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International Labour Organization

YOUTH ENTREPRENEURSHIP FACILITY IN UGANDA

MID TERM REVIEW (INTERNAL EVALUATION)

**MAY 2016**

**Presented to:**

International Labour Organization

**Prepared by:**

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## 1 Description of Project:

<b>Name of Beneficiary of Grant Contract</b>	International Labour Organization
<b>Name and title of the Contact Person</b>	Mary Kavar Director, ILO Country Office, Dar es salaam
<b>Title of the Assignment</b>	MID-TERM Review of the Youth Entrepreneurship Facility in Uganda
<b>Contract Number</b>	FED/2014/340-845
<b>Start date and end date of the report</b>	Mid Term after 18 months (1 <sup>st</sup> May 2015 to 30 <sup>th</sup> November 2015)
	Start and end date of the Action: 1 <sup>st</sup> May 2014 to 30 <sup>th</sup> 11. 2016 (31 Months)
<b>Date of Evaluation</b>	30 <sup>th</sup> March 2016
<b>Target Country</b>	Uganda, Targeting Eleven Districts i.e.; Kampala, Mbale, Jinja, Oyam, Gulu, Soroti, Lira, Arua, Kitgum, Nebbi and Zombo
<b>Final Beneficiaries &amp; or target groups</b>	<p><b>Final Beneficiaries:</b> Young men and women between 15-35 years of age involved in emerging and established enterprises.</p> <p><b>Target Groups:</b> Selected Government agencies, NGOs/Community based organizations, competent Business Development Services (BDS) providers, external Consultants and ILO Master trainers</p>

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## **LIST OF ACRONYMS OR ABBREVIATIONS**

ALREP	Agricultural Livelihood Recovery Program
AU	African Union
AYC	Africa Youth Charter
BDS	Business Development Services
BTVET	Business Technical and Vocational Education Training
CO	Country Office
DWT	Decent Work Team
CERUDEB	Centenary Rural Development Bank
CTA	Chief Technical Advisor
CSR	Corporate Social Responsibility
EU	European Union
IP	Implementing Partner
ILO	International Labor Organization
JPP	Joint Programming Population
MFI	Micro Finance Institutions
MTR	Mid Term Review
NAC	National Advisory Committee
NCDC	National Curriculum Development Centre
NGO	Non-Governmental Organization
SACCOs	Savings and Credit Cooperative Societies
SDG's	Sustainable Development Goals
TCBE	Technical Certificate Business Entrepreneurship

UGAPRIVI	Uganda Association of Private Vocational Institutions
UNDAF	United Nations Development Assistance Framework
UN	United Nations
USAID	United States Aid Investment Department
VSLA	Village Saving Loan Association
WEDEE	Women’s Entrepreneurship Development and Economic Empowerment
W4Y	Work for Youth
YEF	Youth Entrepreneurship Facility
YLP	Youth Livelihood Program

## **2 Executive summary**

### **2.1 Quick facts**

**Country:** This Mid-term Review was carried out in Uganda as an Internal Evaluation. Because of it was an internal evaluation, it did not passed through the usual quality assurance and EVAL's approval process<sup>1</sup>.

**Mid-Term Evaluation:** This Mid-Term Review is for the period of 1<sup>st</sup> May 2014 to 30<sup>th</sup> November 2015.

**ILO Responsible Official:** Mary Kwar, Director ILO Country Office Dar es salaam

**ILO Technical Backstopping:** Jens Dyring Christensen, Enterprise Specialist, DWT Pretoria

**Evaluation Manager:** Stephen Opio, Technical Officer- Youth Employment

**Evaluation Consultant:** Robert M Kintu

**Joint Evaluation Agencies:** International Labour Organization and European Union

**Project End Date:** 30<sup>th</sup> 11. 2016 (31 Months)

**TC/Symbol Project Code:** FED/2014/340-845

**Donor & Project Budget:** European Union funding at total contribution of EUR 2,962,422

**Keywords:** Decent Work, Youth, Entrepreneurship, Business Development Services, Finance, training, skills, Employment, Self-Employment, Job Creation, Economic activities

### **2.2 Background and Context**

**Summary of the project purpose, logic and structure:** The project covers a target group of youth as the intermediate, direct and ultimate beneficiaries. EU partnered with ILO “*to contribute to the creation of decent work for young Ugandans both as a means of self-employment and job creation for others*”.

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<sup>1</sup> ILO Evaluation guidelines require that all internal evaluations are not subjected to the usual quality assurance and approval processes by EVAL)

The project is implemented with five key components, each with expected results as presented below:

**Component 1:** Promoting Entrepreneurship Culture, a target of 200,000 youth reached.

**Component 2:** Promoting Entrepreneurship Education with the National education system grooming entrepreneurial talent

**Component 3:** Evidence Based Advocacy with youth employment policy makers and promoters in better position to make evidence based decisions and improve resource s allocation and programme design

**Component 4:** Youth to Youth Fund, with youth organizations providing innovative business development services

**Component 5:** Access to Business Development Services and affordable finance with more young women and men establishing and managing sustainable enterprises.

The five expected results were designed to support the youth in Uganda to turn their energy and ideas into business opportunities by increasing their earning capacity and incomes and for them to create decent work opportunities for themselves and for others.

This project is focusing on urban and peri-urban centers in the 11 districts of Kampala, Jinja, Mbale, Soroti, Lira, Oyam, Gulu, Kitgum, Arua, Nebbi and Zombo. Project implementation is in partnership and with Implementing Partners (IP's) like selected Government Agencies, NGOs, Community based Organizations, BDS providers, consultants, and project staff as well as ILO master trainers.

**Situation of Project:** The project has made significant achievements in component 1, component 4, and in component 5. For example in component 5, through partnerships with financial institutions like the SACCOS and Centenary Rural Development Bank and for component 1 and 4 with BDS providers like, over 75% of the activities have started and proceeding towards completion. For component 2 on the “*National education system grooms entrepreneurial talent*”, the activity was started on time with NCDC but has had significant delays due to internal bureaucracies with the implementing partner and delays of the second disbursement of funds. It is worth noting that this partnership offers a great opportunity to have a sustainable and self-propelling national product once completed. With modification of the partnership agreement, it is envisioned that it will realize results with national level impact in the education system. Lastly with component 3; “*Youth employment policy makers and promoters are in a better position to make evidence based decision to improve resources allocation and programme design*”, it was noted that little



had been done. Activities for this component were envisaged to take place during the last 12 months of the project.

**Purpose, scope and clients of the evaluation:** It is important to note that this Mid-term Review was carried out as an Internal Evaluation. The review is premised on two main purposes; first, to assess progress of YEF across the five components against the foreseen targets, indicators of achievement at output level; strategies, implementation modalities, partnership arrangements, constraints and opportunities and Second; to provide strategic recommendations and lessons to improve performance and delivery of the project. This report will be used internally by the ILO and the EU.

**Methodology of evaluation:** The Evaluation was implemented through both qualitative and quantitative techniques using key questions the evaluator adopted for full purposive investigation for phenomena that cannot be easily expressed in numerical terms. The study deployed a total of six (6) research methods. These included desk review, key informant interviews, Focus group discussions, Telephone survey, Text voice mobile survey and observations during the visits to implementing partners.

## 2.3 Main Findings and Conclusions

**Relevance and Strategic fit:** The YEF project promotes the principles of sustainable enterprises and decent work for all with a focus on youth, to create new businesses and jobs. The project is premised on three pillars. First, creating right conditions for the businesses to grow, the second pillar is based on the fact that there is need to stimulate entrepreneurs to fulfill their business ambitions to grow, while the third pillar promotes decent work and works towards sustainable and responsive interventions aimed at increased productivity and with environmental footprints.

The project is linked to a number of ongoing projects within the ILO and other UN Agencies. For example, the UN Joint Program on Population (JPP) in which ILO participated to support and facilitate the creation of a conducive policy environment for employment opportunities for youth to increase their economic productivity and enhance the benefits from the demographic dividend. Others are; the Women Entrepreneurship Development and Economic Empowerment (WEDEE) that is supporting women lead businesses to create jobs while promoting gender equality and the Work4Youth (W4Y) Project that is focusing on data collection and research on the transition of young people from School-to-work demonstrating the move from data and research to action.

The project is contributing towards the implementation of Sustainable Development Goals (SDGs). Focus is on SDG 8 that promotes inclusive and sustainable economic growth, employment and decent work for all. However, the YEF project implementation has a

trickle-down effect on the implementation of SDG 1 on End Poverty, SDG 4 on Quality Education through the work with Vocational Training Institutions and the Curriculum Development Centre; and SDG 5 on Gender Equality through the innovative Youth-2-Youth grant scheme that promotes innovation and inclusion and has some-times focused on young women. Particularly, the project is also working towards the realising SDG Indicator 8.8 on reducing the number of Youth Not in Education, Employment nor Training (NEET). So far, this is being done through components 1, 4 and 5

Under United Nations Development Assistance Framework (UNDAF), particularly under pillar 3 on Sustainable and Inclusive Economic Development, the project has participated in its formulation and embedded training of young people as a key element. The Project is also aligned to the African Unions (AU) member states commitment in the support of youth during the ‘Decade of Youth Development in Africa (2009- 2019) that emphasizes importance of youth in the fight against poverty.

The national macroeconomic development frameworks highlight the need to have indexes of poverty reduce from 19.7 % (2012/13) to a head account of 10 percent by 2017. The project has direct impact to the head account ratio by having more youth into gainful employment and skill based business enterprises.

**Validity of design:** The project has maintained the design of the previous YEF Danida funded project that was implemented across the three Eastern Africa countries of Uganda, Kenya and Tanzania. The design is logical and coherent to deliver the desired results and outputs and planned activities as indicated in the project document. However, the project staffing needs to be beefed up to support demand arising from the different project components.

The project is aligned to the Uganda Vision 2040 where the government conceptualizes the long-time development strategy over the next 30 years, “*A Transformed Ugandan Society from a Peasant to a Modern and Prosperous Country*”. The vision emphasizes the improvement of the quantity and quality of human resource by improving the services offered by the vocational and technical training programmes in the country. To this end, the YEF Project has made contribution towards review and design of the curriculum module for Business Technical Vocational and Education Training (BTJET) at certificate level.

**Project Progress and effectiveness:** In review of the progress of the project, only two of the five project components seems to be unaligned with the implementation planned schedule of delivery. The review of the education curriculum for BTJET was started but experienced some major delays in completing and reporting. As a result the instruction

materials, instructor guides and training of the BTVET instructors was not conducted in time for the February 2016 student intake. This particular outcome will be achieved once the project is granted an extension to allow its realization. The other expected outcomes are on track and in line with project cycle and will be achieved within the remaining project time. On Evidence Based Advocacy, the project was in the process of identifying an implementing partner for this component.

**Effectiveness of management arrangement:** The YEF project is supported by an ILO structure with the ILO CO Office in Dar es salaam responsible for overall coordination, ILO Decent Work Team (DWT) in Pretoria providing technical backstopping, while the ILO's Small Enterprise Unit (EMP/SEED) and the Youth Employment Programme in Geneva provide support on policy direction.

At National level the project is supported by "The National Advisory Committee (NAC)" that comprises of varied Private Sector, Government, NGO, Research/Academia and youth lead stakeholders who provide advisory and guidance support. This offers efficiency in supervision and oversight of the YEF Project. However, at field (district) level the project needs to engage more closely with the local governments and involve local community FM Radios in the marketing and promotion of its activities to increase on the low awareness of some of the project activities amongst the youth there. Activities like radio entrepreneurship series would be designed for radio as the delivery channel in the local languages and will increase awareness and outreach.

**Impact orientation and sustainability:** The YEF Project is built on the principles of promoting sustainable enterprises and Decent Work while creating new businesses and jobs. The design of partnerships aims at continuity and ownership of the services offered to young people even after project closure. Most of the activities are in line with the sustainability provision of the ILO. Project promotes Making Markets Work for the Poor (M4P) approaches of sustainable interventions that promote ownership of content and interventions driven by the private using effective demand principles. However, for the design of the TV program series, the Project would have benefited from the use of a different model, where the media house owned content and run the show as an embedded TV programme. The Project should not be seen as a client but rather as a facilitator to build capacity of the media house to generate youth enterprise stories as part of their programming and continuously inspire the youth into enterprise engagement.

### **Summary of findings and conclusions per project result area**

**Component 1:** Promoting Entrepreneurship Culture, a target of 200,000 youth reached.

**Findings:** The Project has reached a total of 530 youth through awareness campaigns while over 1,000 youth have been reached through the Y2Y grants' award scheme.

### **Component 2: Promoting Entrepreneurship Education**

**Findings:** Working with the NCDC, the design of the certificate level curriculum for BTVET and the Entrepreneurship Teacher's Guide have been completed. The Project has planned to train 150 BTVET Instructors who will reach 3000 students in 2016. However, this component is behind schedule and to ensure completion and strengthen sustainability efforts, an extension of time for the project might be required to allow for the training to be completed and sustainability and continuity for this component strengthened.

### **Component 3: Evidence Based Advocacy**

**Findings:** Although it was assumed that at least one evaluation clinic and impact assessment study would be conducted by 2016, by the time of the evaluation the project was still identifying an implementing partners for this component. Just like component 2 on Promoting Entrepreneurship Education, this component 3 on Evidence Based Advocacy is behind schedule and yet is very vital for uptake of lessons learned from the Project. This component too, might require an extension of time for the project to meaningfully deliver on it.

### **Component 4: Youth to Youth Fund**

**Findings:** By the time of the evaluation 58 youth groups had been trained, while 47 youth groups had received Youth to Youth Grants. The initial target was 60 youth groups. However, no evidence of replication of the activity was identified. This component is calculated to be at 97% achievement of the targeted number of groups trained and 78% on the number grants issued.

### **Component 5: Access to Business Development Services and affordable finance**

**Findings:** By the time of the evaluation, out of the 7,500 target, 6,000 youth had been trained which is 80% of the target, while out of the 150 targeted new trainers, 90 were trained with a retention of 80% (meaning active 72 trainers). The evaluation also established that the project had signed agreements with five SACCOs that have lent up to Uganda Shillings 136,000,000 /=. Various to youth. (Approximately US \$ 40,417). The evaluation also established from the SIYB Survey that 1,573 jobs had been created, i.e.; 1.8 jobs, per enterprise started as a result of the BDS services offered by the project.

## **2.4 Recommendations and Lessons learned**

### **2.4.1 Main recommendations and follow-up**

- a) **Publicity and Marketing of the Project:** The YEF project needs to increase its district level publicity and visibility as well as intensify its online social media engagement with the target audience so as to increase visibility. It is recommended that a youthful and dynamic individual is recruited to support the project team to undertake the social media, communications and publicity strategies. This will address project rural publicity level while increasing demand for the services, replication and appreciation of the services for long term content sustainability. Where appropriate, the project can engage its district level partners to undertake project publicity and visibility.
- b) **Business Development Services:** Although the project has over 67% of the youth employed in at least one income generating activity with 26% self-employed and 41% employed<sup>2</sup>. The youth attracted by the YEF project have limited exposure to the possibilities and opportunities of business ventures that can be adopted in their areas of residence and thus, there is a lot of duplication of ideas. It is recommended that the Project build on the mapping study undertaken by GIZ and profile possible business ventures in the 11 districts. This information should be packed into unique business profiles in English and in the local dialects. Such information can then be picked off central points at the respective districts by interested youth. This kind of information can also be used in the district level publicity and awareness events of the project, either through radio or through implementing partners. The district commercial officers and District Community Development Officers could provide the point of reference for such documents and advisory services.
- c) **Competitive grant scheme for entrepreneurship promotion:** It was found that two of the groups that started businesses with in Kampala had dissolved. As much as this is a low and causality rate of supported youth groups/projects, it is recommended that the YEF Project revisits the selection criteria of the grant scheme and increase on monitoring of supported projects, in order to avoid any loop holes that lead to support youth projects dissolving. The grant scheme should target existing groups with some level of group dynamics and working relations. Secondly financial management and team building support to such groups through short training programs aimed at improving governance of their groups and improving their business skills for sustainability of the group ventures should not only be done at the initial stages of the grant projects. Business mentors should be attached to these groups to oversee their growth in the next six months of the grant life cycle.
- d) **Entrepreneurship Education:** The review and development of the BTVET Curriculum to integrate entrepreneurship training was hampered by the bureaucratic processes within

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<sup>2</sup> Source: Assessment Of Youth's Business And Market Opportunities, Final Report, October 2014

the implementing organization, the National Curriculum Development Center- NCDC who were unable to launch the new certificate level BTVET curriculum (integrated with businesses and entrepreneurship content), in time for the February 2016 student intake. However, the Project can spearhead some of the activities by directly managing the logistics around the launch and only contracting the NCDC as technical experts to develop tools and conduct the training of trainers/instructors. This may require additional time and target the 2017 student intake.

- e) **Evidence Based Advocacy:** Although it was assumed that at least one evaluation clinic and impact assessment study would be conducted by 2016, the evaluation found that this intervention was behind schedule. The project is targeting at least one evaluation clinic and one impact assessment study by 2016. For this to be meaningfully realized, the project might require an extension of time as this is a very vital component for uptake of lessons learned from the Project.
- f) **Fund utilizations and allocation:** Only 57% out of the funds released had been consumed by the time of the evaluation. It would be advisable that YEF team revisits some of the activities within the components of 1 and 3 so that better interventions can be adopted to support the movement of funds. In component 4 success will depend on efficiency of the grant management company and its ability to process and disburse the grants within a given period of time. For component 5, more financial institutions can be identified and included if the capacity of the current institutions is limited.

#### **2.4.2 Lessons Learnt**

- a) **It has been learnt and observed in the YEF project that youth possess excellent knowledge and skills to stimulate production within the economy.** The youth are eager to acquire new skills and are always looking out for new opportunities. 80% of the trainees in the SIYB recommended the duration as appropriate, and 73% found the materials satisfactory, 10% found them easy and 17% found them difficult. However, the nature and type of business enterprises selected or started by the youth depict a high level of lack of exposure.

The YEF project should therefore invest in developing a data bank of business ideas, as mentioned in the recommendations above. These ideas should be specific to the target districts so that the youth can identify, select, adopt and invest in well researched business enterprises and group ventures.

- b) **Financial Instruments with Micro Finance Institutions-** MFI's are a good catalyst in enabling individuals and groups investment in enterprise promotion. The outcomes realized that from the issuing of loans by the MFI's in form of working capital for the youth has created a lot of excitement. This confirmed findings that over 79% used their own savings and 21% borrowed from friends/families to start a business. In principle the lending model by SACCOs has increased cash availability (of approximately Ug. Shs. 136,000,000 equivalent to US \$ 40,147) for borrowing among the end users, i.e.; the youth, SACCOs offer appropriate interest rates and have good packaging of the repayments. Interviews with a sample of four SACCOs indicated that weekly repayments from the borrowers are going on satisfactorily.

The learning from the YEF Project is that where youth are attracted to capital resources, they will be willing to participate in short training sessions organized by banks or MFI's, before acquiring the loans. Therefore it can be cost effective and sustainable if the trainers and responsible staff in the banks and MFIs are equipped with skills on SIYB so that these components are part of their regular loan preparation training. This arrangement makes partners with established institutions like Wazalendo, SACCO and Centenary Bank strong and a good avenue for institutionalized BDS service delivery. This will guarantee content sustainability and service continuity.

- c) **Trainers and Project Continuity:** Training of BDS Providers does not guarantee that the individuals will continue as SIYB trainers. It is assumed that the individuals trained will continue supporting SIYB trainings, however, it has been observed that some of the individuals trained as SIYB trainers move on to obtain permanent jobs that would draw them out of the BDS trainers Network- a network of the YEF Project trained trainers offering SIYB training. This has both positive and negative implications for the project.

Strategies that encourage institutions like banks and business colleges to adopt the SIYB models have lasting impact as the institution would adopt the SIYB training as one of their regular training packages. This was observed with two of the financial institutions i.e.; Centenary Rural Development Bank- CERUDEB and Wazalendo SACCO.

### **3 Introduction**

#### **3.1 Brief background on the project and its logic**

The YEF Project uses a systemic and integrated approach towards developing young entrepreneurs under inter-related and complementary components and interventions. The main objective of YEF Project is “to contribute to the creation of Decent Work for youth both as a means of self-employment and Job Creation for others”. The project covers a target group of youth as the intermediate, direct and ultimate beneficiaries.

The EU partnered with ILO to contribute towards the skilling, increasing of youth business startup and provision of some solutions towards the high youth unemployment levels in the Uganda through the YEF project. With a contribution of 2,962,422 million Euros over a period of 31 months, the key YEF Project partners include; Uganda Police Force, Ministry of Gender Labor and Social Development; Federation of Uganda Employers, ILO Social Partners, National Curriculum Development Centre; private BDS providers; Private Education Development Network, Educate and SIYB Trainers under the BDS Network.

### **3.2 The Project**

This Project was designed based on a previous Danish funded Project, the Youth Entrepreneurship Facility for Africa- YEF Africa. The Danish funded YEF Project ran from April 2010 to June 2015. The same project model was adopted by EU and focused only on Uganda to run for 31 months, succeeding the same concept but limited to the eleven beneficiary districts in Uganda namely; Kampala, Jinja, Mbale, Lira, Gulu, Kitgum, Oyam, Lira, Nebbi, Zombo and Arua, mainly covering the urban and peri-urban youth.

The interventions of the project are based on three major levels:

- a) The meta level, which is made up of the broader cultural context, including mindsets, attitudes, and behaviors towards entrepreneurship;
- b) The macro level, which is composed of youth policies and the business enabling environment for young entrepreneurs;
- c) The micro-level (or market place) where youthful population interact (as employees or entrepreneurs) and exchange goods and services (e.g.; their labor) for money, including education institutions and organizations that engage in the facilitation or the delivery of entrepreneurship education, BDS and financial services

### **3.3 The Key Outcomes of the YEF Project are:**

- 1. Improved attitudes towards entrepreneurship among young women and men, with a target of 200,000 youth reached and 50% increased entrepreneurship awareness by 2016.
- 2. Education system producing more entrepreneurial graduates with pertinent skills with a target to amend the entrepreneurship education curriculum, train at least 150 teachers and have 3000 students receive revised curriculum by 2016.
- 3. Policy makers and promoters make evidence-based decisions for better resource allocation towards youth employment and program design, with a target of one evaluation clinic and one impact assessment study
- 4. Youth organizations delivering innovative youth entrepreneurship and employment solutions, targeting 60 youth groups with 60 grant agreements signed.



5. Youth start and improve their businesses with a projection that one BDS product is produced, a target to train 150 new BDS trainers and a total of 7,500 youth trained in 2016. In addition, the component considered partnership with MFIs for youth project financing leading to 1,500 borrowers.

ILO is mainly the facilitating secretariat in the implementation of the Project and works directly with stakeholders to implement the five (5) components of the Project.

**Project Area of Coverage:** The YEF Project is specific to 11 districts and covering urban and peri-urban centers of Kampala, Jinja, Mbale, Soroti, Lira, Oyam, Gulu, Kitigum, Arua, Nebbi and Zombo.

#### **4 The purpose and scope of the Assignment**

This report is premised on two main purposes;

- a) To give an assessment of the YEF Project progress, covering the five components against the set targets and indicators, and document some of the achievements at output level, whilst reviewing the strategies, implementation modalities and partnership arrangements with the constraints and opportunities;
- b) Provide strategic and operational recommendations as well as highlight lessons learned, to improve performance and delivery of Project results.

The primary clients for this report are International Labor Organization (ILO) and European Union (EU).

**Scope:** This Mid-Term Review covered all outcomes of the operations of the YEF Project with specific attention given to the synergies across components. The study covered a number of research questions that led to the recommendations in the following areas:

- a) Progress made towards achieving the project outcomes
- b) How to ensure the delivery of quality outputs in the project period
- c) How to ensure the achievement of all outcomes within the next 13 months
- d) Internal and external factors that determine speed of implementation
- e) Management of the operation of the Facility, including management of staff
- f) The extent of government buy-in, support and participation in the facility
- g) Strategic fit of the initiative within the context of the DWCP
- h) Relevance of the facility within national development priorities/frameworks
- i) Strategic fit of the project with the European Union 11th EDF
- j) Knowledge management and sharing
- k) Results based measurement and impact assessment systems
- l) Systems for Risk analysis and assessment

Following the ILO evaluation methodology, the study focused on these research questions and with specific interest to six areas of concern for the review; these include:

- i. Relevance and strategic fit
- ii. Validity of design
- iii. Project progress and effectiveness
- iv. Efficiency of resource use
- v. Effectiveness of management arrangements and
- vi. Impact orientation and sustainability as defined in ILO policy guidelines for results-based

### **Evaluation<sup>3</sup>**

The key evaluation questions and tools deployed in the study are annexed to this report, for reference.

#### **Clients of evaluation**

The activities of the evaluation were structured to cover four categories of clients within the project:

- (1) The Client and conceptual holders,
- (2) Implementing Partners,
- (3) Intermediate /Direct beneficiaries, and;
- (4) Ultimate beneficiaries- the youth, both male and female.

## **5 Methodology and approach**

The Evaluation implemented both qualitative and quantitative techniques using key questions that the evaluator adopted for full purposive investigation for phenomena that cannot be easily expressed in numerical terms.

The quantitative methods were adopted to capture data that could be quantified mainly from the ultimate beneficiaries. Data from the Focus Group Discussions with Youth Groups, Key informant interviews that constituted part of the qualitative data collected through questionnaires administered to the Project holders, Implementing partners and Intermediate beneficiaries of the YEF Project. Also used, was the mobile phone survey.

The sampling frame covered respondents drawn from four categories of program implementation.

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<sup>3</sup> ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations, 2012



**Figure 1: Flow Chart for the Respondents and level of influence.**

Figure 1 above shows the relationship of the data collected and the different stakeholders. The ultimate beneficiaries were young men and women between the ages of 15-35 years and from the urban areas and peri-urban areas. These were considered as the final beneficiaries.

The sample of respondents was determined from the different beneficiaries and stakeholders working with the YEF Project as partners, as indicated in the terms of reference. Three sampling methods were used in the evaluation, which is Stratified random sampling, simple random sampling and purposive sampling techniques. The different districts were treated as different strata and then simple random sampling was used to determine the respondents who will be involved in activities of the project from the start. The sample sizes from the districts varied depending on the number of participating youth in the program or the involvement of the youth in a given district, level of involvement and successful or non-successful respondents in the program and in target area. In order to increase response, the researcher introduced voice text survey that called numbers of the participants randomly. This gave the samples for each stratum/districts basing on the list of stakeholders that the consultants received from the project. A total of 801 youth were subjected to a voice call. Purposive sampling was used with qualitative data; these were respondents from in-depth key informant interviews especially implementing partners.

Stratified sampling technique was used to allocate the different categories who were interviewed in the study.

## **5.1 Research Methods and Tools**

The study deployed a total of four (4) research methods. These included desk review, key informant interviews, Focus group discussions, Telephone survey and Text voice mobile survey as well as observation during visits to the implementing partners.

**Desk Review:** The consultant reviewed documents on the genesis of the YEF Project, right from the Danish funded YEF Africa, to the current EU funded YEF. Also reviewed were Project progress reports and minutes of NAC meetings. In addition to these, the evaluator consulted ILO online resources to understand ILO's youth and employment policies and strategies.

**Key Informant Interviews:** The consultant worked with the YEF project team to identify the key informants. These were drawn from partner organizations and from members of the NAC. A List of the interviewees is annexed to this report, for reference. A total of 12 individuals from the YEF Project partner organizations were interviewed. The consultant used TOOL #1 to evaluate the output to purposed review sheet to assess the status of the project at each of the partner levels.

**Focus Group Discussions/Interviews:** Focus Groups Discussions were held with Youth Organizations. 10 youth group leaders and managers participated in the focus group discussions on 30th November 2015. Using Tool#3: Participants to this FGDs were drawn from districts of Nebbi, Soroti, Oyam, Gulu, Kampala, Mbale and Jinja. 30% of the FGD participants were female and 70% male. The second FGD with Ultimate Beneficiaries (Young Men and Women) aged between 15-35 years and used Tool#2. A total of 13 youth participated in this FGD with 36% being female and 64% male. Participants in this FGD were drawn from four districts i.e.; Jinja, Mbale, Oyam and Kampala.

**Guided Mobile Phone Voice Survey:** To enhance the study, the evaluator also employed other tools to pick information about the end users and level of impact of the interventions. Two Surveys were undertaken with the beneficiaries that received SIYB and Financial Literacy training from the BDS trainers and the bank respectively.

**Survey Questions : Ultimate Beneficiaries of SIYB Training**

*Q1.You attended ILO SIYB Training, was it useful?*

*Q2.Are you doing Business as a result of the training?*

*Q3.If YES has your business grown?*

*Q4.Would you recommend someone for the same training?*

Out of a database of 1637 trainees, a total of 801 calls were made. 474 (59.2%) were completed calls, and only 327 (40.8%) were failed calls. This survey focused on the four questions in the text box. We recorded a response rate of 85% out of the 681 telephone calls answered.

The respondents contributed to the total target of 7500 youth trained.

**SIYB and Financial Literary Training and Access to Credit Survey:** This targeted the individual young men and women that obtained training from Centenary Rural Development Bank. The bank covered 10 out of the 11 Project Districts. The 5 questions in the adjustment text box were administered to this category.

*Hello, as trainee of the ILO Centenary Financial training*

*Q1. How would you rate it? Press 1 for very useful, 2 somewhat useful and 3 not useful.*

*Q2. Did you start or improve your financial record keeping? If Yes press 1 if NO press 2.*

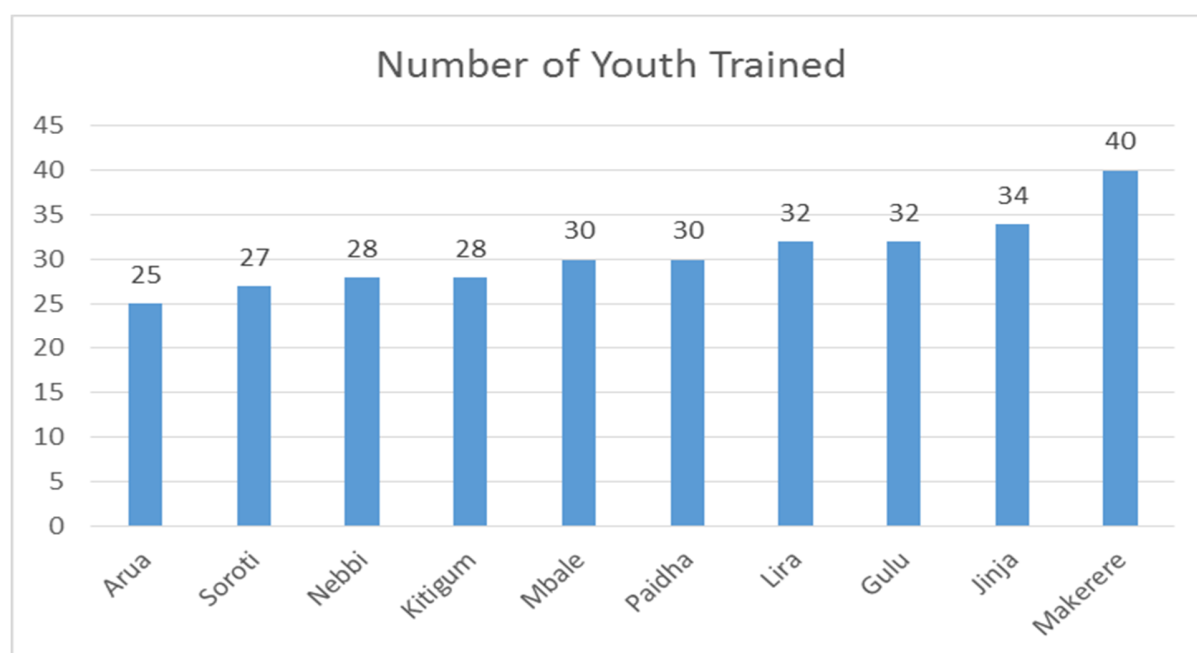
*Q3. Have you obtained a loan since the training? If Yes press 1, if No press 2.*

*Q4. Was the loan from Centenary bank, or another bank or family? For centenary bank press 1, for another bank press 2, and from family press 3.*

*Q5. Do you think your business has grown as a result of acquiring the loan? If Yes press 1 if NO press 2.*

The SIYB trainings conducted by the bank contributed at least 4% to the project target having trained at least 338 youth through the bank avenues.

SACCOs also trained youth in SIYB and provided contribution to the target a total percentage of 4% (316 youth) to the overall target.



## **Figure 2: Number of Youth Trained by the Bank per District targeted**

### **6 Main findings**

#### **6.1 Relevance of strategic fit**

#### ***Is the YEF Project aligned to the National Development Plan II (NDP II) and the Decent Work Country Programme (DWCP)?***

The YEF Project is designed to support the youth in Uganda to turn their energy and ideas into business opportunities by increasing their incomes/earning capacity and creating Decent Work for themselves and others.

The project is contributing towards the implementation of Sustainable Development Goals (SDGs). Focus is on SDG 8 that promotes inclusive and sustainable economic growth, employment and decent work for all. However, the YEF project implementation has a trickle-down effect on the implementation of SDG 1 on End Poverty, SDG 4 on Quality Education through the work with Vocational Training Institutions and the National Curriculum Development Centre; and SDG 5 on Gender Equality through the innovative Youth-2-Youth grant scheme that promotes innovation and inclusion and has some-times focused on young women.

This Mid Term Evaluation observed that at national level, the YEF Project is well aligned to the NDP II whose theme is *Competitiveness for Sustainable Wealth Creation and Inclusive Growth* and focuses on among other things, Reduction of Unemployment through Quality Education and Skills Development. This the YEF Project is contributing to through the BTVET curriculum review, Entrepreneurship Skills training and access to finance through linkages and grants for youth.

At the Social Development Sector level, the evaluation found that the YEF Project is aligned to the country's Decent Work Country Programme of the Ministry of Gender, Labour and Social Development. Priority two of this Decent Work Country Programme which focuses on Youth Employment Promotion. The YEF Project is contributing to this Decent Work Country Programme and has developed partnerships with the Ministry to provide entrepreneurship skills training under the guidance and leadership of the Ministry and its local government structures of Community Development Services. The evaluation also observed that the DWCP is a programming framework of the ILO and its tripartite partners and hereby making the YEF Project more aligned to it. For example through the principles of promoting sustainable enterprises and Decent Work while creating new businesses and jobs, ILO's Sustainable enterprises strategies are premised on three pillars.

***What links has the YEF Project established with other activities of the UN or non-UN international development aid organizations?***

At UN Country team level, the evaluation found that the YEF Project is not only aligned to but has participated in formulation of the UNDAF and influenced the inclusion of skills training and youth employment as key focus areas of the UNDAF under Pillars 2 and 3 on Human Capital Development and Sustainable and Inclusive Economic Development respectively. The YEF Project outcome 3 on ‘Policy makers and promoters are in a better position to make evidence based decision to improve resource allocation and program design’ and outcomes 1, 4 and 5 are aimed at providing a conducive environment for employment and providing youth business development services for establishment of sustainable enterprises and promotion of grantees for green business startups. These are areas through which the project is aligned to and contributing towards the UNDAF.

Furthermore the YEF Project created links with a number of ongoing projects within the ILO and other UN Agencies. For example, the United Nations Development Programme where linkages have been made to increase young people’s access to entrepreneurship skills in Acholi sub region through SIYB trainings. Other partnerships have been with the UN Joint Program on Population (JPP) in which ILO participated to support and facilitate the creation of a conducive policy environment for employment opportunities for youth to increase their economic productivity and enhance the benefits from the demographic dividend; the Women’s Entrepreneurship Development and Economic Empowerment (WEDEE) that is supporting women led businesses to create jobs while promoting gender equality and the Work4Youth (W4Y) Project that is focusing on data collection and research on the transition of young people from School-to-work demonstrating the move from data and research to action.

**Strategic fit with the European Union Strategy and synergies with relevant EU initiatives and programs**

Uganda like other 54% of the African States has embraced policies aimed at changes in the employment and creation of meaningful jobs for the youth. Some programs relating to employment and skills for the young men and women are being implemented. Some programs are directly funded by the national budget, and others are being supported by development partners like Belgian Technical Cooperation/Belgium Embassy, the World Bank.

EU has over the last ten years provided many grants targeting Technical and Vocation Education and Training in Northern and Eastern Uganda, supported VET project aimed at investing in People (DCI– EDUC/2010/231275). It has also worked with other agencies or organs like The Agribusiness Trust – FED/2011/266299, to support the Agricultural Livelihood Recovery Program (ALREP) and more specifically in the Karamojong region. This evaluation observed that the YEF Project has a direct bearing on all these programs in the areas supported by EU as the youth are still majority in the targeted subsectors or program area. Business Linkages, mindset change,

policy development, research that will influence change in the approach to the program implementation are critical in aligning strategies of existing projects while creating meaningful synergies for collaboration among varieties actors.

## **6.2 Validity of design**

***The adequacy of the design process (Is the project design logical and coherent?) What internal and external factors have impacted the ability of the ILO to meet project targets?***

The Project has maintained the design of the previous Danish funded YEF Africa, being consistent and relevant with the interventions. However, the Project is currently stretched by limited staff to support some of the components.

The Project could opt to either recruit additional staff, or hire specialized BDS firms to implement some of the components of the Project as this will reduce the overload on the current project staff and increase on project delivery.

Other factors like delayed funding of activities may have a lot of implications as some of the interventions are time bound, and their continuation will affect the desired outcome of the project.

The project design is logical and coherent to deliver the desired results and planned outputs as indicated in the project document.

***Do outputs have a direct link to the intended outcomes that in turn link to the broader development objective?***

The broader objective of the YEF Project is “to contribute to Decent Work for young Ugandans, both as a means of self-employment and as job creation for others”. The intended outcomes of the project have been evaluated for consistency and viability using the table below:

<b>Immediate Objective</b>	<b>Observations</b>	<b>Corrective Action</b>
a. Young women and men have improved perceptions about entrepreneurship	The project has implemented programme like TV series that are aimed at changing young people mind set and attitude towards work. This was based on the audience studies by media research firm IPOS Synovate.	Although the intended outcome is in line with the project development objects, the YEF programme needs to have level of continuity of the TV series. Details of the sustainable model have been explained in the recommendations.
b. The national education systems groom entrepreneurial talent	The outcome directly links to the broader development objective. Since it started by incorporating the	The entrepreneurship skill needs to be main streamed across the BTVET curriculum.



	entrepreneurship within the education system. It is also worth noting that the intervention is limited to the certificate level and has not been extended to the diploma level	To avoid any gap in the intervention, a corrective action to include the Diploma level in current YEF programme should be adopted.  This activity needs to be extended to allow reaching the 3000 youth trained on the certificate programme.
c. Policy makers and promoters are in a better position to make evidence based decisions to improve resources allocation and programme design	By design of the outcomes, this is a great fit with the development objective. It is in the formative stage.  The Economic Policy Research Centre has developed some two evidence based studies. However it is critical that the dissemination channels of the stories and evidence studies are clear and readily accessible by the target audience.	Some level of effort needs to be placed on the packaging of the evidence based decision resources by mapping the stakeholders, identification of preferred mode of delivery and engagement for the users.
d. Youth organisation deliver innovative entrepreneurship solutions	It is projected that at least 25% of the youth replicating business solution lead to decent work. However the choice of the enterprises may not be matched with the area of replication. It was noted that youth copy and replicate ideas from other areas.	As a corrective measure, the YEF programme needs to tag on existing feasibility studies in the target regions to identify areas of potential investment for the youth in each of the districts. This will increase adaptation and reduce failure rates.
e. More young women and men establish and manage sustainable enterprises	By design the object is linked to the broader development objected	To strengthen this objective a tracking and continuous mentorship package needs to be added to the program.

The YEF Project also aims at changing the attitudes among youth and communities in general to perceive some economic activities such as agriculture, as a business and make it commercially

viable or see alternative forms of employment within their immediate communities. To this end, the Project has promoted youth participation in small scale value addition processing ventures and facilitated linkages to finance, for agro-enterprises managed by the youth.

The project is designed in such way that it promotes youth employment, the creation of jobs and businesses created are managed by the youth. These development objects link directly with the desired outcome of the project. The critical success factor for them will be the ability to promote and stimulate demand, replicate the success in others areas while tracking progress and recording success.

***Considering the results that were achieved so far, was the project design realistic?***

The design of the project is based on five components, as articulated in the executive summary and the evaluation of realistic design of the project found that this differs from one component to the other.

- *Improved attitudes towards entrepreneurship among young women and men:* At the Time of the evaluation, it was possible to ascertain the number of youth reached through awareness campaigns as the Report from IPSO Synovate was not yet available. What was evident, was that the project had reached 1,530 youth through awareness campaigns. However, it is estimated that this number could more than triple once the IPSO Synovate report is released. This is projected so because the project ran a weekly TV series on entrepreneurship
- *The education system produces more entrepreneurial graduates with pertinent skills:* One of the requirements for the YEF Project was to facilitate change in the development of education system by supporting curriculum development for technical and vocational training institutes. The target was to have 150 teachers trained and enroll 3000 youth by February 2016. This activity commenced as planned but fell short of its timing and alignment with the school calendar. There has been significant delays in the completion of the training tool kits that would have enabled the stakeholders start the training of youth during February 2016 BTVET intake. Any continued delay will make this activity unachievable during the project cycle and may require additional time to achieve it in early 2017.
- *Policy makers and promoters make evidence –based decision for better resource allocation and program design.* Currently the project is sourcing for partnerships to implement this component. Although it has had a late start, the delay of this component may not have any significant bearing to the intended results of the project. The evidence case scenarios when documented can be utilized during and after the project implementation cycle. The knowledge accumulated from the project and research around youth will live beyond the project cycle. It is the planned dissemination strategy of results that will influence the utilization. It should also be noted that policy and program formulation processes take time. However, there are opportunities that the project can tap into, with key government sectors planning for the review

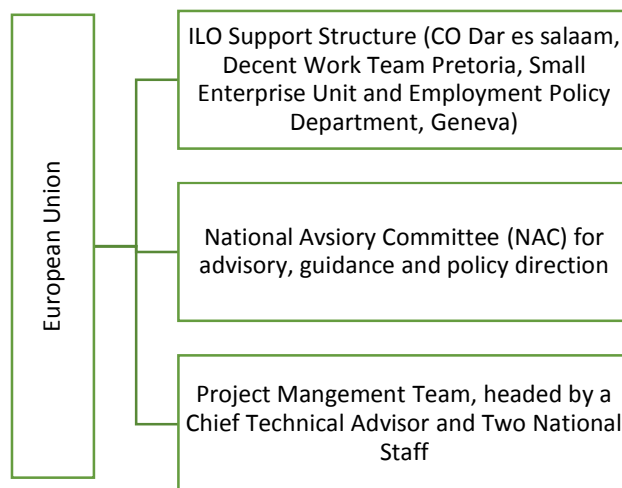
of youth friendly policies and the development of their implementation/action plans and these could occur during the project period.

- *Youth organization deliver innovative youth entrepreneurship and employment solutions.* A number of successful stories have been documented with the YEF Project from training, to creation of model businesses and employment of youth in new innovative ventures. Entrepreneurship among the youth is picked according to their comprehension of the subject matter, exposure to possible opportunities and personal drive. The project by design has managed to stimulate ideas and actions among individual youth and organizations/associations supporting the youth.
- *Youth start and improve their businesses:* The experience of ILO in promoting SIYB trainings has had great influence in the results expected from this component. The design and expectations are in line and will be achieved as the project progresses. It may be a little too early to evaluate improvement in business but a number of business startups have been recorded by the project. As indicated above 28% of the trainees have started new businesses. Partnership with banks, SACCOs and BDS providers makes the delivery of SIYB accessible, a necessity as it tags to a product with effective demand. 42% of the youth surveyed were interested in startup working capital. The evaluation found that the 28% of the 6,000 youth reached by the project through training and BDS linkages have started new businesses while 42% have improved their businesses. Only 17% remained with their businesses at the same level, 12% failed to start any businesses and 1% closed down their businesses. The job creation rate per business started was estimated at 1.8 per jobs per enterprise thus having a total of 1,573 jobs created.

### **6.3 Effectiveness of management arrangements and Efficiency of resource use**

The YEF project is supported by an ILO structure with the ILO CO Office Dar es salaam responsible for overall coordination, ILO Decent Work Team (DWT) in Pretoria providing Technical backstopping, while the ILO's Small Enterprise Unit (EMP/SEED) and the Youth Employment Programme in Geneva provide support on policy direction.

At National level the YEF project is supported by "The National Advisory Committee (NAC)" that comprises of varied Private Sector, Government, NGO, Research/Academia and Youth lead stakeholders who provide advisory and guidance support. This offers efficiency in supervision and oversight of the YEF Project.



**Figure 3: Relations of Project Management Team**

The project has a National Advisory Committee (NAC) which oversees and provides guidance on project implementation. This NAC offers an opportunity for collaboration and information exchange and activity planning with stakeholders. The NAC is composed of Ministry of Gender, Labour and Social Development, Workers’ Unions, and Employers’ Federation, Civil Society Organizations, Academia and Research Institutions, Private Sector, youth-led organizations, European Union and ILO. The goal of the NAC is to guide the project, review and approve the annual work plans. The NAC meetings are scheduled three times a year, that is, every four months.

Project Management and coordination is undertaken by a team of three technical officers headed by the Chief Technical Advisor (CTA), a National Project Coordinator, a National Project Officer, a Finance and Administration Assistant. Despite the fact that the current structural arrangement offers excellent project management, control and monitoring abilities; it’s worth noting that the national project team needs specialized support to manage communications or publicity of project aimed at increasing awareness and visibility of the project activities.

#### **6.4 Project progress and effectiveness**

This section of the report gives an account of progress against various project components, it describes the activities undertaken, achievements to date and also presents analysis from the findings.

**A) Promoting Entrepreneurship Culture:** The activity cluster on promoting entrepreneurship culture involves developing media campaign products, conducting entrepreneurship promotion campaigns and running entrepreneurship articles designed to promote youth entrepreneurship as an option for young women and men.

**Key Achievements:**

- i. The YEF Project was launched in the company by the Cabinet Minister responsible for Labour, Youth and Social Development alongside the EU Ambassador and attended by a total of over 400 youth. The general public was invited and the event was covered by various media houses. The promotion was followed by interviews from Radio and Televisions stations. This approach offered engagement and involvement of youth agencies and youth actors.
- ii. The “Dare to Dream” TV episodes were aired for eight weeks on Uganda Broadcasting Corporation Television, and saw youth sharing their business ideas, experience and building personal presentation skills. The program engaged the services of research firm IPOS Synovate Limited to measure impact of the media program as regards use and outreach. Despite the effective reach out to the mass audience, the project did not achieve on continuity. A more effective strategy is needed to engage with and have the host Media House take ownership of the project from inception so as to ensure sustainability of such inspirational programs.
- iii. The project launched social media platforms, using twitter – EU/YEFUG, which has grown to 82 tweets, following 16 people and it is being followed by 28 people. YouTube channels (YEF Uganda) has 3 subscriptions, with one of its highest viewed video being the ‘Gulu Peace Gardens’ with 115 viewers and Facebook.com /yefuganda with a 935 likes as of 31st December 2015. Despite the launch of social media, there is need to promote engagement with the target community for constructive feedback, involvement and awareness.
- iv. A communication workshop targeting partners and stakeholders was held and a communication strategy adopted for the project to create visibility for both EU and the YEF activities. However the visibility of the project needs to be enhanced more specially at district levels that the project is targeting.
- v. The project conducted 10 urban entrepreneurship promotion and awareness campaigns in 10 beneficiary districts excluding Kampala. 559 youth were reached directly with 36% being young women and 64% being male youth.

**B). Entrepreneurship Education:** The activity is clustered around revising the curricula within the Business, Vocational and Technical Institutions: The program aims at working with the National Curriculum Development Centre to improve the syllabus within existing training modules

by adding entrepreneurship as a component of study at the certificate level. This intervention is aimed at being a catalyst in the choices made by students after completion of training- to engage in business startups as opposed to employment seekers. By the end of the project, the program will have developed the entrepreneurship curriculum for technical and vocational schools, trained and certified 150 teachers/instructors. However the enrollment and training 3,000 BTVET students will not happen within the current project timeframe.

**Implementing partners:** the key implementing partner in this component is the National Curriculum Development Centre that has been contracted to work on the drafting of the course content and training of the teachers in the materials developed that the BTVET institutes will be expected to implement in their schools.

**Key Achievements:** By the time of the evaluation, this outcome area was partially completed. It was noted that the implementing partner had completed the development of the syllabus for the certificate program and developed the teaching guides for the instructors. However the training manuals had not been developed and the team anticipated this would be done during the month of February 2016. The selection of the teachers will be done by NCDC on a regional basis and they will be brought to the central region for a five day training. On completion the training of trainers, the facilitators will be asked to ‘on train’ in the target districts based on their regions of origin. Some of the activities completed were:

- i. Consultative meetings had been held with NCDC, Uganda Business and Technical Examination Board, Uganda National Examination Board in the months of October 2014, and February 2015. It was during this meeting that it was resolved to have the entrepreneurship module at Certificate level.
- ii. National Curriculum Development Centre was contracted in July 2015 to start the design of the modules for the certificate course. The initial stage of the development was completed with a syllabus developed and teaching guides.

**Observation and Analysis:** A number of the planned activities on this component have delayed and may affect the implementation of the program prior to the beginning of the school term which is scheduled for the month of February 2016. The implementers noted that the activity is heavily affected by the internal red tape within NCDC that slows down the procurement and reporting process. It was suggested that for the remaining activities, the YEF Project takes over procuring the training venues, payment of transport refunds and any associate experiences. NCDC should be contracted only for the technical delivery of the services not managing the logistics.

Despite the fact that the project is focusing on 11 districts, the intervention will offer national level outcome at the BTVET Institutions. Selection of the participating teachers and learners may go beyond the operating areas of the project. To carry out an assessment of the impact of the program it is advisable to have a baseline study undertaken across all the BTVET, before the program is

implemented. The evaluation should have possibility of tracking the before, during and after the training.

**C). Evidence Based Advocacy:** This component of the project is 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 programs. This activity is mainly work in progress. So far the discussions with research firms has started. These include Innovations for Poverty Alleviation and Economic Policy Research Centre. Accordingly, completion of this component has been prioritize for the next quarter.

**D). Youth to Youth Fund:** This component of the project was designed to support innovative business ideas by young people, particularly those who may not be able to attract financial support to upscale or replicate their activities. The main end users were drawn from the youth organizations with innovative ideas whose members are unemployed, but are interested in starting their own businesses. ILO launched a number of calls for proposals, and applicants went through selection processes and successful ones were provided technical support on how to implement, monitor and report about their projects.

Green entrepreneurship was the theme for the first Y2Y fund call launched in August 2014. Representatives from the 18 selected grantee organizations have received and continue to receive business advisory and development services.

#### **Key achievements:**

- a) Using media and email advertising, the competition for the grants was launched.
- b) The first Y2Y Fund took place in 2014 and the second 2015 covering the 11 districts. The grant fund has so far awarded over 200,000 USD.
- c) Conducted capacity building for 58 grantee organizations and provided training for the targeted grantees.
- d) Applicants received training and hands-on assistance to finalize the design of their projects and proposals. This was also used as a baseline for the proposed interventions

Two awards have been completed so far. Although the process is competitive and pre-determined by an independent committee, it is considered to be a very long process from the start of the call for applications to the realization of funding to the beneficiaries. The Project has identified and partnered with a National Implementing Agency (Advance Afrika) to manage, monitor, and provide technical assistance and reporting from the Y2Y fund grantee organizations.

**E). Access to Business development Services and affordable finance:** One of the key components in the YEF program was creating sustainable financial linkages and the provision of business development services. For instance, the project has worked with Centenary Rural Development Bank to provide financial literacy training and SIYB to the youthful population living in catchment areas of the bank. The training covered a total of 306 youth with 27% of them being female and 73% being male. This is a 4% contribution to the overall target of the project in the number of youth trained. Training was carried out in 10 urban bank branches. The purpose of the intervention was to introduce the youth to financial services, open up banking services, and provision of loans. Selected youth were from groups already engaged in business. The bank offered trainings on Improve Your Business Skills and this was offered as a corporate social responsibility to attract the youth to the bank.

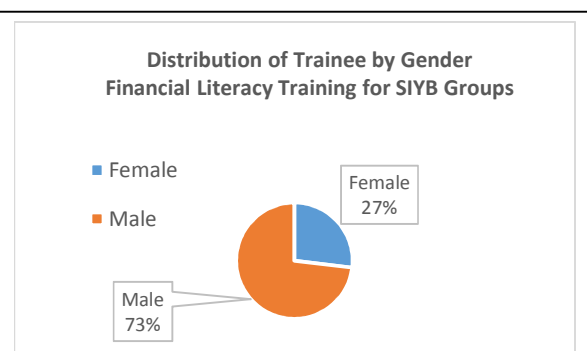
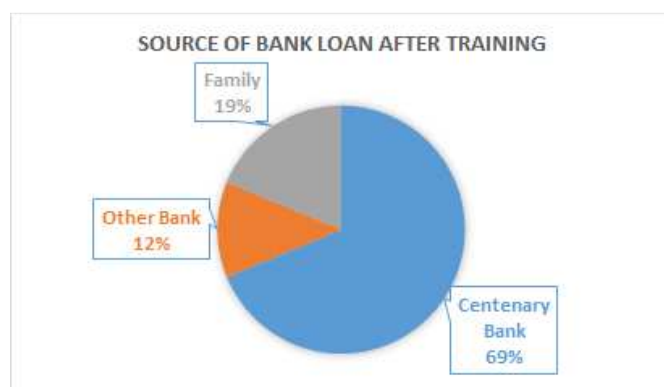


Figure 4 : Distribution of Gender in the bank financial Literacy Training

The evaluator using a telephone survey randomly had 97% of the trainees selected for a telephone survey making 32% of the total of 306 trainees. They responded to a set of five (5) questions. 83% of the respondents said the training was useful, 11% somewhat useful and 5% not useful. When asked if there were able to start or improve their financial record management 69% had started record keeping as result of the training and 17% had not. From the survey only 38% of the sampled respondents had obtained a loan, with 69% obtaining the loan from Centenary Bank and 12% from other banks and other sources like family and friends being 19%. For those who responded to have obtained loans; 87% said their businesses had improved.

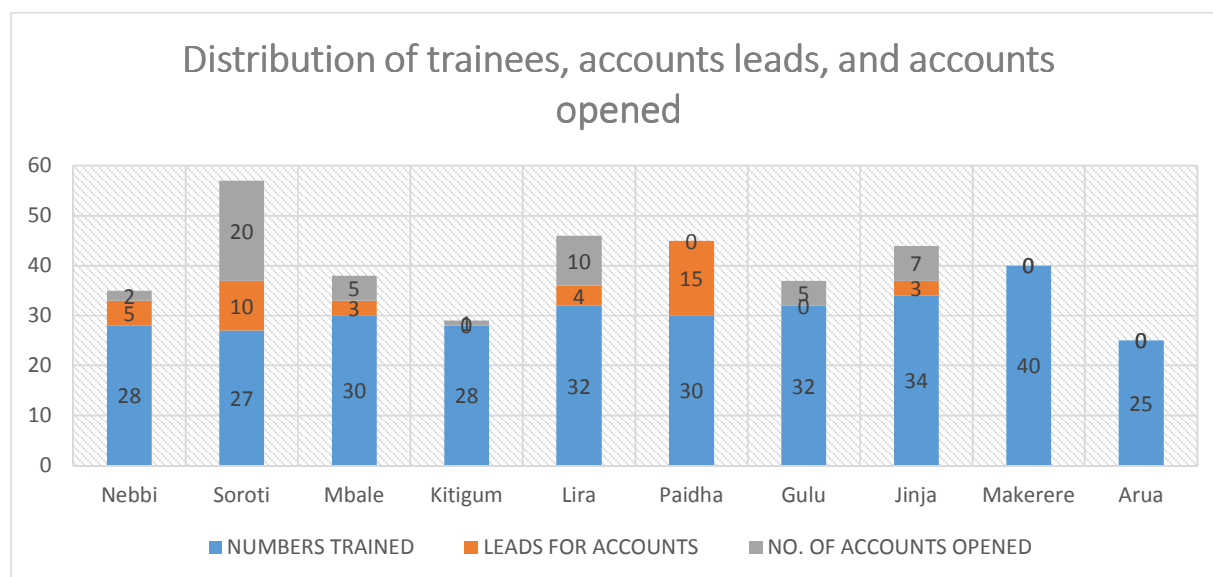


Source: Telephone Survey 22rd January 2016



**Figure 5 :** Pie Chart showing the source of capital after training

The bank was able to gain a record of 40 leads from youth interested in opening new accounts or obtaining loans. That is about 13% of the total trainees who were able to open and prepare for loans with the bank. After a period of two and half months, the bank realized a total of 50 individual accounts and 3 group accounts from the Village Saving and Loan Associations (VSLA). The figure 5; illustrates the number of accounts opened per branch and district.

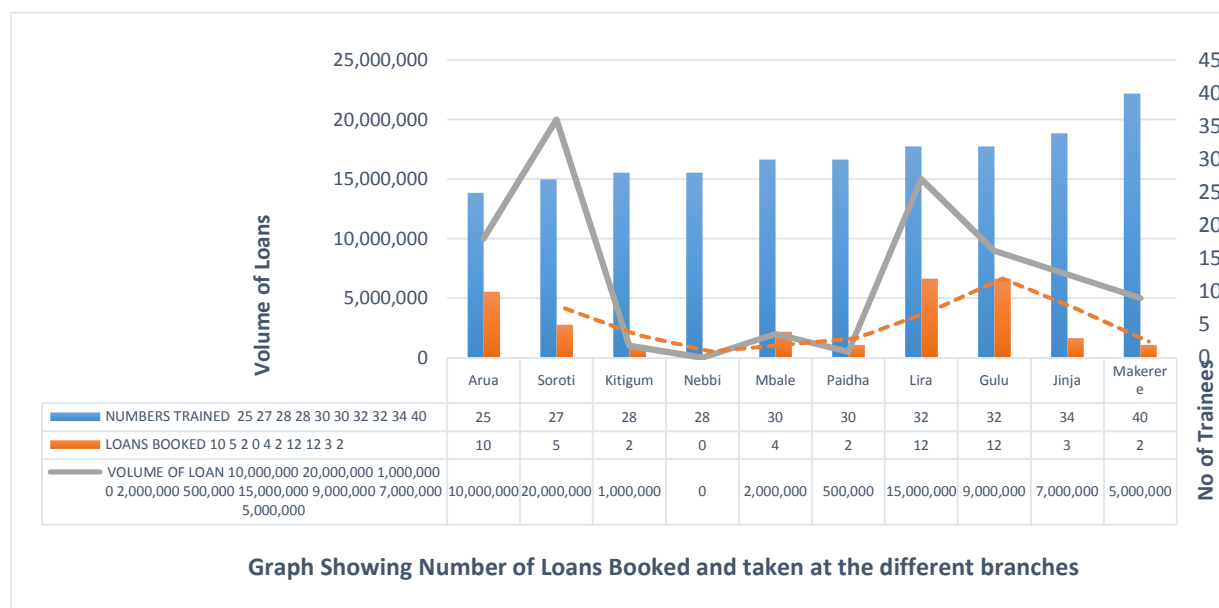


Source: Field Data from Centenary Bank Records December 2015

**Figure 5:** Graph showing number of youth trained per branch, account opening leads and new accounts opened.

One of the business gains from the bank is continuity for the business and relationship growth as some of the youth booked loans with the bank to a tune of 65 million. The figure 6; below gives an indication of the number of loans booked per branch in the last two and half months.

**Figure 6:** Number of Loans booked by the Youth in Centenary Rural Development Bank



**F). Access to Funds through SACCO:** One of the recent achievements of the Project is the partnership with SACCOs to provide the youth with affordable startup loans using revolving funds. This is expected to boost the access to Business Development Services and credit for the individuals and youth groups. A total of 5 agreements have been signed; in Kampala (1), Jinja (2), Oyam (1) and Kitgum (1) and each is targeting a total of 200 entrepreneurs which is an estimate of 1000 youth. There are plans to sign two other SACCOs in Arua and Soroti.

So far the main businesses funded by the SACCOs include piggery, hotel supplies, input trading, mobile money and boda-boda business in urban areas. There is a good indication of increased level of demand for the credit. Table 1; below shows the SACCOs interviewed, funds received and the number of youth loaned by the time of the evaluation. By the time of the evaluation, it was not possible to evaluate repayment yet. But according to the historical performance of the SACCOs, the Project expects 100% recovery.

The efforts by the five SACCOs so far have contributed 4% to the overall target of 7500 youth trained in the project.

Table 1: SACCO showing the fund released and the youth reached to date

SACCO	Round	Release (UGX)	No. of Youth	Interest	Average Loan size	Duration

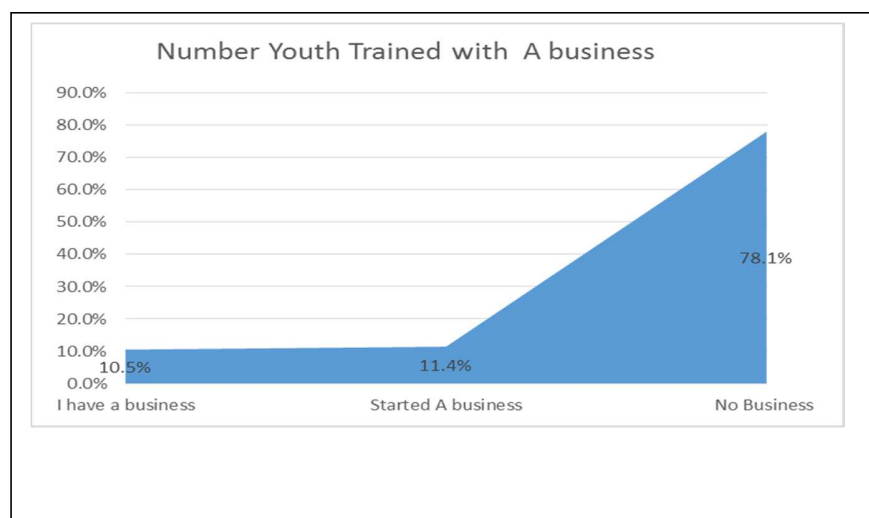
Kitgum	1 (Sept 2015)	30,600,000	30	3%	500,000/=	Six months
Alutkot	1 (Nov 2015)	28, 703,675	12 Males 10 Females 2Groups	2%	1,000,000/=	12 month
Saints Cooperative	1	30,180,000	15	1%	2,000,000/=	12 month
Nakanyonyi	1 (Sept 2015)	30,000,000/=	97	2%	500,000/=	12 month
	2 (Aug 2015))	21,000,000/=	80		256,000/=	12 months
Mafumbira	1 (Jan 2016)	25,000,000	72		500,000/=	12 months

**G). Improvement of training materials:** SIYB Master Trainers supported the improvement of the materials and provided necessary updates. The Business Development Services Providers Network (BDSPN) has total of 72 paid members of 90 previously trained by the project. This gives an 80% retention rate and 20% of the master trainer having opted for full time employment with other support agencies doing similar enterprise training. BDSPN was given the license to have the materials marketed and printed locally. This has reduced the cost of production and increased access to the materials to both the trainers and the trainees. Additionally, the network was able to earn printing fees from the members using the materials.

**H). Business Development Services:** *Selection and training of the ultimate beneficiaries* are individuals - young men and women (15-35 years) that were drawn from established enterprises or groups. The individuals were drawn from groups, associations, cooperatives and out of school drop outs to receive awareness and business level training in Start and Improve Young Business. By the review of the program, a total of 6,000 youth had been trained by the program being a 22% contribution to the overall target of 7500 by the BDS Network. Out of the youth trained, 61% of them were male and 39% female.

**Youth in Business:** According to the data analyzed, before the training, the majority of the youth did not have running businesses. That means that the training should focus on ‘starting and owning your business’. Findings in focus groups also indicated the same as the youth were looking for

venture were they would invest or start a business. According to the information in the database,

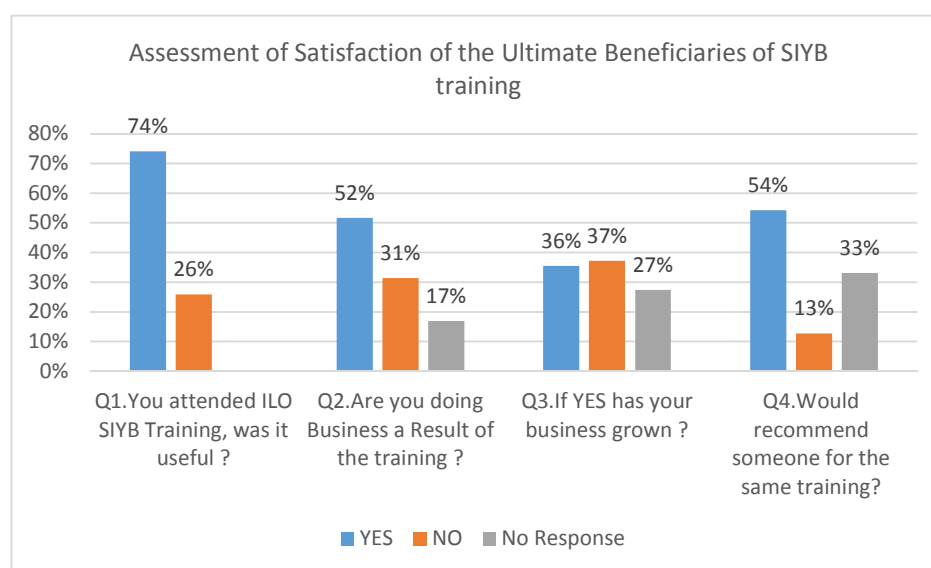


78.1% had no business, only 10.5% had functional businesses, and 11.5% had started a business. This a good indicator and relates to other SIYB assessment that reported 28% youth starting business after the training. It may be worth focusing on the issues that need supporting the youth in generating businesses ideas or

obtaining resources that would propel them into owning their business.

**Appreciation of Trainees:** The researcher also under took a secondly investigation with a selection of 49% of the trainees to be part of the Mobile Telephone survey. A total of 801 trainees with active telephone numbers at the time of the survey (i.e. 23rd December 2015.) were called by automated Voice message. The survey received a response rate of 59.2% for all the calls made. This was in response to the assessment of Satisfaction for the trainees. According to the findings as indicated in the figure 8 below, the 74% of the sampled trainees found the training useful with only 26% saying it was not useful. This clearly responds to the expectation of the trainees who came for the training to obtain business exposure, or acquire business skills or to new knowledge. It also confirms that the trainees were able to get results out of the training, since this survey was taken at least two months after the training. 52% of those sampled had started business as result of the training; 31% said no and 17% did not respond. It is also important to identify that as indicated in the database analysis, that the trainees found the training meaningful and worth paying for. It is therefore not surprising that 54% of the graduates were willing to recommend the training to other youth with only 13% saying they would not recommend.

*Figure 10 Assessment of Satisfaction of the Ultimate Beneficiaries of SIYB training*



Source: Telephone survey 2015, ILO SIYB Trainees.

**Implementing Partners:** the training service was implemented through the Ministry of Gender, Labor and Social Development, ILO Master Trainers, , Local BDS providers, Centenary Bank and others through microfinance institutions.

Since May 2014 to December 2015, the project has had over 250 training workshops and so far trained 6,000 youth with estimate of 30% young women. This implies that the project has so far reached 80% of projected target of 7,500 youth trained. These workshops have been manned by the BDS trainers' network. 12 of the Training of Trainer workshops have been held with total of 200 trainers. 120 of the trainers have been recommended for certification leaving a 40% that are due for certification and commissioning.

Some highlights of partners' activities include;

- **Kulika Uganda** operated in the districts of Lira and Oyam targeting a total of 400 youth. The training covered 10 groups per district to have them equipped with relevant knowledge and information for attitudinal change, entrepreneurship skills and value addition to their products to increased income generated by the groups. 78% of the registered participants attended all the scheduled trainings sessions.
- **Reign Group Ltd** working in the areas of Jinja, Mbale and Soroti, targeted 450 potential and existing entrepreneurs. A total of **464** potential and existing entrepreneurs were trained. With 240 being male and 224 being female. Out of the 30 SIYB trainers, 21 were recommended for certification having successfully organised training workshops in SIYB following the training cycle.

- **FinAfrica Enterprise Development Centre** provided mentoring trainings in Gulu, Kitigum, Lira and Oyam mentoring over 388 youth. The males trained were 233 and females trained were 155. So far the project has followed-up with 116.

District	Participants Present For Follow Up	Mentoring Clubs Started (Confirmed)	Individual Mentors Secured	Group Mentorship Conducted	One-On-One Mentorship Sessions	Total No Mentoring Sessions
Gulu	13	12	09	12	08	20
Kitigum	59	40	08	40	07	47
Lira	21	9	12	09	11	20
Oyam	23	18	02	18	02	20
<b>TOTAL</b>	<b>116</b>	<b>79</b>	<b>31</b>	<b>79</b>	<b>28</b>	<b>107</b>

## 6.5 Sustainability

**Promoting Business Development Services:** First, according to the analysis of the services offered by the BDS providers, these are private sector driven entities and the services are expected to be sustainable if packaged appropriately. The findings indicate that the youth are willing and ready to pay for the training and BDS Advisory services. 72.6% of the youth engaged during the evaluation expressed willingness to pay for such services. However, the SIYB assessment notes that 91% of the youth reached by the project had not paid for the training services and only 9% had paid between 10,000/- to 20,000/=. The Trainings can be sustained if the youth start making full or partial contribution to the training programs as advertised by the BDS Network. The 91% no pay was attributed to the fact the institutions such as Wazalendo SACCO, and Centenary Rural Development Bank cover some of the costs such as training venues among others.

Secondly, SIYB content sustainability can be achieved by asking the private business training institutions and business schools to take content as modules of their running programs.

Thirdly, Financial Institutions have embraced the SIYB training for their potential clients. This is evident with the SACCOs and with Centenary Rural Development Bank that have trained youth whom they target, before issuing them with loans. The training is offered as a preparatory stage before the acquisition of the loans. This was emphasized by findings in the SIYB Survey that recorded 46% of the youth linked the training to starting a business and 41% to accumulation or obtaining working capital. As the project progresses, it would be worth watching the ability of the bank to continue this activity as internal services to all its clients. As a Corporate Social Responsibility (CRS) activity, the continuity of the activity may not be guaranteed. In the next

twelve months, it may be worth calculating the value for money case and operation implication for Business development training and financial packages offered by the financial institution. It's important that both the project implementers at the bank and ILO develop a mechanism to track the commercial benefits that can prove the business case for the bank to continue offering the service.

***Entrepreneurship Education:*** This intervention is a catalyst that will influence the process of delivering technical and vocational education in the country, from a business perspective. The project support has offered improvement in the design of the certificate level entrepreneurship curriculum of the BTVET syllabus. This will enable NDCD to integrate business and entrepreneurship module into the BTVET Curriculum. It is assumed that once the modules have been developed, student text books and instructor teaching guides will be published for the BTVET institutions who will be in position to run the modules as part of existing programs. This partnership offers institutional and system sustainability of the content. The learners will have to pay for the program as part of the existing institutions program fees. Sustainability of the program will be derived from the fees paid by the learners as a contribution on the other courses. This is considered a strong partnership but may require additional time beyond project time frame to achieve the 3,000 student targeted for enrolled in the first programme later in 2016 or 2017.

***Sustaining competitive grant scheme for entrepreneurship promotion:*** As indicated in the recommendations, sustainability of this component can be evaluated by the Grant awarding organization and the organization receiving the grant and the ultimate beneficiaries that are to receive the grant. The YEF Project plans to assign the grantee management to a National capacity building organization. This is based on the assumption that the organization will attract similar grants to continue with a similar service to the youth. Therefore the sustainability depends entirely on the ability of the organization to mobilize funding for additional grants.

*Secondly*, sustainability of the grantee organizations mainly depends on the level of the organization, governance, group formation, response to market dynamics and choice of business and knowledge of its associated operations. At the time of evaluation, it was not possible to evaluate the level of sustainability since all the organizations interviewed had just completed the training relating to the grants. Business monitoring tools need to be developed. In the next couple of months, the project should review the records to establish the balance sheet, cash flows and budget systems of the grantees. A Scorecard system can be developed to support the continuous evaluation.

*Lastly*, Y2Y Fund component can be fully evaluated on completion of the last mile of the impact area. The project will need to track the length of business; the volume of business created, the number of jobs created, new business linkages and change in the economic and human development of the youth in question. The SIYB Survey indicated that from the BDS training and linkages offered by the project, a total of 1,573 jobs had been created. This was further broken down to 1.8 jobs, per enterprise started.

**Sustaining the Evidence-Based Advocacy:** Whereas this component will be fully funded and the evidence-based studies will be commissioned and disseminated. It was difficult to find a proper sustainable strategy for its continuity. Evidence studies will need to be funded and supported by the government, research organizations or private sector driven associations. Currently the YEF Project is working with EPRC which is a research organization that is partly funded by government and hosted by Makerere University. A tripartite model needs to be developed so that EPRC sees the need for continuation of such studies. The NAC could become an owner for such studies to hold the general interest of all the stakeholders in trust and also be charged with the responsibility to disseminate and organize knowledge sharing events. Funding of the future studies should be jointly owned by the members of the NAC as interested stakeholders at the national level.

With respect to dissemination of the content generated, the YEF Project and EPRC have published the articles widely on the World Wide Web. It is the national dissemination mechanisms that need to be enhanced. The distribution and interpretation of the content locally should be developed as separate sub activity targeting the youth in the project constituencies. The content needs to be toned down for their consumption and appreciation either through the associations or marketing groups.

#### **Project Fund Utilization and allocation:**

The total project budget of YEF is Euro 2,962,422. It is however important to note that by the time of the evaluation, the project received only Euro 1,726,277.41 in two releases of Euros 906,399 and Euros 819,878.41 respectively. By the time of the evaluation only Euros 983,954.39 (57%) of the funds released had been utilized. Based on the total project budget of Euro 2,962,422 fund absorption rate has been summarized as below;

- Component 1: (27%)
- Component 2: (36%)
- Component 3: (39%)
- Component 4: (57%)
- Component 5: (34%)

The fund absorption rate for the five different components can be linked to the progress in implementation of the components as explained in page 11/12; “*Summary of findings and conclusions per project result area.*” For component 2, delays in work on the BTVET curriculum and training of instructors can be attributed to the low absorption while for component 5, the delays in evaluation clinic may be attributed to the low absorption rate. The evaluation projects that 100% fund utilization is possible within the project time frame for mainly components 1, 4 and 5. However, this will require implementation of some of the proposed recommendations.

The key issues identified in the fund management were:



- **Delay in the disbursement of funds** to the implementing partners; the evaluation found that this delay is due to delayed reports from the partner organizations/grantees. The YEF team proposes to institute some early warning measures and reminders to the key persons at the partner organizations/grantees and also emphasize that all partner organizations/grantees have a dedicated person who focuses on reporting.
- **High demand for interventions** in some of the components of the project such as Component 5 and 4. These two components are receiving high demand because of their nature. The two interventions target relatively high numbers of groups and individuals and the funds required are equally average in amount thus making the fund utilization more than the rest. However, it is important to note that these two components require careful assessment before execution and raise a lot of concern from the end-users if there are delays. The Project has contracted an independent organization, Advance Africa, to provide support in oversight and mentoring of the grantees involved in component 4.
- **High expectation** from the partner organizations, which stretches the lean project team. It was observed by the evaluator that project partners expect a lot of technical support and backstopping in the execution of their activities across components.

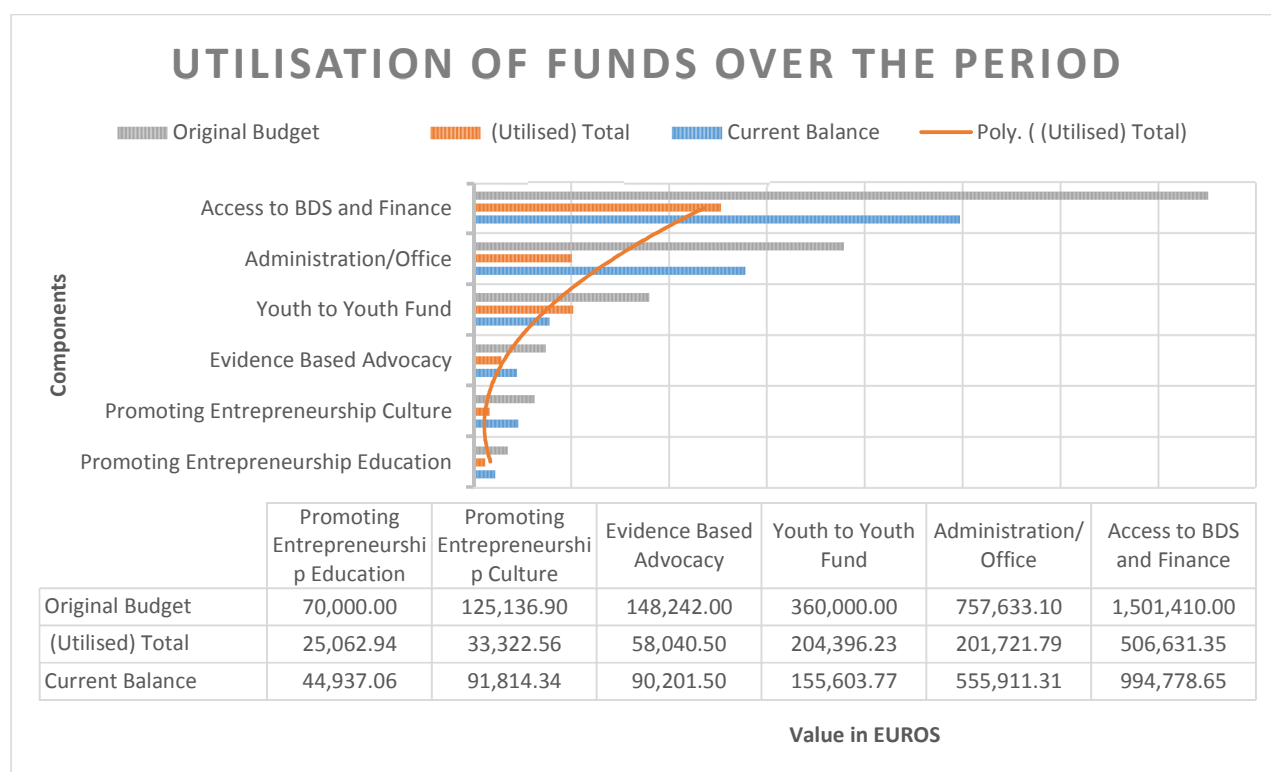


Figure 6 : Utilization of funds as observed during the evaluation.

## **7 Conclusions**

### **7.1 Conclusions**

The YEF Project has been implemented in accordance to its set objectives and principles. According to the findings, the Project is still on course with high likelihood of achieving most of the project components as indicated in the sections above. However components 1 and 2 need special action. Component 2 is off course and may need additional time, while component 1 will require readjustment in the implementation to accelerate utilization of funds and create impact in the target audience. The target audience is receptive and open to new innovations and opportunities and to partnerships availed to them through the YEF Project. The identification of the youth for the project interventions is still limited to those with access to information within the major urban centers. The YEF Project developed a communications strategy and should hence use it to increase publicity and awareness of the Project and allow wide reach to peri- urban centers in the target districts. Embracing new ICT marketing tools, social media and traditional communication channels like radio and word of mouth would promote local publicity and marketing mechanism to promote adaptation, repeat purchase for the services and ownership of the interventions by partners.

### **7.2 Lessons Learnt**

- a) **It has been learnt and observed in the YEF project that youth possess excellent knowledge and skills to stimulate production within the economy.** The youth are eager to acquire new skills and are always looking out for new opportunities. 80% of the trainees in the SIYB recommended the duration as appropriate, and 73% found the materials satisfactory, 10% found them easy and 17% found them difficult. However, the nature and type of business enterprises selected or started by the youth depict a high level of lack of exposure.

The YEF project should therefore invest in developing a data bank of business ideas, as mentioned in the recommendations above. These ideas should be specific to the target districts so that the youth can identify, select, adopt and invest in well researched business enterprises and group ventures.

- b) **Financial Instruments with Micro Finance Institutions-** MFI's are a good catalyst in enabling individuals and groups investment in enterprise promotion. The outcomes realized that from the issuing of loans by the MFI's in form of working capital for the youth has created a lot of excitement. This confirmed findings that over 79% used their own savings and 21% borrowed from friends/families to start a business. In principle the lending model by SACCOs has increased cash availability (of approximately Ug. Shs. 136,000,000 equivalent to US \$ 40,147) for

borrowing among the end users, i.e.; the youth, SACCOs offer appropriate interest rates and have good packaging of the repayments. Interviews with a sample of four SACCOs indicated that weekly repayments from the borrowers are going on satisfactorily.

The learning from the YEF Project is that where youth are attracted to capital resources, they will be willing to participate in short training sessions organized by banks or MFI's, before acquiring the loans. Therefore it can be cost effective and sustainable if the trainers and responsible staff in the banks and MFIs are equipped with skills on SIYB so that these components are part of their regular loan preparation training. This arrangement makes partners with established institutions like Wazalendo, SACCO and Centenary Bank strong and a good avenue for institutionalized BDS service delivery. This will guarantee content sustainability and service continuity.

- c) **Trainers and Project Continuity:** Training of BDS Providers does not guarantee that the individuals will continue as SIYB trainers. It is assumed that the individuals trained will continue supporting SIYB trainings, however, it has been observed that some of the individuals trained as SIYB trainers move on to obtain permanent jobs that would draw them out of the BDS trainers Network- a network of the YEF Project trained trainers offering SIYB training. This has both positive and negative implications for the project.

Strategies that encourage institutions like banks and business colleges to adopt the SIYB models have lasting impact as the institution would adopt the SIYB training as one of their regular training packages. This was observed with one of the financial institutions i.e.; Centenary Rural Development Bank- CERUDEB, Wazalendo SACCO and also observed in the work with the NCDC in review and design of the BTVET curriculum.

### **7.3 Recommendations**

- a) **Publicity and Marketing of the Project:** The YEF project needs to increase its district level publicity and visibility as well as intensify its online social media engagement with the target audience so as to increase visibility. It is recommended that a youthful and dynamic individual is recruited to support the project team to undertake the social media, communications and publicity strategies. This will address project rural publicity level while increasing demand for the services, replication and appreciation of the services for long term content sustainability. Where appropriate, the project can engage its district level partners to undertake project publicity and visibility.
- b) **Business Development Services:** Although the project has over 67% of the youth employed in at least one income generating activity with 26% self-employed and 41%

employed<sup>4</sup>. The youth attracted by the YEF project have limited exposure to the possibilities and opportunities of business ventures that can be adopted in their areas of residence and thus, there is a lot of duplication of ideas. It is recommended that the Project build on the mapping study undertaken by GIZ and profile possible business ventures in the 11 districts. This information should be packed into unique business profiles in English and in the local dialects. Such information can then be picked off central points at the respective districts by interested youth. This kind of information can also be used in the district level publicity and awareness events of the project, either through radio or through implementing partners. The district commercial officers and District Community Development Officers could provide the point of reference for such documents and advisory services.

- c) **Competitive grant scheme for entrepreneurship promotion:** It was found that two of the groups that started businesses with in Kampala had dissolved. As much as this is a low and causality rate of supported youth groups/projects, it is recommended that the YEF Project revisits the selection criteria of the grant scheme and increase on monitoring of supported projects, in order to avoid any loop holes that lead to support youth projects dissolving. The grant scheme should target existing groups with some level of group dynamics and working relations. Secondly financial management and team building support to such groups through short training programs aimed at improving governance of their groups and improving their business skills for sustainability of the group ventures should not only be done at the initial stages of the grant projects. Business mentors should be attached to these groups to oversee their growth in the next six months of the grant life cycle.
- d) **Entrepreneurship Education:** The review and development of the BTVET Curriculum to integrate entrepreneurship training was hampered by the bureaucratic processes within the implementing organization, the National Curriculum Development Center- NCDC who were unable to launch the new certificate level BTVET curriculum (integrated with businesses and entrepreneurship content), in time for the February 2016 student intake. However, the Project can spearhead some of the activities by directly managing the logistics around the launch and only contracting the NCDC as technical experts to develop tools and conduct the training of trainers/instructors. This may require additional time and target the 2017 student intake.
- e) **Evidence Based Advocacy:** Although it was assumed that at least one evaluation clinic and impact assessment study would be conducted by 2016, the evaluation found that this intervention was behind schedule. The project is targeting at least one evaluation clinic and

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<sup>4</sup> Source: Assessment Of Youth's Business And Market Opportunities, Final Report, October 2014

one impact assessment study by 2016. For this to be meaningfully realized, the project might require an extension of time as this is a very vital component for uptake of lessons learned from the Project.

- f) Fund utilizations and allocation:** Only 57% out of the funds released had be consumed by the time of the evaluation. It would be advisable that YEF team revisits some of the activities within the components of 1 and 3 so that better interventions can be adopted to support the movement of funds. In components 4 success will depend on efficiency of the grant management company and its ability to process and disburse the grants within a given period of team. For component 5, more financial institutions can be identified and included if the capacity of the current institutions is limited.

## **8 Appendices**

### **8.1 Terms of References**

**Summary of the Terms:** The mid-term review serves two main purposes:

- i.* Give an assessment of progress to date of the Facility across the five components; assess performance as per the foreseen targets and indicators of achievement at output level; strategies and implementation modalities chosen; partnership arrangements, constraints and opportunities;
- ii.* Provide strategic and operational recommendations as well as highlight lessons to improve performance and delivery of project results

The primary clients of the review are the European Union as the donor of the facility, the government of Uganda as recipient country, constituents and the ILO as executors of the facility as well as other relevant stakeholders and the review process will be participatory. The Office, the tripartite constituents and other parties involved in the execution of the project will use, as appropriate, the review findings and lessons learnt.

#### **Scope**

The mid-term review will cover all outcomes of the initiative and the operations of the Youth Entrepreneurship Facility, with particular attention to synergies across components. The review 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.

In particular, the review will make recommendations regarding:

- a) Progress made towards achieving the project outcomes
- b) How to ensure the delivery of quality outputs in the project period
- c) How to ensure the achievement of all outcomes within the 31 months
- d) Internal and external factors that influence speed of implementation
- e) Management of the operation of the Facility, including staff management
- f) The extent of government buy-in, support and participation in the facility
- g) Strategic fit of the initiative within the context of the DWCP
- h) Relevance of the facility within national development priorities/frameworks
- i) Strategic of the initiative fit with the European Union 11<sup>th</sup> EDF
- j) Knowledge management and sharing
- k) Results based measurement and impact assessment systems
- l) Systems for Risk analysis and assessment

## **1. Review Criteria and Questions**

The review will address the following the ILO evaluation concerns;

- i) Relevance and strategic fit
- ii) Validity of design
- iii) Project progress and effectiveness
- iv) Efficiency of resource use
- v) Effectiveness of management arrangements and
- vi) Impact orientation and sustainability as defined in ILO policy guidelines for results-based Evaluation<sup>5</sup>.

Gender concerns will be based on the ILO Guidelines on Considering Gender in Monitoring and Evaluation of Projects (September, 2007). The review will be conducted following UN evaluation standards and norms<sup>2</sup> 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 analyzing results through addressing key questions related to the evaluation concerns and the achievement of the outcomes/immediate objectives of the initiative using the logical framework indicators.

### **Key Evaluation Questions**

The evaluator shall examine the following key issues:

- a) Relevance and strategic fit,
  - i) Is the project relevant to the achievements of the outcomes in the national development plan, the UNDAF/UNDAP and the DWCP for Uganda?
  - ii) How well the project complements and fits with other ongoing ILO programmes and projects in Uganda.
  - iii) What links are established so far 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.

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<sup>5</sup> ILO policy guidelines for results-based evaluation: Principles, rationale, planning and managing for evaluations, 2012

- b) Validity of design
  - i) The adequacy of the design process (Is the project design logical and coherent?) What internal and external factors have influenced the ability of the ILO to meet projected targets?
  - ii) Do outputs causally link to the intended outcomes that in turn link to the broader development objective?
  - iii) Considering the results that were achieved so far, was the project design realistic?
- c) Project effectiveness
  - i) To what extent have the expected outputs and outcomes been achieved or are likely to be achieved?
  - ii) Were outputs produced and delivered so far as per the work plan? Has the quantity and quality of these outputs been satisfactory? How do the stakeholders perceive them? Do the benefits accrue equally to men and women?
  - iii) In which area (geographic, component, issue) does the project have the greatest achievements so far? Why and what have been the supporting factors?
  - iv) How effective were the backstopping support provided so far by ILO (regional office, DWT Pretoria and Geneva) to the programme?
  - v) Are there any unintended results of the project?
- d) Efficiency of resource use
  - i) Are resources (human resources, time, expertise, funds etc.) allocated strategically to provide the necessary support and to achieve the broader project objectives?
  - ii) Are the project's activities/operations in line with the schedule of activities as **defined** by the project team and work plans?
  - iii) Are the disbursements and project expenditures in line with expected budgetary plans? If not, what were the bottlenecks encountered? Are they being used efficiently?
- e) Effectiveness of management arrangements
  - i) Are the available technical and financial resources adequate to fulfil the project plans?
  - ii) Is the management and governance arrangement of the project adequate? Is 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? Is a monitoring & evaluation system in place and how effective is it? Is relevant information systematically collected and collated? Is the data disaggregated by sex (and by other relevant characteristics if relevant)?
  - v) Is the project receiving adequate administrative, technical support if needed from the ILO office in the field (Dar as Salaam), field technical specialists (Pretoria) and the responsible technical units in headquarters?



- vi) Is the project receiving adequate political, technical and administrative support from its national partners/implementing partners?
  - vii) Is the project collaborating with other ILO programmes and with other donors in the country/region to increase its effectiveness and impact?
  - viii) Are all relevant stakeholders involved in an appropriate and sufficient manner?
- f) Impact orientation and sustainability
- i) Is the programme strategy and programme management steering towards impact and sustainability?
  - ii) Has the project started building the capacity of people and national institutions or strengthened an enabling environment (laws, policies, people's skills, attitudes etc.)?
  - iii) Assess whether project activities are sustainable and identify steps that can be taken to enhance the sustainability of project components and objectives
- g) 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?
  - ii) What should have been different, and should be avoided in the next phase of the projects

## **2. Methodology to be followed**

The MTR was carried out through a desk review and field visit to the project sites in Uganda. To Consult with ILO management and staff, constituents, the national advisory committee as well as implementing partners, beneficiaries and other key stakeholders. Consultations with relevant units and officials in Dar as Salaam, Geneva and Pretoria will be done and the method for doing so will be decided by the evaluator and the evaluation manager. The independent evaluator will review inputs by all ILO and non ILO stakeholders involved in the project, from project staff, constituents and a range of partners from the private and civil sectors.

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 10 working days). The evaluation team will seek to apply a variety of evaluation techniques – desk review, meetings with stakeholders, focus group discussions, stakeholders' workshop, informed judgment, and scoring, ranking or rating techniques. The different needs and views of men and women should be considered throughout the evaluation process.

### **i) Document review**

The evaluator shall familiarize him/herself with the project through a review of relevant documents. These documents include inter alia: Project Document, minutes of meetings (Project

national advisory committee, workshop reports, work plans, strategy maps, progress reports and monitoring reports.

Selected documents will also be made available to the evaluator via e-mail.

ii) Key Informant Interviews

- a. The evaluator will be available in Uganda to carry out at least ten key informant interviews. Gender representation should be taken into account in the selection of interviewees.
- b. Interviews will use a simple questionnaire designed to solicit feedback on opportunities and constraints to the delivery of project outcomes.
- c. The questionnaire will be developed by the evaluator in consultation with project staff and tested with two interviewees nominated by project staff before use.
- d. Interviews will be conducted face-to-face or by telephone. Project staff will arrange the interviews and where necessary provide a venue and communication facilities.
- e. Interview categories include project staff (CTA, NPCs, technical back stopper in Pretoria), constituents in Uganda, other stakeholders (donors), beneficiaries, and selected other ILO staff. A list of interview categories will be given to the evaluator for selection.

iii) Stakeholders' validation workshops

- a. One stakeholders' validation and consultative workshop will be held. The workshop will be attended by key stakeholders of the project, and will include the key ILO constituents involved in the project cycle. Gender representation should be taken into account in the composition of the workshop participants.
- b. The evaluator will develop a workshop programme in consultation with the project staff. The workshop will be designed in such a way as to solicit feedback from attendees on the opportunities and constraints to the delivery of project outcomes.
- c. The evaluator will consult with the CTA and NPC on the group to attend the workshop. Project staff will arrange the workshop and provide venue and workshop facilities as requested by the evaluator.

YEF project staff will be available on the ground to facilitate the MTE as required by the evaluator. Further logistical and technical support will be provided remotely by the Evaluation Manager in Nairobi

### **3. Main outputs**

The evaluator will provide the following main outputs:

- A Draft Evaluation report;
- One stakeholders' validation workshop report

- A Final Evaluation Report in two parts – A Detailed Report and Executive Summary (as per the Summary Template and Guide for Evaluations annexed to the ToR).
- Using the ILO Templates the Evaluator shall also prepare and submit; 1. Evaluation summary and 2. Lessons learned
- The consultant has to sign a Code of conduct before starting the evaluation

The evaluator will produce a concise final report according to the ILO evaluation guidelines and reflecting the key evaluation questions. The expected structure of the final report is outlined below:

- Title page
- Table of contents and lists
- List of acronyms or abbreviations [as appropriate]
- Executive summary
- Body of the report

#### Introduction

1. Brief background on the project and its logic

2. Purpose, scope and clients of evaluation

3. Methodology

4. Review of implementation

5. Main findings

5.1. Relevance of strategic fit

5.2. Validity of design

5.3 Effectiveness of management arrangements and Efficiency of resource use

5.4 Project progress and effectiveness

5.5 Sustainability

6. Conclusions

6.1. Conclusions

6.2. Lessons learned

6.3. Recommendations

#### Appendices

The evaluator is required to append the following items:

- Terms of Reference

- Data collection instruments
- List of meetings attended
- List of persons or organizations interviewed
- Attendance registers of stakeholders' workshops
- List of documents / publications cited
- Any further information the evaluator deems appropriate can also be added.

The evaluator is responsible for reflecting any factual corrections brought to his/her attention prior to the finalization of the final report. Therefore, in order to ensure that the report considers the views of all parties concerned, is properly understood and factually correct, the evaluator shall submit a draft report to the CTA not later than three weeks after completion of the evaluation mission. The CTA will solicit and revert promptly with collective feedback from project staff and partners in order for the evaluator to finalize the report. The quality of the report will be assessed against the ILO evaluation checklists 4 and 5 (see annex). Adherence to these checklists should be considered a contractual requirement when submitting evaluations to ensure full remuneration of the contract. All evaluation report submissions must include a MS Word and a PDF version.

The final report shall be shared with the Steering Committee and technical / advisory committees in the project implementation country.

## **7. Management arrangements and work plan**

The evaluation process is expected to be conducted in the months of November and December 2015 within a maximum of 20 working days.

The Field Evaluation Mission will be carried out in Uganda from 9<sup>th</sup> to 13<sup>th</sup> November 2015.

Following this, six days are allocated for development of the draft report and the validation workshop. The validation workshop should be held by 27<sup>th</sup> November 2015. The draft report should be submitted for comments by latest 30<sup>th</sup> November 2015 to the CTA, Mr. Jealous Chirove via [chirove@ilo.org](mailto:chirove@ilo.org).

One week will be allocated to concerned parties to provide inputs.

The final draft report will be submitted for final review by latest Monday 7<sup>th</sup> December 2015.

<b>Activities - Working Days</b>	<b>2</b>	<b>8</b>	<b>3</b>	<b>1</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>1</b>
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<b>Dates (2015)</b>	<b>2 – 6 Nov</b>	<b>9 – 13 Nov</b>	<b>16 – 20 Nov</b>	<b>27 Nov</b>	<b>30 Nov – 04 Dec</b>	<b>30 Nov – 04 Dec</b>	<b>30 Nov – 04 Dec</b>	<b>7 Dec</b>
Document Review and development of Interview checklist								
Key informant interviews –Uganda, Co-Dar, Geneva								
Analysis of information/data collected and preparation of stakeholders workshop								
Stakeholders Validation / Consultative Workshop-Kampala								
Finalize draft report								
Submit Draft Report								
Incorporate Comments on Draft Report								
Submission of Final Report								

The evaluation will comply with UN Norms and Standards and UNEG ethical guidelines will be followed. This TOR is accompanied by the code of conduct for carrying out the evaluation.

## **8.2 Data Collection Instruments**

### **Mobile Phone Survey**

#### **Youth (SIYB)**

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Total Population of Respondents: 801 participants

Hi Young entrepreneur

1. You attended ILO SIYB Training, was it useful – YES or NO
  2. Are you doing Business a Result of the training – YES or NO
  3. If YES has your business grown – YES OR NO
  4. Would you recommend someone for the same training? YES OR NO
- 

#### **Bank Interventions**

**Total Population:** 300 participants

#### **Question**

1. Was the financial training you received on the useful : YES or NO
2. Have received any financial services from the bank since the training? YES or NO
3. Did you request for a loan facility from the bank? Yes or NO
4. If yes have your started making payment against the loan obtained? Yes or NO

## **8.3 List of persons/organizations interviewed**

<b>Name</b>	<b>Organization</b>	<b>Contact</b>	<b>Date</b>	<b>Time</b>
K.F. Mondo	MGLSD	0752405145	7 <sup>th</sup> 01. 2016	12.00 noon
Christopher Kiwanuka	HUYSLINCI	0772884249	27 <sup>th</sup> Nov.2015,	4.00 pm.
Fred Baseke	ILO	0772934577	18 <sup>th</sup> 11. 2015	3.30 pm.
Robert Mawanda	ILO	07727400634	18 <sup>th</sup> 11. 2015	3.30 pm.
Jealous Chirove	ILO	+255786420104	24 <sup>th</sup> 11. 2015	5.00 p.m.
James Katumba	BDS Network	0772093578	26 <sup>th</sup> 11. 2015	
Madina Goloba	EPRC	0712943321	6 <sup>th</sup> 01. 2016	2.00 pm
John Emorut and Gule Alisat	NCDC	0701083236	6.01.2016	2:00 pm

Sybille Schmidt and Elizabeth Ongom	EU	-	8.01.2016	9.00am
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### **Focus Group Discussion (One) with the Youth Organization leaders and Managers**

<b>Name</b>	<b>Sex</b>	<b>Title</b>	<b>District</b>
1OKURMU EDIMOND	MALE	Project Manager	Nebbi
2ATUM STEPHEN	MALE	Project Manager	Soroti
3EMMY ZOOMLAMA	MALE	Director	OYAM
4ALAROKER DIANA OPIRE	FEMALE	Project Manager	Gulu
5KIBIRIGE EDWARD	MALE	Project Manager	Kampala
6WAISWA JOSEPH	MALE	ILO Trainer	Kamuli
7GUMISIRIZA PATIENCE	FEMALE	Manager	Kampala
8MAKAMBILA RONALD	MALE	Managing Director	Mbale
9JANE NAJJEMBA	FEMALE	Project Manager	Jinja
10OKANYA DAN	MALE	Project Manager	Kampala
<b>Gender Analysis</b>	<b>30% Female</b>		
	<b>70% Male</b>		
<b>Name of Interviewer</b>		<b>Robert M Kintu</b>	
<b>Date : 30.11.2015</b>			



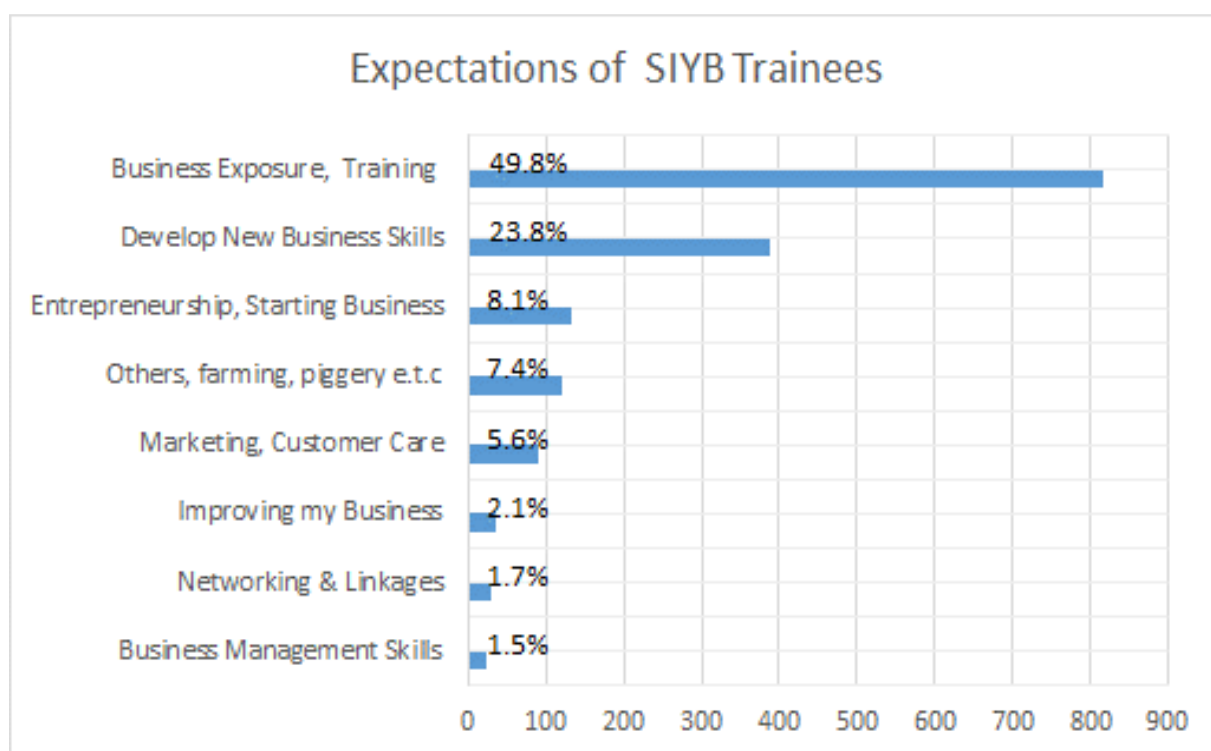
#### **8.4 Focus Group Discussion – 2 Ultimate Beneficiaries (Young men and Women)**

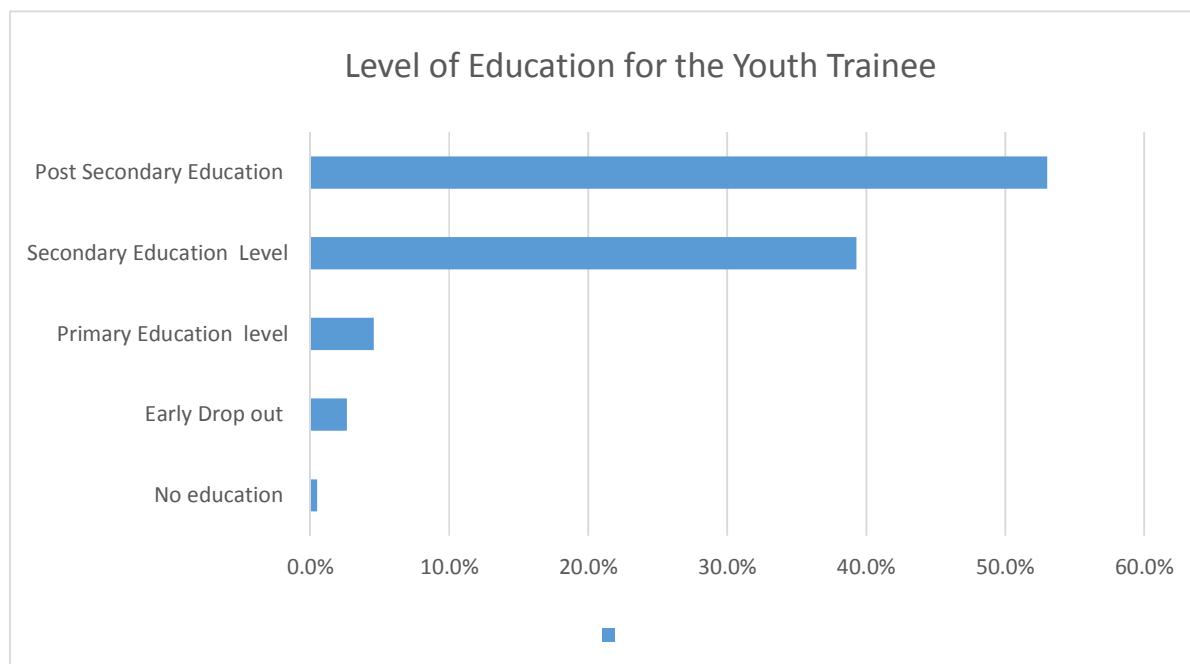
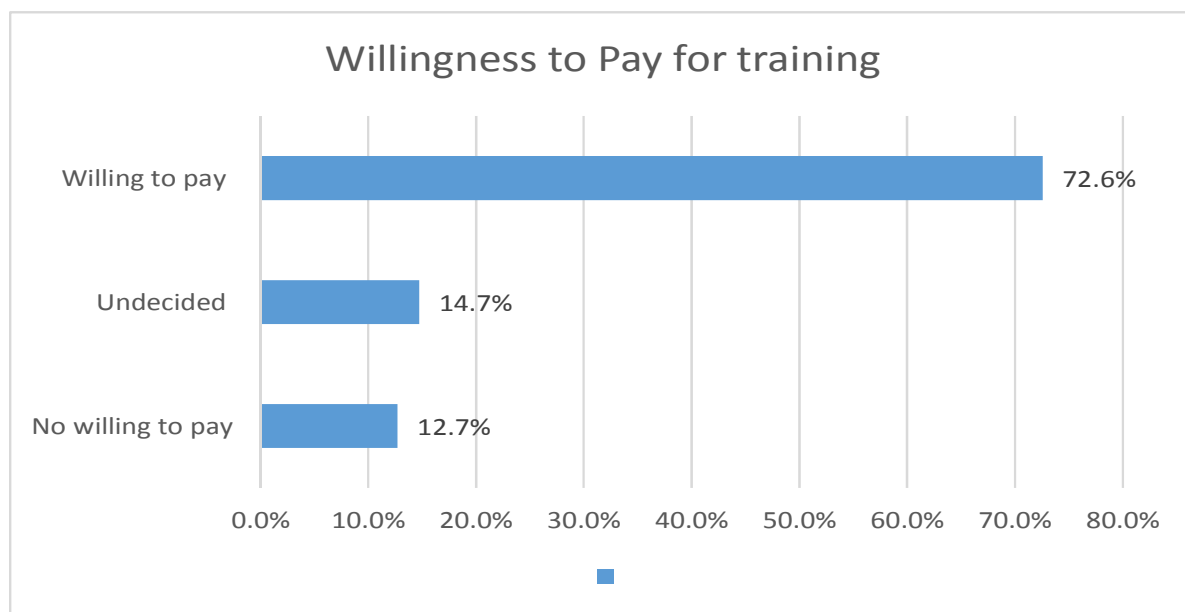
<b>Name of Participant</b>	<b>Gender</b>	<b>Age</b>	<b>Organization</b>	<b>District</b>	<b>Contact</b>	<b>Joined</b>
Masaba Silaji	M	23	Economic Youth Empowerment	Mbale	0771833408	2011
Babirye Winne	F	27	Bavubuka Tukole Development Initiative	Jinja	0753700547	2014
Twongirwe Agata	F	29	Bavubuka Tukole Development Initiative	Jinja	0773293956	2014
Amanya Josephat	M	30	Kiswa Biyinzira Youth Shoe Making Project	Kampala	0759206646	2014
Kalyango David	M	27	Standing In Gap Network	Wakiso	0704988228	2013
Omongo Walter	M	30	St. Stephen	OYAM	0772903181	2014
Makambila Ronald	M	25	Economic Youth Empowerment & Namasabasa Youth Development Association	Mbale	0778006945	2012
Emily Okello	M	27	Fight to Improve Community Health ( FICH)	OYAM	0772888599	2011
Gumisiriza Patience	F	27	KCCA Youth Organization	Kampala	0785666599	2014
Namutosi Maria	F	26	UWADS	Mbale	0752004794	2015
Aol Winne	F	22	Fight to Improve Community Health ( FICH)	OYAM	0788035287	2012
Magolo Godfrey	M	29	Mbale Youth Entrepreneurship Association ( MYEA)	Mbale	0701457795	2013
Waiswa Joseph	M	30	NEGOWA	Kamuli	0752608786	2012
Simiyu Andrew	M	30	St. John Paul II Youth Group	Jinja	0777064011	2013

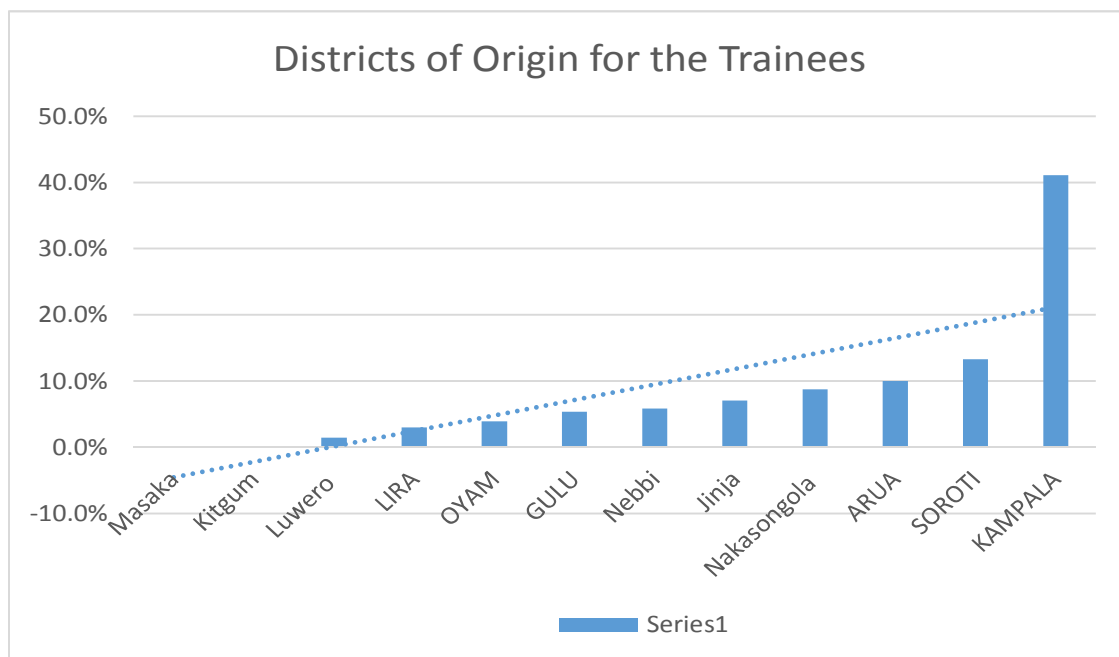
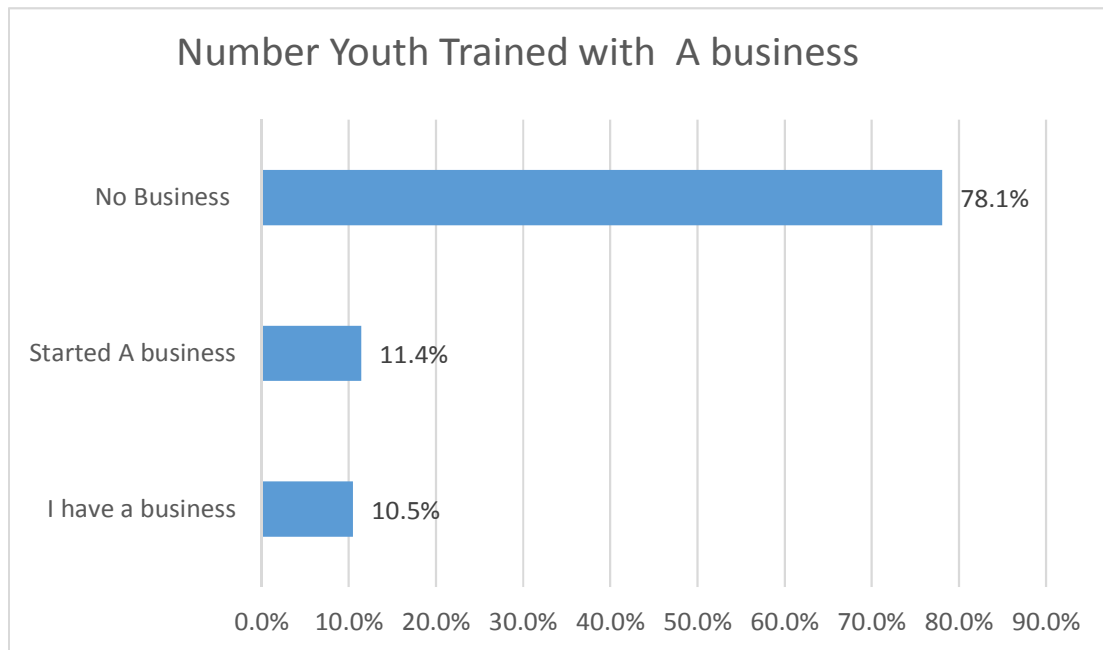
## 8.5 Telephone Survey for the SACCO Managers

NAME OF SACCO	NAMERESPONDENT	TELEPHONE
Kitgum SACCO	Henry Komakech	0776600418
Alutkot SACCO	Jimmy Francis Opiny	0772945627
Saints Cooperative SACCO	Michael Wafula	0704140190 0772429571
Nakanyonyi SACCO	Catherine Namulondo	0772373014 0703875091
Mafumbira SACCO	Racheal Nawazige	0775138163

## 8.6 Summary of Analysis: SIYB Database







Database ILO SYB		
Gender Analysis	Nr.	Percentage
Male	1001	61%
Female	635	39%
Total	1636	100%
Level of Education for the Youth Trainee		
No education	8	0.5%
Early Drop out	43	2.6%
Primary Education level	75	4.6%
Secondary Education Level	643	39.3%
Post Secondary Education	868	53.0%
	1637	100%
District of Origin for the Trainee		
Masaka	1	0.1%
Kitgum	2	0.1%
Luwero	24	1.5%
LIRA	49	3.0%
OYAM	64	3.9%
GULU	88	5.4%
Nebbi	96	5.9%
Jinja	115	7.0%
Nakasongola	143	8.7%
ARUA	164	10.0%
SOROTI	218	13.3%
KAMPALA	673	41.1%
	1637	
Are doing business Now ?		
No Response	0	0.0%
I have a business	172	10.5%
Started A business	187	11.4%
No Business	1278	78.1%
	1637	
Expectations of the Trainee		
Others, farming, piggery e.t.c	10	0.6%
Business Management Skills	24	1.5%
Networking & Linkages	28	1.7%
Improving my Business	35	2.1%
Marketing, Customer Care	91	5.6%
Financial Mgt, Book keeping, Cap	111	6.8%
Entrepreneurship, Starting Busin	133	8.1%
Develop New Business Skills	389	23.8%
Business Exposure, Training	816	49.8%
	1637	100%
	0	
Level of Education of the Trainee		
Missing Values	4	0.2%
No Response	43	2.6%
Post Secondary Education	868	53.0%
Secondary Education	643	39.3%
Primary	75	4.6%
None	4	0.2%
	1637	
Willingness to pay		
No willing to pay	208	12.7%
Undecided	241	14.7%
Willing to pay	1188	72.6%
	1637	

### Expectations of the Trainee

Business Management Skills	24	1.5%
Networking & Linkages	28	1.7%
Improving my Business	35	2.1%
Marketing, Customer Care	91	5.6%
Others, farming, piggery etc.	121	7.4%
Entrepreneurship, Starting Business	133	8.1%
Develop New Business Skills	389	23.8%
Business Exposure, Training	816	49.8%

**1637**

### Level of Education of the Trainee

Missing Values	4	0.2%
No Response	43	2.6%
Post-Secondary Education	868	53.0%
Secondary Education	643	39.3%
Primary	75	4.6%
None	4	0.2%

**1637**

### Willingness to pay

No willing to pay	208	12.7%
Undecided	241	14.7%
Willing to pay	1188	72.6%

**1637**

## **8.7 List of documents / publications cited**

- Agricultural Risk Assessment Study, Uganda October 2015, Platform for Agricultural Risk Management (PARM)<sup>i</sup>
- Agriculture Sector Strategic Plan, 2015/16-2019/20
- Alliance for a Green Revolution in Africa (AGRA) 2015, Africa Agriculture Status Report; Youth in Agriculture in Sub-Saharan Africa, Nairobi, and Kenya Issue No. 03.
- Decent Work Country Programme (DWCP) 2013-2017
- Description of the Action: Contribution to the Youth Entrepreneurship Facility – YEF Uganda (FED /2013/024-546) International Labour Organization
- Draft Micro, Small and Medium Enterprises (MSME) Policy
- Draft National Action Plan for Youth Employment (NAPYE)
- Draft Revised National Youth Policy (NYP)
- [http://www.iceida.is/media/pdf/Uganda\\_CSP\\_2014-2017.pdf](http://www.iceida.is/media/pdf/Uganda_CSP_2014-2017.pdf)
- ICEIDA (2014), Uganda Country Strategy Paper 2014-2017
- ILO/EU Youth Entrepreneurship Facility, Start And Improve Your Business (SIYB) Follow-Up, Assessment Final Report, January 2016, Prepared By Gabriel Wilhelm
- Interim Annotated Narrative Report, period of 1<sup>st</sup> May 2014- 30.11.2016 ( 31 months)
- Second National Development Plan (NDP II) 2015/16-2019/20
- Uganda Human Development Report 2015, unlocking the development potential of Northern Uganda.
- Uganda Vision 2040
- United Nations Development Assistance Framework (UNDAF) 2015/16-2019/20

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<sup>i</sup> PARM, the platform for Agricultural Risk Management , a G8 – G20 initiative hosted by the International Fund for Agricultural Development (IFAD), it is a multi – donor partnership co - financed by the European Commission (EC), Agence française de Développement (AfD), Italian Government and IFAD , to support Governments and stakeholders on Agricultural Risk Management ( ARM)