



YOUTH ECONOMIC EMPOWERMENT PROJECT: END TERM EVALUATION REPORT, 2019

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Acronyms

| | |
|--------|--|
| AFARD | Agency For Accelerated Regional Development |
| CBF | Community Based Facilitator |
| CDD | Community Driven Development |
| CDO | Community Development Officer |
| CEGED | Center for Governance and Economic Development |
| DAC | Development Assistance Committee |
| DAO | District Agricultural Officer |
| DIT | Directorate of Industrial Training |
| DLG | District Local Government |
| DPMO | District Production and Marketing Office |
| EU | European Union |
| FGD | Focus Group Discussions |
| IGA | Income Generating Activity |
| KII | Key Informant Interview |
| LLG | Lower Local Government |
| M+E | Monitoring and Evaluation |
| MoFPED | Ministry of Finance, Planning and Economic Development |
| ETE | Mid Term Evaluation |
| PSC | Project Steering Committee |
| PSE | Private Sector Enterprise |
| PWD | Persons with Disabilities |
| SACCO | Savings and Credit Cooperative |
| SPSS | Statistical Package for Social Scientists |
| TVET | Technical and Vocational Education and Training |
| UGX | Uganda Shillings |
| US\$ | United States Dollars |
| YEPP | Youth Economic Empowerment Project |
| VSLA | Youth Savings and Loans Association |

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Odongo Hannington Jawoko
Team Leader
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Executive Summary

About the Project

The Agency for Accelerated regional Development (AFARD) in partnership with Center for Good Governance and Economic Development (CEGED) secured funding from European Commission for a 3-year project – Youth Economic Empowerment Project (YEEP) in Arua, Pakwach and Zombo districts. The overall goal of the project was, “to contribute to youth inclusive economic growth and poverty reduction in West Nile region of Uganda through sustainable and gainful employment opportunities. The project envisaged impacts included: (i) 25% reduction in the number of youth living below US\$ 1.90/day; (ii) 50% increase in asset net worth; and (iii) Improved self-esteem and confidence.

The Evaluation Objectives and Processes

The main purposes of the end term evaluation (ETE) were: (a) To assess the status of project progress towards the achievements of the planned goal and objectives using the standard tests of relevance, consistency, efficiency, effectiveness, impact and sustainability; and (b) to identify challenges faced and lessons learned, and propose recommendations for replication in future projects.

To meet these objectives the evaluation team adopted the project theory of change used during the baseline study. A 4-phased study approach was used starting with Phase I: Inception that developed the inception report with study tools and work plan; Phase II: Field data collection during which fieldwork was conducted and data was collected; Phase III: Reporting that focused on data analysis and report writing; and finally Phase IV: report dissemination. Data was collected using different methods (document review, individual youth survey, Focus Group Discussions, Key Informant Interviews, participant observations, and cases studies); analyzed using both SPSS (V24) and MS Officer (for content analysis); and finally triangulated into a unified report. Data quality control measures were put in place.

Findings of the Evaluation

The following were the key findings from the various evaluation parameters:

Relevance, Responsiveness, and Internal Consistency (see 3.1)

YEEP project was found to have responded to the high underemployment status of youth who only earned monthly UGX 25,254 (for only the 4 hours they worked daily). This situation made only 39% to own productive assets while 72% were asset poor. The intervention fitted well with AFARD’s current 5-year Strategic Plan (2015-19) and the projects therein under pillars – 2) economic empowerment and asset building; 4) community-led advocacy; and 5) community group strengthening. Nationally, the project contributed to Uganda Vision 2040, National Youth Policy 2001, National Development Plan (NDP II) 2015-20, BTVET Strategic Plan - Skilling Uganda (2011-2020), Peace, Recovery and Development Plan for Northern Uganda, Agriculture Development Strategy and Investment Plan (DSIP II) 2015-20, Financial Inclusion Strategy 2017, and National Strategy for Private Sector Development 2017-22. Skilling developed human capital; VSLA ensured financial inclusion; business start-up propelled private sector employment; and agribusiness stirred the transformation from subsistence to market-led agriculture.

Effectiveness (see 3.2)

It was found out that the project was implemented in a participatory manner as 98% of the youth were engaged in self-selecting their youth-led VSLA members; 82% involved in monitoring and learning events and 90% indicating that their feedbacks to the project team were used to improve implementation. Local government officials too were involved in planning and monitoring of the project. The project also provided trainings for 70-80% new youth in the areas of agronomy, entrepreneurship, life skills, financial literacy, agribusiness, leadership and advocacy. In return, many new youth practiced most of the taught life skills (planning for the future, conflict resolution, etc.), GAAP (intercropping, crop rotation and nursery

management), and business management (keeping business records and separating personal family and business finances). A robust monitoring system was found in place and all project staff and PSC members played a role of monitoring progress and reporting. Apart from local ordinances, almost all planned project outputs were achieved.

Efficiency (see 3.3)

The evaluation team found that AFARD had a prudent financial policy and control system. Procurement for goods and services were conducted jointly while guaranteeing transparency and value for money. Cost optimization was effected through “agro-input savings” and youth co-funding for inputs. The 05 full time project staff were productively engaged and provided adequate logistics for the delivery of the project results. AFARD and CEGED also exhibited a cordial implementation approach. Within and external accounting and learning was a norm. Meanwhile, the project adhered to EC visibility guidelines through both awareness creation and use of EU logo on assets, documents, etc. And overall, the project per capita cost (€222) was found to be far less than the EU Skills Development Fund estimates (€600). Yet, the youth had already earned €1.73 for every €1 spent on their skills development through their self-employment income generation and VSLA savings (i.e. €0.73 extra).

Outcomes/Impact (see 3.4)

At the time of the study, 87% of the supported youth were employed mainly in own-account enterprises where they worked 6 hours daily and 6 days weekly, earned an average income of UGX 46,664 and had employed other 1,890 youth. 87% were using GAAP and 30% good business management practices. 728 youth from 25 groups accessed fund worth UGX 100,231,000 from local government, NGOs, and private sector firms. However, the ordinance to support youth employment was not addressed at all. Nonetheless, 10% of the youth exited extreme poverty (from 72% - 62%) and financial net worth more than doubled from UGX 1.6 million in 2016 to UGX 3.9 million in 2019. In the same period, with assured jobs and reliable income self-esteem increased from 67 - 96%, food security improved from 69 - 90%, and female youth realized improved empowerment status from 42 -70%.

The other positive impacts that were reported included: improved aspirations and positive attitude towards hard work and self-reliance; Adoption of savings culture and planning for the future; Improved gender relations among female youth; Accumulation of productive assets; Improved uptake of nutritious foods; Improved welfare; and access to government space and funds that initially was a preserve of a few. However, some of negative unintended results included the rise of anti-social behavior among some few supported youth and environmental degradation by youth involved in saloon and restaurant businesses.

The project also added value to its stakeholders. AFARD learned lessons for project development and therefore grant winning. CEGED gained from technical support with enhanced timely and quality reporting. The TVETs got marketed and they increased their enrolment and local governments gained political capital by accessing remote communities where they initially had no projects and youth/community support.

Sustainability (see 3.5)

The project Sustainability hinges on the presence of Young Model Farmers (YMFs) to offer community-based extension advice; the VSLAs for continued access to where to save and access credit; and nurturing the established trust with local government structure to access regular technical backstopping and funds.

Key Project Challenges (see 3.6)

The following challenges were identified as key impediments to the achievement of planned outputs and outcomes: inadequate budget to support a fully-fledged vocational skills training; climate change that reduced agricultural productivity and profitability; cultural constraints that inhibited access to more land for business expansion, lack of clear costing and infrastructure in TVETs, and economy-wide issues related to inflation, a nascent private sector in the region and limited access to business finance.

Best Practices Identified (see 3.7)

The ETE identified the following innovative best practices for future replication: Enterprise feasibility analysis to market work for young people; Inclusion of agro-input savings in VSLA model for timely access to improved agro-inputs; holistic and bundled services approach that provides skills with start-up grants and mentorship and market linkages; Inclusive beneficiaries targeting to promote inclusive employment and development opportunities; Youth voice and accountability for youth access to local governance; and participatory management approach.

Lessons Learned (see 3.8)

The ETE also identified some lessons, namely: Participatory selection and public vetting of beneficiaries involving all stakeholders reduces biases and corruption in favor of undeserving members; A holistic resource-bundle approach provide a faster opportunity for trainees to join the world of work; To make markets work for youth, there is need to first identify high impact enterprises that can attract them into the world of work then secure private sector support along those enterprises; Guidance and counseling and mentoring should be planned as an on-going activity; Youth-led advocacy is more impacting than when a support agency takes a leading role; Land remains a critical asset for the commercialization of agriculture; Gender awareness is crucial in breaking gender barriers to skills development for socio-economic prosperity; and Young entrepreneurs need post-training support to grow and thrive.

Recommendations

To highly impact youth poverty reduction with decent employment, the following are crucial:

- **Maintain holistic resource-bundles approach:** Through a multifaceted approach to hard and soft skilling combined with start-up grant as well as post-business start-up support.
- **Make markets work for poor youth:** By conducting enterprise feasibility study for choosing high impact enterprise and private sector partnership building and capacity building.
- **Ensure adequate budget:** The Skills Development Fund (SDF) implemented by Enabel and PSFU propose €600 per youth for adequate and quality skilling to occur.
- **Adopt climate-smart agriculture:** Through for instance climate smart technologies such as small-irrigation, weather-based insurance, as well as agro ecology.
- **Engage the community to support youth employment:** So that they support the selection of deserving beneficiaries; shun gender stereotype to break gender barriers; provide moral and financial support to trained youth; ensure access to land; and provide reliable local markets.
- **Support TVETs:** To develop comprehensive budgets and by constructing basic childcare facilities.
- **Promote linkage banking:** So that VSLA members build financial/credit history and access more financial products necessary to support their business growth.
- **Provide business growth development support:** For young entrepreneurs to thrive through targeted business mentoring and coaching as well as marketing of youth products.
- **Leverage on local governments youth projects:** For youth to access additional fund to boost their enterprises.

In conclusion, the evaluation team posits that YEOP was well planned and it achieved its intended purposes. The project took into consideration the needs of the targeted youth, the implementing partners and local and national governments development priorities. With a robust and participatory programme management approach, the project was able to mobilize 2,500 youth into active savers and investors into primarily (84%) self-employment in agribusiness and non-farm vocational trades. With steady jobs and income, 10% of the beneficiary youth exited extreme asset poverty. Likewise, majority have aspiration for a good future, positive attitude towards hard work, improved self-esteem, and accumulation of more productive assets. The endless call by local government leaders to the European Commission for further

support, manifest the desire to upscale the impressive positive approach and impact of walking with the youth into the world of work.

1.0 Introduction

This section presents the background to the end-term evaluation. It assesses the context of project implementation and presents the key activities that have been implemented in order to set the stage of the evaluation.

1.1 *The Context*

The UBOS (2016) statistics reveals that Uganda's population has reached 37 million people and it is growing at 3.2% per annum. More than 78 per cent of this population is below the age of 30 and 18 per cent are youth aged 18-30 years. Majority of these people are poor (67% live on less than US\$ 2 a day) and rural areas contribute 96 per cent to national poverty (Ssewanyana and Kasirye, 2012). Youth unemployment is a record high at over 60 per cent as more than 30% are illiterate and 70 per cent are seeking employment (UNFPA and Population Secretariat, 2013). While 800,000 people annually enter the labour market, the net job creation is a minimal 10 per cent (MoES, World Bank and BTC Uganda, 2011). At the current population growth rate and public-private sector absorption capacity, it is even estimated that it will take one generation before majority of the labour force has a non-farm salary job (Fox and Sohnesen, 2012). This high youth unemployment is primarily attributed to the limited absorption capacity of the formal economy, the mismatch between education and labour market needs, and lack of access to resources especially land and finance. In addition, youth also lack business management skills, financial literacy, and soft and leadership skills with which to fit into the world of work. This situation is worse for West Nile region with 3.0 million people (50% are youth and more than 750,000 are refugees from Southern Sudan) that suffered 27 years of prolonged conflict and insecurity, which among others led to significant population displacement, socio-economic losses, a breakdown in social infrastructure, severely weakened service delivery, and community and household asset depletion. As a result, there is a high youth unemployment rate forcing many youth into vulnerable employment in the informal sector (without job security, and adequate income, etc.).

The Agency For Accelerated Regional Development (AFARD) in partnership with Center for Governance and Economic Development (CEGED) – both local West Nile based non-governmental organizations-, therefore formulated the Youth Economic Empowerment Project (YEEP) to address this youth unemployment situation. YEEP was a 3-year project (2016-19) funded by the European Union in Uganda under contract number **CSO-LA /2016/376-362**. It targeted to address the high youth un(der) employment in West Nile region primarily due to: (i) Lack of relevant and marketable skills; (ii) Limited access to business finance; (iii) Poor linkages with the Private Sector; and (iv) Limited youth voice in policy-making processes. The project aimed at facilitating sustainable and gainful youth employment through a holistic and multi-sectoral approach that would improve youth employability, public-private sector engagements, and youth voice and space in local governance.

1.2 *The Project Summary*

Table 1 below presents a snapshot of YEEP. Therein it is evident that the project sought to support the targeted youth with employability skills and there after provide them with business start-ups and employment linkages in order for them to enter the world of work. In addition, YEEP would create an arena for youth dialogue with political and business leaders in ways that could enable them gain voice and access to resources they direly need for employment. However, in so doing YEEP would also strengthen the implementation capacity of the implementing partners – AFARD and CEGED.

Table 1: Summary YEEP profile

| Project Name <i>Youth Economic Empowerment Project (YEEP)</i> | | | | |
|--|--|--|---|-----------------|
| Location | Districts | Nebbi/Pakwach | Zombo | Arua |
| | Sub counties | Wadelai and Pakwach TC | Akaa and Abanga | Aiivu and Omugo |
| Direct beneficiaries | Direct (2,500 youth and 02 CSOs (AFARD and CEGED)) | Indirect beneficiaries | | 32,000 people |
| Goal | To contribute to youth inclusive economic growth and poverty reduction in West Nile region of Uganda through sustainable and gainful employment opportunities. | | | |
| Impacts | a) A 25% reduction in the number of youth living below US\$ 1.90/day; b) A 50% increase in asset net worth; and c) Improved self-esteem and confidence. Spill over impacts: Improved food security, child poverty reduction, and women empowerment. | | | |
| Specific objectives/ Outcomes | Component 1: Enhancing Youth Employability | To improve the employability of 2,500 rural youth organized in 125 youth-led VSLAs | <ul style="list-style-type: none"> 75% of self-employed youth adopted good business management practices 85% of youth in agribusiness adopted GAAPs 65% of youth practiced positive life skills taught | |
| | Component 2: Increasing Youth Access to Gainful Employment Opportunities | To promote access to gainful employment opportunities for 2,500 rural youth through agribusiness, microenterprises, micro-franchise, and formal jobs | <ul style="list-style-type: none"> 96% of the targeted youths are self-employed (1,551 in agribusiness, 0 in micro-franchise, and 883 in microenterprise) 4% (100) of targeted youth accessed formal employment At least 1,500 non-targeted youth are employed in the enterprises of self-employed youth | |
| | Component 3: Building Youth Political capabilities | To strengthen the political capabilities of 2,500 youth to effectively dialogue with local government, private sector, and civil society actors | <ul style="list-style-type: none"> 50% increase in effective participation of youth in public policy process At least 1,900 youth are linked to factor markets. At least 2 district ordinances or byelaws are adopted for the promotion of youth employment At least 500 youth accessed funding support for their self-employment | |
| | Component 4: CSO Capacity Building | To build the capacity of the local CSOs implementing the action for better accountability, learning, and visibility. | <ul style="list-style-type: none"> AFARD and CEGED mainstreamed youth-focused programming and advocacy into their strategic plans AFARD and CEGED attracted additional funding for youth-based projects. | |

1.3 YEEP Approaches

To attain the envisaged results, YEEP used: (i) The VSLA model as the entry and growth points for youth to identify like-minded partners, develop savings culture, access business credit, and pursue annual personal development plans; (ii) Holistic and peer-based skills training and mentoring including soft skills (entrepreneurship, life skills, financial literacy, and leadership skills, etc.) with hard (e.g. vocational and agribusiness) skills; (iii) Marketplace principles against the “charity-driven mind-set of interventions.” YEEP sought to work with active un(der) employed youth by financing up to 75% of start-up kit cost; (iv) Youth voice and accountability approach to strengthen multi-stakeholder dialogue with PSEs, government, and CSO officials; (v) Mainstreaming of gender and HIV/AIDS to ensure that more female youth (65%) benefit; and HIV/AIDS awareness is increased; (vi) Information and Communication Technology (ICT) e.g. through mobile money platform and linkage banking; (vii) Learning and documentation through knowledge and experience sharing; and (viii) Partnerships with BTVETs, private sector enterprises, and other NGOs to enhance complementarity.

1.4 Project Implementation Environment

To capture a good glimpse of the project performance, a look at the context within the last three years of project design and approval as well as the initiation and implementation was conducted. It emerged that:

- While during the project design phase there was generally peace in Uganda, during implementation, military instability set in both South Sudan and Democratic Republic of Congo. This led to a huge influx of refugees into West Nile (over 750,000 people) as well as a closure of a number of the newly established whole sale businesses. The negative impact of these instabilities was felt on the youth who were planned to engage in micro-franchise employment pathways – securing manufactured products at wholesale price for retail in the villages. It was not until the third year that these youth secure agro-inputs to set up agribusinesses. This late start-up potentially impacts on the net income gains achieved by the project.
- Weather conditions continued to be volatile throughout the project implementation period. Discussions with youth in agribusiness indicted that majority of them only farmed one season in a year. Only a few with access to wetlands tapped into two production cycles. In addition, bad weather negatively affected horticultural production. A youth in Jangokoro pointed out that in 2017; he only harvested 5 basins of onions from half an acre of land.
- Inflation continued to rise over the years and this increased the overall cost of goods and services as well as the cost of living. This has negatively impacted on the costs required by the training institutions to ably deliver quality education.
- Government remained committed towards poverty reduction and youth employment. This enabled some of the project beneficiary youth to access government funds from Youth Livelihood Programme and Uganda Women Entrepreneurship Fund.

1.5 Key Project Activities

To achieve the project’s envisaged results, the project conducted the following main activities and table 2 summarizes the key outputs:

- **Inception activities:** The project recruited the required staff, procured logistics, and introduced the project to the leadership of Nebbi¹, Zombo and Arua districts;
- **Market scan study:** The Project Steering Committee (PSC) conducted: (i) enterprise feasibility assessment; (ii) used the findings to select the priority project enterprises; and (iii) hired a consultant who conducted a private sector scoping study that identified potential partners.
- **Formation and registration of Youth-led Savings and Loans Group (VSLA):** 125 VSLAs with 2,500 members (67% females);
- **Capacity building training of youth:** A number of trainings were completed, namely: vocational and entrepreneurship skills training for youth to scan their local markets for business opportunities and plan and start business ventures; financial literacy for better personal finance management, and life skills for positive day-to-day skills of living in harmony with others; and
- **Youth advocacy:** for youth voice in the market and local government policy spaces.

Table 2: Achievement of project employment pathways

| Key indicators | Target | Actual | Success rate | Remarks |
|--|--------|--------|--------------|------------------|
| No. of VLSA formed and nurtured | 125 | 125 | 100% | Achieved |
| No. of youth in VSLA | 2,500 | 2,500 | 100% | Achieved |
| No. of youth in micro-franchise | 500 | 0 | 0% | Not achieved |
| No. of youth in agribusiness | 1,000 | 1,551 | 155% | Achieved |
| No. of youth supported through vocational skills | 900 | 883 | 98% | Likely to be met |
| No. of youth linked to formal jobs | 100 | 66 | 66% | Not achieved |

2.0 The Evaluation Purpose and Methodology

This section presents the methodological approach used to conduct the end term evaluation. It shows the purpose and objective of the evaluation, the study design and approach, data collection

¹ Note that at commencement Pakwach district was part of Nebbi district.

and analysis methods as well as the quality control measures used. It ends by highlighting the limitations of the study and how they were solved.

2.1 The ETE Purpose, Objectives and Scope

AFARD and CEGED commissioned this study with the main purpose of assessing the status of project progress towards the achievements of project goal and objectives during the 35 months of implementation. The assessment therefore focused on both the process and outcomes of key project inputs, activities, outputs and impacts as well as the extent to which it addressed the project development challenges. The evaluation was also expected to identify challenges faced, key learnings, and propose recommendations for future improvement.

1.2.1 Specific objectives of the final evaluation

The specific objectives of the evaluation were to:

1. Assess the overall responsiveness of the project to youth unemployment in the region and nationally (Relevance);
2. Assess the consistency of the project with AFARD's strategic plan (Internal Consistency);
3. Measure the extent to which YEEP attained its planned development results (outputs, outcomes and impact) and identify robust evidences and the key drivers of such results (Effectiveness, Impacts and value added of partnership);
4. Assess the likelihoods of sustaining the positive gains achieved (Sustainability); and
5. Identify and document implementation gaps, lessons learned, and good practices to inform future replication (Learning).

The evaluation scope of work geographically covered the 06 sub counties in Pakwach, Zombo, and Arua districts over duration of 35 months of the project implementation (July 2016 and to May 2018). By respondents it targeted key stakeholders including youth, project staff, local government officials, and TVET institutions, and among others.

2.2 The Evaluation Focus and Approach

The evaluation was hinged on the project theory of change that was well captured in the result chain (see figure 1 below). YEEP set out to: (1) improve the employability of 2,500 rural youth organized in 125 youth-led Village Savings and Loan Associations (VSLAs) through entrepreneurship, life skills, financial literacy, and technical and vocational skills training; (2) promote access to gainful employment opportunities for 2,500 youth through agribusiness, microenterprises, micro-franchise, and formal jobs; (3) strengthen the political capabilities of 2,500 youth to effectively dialogue with local government, private sector, and civil society actors; and (4) build the capacity of the local CSOs implementing the action for better accountability, learning, and visibility.

Figure 1: Project results chain

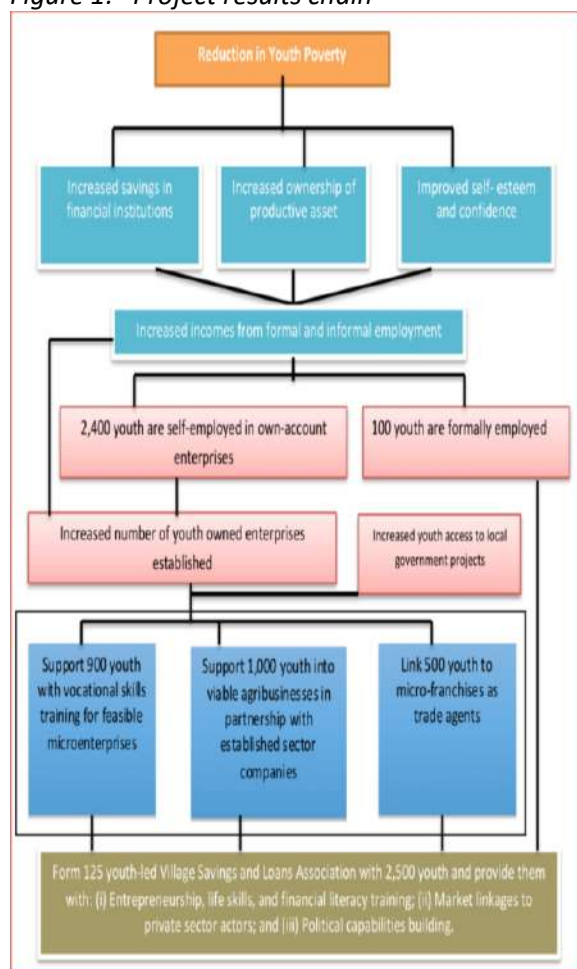


Figure 1 presents a very simple description of the project. The systematic change path was based on the assertion that for YEEP to effectively contribute to youth inclusive economic growth and poverty reduction through sustainable and gainful employment opportunities, the project will anchor on youth-led Village Savings and Loan Associations (VSLAs) as a youth transformation platform. A total of 125 youth-led VSLAs (with 2,500 members i.e., 20 members each) will be formed. All these youth will at the start be trained in VSLA methodology together with life skills, entrepreneurship, financial literacy, and advocacy skills. In addition, to ensure that these skills facilitate access to sustainable and gainful employment opportunities, YEEP will support various formal employment and business for self-employment pathways as are shown below:

- 1,000 youth with support of 250 Young Model Farmers (YMF) will be trained and supported into agribusiness related self-employment;
- 900 youth will be trained in Business, Technical and Vocational Education and Training (BTJET) institutions in locally relevant and profitable skills using non-formal and Directorate of Industrial Training (DIT) certified vocational skills training approach. Of this, 100 youth will join formal employment;
- 500 youth will be supported into micro-franchise business model as self-employed micro-franchisee. To be noted is that this last employment pathway was later abandoned because of the conflict in Southern Sudan that forced the engaged private sector actors to close their businesses and hence the opportunity for youth to secure merchandize from them at wholesale price for on-sale.

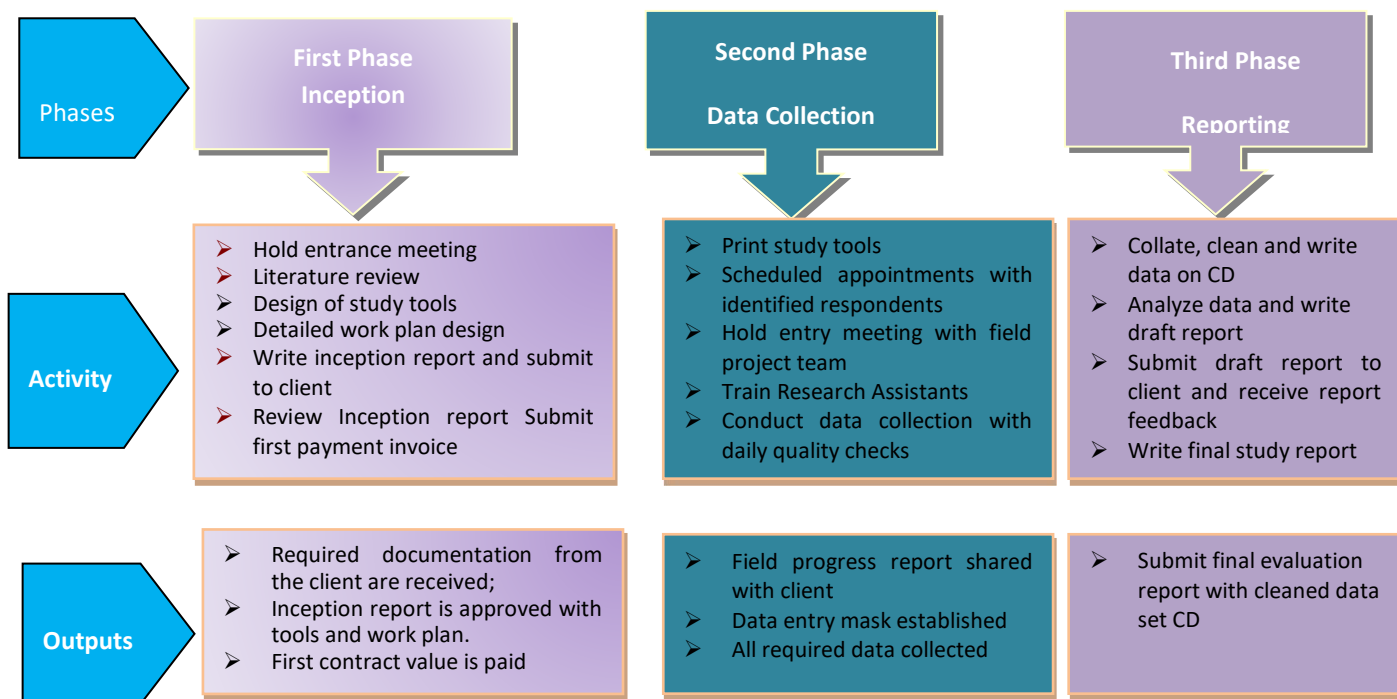
With job/employment opportunities, the youth will improve on their productivity through better agribusiness, microenterprise, and micro franchise management practices and outputs. Together, these changes will result into increased incomes with which the targeted youth will be able to re-invest into expanding their enterprises (or diversifying into new enterprises), save in financial institutions, accumulate productive assets, and improve their self-worth. These changes will also improve their family welfare (food security, child poverty) and community gender relations. Consequently, youth poverty will be reduced.

2.3 General Approach

The ETE was conducted using a mixed method approach that ably triangulated quantitative, qualitative, and PRA methods of data collection and analysis. While the quantitative method focused on quantifiable results (to measure effectiveness, efficiency, and impact), qualitative and PRA methods generated explanatory data for the project progress, consistency, outcomes, sustainability, lessons, challenges and solutions that gave voices to the various young people and stakeholders involved in the project implementation. The ETE was therefore conducted in four- phases, as is shown below:

Figure 2: The evaluation phases

Our four-stage methodological approach



Phase I: Inception: This phase involved: (i) Entrance meeting was held with AFARD management to receive in-depth briefing of the project; agree on roles and communication requirements; and secure the documents required for the study; (ii) Literature review of mainly project proposal, log frame, annual reports and budgets; Strategic Plan; and other youth employment related literature; (iii) Inception report writing with detailed sample size design, study tools and work plan; (iv) review of the inception report by the project team; and (v) holding an inception meeting that ended with a “no objection report” necessary for phase 2 of the study.

Phase II: Data collection: This phase covered the production of final study instruments, recruiting and a 01-day training of research assistants on how to conduct individual and agricultural survey with a focus on skills for interviews, data coding and research ethics; and fieldwork to collect the agreed upon data from the various project stakeholders - beneficiary young people and support agencies namely; project implementing agency staffs, training institutions and artisans, private sector employers, youth groups, and government officials, among others. Table 3 below details these respondents. For more details see 2.5 below.

Phase III: Data analysis, quality control, and Reporting: This included data entry, collation, analysis, and report generation. During the data collection phase, the statistician set up a Data Mask to guide data entry and analysis. He also supervised the data entry processes to ensure quality adherence. After completion of data entry he conducted data collation and cleaning. Basing on the data analysis framework agreed with AFARD finally data analysis using SPSS (V24) was conducted to generate descriptive statistics (counts, percentages, means, tables, charts and graphs, etc.). Content analysis of both qualitative and PRA data using the daily transcriptions (in MS Word) of FGDs and KIIs was also done. The various data sources were then integrated during an internal meeting that discussed the preliminary findings of the study focus. Findings from all the data analysis were triangulated into a unified draft report that was presented to AFARD for review. The feedback comments were then used to prepare this final report.

To ensure that the consultancy service was provided at an appropriate professional level the following quality control measures were used:

- *Adherence to international and sector standards:* At the study inception, the result chain was clarified using international and sector standards for labour market outcome measurement, Youth Savings Groups and youth’s economic empowerment.
- *Design of study instruments:* The team reviewed and adapted the data collection tools to strengthen reliability, acceptability, question flow, and the duration of the interview.
- *Involvement of M&E unit at all stages:* A close consultative relationship was maintained with the Project Manager to ensure that indicators, tools and procedures meet internal standards.
- *Social mobilization for data collection:* To increase the response rate, the project team provided support through the mobilization of respondents for data collection.
- *Data Management Procedures:* The data management and analysis plan was discussed and agreed with AFARD in order to secure valid data generation, storage, and analysis.

Phase IV: Dissemination: This phase was managed by AFARD. Summary of the evaluation findings were prepared for use in the final project close-out meeting and final narrative report. It was also indicated to the study team that the report will be uploaded on AFARD website.

2.4 The Study Design

The ETE covered all the three project lower local governments of Pakwach Town Council and Wadelai in Pakwach district, Akaa and Abanga in Zombo district and Aiivu and Omugu in Arua district. The various respondents (see table 3) were sampled using the project base population. To note, however, is that:

- a) All support agency -respondents were purposively sampled.
- b) The targeted youth group members were randomly sampled using a single proportion of study population sampling method as below:

$$n = \frac{Z^2 pq}{e^2} \quad \text{Where}$$

- n = The sample size of the project population
- Z² = The abscission of the normal curve that cuts off an area α at the tails (1- α equals the desired confidence level of 95%)
- e = The desired level of precision of 95%
- p = The estimated proportion of the YEOP area's youth employed population (74% according to YEOP baseline report 2016)
- q = 1-p.

Substituting in the above formula (p = 74%, Z = 1.96, q = 0.913 and e = 0.05)

$$n = \frac{1.96^2 * 0.74 * 0.26}{0.05^2}$$

$$n = 296 \text{ (i.e. 17\% of targeting youth population reached).}$$

- c) The overall Final Evaluation respondents will be as is below in table 3:

Table 3: The study respondents

| Methods of data collection | Male | Females | # of people | Respondents |
|------------------------------|------------|------------|-------------|--------------------------------|
| Individual survey | 162 | 288 | 450 | Beneficiary community |
| KII with project staff | 6 | 1 | 7 | Heads of Programme and Finance |
| KII with LLG officials | 3 | 0 | 3 | 2 technical staffs |
| KII with TVETs | 4 | 0 | 4 | |
| FGD with youth group members | 22 | 39 | 61 | 5 groups |
| TOTAL | 197 | 328 | 525 | |

2.5 Data collection methods

To elicit comprehensive information from the various respondents, the data collection methods were aligned to the key evaluation questions as shown in table 4 below.

Table 4: Key Data Collection Questions and Methods

| ETE Focus /questions | Key Performance Measure | Core evaluation questions | Data Sources | Data Collection Methods |
|---|--|--|--|---|
| Relevance, Responsiveness and Internal consistency | The fit of YEOP with the needs of young people, local governments, and Plan International Uganda | <ul style="list-style-type: none"> To what extent was the project contextually appropriate and responsive to the needs of young people in the region? To what extent was the project responsive to Uganda's national development priorities? Was the project consistent with AFARD's Strategic plan and other projects? | AFARD Strategic Plan, Baseline report; Project beneficiaries and support services agencies | Document Review Focus Group Discussion Key Informant interviews |
| Effectiveness | % of planned targets (outputs) | <ul style="list-style-type: none"> To what extent has the project achieved its originally planned results | Project proposal; Baseline report; | Document Review |

| | | | | |
|---------------------------------|--|---|--|--|
| | and outcomes) achieved and the likelihood that the overall targets will be attained by closeout time | <ul style="list-style-type: none"> – outputs and outcomes? • Which project component demonstrates high effectiveness – agribusiness, vocational skilling, micro-franchise? • What (f)actors (dis)enabled the achievements of project results? | Project annual reports; and Project staff | Key Informant interviews |
| Efficiency | The average unit cost per trained and employed youth (value for money) | <ul style="list-style-type: none"> • To what extent was the project cost-efficient? • Could the project have been delivered cheaply by other approaches? | Project reports; Financial report; M+E system; and Project staff | Document Review Key Informant interviews |
| Impact | The evidences of changes in the lives of beneficiaries and value added to partners | <ul style="list-style-type: none"> • To what extent has the project achieved its planned outcomes and impacts? • What changes – positive or negative, direct or indirect, intended or unintended – did the project caused in the lives of the targeted youth? • What “value added” did the project provide to stakeholders – co-beneficiaries, training providers, and local government? | Individual youths; Project support agencies; | Survey Focus Group Discussion Key Informant interviews MSC/Case study |
| Sustainability analysis | The probability that the project benefits will continue | <ul style="list-style-type: none"> • What strategies – planned or not – are in place to ensure continuity of project benefits beyond project funding? | Direct beneficiaries and project support agencies | Focus Group Discussion Key Informant interviews |
| Learning and replication | Lessons learned for future programming | <ul style="list-style-type: none"> • What challenges impeded the attainment of planned and or more outcomes/impacts? • What lessons have been learned that are relevant for programming, implementation, and monitoring and evaluation? • What best practices can AFARD replicate from the project? | Project staff; Support agencies | Focus Group Discussion Key Informant interviews MSC/Case Study |

Below we briefly explain the various data collection methods.

Document review: The consultant reviewed the following documents: the Project proposal, Results Framework, Baseline report, Annual reports, Annual work plans, Annual budgets, Activity reports and case studies, AFARD and CEGED Strategic Plans, Uganda National Development Plan (2010-15; 2015-2020), Uganda Vision 2040; National Youth Policy, and development plans of the project area (district and sub county local governments), among others. Other relevant literatures on current best practices in youth employment and enterprise development were also reviewed.

Individual youth survey: This was conducted to ascertain the project participation, outcomes and impacts on the targeted young women and men. Six competent research assistants were recruited from the project areas, trained and supervised by the consultant to conduct this survey. The survey used a structured questionnaire with open and closed ended questions developed in line with the project target indicators (and result chain). In each youth-led VSLA the research assistants randomly drew respondents using the group member’s registers. Each respondent was interviewed at his/her business premise or at home.

Focus Group Discussions (FGDs): Using a structured interview guide, FGDs were conducted with project beneficiary young people in their mixed youth groups. A few in-depth sessions were conducted within the group discussions using participatory rapid appraisal (PRA) tools and the Most Significant Changes. These discussions provided a broader understanding of how the VSLAs are operating as well as the future plans they have.

Key Informant Interviews (KIIs): Using a structured interview guide, KIIs was conducted with the project stakeholders drawn from project staffs, private business owners, and district and lower local government officials. The focus herein was laid on the project: performance, results, sustainability, challenges, and lessons.

Participant observations: The consultant also observed the different targeted project areas, youth enterprises and behavior (e.g., business management practices and changes in livelihoods) to validate skills-market match, local economic development, and the entrepreneur culture and confidence. Where acceptable, photos were taken and used to emphasized findings.

Cases studies: In the process of conducting participatory discussions, the ETE team documented case studies using a mix of personal and most significant change story to depict what worked well, what did not work well, how, and why (best practices, stories of change, and lessons, etc.). This method allowed the identification of what changed, the scope of change, what factors facilitated/curtailed those changes, and whether or not the changes are sustainable. Instead of the proposed five cases, only three cases showed some viable experiences that can followed up to longitudinally demonstrate trends of change on organizing young people into viable businesses.

2.6 The ETE Limitations

The ETE process experienced two major limitations, namely:

- The partial MIS. While savings and loans and financial data were well captured using the SAVIX and Tally Accounting systems respectively, reporting on all other project components was based on non-digitalized management information system. This delayed the reporting time given that output-based data were to be retrieved from different project performance reports and files and location. The consultants had to allow ample time for the project manager to assemble the data (with delayed work completion time).
- The duration of eight days allocated for actual fieldwork was too inadequate given the multi-stakeholder engagement and different components the project has. This was solved by the consultants adding another 5 days.

Below we present the evaluation findings.

3.0 Findings of the Evaluation

This part of the report presents the achievements made by the project in terms of its attainment of planned outputs, outcomes and impacts. It also presents the spillover effects of the project, challenges impeding progress and the best practices and lessons learned.

3.1 Relevance, Responsiveness and Internal Consistency

The ETE started by asking the question whether or not the project was relevant to the needs of young people and AFARD. Document reviews and interviews/discussions were used to collect data that would answer the questions: (i) To what extent is the project contextually appropriate and responsive to the needs of young people in the region? (ii) Was the project consistent with AFARD's Strategic plan and other projects? And (iii) To what extent was the project responsive to Uganda's national development priorities?

Below is the finding

3.1.1: Responsiveness to the needs of the targeted young people

Literature review of the 2016 YEEP baseline study revealed that the YEEP beneficiary youths were: married (75%) with an average of 4 persons per households. Only 30% had vocational, secondary and tertiary education. Only 3 in every 10 youth had attended any skills training. While 76% were employed, 67% of them were in agriculture sector (where only 11% grew horticulture and 0.3% reared poultry) without any good agricultural and business management and collective marketing practices and earned monthly UGX 25,254 (for only the 4 hours they worked daily). In addition, only 7% participated in local government planning process and 5% secured government budget support. Their participation in saving groups was minimal (51% were members with monthly savings of UGX 26,850. Only 22% accessed loans averaging UGX 11,182). No doubt, only 39% had productive assets with a financial net worth of UGX 1,656,655. Thus, 72% were asset poor; only 67% had normal to high self-esteem; women empowerment index was 42.3; 69% ate three meals of balance diet daily and child poverty was a rocket high (73%). These welfare challenges were confirmed by the youth focus group discussions as they noted that the project rightly addressing their most critical needs because they were very vulnerable – without any means of decent livelihoods. All KII respondents also echoed the vitality of YEEP in addressing the “forgotten majority – the illiterate and underemployed youth.”

3.1.2. Conformity with AFARD's Strategic Plan

AFARD is a local non-governmental organization whose vision is a, “Prosperous, healthy, and informed people of West Nile, Uganda.” Currently, AFARD works in six (6) districts of Nebbi, Zombo, Arua, Maracha, Yumbe, and Moyo targeting children, youth, women, and the elderly as the critical self-help actors for building resilient livelihoods. AFARD envision household who are food, income and productive asset secure, with productive (healthy and literate) labour force, and organized voice to demand for quality services from their local governments.

AFARD's has a 5-year Strategic Plan 2015-19 that aims to contribute to the socio-economic transformation of 150,000 vulnerable and marginalized people (from 857 self-help groups) for inclusive and resilient livelihoods. For social inclusiveness, AFARD primarily targets children, youth, women, Persons Living with disabilities and HIV/AIDS. A review of YEEP alignment with the strategic plan indicated that the project fitted under the below pillars.

Table 5: YEEP alignment to AFARD's Strategic Plan 2015-19

- **Pillar 2: Economic empowerment and asset building** to lift 65% of targeted households out of extreme [asset] poverty through farming as a business, savings and credit with a purpose, microenterprise development, vocational skilling and market/financial linkages.
- **Pillar 4: Community-led advocacy** by community organizations to ensure responsive and accountable local governance through political capabilities development of beneficiary communities to enable them take center stage in local planning, implementation, and monitoring (social accountability).
- **Pillar 5. Community group strengthening** to ensure that each targeted group is a member-owned and –managed group loan scheme through village saving and loan scheme and institutional strengthening and organizational development.

In terms of integration with AFARD's community development projects, the evaluation team found out that post YEEP, first AFARD adopted an integrated youth programming approach. This has resulted in the inclusion of youth in a number of the on-going projects namely, the: Manos Unidas funded Jangokoro Food Security Project; Sall Family Foundation funded West Nile Agriculture Improvement and Conservation Project (WENAGIC) Project; Austrian Development Agency/HORIZONT3000 funded Secure Livelihoods for South Sudanese Refugees and Host Communities; AWO International funded Secure Food and Income Security for Refugees and Host Communities; and Danida funded DAR3 programme. These projects conduct joint managers' meetings and cross-learning in order to build internal lessons and systems for youth programming and accounting.

3.1.3. Responsiveness to National and District Local Governments Development needs

Literature reviews and Key Informant discussions revealed that YEEP was well aligned to a number of national and local government development agenda. Foremost, the World Bank 2016 Uganda Poverty assessment report shows that 35% of the population is poor and this figure is 44% for northern Uganda where the project was implemented. This indicates that the project intervened in a region in need of poverty reduction. More so, nationally, the project was well aligned to many current government initiative to address the critical challenge posed by high youth unemployment using a three-pronged approach, namely: (a) Enterprise development through access to finance such as the Youth Venture Fund, Graduate Venture Fund, and Youth Livelihood Programme; (b) Skilling programmes for youth who lack adequate marketable skills through mainstreaming entrepreneurship programmes; and (c) Strengthening private sector investment through enabling environment so that more jobs accrue to youth. A critical review revealed that YEEP contributed to:

- The *Uganda Vision 2040* whose mission is to realize "a Transformed Uganda Society from a Peasant to a Modern and Prosperous country within 30 years;
- The *National Youth Policy 2001* that promotes productive employment for effective youth participation in national economic growth and development;
- The *National Development Plan (NDP) 2015-20* goal which include: i) Increasing household incomes; ii) Enhancing quality and availability of gainful employment; and iii) Promoting innovation and industrial competitiveness. YEEP equipped the underemployed youth with non-formal employable skills and positive values and attitudes, supporting start-up opportunities for employment and wealth creation;
- The *Peace, Recovery and Development Plan for Northern Uganda* (PRDP –Strategic Objectives 2 of rebuilding and empowering communities (especially in the livelihood support) and Objective 3 of revitalization of the economy especially on production and marketing enhancement and land, environment and natural resource management components. YEEP provided youths with relevant marketable skills that enabled them to gain access to the labour markets;
- The *Agriculture Development Strategy and Investment Plan (DSIP II) 2015-120* that seeks to increase rural incomes and livelihoods through increasing agricultural production, productivity, profitability and competitiveness, access to markets and creating an enabling environment for

the private sector in agriculture.” YEEP promoted agribusiness as a viable gainful employment pathway for secure job and increased incomes;

- The Ministry of Gender, Social Development and Labors’ 5-year *Youth Livelihoods Programme*, which targets the reduction of youth unemployment through the promotion of economic participation of unemployed youths mainly by financial assistance. YEEP beneficiaries through advocacy gained access to this fund to boost their business growth.
- *BTVET Strategic Plan (2011-2020)* or Skilling Uganda that focuses on productivity enhancement and equitable access to skilling opportunities. The training of youth created a pool of skilled human resource that ably entered and stayed in the labour market through self-employment.
- *Financial Inclusion Strategy 2017* that seeks to facilitate access to financial assets and knowledge among rural populations. VSLA and financial literacy provided opportunity for targeted households to access where to save and take loans and gain skills to manage their personal finances.
- *National Strategy for Private Sector Development 2017-22* that focuses on boosting enterprise development and industrialization. Entrepreneurship training increased the uptake of loans from VSLA for IGAs and adoption of best business management practices.

Discussions with District and Sub county Local Government leaders and review of the district and Sub county development plans of the project districts further revealed that YEEP has also rightly fitted within their increasing need for youth employment. Local government officials noted that generally YEEP met the expectations of district local government as it addressed the core issues of youth unemployment – lack of marketable and management skills and limited access to capital. These were met through VSLA formation, various trainings, and provision of start-up kits. According to Mr. Okumu Martin, Community Development Officer Wadelai sub county:

YEEP has helped the sub county fulfill its development plan and budget by supplementing the budget that we could not implement due to limited funding from central government. In addition, it helped us to disburse our Youth Livelihood Funds to mature and enterprising youth from whom we are not facing any recovery challenge.

3.2 Effectiveness

The ETE explored whether the project in two years has been able to achieve its initially planned outputs. Reviews of project contracts, plans, annual narrative reports, and management information system and interviews were used to collect data that would answer the following questions: (i) To what extent has the project achieved its originally planned results - outputs and outcomes? (ii) Which project component demonstrates high effectiveness – agribusiness and vocational skilling, and why? (iii) How has internal monitoring and learning improved implementation? And (iv) What (f)actors (dis)enabled the achievements of project results?

Below we present the results.

3.2.1: Participation and perception of beneficiaries

The project database and report review showed that YEEP supported 2,500 youth organized in 125 youth-led VSLAs to join the labour market in the following trades (see table 6 below).

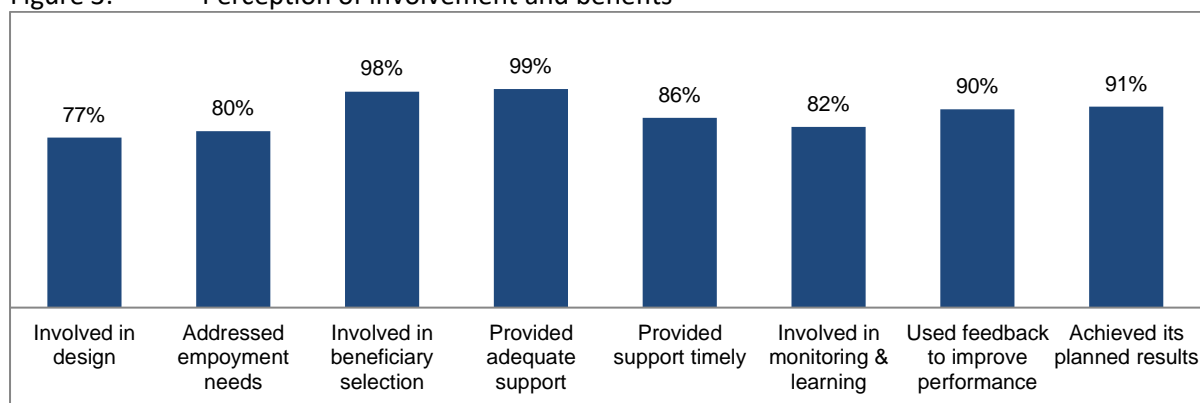
Table 6: Number of youth supported by preferred marketable trades

| Marketable trades | Total | | |
|------------------------------------|------------|--------------|--------------|
| | Male | Female | Total |
| Catering and Hotel management | 3 | 106 | 139 |
| Hair dressing and saloon | 38 | 200 | 238 |
| Brick laying and concrete practice | 42 | 1 | 43 |
| Carpentry and Joinery | 62 | 0 | 62 |
| Painting and decoration | 10 | 4 | 14 |
| Motorcycle repair | 95 | 0 | 95 |
| Bakery and confectionery | 0 | 36 | 36 |
| Soap making | 25 | 11 | 36 |
| Onions | 234 | 515 | 749 |
| Tomato | 55 | 115 | 170 |
| Poultry | 285 | 663 | 948 |
| TOTAL | 849 | 1,651 | 2,500 |

To get the active participation and perception of YEEP beneficiaries, the individual surveys asked to what extent the youth agreed (scale of 1 strongly disagree to 5 strongly agree) with participation and benefit questions. Figure 3 shows that to a large extent many youth were highly involved in the project cycle management – an evidence of a greater use of participatory management practices. In addition, they greatly rated the achievement of the project. In the FGDs, the youth pointed out that “we always dialogued with the project officers on group work planning, group management, when inputs and trainings were needed, etc.” This engagement is evident from 98% of the youth self-selecting their youth-led VSLA members; 82% involved in monitoring and learning events and 90% indicating that their feedbacks to the project team were used to improve implementation.

The KIs with local government officials also revealed that the relevant government departments including Production and Marketing and Community Based Service Department were adequately involved in the identification of benefiting Sub counties, provision of career guidance for youth to select their marketable trades, and joint activity monitoring. They also indicated that they got regular up-dates from the project implementation team on progress of the implementation. The evaluation team also saw a number of project briefs shared with the EU Task Manager.

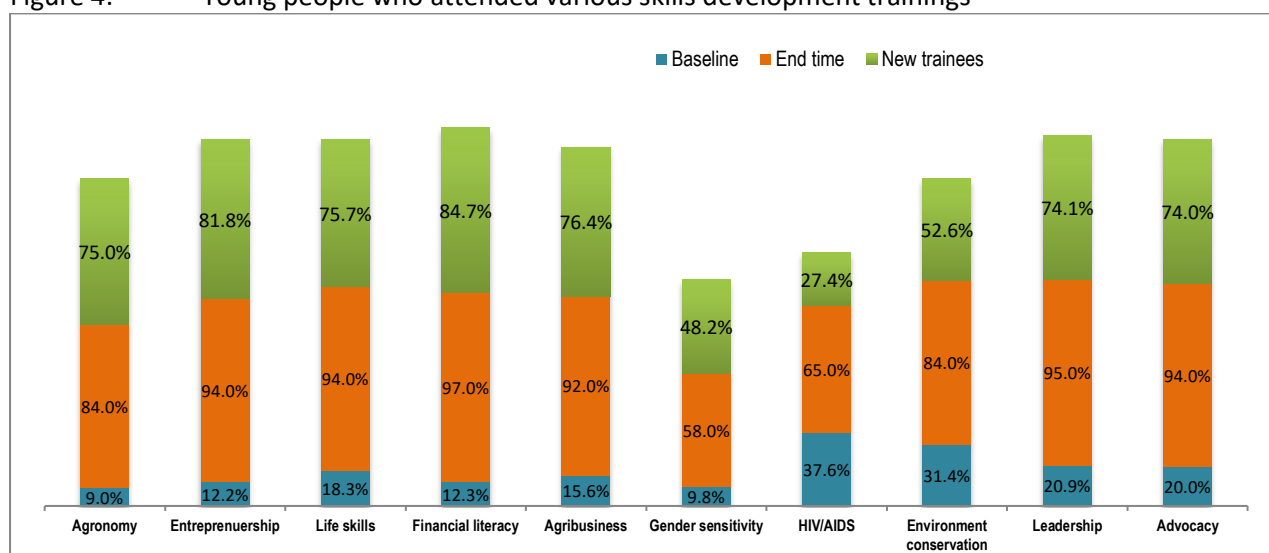
Figure 3: Perception of involvement and benefits



3.2.2: Participation in trainings

The key tenet of YEEP was capacity building of youth to improve on both their social life skills and gain employment opportunities. The youth survey asked about respondents' participation in the various trainings that were provided by the project. Figure 4 compares the finding with that at the baseline. It evidently shows that many new youths got opportunities through the project to attend new trainings as one young female pointed out during the FGD that, "for some of us who did not have the means to afford education, without YEEP we would not be knowing what we know now. The project provided us with many training opportunities that enabled us to learn new aspects of life." Figure 4 shows that the project provided trainings for 07-08 out of every 10 new youth in the areas of agronomy, entrepreneurship, life skills, financial literacy, agribusiness, leadership and advocacy.

Figure 4: Young people who attended various skills development trainings

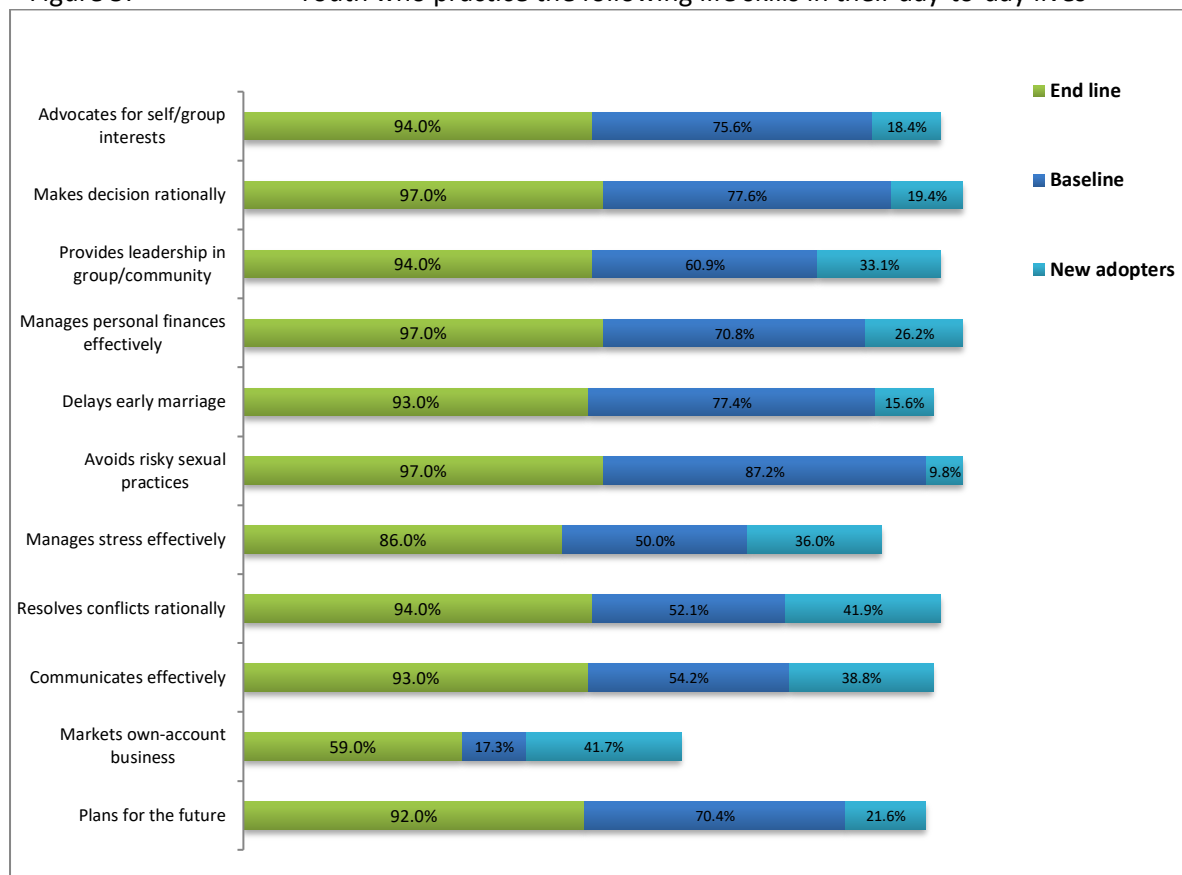


3.2.3: Effectiveness of trainings

Two sets of questions were used to assess the effectiveness of the various training that were delivered to the beneficiary youth, namely practicing core life skills and the adoption of good agricultural and business management practices. Figure 5 below shows the extent to which the youth practice the various life skills taught meant to enable them manage their day-to-day lives in creative and productive ways. Evident is that while many youth now practice most of the taught life

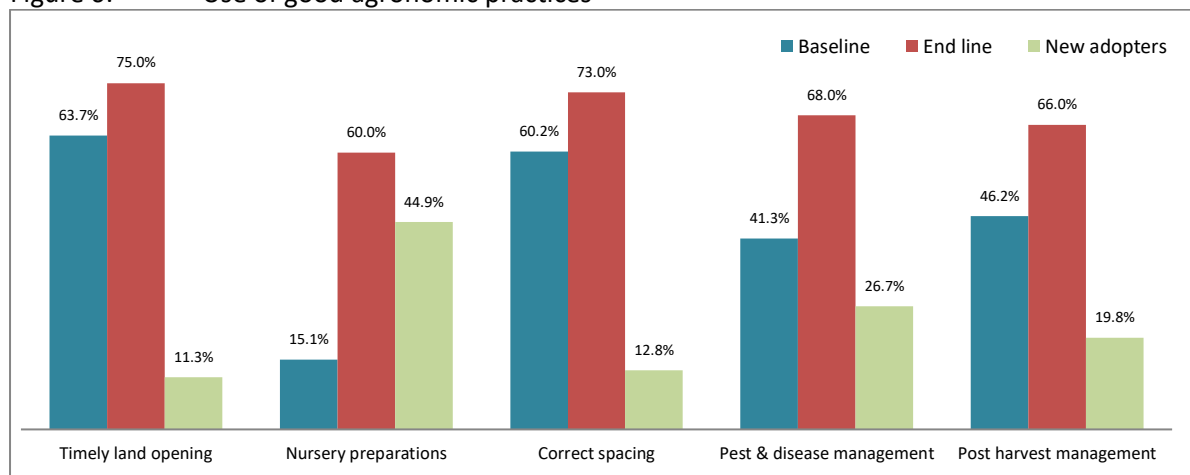
skills, the total gains (as shown by new adopted) is small because a number of the youth had some of those skills before.

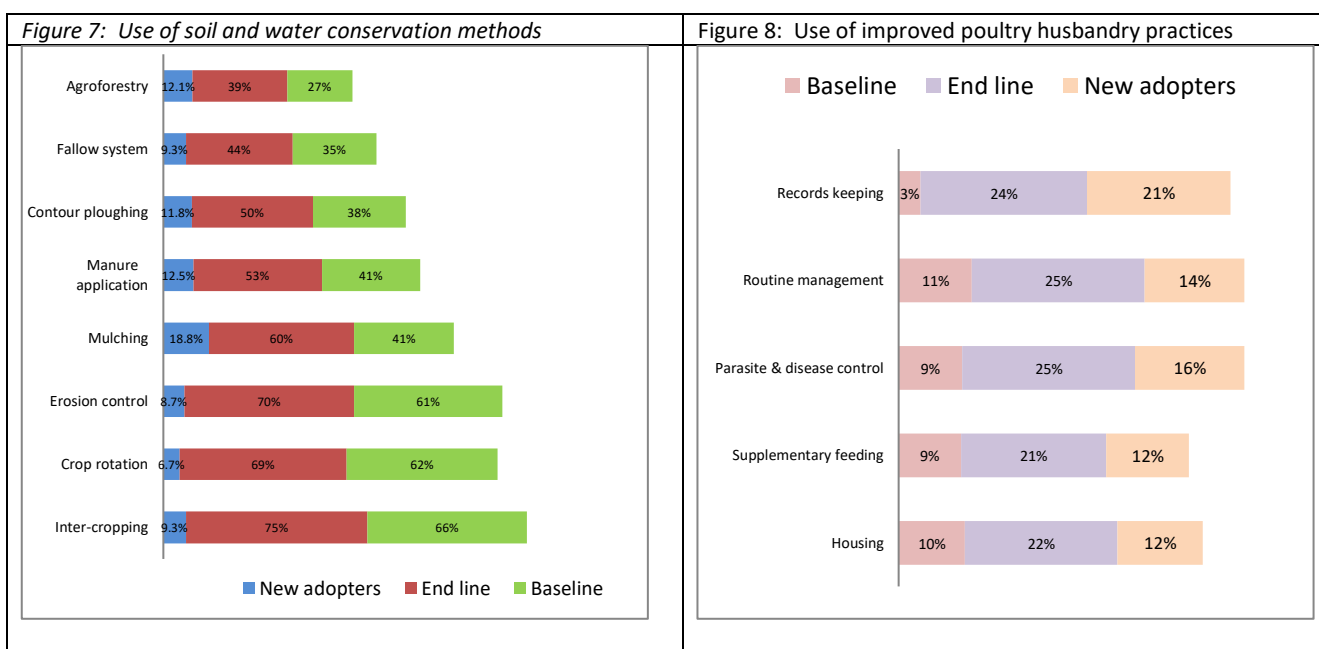
Figure 5: Youth who practice the following life skills in their day-to-day lives



In terms of adoption of good agricultural practices, no marked improvement was made in good agronomy (figure 6), environmental conservation (figure 7) and poultry management (figure 8). The project mainly improved selected practices in the areas of intercropping (66%), crop rotation (62%), erosion control (61%), and nursery management (45%). Livestock husbandry was least adopted. Discussions during the FGDs revealed that unlike horticulture that involves a systematic on-field engagement (thus driving easy adoption) for poultry many of the youth reverted back to the local free-range practices while they ventured into horticulture farming.

Figure 6: Use of good agronomic practices





In terms of the use of good business management skills table 6 reveals that no marked outcomes change has been achieved. Some fair gains were made in the ability to keep business records and separate personal family and business finances. These areas of focus were pointed out by the youth as “key triggers for monitoring business growth” and they are keen to know whether or not their businesses are making profits.

Table 7: Selected business management training outcomes (%)

| Selected indicators | Baseline | End line | New adopters |
|--|----------|----------|--------------|
| Has a registered business | 1 | 9 | 8 |
| Has written business plan | 4 | 22 | 18 |
| Keeps business records | 7 | 43 | 36 |
| Separates family and business finances | 13 | 47 | 34 |
| Conducts sales promotion | 4 | 27 | 23 |

3.2.4: Achievement of planned outputs

A summary of the outputs delivered in the three annual reports is summarized in annex 4. It is evident that the project’s overall performance was impressive. Almost all planned outputs were delivered.

3.2.5: Contribution of project monitoring to learning and accountability

The evaluation team found out that the project was monitored using both digital and manual M+E systems. VSLAs and finance were tracked using the computerized software (SAVIX system and tally accounting). However, project outputs were monitored using AFARD’s established integrated M+E system. All project staff played a role of monitoring progress and reporting weekly during the staff meeting. Monthly, the Project Manager also conducted field visits and reported to the Managers’ meeting (a platform for sharing experiences). PSC members conducted periodic independent spot visits to ascertain progress. Finally, the project partners also held joint periodic visits and knowledge sharing meetings with local government officials.

3.2.6: Key drivers for outputs attainment

The direct project implementation team during the KIIs attributed their achievements to:

- The long-standing history of AFARD (since 2004) with youth employment projects provided ample lessons and recommendations to draw from.
- The enterprise analysis that was conducted at the very start by the PSC set a basis for the promotion of high impact employment opportunities. In addition, the multiple employment pathways that were included in the design enabled many youth to find at least a vocational aspiration opportunity. This strategy enabled the team to enroll and retain youth, negotiate contracts with competent TVET and deliver youth for trainings.
- The participatory provision of career guidance and counselling to youth together with local government officials and in the presence of parents, guardians, or spouses helped the youth to work together with their family members in the identification of vocational trades, co-funding the trainings and start-up capital as well as gaining moral support.
- Regular monitoring and supervision by management of project staff and by the project staffs to the groups provided the impetus for achieving results. A youth FGD joked that, “you cannot relax in this project because the project officer will sooner or later catch up with you.” Equally, the multi-stakeholder partnership approach of the project design provided many strengths to the project team e.g., private sector desired for outputs; CSO culture of results tracking; and local government demand for accountability.
- The provision of multi-dimensional skills training (both technical and foundational) enticed the youth to look at life holistically and this changed their attitudes towards work. Many realized that “before we used to only joke with work. Never did we know that work needs skills and commitment,” reiterated one youth.
- VSLA provided the bedrock for youth mobilization, training, and start-up capital and operating capital. The social inclusion and cohesion youth got by their membership in VSLA enabled many to remain attached to the project.
- Participatory management approach enabled the team to work together in setting targets, reviewing progress, and solving challenges. All the Project Officers noted that through annual performance review, weekly joint output planning, timely financial disbursements, and routine assessment and mentorship, they were able to timely implement planned activities, and track outputs versus fund utilization.

3.3 Efficiency

The ETE also asked whether or not project resources were used in the most cost-efficient way. Reviews of project plans, budgets, annual narrative and financial reports, and interviews were used to collect data that would answer the questions: (i) To what extent was the project cost-efficient? And (ii) Could the project have been delivered cheaply by other approaches?

Below is the finding.

3.3.1 Financial Management

The evaluation team found that AFARD had a prudent financial policy and control system built over the years of engagement with EU funding. The partner CEGED was disbursed funds quarterly and timely based on jointly agreed upon outputs and timely accountability. Action planning and budgeting process was participatory involving both the PSC and Project Officers. Finally, periodically, AFARD finance staff carried out on spot visits to CEGED to provide technical backstopping, review book keeping, accountabilities and reports.

3.3.2 Procurement Procedures

The evaluation team also found out AFARD and CEGED shared procurement roles given their geographical location. Prequalified service providers and bid evaluation committees were in place to ensure integrity, accountability and value-for-money. AFARD disbursed funds to CEGED to procure required project inputs based on their financial policies and manuals while guaranteeing transparency and value for money. However, some bulk purchases were conducted centrally for instance, seeds, spray pumps, watering cans, poultry, vocational kits from credible firms.

3.3.3 Cost optimization

The project teams noted that with rising inflation and collapse of the micro-franchise pathway, the approved budget was insufficient to effectively reach the 2,500 youth planned for. To ensure that they effectively used the available funds they adopted cost optimization strategy. Youth in agribusiness were modeled to start with small farm sizes (quarter an acre) to test their ideas and build learning curve before they can increase their acreage. In addition, the VSLA was remodeled to innovatively include “agro-input savings” so that in the next production cycle a youth has funds to add onto his or her saved seeds. Finally, these strategies promoted an indirect youth co-funding for inputs. This enabled the project to achieve its results with small per capita cost.

3.3.4 Human Resources

The project employed 05 full time competent and experienced staff and productively engaged them in the delivery of the project results. Weekly meetings helped to plan and account for all outputs as well as draw lessons from the field timely. Output-based timesheets was used for salary payments. The staff during the KII revealed that periodic refresher trainings/learnings during quarterly review meetings helped them a lot to remain focused on results hence achieving project outputs.

3.3.5 Logistical Resources

YEEP procured adequate logistics (a vehicle, motorcycles, digital cameras, and computers) to ease mobility, process tracking and reporting of the project team. In addition, the project also benefited from AFARD’s infrastructures (vehicles, computer, generators, and other project staff). The project assets and equipment were well maintained.

3.3.6 Cost comparison

A review of the project cost and its comparison with other similar projects at the current prevailing market price revealed that YEEP was a low-cost project. Its per capita cost per project beneficiary was a dismal €222 (although this cost excludes in-kind contributions from the beneficiaries). This cost option was noted by AFARD management as a result of offering bundled services; an art they have perfected in the last one decade. This cost is both affordable and efficient when compared to the current programme financing for instance the EU Skills Development Fund estimates a cost per youth trained in non-vocational skills at €600.

3.3.7: Return on investments

A further analysis of the efficiency of the project explored basic returns to investments. Table 8 below shows that of the total project expenditures incurred (€555,555) already the whole of it has been recovered. The youth earned €1.73 for every €1 spent on their skills development through their self-employment income generation and VSLA savings (i.e. €0.73 extra). This analysis indicates that financially the project investment was feasible and will have more lasting benefit because both the VSLAs and the own-account enterprises were on-going.

Table 8: Average returns on investment

| | Expenditure | Returns | Return/Investment |
|--|-----------------|-----------------|-------------------|
| Skilling, start-up kits, management for employment | €555,555 | €811,287 | €1.59 |
| VSLA savings | €555,555 | €152,086 | €0.27 |
| Total project costs | €555,555 | €963,373 | €1.73 |

Note: The conversion rates were: € 1= UGX 4,200 and job income was computed on 30 months for 2,434 youth in self-employment.

3.3.8: Partnership and collaboration

For effective resource mobilization to be achieved in any partnership model of project implementation, effective collaboration is paramount. The evaluation team found out AFARD and CEGED exhibited a cordial implementation approach. The leaders of both organizations maintained an open door policy in supporting implementation. Emerging issues were discussed transparently and co-funding challenges were shared. It was also reported that AFARD and CEGED are continuing to mobilize funds together (e.g., under the Enabel's SDF call for proposal)

3.3.9: Accountability and learning

To explore how accountability and learning were mainstreamed, the evaluation team asked about how the project was accountable to its stakeholders. It was found out that the project through joint monitoring with youth within their groups and with local government leaders, the project team kept all key stakeholders informed. Particularly for government level monitoring, the practice of merging field visits together with feedback meetings enabled the project team to learn from the local governments' critical areas of progress and gaps for redress.

3.3.10: Visibility

YEEP adhered to EC visibility guidelines. Project assets, documents, letterheads had EC logos on them. The T-shirts and caps, banners, and stickers that the project produced also had EC logo. Efforts were also made to ensure that all stakeholders engaged in any of the project activity were aware of the funding by the European Commission.

3.4 Outcomes/Impacts of the Project

The ETE assessed the evidences of changes in the lives of beneficiaries and the project value added to its stakeholders. Individual survey and interview/discussions were conducted to collect data that would answer the questions: (i) To what extent has the project achieved its planned outcomes and impacts? (ii) What changes – positive or negative, direct or indirect, intended or unintended – have the project caused in the lives of the targeted youth? (iii) What “value added” did the project provide to stakeholders – co-beneficiaries, training providers, and local government?

In answering this section, attention was paid to the redrawn project result map (see figure 1). It was clear that the project formed 125 VSLAs with 2,500 members (67% females) and trained 883 youth in non-farm vocational skills, supported 66 youth to join formal employment, and enrolled 1,551 youth in agribusiness. Due to the inability to conduct a quasi-experimental survey due to limited funding, we conducted “effect analysis” without a counterfactual analysis by exploring the changes using “a beneficiary attribution method.” The impressive findings are below.

3.4.1: Use of various skills acquired

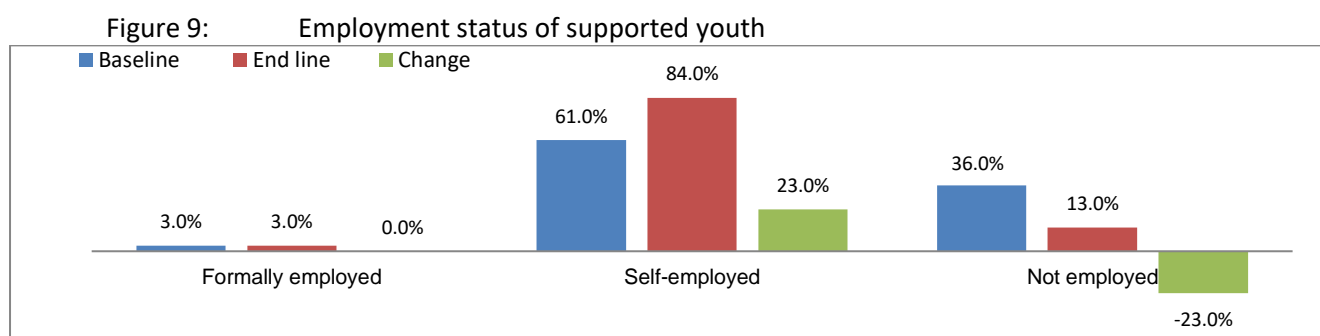
Section 3.2 above detailed the various trainings that YEPP provided for the youth. Figures 5-8 and table 7 show that these training opportunities enable many new youth to adopt new technical, life, finance, and business management practices. For instance, during the FGDs youth intimated that before the project intervention:

I was a perpetual fighter. I hardly listened to any other people’s views. I thought only my views were correct. Anybody who disagreed with me would make me furious and always this ended into a fight. However, after the training, I learnt that we all have our views and it is better to discuss and agree on what is correct, peacefully. This made me to stop fighting (Okello, A. FGD1).

Farming was a routine activity that I never thought could make me somebody someday, given that my parents and grandparents are all poor because of farming. All I did was without much commitment. I farmed very small plots for after all I knew it could not bring in big income. However, with the agribusiness training and change of crop (to onion), I realized that I can also earn more money as those in offices. This made me increase on my work hours on the farm, commitment to my plot of land, and how to grow, harvest, pack and market my produce. Now I am able to build a Mabati (Iron roof) house that I hardly dreamt about (Grace, B, FGD4).

3.4.2: Youth entry into the labour markets

Figure 9 below shows that the project bundled service provision enabled many more youth to join the labour market. Overall, while the proportion of the formally employment youth remained the same as at baseline, more youth joined self-employment (23%) from being unemployed or family contributing workers. As seen below, the job markets these youth joined are more paying as compared to their incomes earned before.



3.4.3: Growth of youth businesses

Table 9 below further shows that for youth who started own-account enterprises for self-employment, their enterprises are growing. With the project support they were able to start and operate enterprises with higher values, working longer hours daily and days weekly and remunerate their workers better as compared to the baseline.

Table 9: Selected means values of selected youth business growth

| Variables | Baseline, 2016 | End line, 2019 | Difference |
|-------------------------------------|----------------|----------------|------------|
| Start-up capital (UGX) | 41,970 | 64,903 | 22,933 |
| Current business value (UGX) | 119,610 | 169,536 | 49,926 |
| Monthly income (UGX) | 25,254 | 46,664 | 21,410 |
| Number of hours worked daily (hrs) | 4.0 | 5.6 | 1.6 |
| Number of days worked weekly (days) | 4.7 | 6.0 | 1.3 |
| Monthly wages (UGX) | 2,381 | 7,884 | 5,503 |

3.4.4: Achievement of planned expected results

Table 10 below presents a summary of achievement of planned results. It can be seen that the project has achieved almost all its planned results. Many youth saved and took loans from their VSLA. With the loans added to the skills training, they were able to join the labour market mainly in agribusiness. Out of the 11 expected results, only 04 were not achieved fully. The failed micro-franchise was adequately handled through the use of contingency fund to enable 551 youth join agribusinesses.

Table 10: Achievement of planned project results

| Objectively verifiable indicators of achievement | Base line | End target | Actual End of project | Success rate (%) | Remarks |
|--|-----------|------------|-----------------------|------------------|-----------------|
| Expected Result 1.1: 125 youth owned and managed VSLAs are formed with 2,500 youth members with marketable skills and entrepreneurial attitudes for gainful employment | | | | | |
| R1.1: 125 youth-led VSLAs are formed with 2,500 youth members | 0 | 125 | 125 | 100 | Achieved |
| R1.2: 2,500 youth-led VSLA members are trained in entrepreneurship, life skills, and financial literacy | 556 | 2,500 | 2,500 | 100 | Achieved |
| R1.3: 625 youth are trained in non-formal vocational skills | 0 | 900 | 883 | 98% | Almost achieved |
| R1.4: 1,625 youth are trained in agribusinesses | 117 | 1,000 | 1,551 | 155% | Over achieved |
| R1.5: 250 youth are trained in micro-franchise business management | 0 | 500 | 0 | 0 | Not achieved |
| Expected 2.1: 2,500 youth are employed in formal jobs (4) and self-employment (96) in growth sectors with improved skills, productivity and enterprise performance | | | | | |
| R2.1: 95% of youth participating in the action access credit from their VSLA for business start-up or expansion | 21.6 | 95 | 98 | 103 | Achieved |
| R2.2: 96% of youth participating in the action starts own account enterprises that provides employment to both themselves and fellow youth | 81.2 | 96 | 88 | 92 | Almost achieved |
| R2.3: # of PSE employment opportunities secured for youth participating in the action | 28 | 100 | 66 | 66 | Not achieved |
| Expected Results 3.1: Youth-led multi-stakeholder engagements provided opportunities for at least 500 youth to access opportunities from LG, CSO and private sector | | | | | |
| R3.1: At least 50% of youth participating in the action actively participate in local government, CSO and private sector public engagement forum | 7 | 50 | 79 | 158 | Achieved |
| R3.2: At least 1,900 youth participating in the action are linked to finance and insurance institutions and input and produce markets. | 93 | 1,900 | 2,150 | 113 | Achieved |
| Expected Results 4.1: Implementing partners have improved capacity and methodologies for youth-led multi-stakeholder engagement benefiting a larger youth population in West Nile and beyond. | | | | | |

| | | | | | |
|---|---|---|---|-----|----------|
| R4.1: At least two best practices or policy briefs for youth economic empowerment are documented and shared | 0 | 2 | 2 | 100 | Achieved |
|---|---|---|---|-----|----------|

3.4.5: Achievement of planned outcome targets

Table 11 below shows a summary of achievement of planned outcome targets. Out of the overall 10 indicators, 50% was fully achieved. The youth in agribusiness adopted GAAP and provided employment opportunities for other fellow youth. Through advocacy, 728 youth from 25 groups accessed fund worth UGX 100,231,000 from local government, NGOs, and private sector firms. In addition, AFARD also secured 03-project funding for youth skilling (from Austrian Development Agency, Youth Leadership in Agriculture, and Private Sector Foundation Uganda).

However, 3/10 targets were not achieved. The KII with local government officials revealed that a short-term project of 3-years will most likely not achieve a passing of an ordinance because the entire process is cumbersome. For instance, in Nebbi the approval of the ordinance on food security took almost 7 years. Such delays were echoed by Jangokoro Sub County as the reason why they rely on Council Resolution. One resolution they adopted was to ensure that YEEP supported youth get access to Youth Livelihood Fund because they were well prepared technically and psychologically for business undertaking. A similar case was also pointed out in Jangokoro sub county. It can therefore be observed that although the project was ambitious in securing ordinances, it never fully failed. Local governments are using their Council Resolutions as a short cut to support youth employment issues.

Meanwhile for the low adoption of business management practices, the high illiteracy rate without a project component for literacy and numeracy contributed to the gap as a female beneficiary pointed out, "how do I keep business records when I do not know how to read and write." Finally, it was noted by the youth, local government officials and TVET trainers that formal employment market is very small in West Nile region. Skilled trainees who cannot set up own-account enterprises for self-employment normally find it hard to secure formal jobs.

Table 11: Achievement of planned intermediate outcomes

| Objectively verifiable indicators of achievement | Base line | End target | Actual End of project | Success rate (%) | Remarks |
|---|-----------|------------|-----------------------|------------------|--|
| Specific objectives 1: To improve the employability of 2,500 rural youth organized in 125 youth-led Village Savings and Loan Associations (VSLAs) through entrepreneurship, life skills, financial literacy, and technical and vocational skills training by 2016. | | | | | |
| SO1 Indicator 1: 75% of self-employed youth participating in the action adopted good business management practices | 15.7 | 75 | 30 | 40 | Not achieved |
| SO1 Indicator 2: 85% of youth participating in the action in agribusiness adopted GAAPs | 25.8 | 85 | 87 | 102 | Achieved |
| SO1 Indicator 3: 95% of youth participating in the action practice positive life skills | 63 | 95 | 91 | 96 | Almost achieved |
| Specific objectives 2: To promote access to gainful employment opportunities for 2,500 rural youth through agribusiness, microenterprises, micro-franchise, and formal jobs by 2017. | | | | | |
| SO2 Indicator 1: 95% of youth participating in the action are self-employed | 67.1 | 95 | 84 | 89 | Excludes 13% with inputs but not planted |
| SO2 Indicator 2: 5% of youth participating in the action are formally employed | 28 | 125 | 66 | 53 | Not achieved |
| SO2 Indicator 3: At least, 1,500 non-targeted youth are employed in enterprises owned by youth participating in the action | 974 | 1,500 | 1,890 | 126 | Achieved |

| Specific objectives 3: To strengthen the political capabilities of 2,500 youth to effectively dialogue with local government, private sector, and civil society actors by 2018. | | | | | |
|--|----|-----|-----|-----|--------------|
| SO3 Indicator 1: At least 2 ordinances or byelaws promoting youth employment are adopted by the action area local governments | 0 | 2 | 0 | 0 | Not achieved |
| SO3 Indicator 2: At least 500 youth participating in the action gained access to LG, PSE and CSO funding for their self-employment. | 60 | 500 | 728 | 146 | Achieved |
| Specific objectives 4: To build the capacity of the local CSOs implementing the action for better accountability, learning, and visibility by 2018. | | | | | |
| SO4 Indicator 1: YEEP implementing partners mainstream youth-focused programming and advocacy in their strategic plans | 1 | 2 | 2 | 100 | Achieved |
| SO4 Indicator 2: YEEP implementing partners attract additional funding for youth-based projects | 0 | 1 | 3 | 300 | Achieved |

3.4.6: Achievement of planned impact targets

The goal of YEEP project was to contribute towards the youth poverty reduction. To assess the extent to which the project reduced extreme poverty among beneficiary youth the evaluation team used the asset poverty measurement approach as proposed by Haveman and Wolff (2004).² Asset poverty measures a household/individual economic ability, using its tangible assets, to sustain a basic needs level of consumption during temporary hard times for a period of 3 months. Thus, a household is asset poor if its financial net worth is unable to meet its consumption needs at \$1.90 per person per day (purchasing power parity, 2005) over a 3-month period.

Table 12 shows that all the other impact targets were achieved except for the poverty reduction indicator. Self-esteem improved with assured jobs and reliable income, food security improved too and female youth realized improved empowerment status. Yet, although the financial net worth more than doubled from UGX 1.6 million in 2016 to UGX 3.9 million in 2019, only 10% reduction in asset poverty status was achieved (instead of the 18% expected). This was due to the rise in the average number of people per household from 4.2 persons to 5.1 persons (requiring additional UGX 646,380 every 3-months; a value much higher than the net income youth earned).

Table 12: Achievement of planned impacts targets

| Objectively verifiable indicators of achievement | Baseline | End target | Actual End of project | Success rate (%) | Remarks |
|---|-----------|------------|-----------------------|------------------|-----------------------------|
| Overall objectives: To contribute to youth inclusive economic growth and poverty reduction in West Nile region of Uganda through sustainable and gainful employment opportunities. | | | | | |
| OO Indicator 1: 25% reduction in extreme poverty (living below US\$ 1.90/day) | 72 | 54 | 62 | 33 | 10% of planned 18% achieved |
| OO Indicator 2: 50% increase in asset wealth (incomes, savings, and productive assets in UGX) | 1,656,655 | 2,484,983 | 3,959,992 | 159 | Achieved |
| OO Indicator 3: Improved self-esteem (score 15+) | 67.3 | 84 | 96 | 114 | Achieved |
| OO Indicator 4: Improved empowerment of female youth | 42.3 | 52 | 70 | 135 | Achieved |
| OO Indicator 5: 25% increase in food security | 68.8 | 86 | 90 | 105 | Achieved |

² Leonard, T., and Di, W. (2012) Reentering Asset Poverty After an Exit: Evidence from the PSID. Research Department Working Paper 1204. Federal Reserve Bank of Dallas.

4.4.7: Other positive changes in the lives of beneficiary youth

The various FGDs and KIIs with beneficiary youth, local government officials, project team, and TVET staff pointed out a number of positive changes in the lives of the beneficiary youth, as is summarized below.

a) **Aspirations and positive attitude towards hard work and self-reliance:** With skills, jobs, and reliable income, youth have aspiration for a better future life. Many have noted that their prosperity solely relies on their efforts. As a result, they reported a change in mindset from waiting for help to committing to hard work in order to earn more and do more. Those in agribusiness pointed out that “we rather spend our time in the field tending to our crops than wasting time playing games.”

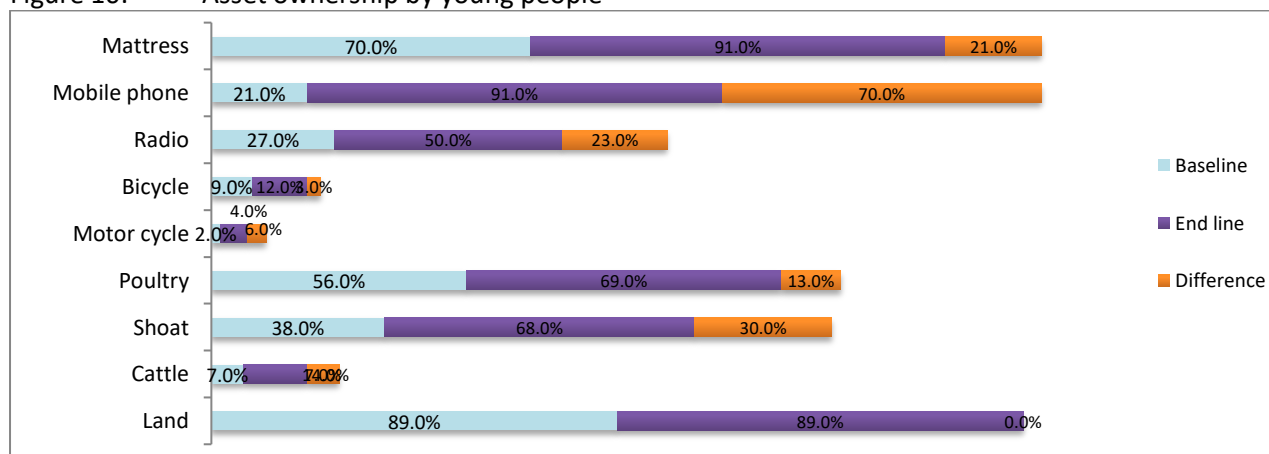
b) **Adoption of savings culture and planning for the future:** At the start of the project many youth were not enthusiastic to save. However, after the completion of their first saving cycle and realizing that from their enterprises they had more income, youth quickly adopted saving culture. Stamp values started to increase from UGX 500 per stamp to UGX 5,000 in many VSLAs. At the time of the study some VSLA were already with UGX 10,000 stamp value per week. More so, where the youth found that their VSLA maximum stamp value still left them with extra cash, they joined one or two other VSLAs. This change also came along with the need to plan the future – a goal to be achieved in a year. A youth during the FGD noted,

Before I joined YEEP savings was impossible. I had no reason to save also because without any plan, immediate consumption was satisfying. Now I have a plan to achieve therefore I save every money that I earn because I can only achieve my plan when I accumulate money for it. In addition, I am compelled to work to earn an income so that I can save come the weekly saving day.

c) **Improved gender relations among female youth:** With skills, jobs, income, and savings many female youth pointed out that they have better social position in their families and communities. While initially they had to depend on their parents/guardian/spouse to meet their needs, now they are able to provide for themselves. Many who could not afford basic necessities like body lotions and a pair of panties, petty coats, dresses, and shoes proudly narrated how they now are able to “walk in their communities without any sense of shame.”

d) **Accumulation of productive assets:** Figure 10 shows how in part the youth are saving and or investing their earned income. Productive assets they know as a source of wealth and security against livelihood and business risks as a male youth highlighted, “in 2017, I planted onions but because of the bad weather, I lost everything. I had to start again with the income from selling one of the two goats that I had bought.

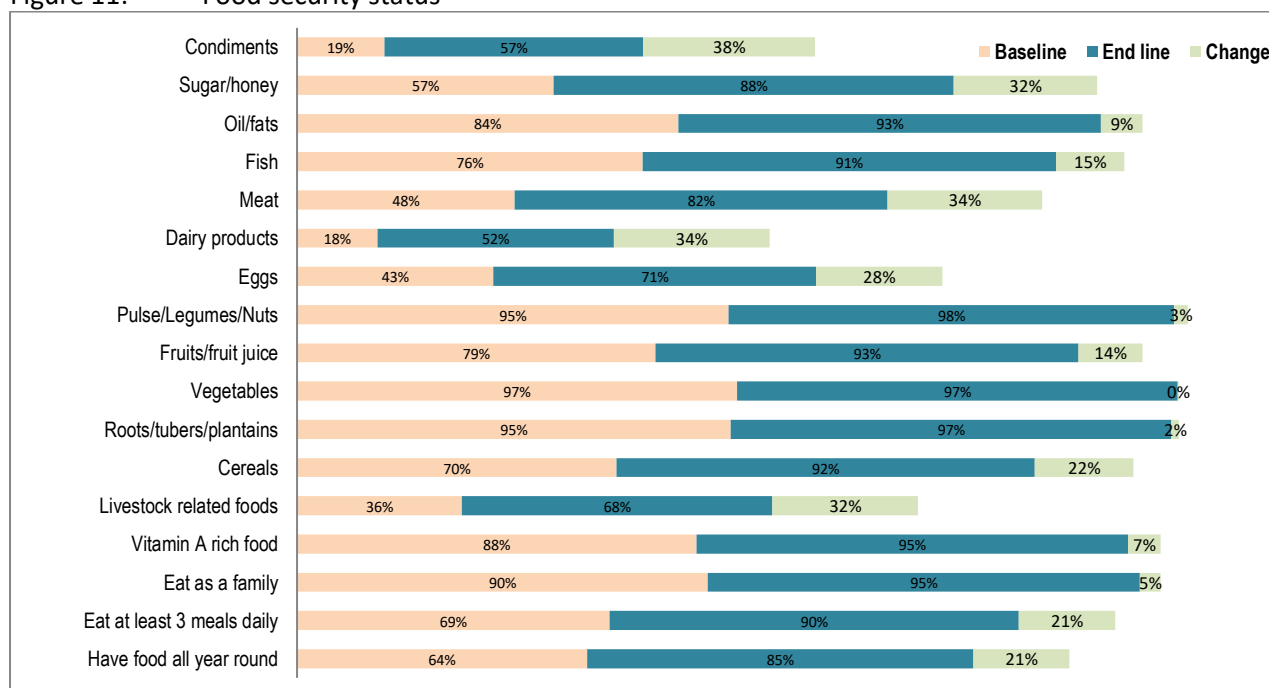
Figure 10: Asset ownership by young people



e) **Improved uptake of nutritious foods:** Given the importance of food in the definition of poverty in West Nile generally, the youth were also asked about the availability, adequacy and diversity of food in their households. Figure 11 shows that, the beneficiary households were able to sustain (and in some cases improve) their food consumption of the project period. A number of households (3 in every 10) were able to eat food initially considered for the rich – condiments, sugar, dairy products and meat. A married female youth had this to say,

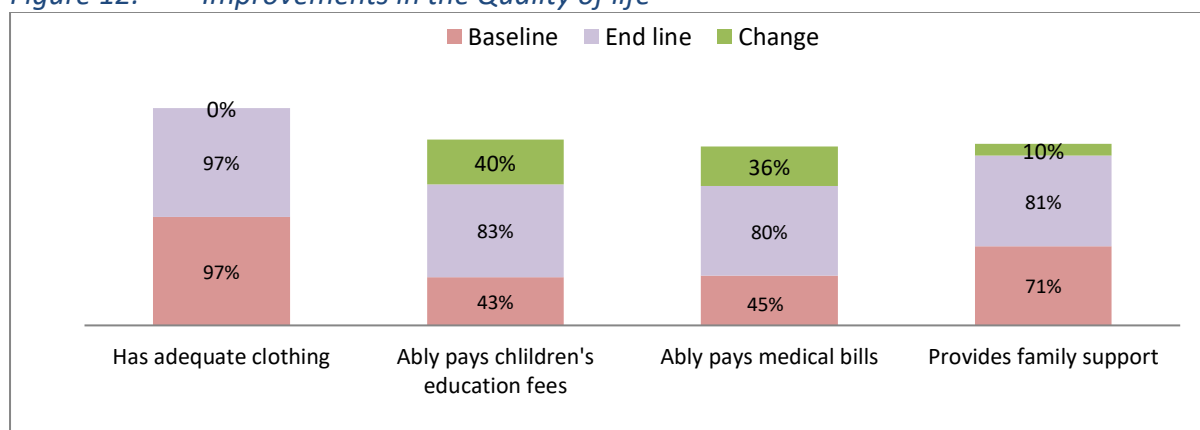
Before the project my family mainly ate green vegetables, roots and pulse. Meat and fish were foods we hardly thought about. Whenever I would ask my husband to save some money for these foods there would be quarrels in the house. This changed now. With my daily income from saloon, I am able to buy these foods without stressing my husband. Our family is now also able to feed well.

Figure 11: Food security status



f) **Improved quality of life:** “Life has changed for the better” was a word routinely echoed by the youth. Figure 12 shows that with jobs and income, targeted youth are able to improve on their family welfare. They have made gains in being able to meet education and health cost as well as providing financial support to their families.

Figure 12: Improvements in the Quality of life



- g) **Access to government space and funds:** As is a known norm, local government officials plan without the active participation of their beneficiaries. This approach has made it difficult for them to reach out to communities with approved projects. As an advocacy strategy, the project skilled the youth and facilitated dialogue meetings between them and their local government leaders. In addition, the project engaged local government leaders in joint monitoring of youth enterprises. By so doing, the project created mutual dialogue between youth and especially their local governments. This enabled 728 youths in 25 youth-led VSLA (20% of all formed youth groups) to access UGX 100,231,000 from their local governments to further their enterprises.

Case study 1: Empowering Youth through marketable skills training in Pakwach District

Ms. Giramia Flavia, a 25 years old single mother of two children, lives in Paten Ocayo village, Ragem Lower parish, Wadelai Sub County. She is a member of YEOP-supported Jingkumi Youth Group. Although she wanted to continue with education, lack of funds for school fees made her drop off in the third term of her senior two (S2) education. After dropping out of school in S2, Ms. Flavia got married in 2013 and within three years she had two children. As a newly married young woman coming from a poor family and having a husband with low income and quarrelsome who was always drinking sachet waragi Ms. Flavia “gambled with life” as she noted that meeting her family needs was no easy task. The frequent quarrels with the husband due to inadequacy of household requirements, the marriage became sour and they divorced. With children to look after, she turned to farming half acre of cassava that hardly made life any better as she notes, “feeding and clothing my children was a nightmare.”

Ms. Flavia attends to her customers in her restaurant

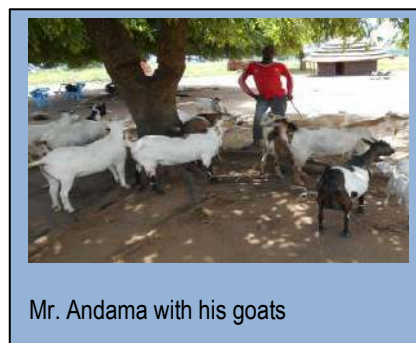


Ms. Flavia “gambled with life” as she noted that meeting her family needs was no easy task. The frequent quarrels with the husband due to inadequacy of household requirements, the marriage became sour and they divorced. With children to look after, she turned to farming half acre of cassava that hardly made life any better as she notes, “feeding and clothing my children was a nightmare.”

This condition started to improve when in 2017 YEOP provided her a 3-months training in Catering and Hotel management in Arua Multipurpose Training Institute and business startup kit. Immediately after her graduation, she took a loan from the group and started her own restaurant in Ojigo trading center. With a humble start, strict use of business management practices, and saving she has been able to grow her business. With the restaurant business experience, knowledge and available employment opportunity with the Ora irrigation company in Wadelai Sub County, she got formally employed by COIL limited working on the Irrigation site in Wadelai sub county as Food Store keeper where she is earning ugx 200,000 monthly to diversify her business. Earning regular income and savings has enabled her to accumulate productive assets such as 0.75 acre of land, 7 goats, 10 Chicken, bought a phone worth ugx 95,000 and a bed ugx 80,000. In addition, she has planted 2 acres of Cassava (1 acre in 2019 season A for commercial purpose and 1 acre planted in 2018 for food) and is still pay her children in Private schools and is also paying her sister who joined S 1 in Secondary school this year where every term she pays ugx 300,000. Her business is moving on well and she has employed 2 female youth whom she pays monthly wage of ugx 110,000 (60,000 and 50,000 respectively). Her future plans is to save money to open another restaurant at the Irrigation site since that is a business opportunity and also buy a Motorcycle for Bodaboda business (she has already saved ugx 60,000 for Bodaboda).

Case Study 2: Disability is not inability

Mr. Andama Machi is a 24-year old married youth with disability and 2 children. He lives in Ayabu East village, Wadelai sub county, Pakwach District. In 2016, Mr. Andama cried out loud to YEEP project team during community sensitization about his marginalization from all government, projects. This was how the Project Officer gained interest in him and finally he was enrolled as a member of Young Generation Youth Group.



Before I joined YEEP group, I was engaged in subsistence farming and did not regard farming as a business. Every season I would grow two acres of simsim, maize, sorghum and half an acre of cotton for food and cash. However, given the poor yields and low prices added to family food needs, I would only earn about UGX 120,000 (US\$ 34) every season. This money was very inadequate to meet our basic needs. Often I would fail to pay for medical cost should the children fall sick. These deplorable conditions distressed me a lot.

With continuous trainings on farming as a business he received, he selected to grow tomato. In the beginning of 2018 He grew 0.4 acre of tomato and harvested clean 53 boxes that earned him UGX 1.6 million. The UGX 1.6 million him increase his weekly group contribution to UGX 5,000 from UGX 2,000 per week. With increasing share out value, my loan eligibility amount also increased.

The significant change came in August 2018 when I borrowed UGX 300,000 from the group saving and started a goat selling business in Ojigo trading center. I sell 2 goats per market day each at an average of UGX 95,000 and I now earn UGX 760,000 per month that I had never thought of getting. With having money all the time Mr. Andama is now able to comfortably pay school fees, buying scholastic materials for their 2 children in private day primary school and nursery school and take his family members to private health facilities for treatment. He also boasts that the money has enabled him go for rehabilitation and buy one cow. Now Mr. Andama has abandoned the growing of simsim and cotton as he said, "The money that I earn from half acre of tomato and the sale of goats is more than what I used to earn from two acres each of simsim and cotton. I was wasting my time and sinking in poverty every season.

Mr. Andama plans to diversity his business into selling agricultural produce including beans and cassava to boost his income, build himself a permanent house, acquire other key household assets including mattresses, cushion chairs and provide business mentorship to her group members and other members of the community.

My wife is very happy with me and she supports me in doing the business. Our family is no longer stressed with paying school fees, medical bills and meeting other daily needs. We are assured of food all the time and sometimes help other community members with food when they are in need.

Case Study 3: Skilling with Village Savings and Lending Association (VSLA) Transforming Youth Livelihood

YEEP project in Pakwach district sought to provide employment opportunities for disadvantaged youth. Mr. Ociran Felix a resident of Ojigo East village, Mutir parish, Wadelai Sub County is 25 years old and married with 2 children was one such a youth as he said,

Me and my 6 siblings were orphaned in 2004 when I was just 12 years old and Had to fend for the family. I started growing sesame, rice and cotton for cash and sorghum, cassava and millet for food. With the crop yields declining every year, food availability became difficult and life was difficult to the extent that I could not raise the income to pay school fees for my siblings and 2 of my siblings who were in primary five (P.5) had to drop out of school and marry.



It is this condition that compelled Mr. Ociran to join Ojigo East Youth Group in November 2017 after hearing from Mr. Amos the CBT during the youth sensitization meeting where he inspired us about the opportunity to join a group with VSLA where we could be trained in marketable vocational skills, save weekly, take loans for businesses, and also invest after the share-out period since the money would be a lump sum payment. “This intrigued me a lot given that I was never a member of any group,” said Mr. Ociran. I therefore joined Ojigo East Youth Group where together with other youths we started to save and borrow.

In April 2018 when AFARD requested our group to identify group members to go for vocational skills training for 3 months under YEEP, I was selected as one of the participants and I chose carpentry and joinery. As a result of the vocational skills training, the 2 tables I made during the training that I sold and VSLA in their group, he noted, he was able to raise money to buy timber to start his carpentry business. On June, 2018 when Mr. Ociran came back from the training he sold his 2 tables each at UGX 60,000 and got UGX 120,000; Mr. Amos paid him UGX 60,000 as labor for making his shop shelf and he requested the elders to allow him cut one of the trees on their farm to provide him the timber for the start-up. The elders granted him the right to cut the tree and he produced 12 pieces of 12*1 inches, 8 pieces of 6*2 and 8 pieces of 4*2 inches of timber. With the UGX 180,000 and the 20 pieces of timber, Mr. Ociran was ready to start his furniture workshop. With the skills acquired during the training, start-up kits, money and the timber Mr. Ociran was able to make 2 sets of chairs, 2 sets of tables and 2 beds that he sold at UGX 700,000 in 4 months. With adequate income now Mr. Ociran bought more materials including vanish, wood glue, sand paper, timber and nails, 1 cow, 6 goats, 12 chickens, and a solar system, 1 bicycle and able to pay rent for the workshop pay school fees for his siblings and his children comfortably. Besides, Mr. Ociran now contributes UGX 6000 every week in the VSLA compared to UGX 4000 only that he used to contribute before the business, pay a loan UGX 200,000 with ease and he is also training 4 other youths.

With the readily available money to borrow from the VSLA, money to re-invest in the furniture workshop and the increasing demands for furniture products, Mr. Ociran has been able to expand to a business value of UGX 2,000,000. He plans to buy the better expensive tools including bench vice, long sash cramp and spoke save that he does not have, take his children to better private schools in Pakwach and Kampala and construct a permanent house for his family. Mr. Ociran was happy to say,

Now I have no problem at home as I am able to pay school fees of my children, meet the family medical bills, feed the family well and contribute to community activities. I am a sole furniture supplier in this village. I have managed to attract clients from other villages, parishes and sub counties because I produce quality products.

3.4.8: Negative effects of the project

Apart from the positive changes that the project has impacted in the lives of the youth, there were some negative unintended results too, namely:

- Local government leaders noted with concern the rise in anti-social behavior among some few supported youth. It was reported that they engage in all night disco dance with heavy drinking and sexual misconduct. This is a sign that these youth are unable to effectively practice the life skills and financial literacy they were taught. Instead of saving and investing their money, they are engaged in reckless consumption.
- It was also reported that for the youth involved in saloon and restaurant businesses, their high use of un-recommended polythene bag (kavera) is causing environmental concern because they do not dispose these kavera well. In some cases, like in Wadelai, it has also caused conflict with neighbors and local authorities.

3.4.9: Project value-added to stakeholders

The evaluation team also assessed the benefits that the project had on its stakeholders. This is highlighted below:

- To AFARD, YEEP enriched its youth programming. Apart from providing opportunity to execute its strategic plan, the lessons learnt have been critical in project development and therefore grant winning. In addition, from YEEP AFARD has been able to improve the VSLA methodology and mainstream it in all its programmes.
- To CEGED, the project enabled it improve on its financial and programme management system. By adopting regular meeting the project team was able to bond well and learn from each other. Meanwhile the technical support from AFARD's finance team enhanced its timely and quality reporting.
- To TVETs that trained the youth, they reported that the project gave them visibility and business growth. The Principal of Nile Farm Institute echoed that the project enabled us to increase our enrolment. Some of the youth we trained under non-formal scheme, finally returned with self-sponsorship for formal certification. These former graduates have also been instrumental in marketing the TVETs.
- Finally, to local governments the project provided them political capital with both the youth and their communities. The KIIs highlighted that through the project, political leaders were able to remote communities where they initially had no projects. The project also helped them to identify and disburse youth livelihood funds to serious and committed youth who are able to repay the loan. In both cases, the leaders noted that "now we have support in those villages come an election."

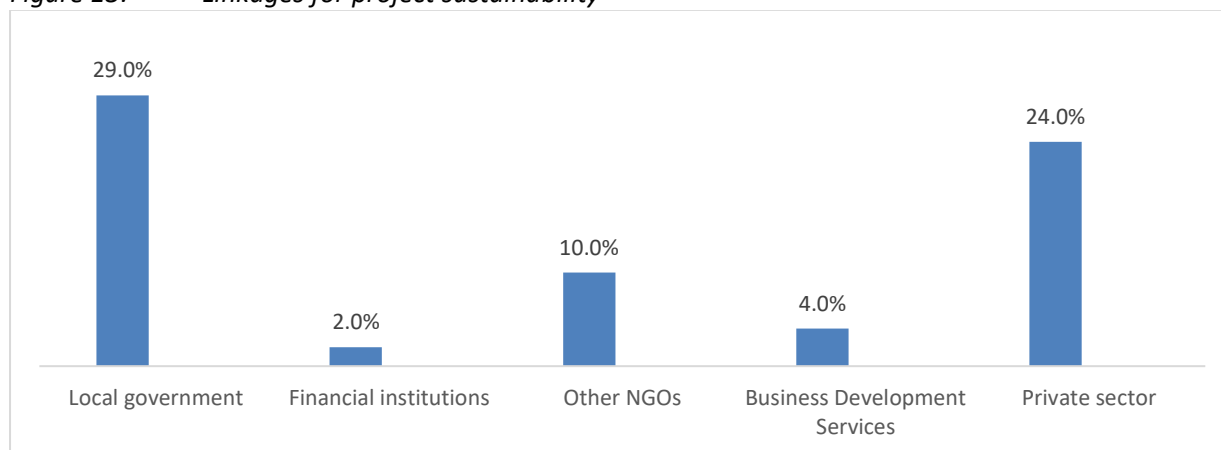
3.5 Sustainability

To ensure that the gains attained these far have lasting impacts, interviews and discussions were held with the direct beneficiaries and project support agencies around the key questions: What strategies – planned or not – are in place to ensure continuity of project benefits beyond project funding?

Below is the finding.

The findings from the ETE of the different implementation strategies in place to secure the project's sustainability showed mixed results. Figure 14 from the individual beneficiary youth survey show that there are no strong established linkages in place to sustain the gains so far achieved. The project did not make adequate inroads in building external support mechanisms that the youth could use to sustain and grow their enterprises (since 84% of the youth are in self-employment).

Figure 13: Linkages for project sustainability



The other sustainability strategies being pursued includes:

- Presence of Young Model Farmers (YMFs) is a big asset for the youth to continue accessing extension advice from within their groups/communities without looking for external and expensive business development service agencies.
- Strong VSLAs where youth are organized in their groups, mentoring each other on better social and business practices, save and access loans for both consumption and business. More so, the demand for VSLA registration under CDO puts a direct mandate on the department to continue providing capacity building services to the groups. In addition, with some of the VSLA joining Savings Credit Cooperative Organizations (SACCOs) and opening bank accounts with micro finance institutions they will be able to access bigger loans to expand their businesses.
- Nurturing the established trust with local government structure, especially the Community Development departments where a number of governments programmes are now coordinated. The existence of Discretionary Development Equalization Grant (DDEG) under Community Driven Development (CDD) fund together with Youth Livelihood Fund and Uganda Women Entrepreneurship Funds provide fertile point for continued linkages of the youth groups to access regular technical backstopping and funds.

3.6 Key Challenges

The ETE also identified the critical challenges impeding the achievement of outputs and outcomes. In-depth discussions were held with project staff, support agency staff, and the beneficiary youth around the questions: (i) What challenges impeded the attainment of planned results – outputs, and outcomes/impacts? (ii) What lessons and best practices have been learned that are relevant for programming, accounting, and replication? And, (iii) What best practices can AFARD replicate from the project?

Below is the finding.

The various stakeholders engaged in the evaluation noted that the following challenges summarized in table 13 impeded the achievement of planned outputs and outcomes.

Table 13: Constraints to project implementation

| | |
|---------------------|---|
| Design defects | <ul style="list-style-type: none"> • The design falsely assumed that youth under micro-franchise will not require start-up kits. When the pathway became unfeasible because of the political conflict in South Sudan, these youth had to wait for 2-years without business start-up kits. • There was not deliberate focus on marketing of youth products in the market. Youth on non-formal non-farm vocational skills always find it hard to position their commodities in the market because people have a mindset that favor trading with those already established in the market. • Generally, the project team echoed that the budget was too tight. As a result, there was no facilitation for vocational skills trainees, no room for budget adjustment to consider the rightful plight of TVETs and preference for very short term courses. |
| Natural issues | <ul style="list-style-type: none"> • Climate change affected especially youth in agribusiness. Prolonged dry seasons, floods, hailstorms and strong winds proved destructive to smooth cropping cycles. |
| Cultural issues | <ul style="list-style-type: none"> • Gender stereotypes constrained both female and male youth from undertaking “perceived trades of the opposite gender.” • Limited access to land for youth curtailed their agribusiness expansion. |
| TVET related issues | <ul style="list-style-type: none"> • Lack of comprehensive cost structure led to demand for other costs related to child care that grossly affected the ability to provide internship as well as undertake DIT certification. • Lack of childcare facilities made it difficult to enroll and retain child mothers. Added to no project financial provision for child caregivers, it became difficult as mothers were forced in some cases to share food with their care givers. |
| Economy wide issues | <ul style="list-style-type: none"> • Inadequate access to business finance for faster growing enterprises. VSLA have small annual portfolios that can hardly meet the needs of all members. • Inflation affected the costs of inputs and training. • The presence of few established private sector in the region negatively affected access to formal employment opportunities. |

3.7 Best Practices Identified

The ETE identified the following innovative best practices for future replication:

- *Enterprise feasibility analysis:* The Project Steering Committee (PSC) conducted prior enterprise feasibility assessment. This enabled the project to select the priority enterprises to be promoted and to conduct private sector scoping study to identify potential business-to-business relationships. This is a turn away from the normal value chain development where poor people are linked to monopoly private sector interest and in some cases with disastrous results e.g. sunflower and soybean agribusiness in the entire West Nile. In addition, this process ensured market sensitivity and responsiveness in ways that made the market work for young people.
- *Inclusion of agro-input savings in VSLA model:* VLSAs are hardly used to finance agribusiness. More than 65% of loans are used for consumption. At the peak time when there is need for improved agro-inputs often VSLA don't have enough fund for all members. Through agro-input savings youth were able to access their fund and buy all the inputs they needed for the season, timely.
- *Holistic and bundled services approach:* Aware that the critical challenges for youth un(der) employment were intricately linked, the project integrated the response. Each youth had to be member of a VSLA where s/he was trained in both technical, foundational, and business skills (i.e., hard and soft skills) and provided start-up kits and mentorship and market linkages. In this way that saved cost as the efficiency test revealed the project was low-cost.
- *Inclusive beneficiaries targeting:* The project through a participatory selection process was able to include more females as well as persons with special needs - child mothers, youth with disabilities, youth living with HIV/AIDS - in its beneficiary list thereby ensuring it promoted inclusive employment and development opportunities.
- *Youth voice and accountability:* Narrow public space constrains effective youth engagement with their local governments. Through skilling, platform support, and joint monitoring the project brought government officials into contact with youth. This built confidence in many youth to finally engage beyond the planning and budgeting procedure with success (UGX 100 million secured).
- *Participatory management approach:* The involvement of different stakeholders - youth, project staff, local government leaders, etc. - in the project cycle made it easy for the project to solve emerging challenges timely and to learn from and account for its action with adequate evidence.

3.8 Key Lessons Learned

The ETE also identified some lessons, namely:

- Participatory selection and public vetting of beneficiaries involving all stakeholders reduces biases and corruption in favor of undeserving members. More so, it leads to an inclusive targeting – bring the often-hidden community members to the fore and benefit of a project.
- A holistic resource-bundle approach provides a faster opportunity for trainees to join the world of work. Youth trained in technical, foundational and business skills and provided start-up kits have a short window period to set up own account enterprises where they are self-employed as compared to those who train for salaried jobs.

- To make markets work for youth, there is need to first identify high impact enterprises that can attract them into the world of work then secure private sector support along those enterprises. In addition, there is need for effective market linkages to factor markets – finance, input supplies, produce purchases, etc. so that they can build niches and trust.
- Guidance and counseling and mentoring should be planned as an on-going activity. Right from enrollment stage you need continuous guidance to change their mindset, enroll for training, start-up and finally grow their businesses where they will be employed and earn a living.
- Youth-lead advocacy is more impacting than when a support agency takes a leading role. By directly engaging with local government leaders, there is a direct contact and this has a potential for follow-up and access to policies, programmes, and technical support.
- Land remains a critical asset for the commercialization of agriculture. That many youth are dependent on family, there is need to invest in land access dialogue between youth, parents and community leaders.
- Gender awareness is crucial in breaking the set social norms of gender roles and skills development. That males and females enrolled and pursued gendered courses calls for concerted efforts in ensuring that youth break the gender barriers to skills development for socio-economic prosperity.
- Young entrepreneurs need post-training support to grow. The investment in mentorship and coaching for youth enterprises to grow was very appreciated because it enabled youth to not only start (often enterprises that hardly reach their first birthday) but also to nurture, learn from their mistakes and grow their enterprises.

4.0 Recommendations and Conclusions

This section highlights specific recommendations that can help improve future implementation and impact.

4.1 Recommendations

To highly impact youth poverty reduction, the following are crucial:

- **Maintain holistic resource-bundles approach:** To produce youth entrepreneurs, the multifaceted approach to hard and soft skilling combined with start-up grant as well as post-business support is relevant for new entrants to gain a wider view of the labour market and activity participate in it.
- **Make markets work of poor youth:** The process of enterprise feasibility study, private sector mapping and business-to-business relationship and capacity building is vital to pursue because it attracts and places youth in better paying job markets able to offer them decent employment and livelihood opportunities.
- **Ensure adequate budget:** The Skills Development Fund (SDF) implemented by Enabel and PSFU provide a very good roadmap to effective costing of youth vocational skilling. An average of €600 per youth is considered adequate for tuition, DIT certification, training materials, protective wear, insurance, and internship. Such an amount can also meet the cost of child caregivers as well as basic stipend for vulnerable youth.
- **Adopt climate-smart agriculture:** Agribusiness in the face of climate change will inevitably call for climate smart technologies such as small-irrigation, weather-based insurance, as well as agro ecology practices so that farmers can guarantee seasonal yield/financial gains.
- **Engage the community to support youth employment:** To build a sustainable job market, the communities of the beneficiary youth need to take an active role. They need to support the selection of deserving beneficiaries besides shunning gender stereotype so that youth are able to break gender barriers. They will need to support those who go for residential training both morally and financial. Finally, when the graduates return they need access to land to set up their enterprises, and reliable local market within their communities to grow.
- **Support TVETs:** To improve on the capacity of TVETs to provide quality training there is need that they are supported to develop comprehensive budgets. In addition, there is need to support the construction of basic childcare facilities in these institutions so that child mothers are attracted to enroll and learn.
- **Promote linkage banking:** VSLA portfolio is always small and unable to spur faster enterprise growth. It is crucial that VSLAs are linked to formal financial service providers so that members are able to not only build financial/credit history but also access a wider financial landscape with many products necessary to support their business growth.
- **Provide business growth development support:** Setting up a business is one thing but growing it into a profitable entity able to reduce poverty is completely another thing. Young entrepreneurs can only thrive when supported to gain learning curve, build linkages with market actors, and secure market segmentation for their products. As such there is need for a deliberate and targeted business mentoring and coaching as well as marketing of youth products.

- **Leverage on local governments youth projects:** The availability of financial resources currently with existing government programmes like the Youth Livelihood Fund and Uganda Women Entrepreneurs Fund and CDD is a hidden financial base that successfully equipped youth can fall back on to grow their enterprises. This requires working closely and in collaboration with government institutions so that as and when the need for fund arises they can support.

4.2 Conclusions

In conclusion, the evaluation team found out that YEPP was well planned taking into consideration the needs of the targeted youth, the implementing partners as well as local and national governments. With a robust and participatory programme management approach, almost all its planned outputs, outcomes and impacts were achieved. The project was able to mobilize 2,500 youth into active savers (averaging UGX 250,000 per youth) and investors into primarily (84%) self-employment pathway through agribusiness and non-farm vocational trades. These youth have reduced their productivity redundancies by working more hours daily and days weekly. With steady jobs and income, 10% exited extreme poverty. Majority have aspiration for a good future, positive attitude towards hard work, improved self-esteem, and more productive assets to buffer any livelihood risk. No wonder, 91 percent of the youth rated that the project achieved its objective of youth poverty reduction through sustainable employment opportunities. And the endless call by local government leaders to the European Commission for further support manifest the desire to upscale the impressive positive approach and impact of walking with the youth into the world of work.

Annex 1: ETE Work plan

| Day/Date/Time | Morning | Afternoon |
|---|---|--|
| | 8.30 AM – 12 PM | 2.30 PM – 5 PM |
| Monday, May 27 th | Final review of data collection tools | Printing of data collection tools |
| Tuesday, May 28 th | Travel to Nebbi, Train and Conduct pre-testing of data collection tools | Deploy Research Assistants |
| Wednesday, May 29 th | Hold entry meeting and KII with AFARD Project staff Questionnaire administration | KII with Wadelai Sub County officials |
| Thursday, May 30 th | Focus Group Discussion with Ayabu youth group | Focus Group Discussion with Pakwach Town Council youth group members |
| Friday, May 31 st | KII with Angal Technical | KII with Pakwach DLG officials |
| Saturday, June 1 st | KII with Zombo DLG officials | Focus Group Discussion with Abanga Sub County youth group members |
| Sunday-Sat, June 2 nd -8 th | Transcription, data entry, cleaning and analysis | |
| Monday-Sun June 10 th – 16 th | Report writing | |
| Monday-Wed June 17 th - 19 th | Internal discussions and review of zero draft report | |
| Friday, June 20 th | Submission of draft report to AFARD | |
| Sunday-Mon, June 23 rd -24 th | Producing final report (incorporating feedback from AFARD and CEGED) | |
| Tuesday, June 25 th | Submission of Final Report | |

Annex 2: List of Documents Reviewed

- AFARD (2016, 2017, 2018, 2019) Youth Economic Empowerment Project: Project Briefs to EU Task Manager
- AFARD (2016) Youth Economic Empowerment Project: Baseline Survey Report
- AFARD (2016) Youth Economic Empowerment Project: Project Proposal
- AFARD (2017, 2018, 2018) Youth Economic Empowerment Project: Interim Report 2016-17; 2017-18; 2018-19
- Banks, N., and Sulaiman, M., 2012. *Problem or Promise? Harnessing Youth Potential in Uganda*. BRAC and Mastercard Foundation.
- CEDEFOP (2014) Macroeconomic Benefits of Vocational Education and Training. CEDEFOP: Luxemburg.
- Fox, L., and Sohnesen, T.P. (2012) "Household Enterprises in Sub-Saharan Africa. Why They Matter for Growth, Jobs and Livelihoods." Policy Research Working Paper 6184. Washington, DC: The World Bank.
- GoU Financial Inclusion Strategy 2017.*
- GoU National Development Plan (NDP) 2015-20*
- GoU Peace, Recovery and Development Plan for Northern Uganda*
- GoU. National Strategy for Private Sector Development 2017-22.*
- Haveman, R., and Wolff, E.N. (2004) "The Concept and Measurement of Asset Poverty: Levels, Trends, and Composition for the US, 1983-2001." *Journal of Economic Inequality*, 2(2) 145-169.
- Haveman, R., and Wolff, E.N. (2005) *Who are the Asset Poor? Levels, Trends, and Composition, 1983-1998*. Discussion Paper No. 1227-01. Institute for Research on Poverty.
- Leonard, T., and Di, W. (2012) *Reentering Asset Poverty After an Exit: Evidence from the PSID*. Research Department Working Paper 1204. Federal Reserve Bank of Dallas.
- MoAAIF Agriculture Development Strategy and Investment Plan (DSIP II) 2015-20*
- MoES (2011) *Skilling Uganda – Strategic Plan 2011-20*. Kampala.
- MoES BTVET Strategic Plan (2011-2020)*.
- MoES, World Bank and BTC Uganda (2011) *BTVET Delivery, Technical Annex of the BTVET Sub-sector Analysis*. Kampala
- MoGSDL 5-year *Youth Livelihoods Programme*.
- National Planning Authority (2013) *Uganda Vision 2040*. MoFPED: Kampala.
- Ssewanyana, S. and Kasirye, I. (2012) Poverty and Inequality Dynamics in Uganda: Insights from the Uganda National Panel Surveys 2005/6 and 2009/10. Research Series No. 92. Kampala: EPRC.
- UBOS (2015) *Uganda National Population and Housing Survey 2014*. Kampala.
- UBOS (2016) *Statistical Highlights*. [<http://nso.uganda.opendataforafrica.org/adgmfcg/population> accessed December 31, 2016]
- UNFPA and Population Secretariat (2013) The State of Uganda Population Report 2012. Uganda at 50 Years: Population and Service Delivery; Challenges, Opportunities and Prospects. Kampala. See also Ministry of Gender, Labour and Social Development (2013) Youth Livelihoods Programme. Kampala
- World Bank (2016) The Uganda Poverty Assessment Report 2016: Farms, cities and good fortune: Assessing poverty reduction in Uganda from 2006 to 2013. Washington DC: The World Bank.

Annex 3: List of Respondents for KII

| Name | Organization | Position in Organization | Telephone |
|-------------------------|--------------------------|---|-------------|
| 1. Dr. Lakwo Alfred | AFARD | Executive Director | 0772437175 |
| 2. Bakyalire Robert | AFARD | Programmes Manager | 0777918865 |
| 3. Florence Candiru | AFARD | Finance & Admin Manager | 0782400856 |
| 4. Oyirwoth Norbert | AFARD | Accountant | 0751834680 |
| 5. Justine Akuma | CEGED | Project Officer | 0782443884 |
| 6. Maditkwo Collins | AFARD | Project Officer | 0785578145 |
| 7. Oweknyinga Godfrey | AFARD | Project Officer | 0785310707 |
| 8. Okecha Pitua Robert | Wadelai Sub County | Senior Administrative Secretary | 0772 361494 |
| 9. Okumu Martin | Wadelai Sub County | Community Development Officer | 0773506373 |
| 10. Ocircan Felix | Ojigo East Youth Group | Member | 0779710632 |
| 11. Otho Pamela | Mic Pa Mungu Youth Group | Member | 0773953800 |
| 12. Opar .K. Paul | Angal Technical | Head Teacher | 0782833025 |
| 13. Kumakech Ernest | Angal Technical | Bursar | 0774003486 |
| 14. Adubango John Bosco | Angal Technical | Deputy Head Teacher | |
| 15. Opoki Colbert | Angal Technical | Head of Department/ Director of Studies | 0782094476 |
| 16. Ongeirtho Junior | Mungu Timu Youth Group | Member | 0772882157 |
| 17. Rukia Kasim | Mungu Timu Youth Group | Member | 0775935284 |
| 18. Mungungeyo Wilbrood | Piranyim Youth Group | Member | 0774104031 |
| 19. Atimnedi Micheal | Abanga Sub County | Community Development Officer | 0774936964 |

Annex 4: Achievement of planned project output targets

| Objectives/Activities | Target | Actual | Success rate | Remarks |
|--|--------|--------|--------------|---|
| All results | | | | |
| SU1: Private sector scoping study | 1 | 1 | 100 | |
| SU2: Staff placement | 5 | 5 | 100 | |
| SU3: Stakeholders briefing meetings | 3 | 3 | 100 | |
| SU4: Recruit Community Based Facilitators (CBFs) | 15 | 12 | 80 | 12 parishes were selected to benefit |
| SU5: Form and register youth-led VSLAs | 125 | 125 | 100 | |
| SU6: Baseline study | 1 | 1 | 100 | |
| SU7: Produce/re-print training manuals | 725 | 725 | 100 | |
| SU8: Develop action MIS | 1 | 1 | 100 | |
| SU9: Launch YEEP | 1 | 1 | 100 | |
| | | | | |
| Component 1: Enhancing Youth Employability | | | | |
| A1.1.1: PO & CBF Training of trainers | 4 | 4 | 100 | |
| A1.1.2: VSLA management, entrepreneurship & life skills, and financial literacy training | 2,500 | 2,500 | 100 | |
| A1.1.3: Vocational skills training | 900 | 883 | 98 | 17 selected youths did not attend the training |
| A1.1.4: Training of trainers for Young Model Farmers (YMFs) | 125 | 125 | 100 | |
| A1.1.5: Training in good agricultural and agribusiness practices (GAAP) | 1,875 | 1,862 | 99 | Due to seasonal rainfall fluctuations |
| | | | | |
| Component 2: Access to gainful employment opportunities | | | | |
| A2.1.1: PSE partnership meetings | 10 | 12 | 120 | Over achieved |
| A2.1.2: Agro-enterprise planning | 375 | 525 | 140 | Some groups farmed two seasons annually. |
| A2.1.3: Business start-up kits | 1,900 | 2,434 | 128 | Micro- franchise youth also got start up kits |
| A2.1.4: PSE employment and business linkages | 2,500 | 2,500 | 100 | All the youths were linked to different actors |
| A2.1.5: Business mentoring and coaching | 7,200 | 7,450 | 103 | |
| A2.1.6: Youth Business Promotion Day/Exchange visits | 5 | 4 | 80 | Due to high costs |
| | | | | |
| Component 3: Youth Political capabilities building | | | | |
| A3.1.1: Civic engagement skills training | 250 | 250 | 100 | |
| A3.1.2: Public dialogue meetings | 24 | 20 | 83 | Some youth Forum developed their advocacy plan late |
| A3.1.3: Youth Accountability Days | 3 | 3 | 100 | |
| A3.1.4: Stakeholders' follow-ups | 15 | 41 | 273 | Due to intensified youths linkage to government funds |
| | | | | |
| Component 4: AFARD/CEGED capacity building | | | | |
| A4.1.1: Capacity building trainings | 3 | 3 | 100 | |
| A4.1.2: Documentation of best practices | 1 | 3 | | No video but policy and practice cases |

| | | | | |
|---|-----|-------|-----|-------------------------------------|
| | | | | documented |
| | | | | |
| Management and Close out (CU) | | | | |
| CU1: Management monitoring visits | 66 | 73 | 111 | Due to more Local government visits |
| CU2: VSLA performance review meetings | 750 | 3,750 | 500 | Due to monthly VSLA review meetings |
| CU3: District review and learning workshops | 8 | 8 | 100 | |
| CU4: Expenditure verifications | 3 | 3 | 100 | |
| CU5: Terminal evaluation | 1 | 1 | 100 | |
| CU6: Action closeout meeting | 1 | 1 | 100 | |

Annex 5: Filled YEEP Log frame

| Intervention logic | Objectively verifiable indicators of achievement | Description | Unit of measure | Baseline | End target | Actual End of project | Success rate (%) | Remarks |
|---|---|--|-----------------|-----------|------------|-----------------------|------------------|---------------|
| Overall objectives: To contribute to youth inclusive economic growth and poverty reduction in West Nile region of Uganda through sustainable and gainful employment opportunities. | <i>OO Indicator 1:</i> 25% reduction in extreme poverty (living below US\$ 1.90/day) | % of youth with financial net worth able to meet their 3-month consumption needs | Per cent | 72 | 54 | 62 | 115 | Over achieved |
| | <i>OO Indicator 2:</i> 50% increase in asset wealth (incomes, savings, and productive assets) | % increase in financial net worth | UGX in '000 | 1,656,655 | 2,484,983 | 3,959,992 | 159 | Over achieved |
| | <i>OO Indicator 3:</i> Improved self-esteem | % of youth with normal to high score Rosenberg scale | Per cent | 67.3 | 84 | 96 | 114 | Over achieved |
| Specific objectives 1: To improve the employability of 2,500 rural youth organized in 125 youth-led Village Savings and Loan Associations (VSLAs) through entrepreneurship, life skills, financial literacy, and technical and vocational skills training by 2016; | <i>OO Indicator 4:</i> 4: Improved empowerment of female youth | % of female youth with confidence | Index | 42.3 | 52 | 70 | 135 | Over achieved |
| | <i>OO Indicator 5:</i> 25% increase in food security | % of youth reporting eating 3 meals a day and have food all year round in their households | Index | 68.8 | 86 | 90 | 105 | Achieved |
| Specific objectives 2: To promote access to gainful employment opportunities for 2,500 rural youth through agribusiness, microenterprises, micro-franchise, and formal jobs by 2017; | <i>SO2 Indicator 1:</i> 95% of youth participating in the action are self-employed | % of targeted youth with own account enterprises working 8 hours daily | Per cent | 67.1 | 95 | 84 | 88 | Not achieved |
| | <i>SO2 Indicator 2:</i> 5% of youth participating in the action are formally employed | Number of targeted youth with formal employment contracts and remunerations | Number | 28 | 125 | 66 | 53 | Not achieved |
| | <i>SO2 Indicator 3:</i> At least, 1,500 non-targeted youth are employed in enterprises owned by youth participating in the action | Number of youth employed in targeted youth own account enterprises for a wage | Number | 974 | 1,500 | 1890 | 126 | Over achieved |

| Intervention logic | Objectively verifiable indicators of achievement | Description | Unit of measure | Baseline | End target | Actual End of project | Success rate (%) | Remarks |
|--|--|--|-----------------|----------|------------|-----------------------|------------------|-----------------|
| Specific objectives 3: To strengthen the political capabilities of 2,500 youth to effectively dialogue with local government, private sector, and civil society actors by 2018; | <i>SO3 Indicator 1:</i> At least 2 ordinances or byelaws promoting youth employment are adopted by the action area local governments | Any ordinances or byelaws approved by LG that promotes youth employment | Number | 0 | 2 | 0 | 0 | Not achieved |
| | <i>SO3 Indicator 2:</i> At least 500 youth participating in the action gained access to LG, PSE and CSO funding for their self-employment. | Number of youth reporting access to LG, PSE, and CSO funds for their own account enterprises | Number | 60 | 500 | 728 | 146 | Over achieved |
| Specific objectives 4: To build the capacity of the local CSOs implementing the action for better accountability, learning, and visibility by 2018. | <i>SO4 Indicator 1:</i> YEEP implementing partners mainstream youth-focused programming and advocacy in their strategic plans | AFARD and CEGED have strategic plans and annual plans with youth targeting | Number | 1 | 2 | 2 | 100 | Achieved |
| | <i>SO4 Indicator 2:</i> YEEP implementing partners attract additional funding for youth-based projects | Number of new youth projects secured by AFARD & CEGED | Number | 0 | 1 | 3 | 300 | Over achieved |
| Expected Result 1.1: 125 youth owned and managed VSLAs are formed with 2,500 youth members with marketable skills and entrepreneurial attitudes for gainful employment | R1.1: 125 youth-led VSLAs are formed with 2,500 youth members | Number of youth-led VSLAs formed | Number | 0 | 125 | 125 | 100 | Achieved |
| | R1.2: 2,500 youth-led VSLA members are trained in entrepreneurship, life skills, and financial literacy | Number of youth trained in entrepreneurship, life skills and financial literacy | Number | 556 | 2,500 | 2500 | 100 | Achieved |
| | R1.3: 625 youth are trained in non-formal vocational skills | Number of youth trained in YEEP promoted non-formal vocational skills | Number | 0 | 900 | 883 | 98% | Almost achieved |
| | R1.4: 1,625 youth are trained in agribusinesses | Number of youth trained in agribusiness | Number | 117 | 1,000 | 1,551 | 155% | Over achieved |

| Intervention logic | Objectively verifiable indicators of achievement | Description | Unit of measure | Baseline | End target | Actual End of project | Success rate (%) | Remarks |
|---|--|---|-----------------|----------|------------|-----------------------|------------------|-----------------|
| | R1.5: 250 youth are trained in micro-franchise business management | Number of youth trained in micro-franchise business management | Number | 0 | 500 | 0 | 0 | Not achieved |
| Expected 2.1: 2,500 youth are employed in formal jobs (4) and self-employment (96) in growth sectors with improved skills, productivity and enterprise performance | R2.1: 95% of youth participating in the action access credit from their VSLA for business start-up or expansion | % of youth taking business credits from their VSLAs | Per cent | 21.6 | 95 | 98 | 103 | Achieved |
| | R2.2: 96% of youth participating in the action starts own account enterprises that provides employment to both themselves and fellow youth | % of youth reporting ownership of own account enterprises | Per cent | 81.2 | 96 | 88 | 92 | Almost achieved |
| | R2.3: # of PSE employment opportunities secured for youth participating in the action | Number of jobs with contracts secured from PSEs for targeted youth | Number | 28 | 100 | 66 | 53 | Not achieved |
| Expected Results 3.1: Youth-led multi-stakeholder engagements provided opportunities for at least 500 youth to access opportunities from LG, CSO and private sector | R3.1: At least 50% of youth participating in the action actively participate in local government, CSO and private sector public engagement forum | % of youth reporting attendance of LG planning and budgeting meetings | Per cent | 7 | 50 | 79 | 158 | Over achieved |
| | R3.2: At least 1,900 youth participating in the action are linked to finance and insurance institutions and input and produce markets. | # of youth linked to finance and insurance institutions and input and produces markets. | Number | 93 | 1,900 | 2,150 | 113 | Over Achieved |

| Intervention logic | Objectively verifiable indicators of achievement | Description | Unit of measure | Baseline | End target | Actual End of project | Success rate (%) | Remarks |
|--|---|---|------------------------|-----------------|-------------------|------------------------------|-------------------------|----------------|
| Expected Results 4.1: Implementing partners have improved capacity and methodologies for youth-led multi- stakeholder engagement benefiting a larger youth population in West Nile and beyond. | R4.1: At least two best practices or policy briefs for youth economic empowerment are documented and shared | # of best practices or policy briefs for youth economic empowerment documented and shared | Number | 0 | 2 | 2 | 100 | Achieved |