



INTERNATIONAL LABOUR ORGANIZATION (ILO)

**Youth Employment Support Jobs for the Unemployed Marginalised Young
People**

**Self Assessment Report
August 2010**

**Prepared by the
YES JUMP Technical Working Group**

EXECUTIVE Summary

The YES JUMP (Youth Employment Support Jobs for the Unemployed Marginalised Young People) project in Zimbabwe is implemented by ILO and funded by Germany Government for a pilot period of two years. It has a budget of just over US \$ 1.2m for both Kenya and Zimbabwe.

The objective of the YES- JUMP project is “to contribute to poverty alleviation efforts in Kenya and Zimbabwe through creating decent and sustainable jobs for the youths of poor and marginalized communities. The focus of the project is youth employment. For this purpose, the project will assist local communities in selected provinces and districts in rural and urban areas in collaboration with workers’ and employers’ organizations to create 1000 decent jobs in each district (more than half of these being for young women). This will be done through skills training, updating and enhancing apprenticeship training programmes technical and financial support to local job creation schemes and sustainable livelihoods, and strengthening small enterprises and cooperatives. ...”

The project commenced operations in July 2009 and a midterm self evaluation was carried out in August 2010 to assess progress against the project’s outputs and objectives. The review mission has revealed that the project has made commendable progress during the first half of the implementation period. The table below summarises the achievement of the project to date

<i>Output</i>	<i>Achievement at mid term</i>
Project office and staff	Staff team was in place and project office set up by June 2009 .National Project Coordinator changed in June 2010
Outcome 1.1. 6 extension workers , two for each pilot project area, one being a woman community facilitator selected and trained on vocational training and basic business development techniques	3 poor and marginalized communities identified and selected for piloting(Gokwe South, Goromonzi and Norton) District implementation committees Selected and established in all 3 districts Local Facilitators were inducted in all ILO training programs which include SIYB, Cooperative Training , WEDGE and KAB during the induction workshop
Indicator 1.1.2 Six (6)Local Community Facilitators (3 women) selected and trained on vocational training techniques and basic business development skills	6 LCF (3 women) trained in Entrepreneurship training as Trainers (Know About Business)
Output 1.2 A total of 500 young women and men from	Situational analysis of youth opportunities and skills gap report ,Microfinance survey

at least 3 poor and marginalized communities (pilot project areas) capacitated and their skills including life skills upgraded with regard to establishing SMEs and cooperative group enterprises	and Baseline survey on youth unemployment to identify the capacity, access to finance needs and skills gaps of young men and women in the three districts. A total of 198 youths have been trained by Local Community Facilitators to date
Indicator 1.2.2 Demand driven adaptation or application of at least two suitable tools for technical, and entrepreneurship and life skills upgrading	Sensitization workshops on ILO tools for Entrepreneurship and skills. ILO Know About Business and Training of Trainers course for Vocational Training Centre entrepreneurship trainers and Local Community Facilitators done
Out put 1.3- Indicator 1.33 50 Youth SMEs and 7 Youth Cooperative enterprise Pilot projects initiated and supported	ILO KAB Training materials adapted to suit Zimbabwean SME development for youth entrepreneurship training
Indicator 1.3.4 Facilitate entrepreneurship training courses	KAB training provided to facilitators and 198 youth.
Indicator 1.3.5 Facilitate the development of viable business plans, registration of youth SMEs and cooperatives and other self help groups	Three Savings and Credit Cooperatives were registered with the Ministry of Cooperatives
Indicator 1.3.6 Provide BDS, finance and business linkage support to at least 50 SME and 7 coops, viable start ups	Three Savings cooperative societies have been formed in the three pilot district implementation areas Goromonzi SACCO formed 1 Membership grown from 32 to 106 2 Savings have grown 3 Members borrowing and repaying 4 General SACCO business being conducted Norton 1 SACCO formed 2 leadership at helm for less than a month 3 Not much savings yet 4 Not much SACCO business has been conducted so far.

	<p>Gokwe</p> <ol style="list-style-type: none"> 1. SACCO formed 2. Membership grown from 100 to 600. Savings fund grown from \$100 to over \$10000. 3. Members borrowing and repaying.
<p>Indicator 1.51 Successful intervention models and innovative pilot project results are documented for replication</p>	<p>YES-JUMP pages for ILO HRE and ROAF targeting donors, Government and Social Partners www.now available</p>
<p>Indicator 1.5.2 Develop a semiannual newsletter as additional knowledge and information sharing platform</p>	<p>A newsletter has been developed and already circulated.</p>
<p>Indicator 2.2.2 Support three funding initiatives such as SACCOs for SME and cooperative loans</p>	<p>Four SACCOS and two MFIs have been conditionally approved for funding from the Coop fund. Amounts ranging from USD 10000 to 20000 to be disbursed.</p>

1. The Pilot Interventions with SACCOS have shown that SACCOs are able to sow the seeds of and nurture a culture of savings and borrowing for developmental purposes. A good example is what has transpired in the three districts, but especially in Gokwe
2. Entrepreneurial training provided has led to development of an entrepreneurship culture amongst youths as evidenced by the mushrooming of small scale business, after the training. In Gokwe, 30 percent of the youths trained started new businesses, whilst 25 percent reported that they continued in same businesses with marked growth. The mission noted that they now require additional training in how to improve their businesses.
3. Demand driven entrepreneurship training: The mission was pleased to note that the project has gone beyond a culture of self reliance by deriving commitment and contribution as principles of project development as demonstrated by the decision by the youths to contribute monetarily towards their training.
4. Management structures in place-While Government through MYDIE has taken ownership of the YES-JUMP project together with workers and employer's representatives, the project structure takes the issue of ownership down to the district where operations are. Assisted by a local community facilitator, the management, control and ownership of the project is passed down to the local leadership. This has been a very

useful strategy that enables locals to be empowered so as to be able to facilitate the taking over of ownership and control of the project.

5. The review mission appreciates the administrative support provided to the project by the ILO Office in Harare. The ILO has provided ongoing technical guidance through its offices in Harare and Addis, South Africa and Geneva, though the mission is of the opinion that the project would have benefited from more support due to the innovative design of the project and the nascent markets in Zimbabwe. This would have assisted the project team to remain focused on key issues while at the same time bringing in ideas and experiences from similar programs in other parts of the world.

6. For the remaining period until August 2 011 the review mission recommends that the project remains focussed on completing the outstanding outputs while at the same time starting to up-scale the successes in SACCO and Entrepreneurial capacity building and mentoring activities.

7. For the immediate term, the review mission recommends that the project team develops a detailed work-plan for the remaining project period and provides an estimate of the necessary resources required for its implementation.

8. For the longer term, the review mission recommends that ILO investigates opportunities for an extension and expansion of the project based on the current investments which have resulted in an effective project team and a good understanding of the opportunities for MSEs and MFI and SACCOS. The possible extension should reflect the priorities of the Zimbabwe National Development Plan.

Acknowledgements

The review team wishes to express its appreciation of the support it has received from the project team in terms of sharing information and organising meetings. This enabled the mission to engage in very informative exchanges with project partners in the Project implementation districts. In addition, the mission had discussions with the International Labour Organisation's Social Partners (Ministry of Youth, Labour, ZCTU, EMCOZ) and other stakeholders provided useful insights into the current thinking and suggestions on the way forward. Their views are reflected in the mission's recommendations.

ABBREVIATIONS

AGRITEX	Agricultural Extension Services
CTA	Country Technical advisor
DA	District Administrator
DIC	District Implementation Committee
DWCP	Decent work country programme
EMCOZ	Employers Confederation of Zimbabwe
FAA	Finance and Administrative Assistant
ILO	International Labour organizations
KAB	Know about Business
LCF	Local Community Facilitator
MDGS	Millennium Development Goals
MFI	Microfinance Institutions
MOL	Ministry of Labour
MOU	Memorandum of Understanding
MYDIE	Ministry of Youth Development Indigenization and Employment
NPC	National Project Coordinator
NSC	National Steering Committee
PRLF	Policy Regulatory and Legal Framework
PPIC	Pilot Project Implementation Committee
PTUZ	Progressive Teachers' Union of Zimbabwe
ROAF	Regional office of Africa
SACCOS	Saving and Credit Cooperatives
SIYB	Start and Improve Your Business
SMES	Small and Medium Enterprises
STERP	Short Term Recovery Programme
SYB	Start Your Business
TOT	Training of Trainers
TWG	Technical working group
VTC	Vocational Training Center
YES-JUMP	Youth Employment Support –Jobs for the Unemployed Marginalized People
ZCTU	Zimbabwe Congress of Trade Unions

Annexes

- 1 List of people interviewed*
- 2 Terms of Reference*
- 3 Questionnaires*

Structure of the report

- Chapter Two provides a brief overview of the background, history and main elements of the project.
- Chapter Three deals with the progress made so far in achieving
- The outputs as well as describing general performance against objectives as well as institutional aspects.
- Chapter Four deals with issues of sustainability
- Chapter 5 deals with lessons learnt and recommendations Considerations for the future of the project are given in Chapter six.

Chapter 1

a. Introduction

This document is a self evaluation of the YES –JUMP project for the period 01 June 2010 to 30 June 2011

The Youth Employment Support- Jobs for the Marginalized young People (YES JUMP) project was launched on 13th August 2009 to implement a technical cooperation agreement between the Government of Zimbabwe and the International Labour Organisation (ILO). The project has a duration of two years and has a budget of USD 1 299 274 for both Kenya and Zimbabwe.

The review was carried out by the following members of the Technical Working Group ,Mrs C Mudzingwa (Min of Youth Chairperson) Ms Gumbo (Min of Labour) , Mr. Muteveri(ZCTU) Mr Hweru(EMCOZ) ,Mr. R Muchada(ZAMFI-coordination and compilation of report),Mr. Vingwe(Zimbabwe Cooperatives Federation, with technical support from Mr. Mahohoma , the incoming YES JUMP NPC and ILO Zimbabwe Office.

b. Background

Established in 1919, the primary goal of the ILO is “*to promote opportunities for women and men to obtain decent and productive work in conditions of freedom equity, security and human dignity.*” (Report by the ILO Director General at the 87th Session of the International Labour Conference on Decent Work.)

The YES-JUMP project is ILO’s response to the Decent Work Country Programme for Zimbabwe (DWCP- Zimbabwe) and is part of The “Decent Work Agenda in Africa 2007 -2015” The Decent Work Agenda is built upon the tripartite nature of the ILO with constituents from governments, Employers Associations, Trade Unions and stands upon the four principles of:

- ❖ Fundamental principles and rights at work
- ❖ Employment and income opportunities
- ❖ Social protection and social dialogue
- ❖ Tripartism

The DWCP which was produced after a lengthy consultative process which identified areas needing ILO support as identified by government and social partners included:

- poverty reduction through employment creation,
- Strengthening social dialogue and mitigating HIV/AIDS.
- Empowerment of the youth especially young women

The areas identified are indeed very relevant as they seek to support the three Millennium Development Goals (MDGS) prioritized by Zimbabwe and these are; MDG1 (Eradicate extreme poverty and hunger), 3 (Promoting gender equality (especially in education) and empowering women and 6 (Combat HIV/AIDS, malaria and other diseases)

At the first National Steering Committee (NSC) meeting, a structure for the project was proposed. At the top was the national steering committee whose purpose was to offer guidance leadership and alignment. It was proposed, that the Ministry of Youth Development Indigenization and Employment (MYDIE) heads the committee to ensure that government takes ownership of the project. However in view of ILO's principle of tripartism, the meeting further agreed that workers and employers organizations, the Zimbabwe Congress of Trade Unions (ZCTU) and The Employers Confederation of Zimbabwe (EMCOZ), co-chair the NSC to ensure that there is a shared vision by these key pillars of development.

The intended beneficiaries of the project are unemployed, under employed and marginalized young women and men in rural and urban informal communities who will be identified by the project partners and the National Steering Committee. It is the intention of the YES- JUMP to help them transform from marginal survival activities into more stable and decent employment undertakings. It is also the intention of the project to ensure that the same category of beneficiaries are successfully empowered to become effective owners of the YES-JUMP initiated projects as YES-JUMP will exit timeously to avoid creating and sustaining donor dependence.

The project will work with the following national partners;

- Ministries of;
 - Youth
 - Labour
- Workers organizations
- Employers organizations
- Community based organizations
- Cooperatives

According to the project document, the objective of the YES- JUMP project is “to contribute to poverty alleviation efforts in Kenya and Zimbabwe through creating decent and sustainable jobs for the youths of poor and marginalized communities. The focus of the project is youth employment. For this purpose, the project will assist local communities in selected provinces and districts in rural and urban areas in collaboration with workers’ and employers’ organizations to create 1000 decent jobs in each district (more than half of these being for young women). This will be done through skills training , updating and enhancing apprenticeship training programmes technical and financial support to local job creation schemes and sustainable livelihoods, and strengthening small enterprises and cooperatives. ...”

c. Purpose and scope of Evaluation

The terms of reference and the composition of the review team were prepared and agreed upon by both ILO and the NSC. (See annex 2 for the Terms of Reference)The main purpose of this Self Evaluation is to assess the performance of the project in relation to the outputs and outcomes detailed in the project document, for its first year of implementation. This will help ascertain whether the project has during the last twelve months managed to attain outputs that *ensure* the project is on course to achieving the overall outcomes and impact stated in the project document. The evaluation will also make recommendations regarding improvements needed to ensure project performance is in line with desired outcomes for the end of the two year period.

Clients of the evaluation are the National Steering Committee (NSC), The Technical Working Group (TWG), Pilot Project Implementation Committee (PPIC), beneficiaries, National Project Coordinator (NPC), Country Technical Advisor (CTA), ILO Office Director in Tanzania and Zimbabwe and technical backstopping specialists.

The evaluation will target the following key stakeholders:

- A selected number of beneficiaries
- SACCOs, associations and partner organizations'
- Tripartite partners
- Representatives from government agencies leading in youth and employment issues

d. Methodology

The self evaluation exercise comprised of the following steps:

- A) Literature review
- B) Questionnaire design
- C) Pilot testing of questionnaire
- D) Refining questionnaires
- E) Survey in pilot scheme districts and other key stakeholders
- F) Documentation of survey results
- G) Preparation of draft report
- H) Presentation of draft report to key stake holders at workshop
- I) Preparation of final report including workshop recommendations
- J) Presentation of final report to ILO and NSC Chairman

The YES JUMP management provided the review team with relevant project documentation and lists of partners that were engaged in the implementation of the activities. They also briefed the review mission on the implementation progress and assisted in arranging interviews with partners and affected Youths who provided further clarifications and insights.

The review team visited most of the YES JUMP partners in Gokwe, Goromonzi and Norton with whom the project had an established working relationship. These included Local Leadership, (Chiefs) District Implementation Committees, Local Community Facilitators, Micro Finance Organisations, SACCOS, Youth who had attended entrepreneurship training, Youth that have benefited from Microfinance funding and

other youths that were not part of the programme. The review team also met with ILO officials based in Harare to learn their views and visions for the future, as well as ILO's tripartite partners. A detailed schedule with names and contact details is provided in Annex 1.

e. Assumptions

Before drawing up the work plan for the project, the first NSC meeting of August 13 2009 made the following assumptions which were generally accepted:

- Political stability with no political interference on youth development
- Current socio-economic stability in terms of both monetary and fiscal policy continue to prevail
- The absence of natural disasters for the project period
- Partnerships and synergies are possible at both national down to local level (minutes of NSC)

The work plan highlighted the following priority areas:

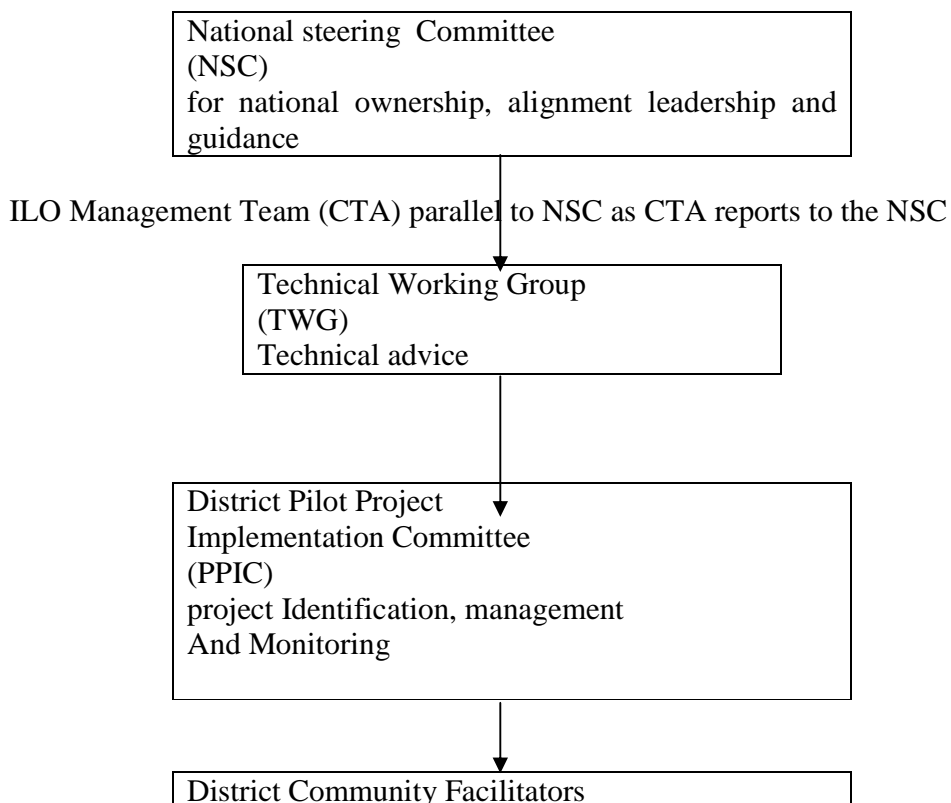
- Identification of pilot project communities
- Benchmarking baseline data
- Creating a monitoring and evaluation system
- Economic opportunities survey
- Skills gap analysis
- Mapping the demand and supply of microfinance services in selected districts
- Baseline survey on Youth unemployment, Institutions they belong to and social issues they deal with.

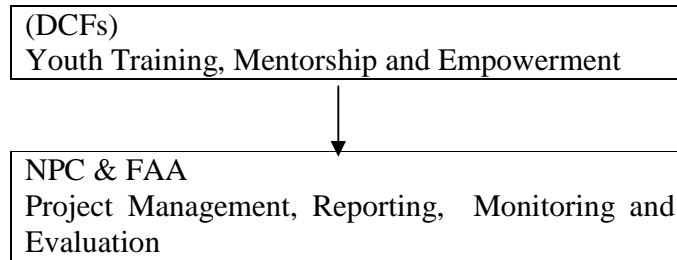
Chapter 2

a. Validity of design

The project design was a result of a highly consultative and lengthy process which was started by a preliminary study by a consultant. A draft report was prepared in consultation with the tripartite constituents and other key ministries. The project was structured in a way that ensured national ownership and effective involvement of key stakeholders down to field level. An institutional framework through which the project will be implemented was agreed and comprised government, workers and employers representatives to maintain the principle of tripartism, together with national youth organizations. This was influenced by ILO's key implementation strategy "The ILO and its Constituents (Government of Zimbabwe, Employers and Worker Organizations- Decent Country Work Programme for Zimbabwe page 17)". At local level, where pilot projects will be implemented, local government, workers and employers representatives will work with other partners including local municipalities, youth cooperatives and SACCOs.

The overall strategy was for the project to select three districts, two rural one urban in which the project will be piloted before a roll out of the whole country based on the results of the pilot scheme. Below is a diagrammatic representation of the institutional framework together with the roles of the key stakeholders.





The project's overall design largely embraces the key components of the BDS guiding principles, namely: understanding of the market, facilitation of market development, targeted and light-footed intervention of limited duration, flexibility, and sustainability. These principles are still very relevant and complement the ILO's own current BDS guiding principles.

Sustainability is incorporated as a central theme, with specific outputs seeking to build on service provision that is generally already sustainable, rather than providing subsidies and generating dependency. The review concurs with the decision to focus the project on stimulating viable BDS transactions, rather than attempting to become sustainable itself. However, at the same time, the mission realises that the markets in Zimbabwe including SME, Business providers' micro finance are still in a nascent stage after the ten microfinance and political crisis hence, in some cases, the project has had to provide more direct support to stimulate innovations through selected partners.

b. Project Relevance and Strategic Fit

Key stakeholders including members of the NSC, TWG, PPIC, and LCFs at the national, district/community, and field level respectively were convinced that the YES-JUMP project is relevant and fits very strategically with Zimbabwe's development priorities. Zimbabwe prioritized the following MDGs:

- 1 Eradicate extreme poverty and hunger
- 3 Promoting gender equality (especially in education) and empowering women
- 6 Combat HIV/AIDS, malaria and other diseases

The objectives of the YES-JUMP project are in tandem with the MDGs prioritized through employment creation for young women and men, empowerment of women and gender. In fact the YES-JUMP project is one on the most serious attempts to address one of Zimbabwe's most teething problems, unemployment. Zimbabwe's unemployment rate is officially acknowledged to be well over 85%. According to the Decent Work Country Programme page 3, "81% of the unemployed people are youths aged between 20 and 24 years". This is also confirmed by Research international bureau in their survey on youth unemployment. Any mention of unemployment in Zimbabwe in essence refers to youth unemployment. The YES- JUMP project is an expression of interest by government, its tripartite partners and all other key stakeholders to address the problem of job creation through the decent work agenda targeting the youth.

According to the first progress report for the six months ended December 2009, the project was launched by Minister of Labour and Social Services, Honourable Paulina Mupariwa and Deputy Minister of Youth Development Indigenization and Empowerment, Honourable Tamsanqa Mhlanga, on 9 July 2009. Further on, the report also states that, on 23 December 2009, the Deputy Prime Minister, Honourable Thokozani Khupe announced that the YES JUMP project had been included in Zimbabwe's Short Term Economic Reform Programme (STERP) II as she launched Zimbabwe's Three Year Macro-Economic Budget Reform Programme (STERP II). The report states that "***STERP II, Under Youth Skills Training and Development on pages 341, paragraph 1419, the Government of Zimbabwe specifically commits to strengthen the efforts of the ILO YES JUMP Project to support youth income generating projects in a number of marginalized districts. Government also commits to strengthen and harmonize the country's labour laws in compliance with ILO conventions (page 328)***" *The obvious inference here is to the ILO's Decent Work Country Programme for Zimbabwe which was fully integrated for the period 2007- 2011(Decent Work Country Programme for Zimbabwe 2009-2011 page 7)*

The project strategy as highlighted on page 11 of the "Pardev Technical Cooperation Document" was to adopt a three pronged approach involving skills training for the unemployed young and vulnerable groups, including young women, poverty reduction through community based job creation schemes and empowering young women for long term food security with emphasis on employment creation. The strategy is indeed appropriate as it fosters the attainment of the project goals from three complimentary and strategic angles of skills training, poverty reduction and empowerment of the youth. This was confirmed by majority view of key stakeholders reflected on the questionnaires. Overall, the project focuses on marginalised and predominantly rural communities who ordinarily are ignored and generally are not preferred and therefore have had no easy access to capital. This enhances its relevance and strategic fit.

Tripartism has been a major strategy use by ILO in enhancing the chances of success for ILO initiated projects. Bringing together the three pillars of development has helped broaden the basis of acceptance of the proposal by inducing their commitment and cooperation towards development issues while ensuring project remains apolitical. Involvement of the 3 key pillars of development promotes a shared vision.

Youths are usually vulnerable and accessible to abuse by irresponsible politicians for their own selfish ends are now protected and shielded from abuse. The undertaking by the three pillars of development that the project shall be apolitical and be seen to be apolitical further strengthens the relevance of the project. It also promotes reconciliation and accommodation among usually divergent groups

c. Programme progress and effectiveness

This section includes a tabulated overview of the project's achievements against the outputs, followed by a written summary highlighting key successes and challenges.

Output 1.1

6 extension workers , two for each pilot project area, one being a woman community facilitator selected and trained on vocational training and basic business development techniques

Status

The review mission found out that to date 6 Local Community Facilitators (three male, three male and two each selected pilot district have been selected, given orientation in ILO packages , and trained as Trainers in the ILO Know About Business Training of Trainers Course. They are currently assisting the project at both local and field level. In Gokwe and Goromonzi districts they have already started assisting SACCOs and visiting beneficiaries

Ensuring gender balance at this level was absolutely essential in terms of the project's overarching objective.

The Review team however made the following observations:

1. The capacity building provided to LCFs was short term and a more technically oriented capacity building program should be developed for LCF covering areas on Monitoring and Evaluation and also other packages that will allow them to reach out to higher target groups like SYB, WEDGE etc.
2. The educational level of LCF should also be revised, if they are to offer relevant technical support to SMEs and DIC.
3. Capacity building should be extended to local stakeholders like members of the DIC, who apparently feel left out yet they have an important role in managing the project on the ground.

Output 1.2

A total of 500 young women and men from at least 3 poor and marginalized communities (pilot project areas) capacitated and their skills including life skills upgraded with regard to establishing SMEs and cooperative group enterprises

Status

The following surveys were conducted and related reports were produced and shared with all relevant project structures:

- Situational Analysis of Youth Opportunities and Skills Gap Survey. It confirms empirical evidence regarding the availability and levels of skills within and among youths in pilot project areas. This assists the project by informing the types of skills and levels to be attained to assist the project realize its project it is from these studies that the project identified Know about Business Training Package as an introductory intervention since it nurtured an entrepreneurship culture, and basic steps in starting and running a business.

- Mapping the demand and supply of microfinance services in Norton, Goromonzi and Gokwe districts. It helped identify demand of microfinance services in selected pilot district areas. It also highlighted the need for the establishment of locally based SACCOS, formed and owned by youth in pilot project areas.
- Baseline Survey on Youth Unemployment-The report consolidated the status regarding the degree of unemployment amongst the youths, and highlighted specific inclinations regarding gender and lack of entrepreneurship skills .From the baseline survey the project was able to fine tune the Monitoring and Evaluation system.
- ILO tools on KAB, cooperative and SME development on youth entrepreneurship training materials were adapted and 198 youths were trained using the module. Lists of youths trained were availed. Local community facilitators were trained as Trainers for the Know about Business Training Programme.
- SACCO members were also trained in and potential beneficiaries were also trained.

Output 1.3

50 Youth SMEs and 7 Youth Cooperative enterprise pilot projects initiated and supported

Status

The review team found out that to date three SACCOs have been formed and registered with the Ministry of Cooperatives in the three pilot districts as a result of the project initiative. Below is the status of each YES-JUMP initiated SACCO

Goromonzi

SACCO formed

- 1 Membership grown from 32 to 106
- 2 Savings have grown US \$4000.00
- 3 30 Members have borrowing and repaid loans -
- 4 General SACCO business being conducted
5. SACCO committee functional
6. Gender balance at committee level maintained

Norton

- 1 SACCO formed
- 2 Leadership at helm for less than a month
- 3 Not much savings yet (US \$2000.00)
- 4 Not much SACCO business has been conducted so far.
5. SACCO committee functional
- 6 Gender balance at committee level maintained

Gokwe

- 1 SACCO formed
- 2 Membership grown from 100 to 600.

- 3 Savings fund grown from \$100 to over \$10000.
- 4 30 members borrowing and repaying
- 5 Has a loan portfolio of over USD 12 000
- 6 SACCO committees functional
- 7 Gender balance at committee level maintained

All three Youth SACCOs and Silveira house SACCO together with Microfinance Institutions had their applications for funding from the YES-JUMP Coop fund approved conditionally, pending adjustments on their work plans and budgets among other things. The disbursement and modalities of the Job Creation Challenge fund were set, applications were received, appraised and four SACCOs and two microfinance institutions were successful. Disbursement is awaited by all six organizations.

The Project is has also identified the Silveira House SACCO, and they will be building their capacity through training and financial supporting them through the COOP Fund.

The above stated progress demonstrates clearly that substantial progress can be attained purely from using existing resources and organizing the youth into well structured cohesive units.

Output 1.4
Food security for 500 poor families ensured through support to women’s groups

Status

The review team observed that not much has been done in this respect. No specific women groups have been formed. However through the Know about Business Training package 70 women have accessed entrepreneurship training .The team could not however get disaggregated data of how many women had established economic activities that have resulted in improving food security. Given the time frame and resources availed to the project this was an ambitious output which is highly unlikely to be attained.

Output 1.5
Successful intervention models and innovative pilot project results are documented for replication

Status

A biannual newsletter has been published and a functional website is now in place. Intervention models have yet to be identified and documented.

Output 2.1
Strengthening youth community based organizations

Effectiveness of management and efficiency of resource use

Status

No timelines were set for this output. The proposed enterprise management training has not begun so far and the financial management training for managers and board members is yet to commence. Once again resource constraints may hinder this output from being achieved.

Output 2.2

YES-JUMP JOB Creation Challenge Fund established

Status

The fund was created, development partners applied, they were appraised, and six comprising four SACCOs and two MFI were approved and await disbursement.

However a tracking system for the fund has yet to be established and efforts to facilitate linkages to finance and markets with at least three private sector partners have not commenced. Also, the issue of ownership of the fund remains very unclear and more so after YES-JUMP era has elapsed.

Output 2.3

Linkages established between community based organizations, including women's organizations and local government agencies

Status

This has also not yet commenced and no definite timelines were set for their attainment. The existing time frame and resources available will require the project managers to consider linking SACCOs to existing well established SACCOs, preferably at the same location as in the case of Gokwe. Barring conflict of interest, there is no competition to talk about as demand for micro loans will exceed supply for the foreseeable future (Muchada and Chitambo Mapping the demand and supply of Microfinance Page...)

Output 2.4

Improved PLRF and Policy Coherence for Youth Employment Services

Status

All three activities listed under the output 2.4 have not commenced at all although there were scheduled for the period under review.

It is evident from the above detail regarding the attainment of most outputs scheduled for the first twelve months of the period under review that the project has utilized effective

methodologies and has made adequate progress towards achieving intended outcomes of creating 1000 decent jobs, empowering young women and men and capacitating selected institutions at national and local levels to be able to design and implement their own youth employment schemes. Several factors including the level of expertise of PPIC members and LCF will impact on the eventual quality of outputs. This will be discussed under lessons learnt and recommendations.

d. Effectiveness of management and efficiency of resource use

The project has been under the effective management of the YES-JUMP National Project Coordinator (NPC) who is assisted by the Finance and Administrative Assistant (FAA). The NPC and FAA have performed all management functions of the project to satisfaction. They have:

- Effectively coordinated the inputs of ILO, Government and partner organizations
- Liaised with the Chief Technical Advisor (CTA) who is primarily and technically responsible for project implementation
- Distribute and account for project resources
- Arrange meetings and schedules and logistics for NSC, Technical Working Group (TWG), PPIC, LCFs and local stakeholders meetings.
- Performed secretariat duties for the YES JUMP project, circulated information to authorized stakeholders.
- Facilitated consulting contracts for and on behalf of ILO and YES-JUMP, and organising training for potential beneficiaries
- Received consultancy reports arranged for their presentation and circulation, storage and placement on ILO www for wider consumption.
- Preparing work plans for the Zimbabwe Chapter of the YES-JUMP project
- Effectively oiling the entire YES-JUMP project.

To date the NPC and FAA have compile the following reports for the project

Date of report	Title of report
June 2009	July-December 2009 progress report
31Aug-4 Sept 2009	Selection of pilot project communities by TWG
9-20 2009	Nov KAB training at Kaguvi Vocational Training Centre
10-11	Feb NSC meeting with local community stakeholders Gokwe

2010	
18 Feb 2010	NSC meeting with local community stakeholders Goromonzi
29 March-5 Apr 2010	KAB Norton
6-13 Apr 2010	KAB Gokwe South
26 Apr -4 May 2010	KAB Goromonzi
10-16 Apr 2010	Youth Forum Pretoria
5 May , 12-19 May 2010	Pilot Implementation Committee, orientation, training and advisory support PPIC and applicant training
24-29 May 2010	Explanation of guidelines and application form to applicants
13-19 June 2010	Verification and assessment of proposals from potential partners

Ten detailed reports have been compiled by the project managers. The reports are submitted to the ILO office in Addis .The Addis office reviews and approves these project reports before they are forwarded to ILO Geneva for onward transmission to the Donor through the department responsible for relations with donors. The reports are generally well structured and informative and the system of reporting appears to be functioning correctly. In addition to the officially required reports, the project also maintains a well established system of preparing field trip reports which are circulated internally within the ILO system and all authorized stakeholders to enable them to follow what has transpired with the project from an informed point of view.

ILO Harare Office is responsible for the administration of the project. The review mission appreciates the strict accounting procedures which are enforced by the ILO regulations and was impressed with the statement of the office that payments are generally dealt promptly. This was also confirmed by organisations that provided services to the ILO YES JUMP, eg RBCT, ZAMFI, Research International Bureau and the University of Zimbabwe.

ILO has provided technical advisory support to YES JUMP mainly through its Regional Office in Addis Ababa where a Chief Technical Advisor is based to provide guidance to this project. This support to the project includes advice in developing and reviewing project work plans, and in preparing terms of reference for consultants. Furthermore, YES JUMP team will have backstopping support from the Enterprise specialist in South Africa and from Coop Africa. The project office also has solicited *ad hoc* advice from Geneva specialists.

Chapter 3 –Sustainability

Most key stakeholders were of the opinion that all the essential ingredients for the projects sustainability were firmly laid out in the structure of the project and its operational modalities. Broad based and lengthy consultations ensured a shared vision and commitment at all levels. Ownership and control of the project rest entirely on government from a national perspective while district implementation committees and local community facilitators have taken control at local levels.

At local levels, the project has taken firm root. SACCOs have been formed in all three pilot districts with the assistance of LCFs and the PPIC. One SACCO already has a membership of 600 and a fund exceeding USD 10 000. Gokwe SACCO has to date conducted sufficient business to warrant the hiring of auditors to review their operations and for advice. SACCO business has already been conducted since their formation albeit on a small scale in Goromonzi and on a comparatively larger scale in Gokwe. This has happened well before any funding from the YES-JUMP COOP Challenge Fund. LCFs in Gokwe and youth officers at village level have started visiting projects with the barest minimum of resources and are actually compiling monthly reports on SACCO activity. YES- JUMP is now discussed at local council meetings in all three pilot districts. Norton town council has earmarked land for future use by youths under the auspices of YES-JUMP. From all the trends, indications highlighted and output attained so far, the YES-JUMP project is poised to continue for the foreseeable future, the challenges facing the project notwithstanding.

In fact the project document (Pardev Technical Cooperation page 27) makes it categorically clear that “ Based on a set of sustainability indicators (Operational and Financial), the CTA, in cooperation with NSC and project partners, will develop a step by step approach to phase out assistance to projects initiated under the programme.”

a. Lessons Learnt Tripartism

Tripartism has been the cornerstone of ILO’s approach to management of development projects. There was a strong consensus among stakeholders consulted at all levels that tripartism brings together and involves in the conception and execution of the project, the three pillars of development namely government, workers and employers. This promotes the ability of constituents ordinarily renowned for their high propensity for discordance, controversy and divergence of opinion to actually conceive a shared vision work for the common good of the ordinary person. The synergies developed enhance productivity and benefits the youth who otherwise would have found themselves abused and misused by powerful individuals for their own selfish unproductive and destructive purposes. This also ensures that national resources and energies spent on non productive means are harnessed towards issues beneficial to all and sundry. Stakeholders commented that this principle should be adopted in planning and developing all development programmes that will be implemented in future.

b. Self Reliance as a way of combating donor dependency

One of the most invaluable attributes of this project has been its ability to sow the seeds of and nurture a culture of self reliance among the youth in the pilot district implementation areas. Even at this very early stage of the project, the communities have actually benefitted immensely from the project. There has been a distinct paradigm shift from dependency to self reliance. Three savings and credit cooperatives were conceived as result of the YES-JUMP project. Three SACCOs have been formed and registered; two are now operational and conducting SACCO business of saving and offering credit to members with no external funding to date. Gokwe SACCO alone has a membership of + 600 and a fund exceeding USD \$12000 since its formation early in 2010. Members who have borrowed have already acquired assets and more than quadrupled their daily incomes. Jobs have been created and youths have been empowered as a result. Usually this comes with a significant impact at least on the lives the said SACCO members and their families. The same can also be said about Goromonzi SACCO. The challenges being faced by Norton SACCO in relation to its weakness, frequent change of leadership, low membership and the non commencement of SACCO business are indeed a mere symptom of the need for more demand driven capacity building. It is important that we applaud them for managing to form the SACCO and all they need now is someone who can hold their hand and lead them. There is no doubt that jobs are being created through the SACCOs and youths are already being empowered by being given the opportunity to own, lead and control their small projects. In a country that has consistently experienced a negative GDP during the current decade, projects like YES JUMP are invaluable and every effort need be made to ensure they are adequately resourced to fulfill their mandate. This also demonstrates beyond doubt that ultimately it is self reliance and not only external assistance (material or otherwise) that is the panacea to dealing with the challenges we face.

The mission was pleased to note that the project has gone beyond a culture of self reliance by deriving commitment and contribution as principles of project development as demonstrated by the decision by the youths to contribute monetarily towards their training.

c. Community involvement as a way of fostering local ownership and control of projects and as strategies for empowerment and project long term sustainability

While Government through MYDIE has taken ownership of the YES-JUMP project together with workers and employer's representatives, the project structure takes the issue of ownership down to the district where operations are. Assisted by a local community facilitator, the management, control and ownership of the project is passed down to the local leadership. This has been a very useful strategy that enables locals to be empowered so as to be able to facilitate the taking over of ownership and control of the project.

Chapter 4 Recommendations

The team identified key issues which posed challenges for the project. For each key issue, suggestions for dealing with the challenge have been proffered. We hope the recommendations below will be utilized in drawing up a plan of action which will see the project effectively redirected to ensure the planned activities and outputs are achievable and consonant with the existing resources, time frames and in essence en route to attaining the planned outcomes.

1 1. Project resources and time frame

There was a serious mismatch between project goals intended activities and resources available. The hype and publicity received by the project created high expectations for the project. Employment creation is a highly emotive issue as it touches the sensitive nerves of development. It is about bread and butter issues and therefore its propensity to raise high expectations was far greater than was anticipated.

The review team recommends the following:

*ILO together with its key tripartite partners needs to make concerted efforts to seek adequate resources to oil the entire project. *Government in particular should consider rerouting some of its youth targeted funding windows to beef up the scant YES- JUMP Job Challenge Fund so that the youth may be helped “ YES JUMP from poverty.
*The desired impact given available resources and the time frame may not be achievable.
*The project management must now sit down to review the work plan and
> review all outputs and outcomes
> identify those that are clearly no longer attainable within the specified time frame and remove them.

Clearly, output 1.4 and 2.4 are unlikely to be achieved given the available resources and time

It is absolutely essential during this pilot stage that all resources be used to help the project demonstrate what can be done with the bare minimum of resources and extrapolate what impact could be derived from replication with additional resources

Please raise the point of the Government’s contribution in the Meeting, as a starting point. There are many examples, eg Lesotho, where the Ministry has put in the resources for continuation of the project.

The concept of capacity building in the project appears to have assumed a narrow perspective. In the districts where the projects are domiciled, the DIC PPIC and the SACCOs themselves have no computers, email, and printer’s .These equipments are essential for the smooth running of any project

3. Capacity building must always be needs analysis based so that participants do not receive affordable training but demand driven capacity building. An orientation course merely raises general awareness in a field and is not designed to capacitate participants with identifiable operating skills in areas such as record keeping, project appraisal.

The KAB course offered was relevant in building an entrepreneurship culture amongst the youth. It is recommended that the project facilitates the training of Trainers in an entrepreneurship skills training programme like the ILO Start and Improve Your Business Packages to both members of the DIC and LCFs since they will be involved in the training and monitoring and Evaluation of projects.

The issue of gender was clearly enunciated to all participants and key stakeholders from the inception of the program me.

During our survey, we observed the following:

1. Key implementing stakeholders are aware of the project gender policy and are trying to honestly implement it
2. They are being constrained by the country's social, educational and cultural background. In Gokwe for example in the market gardening projects, Zimbabwe's patriarchal society tends to prefer the boy child in terms of land allocation

Gender balance has been attained by most SACCOs but only at management level and at the level of the general membership level, females are outnumbered. The SACCOs are aware of this discrepancy and are trying to address the issue with limited success though

More gender awareness programmes should be arranged for our SACCOs.

The project could liaise with PPIC members from the Ministry Gender and Women Affairs with a view to getting their assistance in this respect. They are locally based and this could constitute part of the key result areas of the officers. In view of the project's challenge of resources this can also help reduce costs.

The project can come up with incentives for innovations that gender balance at membership levels

Local NGOs providing capacity building can be approached in order to circumvent the resources challenge.

The project can also urge the observance of gender balance at DIC level as far as is practicable.

The mission is of the opinion that the project should have been more pro-active in tackling gender issues and it would have benefited from the early formulation of a gender strategy, with external assistance if necessary. This strategy could have produced guidelines on, for instance, the collection of data disaggregated along gender lines, specific activities focussing on women, the training of female staff in partner organisations etc.

During the remaining project period, it is recommended that YES JUMP develop a gender strategy to help focus activities, possibly in conjunction with specialist ILO expertise.

Fast Tracking SACCO registration

Immediately after the three districts were selected meetings were held in which youths were encouraged to form SACCOs so that among the development partners there would be organizations owned and run by the youths themselves. The intention was to ensure a complete and total empowerment of the project's target group. The Ministry was requested to assist with the "timeous" registration of the SACCOs. The result was that the process was literally fast tracked and as a result essential procedures were foregone on the alter of expediency. There was no prior training and as a result many youths were under the mistaken notion that the SACCO was meant to be a mere vehicle through which donor funding for their consumption would flow. SACCO principles and values were not explained in this apparent top down approach and the motive for joining was generally incorrect hence many fell by the wayside when it became clear funding was not coming in the immediate future.. The SACCOs generally are bereft of basic training in elementary SACCO business management. Members of the management committee were neither involved in the crafting of their bye laws nor were they conversant with the SACCO's byelaws. This observation was made by the TWG during assessment of applicants and a recommendation was made to this effect.

There is need to draw up a clear programme of training for all SACCOs. Currently, resources could be the projects' undoing but with innovation and creativity capacity building can still go ahead. The following may be considered:

Clarity of roles

Many members of DIC confessed that they were not quite clear of their roles within the structure.

Most of them also lack the necessary qualifications (educational or otherwise) to be able to perform tasks expected of them eg appraising project applications, monitoring projects, reporting and giving business advice. At the time of visit by the Self Evaluation team, The DIC chair and members had not been officially informed of which development partners had been selected.

With disbursements impending, the project needs to formally address the issue of roles of DIC and LCF and their reporting structures to avoid foot-stepping resultant role confusion.

- A well conceived need based programme must be drawn out and executed to address the concerns raised.
- The programme must address specific skills deficiency identified.

Funding levels for development partners

Very divergent views were expressed in this area.

View a)

SACCOs in Goromonzi and Gokwe were very content with the proposed disbursement of USD 20 000, describing it as adequate for their requirements and that it was definitely going to help them create jobs.

View b)

For MFIs the amount was deemed too little to have any meaningful impact on their operations. With the existing structures in place MFIs have the capacity to absorb and manage substantial funding and thereby contribute significantly even during this pilot stage.

Different views were expressed regarding the adequacy or otherwise of the funds. Small and newly formed SACCOs were very satisfied with the amounts which they felt were consistent with their level of development and capacity. They were also not bothered with “the perceived delay” which they felt gave them adequate time to learn to manage the small amounts from their savings, set up systems and test their functionality before external funding was available. They felt that all they needed to do now was use the combined funds to demonstrate that jobs can be created and that the scheme deserves replication.

7.Ownership and control of Grant funds and project

While exit strategies are clearly laid out in the project document, the issue of grant funds was not given adequate attention as it not clear who owns the fund especially after the expiry of YES JUMP’s tenor. The impression given that the DIC is the local custodian of the fund on behalf of the NSC requires further backing to be able to create some legal persona whose locus standi can be enunciated in unambiguous terms.

The project must address the issue of ownership of the funds in their Memorandum of understanding (MOU) with development partners in order to be clear who owns the funds. The MOU needs to specify what happens to the grant in the event a development partner is found to be acting against the spirit of the terms and conditions of the agreement e.g. using the funds for speculation
Please raise this as a crucial issue and that it will be decided in consultation with the NSC

8 Decent work

According to the Report by the ILO Director General at the International Labour Conference 87th session 1999, page 13 paragraph 3 decent work is defined as:

- productive work in which rights are protected
- which generates adequate income
- with adequate social protection

It also means

- sufficient work i.e. all should have full access to income earning opportunities
- marks the high road to economic and social development
- in which employment, income and social protection are achieved without compromising workers' rights and social standards
- in which tripartism and social dialogue guarantees participation and democracy

During our survey, the issue of employment was considered paramount. There was hardly any mention of Decent Work by most stakeholders. There was

The definition of decent work as provided by the ILO is an excellent ultimate goal that should be the target of all countries. However, respondents to the questionnaires felt that individual countries will need to revisit this definition with a view to realign it with the socio- economic development of each country so that the definition is within a specific context. As it stands at the moment, few developing countries will be able to comply strictly with the requirements.

The issue of decent work must be factored in all awareness programs planned for the second half of the project. This should be made in conjunction with efforts to rationalize the ILO definition to the Zimbabwean context.

Chapter 5

Considerations for the future of the project

Remaining project period

The review team is of the opinion that there is justification for Germany or ILO to provide additional funding to enable the project to upscale activities within the current funding period, and it is believed that the project has the capacity to deliver further outputs in addition to meeting current obligations.

Furthermore, a number of opportunities are emerging within the broader Entrepreneurship development context where the project can potentially add value by building directly on the experiences gained by the project so far in the three districts during the pilot phase.

Assuming that further funding is granted, the review strongly recommends that the project's work-plan for the coming year focuses on specific types of projects which have a capacity to assist the project demonstrate that minimum resources can produce maximum output if the project concentrates on fewer areas and fewer types of projects for example:

- In Gokwe, Honey production , processing and marketing:
- In Norton –Fish related projects
- In Goromonzi –Market gardening.

This will ensure maximum relevance, value-addition and overall impact and will serve to position the project within a specialised 'niche' area.

Prospects beyond August 2011

1. ILO has indicated that they wish to seek further funding to extend the project beyond its current timeframe. The review team agrees that there is scope for the YES JUMP concept to be built on and to contribute meaningfully to Zimbabwe's evolving economy. It is strongly recommended that ILO commences discussions as soon as possible on the preparation of a new project proposal to maximise the chances of a seamless transition from one funding period to another.

2. The ILO needs to bear the following in mind when preparing a new proposal. The current peace and tranquillity in the country arising from the relative stability gives rise to an informed hope of a country moving from a socio economic crisis to a development mode where the role of SMEs, MFI and SACCOs will play a critical role in empowering the marginalised young women and men. The acceptance and adoption of ILO's policy of tripartism enhances the projects capacity to achieve its own objectives as well as those of the country at large.

3. ILO should take cognisance of the fact that YES JUMP project has already been officially included in the **Zimbabwe Short Term Economic Reform Program STERP 11** which, proposes a series of actions to be taken to facilitate the creation of an enabling

environment to foster growth of those economic areas identified. The issues that the review team believes are most relevant to YES JUMP PROJECT are summarised below:

Zimbabwe Short Term Economic Reform Program Step 11 areas where the project could potentially add value

- *Business facilitation and economic diversification*
- Creation of market linkages between small-scale **agricultural** producers and processors
- Business development capacity of local SMEs
- Migration from informal to formal sector
- Ensuring access to finance for rural youth.

Within this broad sectoral framework, the review team believes that the agricultural Sector, Honey value Chain, Poultry and Fishing industries are likely to offer the YES JUMP the greatest opportunity to add value within the remaining timeframe with a view of broadening into other sectors highlighted above.

Attachments:**List of Interviewees**

	Name	District	Position	Role
1	Mr. A Mandizvidza	Goromonzi	DA	PPIC Chair
2	Mr. Tendayi Gutu	Goromonzi	Youth Representative	PPIC
3	Mrs. Francisca Chakauya	Goromonzi	Women Affairs	PPIC
4	Mr. Stephen Vimbo	Goromonzi	SMEs	PPIC
5	Samuel Maforo	Goromonzi	District Head MYDIE	LCF
6	Loice Chieza	Goromonzi	Youth Officer	LCF
7	Eugene Gadzikwa	Goromonzi	Treasurer	SACCO
8	Pari Zvanyadza	Goromonzi	Committee Member	SACCO
9	Richard Tsvekeso	Goromonzi	Vice Chair	SACCO
10	Kudzai Kwenda	Goromonzi	Education Committee	SACCO
11	Precious Nyamagodo	Goromonzi	Manager	SACCO Silveira House
12	Talent Mupfawa	Goromonzi	Technical advisor	SACCO Silveira House
13	Garikayi Twadzana	Goromonzi	Beneficiary	SACCO
14	Richard Tsvekeso	Goromonzi	Beneficiary	SACCO
15	Kimpton Munemo	Goromonzi	Beneficiary	SACCO
16	Remind Maziya	Goromonzi	Beneficiary	SACCO
17	Rita Zhanda	Goromonzi	Beneficiary	SACCO
18	Ezekiel Mudimu	Norton	Youth Leader	LCF
19	Meggie Kamanga	Norton	Youth Leader	LCF
20	Chamunorwa C Matare	Norton	Director	Trioperfect
21	Partrick Chakauya	Norton	Director	Trioperfect
22	Benjamin Masvaire	Norton	Director	Trioperfect
23	John Mugabe	Norton	ZCTU	PPIC
24	Shadreck Manyange	Norton	EMCOZ	PPIC
25	Chipo Nulapira	Norton	AGRITEX	PPIC
26	Precious Bulau	Norton	MOL	PPIC
27	Melody Mafukidze	Gokwe	DA	PPIC Chair
28	Fitzgerald Tembedza	Gokwe	Asst DA	PPIC/LCF
29	Chipo Marufu	Gokwe	Youth Officer	PPIC/LCF
30	Mr. Elastus Chihwehwete	Gokwe	Social Welfare	PPIC
31	Chenai Mubaiwa	Gokwe	SME Association	PPIC

32	Moses Mhaka	Gokwe	PTUZ/ZCTU	PPIC
33	Moses Nyeketo	Gokwe	Manager	ZAMBUKO
34	Pepukai Musiyiwa	Gokwe	Vice secretary	SACCO
35	Solomon Pomerai	Gokwe	Supervisory committee	SACCO
36	Spiwe Vhovha	Gokwe	Loans Committee	SACCO
37	Jerida Marimbe	Gokwe	Management Com member	SACCO
38	Cecilia Chanyau	Gokwe	Loans committee	SACCO
39	Mr. Chikaura	Gokwe	beneficiary	SACCO
40	Mrs. Chikaura	Gokwe	beneficiary	SACCO
41	Mr. Rolend Phiri	Gokwe	beneficiary	SACCO
42	Nyadzisai Mundandanda	Gokwe	beneficiary	SACCO
43	Caroline Mazonde	Gokwe	beneficiary	SACCO
44	Prince Mupazviribwo		Permanent Sec	MYDIE NSC Chair
45	Itayi Muguza	Harare	Director MYDIE	TWG Chair
46	Alfonso TABI-abodo	Harare	Director	ILO
47	Tapera Muzira	Harare	NPC	ILO
48	Pamela Masango	Harare	FAA	ILO
49	Dr. Chipika	Harare		UZ
50	GC Chitambo	Harare	Director	ZAMFI
51		Harare		ZCTU
52	Mrs. P Ncube	Harare		EMCOZ
53	Mafelile	Harare	Consultant	RBCT
54	Makuyana	Harare	Consultant	RBCT
55	G Ndhluwana	Gokwe	MOL	PPIC
56	T Gudza		Women Affairs	PPIC
57	D.E Takadiyi		Min of Information	PPIC
58	B Mudanda		Youth Ass	Leader
59	R Sungayi		Youth Ass	Leader