and Component 4 ‘Youth to Youth Fund’, however, further support is required to ensure the institutionalisation of practices piloted/created by the project under Component 1 ‘Promoting Entrepreneurship Culture’, Component 2 ‘Entrepreneurship Education’ and Component 5 ‘Access to Business Development Services and affordable finance’. As Uganda is a low-income country, for the tripartite constituents and partners, sustainability is very much dependent on their ability to mobilise resources, and still, for the majority of them, external support is required to ensure follow-up. In addition, the climate change and constant increase of the costs of doing business in Uganda are the major threats for the sustainability of the created and/or expended businesses by the young entrepreneurs.</p>

6.6. Recommendations

No	Recommendation	Type of recommendation	Addressed to
<i>Overall recommendations</i>			
1	Due to the importance of youth employment for Uganda consider extension of the project for at least 2 more years for ensuring sustainable impact of the results achieved under ILO YEF-EU project. It is recommended for ILO to consider expanding the donor base and explore a possibility of introduction of a Multi-Donor Support Facility for the next phase of the project to ensure the appropriate coverage in terms of areas, geographic scope and beneficiaries. It is recommended to have national wide-scale combined with targeted districts in each region of the country.	Critical; medium-term	ILO Country Office Kenya, Rwanda, Tanzania And Burundi, ILO DCWT in Pretoria, ILO Field Office in Kampala
2	The design of any subsequent Phase of the Project in the youth employment sector should focus more on: (a) operationalisation of the national youth policies on the local level; (b) adding value to educational systems through development of BTJET curriculum for diploma courses; (c) put more focus on addressing youth financial inclusion from a macro level by establishing a link between financial access and financial inclusion for young people; (d) exploring further the potential for using the mobile technology for improving access to financial, employment and entrepreneurial services, especially for rural or other hard-to-reach youth populations; (e) introducing innovative approaches to financing such as micro-consignment, which is a low-risk and flexible sales model that can be used to identify, train and inspire young entrepreneurs and educate consumers about low-cost, socially beneficial products and increase access to those products; (f) developing gender integrated youth projects to benefit equally both women and men and meet their needs.	Critical; medium-term	ILO Country Office Kenya, Rwanda, Tanzania And Burundi, ILO DCWT in Pretoria, ILO Field Office in Kampala
3	To integrate the learning from the ILO YEF-EU project during the development of the next Decent Country Programme for Uganda (2018 - 2022) and expand the programme coverage for growth-oriented entrepreneurs and green businesses due to its importance to economic development, social and political peace in the country.	Critical; medium-term	ILO Country Office Kenya, Rwanda, Tanzania And Burundi, ILO Field Office in Kampala
<i>Specific recommendations</i>			
4	To facilitate linkages with other institutions (such as the World Bank, Belgium Development Cooperation,	Important; short-term	ILO Country Office Kenya, Rwanda,

	the EU), which will be still in Uganda for another 5 years for ensuring the continuity of the tools started/piloted by the YEF, and make the follow-up of the started discussions with those agencies during the YEF-EU project's lifetime.		Tanzania And Burundi, ILO Field Office in Kampala
5	To hold consultations with the Ministry of Gender, Labour and Social Development to include the trainers prepared by the YEF-EU project SIYB into the relevant state Youth Programmes to ensure better sustainability of businesses created/expanded by youth and increase the loan repayment rate. It should be done through development and approval of policy guidelines by the Ministry.	Important; short-term	ILO Field Office in Kampala, Ministry of Gender, Labour and Social Development
6	To explore the possibility of institutionalisation of the SIYB training programme within the financial institutions. Centenary Bank possesses the best opportunities for sustaining the SIYB; therefore, it is recommended to work out the possibility for embedding the SIYB within the bank's loan portfolio.	Important; short-term	ILO Country Office Kenya, Rwanda, Tanzania And Burundi, ILO Field Office in Kampala, Centenary Bank
7	To find the ways to follow up on the started, but not yet completed initiatives, in particular under Component 2. To ensure proper implementation of the BTVET Curriculum, NCDC needs support in training of 304 teachers from 152 BTVET institutions, printing of 500 textbooks and 1,000 copies of training manuals. The estimated costs required are US\$ 60,000.	Important; short-term	ILO Country Office Kenya, Rwanda, Tanzania And Burundi, ILO Field Office in Kampala
8	To consider the ways for institutionalisation of the piloted Youth Loan Revolving Fund which provides an access to finance window for young people at the Wazalendo SACCO, as it has the biggest number of branches throughout the country as well as the financial literacy training using SIYB embedded in its programming.	Important; short-term	ILO Country Office Kenya, Rwanda, Tanzania And Burundi, ILO Field Office in Kampala, Wazalendo SACCO
9	To consider providing the remaining funds under the project agreement to ensure consolidation of some of the successful interventions.	Important; short-term	EUD Uganda

7. Annexes

Annex 7.1. Terms of Reference

1. INTRODUCTION AND RATIONALE FOR THE FINAL INDEPENDENT EVALUATION OF YEF PROGRAMME

In 2014, the European Union (EU) partnered with the International Labour Organization (ILO) to address the high youth unemployment in Uganda. In this partnership, the EU contributed to an existing successful programme, the Youth Entrepreneurship Facility (YEF) that was being implemented in Uganda by the ILO Uganda field office. The Youth Entrepreneurship Facility (YEF) is a programme to unleash African entrepreneurship in response to the high youth unemployment and under-employment in Eastern Africa.

As per the Agreement between European Union and the ILO, the project is expected to be completed by 30 November 2016, within a total period time of 31 months, May 2014 to November 2016, with a total budget amount of 2,962,422 Euros.

The final independent evaluation is a mandatory exercise for all ILO projects with a budget of more than USD 1 million and will be carried out in line with ILO Evaluation policy.

The purpose of the final independent evaluation is to assess to which extent the project enhanced capacities of government and other institutions to implement comprehensive youth entrepreneurship programme which can be evaluated to show concrete results. The exercise will particularly examine the extent to which the project objectives have been achieved and what were the impact of the project principally on the direct and indirect beneficiaries. The final independent evaluation will also report on the lessons learnt and possible good practices. The findings, recommendations and lessons learnt will provide valuable information regarding ILO response to promotion of decent work for young Africans both as means of self-employment and as job creation for others”.

2. PROJECT TO BE EVALUATED

YEF uses a systemic and integrated approach towards developing young entrepreneurs under inter-related and complementary components and /or interventions. The main objective of YEF is “to contribute to the creation of decent work for young Africans both as a means of self-employment and as job creation for others”.

The key stakeholders are two distinguished target groups; intermediate/direct beneficiaries and ultimate beneficiaries. The total expected contribution from the EU is 2,962,422 million euros over 31 months.

The above objective is pursued through five inter-related and complementary components: (1) entrepreneurship culture; (2) entrepreneurship education for in-school youth; (3) evidence-based advocacy; (4) capacity building of youth organizations; (5) access to business development services and affordable finance for out-of-school youth.

The project is based on an approach which has the following proposed interventions on three levels:

- a) The meta level, which is comprised of the broader cultural context, including attitudes, mind-sets and behaviours towards entrepreneurship;
- b) The macro level, which consists of youth policies and the business enabling environment for young entrepreneurs;
- c) The micro-level (or market place) where young women and men economically interact (be it as employees or entrepreneurs) and exchange goods and services (including their own labour)

for money, including with education institutions and organizations that facilitate or deliver entrepreneurship education, BDS and financial services

The EU contribution to the YEF was earmarked for activities in Uganda only although YEF originally started as a regional ILO project, funded by Danida. The YEF as a regional project for East Africa had been under implementation since April 2010 and ended in June 2015. Thus, the EU-funded activities were overlapping with the regional YEF for part of the 1st year of implementation only. ILO Uganda field office is the implementing partner responsible for ensuring efficient and effective implementation of the programme on behalf of the EU.

The EU chose to contribute to an existing successful programme, the Youth Entrepreneurship Facility and this decision was made to;

- Leverage the EU contribution (avoid starting afresh – less operating costs), and
- Join an existing and successful intervention - based on the conclusions of the regional YEF mid-term review and consultations with Danida in Uganda.

The immediate project outcomes are:

1. Improved attitudes towards entrepreneurship among young women and men
2. The education system produces more entrepreneurial graduates with pertinent skills
3. Youth employment policy makers and promoters make evidence-based decisions for better resource allocation and program design
4. Youth organizations deliver innovative youth entrepreneurship and employment solutions
5. Youth start and improve their businesses

The programme is being implemented through sub-contracting selected Government agencies, NGOs/community based organisations and service contracts with competent BDS providers and external consultants, YEF/ILO staff plus ILO master trainers. The strategy is to reach out to ultimate beneficiaries: young men and women between 15-35 years old that are involved in emerging and established enterprises via its intermediate/direct beneficiaries; governmental and non-governmental organizations as well as private sector representatives with a mandate to promote youth employment through enterprise development, among them business development services providers and other training institutions and organizations offering business start-up and growth training and advisory services to young women and men. The project has in place a National Advisory Committee (NAC) which oversees and steers the project implementation.

The project management unit comprises of a Chief Technical Advisor, based in CO-Dar es Salam, a National Project Coordinator and two support staff all based in Kampala. A programme officer was recruited for a while to support the programme starting from October 2015. The CTA is technically backstopped by the enterprise specialist in the Decent Work Support Team for Eastern and Southern Africa based in Pretoria and administratively supervised by the director of the ILO Country Office for Tanzania, Burundi, Kenya, Rwanda and Uganda.

3. PURPOSE, OBJECTIVES AND SCOPE OF THE FINAL INDEPENDENT EVALUATION

a) Purpose and objectives of the final independent evaluation

The main purpose of this final independent evaluation is to assess the extent to which the project objectives have been achieved and at assessing the impact of the project particularly on improving the status quo of the direct and indirect beneficiaries. The final evaluation will also identify lessons learnt and good practices for both accountability and learning for possible similar interventions in the future. The final evaluation will include consideration of whether the means of action have made contributions toward achieving relevant Decent Work Country (DWCP) outcomes and national

development goals. The focus will also be on assessing the emerging impact of the interventions (either positive or negative) and the sustainability of the project's beneficiaries and the target group's strategy and capacity to sustain them.

It will also look at strengths and weaknesses, opportunities and challenges and any external factors that have affected the achievement of the immediate objectives and the delivery of the projects outputs. The final evaluation will also assess the extent to which the projects has responded to the recommendations of the midterm review conducted in May 2016.

Demonstrate the outcomes achieved by the program against the Theory of Change. It is therefore expected:

- An assessment of the partnerships and level of collaboration and cooperation with relevant technical and local government agencies and other local partners to ensure quality control, and the contribution to strengthening impact, and sustainability and the relevance of such collaboration;
- Assess the effectiveness and impact of the program approaches and identify key successes and challenges and the factors underpinning these (special consideration should be made to the contribution of the partnership approach to these);
- Articulate clear lessons learned;
- Make recommendations based on lessons learned to inform future programming approaches.

To achieve the above-mentioned purposes, this final independent evaluation will focus and address the following:

- The ILO's overall approach to the project formulation, budgeting, project management, backstopping and monitoring including coordination mechanisms among various stakeholders (including international partners and other ILO projects) in the project areas and how effective this has been.
- The extent to which the project has achieved the results and the immediate objectives and targets;
- Project experiences that can be learned with regard to the creation of decent work for young men and women between 15-35 years of age.
- The effectiveness of the project; how the beneficiaries and target group have benefited from the project, what seems to work and what does not, overall perception and a first assessment of sustainability;
- An initial assessment of the project's indirect impacts such as the market systems, training and capacity building, education system.
- Examine the performance of the project by assessing the extent to which outputs have been delivered and immediate objectives have been achieved;
- Assess strengths and weaknesses, opportunities and challenges and any external factors that have affected the achievement of the immediate objectives and the delivery of the outputs;
- Assess the impact of the interventions (either positive or negative), the sustainability of the benefit produced by the project, and the strategy and capacity of the local partners to sustain them
- Draw lessons and provide concrete recommendations for future design and implementation of projects'/programs based on the evaluation findings and conclusions.
- Highlight recommendations for sustainability, lessons learnt and good practices.

b) **Scope:**

The final evaluation of the project is to be conducted by an independent consultant. It is planned to be completed between February and April 2017.

The evaluation will cover the 31-months project implementation period.

The final independent evaluation will cover all outcomes of the initiative and the operations of the Youth Entrepreneurship Facility, with particular attention to synergies across components. The final independent evaluation will include a desk-based as well as in-country review and will assess all key outputs that have been produced since the start of the initiative.

4. REVIEW CRITERIA AND KEY EVALUATION QUESTIONS

a) Review criteria

The evaluation should address the overall ILO evaluation concerns such as relevance, effectiveness, efficiency, sustainability and impact as defined in the ILO Policy Guidelines for results-based evaluation, 2012:

(http://www.ilo.org/eval/Evaluationguidance/WCMS_176814/lang--en/index.htm)

The review will address the following ILO evaluation concerns;

- Relevance and strategic fit of the project;
- Validity of the project design;
- Project effectiveness;
- Efficiency of resource use;
- Sustainability of project achievements/results;
- Impact orientation;

Gender concerns will be based on the ILO Guidelines on Considering Gender in Monitoring and Evaluation of Projects (September, 2007). The final evaluation will be conducted following UN evaluation standards and norms 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.

b) Key Evaluation Questions

The evaluator shall examine the following key issues:

- a) Relevance and strategic fit,
 - i) To what extent the programmatic strategies were appropriate to the achievements of the outcomes in the national development plan, the UNDAF/UNDAP and the DWCP for Uganda?
 - ii) How well the project complemented and fitted with other ongoing ILO programmes and projects in Uganda.
 - iii) What links were established during the implementation of the project with other activities of the UN or non-UN international development aid organizations at local level?
 - iv) Strategic fit with the European Union Strategy and synergies with relevant EU initiatives and programmes.
- b) Validity of design
 - i) The adequacy of the design (was the project designed logical and coherent?) What internal and external factors have influenced the ability of the ILO to meet projected targets?
 - ii) Did outputs causally link to the intended outcomes that in turn link to the broader development objective?

- iii) Considering the results that were achieved, was the project design realistic?
- c) Project effectiveness
 - i) To what extent the Project did reach the planned results (outputs and outcomes) and how sustainable are results? What was not achieved in full and why?
 - ii) Were outputs produced and delivered as per the work plan? Were the quantity and quality of these outputs being satisfactory? How do the stakeholders perceive them? Do the benefits accrue equally to young men and women?
 - iii) In which area (geographic, component, issue) did the project have the greatest achievements? Why and what was the supporting factors?
 - iv) How effective were the backstopping support provided by ILO (Regional Office, DWT Pretoria and Geneva) to the project?
 - v) Are there any unintended results of the project?
- d) Efficiency of resource use
 - i) Have resources (financial, human, technical support, etc.) been allocated strategically to achieve the project outcomes?
 - ii) Were the project's activities/operations in line with the schedule of activities as defined by the project team and work plans?
 - iii) Were the disbursements and project expenditures in line with expected budgetary plans? If not, what were the bottlenecks encountered? Were they being used efficiently?
- e) Effectiveness of management arrangements
 - i) Were the available technical and financial resources adequate to fulfil the project plans?
 - ii) To what extent the management and governance arrangement of the project was adequate? Was there a clear understanding of roles and responsibilities by all parties involved?
 - iii) Have targets and indicators been sufficiently defined for the project?
 - iv) How effectively the project management monitored project performance and results? Was a monitoring & evaluation system in place and how effective was it? Was relevant information systematically collected and collated? Was the data disaggregated by sex (and by other relevant characteristics if relevant)?
 - v) Was the project receiving adequate administrative, technical support if needed from the ILO office in the field (Dar es Salaam), field technical specialists (Pretoria) and the responsible technical units in headquarters?
 - vi) Was the project receiving adequate political, technical and administrative support from its national partners/implementing partners?
 - vii) Was the project collaborating with other ILO programmes and with other donors in the country/region to increase its effectiveness and impact?
- f) Inclusiveness:

To what extent did the project include projects stakeholders and beneficiaries in project planning and implementation and have their inputs been incorporated and addressed?
- g) Impact orientation and sustainability
 - i) What measurable changes have occurred as a result of supported efforts and strengthened capacities of ILO in contributing to the creation of decent work for young Ugandans both as means of self-employment and as job creation for others”?

- ii) Are national partners committed to the continuation of the project (or some of its elements) after funding ends?
 - iii) To what extent the programme strategy and programme management did steers towards impact and sustainability?
 - iv) Has the project started building the capacity of people and national institutions or strengthened an enabling environment (laws, policies, people's skills, attitudes etc.)?
 - v) To what extent the project activities are sustainable and identify steps that can be taken to enhance the sustainability of project components and objectives
- h) Lessons learned
- i) What good practices can be learned from the project that can be applied in the next phase and to similar future projects?
 - j) What should have been different, and should be avoided in the future projects

5. EVALUATION METHODOLOGY

The final independent evaluation will comply with evaluation norms and standards and follow ethical safeguards, all as specified in ILO's evaluation procedures. The ILO adheres to the United Nations Development Group (UNDG) evaluation norms and standards as well as to the OECD/DAC Evaluation Quality Standards. The evaluation is an independent evaluation and the final methodology and evaluation questions will be determined by the consultant in consultation with the Evaluation Manager and will receive technical guidance from the respective project managers, assisted by ILO technical specialists and national and local partners. In order to enhance usefulness and impartiality of the final evaluation of the two interventions, evidence-based approach to evaluation will be adopted. A combination of tools and methods will be used to collect relevant evidence. Adequate time will be allocated to plan for critical reflection processes and to analyse data and information.

The methodology will include:

- In order to enhance usefulness and impartiality of the final evaluation of the two interventions, evidence-based approach to evaluation will be adopted. A combination of tools and methods will be used to collect relevant evidence. Adequate time will be allocated to plan for critical reflection processes and to analyse data and information. The methodology will include:
 - Review of documents related to the project, including the initial project document, progress reports, technical assessments and reports, project monitoring and evaluation documents.
 - Review of technical products (training manuals, tools, technical guidelines, etc.) and other publications used or developed by the project, if any.
 - Review of other relevant documents such as the Decent Work Country Program of Uganda the national employment policy and programme strategy, national laws and regulations on employment. Comprehensive list of references provided.
 - Internal meetings and Interviews with ILO Country Office Management and the Country Director, Project staff, backstopping Program Officers and DWT Specialists both at HQ and in Pretoria, other project/program staff of the country office as necessary.
 - Interviews with other key project stakeholders at National level e.g. concerned officials/representatives of tripartite constituents, relevant private sector associations, selected National Steering Committee Members and donor representative and focal person.
 - Conduct field missions, interview and focus group discussion.
 - Pro-active and informed consultation with and participation of the key stakeholders in the evaluation process and the finalization of the report will be ensured.

- Conduct stakeholders' workshop to validate information and data collected through various methods organized by the Project with assistance from the ILO Country Office Dar es Salam to share the preliminary findings with local stakeholders.

The draft terms of reference for the evaluation and a draft evaluation report will be shared with relevant stakeholders.

A detailed methodology will be elaborated by the Consultant on the basis of this TOR, desk review and initial meeting with project management team and documented in the Inception Report, which is subject to approval by the evaluation manager.

The gender dimension should be considered as a cross-cutting concern throughout the methodology, deliverables and final report of the evaluation

In terms of this evaluation, this implies involving both men and women in the consultation, evaluation analysis, and if possible within the evaluation team. Moreover, the evaluators should review data and information that is disaggregated by sex and gender and assess the relevance and effectiveness of gender-related strategies and outcomes to improve lives of women and men. All this information should be accurately included in the inception report and final evaluation report.

6. MAIN DELIVERABLES

- a) An inception report- upon the review of available documents and an initial discussion with the project management (EVAL Guidelines –Checklist 3). The inception report will:
 - Describe the conceptual framework that will be used to undertake the evaluation;
 - Elaborate the methodology proposed in the TOR with changes as required;
 - Set out in some detail the data required to answer the evaluation questions, data sources by specific evaluation questions, data collection methods, sampling and selection criteria of respondents for interviews
 - Detail the work plan for the evaluation, indicating the phases in the evaluation, their key deliverables and milestones;
 - Set out the list of key stakeholders to be interviewed and the tools to be used for interviews and discussions.
 - Set out outline for the final evaluation report
- b) Preliminary Findings to be shared with the ILO and then presented at a stakeholders' workshop at the end of evaluation mission.
- c) First draft of Evaluation Report (Checklist 5 to be provided to the Consultant) -to be improved by incorporating Evaluation manager's comments and inputs. The Evaluation Manger holds the responsibility of approving this draft. The draft review report will be shared with all relevant stakeholders and a request for comments will be asked within a specified time (not more than 14 working days).
- d) Final draft of evaluation report incorporating comments received of ILO and other key stakeholders. The report should be no more than 30 pages long excluding annexes with executive summary (as per ILO standard format for evaluation summary). The quality of the report will be assessed against the EVAL checklist 5, 6 and 7 to be provided to Consultant). Any identified lessons learnt and good practices will also need to have standard annex templates (1 lessons learnt per page to be annexed in the report) as per EVAL guidelines. The

report should also include a section on output and outcome level results against indicators and targets of each project.

Suggested content for the report (Check list 5 to be provided to the Consultant):

1. Cover page with key project data (project title, project number, donor, project start and completion dates, budget, technical area, managing ILO unit, geographical coverage); and evaluation data (type of evaluation, managing ILO unit, start and completion dates of the evaluation mission, name(s) of evaluator(s), date of submission of evaluation report).
2. Table of contents
3. Acronyms
4. Executive Summary
5. Background on the project and its intervention logic
6. Purpose, scope and clients of evaluation
7. Methodology and evaluation questions
8. Review of implementation
9. Presentation of findings
10. Conclusions and Recommendations (including to whom they are addressed)
11. Lessons Learnt and potential good practices and models of intervention/Possible future directions
12. Annexes (list of interviews, overview of meetings, proceedings stakeholder meetings, other relevant information). The deliverables will be circulated to stakeholders by the evaluation manager and technical clearance for the deliverables will come from the evaluation manager. The evaluation report will be in English.

7. MANAGEMENT ARRANGEMENTS AND WORK PLAN

The evaluation is being managed by Mr. Baizebbe Na Pahimi, based at the ILO Regional Office for Africa, under the overall supervision of Mr. Gugsu Farice, Ag. Chief RPU, ILO Regional Office for Africa. They are in charge of developing the evaluation ToR, the selection of the consultants and will handle all contractual arrangements with the evaluation team. The CO Dar es Salam will provide any logistical and other assistance as may be required. The evaluation consultant reports to the Evaluation Manager's. The evaluator will be an international consultant selected through a competitive process from qualified consultants. The consultant will lead the evaluation and will be responsible for delivering the above evaluation outputs using a combination of methods as mentioned above.

Stakeholders' role:

All stakeholders in Uganda particularly the project teams, ILO CO-Dar es Salam, DWT/CO-Pretoria, ILO technical unit at HQ, and donor will be consulted and will have opportunities to provide inputs to the TOR and draft final evaluation report.

The tasks of the Project:

The project management team will provide logistical support to the evaluation team and will assist in organizing a detailed evaluation mission agenda. The projects will also ensure that all relevant documentations are up to date and easily accessible by the evaluation team.

The evaluation process is expected to be conducted in the months of February and April 2017 within a maximum of 30 working days.

Annex 7.2. List of Documents Reviewed

- YEF Uganda Project Document and Annexes
- Contribution Agreement FED/ 2014/ 340-845 between the ILO and EU, April 7, 2014
- Logical framework for the Project (initial and revised)
- Project budget and spending
- Monitoring Score Card 2014-2016 Youth Entrepreneurship Facility
- Danida: ILO joint review of the ILO Youth Entrepreneurship Facility. List of recommendations and intended follow-up, December 2013
- Danida: Response to JRT Final draft. List of recommendations and intended follow-up
- Narrative Project Report 1st May 2014 – 30th April 2015
- Narrative Project Report 1st May 2015 – 30th April 2016
- Final Progress 1st May 2015 – 30th November 2016
- Youth Entrepreneurship Facility in Uganda. Mid-term review (internal evaluation), May 2016
- Final Independent Evaluation of the “Unleashing African Entrepreneurship Initiative- Youth Entrepreneurship Facility” Kenya, Uganda and Tanzania, June 2015
- Joint review of the ILO Youth Entrepreneurship Facility Africa Commission (Danida) Kenya, Tanzania & Uganda, Final Report, October 2013
- Africa commission: Youth entrepreneurship facility: YEN component - Phase I - Midterm Evaluation Kenya, Uganda and Tanzania, June 2012
- Final Independent Evaluation of the “Unleashing African Entrepreneurship Initiative- Youth Entrepreneurship Facility” Phase 1 (2010-2011) Kenya, Uganda and Tanzania, June 2011
- Minutes for the NAC meeting held on October 12, 2016
- Minutes of the NAC meeting held on November 24, 2015
- Minutes of the NAC meeting on March 18– 20, 2015
- Minutes of the NAC meeting on November 13, 2014
- Evidence Based Advocacy in Youth Entrepreneurship in East Africa. Supporting the development and implementation of a Draft Policy Influence Plan (Uganda)
- Youth Entrepreneurship in Uganda: Policy, Evidence and Stakeholders, May 2015
- Entrepreneurship Syllabus for BTJET Certificate Courses, NCDC 2015
- Teacher’s Guide to Entrepreneurship Syllabus for BTJET Certificate Courses, NCDC 2015
- Business Improvement Groups. Mentoring & Coaching Guideline: Mentoring Model and Guidelines
- Business Improvement Groups. Mentoring & Coaching Guideline: Coaching Models and Guidelines
- ILO/EU Youth Entrepreneurship Facility. Youth to Youth (Y2Y) Fund. Prepared by Ngobi Yairo Nsajja. Sustainability capacity building workshops for Y2Y Project Leaders and monitoring visits to beneficiaries in Kampala and Jinja districts, August 2016
- ILO/EU Youth Entrepreneurship Facility. Youth to Youth (Y2Y) Fund. Prepared by Ngobi Yairo Nsajja. Sustainability capacity building workshops for Y2Y Project Leaders and monitoring visits to beneficiaries in Mbale, Soroti, Arua, Nebbi, Gulu and Kitgum districts, September 2016
- Youth Entrepreneurship Facility. Green Business Plan Competition 2016
- Criteria for identifying/selecting best Green Business Plans
- Timetable: Business plan training - Green Businesses in Kampala, 29 February - 4 March 2016
- Short Form (Application) Business plan training - Green Businesses: Business plan template. Sample Business Plan Template.
- Green Business Plan Training 29 February – 4 March 2016. Report for Green Business Plan Competition 2016
- Unleashing youth’s potential through green businesses, December 2016
- Communication and dissemination strategy and plan for the ILO YEF Uganda, November 2014
- EU-YEF Newsflash. SIYB Mentorship, Counselling and follow up trainings, November 2015
- EU-YEF Newsflash. ILO facilitates establishment of Youth Mentoring Clubs, December 2015

- EU-YEF Newsflash. Promoting Young Entrepreneurial role models through Green Business Plan Competitions in Uganda, March 2016
- EU-YEF Newsflash. Women Entrepreneurs Participate in ~ “Improve Your Exhibition Skills Workshop”, March 2016
- EU-YEF Newsflash. YEF Uganda trains ILO staff and partners on effective communication, October 2014
- EU-YEF Newsflash. EU-ILO Youth Entrepreneurship Facility Launch, August 2014
- Youth Entrepreneurship Facility: EU-ILO Brochure; EU-ILO name tags; EU-ILO Polo T-shirt designs; EU-ILO pull up banner; EU-ILO Launch Banner
- News Flash. Youth to Youth Fund Award Ceremony, November, 2014
- Final Grantees Technical Report Action for humanity initiative organization of Project “Improved affordable energy saving stoves for job creation”
- Technical Report BAIL of Project “Organic Herbal Soap for green Cash”
- Technical Report BAVUBUKA TUKOLE Development Initiative of Project “Plastic mulch vegetable growing”
- Technical Report Youth Empowerment and Transformation Enhancement of Project “Improving the social economic status of the youth making hydra form bricks in Mbale district”
- Mid-term and Final Technical Report Alert Agency for Desired Development (A4D Uganda) of Project “Scraps for Cash (S4C)”
- Technical Report Petroleum Institute for Proactive Action (PIPA) Pakwach of Project “Enhancing the income of Pakwach Town council riverine youth through sustainable organic vegetable production along the Albert Nile, market linkages and entrepreneurship trainings”
- Technical Report Face 2 Face Ministries Uganda of Project “Passion fruit Juice /Green pepper powder improving the economic status of youth in Mbale”
- Technical Report Hope for Youth and Women (HOYOWO) of Project “Zero Gardening for Alternate Youth Livelihood (ZEGAYOL)”
- Technical Report Youth and Community First of Project “Organic food processing through home gardening”
- Technical Report Soroti Integrated Development Agency (SIDA) of Project “Youth HIV/AIDS mushroom production (YMP)”
- Mid-term and Final Technical Report Fight to Improve Community Health (FICH) of Project “Soya Flour production for employment opportunity among young women farmers in Oyam”
- Technical Report Vurra Effort for Community Development Initiative of Project “Bee keeping for youth sustainable livelihood”
- Mid-term and Final Technical Report Ayivu Women Poverty Alleviation Association (AWPAA) of Project “Promoting the use of non-timber forest products of medicinal and nutritional value”
- Mid-term and Final Technical Report Women’s Focus Uganda of Project “Creating of Employment opportunities through Paper, plastics and cloth recycling”
- Mid-term and Final Technical Report Youth for Sustainable Development (YSD) of Project “Young Women Empowerment through orange fleshed sweet potatoes (YWETO)”
- Technical Report VERT FIELDS Limited of Project “Economic empowerment of young women through rabbit rearing and value addition”
- Technical Report Soroti Deaf Women and Children’s Association of Project “Art and craft for employment creation”
- Technical Report KULAKULANA Group of Project “Quails Farming for improved livelihoods among Young unmarried women”
- Mid-term and Final Technical Report Mbale Environmental Youth Protection Agency (MEYOPA) of Project “Amuutu Stove for Sustainable Employment”
- Mid-term and Final Technical Report Innovative Youth with Action Uganda (IYAU) of Project “Young women involved in groundnuts production (YOWOGP)”

- Technical Report Youth Development Organization of Project “Tomato Value Addition”
- Technical Report African Orphanage Organisation - KITGUM of Project “Disability empowerment through piggery and manure production project located in Lulojo Ward Westland Parish Kitgum Municipal”
- Technical Report Agenda for Youth Empowerment (AFOYE) of Project “Empowering Young women with Disabilities through briquette Enterprise (EYOBE)”
- Technical Report AMARO Youth Development Network of Project “Youth with Disability in Greenhouse Organic Farming”
- Mid-term and Final Technical Report Grace of God Youth and Widows Initiative of Project “Cosmetics manufacturing technology for 30 disabled youths”
- Technical Report Help Disabled Children Excel (HEDCHE) of Project “Tailoring, Weaving and Graphic designing”
- Technical Report Lira district union of Persons with disabilities (LDUPD) of Project “Skills for sustainable development of youth with disabilities in Lira municipality”
- Technical Report Lwanda Youth Patriotic and Transformatory Association of Project “Pampers and paper tissue production”
- Technical Report Mafubira Youth Association (MYA) of Project “Bakery for youth employment”
- Technical Report Tweekembe youth development Association of Project “Art and craft venture for young women”
- End-Line Report “Measuring Program Effectiveness for the Youth Entrepreneurship Facility (YEF) Program”, Prepared by IPSOS Ltd (Uganda), October 2, 2015
- Boosting Youth Employment through public works “An ILO What Works in Youth Employment”, Knowledge Sharing Event Report, 29-30 June 2015
- David McKenzie and Susana Puerto. Policy Research Working Paper “Growing Markets through Business Training for Female Entrepreneurs”, A Market-Level Randomized Experiment in Kenya, March 2017 Impact
- assessment report ILO-YEF Youth Loan Fund, March 2017
- Report on ILO M&E Clinic Workshop, November, 2016
- Youth to Youth Fund Proposal database 2014 and 2015
- The Youth to Youth Fund in Uganda “Information Note 2015”
- The Youth to Youth Fund in Uganda “Information Note (West Nile)”
- The Youth to Youth Fund in Uganda “Selection process 2015”
- The Youth to Youth Fund as a Successful Model to Promote Youth Entrepreneurship. Key achievements and lessons learned, Prepared by Anne-Marie Jamin and Tov Manene, March 2015
- Monitoring visits to grantees in Soroti, Mbale and Jinja districts, Prepared by Ngobi Yairo Nsajja, July, 2016
- YEF News Flash. Monitoring visits - Youth to Youth Fund in Uganda, February 2016
- Final Report on the Technical Support offered to the Youth to Youth Fund Grantees, submitted by Advance Afrika, November 2016
- Y2YF Mid-term Technical report, submitted by Advance Afrika, June 2016
- Youth to Youth Fund Management Proposed activities and budget, Advance Afrika, January 2016
- Final Report YEF’s Youth-to-Youth Fund on project design and proposal writing workshop, 25-29 May 2015
- Grant agreement between the ILO and Held Disabled Children Excel (HEDCHE), 2016
- Agreement contract with HEDCHE, February 01, 2016
- Report on follow up, quality control and monitoring of 40 start and improve your business workshops and SIYB Trainer Certification in the EU focus districts of Uganda, November 2016

- Training Report (SIYB). Training of 25 groups of potential entrepreneurs' targeting 625 participants using the SYB module in the European Union implementation districts, November 2016
- Final Report (SIYB). SIYB TOT Report BWAISE Youth Employment Centre in UGANDA, Prepared by Nelson Tasenga and Mulya David, October, 2016
- Pre-final Verification Report. Verification mission of a United Nations managed Action entitled YEP from 27 June 2016 to 1 July 2016
- ILO/EU Youth Entrepreneurship Facility. Start and improve your business (SIYB) follow-up assessment final report, Prepared by Gabriel Wilhelm, January 2016
- Presentation: SIYB Programme Overview
- SIYB training programme and Short Form (Application)
- Assessor selection summary sheet
- Final Report (SIYB). ILO Market Assessment of youth's business and market opportunities.
- Final Report (SIYB). Impact Assessment: Survey summary report, July 2014
- Final Report (SIYB). Impact survey report, August 2013
- Grant agreement between the ILO and Pangisa Cooperative Saving and Credit Society Limited, 2016
- Grant agreement between the ILO and Mafubira Rural Cooperative Saving and Credit Society Limited, 2016
- Grant agreement between the ILO and Nyaravur Farmers' SACCO Limited, 2016
- Grant agreement between the ILO and Katine Joint Farmers' Cooperative Society Limited, 2016
- Reports of Alutkot SACCO. Midterm Reports: YEF ILO reporting for May 2016; List of beneficiaries of the ILO Youth Enterprise Loan; Final Technical Report. Final Project Report: YEF Report for 3rd Quarter 2016; List of Youth Clients disbursed during August 2016 under ILO Fund; Financial Reporting.
- Reports of Katine SACCO: Final Technical Report and Financial Report.
- Reports of Kitgum SACCO: Mid-term Financial Report; List of loan disbursed; Final Grantee Technical Report; Track sheet.
- Reports of Nakanyonyi SACCO: Mid-term Financial Report; List of loan disbursed; Final Grantee Technical Report; Track sheet.
- Reports of Nyaravur SACCO: Mid-Term Grantee Technical Report; Progress report on the implementation of the Youth Entrepreneurship Fund November 30, 2016; Mid-Term Financial Reporting (Track Sheet); Final Grantee Technical Report; Final Financial Reporting (Track Sheet); Nyaravur SACCO YEF Bank statements 2016.
- Reports of Pangisa SACCO: Final Grantee Technical Report; List of YEF grant beneficiaries; Final Financial Reporting (Track Sheet).
- Reports of Saints SACCO: Mid-Term Grantee Technical Report; Mid-Term Financial Reporting (Track Sheet); Final Grantee Technical Report; Final Financial Reporting (Track Sheet); Letter requesting final 10% disbursement; Saints Sacco Youth Bank Statement December 2016.
- SACCO of Mafubira SACCO: Implementation Agreement; Concept Note (SACCOs); Certificate of Labour Compliance; Profile MARUSACCO; Registration Certificate; Request Letter; Work Plan.

Annex 7.3. List of Interviews, Meetings and Site Visits

7.3.1. List of interviewees

Sunday, 5 March	
00:00 -06:30	Travel from Kiev (Ukraine) to Kampala (Uganda)
13:00 -17:00	Meeting with YEF project staff Mr. Jealous Chirove, Chief Technical Advisor and Employment Specialist, ILO Mr. Robert Mawanda, National Project Coordinator ILO Uganda Ms. Hellen Ayot, Finance and Administrative Assistant ILO Uganda
Monday, 6 March	
09:00 -10:00	Meeting with Ms. Elizabeth Ongom, Programme Manager, EU Delegation
10:30 -11:00	Meeting with Mr. Kyateka Mondo and Ms. Friday Madinah, Implementing Partner, Ministry of Gender, Labour and Social Development
11:30 -12:30	Meeting with Mr. Juma Mwamula and Mr. Joseph Mbabazi, Social Partner/NAC member/ Implementing Partner, Central Organization of Freed Trade Unions
14:00 -15:00	Meeting with Ms. Grace Bagguma, Mr. John Okumu Emorut and Ms. Alisat Gule NAC member /Implementing Partner, National Curriculum Development Centre
16:00 -17:00	Meeting with Ms. Cathy Ikiro Mbidde, Mr. David Mulya, Ms. Gorreti and Ms. Zavuga Amuriat BDS Providers/Implementing Partners, BDSPN and SIYB Master Trainers
Tuesday, 7 March	
09:00 -10:00	Meeting with Mr. Capt Julius Katanaka, Financial services and BDS provider/ Implementing Partner, Wazalendo SACCO
10:30 -12:00	Meeting with Ms. Christine Birungi and Ms. Prossy Namubiru Financial services provider/ Implementing Partner, Centenary Bank
14:30 -15:30	Meeting with Mr. Douglas Opio and Mr. Daniel Ogwang, Social Partner/NAC member/ Implementing Partner, Federation of Uganda Employers (FUE)
Wednesday, 8 March	
07:00 -09:00	Travel from Kampala to Jinja (80 km) by car
09:00 -11:00	Focus Group Discussions with Y2Y Fund beneficiaries and Y2Y organizations in Jinja
11:30 -13:30	Focus Group Discussions with Individual Entrepreneurs and SIYB Trainers (4-m/5-f) in Jinja
14:00 -15:00	Meeting with Financial services provider, Nakanyonyi SACCO in Jinja
15:30 -20:00	Travel from Jinja to Mbale (140 km) by car
Thursday, 9 March	
09:30 -10:30	Focus Group Discussions with Individual Entrepreneurs and SIYB Trainers in Mbale
11:00 -13:00	Travel from Mbale to Soroti (100 km) by car
13:00 -15:30	Focus Group Discussions with Y2Y Fund beneficiaries in Soroti
16:00 -19:00	Travel from Soroti to Lira (100 km) by car
Friday, 10 March	
09:00 -10:30	Focus Group Discussions with Individual Entrepreneurs and SIYB Trainers in Lira
10:30 -11:30	Travel from Lira to Oyam
11:30 -12:30	Focus Group Discussions with FICH in Oyam
13:00 -14:00	Meeting with Financial services provider, Alutkot SACCO
14:30 -20:30	Travel from Oyam back to Kampala (350 km) by car
Saturday, 11 March and Sunday, 12 March	
9:00 -18:00	Preparations for the Validation Workshop

Monday, 13 March	
08:00 -12:00	Validation Workshop (Breakfast Meeting)
12:00 -14:00	Meeting with Advance Afrika, implementing partner of the Y2Y Fund
14:00-16:30	Meeting with Mr. Robert Mawanda, National Project Coordinator ILO Uganda
Tuesday, 14 March	
01:00 -20:00	Travel from Kampala (Uganda) to Warsaw (Poland) by air
Wednesday 15 March	
11:00 -11:45	Skype interview with Ms. Susana Puerto Gonzalez, the Youth Employment Coordinator, ILO Geneva
Thursday, 16 March	
16:00 -17:30	Skype interview with Mr. Stephen Opio, Former National Project Coordinator, Work4Youth Project and UN Joint Population Programme, ILO Kampala
Monday, 23 March	
14:00 -15:00	Skype interview with Mr. Drew Gardiner, the Evaluation Specialist, ILO Geneva
Monday, 27 March	
12:00 -13:30	Skype interview with Mr. Jens Christensen Dyring, the Senior Enterprise Development Specialist, Decent Work Team, based in Pretoria
Monday, 28 March	
14:00 -15:00	Skype interview with Mr. Drew Gardiner and Jonas Bausch, the Evaluation Specialists, ILO Geneva
Monday, 29 March	
10:30 -11:30	Skype Interview with Dr. Mary Kwar, the ILO Director for Burundi, Kenya, Rwanda, Tanzania and Burundi
Total: 28 stakeholders, including Male – 18 and Female - 10	

7.3.2. List of participants of focus group discussions

FGDs with SIYB Trainers and Individual Entrepreneurs in Jinja

#	Name	Gender	Status	District
1	Mpamde Francia	M	SIYB Trainers	Jinja
2	Kyotakoze Cathevire	F	SIYB Trainers	Jinja
3	Aisha Muchara	F	SIYB Trainers	Jinja
4	Mistebe Rowland	M	SIYB Trainers	Jinja
5	Ntambi Sadat	M	SIYB Trainers	Jinja
6	Joel Bamwise	M	SIYB Trainers	Jinja
7	Madubo Pauwna	F	SIYB Trainers	Jinja
8	Adikini Mary	F	SIYB Trainers	Jinja
9	Moreen Hamonye	F	SIYB Trainers	Jinja
10	Namukosa Hewen	F	Entrepreneur	Jinja
11	Ajimbo Comstance	F	Entrepreneur	Jinja
12	Nhuanrictei Ruchea	F	Entrepreneur	Jinja
13	Liana Ntahk	F	Entrepreneur	Jinja
14	Musomrwa Richardnewion	M	Entrepreneur	Jinja
15	Michael Bunfaaki	F	Entrepreneur	Jinja
16	Lnanga Buhari	M	Entrepreneur	Jinja
17	Amanyio Kevin	M	Entrepreneur	Jinja
18	AgnesKizire	F	Entrepreneur	Jinja
19	Omoding Norbert	M	Entrepreneur	Jinja
20	Babinje Rehema	F	Y2Y Fund beneficiary	Jinja
21	Musokolo Justine	F	Y2Y Fund beneficiary	Jinja
22	Natugere Rose	F	Y2Y Fund beneficiary	Jinja
23	Nakiana Gladys	F	Y2Y Fund beneficiary	Jinja
24	Kaudha Miria	F	Y2Y Fund beneficiary	Jinja
25	Malmniogi Harriet	F	Y2Y Fund beneficiary	Jinja
26	Nambi Grace	F	Y2Y Fund beneficiary	Jinja
27	Lubodo Annei	F	Y2Y Fund beneficiary	Jinja
28	Namuganza Suran	F	Y2Y Fund beneficiary	Jinja
29	Jane Najjemba	F	Youth Development Organization	Jinja
30	Robert Bwire	M	Youth Development Organization	Jinja
31	David Katenderi	M	Child and Youth Empowerment	Jinja
32	Babinje Rehema	F	Child and Youth Empowerment	Jinja
Total: 32 beneficiaries, including Male – 10 and Female - 22				

FGDs with SIYB Trainers and Individual Entrepreneurs in Mbale

#	Name	Gender	Status	District
1	Wanambwa Robert. H	M	SIYB Trainer	Mbale
2	Oyoo Christopher	M	SIYB Trainer	Mbale
3	Mooya Moses	M	SIYB Trainer	Mbale
4	Apesa Caroline Bwayo	F	SIYB Trainer	Mbale
5	Kiondo Catherine	F	SIYB Trainer	Mbale
6	Watela Esther	F	SIYB Trainer	Mbale
7	Wakuyiya Catherine	F	SIYB Trainer	Mbale
8	Musiime Mark Anthony	M	SIYB Trainer	Mbale
9	Ayo Karoline	F	SIYB Trainer	Mbale
10	Okidi Agnes Grace	F	Entrepreneur	Mbale
11	Namalala Tom	M	Entrepreneur	Mbale
12	George William Raymond	M	Entrepreneur	Mbale
13	Matanda Vincent	M	Entrepreneur	Mbale
14	Bwayo Bernard Wilfred	M	Entrepreneur	Mbale
15	Mwolobi Sophia	F	Entrepreneur	Mbale
16	Tsombe Martin	M	Entrepreneur	Mbale
17	Nalyaaka Grace	F	Entrepreneur	Mbale
18	Namea Sumaya	F	Entrepreneur	Mbale
19	Bisikwa Grace	F	Entrepreneur	Mbale
20	Aupat Beatrice	F	Entrepreneur	Mbale
21	Chemutai Moses	M	Entrepreneur	Mbale
22	Egetu Moses	M	Entrepreneur	Mbale
23	Bweri Gerald	M	Entrepreneur	Mbale
Total: 23 beneficiaries, including Male – 12 and Female - 11				

FGDs with Y2Y Fund beneficiaries in Soroti

#	Name	Gender	Status	District
1	Agwang Florence	F	Y2Y Fund beneficiary	Soroti
2	Akello Kevin	F	Y2Y Fund beneficiary	Soroti
3	Adite Catherine Rhoda	F	Y2Y Fund beneficiary	Soroti
4	Apetu Joseph	M	Y2Y Fund beneficiary	Soroti
5	Williams Echeke	M	Y2Y Fund beneficiary	Soroti
Total: 5 beneficiaries, including Male – 2 and Female - 3				

FGDs with SIYB Trainers and Individual Entrepreneurs in Lira

#	Name	Gender	Status	District
1	Otim Isaac	M	SIYB Trainer	Lira
2	Ejor Hamaan Smith	M	SIYB Trainer	Lira
3	Okello Denis	M	SIYB Trainer	Lira
4	Otim Moses Augustin	M	SIYB Trainer	Lira
5	Okello Maurice	M	SIYB Trainer	Lira
6	Abejja Florence Deizy	F	SIYB Trainer	Lira
7	Acwici Susan	F	SIYB Trainer	Lira
8	Eyer Mary	F	SIYB Trainer	Lira
9	Wece Robinson	M	SIYB Trainer	Lira
10	Aryam Robert Dalton	M	Entrepreneur	Lira
11	Okwir Denis	M	Entrepreneur	Lira

12	Opito Jasco	M	Entrepreneur	Lira
13	Byemaro Joseph	M	Entrepreneur	Lira
14	Aguti Dolly	F	Entrepreneur	Lira
15	Olila Isaac	M	Entrepreneur	Lira
16	Adong Vicky	F	Entrepreneur	Lira
17	Akello Doreen	F	Entrepreneur	Lira
18	Apio suan	F	Entrepreneur	Lira
19	Adong Jenifer	F	Entrepreneur	Lira
20	Aboo Martin	M	Entrepreneur	Lira
Total: 20 beneficiaries, including Male – 12 and Female - 8				

FGDs with SASCCOs beneficiaries in Oyam

#	Name	Gender	Status	District
1	Okwir Patrick	M	Beneficiary – Alutikot SACCO	Oyam
2	Ajok Monica	F	Beneficiary – Alutikot SACCO	Oyam
3	Opiny Francis Jimmy	M	Manager – Alutikot SACCO	Oyam
4	Amwonya Agrey	M	Staff – Alutikot SACCO	Oyam
5	Okori James	M	Staff – Alutikot SACCO	Oyam
Total: 5 beneficiaries, including Male – 4 and Female - 1				

FGDs with Y2Y Fund beneficiaries in Oyam

#	Name	Gender	Status	District
1	Atoo Dorcus	F	Y2Y Fund beneficiary	Oyam
2	Jennifer Okello	F	Y2Y Fund beneficiary	Oyam
3	Molly Ojok	F	Y2Y Fund beneficiary	Oyam
4	AcenEvaline	F	Y2Y Fund beneficiary	Oyam
5	AumaPaska	F	Y2Y Fund beneficiary	Oyam
6	Hellen Otim	F	Y2Y Fund beneficiary	Oyam
7	Aceng Cinderella	F	Y2Y Fund beneficiary	Oyam
8	Aroko Irene	F	Y2Y Fund beneficiary	Oyam
9	Acan Eunice	F	Y2Y Fund beneficiary	Oyam
10	Auma Sarah	F	Y2Y Fund beneficiary	Oyam
11	AngomHeddy	F	Y2Y Fund beneficiary	Oyam
12	Anna Ogwang	F	Y2Y Fund beneficiary	Oyam
13	AkelloEvaline	F	Y2Y Fund beneficiary	Oyam
14	AkiteKolga	F	Y2Y Fund beneficiary	Oyam
15	Candy Alum	F	Y2Y Fund beneficiary	Oyam
16	Emmy Zoomlamai Okello	M	Y2Y Fund beneficiary	Oyam
Total: 16 beneficiaries, including Male – 1 and Female - 15				

7.3.3. List of participants of validation workshop (March 13, 2017)

#	Name	Organisations	Gender	Type of partner
1	Ronald Rwankangi	Advance Afrika	M	Implementing partner Y2Y Fund
2	Steven Nkunbi	PERT Consult	M	BDS Providers
3	Capt Julius Katanaka	Wazalendo SACCO	M	Financial services provider
4	Ngobi Yairo	KAGOTE	M	BDS Providers
5	Michael Oringo	Formal ILO staff	M	ILO
6	Marvin Odongo	Former intern ILO staff	M	ILO
7	Cathy Ikiror Mbidde	Business Development Services Providers Network	F	BDS Providers
8	Richard Wanderemah	Finance and Administration Assistant, Imprest office	M	ILO
9	David Mulya	M 2 Consult Ltd	M	BDS Providers
10	Mvsaari Jeasy	JKF	M	BDS Providers
11	Friday Madinah	Ministry of Gender, Labour and Social Development	F	NAC member
12	Daniel Opio	Federation of Uganda Employers	M	Social Partner/NAC member
13	Juma Mwamula	Central Organization of Free Trade Unions	M	Social Partner/NAC member
14	Robert Mawanda	National Project Coordinator	M	ILO
15	John Okumu Emorut	National Curriculum Development Centre	M	Social Partner/NAC member
16	Krijemlea Eve A	HEVAJO (ILO)	F	ILO
17	Hellen Ayot	Finance and Administration Assistant ILO, YEF	F	ILO
18	David Mawesse	ILO AIDS	M	ILO
Total: 18 people, including Male – 12 and Female - 4				

Annex 7.4. Indicators of Project Achievements disaggregated by five strands of activities

Intervention logic		OVis	Progress	Status
	Outcome indicators	Target	Actual	Status
Specific objectives	1. Young women and men have improved perceptions about entrepreneurship	1. Increase in the share of young people that consider starting their business as a livelihood strategy of choice (25% increase against baseline)	30% started businesses	exceeded target on 20%
	2. The national education systems groom entrepreneurial talent	2. Increase in the share of school leavers that intend to start their own business (30% against baseline)	Follow up survey to be conducted after 1 year of roll out which took place in 2016	not achieved
	3. Youth employment policy makers and promoters are in a better position to make evidence based decisions to improve resource allocation and programme design	3. No. of youth employment policy recommendations/programmes drafted using reliable evidence-based evaluations (at least two policy recommendations)	One policy approved - NYP and Action Plan in 2016 approved by Cabinet of Uganda. Policy Impact Plan prepared by the project	partly achieved/target implemented on 50%
	4. Youth organizations deliver innovative entrepreneurship solutions	4. Share of innovative solutions that can be replicated (at least 25%)	33% (6 out of 18) Y2Y Fund projects upscaled	exceeded target on 32%
	5. More young women and men establish and manage sustainable enterprises.	5.a) Number of businesses started by youth (at least 1,875 by 2016)	2,800 businesses started	exceeded target on 49%
		5.b) Average increase in turnover in businesses reach (20% increase against baseline)	42% of businesses improved	exceeded target on 110%
	Output indicators	Target	Actual	Status
Expected results	1.1 Awareness among young women and men about the merits of entrepreneurship increased	At least 300,000 youth reached & 50% increase in entrepreneurship awareness	530 reached during launch Over 1,000 reached during 3 Y2Y Fund Award Ceremonies 559 reached during campaigns in 10 districts 500,000 reached (estimate) through TV series on UBC TV	exceeded target on 67%

	1.2 Young entrepreneurial role models promoted	30% of target audience empathizing with the thought of being an entrepreneur	30% of respondents had started business based on the info received from TV programmes	fully achieved
	2.1 National entrepreneurship curricula revised in business, technical and vocational, education and training schools	Entrepreneurship education curricula amended	Entrepreneurship syllabus, teachers guide, students textbook and training manual developed	partly achieved as curriculum not yet approved
	2.2 Teachers trained and certified as competent in the delivery of entrepreneurship education modules	At least 150 teachers trained	20 teachers of trainers trained	partly achieved/target implemented on 13%
	2.3 Entrepreneurship education classes conducted	4,500 students	Amended Curriculum rolled out/16,000 students accessed	exceeded target on 256%
	3.1 Policy makers and promoters have an improved knowledge base on best practice in youth employment promotion	One evaluation clinic	Held for social partners, policy makers and promoters	fully achieved
	3.2 The evidence base for effective youth employment programming is increased	One rigorous impact assessment initiated	Instead of impact assessment, evaluation of the new lending model with grants through SACCOs was evaluated	partly achieved
	4.1 Youth organisations trained to develop youth entrepreneurship solutions	At least 60 youth groups sufficiently organised	62 youth groups received capacity building	exceeded target on 3%
	4.2 Grants for competitively selected youth organizations distributed	At least 60 grant agreements signed	62 grants awarded and agreements signed	exceeded target on 3%
	4.3 Youth projects piloted successfully and recommendations produced on how these projects can	At least 5 projects upscaled	6 projects upscaled	exceeded target on 20%

	be up-scaled or replicated			
	Output indicators	Target	Actual	Status
	5.1 BDS products tailored to suit the needs and capacities of young businesspeople developed	One new BDS product produced	Coaching and Mentorship module developed	fully achieved
	5.2 Local BDS providers certified competent to deliver BDS	At least 150 trainers by 2016	288 new trainers prepared and 200 certified	exceeded target on 25%
	5.3 Out of school young women and men have receive BDS in specific sectors and value chains	At least 7,500 youth by 2016	over 10,000 youth trained	exceeded target on 25%
	5.4 Partnerships with micro finance institutions for “youth finance windows” developed	At least 6 partnerships created	8 SACCOs selected and agreements signed	exceeded target on 33%
	5.5 Access to grant and loan finance for female and male entrepreneurs	At least 1,500 youth borrowers	over 2,000 youth accessed loans	exceeded target on 33%

Annex 7.5. Evaluation tools

7.5.1. Generic Interview Guide

Date:	
Name(s) and function(s) of interviewee(s) (for evaluation data analysis only):	
Gender (f/m):	
Organization:	
Country:	
Type of interview (f-2-f/skype):	

Thank you for taking the time to meet with me. My name is Katerina Stolyarenko. I am an independent evaluation consultant and was invited by the ILO to undertake the final independent project evaluation of the ILO YEF Programme. I am carrying out this evaluation to assess how well the programme is meeting the needs of internal and external stakeholders like you and to find out how various aspects of the programme have been working during May 2014-November 2016.

This interview is voluntary; you can withdraw at any time, either before or during the interview. There are no right or wrong answers. I want to hear your thoughts, based on your experience and your involvement with the project. The interview should not take more than 60-90 minutes to complete. Following the interview, I may want to contact you again in a few days to confirm or clarify some of the information you have shared with me.

Are you willing to be interviewed for this evaluation?

Yes No

The information you provide will be essential to understanding the achievements and limitations of the ILO Shrimp project. The information that will be provided by you is confidential and your name, position and organization will not be displayed in the evaluation report. I will not attribute any information that I receive to you, either in any report, transcript or notes from this discussion, or any conversations.

If you have no objections, I would like to record this discussion, but I wish to assure you that all recordings and notes will remain confidential and will be kept in a safe place. The recordings will be used for data analysis purposes only.

Do you mind if I record the interview? Yes No

	Key Questions	Follow-Up Questions
<i>Introduction (all)</i>	Please describe your role in the YEF programme	What is the YEF programme history (only for CTA and National Project Coordinator)?
<i>Effectiveness (all)</i>	<p>Could you describe the main achievements of the YEF programme during its implementation?</p> <p>In your opinion, in which area (geographic, component, issue) was the most successful? Please explain your response.</p> <p>Were there any unintended results of the programme?</p> <p>In your view, were the quantity and quality of the programme outputs have been satisfactory? Do you use the programme's outputs? If yes, how (please bring examples); if no why? (<i>only for programme's partners</i>)</p>	<p>What factors were crucial for the achievements? What was not achieved in full and why?</p> <p>Do the benefits accrue equally to young men and women?</p> <p>What are the major challenges and obstacles that the programme encountered? Was the programme able to cope with them?</p>
<i>Design/ Inclusiveness (if relevant)</i>	<p>Was the programme designed in a participatory manner? (Probe: How the needs of the target groups were assessed? Were needs assessment or diagnosis analysis conducted on the inception phase of the programme? Have the inputs of the stakeholders and beneficiaries been incorporated and addressed?)</p> <p>How was the Logical Framework developed/revised?</p> <p>In your opinion, is the programme's theory of change clearly articulated?</p> <p>Considering the results that were achieved, was the project design realistic?</p>	<p>Are targets well specified in the PRODOC, including clear and concise performance indicators?</p> <p>Is there a clear and logical consistency between the objectives, inputs, activities, outputs in terms of quality, quantity, time-frame and cost-efficiency? Are the gender needs and interests addressed in the PRODOC?</p> <p>Are the partners and beneficiaries well identified in the PRODOC?</p> <p>Are prior obligations and prerequisites (assumptions and risks) well-specified and met?</p> <p>Is the managerial and institutional framework for implementation well defined?</p> <p>Is the work plan practical, logical and cohesive?</p> <p>Is the planned programme duration realistic?</p>
<i>Relevance (for all)</i>	<p>How relevant was the YEF programme from your point of view to:</p> <p>(1) the achievements of the outcomes in the national development plan, the UNDAF/UNDAP and the DWCP for Uganda?</p>	<p>Considering evolution of the context over time, to what extent did the programme adapt to these changes?</p>

	<p>(2) the needs of direct beneficiaries?</p> <p>How the YEF programme complemented and fitted with other ongoing ILO programmes and projects in Uganda?</p> <p>What links were established during the implementation of the project with other activities of the UN or non-UN international development aid organizations at local level?</p> <p>How the programme fitted with the EU Strategy and synergies with relevant EU initiatives and programmes? <i>(only for donor and ILO programme staff)</i></p>	
<p><i>Efficiency (if relevant)</i></p>	<p>In your opinion, how adequate is the funding allocated for the YEF programme compared with planned activities?</p> <p>Was the programme implemented in a timely manner?</p> <p>Has the YEF programme management team efficiently supported your agency efforts in this programme? <i>(only for partners)</i></p> <p>To what extent are you satisfied with reporting (progress and financial)? <i>(only for donor)</i></p>	<p>Were there any financial constraints (if any) in the YEF programme implementation process?</p> <p>What were the factors that have hindered timely delivery of programme funds and the counter-measures that were put in place in lights of delayed delivery of programme funds?</p> <p>Describe the programme monitoring plan and implementation? How was it established? How was it used? What tools did the programme use to collect information on its performance and outcomes? Was the data disaggregated by sex (and by other relevant characteristics if relevant)?</p> <p>What constraints did the programme experience in tracking/verifying its outcomes?</p>
<p><i>Effectiveness of management arrangements (if relevant)</i></p>	<p>Is the management structure of the YEF Programme enabling an efficient implementation of the programme? Describe strengths and weaknesses.</p> <p>Did the NAC provided sufficient support for effective programme implementation?</p> <p>Was the YEF programme collaborating with other ILO programmes and with</p>	<p>Were roles clearly defined?</p> <p>How effective were the backstopping support provided by ILO (Regional Office, DWT Pretoria and Geneva) to the YEF programme?</p> <p>What was the quality and timeliness of the administrative, technical support if needed from the ILO office in the field (Dar es Salaam), field technical specialists (Pretoria)</p>

	<p>other donors in the country/region to increase its effectiveness and impact?</p> <p>What was the quality of political, technical and administrative support from programme national partners/implementing partners? <i>(only for ILO programme staff)</i></p>	<p>and the responsible technical units in headquarters?</p> <p>Was programme implementation sufficiently flexible to be able to deal with unforeseen events?</p> <p>What was the nature of commitments of your institution?</p> <p>To what extent have programme national and local stakeholders fulfilled the obligations/responsibilities agreed upon in providing support towards the implementation of the programme?</p> <p>Which challenges have programme national and/or local stakeholders experienced that have prevented them from fulfilling their obligations/responsibilities to provide support to the programme?</p>
<i>Impact (if relevant)</i>	<p>To what extent have the programme's development objectives been reached (i.e. creation of decent work for young Ugandans both as means of self-employment and as job creation for others")?</p> <p>Have there been unforeseen impacts?</p>	<p>What measurable changes have occurred as a result of the programme under different components?</p>
<i>Sustainability (if relevant)</i>	<p>Which YEF programme activities are most/least sustainable and why?</p>	<p>To what extent the programme built a sense of ownership and enhanced capacity of people and national institutions/strengthened an enabling environment (laws, policies, people's skills, attitudes etc.)?</p> <p>What plans has ILO put in place to sustain the results of the programme (i.e. exit strategy)?</p> <p>What are potential risks/constraints to these (mechanisms, programs, reforms) being sustained?</p>
<i>Lessons Learned/Good Practices (if relevant)</i>	<p>What were the key lessons learned from this programme? (Probe: What should have been different, and should be avoided in the future ILO projects?)</p>	<p>What good practices can be learned from the YEF programme that can be applied in the next phase and to similar ILO future projects?</p>
<i>Closing (for all)</i>	<p>Is there anything more you would like to add?</p>	

7.5.2. Focus Group Guidelines

FGD with Y2Y Fund beneficiaries

Date:

Number of participants:

Introduction:

1. Turn on Tape Recorder
2. Welcome

Thanks for agreeing to be part of the focus group. I appreciate your willingness to participate.

3. Introduction

Introduce myself, and send the Sign-In Sheet around to the group while you are introducing the focus group.

My name is Katerina Stolyarenko. I am independent evaluation consultants and was invited by the ILO to undertake final evaluation of YEF programme. The goal of the evaluation is to assess the extent to which the programme objectives have been achieved and the impact of the programme on direct beneficiaries. The finding of the evaluation will be used for informing stakeholders in the design and implementation of subsequent projects in the country.

4. Explanation of the process

About the purpose of the focus group

We gathered today in order to discuss your experience in participation of Y2Y Fund activities. I need your input and want you to share your honest and open thoughts with us.

Logistics

- Focus group will last up to 2 hours
- Feel free to move around
- Where is the bathroom? Exit?
- Help yourself with refreshments

5. Ground Rules

- *We would like everyone to participate. Every person's experiences and opinions are important. Speak up whether you agree or disagree. We want to hear a wide range of opinions.*
- *The information you give me is completely confidential, and I will not associate your name with anything you say in the focus group.*
- *We would like to tape the focus groups so that we can make sure to capture the thoughts, opinions, and ideas we hear from the group. No names will be attached to the focus groups and the tapes will be destroyed as soon as they are transcribed.*
- *You may refuse to answer any question or withdraw from the study at anytime.*
- *We understand how important it is that this information is kept private and confidential. We will ask participants to respect each other's confidentiality.*

6. Ask the group if there are any questions before we get started, and address those questions.

7. Introductions

- Go around table: name, jobs title, where are you from

Discussion begins, make sure to give people time to think before answering the questions and don't move too quickly. Use the probes to make sure that all issues are addressed, but move on when you feel you are starting to hear repetitive information.

Questions

1. Do you feel better prepared for development youth entrepreneurship after participating in the Y2Y Fund Programme? How or why?
2. Has the Y2Y Fund implementing partner efficiently supported your agency efforts in this project? Please explain. (Probe: What type of mentoring support have you received from Y2Y Fund implementing partner? Was it relevant and useful for your organization?)
3. Were you able to achieve all set targets as per your workplans? In your view, what have been some of the programme's main challenges or constraints?

Probing:

- a. These could be external or internal constraints.
- b. How do you feel Implementing partners/Trainers has responded to these challenges?
- c. How could they improve on these challenges in the future?

Challenges	How to improve

4. Do you think that Y2Y Fund have influenced changing the youth/community perception on youth entrepreneurship? If yes, what was the impact of those programs?
 - What are the skills lacking among the youth in your community?
 - Which are the skills that you see as strength in youth in your community?
 - What additional skills, trainings youth might need to increase their chance of starting/expanding their business?
5. Were there any innovative projects replicated/scaled up? Please explain.
6. The YEF programme ended in November 2016, do you continue provision of innovative business development services? What resources/capacity do you have to support the implementation?
7. Now I want each person to turn to the person sitting next to you, and in pairs, discuss for 5-10 minutes this question: What is the most significant change brought by your participation in the Y2Y Fund programme? What benefits did your organization receive from the project? Please think of specific things at the individual, institutional and community level. Then I will ask you to share these stories with the group. It is a way of assessing the programme's impact.

Repeat the main question and explain the process several times to make sure they understand. After 5-10 minutes of story-telling in pairs, then have each pair share and discuss with the group. If taking too long, just hear at least 3 stories and move on to next questions.

Note-taker: Record the primary story-teller's name and their change stories in the table below. Try to include main details. Ask for clarification if needed. Continue on back of page if needed

Pair	Most Significant Change Stories

8. Anything else you would like to share or comment on that is relevant to this evaluation?

After the brief oral summary, the question asked is: "Is this an adequate summary?"

That concludes our focus group. Thank you so much for coming and sharing your thoughts and opinions with me.

Materials and supplies for focus group

- Sign-in sheet
- Focus Group Discussion Guide for Facilitator
- 1 recording device
- Batteries for recording device
- Notebook for note-taking
- Refreshments

FGD with Individual Entrepreneurs

Date:

Number of participants:

Introduction:

1. Turn on Tape Recorder
2. Welcome

Thanks for agreeing to be part of the focus group. I appreciate your willingness to participate.

3. Introduction

Introduce myself, and send the Sign-In Sheet around to the group while you are introducing the focus group.

My name is Katerina Stolyarenko. I am independent evaluation consultants and was invited by the ILO to undertake final evaluation of YEF programme. The goal of the evaluation is to assess the extent to which the programme objectives have been achieved and the impact of the programme on direct beneficiaries. The finding of the evaluation will be used for informing stakeholders in the design and implementation of subsequent projects in the country.

4. Explanation of the process

About the purpose of the focus group

We gathered today in order to discuss your experience in participation of SIYB training programme and follow-up services. I need your input and want you to share your honest and open thoughts with us.

Logistics

- Focus group will last up to 1.5 hours
- Feel free to move around
- Where is the bathroom? Exit?
- Help yourself with refreshments

5. Ground Rules

- *We would like everyone to participate. Every person's experiences and opinions are important. Speak up whether you agree or disagree. We want to hear a wide range of opinions.*
- *The information you give me is completely confidential, and I will not associate your name with anything you say in the focus group.*
- *We would like to tape the focus groups so that we can make sure to capture the thoughts, opinions, and ideas we hear from the group. No names will be attached to the focus groups and the tapes will be destroyed as soon as they are transcribed.*
- *You may refuse to answer any question or withdraw from the study at anytime.*
- *We understand how important it is that this information is kept private and confidential. We will ask participants to respect each other's confidentiality.*

6. Ask the group if there are any questions before we get started, and address those questions.

7. Introductions

- Go around table: name, jobs title, where are you from

Discussion begins, make sure to give people time to think before answering the questions and don't move too quickly. Use the probes to make sure that all issues are addressed, but move on when you feel you are starting to hear repetitive information.

Questions

9. Why did you decide to take part in SIYB Programme? How were you selected for participation in this Programme?
10. What were the major barriers for you to set up/improve your business? Do you think that these barriers have changed over the last year? Have your opinions and perceptions changed about what the barriers to business development are since participating SIYB Programme? What are the barriers to gaining start-up capital? What are the barriers to maintaining a business?
11. Name benefits to you from participating in the SIYB Programme?

Areas	Yes	No	Comments
Changes in self-confidence			
Changes in knowledge of main business topics			
Changes in attitude towards paying or contributing for the training costs			
Changes in entrepreneurs' perceptions of their future lives (e.g., more or less hopeful)			
Changes in business situation			Probes: Started first business after training Started new activities, in addition to existing Remained with the same business Had business but closed down Was not in business and has not (yet) started
Changes in business performance			
Changes of working environment			

12. Which SIYB Programme activities were most important to you, least important, or not offered?
13. Did you have a chance to implement individual business plans (for potential entrepreneurs)/action plans (for existing entrepreneurs) which were drafted during SIYB Trainings? If yes, how and what are the main results achieved? If not, why? (probe: What type of constraints have been faced?)
14. Do you observe any changes to you in your community after the start of participation SIYB Program? Please explain and bring examples.

15. What were the negative/short-comings of SIYB Program, and how could it have been done better?
16. What kind of skills and knowledge still you require to make your business sustainable?
17. Now I want each person to turn to the person sitting next to you, and in pairs, discuss for 5-10 minutes this question: What is the most significant change brought by your participation in this programme? Please think of specific things at the individual or community level. Then I will ask you to share these stories with the group. It is a way of assessing the programme's impact.

Repeat the main question and explain the process several times to make sure they understand. After 5-10 minutes of story-telling in pairs, then have each pair share and discuss with the group. If taking too long, just hear at least 3 stories and move on to next questions.

Note-taker: Record the primary story-teller's name and their change stories in the table below. Try to include main details. Ask for clarification if needed. Continue on back of page if needed

Pair	Most Significant Change Stories

18. In your view, what have been some of the programme's main challenges or constraints?

Probing:

- a. These could be external or internal constraints.
- b. How do you feel Implementing partners/Trainers has responded to these challenges?
- c. How could they improve on these challenges in the future?

Challenges	How to improve

19. Anything else you would like to share or comment on that is relevant to this evaluation?

After the brief oral summary, the question asked is: "Is this an adequate summary?"

That concludes our focus group. Thank you so much for coming and sharing your thoughts and opinions with us.

Materials and supplies for focus group

- Sign-in sheet
- Focus Group Discussion Guide for Facilitator
- 1 recording device
- Batteries for recording device
- Notebook for note-taking
- Refreshments

Date:

Number of participants:

Introduction:

- 1) Turn on Tape Recorder
- 2) Welcome

Thanks for agreeing to be part of the focus group. I appreciate your willingness to participate.

- 3) Introduction

Introduce myself, and send the Sign-In Sheet around to the group while you are introducing the focus group.

My name is Katerina Stolyarenko. I am independent evaluation consultants and was invited by the ILO to undertake final evaluation of YEF programme. The goal of the evaluation is to assess the extent to which the programme objectives have been achieved and the impact of the programme on direct beneficiaries. The finding of the evaluation will be used for informing stakeholders in the design and implementation of subsequent projects in the country.

- 4) Explanation of the process

About the purpose of the focus group

We gathered today in order to discuss your experience in participation of ILO SIYB training programme and SIYB training interventions. I need your input and want you to share your honest and open thoughts with us.

Logistics

- Focus group will last up to 1 hour
- Feel free to move around
- Where is the bathroom? Exit?
- Help yourself with refreshments

- 5) Ground Rules

- *We would like everyone to participate. Every person's experiences and opinions are important. Speak up whether you agree or disagree. We want to hear a wide range of opinions.*
- *The information you give me is completely confidential, and I will not associate your name with anything you say in the focus group.*
- *We would like to tape the focus groups so that we can make sure to capture the thoughts, opinions, and ideas we hear from the group. No names will be attached to the focus groups and the tapes will be destroyed as soon as they are transcribed.*
- *You may refuse to answer any question or withdraw from the study at anytime.*
- *We understand how important it is that this information is kept private and confidential. We will ask participants to respect each other's confidentiality.*

- 6) Ask the group if there are any questions before we get started, and address those questions.

7) Introductions

- Go around table: name, jobs title, where are you from

Discussion begins, make sure to give people time to think before answering the questions and don't move too quickly. Use the probes to make sure that all issues are addressed, but move on when you feel you are starting to hear repetitive information.

Questions

1. Why did you decide to take part in SIYB programme? How were you selected for becoming a master trainer?
2. In your opinion, what competences master trainers need to successfully provide trainings for entrepreneurs for setting up/improving businesses? Were they developed by ILO? If yes, how? If no, why?
3. Were the trainings sufficient/adequate in terms of training themes and trainings duration? Were the provided training materials relevant and useful?
4. How would you rate the overall quality of the SIYB TOT programme, its training materials and expertise of tutors using a 5-rating scale, where 5 is the highest and 1 is the lowest grade?

	Rating
Overall quality of the SIYB TOT programme	
Quality of Generate Your Business Idea (GYBI) training package	
Quality of Start Your Business (SYB) training package	
Quality of Improve Your Business (IYB) training package	
Expertise of tutors	

5. What are the strengths of the ILO SYIB training program methodology and approach? What are the weaknesses of ILO SYIB training program methodology and approach? What are the aspects of the ILO SYIB training program need improvement and in which way?
6. Are you satisfied with the quality of external monitoring of the SIYB Training Cycle conducted by the Eco Development Initiatives Ltd? If yes, how? If no, why?
7. How would you assess the SIYB Trainer certification process? Was it adequate?

Probe:

 - What attained
 - Importance to them
 - Meaning for the future
8. Were you able to deliver trainings to your clients as it was originally planned? Any challenges faced?
9. In your view, how youth behavior and work related practices have been changed as a result of participation in the SIYB training programmes? Which skills/competencies of youth/entrepreneurs were strengthened the most? Why? Did you observe changes in self-confidence and degree of participation of trained youth/entrepreneurs? Please bring examples.
10. In your point of view, have any changes occurred in community perception of

youth/entrepreneurs after their participation in SIYB training programmes? Please be specific and bring examples.

11. How you are going to use further the attained knowledge and skills as facilitator for development of youth life and work skills?
12. Suppose that you were in charge and could make one change that would make the programme better. What would you do?
13. Is there anything more you would like to add?

That concludes our focus group. Thank you so much for coming and sharing your thoughts and opinions with me.

Materials and supplies for focus group

- Sign-in sheet
- Focus Group Discussion Guide for Facilitator
- 1 recording device
- Batteries for recording device
- Notebook for note-taking
- Refreshments

7.5.3. Survey Questionnaires

Beneficiary survey

INTRODUCTION

Dear young woman and man,

This is a short survey carried out by the independent evaluator together with the ILO, as a part of the final independent project evaluation of the Youth Entrepreneurship Facility in Uganda (YEF Programme), implemented between May 2014 and November 2016.

The purpose of this evaluation is to assess relevance, effectiveness, efficiency, sustainability, impact, gender and human rights aspects, partnerships and cooperation, as well as derive lessons learned, best practice and recommendations to inform future programming, policy making and overall organizational learning. It will further assess to what extent the project has met the needs of young women and men, like you, and to find out how various aspects of the programme have been working.

This survey is voluntary but the evaluator would very much appreciate your assistance in responding to this survey, which will only take about 10 minutes to complete. The information provided in the survey, based upon your experience and your involvement with the project is essential to understanding the achievements of the ILO programme. All information you provide through this survey will however remain confidential.

For any questions, please contact the evaluator Ms. Katerina Stolyarenko at katya.stolyarenko@gmail.com.

Thank you very much for your participation!

1. What is your gender?

- a. Male
- b. Female
- c. I'd rather not to tell

2. How old are you?

- a. 15-18
- b. 19-21
- c. 22-26
- d. 28-35
- e. over 35

3. Which district are you from?

- | | |
|---|--|
| <input type="checkbox"/> Kampala | <input type="checkbox"/> Kitgum district |
| <input type="checkbox"/> Oyam district | <input type="checkbox"/> Mbale district |
| <input type="checkbox"/> Jinja district | <input type="checkbox"/> Soroti district |
| <input type="checkbox"/> Gulu district | <input type="checkbox"/> Nebbi district |
| <input type="checkbox"/> Lira district | <input type="checkbox"/> Other district |

4. What is your highest level of education?

- Less Than Secondary School
- Secondary School Completed
- Some University/Tertiary Institute Studies
- University/Tertiary Institute Studies Completed

5. In which Youth Entrepreneurship Facility (YEF) Program component did you participate? (please select all what apply)

- a. Green Business Plan Competition
- b. Youth to Youth Fund
Innovation window Replication window Upscaling window
- c. Start and Improve Your Business (SIYB)
Generate your business idea Start Your Business Improve your business

1. In which year, did you participate in YEF Program?

- 2014
- 2015
- 2016

2. You took part in the event(s) organized by the YEF Program as:

- student of technical or vocational school
- member/leader of association or cooperative or youth group
- individual person
- employee/manager from established enterprises
- business owner

3. Did you have own business before participation in YEF programme event(s)? Yes No

4. If Q8 is yes, has your business grown since participation in YEF programme? (tick everything that apply)

- growth of employees Yes No
- growth of sales Yes No
- growth of income Yes No

If you replied yes to Q9, please go to Q13

5. At the completion of your intervention, did you start your own business? Yes No
6. If Q10 is yes, are you currently still operating the enterprise you started at the end of the intervention:
 Yes No
7. For those, who started a new business, how many people does your business currently employ (besides yourself)?
8. What is the current average monthly total sales from your own business?
9. How much was your average monthly total sales prior to participating in the YEF programme?
10. Have your total sales increased since participating in the YEF programme? Yes No
16. Did YEF Programme contribute in setting up/expansion of your business?
a. Yes b. No
17. Did you or your organization make any contributions to the intervention?
In-kind a. Yes b. No
Cash a. Yes b. No
18. If yes to Q17, what is the value of this contribution in UGX? _____
19. How would you rate the usefulness of interventions organized by the YEF Programme?
a. very useful , b. somewhat useful c. not useful
20. Did you have a chance to apply the attained knowledge and skills in your business activities?
Yes No
21. In overall, did the YEF Programme meet your expectations?
a. Yes, fully b. Only partly c. Not at all
22. Please give any feedback you consider important for ILO to take into account when planning for follow-up activities or similar projects in the future.

Thank you very much for taking time to complete this survey form. Your feedback is much appreciated and we hope the self-reflection has been useful to you.

Programme satisfaction survey among implementing partners

INTRODUCTION

Dear YEF programme partner,

At the moment, ILO is conducting an independent final evaluation of the Youth Entrepreneurship Facility (YEF) programme implemented between May 2014-November 2016. The goal of this evaluation is to assess how well the project is meeting the needs of internal and external stakeholders, like you, and to find out how various aspects of the project have been working.

This survey is voluntary; you can choose not to participate or withdraw at any time during the survey. There are no right or wrong answers. I want to hear your thoughts, based on your experience and your involvement with the project. The survey should not take more than 20 minutes to complete.

The information you provide will be essential to understanding the achievements of the YEF programme. All information you provide through this survey will remain confidential. In case you provide enough detail in your answers that may identify you and/or your organization, please be reassured that your answers will be kept strictly confidential (only researcher would know/be able to identify you and your organization). No information or responses will be linked to you.

Please note that all answers will remain strictly confidential. I will not connect the responses, which you provide via survey, to you, in any reports, transcripts, notes, or any conversations that I may have.

If you agree to participate, please proceed with completing this survey.

For any questions, please contact the evaluator Ms. Katerina Stolyarenko at katya.stolyarenko@gmail.com.

Thank you again for your help in collecting this valuable information!

A. General information

Gender: Male Female I'd rather not say
 Your position: _____
 Organization: _____
 District: _____

B. Implementation

1. How much were you involved at different stages of the YEF programme?
(Please tick the appropriate answer, 1=poorest..., 4=best)

	1	2	3	4	Don't know/No opinion
a. Design of the project, i.e. development of the programme idea					
b. Implementation of the programme activities					
c. Dissemination of the programme results					
d. Internal monitoring of the programme					
e. Overall management of the programme					

2. Which of the pictures below describes best the structures of communication and cooperation in the YEF programme? *(Please tick the appropriate answer)*

(a) "Star": Most communication/co-operation between project leader and each of the programme implementing partners, very little direct communication/ co-operation between programme partners

(b) "Spider's web": Most communication/ co-operation between programme leader and programme implementing partners with some programme partners also communicating/ cooperating directly

(c) "Fisherman's net": Direct communication/ co-operation between all programme implementing partners

3. Overall, how well did YEF programme implementing partners work together?
(Please tick the appropriate answer)

Very well → Please continue with question 5

Quite well → Please continue with question 5

Not well at all

4. What were the main problems in the cooperation?
(Please put down some key words)

5. How do you assess the effectiveness of the YEF programme management and governance structure?

(Please tick the appropriate answer, 1=ineffective..., 4=very effective)

	1	2	3	4	Don't know/No opinion
a. Project Management					
b. National Advisory Committee					

6. Overall, in your view, did the YEF programme achieve the envisaged outputs under each programme's specific objectives?

(Please tick the appropriate answer)

	Yes, completely	Only partially	Not at all	Don't know/No opinion
Component 1. Promoting Entrepreneurship Culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Component 2. Entrepreneurship Education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Component 3: Evidence Based Advocacy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Component 4: Youth to Youth Fund	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Component 5: Access to Business Development Services and affordable finance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

7. How would you assess the quality of the outputs achieved?

(Please tick the appropriate answer)

	They exceeded our expectations	They met our expectations	They did not meet our expectations	Don't know/No opinion	Please explain briefly
Component 1. Promoting Entrepreneurship Culture	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Component 2. Entrepreneurship Education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Component 3: Evidence Based Advocacy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Component 4: Youth to Youth Fund	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Component 5: Access to Business Development Services and affordable finance	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

C. Outcomes

8. What do you see as the YEF programme's achievements?
(Please describe in a few words)

9. Considering your organization, what do you see as the most useful programme's achievements?
(Please describe in a few words)

10. In your view, will the YEF programme have any effects on beneficiaries?
(Please tick the appropriate answer)

- Yes
- No → Please continue with question 12
- Don't know → Please continue with question 12

11. Please describe these effects with a few words:

D. The future

12. Were elements of the YEF programme, or practices created, continued in your organization after the end of the programme?
(Please tick the appropriate answer)

- Yes
- No → Please continue with question 14

13. Please indicate which elements are being continued and how:

14. Did you have regular contact with implementing partners after the end of the YEF programme?
 Yes, with all of them Yes, with some of them No

15. Did you undertake any joint activities with one or more of implementing partners after the end of the YEF programme?

- Yes
- No → Please continue with question 17

16. Please specify possible types of these joint activities in a few words (partnership in other projects, joint education/training programmes, replication/expansion of projects on youth entrepreneurship, policy/planning/legislative improvements etc.):

17. All in all, how do you rate the following aspects of the YEF programme?
 (Please tick the appropriate answer, 1=poorest..., 4=best)

	1	2	3	4	Don't know/No opinion
Clearness of objectives	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Quality of partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Clearness of the roles within the partnership	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Communication among partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Level of cooperation among the partners	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
You yourself as a partner	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Programme management	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Clearness of information received	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Respect of timing and deadlines	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Your involvement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Objectives achievement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Usefulness of outputs for target groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Usefulness of outputs for your organization	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	
Sustainability of results	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	

18. Finally, please use this space to give any additional comments that you might have.

Thank you very much for taking time to complete this questionnaire!

Annex 7.6. Lessons Learned and Emerging Good Practices

One of the purposes of evaluations in the ILO is to improve project performance and promote organizational learning. Evaluations are expected to generate lessons that can be applied elsewhere to improve project performance, outcome or impact.

This chapter compiles three lessons learned (LL) and three good practices (GP) from the experience gained by evaluating the YEF-EU project, namely:

- LL1: Realistic project objectives, time frame, and scope are crucial to success
- LL2: Policy review and development based on evidence as well as introduction of entrepreneurship education and training curriculum into business, technical and vocational education training curricula are important tools for effective youth employment programming and supporting youth employment promotion
- LL3: Engaging the media in raising awareness among young women and men on the merits of entrepreneurship considerably broadens the impact and contributes to the enhancing of entrepreneurship culture
- GP1: Increase youth access to finance through establishing of Revolving Youth Loan Fund by micro finance institutions
- GP2: Provision of technical assistance to youth-led organizations through monitoring, support and supervisory visits as well as mentorship
- GP3: Conduction of baseline and end-line viewership surveys to measure the effectiveness of entrepreneurship promotion campaigns

ILO Lesson Learned No1: Realistic project objectives, time frame, and scope are crucial to success.

Project Title: Youth Entrepreneurship Facility in Uganda

Project TC/SYMBOL: FED/2014/340-845

Name of Evaluator: Katerina Stolyarenko

Date: April 2017

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

LL Element	Text
Brief description of lesson learnt (link to specific action or task)	An important lesson learnt of the YEF-EU project is the need for realistic time frames and goals when planning interventions related to the youth employment (and skills development). Policy, administrative and institutional changes take time, and the initial duration of the project was too short, and the goals too ambitious to achieve the intended results. Therefore, technical assistance offered in the field of youth employment should be planned for a longer period of time, possibly in the form of a programme rather than projects, to allow for the generation of lasting results and impact.
Context and any related preconditions	<ul style="list-style-type: none"> ▪ The project was designed without proper consultations with social partners, local BDS providers, CSOs and beneficiaries ▪ Insufficient gender-integration programming
Targeted users / Beneficiaries	<ul style="list-style-type: none"> ▪ Tripartite partners ▪ Local BDS providers ▪ CSOs ▪ Young men and women aged 15-35
Challenges /Negative lessons - Causal factors	<ul style="list-style-type: none"> ▪ Inability to deliver all planned outputs under each component within project's timeframe ▪ Insufficient time for sustainable capacity development of the tripartite constituents, local BDS, youth-led organisations and institutionalisation for piloted tools such as Youth Loan Fund, SIYB programme ▪ Difficulties in demonstrating tangible results because of lack of project staff and different capacity of implementing partners ▪ Non-achievement of gender balance under each component
Success / Positive Issues - Causal factors	Understanding of the necessity to introduce of theory of change in all phases of the project implementation to ensure long-term impact and sustainability of the project
ILO Administrative Issues (staff, resources, design, implementation)	<ul style="list-style-type: none"> ▪ Delays in project implementation ▪ Overburdening of project staff due to high volume of work ▪ Compromising on quality and focus on delivery rate

ILO Lesson Learnt No2: Policy review and development based on evidence, as well as introduction of entrepreneurship education and training curriculum into business, technical and vocational education training curricula are important tools for effective youth employment programming and supporting youth employment promotion.

Project Title: Youth Entrepreneurship Facility in Uganda

Project TC/SYMBOL: FED/2014/340-845

Name of Evaluator: Katerina Stolyarenko

Date: April 2017

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

LL Element	Text
Brief description of lesson learned (link to specific action or task)	The important lesson learnt is that the revision of the national policies and educational curriculums requires an extended period of time from the preparation phase to approval. The design then of interventions should take into account this policy process by developing transitional interventions or action programmes in preparation for their eventual implementation.
Context and any related preconditions	The YEF-EU project assisted with the revision of the National Youth Policy and Action Plan and made the revision of the BTJET entrepreneurship education syllabus. <ul style="list-style-type: none"> ▪ Sustained political commitment - presence of strong political leadership and decisive political will are a key factor in the revision of policy frameworks and educational curriculums, and their implementation and enforcement ▪ A broad and participative consultation process is needed and essential to creating a platform for social dialogue and gathering perspectives, experiences and opinions from the different social players to understand “living” issues.
Targeted users / Beneficiaries	<ul style="list-style-type: none"> ▪ Tripartite constituents ▪ BTJET institutions
Challenges /Negative lessons - Causal factors	<ul style="list-style-type: none"> ▪ Enforcement of revised policies and educational curriculum require considerable resources (in terms of manpower, infrastructure and funds) ▪ Capacities at local levels to implement the revised policies and educational curriculum need to be raised simultaneously
Success / Positive Issues - Causal factors	Capacity building is essential, but must seek to build on existing capacities of the Government and technical educational and vocational institutions
ILO Administrative Issues (staff, resources, design, implementation)	Limited project duration for creation of changes to the system

ILO Lesson Learnt No3: Engaging the media in raising awareness among young women and men on the merits of entrepreneurship considerably broadens the impact and contributes to the enhancing of entrepreneurship culture.

Project Title: Youth Entrepreneurship Facility in Uganda

Project TC/SYMBOL: FED/2014/340-845

Name of Evaluator: Katerina Stolyarenko

Date: April 2017

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

LL Element	Text
Brief description of lesson learnt (link to specific action or task)	In an environment that lacks awareness on the role young people can play in developing sustainable enterprises and creating more productive and decent employment, the media may come in as an important transmission belt in reaching out for many more people that any project can do. A media component appears to be a must for all the projects of this type. The media has also the power of fostering communication and information exchange in order to improve mutual understanding and to mobilise communities and wider society to bring about the necessary change in attitudes and behaviours.
Context and any related preconditions	The YEF-EU project used a national media programme aired on TV and radio, awareness-raising campaigns in targeted districts, the introduction of the 'young entrepreneur of the year' award and thematic green business plan competitions which have been covered by print and social media. Preconditions: <ul style="list-style-type: none"> ▪ Awareness-raising campaigns stand much more chance of having an impact if they are clearly focused ▪ Awareness-raising should not be seen as an end in itself, but as a means to an end. It should be a key element in a combination of interventions
Targeted users / Beneficiaries	<ul style="list-style-type: none"> ▪ Young women and men ▪ Media
Challenges /Negative lessons - Causal factors	<ul style="list-style-type: none"> ▪ It takes time to change deeply ingrained attitudes and behaviours or longstanding socioeconomic factors, longer than a project has to give
Success / Positive Issues - Causal factors	<ul style="list-style-type: none"> ▪ Contributes to the development of the national culture of entrepreneurship and encouragement of entrepreneurial attitudes among young women and men ▪ Estimated coverage of 500,000 people through mass media and awareness-raising campaigns with entrepreneurship messages and real life stories from successful youth entrepreneurs
ILO Administrative Issues (staff, resources, design, implementation)	<ul style="list-style-type: none"> ▪ Awareness-raising is an on-going process. Resources have to be expended on a regular basis to raise awareness at all levels ▪ Sustainability of awareness-raising campaigns after project closure and exit

ILO Emerging Good Practice No 1: Increase youth access to finance through establishing of Revolving Youth Loan Fund by micro finance institutions

Project Title: Youth Entrepreneurship Facility in Uganda

Project TC/SYMBOL: FED/2014/340-845

Name of Evaluator: Katerina Stolyarenko

Date: April 2017

The following emerging good practice has been identified during the course of the evaluation.

Further text can be found in the full evaluation report.

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The YEF-EU project aimed through partnerships with Savings and Credit Cooperative Organisations (SACCOS) at enabling young men and women to access affordable loans to start and/or manage profitable businesses. This was done through piloting of a favourable lending model with micro-finance institutions, which provided loans combined with BDS to the young start-up and established entrepreneurs and facilitated the training needed for the entrepreneurs to start-up or grow businesses.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<p>Relevant conditions</p> <ul style="list-style-type: none"> ▪ Mobilisation and sensitisation of youth about the SACCO's services with the help of local council through meetings with leaders of schools, churches and mosques, and dissemination of information in the form of flyers, brochures, posters and radio talk shows ▪ Identification of the beneficiaries through open call of applications ▪ Documentation and verification of documents by loans committee, allocation of loan amounts, signing of the agreements ▪ Building capacity of youth in financial literacy (i.e. on record keeping, entrepreneurship development, credit management and savings mobilisation) using SYB and/or IYB training packages before disbursement of loans ▪ Disbursement of loans to youth by micro-finance institutions ▪ Competent and committed staff of micro-finance institutions who have knowledge in financial literacy ▪ Installation by micro-finance institution of software for tracking records of loans performance ▪ Regular field visits to loan beneficiaries and reminder notices to the youth by micro-finance institutions for ensuring timely loan repayment schedules <p>Basic features for the youth loans:</p> <ul style="list-style-type: none"> ▪ Lower interest rates of 1.5% -2% per month ▪ Personal guarantors are members and non-members where possible ▪ Maximum repayment period from 15 months to 24 months ▪ Fully paid-up members to access the loans ▪ Individual and/or group loans ▪ Maximum amount to be lent to an individual – US\$550 <p>Limitations</p> <ul style="list-style-type: none"> ▪ Limited knowledge on credit terms by youth

	<ul style="list-style-type: none"> ▪ Youth fear to make borrowing from financial institutions due to the fear of arrest in case of loan default ▪ Unwillingness of youths to form groups due to mistrust among themselves ▪ Poor youth saving culture due to low level of education (financial literacy) ▪ Lack of viable youth enterprises for funding which may lead to low disbursement of loans ▪ High costs of borrowing /lending requirements by the micro-finance institutions ▪ Lack of funding of micro-finance institutions to provide training on financial literacy to youth prior to disbursement of loans ▪ Lack of computer reporting systems by micro-finance institution to track records on loan performance
Establish a clear cause-effect relationship	<p>The key achievements of the practice were:</p> <ul style="list-style-type: none"> ▪ Youth have boosted and started engaging in small business activities that generate additional income for themselves and their families ▪ Growth in youth savings due to established saving culture ▪ Wealth creation for the youth as they became able to support themselves in terms of meeting their basic needs such as buying food, clothes, paying school fees for their kids, among others ▪ Improvement in standards of living of youth and their families, as the youth were able to socialise freely among the people in their community ▪ Increase in members of micro-finance institutions ▪ Increase on the savings level as well as in loan portfolio through creation of a fund from the revolving repayments for future youth to access and utilise the fund for new and on-going businesses in order to become more active members/citizens along the way ▪ Effective loan recovery rate of no less than 70% by micro-finance institutions
Indicate measurable impact and targeted beneficiaries	<ul style="list-style-type: none"> ▪ Young start-up and established entrepreneurs ▪ Micro finance institutions ▪ BDS providers
Potential for replication and by whom	With the necessary modifications, it can be replicated in any country.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	<ul style="list-style-type: none"> ▪ ILO policy outcomes within the DWCP for Uganda for 2013 - 2017, Priority 2 'Promotion of youth employment', Outcome 2.2 'Youth employability increased' ▪ ILO Sustainable Enterprise Programme strategic framework, Pillar 2: Entrepreneurship and business development, focus area 5 'Youth entrepreneurship'
Other documents or relevant comments	N/A

ILO Emerging Good Practice No 2: Provision of technical assistance to youth-led organisations through monitoring, support and supervisory visits as well as mentorship

Project Title: Youth Entrepreneurship Facility in Uganda

Project TC/SYMBOL: FED/2014/340-845

Name of Evaluator: Katerina Stolyarenko

Date: April 2017

The following emerging good practice has been identified during the course of the evaluation.

Further text can be found in the full evaluation report.

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	To ensure sustainability of the Y2Y Fund model, the YEF-EU project outsourced the management of the Y2Y to a local grant making organisation. The selected local implementing partner provided support the youth-led organisations (grantees) to effectively implement their projects. It was done through (1) monitoring, support and supervisory visits as well as (2) mentorship. The implementing partner engaged technical mentor monitors (TMM) to assist the grantees in identifying, implementing, and sustaining the projects and community partnerships by the supported youth-led organisations (grantees). Mentorships approaches adopted included the formal mentorship, peer-to-peer mentorship and the supervisory mentorship. The mentorship was able to guide the grantees on institutional strengthening, financial management and book keeping, project management, good leadership and business improvement performance for the projects implemented, while the monitoring visits helped the grantees organisations to understand the grant requirements and what was expected from them and determined the progress of the grantee projects.
Relevant conditions and context: limitations or advice in terms of applicability and replicability	<p>Relevant conditions</p> <p>Selection criteria for the Technical Mentor Monitors (TMM) to offer mentorship services to the youth-led organisations</p> <ul style="list-style-type: none"> ▪ Technical expertise in the areas of mentorship, coaching and experience in business development services. ▪ Educational background in entrepreneurship or any business-related field. ▪ Possession of good interpersonal and human relation skills. ▪ Clear understanding of the local context of the respective organisations and businesses. ▪ Ownership of a business that has been operational for at least a year. <p>TMM visited all the grantee organisations (at least once a month) to assess their progress and provide on-time technical assistance and guidance in the implementation of the entrepreneurship projects.</p> <p>Development of report templates and mentorship work plans and schedule</p> <p>In ensuring adherence to quality in delivery of the mentorship, the implementing partner developed tools that assisted the mentors on reporting and grantees organisations on evaluating the mentorship offered. These included:</p> <ol style="list-style-type: none"> i. A mentor reporting template used by the technical mentors to capture the issues discussed and action taken pointed out the focus of the mentorship, what transpired during the mentorship, the output/ outcome from the mentorship, the strength and weakness of the organisation and areas for further development.

ii. The mentee evaluation guide used by the grantees explained the experience of the mentorship acquired, the difficulties encountered and the areas for improvement. Both the technical mentor monitors and the grantees were expected to share the above-mentioned reports to inform on areas to strengthen the grantees organisations further.

Mentorship approaches used

- Formal mentorship: Implementing partner was responsible in the overseeing and guiding the mentorship sessions of the technical mentor monitors in order to promote the youth-led projects. From this approach, the implementing partner provided appointment letters and ToRs to the technical mentor monitors, structured the specific mentorship areas, pointed out the performance indicators to track the project progress and received formal feedback from both the mentors and the grantees organisations.
- Peer to peer mentorship: in the first mentorship phase, most of the technical mentors appointed were grantee representatives from strong progressing youth-led organisation and have had experience in growth and leadership positions. This approach was considered because we wanted for organisations that were not progressing strongly not to be intimidated by very experienced mentors. These required a thorough pre-match orientation to get them off to a good start. Both mentors and mentees were explained exactly how they would work together and what they can achieve with their mentoring relationship.
- Supervisory mentorship: both executing agency and implementing partner acted as direct supervisor and often offered mentorship to the grantees organisation during the monitoring visits. For all the mentorship sessions conducted, the grantees were assisted to identify critical issues they were facing, issues which then formed the basis of subsequent discussion. In each subsequent session mentors covered an identified issue, engaging participants, providing insight and sharing experiences. At the end of the session, the mentees provided an action plan on how they would progress thereafter.

Type of monitoring visits

1. Monitoring, support and supervisory visits
 - Executing agency and implementing partner meet and interact with the mentors in the respective districts to get feedback on the grantee organisations project progress, what kind of challenges they face or meet with the grantee organisations, what gaps exist and proposed recommendations
2. Monitoring visits
 - Executing agency and implementing partner interface with the grantee organisations without the presence of the mentors to determine what kind of technical support they have acquired from the mentors, what needs have not been met and comments on the project progress and how ILO can continue to support them.

	<p>Limitations</p> <ul style="list-style-type: none"> ▪ Different level of organisational development of youth-led organisations ▪ Weak institutional systems, processes and leadership of grantees organisations ▪ Limited youth participation in decision making both at management, governance and service delivery ▪ Grantees organisations may not have the know-how to articulate the success stories, including the impact of their interventions
Establish a clear cause-effect relationship	<p>The key achievements of the practice were:</p> <ul style="list-style-type: none"> ▪ Youth-led organisations management were able to change their confidence, skill levels and improved business knowledge ▪ Most of youth-led organisations developed technical and social skills for achieving greater effectiveness ▪ The grantees felt they received benefits from getting to know to ensure sustainability of the projects and business knowledge could add value to their individual practice
Indicate measurable impact and targeted beneficiaries	<ul style="list-style-type: none"> ▪ Youth-led organisations ▪ CSOs ▪ BDS providers
Potential for replication and by whom	With the necessary modifications, it can be replicated in any country.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	<ul style="list-style-type: none"> ▪ ILO policy outcomes within the DWCP for Uganda for 2013-2017, Priority 2 'Promotion of youth employment', Outcome 2.2 'Youth employability increased' ▪ The Global Initiative on Decent Jobs for Youth, Pillar 6 'Youth in the rural economy'
Other documents or relevant comments	N/A

ILO Emerging Good Practice No 3: Conduction of baseline and endline viewership surveys to measure the effectiveness of entrepreneurship promotion campaigns

Project Title: Youth Entrepreneurship Facility in Uganda

Project TC/SYMBOL: FED/2014/340-845

Name of Evaluator: Katerina Stolyarenko

Date: April 2017

The following emerging good practice has been identified during the course of the evaluation.

Further text can be found in the full evaluation report.

GP Element	Text
Brief summary of the good practice (link to project goal or specific deliverable, background, purpose, etc.)	The YEF-EU project promoted entrepreneurship culture through raising awareness among young women and men about the merits of entrepreneurship. One of the tools used was the production of media programme 'Dare to Dream'. The programme was presented in a series of episodes featuring testimonies and stories from successful Youth Entrepreneurs. It covered an array of business issues that included: keeping rabbits, tea production, value addition to pumpkins, coffee liquor production, tailoring, making of table mats and growing mushrooms. This provided learning experiences for unemployed youth, young and aspiring entrepreneurs and participating entrepreneurs. The programme was aired on three television stations and targeted the youth in 11 target districts. To measure the effectiveness of the awareness raising, the project outsourced the media company to undertake the baseline and endline surveys to measure the impact of the television programme series on knowledge, attitude and practise on entrepreneurship among the youth in the targeted districts.
Relevant conditions and Context: limitations or advice in terms of applicability and replicability	<p>Relevant conditions</p> <ul style="list-style-type: none"> ▪ Conduction of baseline and endline surveys in all targeted districts using the same methodology and tools ▪ Adoption of the quantitative methods of data collection ▪ Composition of the survey team should be, as follows: a project manager, coordinator, supervisors, enumerators, data analysts and quality control personnel. Quality control team should work independently, although in consultation with the survey team ▪ Provision of the training for enumerators and piloting all data collection prior to using them for the main phase of data collection <p>Limitations</p> <ul style="list-style-type: none"> ▪ Availability of experienced service provider which undertake media monitoring activities ▪ Necessity of having budgets for evaluation of effectiveness of entrepreneurship promotion campaigns
Establish a clear cause-effect relationship	<p>The key achievements of the practice were:</p> <ul style="list-style-type: none"> ▪ The impact of the television program series on knowledge, attitude and practise on entrepreneurship among the youth was measured in all targeted districts. ▪ The results of the surveys indicated that 30% of the surveyed respondents that had either heard about or watched the show started a new business out of the information they gathered from the programme. 47% of these also talked to other people about the programme and encouraged them to watch it. Other actions inspired by watching the dare to dream program include: improving the business with knowledge

	from the show, reaching out to dare to dream presenters for more information and knowledge on how to save and invest
Indicate measurable impact and targeted beneficiaries	<ul style="list-style-type: none"> ▪ Tripartite constituents ▪ Businesses ▪ Media companies ▪ CSOs ▪ BDS providers
Potential for replication and by whom	With the necessary modifications, it can be replicated in any country.
Upward links to higher ILO Goals (DWCPs, Country Programme Outcomes or ILO's Strategic Programme Framework)	<ul style="list-style-type: none"> ▪ ILO policy outcomes within the DWCP for Uganda for 2013-2017, Priority 2 'Promotion of youth employment', Outcome 2.2 'Youth employability increased' ▪ ILO Sustainable Enterprise Programme strategic framework, Pillar 2: Entrepreneurship and business development, focus area 5 'Youth entrepreneurship'
Other documents or relevant comments	N/A

