



Final evaluation of the SNV  
Opportunities for Youth Employment (OYE)  
project in  
Tanzania, Rwanda and Mozambique

Final report

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eMJee Consult

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## Acronyms

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|        |   |
|--------|---|
| AG     | Agriculture   |
| BDF    | Business Development Fund (Rwanda)                      |
| BDS    | Business Development Strengthening                      |
| BLS    | Basic Life Skills training                              |
| BRELA  | Business Registration and Licensing Agency              |
| CIP    | Centro Internacional de la Papa                         |
| CRDB   | Commercial Bank   |
| CTA    | Confederação das Associações Económicas de Moçambique   |
| DGIS   | Directorate for international Cooperation (Netherlands) |
| ETG    | Export Trading Group                                    |
| FAIJ   | Programa de Apoio a microcréditos juvenis               |
| FI     | Financial Institution                                   |
| FINCA  | Micro-finance bank Tanzania                             |
| FO     | Financial Officer                                       |
| FYDP   | Five-Year Development Plan                              |
| GAPI   | Sociedade de investimentos                              |
| GDPR   | General Data Protection Regulation                      |
| GoT    | Government of Tanzania                                  |
| ICS    | Improved Cook Stoves                                    |
| INEP   | Instituto Nacional de emprego e formação profissional   |
| ITTA   | International Institute of Tropical Agriculture         |
| LCBs   | Local Capacity Builders                                 |
| LGA    | Local Government Authority                              |
| LSP    | Local Service Provider                                  |
| M&E    | Monitoring and Evaluation                               |
| MCF    | MasterCard Foundation                                   |
| MDF    | Management for Development Foundation                   |
| MFI    | Micro Finance Institution                               |
| MoU    | Memorandum of Understanding                             |
| MSC(s) | Most Significant Change (stories)                       |
| MTR    | Mid Term Review   |
| NBDP   | National Biogas Development Program                     |
| NGO    | Non-Governmental Organisation                           |
| OYE    | Opportunities for Youth Employment                      |
| PMP    | Push-Match-Pull   |
| PS     | Private Sector  |
| PSO    | Private Sector Organizations                            |
| PSP    | Private Sector Partners                                 |
| PSP    | Private Sector Partners                                 |
| RE     | Renewable Energy  |

|          |   |
|----------|---|
| SAT      | Sustainable Agriculture Tanzania          |
| SDC      | Swiss Development Cooperation             |
| SIDO     | Small Industries Development Organization |
| SNV      | Dutch Development Organization            |
| TA       | Technical Advisor                         |
| TACADECO | Tanzania Career Development Company       |
| TAHA     | Tanzania Horticulture Association         |
| ToC      | Theory of change                          |
| ToR      | Terms of Reference                        |
| ToT      | Trainer of Trainers                       |
| YLE      | Youth Led Enterprise                      |
| YSLA     | Youth Savings and Loans Association       |

## Acknowledgements

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We would like to express our appreciation for having had the opportunity to learn to know the OYE program from within, and to meet with these numerous enthusiastic young people who are proud of what they have achieved and rightfully so. It is really inspiring to realize that they are doing what we all find so very hard to do: to use the very little resources you have to find opportunities to use them to generate more revenues, step by step and in the end, fulfil your dream.

Therefore, we would like to thank Roy van de Drift, the overall Master of Strategic choices, and his respective OYE teams in the three countries, in particular country managers Anaclet and Soca for Rwanda and Mozambique respectively, and the sector leaders, Marloes and Rashid in Tanzania, with their respective teams, who have been instrumental for the accomplishments of this program and worthy discussion partners in the debates about the multiple aspects of this program.

Special thanks go to Emma, Emmanuel, Jessica in Tanzania, Elvine, Polycarpe, Casper in Rwanda and Zondai and Buchili in Mozambique for guiding us around, facilitating the meetings with the youth and other stakeholders, translating our endless questions and finding the words to capture what the answers were.

We have been much impressed by the Local Services Providers in the different countries for their commitment and flexibility to adhere to this new program and their contribution in the discussions.

We would also like to thank all the people we have met, such as National and Local Government Officials, Private Sector Company leaders/ representatives and Financial Institution agents for their time and willingness to answer our numerous questions.

Our appreciation goes to MasterCard Foundation for making this program possible.

## Executive summary:

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SNV has implemented the program called Opportunities for Youth Employment (OYE), which was jointly developed with and funded by Mastercard Foundation (MCF) (2013-2018). The OYE program had the ambitious goal **to improve livelihoods, ways of living and asset creation for 17,500 youths**. The strategy of the program was to identify 20,500 rural out-of-school youth and train them in market-relevant skills in order to improve their employability (push factor). Once they had been trained in basic life skills and business development, these youngsters are supported to enter into internships or to start up youth-led enterprises (pull factor). The program also facilitated market linkages/opportunities and access to start-up capital and investment funds for the trained youth (match factor). The ultimate beneficiaries of the program are rural out-of-school youth, with special attention for young women (often young mothers).

OYE has been implemented in three countries in East Africa, focusing on different sectors, namely agriculture in Mozambique, renewable energy in Rwanda and agriculture and renewable energy in Tanzania. The program is finalized in July 2018, hence the current end of program evaluation.

The OYE project is not a traditional development project with a blueprint for the implementation of the project framework. Due to the nature of its target group, namely the rural out-of-school youth, the project had to be innovative, flexible, attractive to the youth and generous to generate results and consolidate them.

Through close monitoring and regular assessments by MasterCard Foundation and SNV management, the program has been able to evolve and flexibly applying the model in the different countries that have to operate in quite different contexts and capacities of possible partners. The results are impressive and promising for future programs.

An extensive Mid Term Review conducted in 2016 has established the progress and the issues to improve of the program, which has contributed to the redirection of a number of aspects:

- Investment in interesting private sector partners and development of agreements
- Finding more funding opportunities
- YSLAs strengthening
- Advanced BDS training
- Mentoring and coaching
- LSPs assessment, change of contracts and performance improvement

As a result, the current evaluation team has confirmed improvements made in the more concrete application of the model and the performance improvements of the implementing partners. Most of the 11 recommendations of the MTR team have been followed and have had good impact.

The evaluation criteria have, therefore, been assessed against what already had been reported on. Either assessing the change in performance based on the recommendations or confirming what was already achieved.

### **Relevance**

The youth is a category of the population that is difficult to reach for the government (and other stakeholders) and at the same time they are most vulnerable and in need of support to start up their lives and contribute to the economy. The project offered a way to connect to this category, mobilised them into groups and successfully guided them through a trajectory that was interesting enough for them to adhere to. Considering the numbers of youth that has not only found employment but also has been empowered to find opportunities themselves, it can be concluded that the project, its approach and the selected subsectors were relevant for the youth.

### **Effectiveness**

Most of the targets have been reached by all three countries in terms of youth enrolment, finished training, creation of YLEs and finding (self) employment. Some interesting findings were that overall 81% of the youth found work after their training and that 78% continued employment after they had entered it.

### **Efficiency**

Assessing expenditure against budget of the whole project, varies between 86 % (Tanzania) to 98% (Mozambique). It emerged that most budget was spent in years 2, 3 and 4 even though there has been an underspending in year 2.

The Push, Match and Expand (pull) factors have been assessed against spending and it is observed that most expenditure has taken place in the PUSH budget, probably because most budget was allocated there as well. There were slight differences between the countries in emphasis on the different factors (push-match-pull) with Rwanda (RE) being fully active in all three factors in year 4, Tanzania (RE) also coming close to each other, while the matching factor in agriculture was clearly less strong than the push and the pull, observed both in Mozambique and Tanzania.

The country projects had to adjust management of the projects to the country contexts and available partners in terms of TA in support of LSPs, as well as LSPs per group, sector and locality. The shift in year 2 to limit the number of LSPs per group and have them follow the same group along the whole trajectory has increased efficiency as well as performance.

Later on, the change to sign longer contracts (one year instead of three monthly) with the LSPs and to base the payment on performance and results also has improved efficiency and performance.

### **Impact**

The youth that have gone through the trajectory have benefitted strongly from the OYE trajectory. The transformation they have experienced from when they started with very

little exposure, to the engagement and into (self-)employment was phenomenal. Starting with change of mindset, and self-awareness through the BLS training, business orientation, technical skills, to respective other trainings and mentoring, and group security/leadership and access to loans through the YSLAs. They learned that with very little money you can make more money and progressively build your life if you reinvest part of what you have earned. These achievements were strengthened with coaching and mentoring for the embedding of the skills, knowledge and empowerment of the youth.

According to received statistics, OYE has helped 15,767 youth to enter employment in the three countries and supported 716 new youth led enterprises to be established in the last 5 years. The figures may fluctuate in time till end of July, however, it is clear that the extent of outreach is very close to, or even over the targets of this very ambitious project. Rwanda and Tanzania have come close to their targets of 97% in Rwanda with renewable energy and in Tanzania 81% in agriculture and 93% in renewable energy regarding the entered employment.

### **Sustainability**

Most of the groups claim that they will continue after the phasing out of the project especially with their YSLAs and because they have been empowered to assess the local markets, master business development, assess risks, set prices and make profit, especially the groups that have been evolving for more than a year, have a good chance of surviving.

It is not sure how the relationship with the Private Sector Companies or the Financial Institutions will hold, because many of them are just starting and have not yet fully crystalized. With the Local Governments, there seems to be more opportunities for longer term commitment depending on their own funding availability and (political) priorities.

### **Gender**

The project delayed in making specific efforts to involve women in the project enrolment, trainings and other elements of the pathway. Women are bound by their domestic family tasks and have not the same flexibility in terms of mobility, decision making power, space to express needs and opinions or access to finance as men generally have in the household and in society in all three countries. This has impact on the type of activities they can participate in (access to land, and inputs, heavy labour, absence from home, etc.), the time of the meetings (household chores in the evenings), internships and participation in fairs and exhibitions (husbands do not allow).

Culture also play a role in how much space women get to engage in group activities and how much empowerment is allowed. It was established that certain sectors are more women friendly than others, such as horticulture, small scale poultry, or ICS activities are easier to manage for young women (often mothers).

After the MTR, the country teams have focused more specifically on the participation of the women in the program and have been able to increase the number of the young women substantially even though the target of 40% has not yet been attained (36% of women among the realised numbers and 37% against original target). It proves that if extra effort is made it is possible to attract more women to join in and benefit from the program.

### **Concluding:**

Given the short period for generating results, the project has done a **commendable job**.

Changing mindsets, transmitting difficult messages that are understood and assimilated, with such clear positive impact on individual basis, organizing a challenging category of the population in such big numbers is **impressive**.

**The Push-Match-Pull Model works** especially because the trajectory includes YSLA, gender mainstreaming and longer-term coaching and mentoring for at least one year.

Project is well on its way to maturity and about to obtain sustainable results, but support period was **too short** for ensuring lasting impact for all those that have been involved, especially the latest cohort of youth enrolled.

In terms of "employment", it is more relevant in the three concerned countries to aim at **"resilience in self-employment"**, enhancing the capacity of the youth to adjust to ever changing circumstances and still find opportunities, whether it is weather /climate change driven or policies and markets that constantly change.

**Youth is a workable target group**. Once they have understood, they are committed, often disciplined, and creative in finding opportunities.

Special attention for the **participation of young women is a must** because it is not automatic that women will participate in OYE project activities. There is need for specific attention and approach, time investment and therefore budget allocation to include young women.

**YSLAs are the stabilizing pillar** and gluing factor for the youth because it forces them to function as a group. They create leadership, they serve as a social security net, they provide access to funding to start a business. The **registration** at the district council of the YSLA makes them more solid and allows the groups to access loans and to receive technical support from the district and is **key for the sustainability of the groups**

The local governments that were encountered were all positive and supportive of the OYE youth. It is hoped that they will be able to continue to mentor and coach the groups when necessary. **The support of the local government is crucial on the long term**.

The **monitoring and evaluation system** of the project, especially its database, has encountered many problems. Management of this aspect should have been **adequate from the beginning**. Nevertheless, the narrative reporting by the LSPs, the checks by the

OYE teams and the results of the field visits as well as discussions with the youth, give sufficient ground for accepting the generated figures as close to reality.

### **Lessons learned**

The following lessons were learned and should be considered in future similar projects

- Project design allowing for trial and error has been conducive for the evolvement and success of the project
- Funding for mentoring and coaching as well as for gender mainstreaming is needed from the start of the project, as was the case in the design of the OYE program
- Time is needed for sustaining impact
- Support and regular communication as well as joint planning and assessing performances with the LSPs increases performance
- Using the youth as starting point for the database combined with more qualitative monitoring of the transition the youth are going through will possibly provide a more interesting picture of progress
- Internships based on a realistic cost sharing basis have more possible result in terms of employment
- Start-up kits should be only provided when in partnership with a financial institution
- No big loans for starting groups should not be encouraged but be avoided
- Market analysis beyond the localities and country borders could enlarge the opportunities for employment for the youth

## 1. Introduction

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Since 2013, SNV has implemented the program called Opportunities for Youth Employment (OYE), which was jointly developed with and funded by Mastercard Foundation (MCF). The main objective of the program is to identify 20,500 rural out-of-school youth and train them in market-relevant skills in order to improve their employability (push factor). Once they have been trained in basic life skills and business development, these youngsters are supported to enter into internships or to start up youth-led enterprises (pull factor). The program also facilitates market linkages/opportunities and access to start-up capital and investment funds for the trained youth (match factor). The ultimate beneficiaries of the program are rural out-of-school youth, with special attention for young women (often young mothers).

OYE has been implemented in three countries in East Africa, focusing on different sectors, namely agriculture in Mozambique, renewable energy in Rwanda and agriculture and renewable energy in Tanzania. The program is finalized in July 2018, hence the current end of program evaluation.

The purpose of the evaluation is to better understand the outcomes and longer-term impact of the program and its future trajectory. Special attention needs to be given to the accessibility and attractiveness of the program for young women, as well as the levels of success they have been able to achieve.

The key audiences for the evaluation are Mastercard Foundation and SNV, who will use the evaluation's results to inform their respective Youth Employment portfolios.

The assignment takes place from mid of February to the end of June 2018, with the desk study and field visits started beginning of March and ended mid-May.

## 2. Methodology

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The key components of the evaluation were the following:

- Introduction to the assignment
- Desk study and Action learning
- Development of methodology and inception report
- Field visits
- Processing and analysis of data
- Report writing

The team has visited the respective projects in the three countries, to get familiarized with the projects, to better understand the MTR findings and other documentation, which are the basic building blocks for the evaluation. The evaluation emphasized the impact of

the implementation of the recommendations of the MTR (see annex 4 for the methodology).

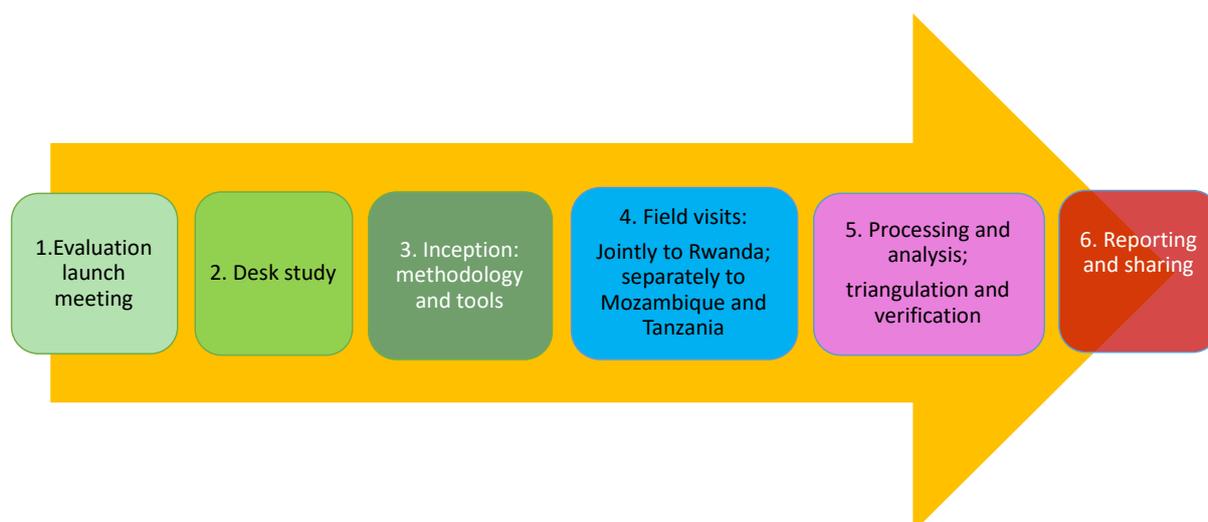


Figure 1: Methodology steps

The field visits ranged from 5 to 7 days per country.

The evaluation team has spent time with the OYE teams' members to understand better the reality of the program, next to meetings and interviews with a selected sample of beneficiaries and stakeholders that could be visited within the timeframe. By no means the field visits to the respective countries enabled to grasp the full extent of the work done by the teams, nevertheless it is a valued contribution to the revision of the many documents produced and shared. The field visit notes have been shared with the country teams to be checked on misinterpretations or omissions. A summary of the field visits is attached to this report. The draft final evaluation report has been discussed with OYE Tanzania team and presented to the program managers of OYE Rwanda and OYE Mozambique for their comments.

## 3. Background and history

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### 3.1. Design of the project

The OYE project is not a traditional development project with a blueprint for the implementation of the project framework. Due to the nature of its target group, namely the out-of-school youth, the project had to be innovative, flexible, attractive to the youth and generous to generate results and consolidate them.

The OYE project had the ambitious goal **to reach improved livelihoods, ways of living and asset creation for 17,500 youths**. And for the systemic environment: **improved vocational skills delivery and access to employment for young people** (see Annex 10 for the results framework and Annex 11 for the Theory of Change).

While the end results and outcomes were already defined from the beginning, the project has been designed to evolve along the way around clear basic principles based on the PUSH-MATCH-PULL model.

As said, the primary objective of OYE was to identify 20,500 rural out-of-school youth and train them in market-relevant skills, thus improving their employability. It was estimated that around 17,500 youth would access (self-) employment and 400 new youth-led enterprises would be established. OYE aimed to achieve this by improving the skills of youth (push factor), linking them to market opportunities for employment and enterprise development (match factor) in growth sectors that have concrete potential for (self-) employment creation (pull factor).

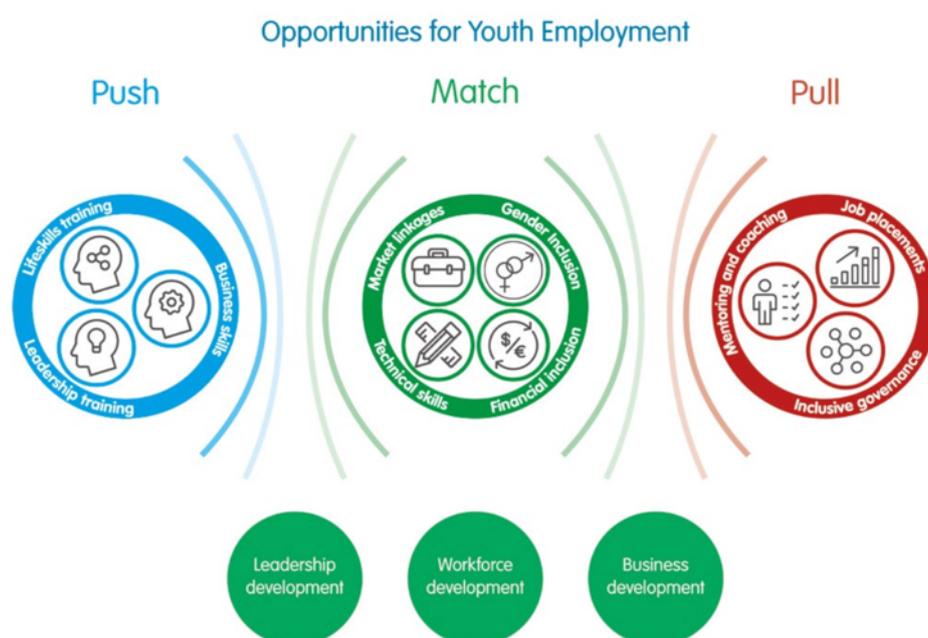


Figure 2. Push-Match-Pull Diagram

The focus on youth required a completely different way of thinking. Youth (and even more: out-of-school youth), was for long considered a difficult target group, driven by their human nature to survive and the urge to break away from establishment and authority. It is also a target group with limited, if at all, assets or access to start-up capital, often still living with their parents and many of them not having completed their education, and lacking skills that make them employable.

In addition, the project could not build on much experience with youth-oriented programs elsewhere since this focus on youth has only recently been on the radar of the more important donors. Therefore, the project design had to allow for trial and error and for flexibility. The first two to three years of the project served to further develop the Push-Match-Pull model, to understand the key binding and critical factors to attract and keep the youth focused and to find a way to support youth in generating money and in building resilience without creating dependency.

Initial starting points were the existing programs of SNV within specific (sub) sectors, namely the agriculture sector and the renewable energy sector. The assumption was that because of SNV's experience in those sectors it would be easier to understand the sector's mechanisms and dynamics as well as to find markets for employment for the youth.

As the mid-term evaluation stated: "By making use of existing assets (i.e. networks, technical expertise) of SNV in the Agri and Renewable Energy sectors, and by acting on the basis of business opportunities in a flexible way, OYE enhances its relevance for targeted youth and SNV. While this may be true to a certain extent (solar, red meat) there were challenges to connect OYE youth with existing sectors, since it came to the foreground that SNV sector programs are largely technical focussed and are not specifically youth oriented".

### 3.2. Management structure

The structure of the management of the project in each country differed, but the basic principle of SNV staff in the countries working through Local Service Providers (LSPs), was the same for all three countries. This approach implied availability of competent local service providers, which were qualified enough to drive such an ambitious and "new" project. However, the difference in context in each country led to different applications of this modality.

The LSPs worked directly with the youth, their leaders and the groups in the two sectors. The LSPs were facilitated and supported by OYE Technical Advisors either based at SNV country offices or at the local offices. Differences in the type of LSPs are linked to the country specifics and will be discussed at a later stage.

Other important partners are the private sector companies interested in engaging with youth as future employees or suppliers. They constitute a large part of the PULL factor, potentially providing for a market for employment as well as markets for the products generated by the youth. The Private Sector is also not used to work with "out-of-school" youth and there exists a strong prejudice against these young people as being non-committal, poorly educated and the more. OYE has tried hard to prove them wrong and has succeeded to do so in many cases when given the opportunity.

One of the concepts of the OYE program was introducing the youth to the basic life skills training, which helped them understand that they can take the change for the betterment of their livelihoods in their own hands. An important message was the fact that it requires only little investments to make a business start as long as the concept is sound, and people are committed to the cause and go the extra mile.

Nevertheless, from the beginning, the biggest challenge that most youth mentioned is the access to finance for them to be able to start an income generating activity / small business enterprise. They claim that they need start-up kits (in terms of tools and equipment as well as cash). Because this was not an option in the existing design of the project, plus the fact that youth could as individuals not apply for loans in the formal

system, the concept of Youth Saving and Loans Associations (YSLAs) was introduced after the first year.

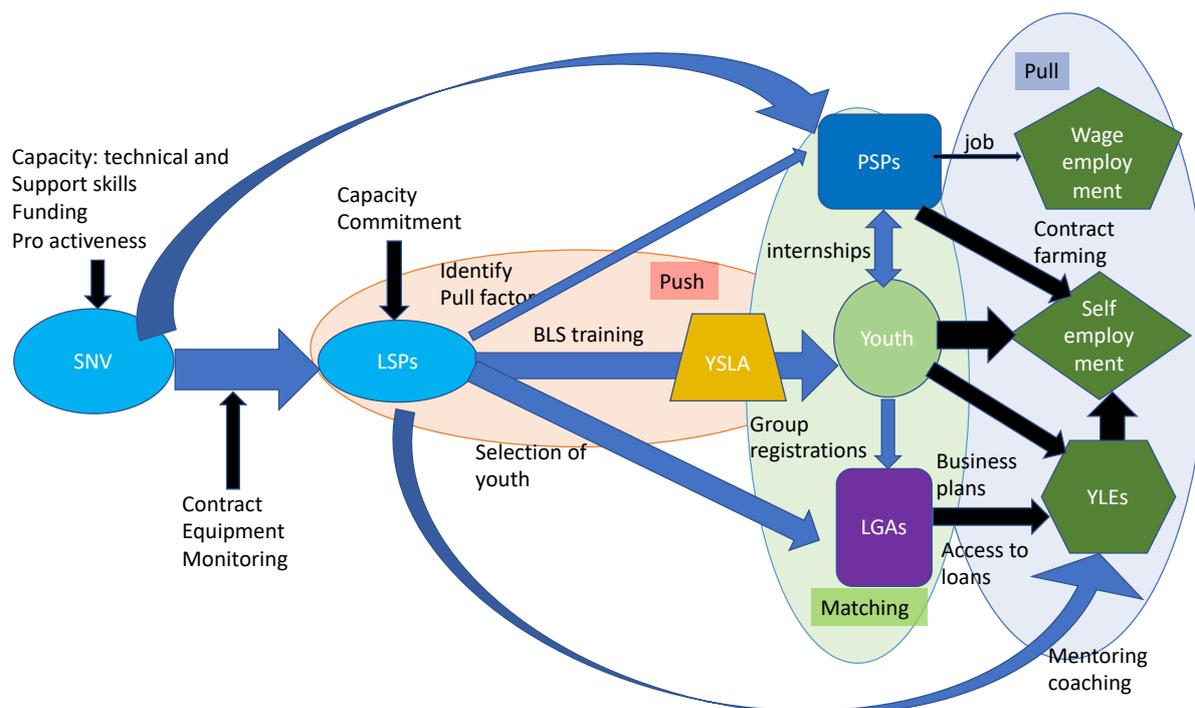


Figure 3: diagram of the OYE trajectory

### 3.3. Evolution

The project has encountered certain challenges, which were identified in the mid-term review, and which have been addressed to a large extent. This included the competencies and performances of the LSPs, the changing national policies, e.g. in the case of biogas in both Rwanda and Tanzania, the earlier mentioned assumption that existing SNV sector programs would be easy entry points for the OYE program, application of the push-match-pull model in realities that are not always favourable, just to name a few. Examples are the financial crisis in Mozambique, limited absorption capacity for “formal” employment, the operationalisation of supportive policies regarding youth, the role of OYE TA and, the relationship of OYE regional program with SNV country managements.

The MTR report has well described the issues and proposed recommendations for the second half of the project. This has helped the project to adjust and adopt the model to the needs of the target group as well as to the local context of respective countries.

At the time of the MTR (mid 2016), all involved were basing their vision, actions and plans on the idea that this project would be followed by a second five-year phase as was agreed at the time of the mid-term evaluation (see MTR report as well as the Management Response to the MTR). However, the OYE program was informed in August 2017 that there would be no second phase due to the new funding strategy at the Foundation (from partner-based to country-based), which will certainly impact the

success rate of the youth led groups and youth led enterprises, as the crucial coaching and mentoring will be discontinued. SNV is attracting attention from other development partners – as SDC joined OYE in Tanzania and is likely to continue its funding after July 2018. For OYE Mozambique and Rwanda a financing gap is anticipated at least until January 2019.

The consultants' opinion, based on the field visits and discussion with the various actors, being private sector, government agencies and others, is that the youth program would have benefitted from a consolidation period to provide the youth with a more solid base to change their lives and livelihoods. The youth, already grateful for the opportunity provided, will continue to make the best of their future.

## 4. Starting point for the evaluation

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### 4.1. MTR findings summary

Since the MTR team has thoroughly assessed the first period of the project (mid 2013-mid 2016), the final evaluation team builds its assessment upon what was already found and recommended during the MTR as summarized in this chapter.

This chapter presents the summarized conclusions based on the findings of the MTR.

#### Relevance

1. The MTR team considered that the project is responding to fundamental and urgent needs of the youth in their search for meaningful employment.
2. Agriculture and renewable energy are attractive sectors that relate to the interest of the targeted rural out of school youth.
3. Although the MTR team observed strong diversities between the countries in terms of the youth's expertise and experiences within the targeted sectors, it was concluded that OYE, with its inclusive and diverse concept of employment and learned skills, responds to wide, and in particular vulnerable, youth needs. OYE participants are within the preset project criteria.
4. Women are not yet sufficiently included due to existing systematic barriers related to culture, and household and family duties.
5. OYE has selected relevant partners and stakeholders to collaborate with. OYE has been nurturing these relationships and improvements have been observed. Nonetheless, stakeholders and partners require systematic continuous relationship building and management as to generate interest and trust in OYE, and the provision of quality services by LSP/LGA's

## Effectiveness

1. OYE is on track towards the number of trained youth in business, life and technical skills. Youth Led Enterprises (YLE) and matching internships had already reached the targeted numbers.
2. Challenge lies with making sure that trained youth continue towards employment and sustainable income generation.
3. Young women are considerably behind their male counterpart on all targets despite the OYE model being inclusive to women practicing their gender roles.
4. The OYE "Push-Match-Pull" model is well designed and appreciated by all stakeholders for its inclusiveness and context relevance.
5. However, the time-gaps between activities are too long resulting into loss of interest for the OYE targeted rural out-of-school youth.
6. Systematic follow-up support, mentoring, coaching and monitoring of youth (groups) is currently too limited.
7. Youth that are attached to a company via formal employment contracts or those that have the vigour to start youth-led enterprises usually perform well.
8. More attention is still needed as the current capacity of LSPs is mostly on training and not supporting/mentoring youth.
9. The one-year retainer contracts that have been put in place are an improvement, but more could be done to smoothen the administrative contracting processes.
10. Access to start-up material & financial capital is currently insufficient or unvaried enough for youth to generate sustainable income, resulting into market saturation or loss of interest by youth.

## Efficiency

1. OYE is efficient in reaching its targeted outputs while under spending 22% of its planned budget.
2. A further reduction in staffing budget in Tanzania as planned for year 4 and 5 will most likely affect the quality assurance of, and guidance to, LSPs, something which is much needed to be effective.
3. The organization and management of OYE is efficiently organized and supported by its staff.
4. Clarity in communication, timely follow-up on contracting processes and funds disbursement, as well as overall guidance towards LSPs requires specific attention so to enhance efficient implementation of activities and monitoring of results.

## Impact

1. For all youth enrolled in OYE, a change in mind-set is observed and, especially the combination of life and business skills trainings have a long-lasting effect on the perspective that youth have on their lives and (self-) employment opportunities.
2. The impact OYE has on youth's employment trajectories and an improved sustainable economic situation is too early to tell.
3. Youth who take "action" to start/expand income generating activities via setting up youth-led enterprises, and youth that are guided via mentorship/ internship or employment programs are doing well and will (likely) reach impact level results.
4. Youth groups that organize themselves struggle (or lose interest). This is mainly due to (over)expectations by youth, incomplete start up material; their subsistence-oriented life-styles, and most importantly limited follow-up mentoring and support.

## Sustainability

1. Linking youth enterprises and youth groups to public youth funds is a valuable feature of OYE, enabling the youth groups to complement their self-help credit clubs.
2. Private financing institutions are a third route, which may need more time to develop, but which offer longer-term prospects.
3. The OYE approach is still new for the involved actors, notably the external parties such as private sector enterprises and financial institutions, to fully believe in its long-term advantages for their own business or institution.
4. OYE its assumption that the private sector is by design interested in youth their (trained) skills is flawed.
5. Towards the end of the OYE project in 2018, evidences of profitability and productivity are expected to be observed, so that co-financing of life skills training and internships might become a viable pathway.
6. OYE engages strongly and constructively with national (Rwanda and Mozambique) and local governments and institutions.
7. OYE does not explicitly partake in lobbying and advocacy on political level, but it has built connections with active institutions that have a recognized sphere of influence, such as TAHA in Tanzania.

### 4.2. Recommendations by the MTR team

The recommendations are presented following the process of implementation of OYE starting with market led opportunities (PULL), to the implementation of the support activities (PUSH), towards matching with private sector (MATCH), towards enhancing impact level results so to learn and attract new youth, companies and government support.

1. Start from the market opportunities at all times and analyse if the market is accessible for OYE youth activities and if there is a "pull" factor.
2. Conduct in-depth sub sector analysis to discover employment opportunities along the value chain
3. Widen value chain opportunities beyond production especially for women. A gender analysis of the market, via close consultation with female youth (and their husbands), is recommended in order to identify new opportunities for women that match their gender values and role in society
4. Matching opportunities need to be present (time and funds) before the push, market options agreed between stakeholders before training
5. Document evidence and inform private sector on the added value of OYE youth towards profitability and productivity of companies; reach out to new private sector stakeholders (incl. employers association) to create more income opportunities for youth
6. Shorten pathway in time: set-up, roll-out and monitor a chain/pathway of push-match-pull activities within a 2-3 months' time-frame. Emphasis on the completion of the pathway: requires a clear target setting, with a step by step approach based on strong market demand.
7. Coaching and mentoring of youth, requires a practical, dynamic, pro-active and personal approach. Assessment of LSP capacity in understanding the processes of starting a business in the value chain and country context.
8. OYE to provide systematic support, performance monitoring and quality assurance to LSPs as they are critical for the quality of OYE its interventions and results.  
Salary reduction not advised
9. Geographically concentrate of OYE activities to allow for peer-to-peer learning and attract new youth, across value-chains and sectors in order to avoid market saturation
10. In addition to the self-help credit clubs and public youth funds via LGAs, OYE should continue to strategically work towards linking youth-led enterprises with private financing institutions
11. Geographically concentrate OYE activities so to allow for peer-to-peer learning and attract new youth and also reduce fragmented support/investments of OYE/LSPs, and as such enhance their efficiency/effectiveness.
12. Capture impact results with Most Significant Change Stories (MSC) and reach out to donors and GoT.

Full description of recommendations of the MTR are in annex 9.

### 4.3. Reorientation after the MTR

The assessment process and the final recommendations of the MTR have been used to learn and redirect and reorient the program towards the goals of the program. The first action of the project, therefore, was to regroup all the OYE staff, in order to reflect, learn and re-strategize on how to continue in the second part of phase 1.

Focus was put on:

- Investment in interesting private sector partners and development of agreements
- Finding more funding opportunities
- YSLAs strengthening
- Advanced BDS training
- Mentoring and coaching
- LSPs assessment, change of contracts and performance improvement

As mentioned already, at the time of the MTR, the assumption was that there would be a second phase. The idea prevailed that the remaining time of the first phase was to be used for further shaping the project based on the identified key success factors in the different countries and to optimize the effectiveness of the interventions.

The August 2017 decision by MCF to change its operational strategy from a partner-based to country-based approach, led to the unfortunate situation that the OYE program would come to an end by July 2018. It is felt that the program would have largely benefitted from one more period of support to the OYE youth to consolidate the achievements so far. At the same time, the collaboration with MCF has been providing a tremendous opportunity to design, develop, test and adjust the program, which has allowed SNV to adapt and adopt the youth program and develop it into a global brand, thus incorporating lessons learned from the three countries that were supported as part of the partnership. Changing mindsets of youth and other stakeholders and developing a new approach around youth employment and employability has been at the heart of the program.

Knowing that the program was to come to an end, the final year focussed more on consolidation of the achievements and new enrolments that would have otherwise started with a prolongation of the program, were halted. Year five was, therefore, mainly focussing on finalizing the trajectories with the existing OYE youth and strengthening of the existing groups/cooperatives and YSLAs.

### 4.4. The model evolvement

#### 4.4.1. Shift of the emphasis in the model

In fact, based on the MTR recommendations, the emphasis shifted to a more effective application of the model, such as using the power of the PULL factor first to attract youth, finding more matching opportunities and to accompany the youth all the way to

“meaningful / sustainable” employment through mentoring and coaching. The model itself did not change.

An interesting development was a shift from the more formal “full-time” employment, which anyway turned out to be only for a relatively “happy few”, 5 to 10% of the youth, towards a “mixed livelihood” concept, often characterized within an informal setting. It stimulates youth, while progressing along the OYE pathway, to diversify their sources of income, leading to more resilience and the ability to buffer unpredictable changes in their environment and/or market fluctuations. This trend emerged during the second year of the program, though became even more pronounced after the MTR.



Photo 1: The ICS group in Ngororero Rwanda

The ICS groups in Rwanda were most impressive in terms of turning around the lives of marginalized youth. This group is constituted of in total 23 youth of which 16 males and 7 females with 14 younger than 22 year old and 8 older than 22; most had not finished primary school and some are already parents. All have other business, such as farming, poultry and others. For most of its members the group was a lifesaving opportunity in this remote area, that they have embraced with both hands. They were able to generate income, participate in the YSLA, which allowed them to get a loan for doing small business, which helped to pay back loan and help family. Each member was able to diversify.

*“We first were marginalized, but now we are happy, because we are realizing our dreams and feel proud. The most important for us was i) to be brought together ii) receive training, coaching and mentorship, iii) always get support when we needed it, we have never felt alone”.*

The MTR proposed to more strongly link the OYE program with the Private Sector and the Financial Institutions, starting with sector analysis for the two sectors and their respective subsectors. However, these have not been conducted, only Rwanda has further analysed the biogas potential as part of the Renewable Energy sector. Instead, the general approach was to empower the youth to assess their local context and find opportunities at their local market, which creates more ownership of the process and local solutions.

Nevertheless, the relationship with the private sector evolved as well. Trust building was the initial focus and accompanied with strategic costs sharing, whereby the program contributed to internships and for youth participation in the “on the job” training. In the later stages and based on the learning and established trust, a more business-oriented approach was followed, whereby the companies and the private sector assumed more responsibility for the technical training, thus improving the “match” between the needs and the skills provided. The new cost sharing idea was based on companies to invest on youth training based on their profitability, while OYE continued to invest in youth coaching and mentoring, with the aim to enhance resilience and retention in self-employment. In several MoUs that the evaluation team assessed, this change became apparent between earlier MoUs and later MoUs.

Support to YSLA remained outside the scope of the private sector collaboration, though entities like BDF and GAPI were very much interested by the element of introducing youth to formal financial services (opening of accounts, saving, etc).

In the solar subsector OYE youth would become freelance sales agents and technicians, in agriculture they would become out growers with direct connections to the companies without OYE as intermediary.



*Photo 2: OYE Youth employed by Mobisol in Ruhengeri Rwanda*

**Rosalie Mukashema: technician**

Is 25 yrs, joined OYE in 2015, with electronic and technology background after a secondary school. She had not much hope for the future. She followed the OYE trajectory with internship at Mobisol and she became a technician. When she received her first salary: 250,000 did not want to save anything, but later did save, but not for the bank but for investment elsewhere. She did a small course on business planning: started poultry which failed; then started agriculture: rice, cassava and vegetables. Invested 200,000 and gained 600,000. Paid school fees of 2 sisters, rehabilitated the house of the parents, bought solar panel and paid for installation and maintenance. She is still saving to improve agriculture production. She need a machine, which she has seen elsewhere, but she thinks she can make the machine herself during her study which she wants to continue next year. She also wants to make her provisional driving license permanent and plans to get married. She has installed 1500 solar systems and did maintenance of 300 systems

#### 4.4.2. The performance improvements after the MTR

In addition, to the above-mentioned trends related to the implementation of the model, one of the improvements that made a difference, was the way the project worked with the LSPs after the MTR. The contractual arrangements like payment/reimbursement criteria, and the duration of the assignments changed. The LSPs were more guided towards producing results and assessed on performance than against outputs and justification of finances. This required the LSPs to be result-focused.

Differences between countries were observed in the way the LSP operated: In Rwanda, LSPs follow a specific segment of the youth support and are not engaged in all steps, while in Mozambique LSP are mainly field supervisors and freelancers (due to lack of local organisations or companies that fit in the OYE niche). They are trained on BLS and business skills development themselves and then continue supporting the youth groups. In Tanzania, like in Rwanda, LSPs are small entities as compared to the freelancers in Mozambique. In the course of the project, they have developed their capacities to support the youth through all stages of the pathway.

Table 1: Implementation of the MTR recommendations and the results

|   | Rwanda  | Mozambique   | Tanzania  |
|---|---|--|---|
| MTR Recommendation  | In which way/how did you address it   |  |   |
| <p>1. Start from the market opportunities at all times and analyse if the market is accessible for OYE youth activities and if there is a “pull” factor.</p> <p>Therefore, continue relationship building by OYE and create trust to generate access to the private sector companies for matching opportunities. This means increased time and financial investments.</p> | <p>OYE Rwanda has always started by analysing opportunities for the youth and has been engaging with governments or the private sector on that basis.</p> <p>This was being done on the basis of agreements with Private sector, REG, with clear targets and co-sharing plan.</p> | <p>First of all, we identified market opportunities before trainings began. OYE Mozambique prioritized linkages with private sector companies that had potential to grow and increase their intake of youth. More MoUs were signed with companies that could provide market for youth.</p> | <p>Market scan identification was carried out from the start of each implementing year of the project.</p> <p>It involves stake holders (LGAs, LSPs, and Private sector companies) within the specific village/ district.</p> |
|   | What was the result (outcome and impact level)  |  |   |
|   | <p>Employed youth by private sector or through government/District opportunities.</p> <p>Rapid private sector expansion and reaching out to Last Mile.</p>  | <p>Increased number of youth engaged and linked to the market</p>  | <p>More companies were identified and engaged resulting in more youth (self-) employed in a business/market relationship with these companies.</p>  |
| <p>2. Conduct in-depth sub sector analysis to discover employment opportunities along the value chain. Beyond production and</p>  | In which way/how did you address it   |  |   |
|   | <p>OYE signed an agreement with REG on biogas based on the sector needs and opportunities,</p>  | <p>After trainings e.g. basic life skills training, YSLA and Business skills the</p>   | <p>Market research form/template was developed by LSPs and filled by youth at market places for agriculture and</p>   |

|  | Rwanda  | Mozambique   | Tanzania  |
|--|---|--|---|
| including processing/value addition, look for cross sector incubation  | specifically in relation to new biogas to be installed (Government and Districts targets), as well as based on the maintenance needs/overview of already installed biogas digesters in Districts.                       | youth themselves identified some self- employment opportunities.                                     | ICS and during events for renewable energy.   |
|  | What was the result (outcome and impact level)  |  |   |
|  | Concrete opportunities for the youth<br><br>Government able to reach its development targets and sustain what is already installed  | Start of new initiatives such as livestock keeping, chili pepper, soya beans and fish keeping.       | Youth able to assess opportunities for business activities, and found especially opportunities for trade between villages and towns   |
| 3. Widen value chain opportunities beyond production especially for women. A gender analysis of the market, via close consultation with female youth & female entrepreneurs (and their husbands), is recommended in order to identify new opportunities for women that match | In which way/how did you address it   |  |   |
|  | In Rwanda, one good example of opening up opportunities for women is constituted by the biogas cooperatives that broadened their scope to (for instance) solar, which attracted more young women into the cooperatives. | Women started to do side activities such as baking cakes, YSLA and marketing of agricultural produce | Introduction of food value addition activities e.g. spices, nutritious flour, wine<br><br>Solar-Women have been engaged into sales as solar agents and market drivers<br><br>Introduction of poultry keeping which was lucrative to both men women.<br><br>Allow YSLA meetings to take place at the homes of those families where the |

|   | Rwanda   | Mozambique  | Tanzania  |
|---|--|---|---|
| their gender values and role in society   |  |   | husband did not allow the wife to leave the homestead hence give him a chance to see the involvement of the youth in their social-economic growth.  |
|   | What was the result (outcome and impact level)   |   |   |
|   | <p>More young ladies enrolled and employed</p> <p>More young ladies involved into leadership of cooperatives</p>   | <p>Increased number of women coming into the project and a reduction of women dropouts</p> <p>Increased number of women in self-employment and youth led enterprises led by women</p> | <p>Improvement has been noted e.g. in animal fattening women were not interested neither in animal slaughtering but were later trained on packaging of the end products and selling.</p> <p>In cook stoves women took up the ceramic /pottery activities whereas men took up the liner making and assembling of stove activity.</p> |
| 5. Matching opportunities need to be present (time and funds) before the push, market options agreed between stakeholders before training like provision of start-up material, access to finance opportunities, | In which way/how did you address it  |   |   |
|   | OYE partnered with solar companies, through an analysis of their expansion plans and business models. Rooms for youth inclusion and career growth would be identified with private sector partner, this was the case for | MoUs have been prepared indicating the responsibilities of the various partners. These could have been tripartite MoUs with also youth being involved as signing partner              | Matching opportunities for only 60 percent of youth after being trained in business development. The assumption was the 60 percent trained youth had to train the remaining 40 percent.   |

|  | Rwanda   | Mozambique  | Tanzania  |
|--|--|---|---|
| and systematic mentoring support. These conditions (who is providing how much by when) are to be formalized and agreed upon on paper   | Ignite, Mobisol, Drimex, biogas, etc.  |   |   |
|  | What was the result (outcome and impact level)   |   |   |
|  | Increased number of youth being employed (self-employed) through the companies   | Increased self-employment (Exceeded our target of self -employment - 115%)  | We suggest having sufficient budget allocated to cover all the youth recruited rather than leaving other youth in the process. We believe that business development skills cannot be disseminated by fellow youth as they are not experts in this discipline even though they can be role models. |
| 5. Document evidence and inform private sector on the added value of OYE youth towards profitability and productivity of companies; reach out to new private sector stakeholders (incl. employers association) to create more income opportunities for youth | <p>Drimex biogas, Ignite and Mobisol, acknowledge the contribution of OYE, in regard to their rapid expansion.</p> <p>This is reflected into our database, specifically the number of youth employed and their geographical cover.</p> <p>In addition, a number of youth have grown within the same companies, to occupy management positions.</p> | <p>We hired a communication consultant who made case studies including one that explained private sector role on youth market opportunities.</p> <p>A video was also produced that showed various youth interventions and relations with private sector</p> | While documentation of partnerships with private sectors makes a good reference of private companies to realize the value added by the OYE youth in terms of profitability and productivity, we have not actively invested in documentation very much.  |

|  | Rwanda   | Mozambique   | Tanzania  |
|--|--|--|---|
|  | What was the result (outcome and impact level)   |  |   |
|  | More ownership of OYE activities and methodology by private sector actors  | More visibility at district, provincial and national level.<br><br>We are also visible internationally through Facebook and YouTube  | This advantage is not only for the private sectors but also for all stakeholders. (i.e., the donor, SNV, government, etc.)  |
| 6. Shorten pathway in time: set-up, roll-out and monitor a chain/pathway of push-match-pull activities within a 2-3 months' time-frame. Emphasis on the completion of the pathway: requires a clear target setting, with a step by step approach based on strong market demand | In which way/how did you address it  |  |   |
|  | The OYE Rwanda pathways have been always short, as these pathways were always guided by agreements signed with governments and private sector actors, which were time bounded. | It's not very realistic to shorten the pathway to 2-3 month in the agriculture sector. It might need 6 -8 months. Changing of the mindset and application of the skills learnt is a process. | The pathway remained the same, as we aimed at results because from experience we have learnt that coaching is the key component to nurture YLEs, coaching needs enough investment of budget and time. |
|  | What was the result (outcome and impact level)   |  |   |
|  | More effective processes for youth empowerment   | N/A  | No change   |
| 7. Coaching and mentoring of youth, requires a practical, dynamic, pro-active and personal approach. Assessment of LSP capacity in understanding the   | In which way/how did you address it  |  |   |
|  | Most of the activities were shifted to coaching and mentorship, Much has been also invested towards the PULL, this through   | This has been taken into account. OYE LSPs started coaching youth groups. In addition, there are some companies that also assume this  | In making coaching of YLEs more practical the implementing partners started by gaps identifications and the coaching activities actively addressed the gaps identified. Also, we put                  |

|  | Rwanda  | Mozambique   | Tanzania   |
|--|---|--|--|
| processes of starting a business in the value chain and country context  | enterprises, cooperatives formation, YSLA, which provided perfect framework for coaching and mentorship activities.   | responsibility of coaching and providing technical training of youth.  | conditions to LSPs to assign a relevant technical person towards coaching of the gaps identified, and in making sure that all things are done we provided a time schedule for coaching sessions and reporting what was done per agreed time frame. |
|  | What was the result (outcome and impact level)  |  |  |
|  | More youth employed and able to diversify for more income.  | Improvement of market orientation for the youth.<br><br>More adoption to agricultural best practices<br><br>Increased quality of production and productivity<br><br>More ownership by the companies and willingness to invest in the youth | Stronger and well-functioning YSLAs  |
| 8. OYE to provide systematic support, performance monitoring and quality assurance to LSPs as they are critical for the quality of OYE its interventions and results. Salary reduction not advised | In which way/how did you address it   |  |  |
|  | This was done through the OYE monthly meetings or specific regular thematic meetings (Business or technical LCBs).<br><br>Tools were developed for LCB reporting, which also adapted to | Monthly and quarterly meeting<br><br>Technical training of LSPs in all of our intervention areas (e.g. by GAPI, CIP, ITTA)<br><br>Refresher trainings  | Financial management and verification support was done by an audit firm<br><br>Also, SNV provided intensive support in terms of insuring quality control as the project management decided to  |

|  | Rwanda   | Mozambique  | Tanzania   |
|--|--|---|--|
|  | <p>new realities of youth maturing into employment and youth group's growth.</p> <p>LCBs were also regularly assessed against their activity plans, which were also aligned to the overall OYE Rwanda activity plan.</p>   | <p>Joint monitoring field visits on the last day of each quarterly meeting</p>  | <p>make divisions of roles to technical advisors to each and every one to concentrate to his/her geographical area</p>   |
|  | What was the result (outcome and impact level)   |   |  |
|  | <p>Youth closely supported and able to keep their jobs and improve their income</p>  | <p>Improved quality of service delivery by LSPs</p>   | <p>Improved management of and support to LSPs</p>  |
| 9. Linking youth enterprises to financing institutions | In which way/how did you address it  |   |  |
|  | <p>Youth were linked to BDF and its 22 branches countrywide and accessed finance</p> <p>Youth are banking with 138 branches of financial institutions country wide, including SACCOs, a good number have access to finance, either in groups or individually</p> | <p>Engaged an MFI (Micro Finance Institution) to train and finance some potential youth initiatives</p> <p>Negotiated for some government and private company funding for youth initiatives</p> | <p>The financial institutions interest rates are high and so we decided to insist linkages from other sources of financing like LGA and intensifying YSLA. Also, youth could not afford to provide the collaterals which were demanded by the MFI's and other financial institutions</p> |

|  | Rwanda  | Mozambique  | Tanzania  |
|--|---|---|---|
|  | What was the result (outcome and impact level)  |   |   |
|  | Increased investments capabilities by the OYE youth, leading to more employment opportunities and income.                                   | Access start-up capital<br>Creation of youth led enterprises  | Applications prepared and submitted to the 5% loans of the LGAS and some of the groups receiving the loans.   |
| 10. Geographically concentrate of OYE activities to allow for peer-to-peer learning and attract new youth, across value-chains and sectors in order to avoid market saturation and to reduce fragmented support/investments of OYE/LSPs, and as such enhance their efficiency/effectiveness. | In which way/how did you address it   |   |   |
|  | OYE Rwanda continued to operate countrywide, due to own country specificity, private sector drive and request from central government level | The project did not continue expanding to new geographical areas but increased the number of interventions in existing operational areas. | This was adhered to as the condition for recruitment of new youth was to go nearby the old areas so as to reduce cost and make coaching support easy for the LSPs.    |
|  | What was the result (outcome and impact level)  |   |   |
|  |   | Cost effectiveness and increased value for money  | Groups are visited more often by LSPs, improved support   |
| 11. Capture impact results with Most Significant Change Stories MSC and reach out to donors and GoT  | In which way/how did you address it   |   |   |
|  | Impact result captured into our database.   | Engaged a Communication Consultant to capture impact stories<br>Steering Committee was engaged to divulge the project at national level   | SNV through OYE project hired a communication consultant who has already prepared the youth profiles and success stories which are shared already. The documentary is |

|  | Rwanda  | Mozambique  | Tanzania   |
|--|---|---|--|
|  |   | <p>Presentation of the project to district and provincial government institutions</p> | <p>completed but is yet to be publicized waiting for supporting documents due to GDPR.</p> <p>Also, we have exposed youth in youth forum, International Youth day, women day and other national activities like independent touch, National Peasants day and National Entrepreneur trade fair day.</p> |
| What was the result (outcome and impact level) |   |   |  |
|  |   | <p>Increased government ownership that will enable sustainability</p>                 |  |
|  |  |   |    |
|  | <p><i>Photo 3: ICS group in Rubavu, Rwanda</i></p>                                  | <p><i>Photo 4: Horticulture group in Mozambique</i></p>                               | <p><i>Photo 5: YLE: food processing in Tanzania</i></p>  |

## 5. Findings after the MTR

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### 5.1. Relevance

In all three countries, the goal of the project to reach improved livelihood for 17,500 youths, improved ways of living and asset creation, was still perceived as very relevant by the beneficiaries as well as by the partners and other stakeholders. The support package that OYE has offered, through the respective LSPs, based on the market scans of opportunities for (self-)employment, in order to address the needs, ambitions and interests of the rural out-of-school youth (men and women) in the two sectors, was flexible and adapted to the local contexts. In Rwanda opportunities for (self-)employment have been particularly identified in solar. In Tanzania, the market scan was not always systematically conducted in the agriculture sector before the enrolment of youth and the start of the push activities. However, the youth have been introduced to conducting their own market scans at local markets to identify opportunities, which has empowered them to become more resilient to unpredictable markets and climate change and gain ownership of their interventions.



*Photo 6: Small scale poultry in Morogoro*

In Mozambique the team was, after a difficult start, much engaged in finding opportunities within agri-business in three provinces, Tete, Zambezia and Nampula. Opportunities varied from offering positions as contract farming (ingrowing, outgrowing), poultry keeping and more traditional farming opportunities like Cotton growing. Youth link up to processors (fruit crops), traders like Amarula and ETG and local markets, selling produce directly to the end-users. The relevance of the choice of the subsectors was confirmed by the youth that joined the program.

Renewable energy offered a “cool” job in solar for the more advanced youth, while the ICS groups were life-saving and accessible for the more vulnerable youth. Biogas was a more difficult option in Tanzania due to problems in the Domestic Biogas Project that eventually was closed in 2017. On the other hand, the Government of Rwanda gave high priority to the biogas subsector decentralizing the national program (formerly funded by

the Dutch government) to the district level, whereby districts have included biogas targets in their IMIHIGU goals and plans. While subsidies were reduced, the OYE Rwanda team argues that the youth still found “meaningful employment” in that subsector, which was supported by the fact that there are currently 22 youth-led biogas cooperatives and 12 viable companies, which also included YSLAs with “good savings”. In the districts where biogas did not appear in the IMIHIGU goals anymore, the biogas cooperatives are focusing on maintenance of the digesters and introduction of the cheaper plastic digesters, because the price of the installation had become a big obstacle for households to invest in biogas.

Regarding agriculture, in Tanzania, the choice of the sub sector was, in the visited activities, inspired by the competencies of the contracted LSP. For example, in Morogoro the technical skills that were promoted were related to organic agriculture because of SAT’s focus on organic agriculture. In Moshi, the selected subsector for technical skills development was food value addition, because of the competency of the selected LSP, SIDO Kilimanjaro. As the team was not able to visit all activities in the program, it could be a coincidence with the two mentioned LSPs for it to occur. However, the number of groups that were involved with the LSP are considerable.



*Photo 7: Material of Francisca Massawe for packaging of spice in Moshi*

Francisca is 26 years, not married and no children. She was introduced to OYE through SIDO in 2016. She was in a group already. SIDO invited those who are interested in food addition and she was the only one from the group. After training in BLS, technical skills, and BDS, she went back to the group and started with a few members. But they were too slow and not enough committed, therefore she went on her own and later registered at BRELA. She started with her own savings and YSLA loan from group. She needed and had to invest in: i) Package material, ii) Sealing machine, iii) Grinding machine (not yet, I have to go somewhere for grinding), iv) Scale, v) Bar codes (via OYE/SIDO), vi) Area to work from. It is profit making also because she found a supplier thanks to SIDO and reinvested all profit into business till 2017 when she started to pay herself 100,000 per month. She now still need the grinding machine and the certification from TBS and TFDA. She is grateful to OYE because of the trainings;

she could consult SIDO on technical aspects to make big decisions; OYE helped with connection to Ruka JUU competition when she won start-up kit and asked OYE to help her with the barcodes as reward; SIDO connected her to suppliers of packaging material; attended seminars and became a certified trainer herself of SIDO; SIDO wanted to send her to USA and Norway but she could not get a passport on time; participation in Nanenane.

In Mozambique, the technical skill component remained important throughout the lifespan of the OYE program as the field supervisors, all having a background as agricultural extension workers, visit the youth groups very frequently and provide valuable skills at the different stages in the cropping season. No direct link has been developed with organic farming, though new crops have been introduced, fruit trees and the very nutritious sweet potato.

The concept of employment has been applied open and flexibly in all three countries, largely depending on the local context. The majority of the youth has been empowered to find opportunities in the informal economy on an individual basis, while being part of groups, or cooperatives or YSLAs allowing them to generate funds. This combination of empowerment for individual informal employment, the capacity to diversify and the group support mechanism provides for financial and social security in times of hardship (bad harvest, diseases of poultry, etc.) as well as in between high and low seasons. Loans in most YSLA can reach a maximum of 3 times the amount deposited by the person. In Mozambique, the YSLA has not separated between loans issued for the social needs and loans for investment in business activities, which can be explained by the various problems the youth have encountered due to the financial crises, on the one hand and the extreme weather they had to deal with resulting in loss of housing and others, on the other hand.

In Rwanda and Tanzania, YSLAs have two different dimensions, one specific for the social safety function and one for the business loans, the latter being as well the one receiving most of the contributions. This is merely an observation regarding the change in approach, without arguing against or in favour of any of the two situations. It depends very much of the context in which the youth are living and the problems they face. Most important is the trust that goes hand in hand with the setting up of the YSLA and the importance that youth, normally deprived from any access to loans, attribute to the system as a way out to improve their livelihoods. Defaulting on loans is very rare and measures are in place to use social control mechanisms to make the youth comply with the loan conditions.

The project engages with three types of key stakeholders i.e. Local Government, Private Sector companies, and financial institutions. The role of the different stakeholders varies as well between the countries, with Rwanda being very strong on compliance through the performance agreements in place at all levels, Mozambique very much involved in the steering committee and finding in the OYE program a solution to address the youth in a more systemic way, claiming even to a large ownership of the program, while in

Tanzania the relationship is more at the district level as the national level was too difficult to be taking a lead role.

Both in Mozambique and Rwanda, the financial partners have interest to expand their youth program, though both GAPI and BSF encountered difficulties to identify the youth potential and the programs still were not that open to the youth category OYE works with. The collaboration resulted in the realisation that they have to develop an adapted program for this youth. Government programs like FAIJ in Mozambique and the district youth funding program in Rwanda have still problems recollecting loans provided, while on the other side, GAPI and BSF were more successful in recollecting the loans. Both do provide as well specific financial training, ranging from initial book keeping to advanced business skills.



*Photo 8: YLE Antonio Jamal received a loan from GAPI and has a hardware shop. Started with second hand clothes some years back and is also active in construction*

Antonio Jamal was involved in a 2 weeks session in Nampula in 2015 and started to have his hardware shop in 2017. He participated in training sessions where GAPI as a training entity /LSP provided insights on entrepreneurship and making a business plan.

Based on the plan he was able to get a loan of 100,000 meticaís, which he was required to pay back in 16 months. However, he managed to pay back the loan in 4 months. He then received a new loan of 250,000 which he will be able to pay back this June fully.

Next to his shop he has a plot of 15 ha where he produces sesame, maize and beans and he has constructed his own house. Having a house eases access to loans.

Local governments were approached since the beginning of the project and are often involved in the selection of the youth at local level, as well as with the registration of the groups/cooperatives. In Mozambique it is the Youth Council, which is involved in the

selection and registration of youth. In Rwanda, Tanzania and Mozambique, the LGAs also are facilitating access to finances at district level (Rwanda: the district youth fund; in Tanzania, with help from the ward community development officers and the district youth development officers apply for 5% youth funds from the district councils. In Mozambique, the department of youth and sports is responsible for the FAIJ program.

In follow up of the recommendation by the MTR, beginning 2017, focus was put on guiding local service providers (LSPs) to also champion local and direct collaborations with private sector companies. This new approach aimed at bringing about more sustainable collaborations with the market beyond SNV/OYE interventions.

In the early stage of the project, the private sector companies, especially in Solar and as a spinoff from the result-based funding agreement that existed with the solar companies, were involved in the selection of the youth that would participate in the internships before they were enrolled. Later, most OYE youth was selected by the LSPs, trained and prepared before "delivering" them to the respective PS companies for internships and potential future employment. The PS companies still take the proposed youth through a selection process before accepting them.

The Financial Institutions internal guidelines and policies make it extremely difficult to engage with youth groups or individuals, for the usual reasons of not having bank accounts, lack of collateral, etc. Furthermore, the commercial banks have no interest in youth and their interest rates are simply not affordable!

As mentioned, we have, however, encountered some institutions in Rwanda (BDF) as well as in Tanzania (FINCA, CDRB and Equity bank) and in Mozambique (GAPI) that have recently tried out and want to expand or are now ready to try out to provide loans to the youth on more accessible conditions. The fact that these youth are part of a group, have experience with savings and taking loans, and can prove their pay-back record, is key in this case. While the interest rates vary enormously (12-36% on annual basis) the more mature youth are interested to take such loans since the YSLA are too limited for them in terms of loan size. GAPI offers already loans starting from a value of around 30 USD, which provides ample opportunities for youth to get into the formal system. Interest rates are also acceptable as compared to the formal banks that charge more than twice the interest rate requested by GAPI (18% versus 44%).

## 5.2. Effectiveness

Effectiveness is about whether the program reached its targets. In order to be able to measure the achievements the program has developed a monitoring system to track progress of youth. LSP kept track of the training and the progress of the youth and prepared reports of each event (training, coaching and /or mentorship), with the participating youth. OYE staff ensured that LSP keep track of the above and prepare reports of planned events monthly or quarterly. OYE staff then crosscheck the accuracy, and once approved, upload these excel sheets in to the system or approve the one done so, using tablets. To test accuracy, OYE staff engaged in performing random calls and

visits during trainings or after for youth groups or outstanding youth then generate reports. Excel sheets to be uploaded were available from the computer-based system. The development of the computer-based database and the subsequent options for data analysis and generation of progress reports faced multiple challenges during its development and in the actual implementation. The first consultant was a high-tech firm in Tanzania (DataVision), that developed a system that was too complex and not accessible. The next consultant, SmartCode, also a Tanzania based company, adjusted the application from DataVision which also went through various stages of improvement.

The tool has undergone too many changes and as a result has hardly reached a full functionality status; information has been updated to date, though updating protocols are not always followed, which results in multiple updates, both from the system and manual updates, which is technically possible as update dates for the same set of data vary. Staff were trained on the first pilot, but after the introduction of multiple changes, no further training was provided, also not to newly recruited LSPs, who are mainly in charge of filling the database with the field data. Given the amount of data that is collected from the high number of youth enrolled in the program, the partly functional dataset has made monitoring a difficult task to say the least.

Examples of major challenges are:

- The lack of a OYE-based monitoring expert with substantial understanding of designing a phone-based monitoring application, its limitations and its opportunities. The tool developed was abandoned and data collection was mainly done through the LSP with quality checks by OYE staff, or through interns, specifically recruited for the task. Uploading of data in the developed database was a complicated task prone to errors and duplications, which hindered easy access to data for monitoring purposes or provision of progress statistics.
- Missing of a unique ID code and opening up for too many spelling mistakes and writing conventions. Perhaps a simple id card distributed among the youth could have solved part of the problem, making tracking of progress much easier.

Nevertheless, the number of youth involved in the program and the results of the field visits as well as discussions with the youth, gives sufficient ground for final evaluation to approximate that figures are not too far off the reality.

|                      | TZ ag | TZ RE | MZ ag | RW RE | Total |
|----------------------|-------|-------|-------|-------|-------|
| Enrolled             | 7423  | 4204  | 5011  | 4266  | 20904 |
| Completed training   | 7063  | 3851  | 4584  | 4228  | 19726 |
| Entered employment   | 4822  | 3141  | 4612  | 3192  | 15767 |
| Continued employment | 4328  | 2245  | 3893  | 2627  | 13039 |

|   |     |     |      |     |     |
|---|-----|-----|------|-----|-----|
| entered employment/<br>Completed training   | 68% | 82% | 101% | 75% | 80% |
| Continued employment/<br>entered employment | 89% | 71% | 83%  | 82% | 83% |

Table 2: Results of enrolment, training and employment numbers

Discrepancies in figures could as well be attributed to a difference in interpretation between the countries in relation to what, for example, employment or continued employment in the table above entails. This might explain the >100% entered employment as compared to trained youth in Mozambique, being also much higher than the average or in comparison to the agricultural sector results in Tanzania. It would require sitting with the LSP and the teams in the various countries to sort this out.

Some other statistics that are derived from the provided youth statistics are:

| <b>Summary Metrics - Overall</b>               | <b>TZ Ag</b> | <b>TZ RE</b> | <b>RW</b> | <b>MZ</b> | <b>TOT</b> |
|--|--------------|--------------|-----------|-----------|------------|
| % enrolled youth vs total plan                 | 103%         | 98%          | 107%      | 100%      | 102%       |
| % employed youth vs total plan                 | 81%          | 88%          | 97%       | 111%      | 93%        |
| Male enrolment                                 | 60%          | 61%          | 72%       | 64%       | 64%        |
| Female enrolment                               | 40%          | 39%          | 28%       | 36%       | 36%        |
| Actual % of trained youth in employment        | 68%          | 82%          | 75%       | 101%      | 80%        |
| Planned % trained youth in employment          | 98%          | 96%          | 97%       | 97%       | 97%        |
| Actual % trained male in employment            | 68%          | 80%          | 74%       | 104%      | 80%        |
| Actual % trained female in employment          | 69%          | 85%          | 78%       | 94%       | 80%        |
| Actual % employed male continuing employment   | 88%          | 70%          | 88%       | 84%       | 84%        |
| Actual % employed female continuing employment | 93%          | 73%          | 68%       | 81%       | 81%        |
| Actual training attrition rate                 | 5%           | 8%           | 1%        | 9%        | 6%         |
| Planned training attrition rate                | 15%          |              |           |           |            |

| <b>Summary Metrics - Male only</b>      | <b>TZ Ag</b> | <b>TZ RE</b> | <b>RW</b> | <b>MZ</b> | <b>TOT</b> |
|---|--------------|--------------|-----------|-----------|------------|
| % enrolled youth vs total plan          | 103%         | 100%         | 127%      | 107%      | 108%       |
| % employed youth vs total plan          | 79%          | 88%          | 113%      | 122%      | 98%        |
| Actual % of trained youth in employment | 68%          | 80%          | 74%       | 104%      | 80%        |

|   |     |     |     |     |     |
|---|-----|-----|-----|-----|-----|
| Planned % trained youth in employment     | 98% | 96% | 97% | 97% | 97% |
| % of employed youth continuing employment | 88% | 70% | 88% | 84% | 84% |
| Actual training attrition rate            | 7%  | 8%  | 1%  | 9%  | 6%  |
| Planned training attrition rate           | 15% |     |     |     |     |

| <b>Summary Metrics - Female only</b>      | <b>TZ Ag</b> | <b>TZ RE</b> | <b>RW</b> | <b>MZ</b> | <b>TOT</b> |
|---|--------------|--------------|-----------|-----------|------------|
| % enrolled youth vs total plan            | 103%         | 94%          | 76%       | 90%       | 93%        |
| % employed youth vs total plan            | 85%          | 88%          | 72%       | 96%       | 86%        |
| Actual % of trained youth in employment   | 69%          | 85%          | 78%       | 94%       | 80%        |
| Planned % trained youth in employment     | 98%          | 96%          | 97%       | 97%       | 97%        |
| % of employed youth continuing employment | 93%          | 73%          | 68%       | 81%       | 81%        |
| Actual training attrition rate            | 2%           | 9%           | 0%        | 7%        | 4%         |
| Planned training attrition rate           | 15%          | 14%          | 15%       | 14%       | 15%        |

Table 3: Overall summary metrics

Noteworthy is the overall lower training attrition rate than the figure that was anticipated of 15% training attrition. The Rwanda rate of 1% is remarkable, with hardly any youth dropping out of the training.

|   | <b>TZ-Ag</b> | <b>TZ-RE</b> | <b>RW-RE</b> | <b>MZ-Ag</b> | <b>all</b> | <b>Target</b> | <b>Result</b> |
|---|--------------|--------------|--------------|--------------|------------|---------------|---------------|
| Enrolled in program                           | 7,423        | 4,204        | 4,266        | 5,011        | 20,904     | 20,500        | 102%          |
| Successfully completed training               | 7,063        | 3,851        | 4,228        | 4,584        | 19,726     | 17,500        | 113%          |
| Participated in internship in agri-business   | 2,824        | 2,125        | 4,065        | 717          | 9,731      | 4,600         | 212%          |
| Participated in business development training | 4,389        | 1,608        | 221          | 1,040        | 7,258      | 750           | 968%          |
| Won business competition                      | 207          | 23           | 149          | 329          | 708        | 550           | 129%          |
| New youth lead enterprises.                   | 276          | 122          | 77           | 357          | 832        | 400           | 208%          |
| Entered employment                            | 4,822        | 3,141        | 3,192        | 4,612        | 15,767     | 16,950        | 93%           |
| Continue employment                           | 4,328        | 2,245        | 2,627        | 3,839        | 13,039     |               |               |

Table 4: Key figures of the total overall performance to date

### 5.3. Efficiency

At the end of the second quarter of year-5, the OYE budget depletion reached 89.6% with 6 more months to go. The budget control and monitoring has stepped up in the last period and the consultants are of the opinion that the financial performance will be remaining within the overall budget.

The variation between expenditure against planned budget for the countries varies from 86.2% for Tanzania, 89.8% for Rwanda and 98.7% for Mozambique (see Figure 4). The total budget for Tanzania is higher for 2 reasons, one being the management costs for the program being allocated to the TZ budget and the fact that 56% of the OYE youth target population had been foreseen in Tanzania. The target for Rwanda and Mozambique being 21% and 24% respectively.

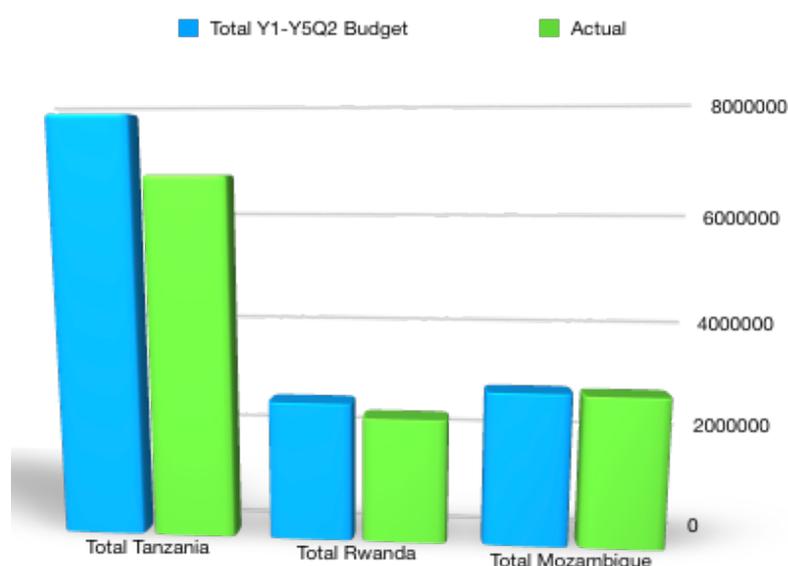


Figure 4: Overview expenditure (Y1-Y5 Q2) per country in \$

As can be observed in Figure 5, the major underspending occurred in year 2 with the program improving on its delivering from year 3 onwards<sup>1</sup>. As the current year is still ongoing, no final statement can be made on the performances, but the program seems to be on track.

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<sup>1</sup> After Q3 of every year, a budget review was undertaken in order to minimize the variance at the end of each year

### Expenditure versus budget entire program

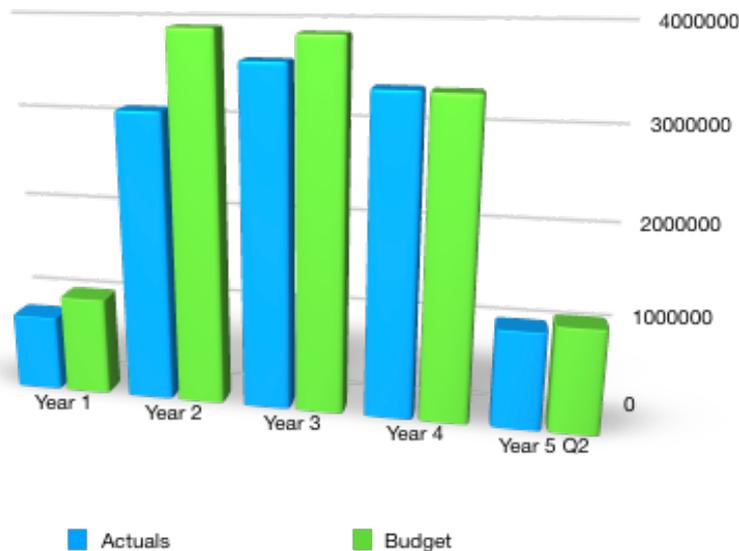


Figure 5: Overview of expenditure versus budget (Y1- Y 5 Q2)

If we break down the program according to main categories in the budget lines, we observe some interesting elements. Even though the Tanzania OYE budget includes the management of the program, it hasn't impacted significantly the distribution of the allocation between the program costs. For instance, the program specific expenses vary from 42%(Mozambique) to 52% (Rwanda) with OYE Tanzania with 47% in the middle. Employee salaries and wages vary between 26% and 30%. Travel costs for Mozambique are however rather high, which impacts on the amount available for program specific expenses, as other costs are only a few percent varying between the countries. Local travel costs in the provinces of Nampula, Tete and Zambezia were substantial with huge distances to cover and unit costs per mile on the high side.

Interestingly the expenses for publication and printing is negligible in Tanzania, while one would have expected the country that hosts the management also spend more money on publications and printing while only 10,000 \$ out of a budget of 28,000\$ was used. The budgets for this category were 3 times and 2 times higher for Rwanda and Mozambique respectively.

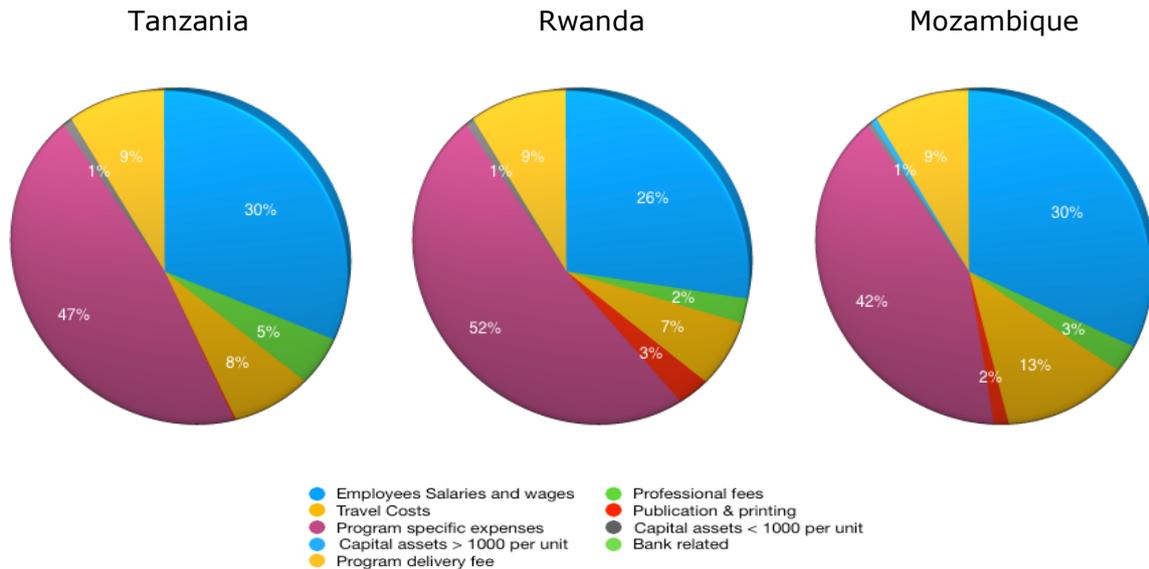


Figure 6: Distribution of expenditures per country Y 1 to Y 5 Q2

The project has further identified 5 main categories of activities, being:

- A1 Program setup and Management of the program
- A2 Provide employment skills, with typically as activities,
  - Technical skill trainings
  - Basic life skills
  - Youth identification
  - Business skills training
- A3 Match skilled youth with market opportunities, with
  - Internships and on the job training
  - Internships for YLE leaders
  - Mentoring and guidance of skilled youth
  - Business plan development support YLE
  - Market development support
- A4 Expand employment for youth, with
  - Mentoring and guidance of skilled youth
  - YLE establishment support
  - Internships
  - YLE support for access to financial services
  - Coaching and market development support to YLE
- A5 Monitoring and learning

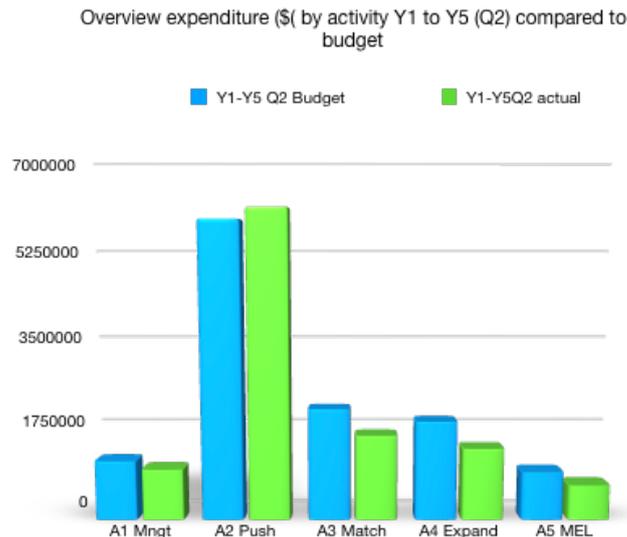


Figure 7: Overview of expenditure in \$ by activity (Y1 – Y5 Q2), excluding the 9% program delivery fee.

Figure 7 above provides the overall figures of the various activities as distilled from the annual reports. These figures include all program activities, while for the purpose of looking at the direct cost per youth the figure gives a distorted overview. For this reason, we have tried to look only at those expenditures directly focusing on the youth. The various countries have developed more or less detailed budget lines to account for the expenditures.

For Tanzania we have tried to follow the distinction between agriculture and renewable energy expenses, thus expecting to compare Rwanda with Tanzania RE and Mozambique with Tanzania AG expenses. Figure 8 below presents a comparison between each country and the emphasis on the activities A2 to A5 (excluding project management A1 that is only applicable to Tanzania)

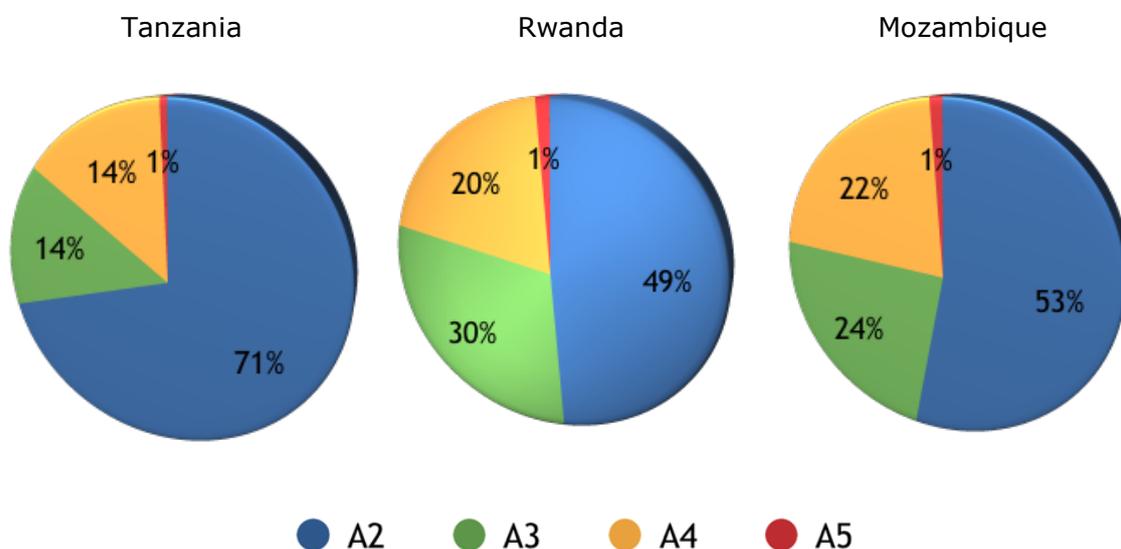


Figure 8: Distribution of expenditure between the various program activities, excluding Activity A1 program setup and management

- Throughout the years, Tanzania has put a large focus on the provision of employment skills, including Basic life skills, and technical trainings in the subsectors, red meat, dairy, horticulture crops, ICS, briquettes, Biogas and solar. Given the largest budget allocated to Tanzania this has been a substantial amount.
- Rwanda and Mozambique spend almost 50% on the same component and dedicating substantial amounts to the activities A3 (Match skilled youth with market opportunities) and A4 (Expand employment for youth).

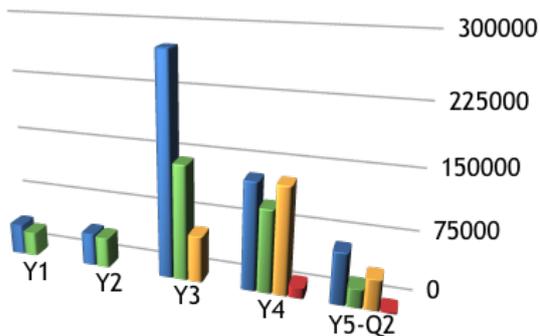


Figure 9: RE Rwanda per activity for Y1 to Y5 Q2

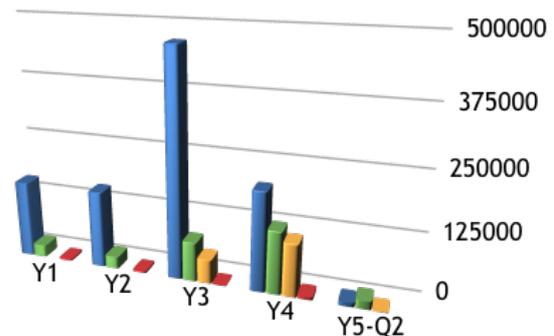


Figure 10: RE Tanzania per activity for Y1 to Y5 Q2

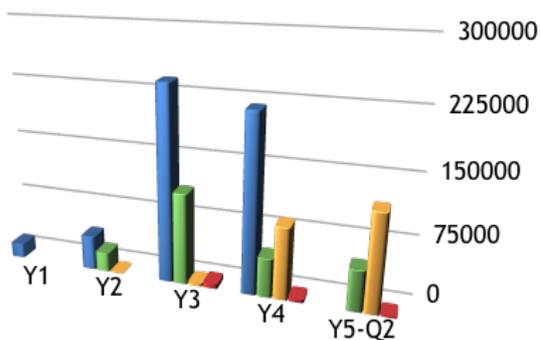


Figure 11: AG Mozambique per activity for Y1 to Y5 Q2

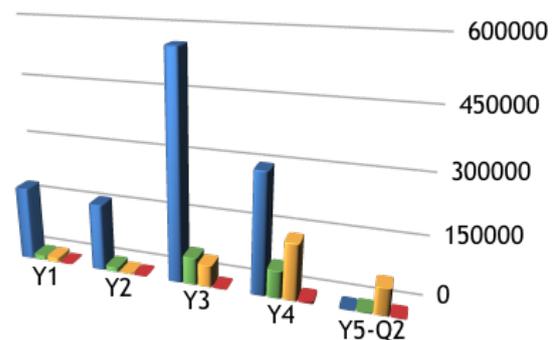


Figure 12: AG Tanzania per activity for Y1 to Y5 Q2

■ A2 ■ A3 ■ A4 ■ A5

The above series of graphs (figure 7 to 10) show some interesting trends.

#### Mozambique

- Mozambique struggled with the start of the program during the first two years and caught up in year three, Activity A2 remained important in year three and

four, resulting in some groups being established also late 2017/ early 2017, which might jeopardize the sustainability of these groups.

- Nevertheless, the match became important in 2015/16 and the expansion of the program in 2016/17 till 2017/18.

#### Rwanda

- Interestingly enough Rwanda spend from the start funds for both the technical skills and the matching with the private sector.
- Year three was an important boost to youth enrolment and followed by a strong emphasis on matching in year three and four and an increase in expansion of the program in year 4 and 5

#### Tanzania

- The program started from the beginning with a focus on skill development though, as in other countries, the investment in youth enrolment was more apparently in year 3 and 4, catching up on youth enrolment<sup>2</sup>. This is understandable given the "learn and improve while doing" approach that was applied and provided the needed flexibility. The trends that can be observed in all countries evidence as well that it would have been very interesting to prolong the current program and continue efforts in the matching and the expansion of the self-employment and enterprise development.
- It appears as if the matching component was more pronounced in the RE sector as compared to the Agricultural sector, but comparatively both the matching and the expansion of self-employment and enterprise development were allocated less funds (%) as compared to Mozambique and Rwanda

Based on the analysis the consults have tried to link expenditure to the number of youth enrolled, trained, entering in employment and enjoying continued employment.

The earlier mentioned difficulties with the monitoring system might explain the high numbers in Mozambique as compared to the other countries especially in the field of continued employment as compared to entered employment, with Mozambique scoring a very high 96% in continued employment as compared to Tanzania (72 Ag, 56 RE) and Rwanda (86 RE)

The field visit also indicated that not all trained youth went into employment and some employments were not continued (Poultry keeping, horticulture etc). The more modest figures of around 72% or 82% continued employment seem to be more realistic and are

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<sup>2</sup> Given the very detailed budget lines, the possibility that project related expenses have been allocated to expenses among the three major program lines A2-A5 is a possibility that hasn't been verified but could influence the representation of the expenses between the three program lines. However total costs per country and per sector are not influenced by this possible allocation effect.

proof of the interesting achievements of the OYE program. (see below **Error! Reference source not found.**).

Trying to link program related costs to numbers of youth being: i) trained, 2) having completed training, 3) entered employment and 4) continued employment provides the following overview.

|   | TZ ag     | TZ RE     | MZ ag   | RW RE     | Total     |
|---|-----------|-----------|---------|-----------|-----------|
| <b>Enrolled</b>                                     | 7423      | 4204      | 5011    | 4266      | 20904     |
| <b>Completed training</b>                           | 7063      | 3851      | 4584    | 4228      | 19726     |
| <b>Entered employment</b>                           | 4822      | 3141      | 4612    | 3192      | 15767     |
| <b>Continued employment</b>                         | 4328      | 2245      | 3839    | 2627      | 13039     |
| <b>Unit cost per enrolled youth</b>                 | 226       | 349       | 197     | 268       | 260       |
| <b>Unit costs per youth that completed training</b> | 238       | 381       | 215     | 271       | 276       |
| <b>Unit cost per youth entering employment</b>      | 348       | 467       | 214     | 359       | 345       |
| <b>Unit costs per youth continued employment</b>    | 388       | 653       | 257     | 436       | 417       |
| <b>Total program related expenditures</b>           | 1,679,064 | 1,466,692 | 987,732 | 1,144,648 | 5,435,052 |

*Table 5: Efficiency of the program only considering the program specific expenses Y1-Y5 Q2 in US\$*

All in all, Mozambique remains on the low side with respect to unit costs per youth, distinctively below the average of the other countries. Given the total project budget of around 14 million-dollar, program related cost as compared to total costs is almost a factor 3, an average of around 950\$ per youth entering employment, with Renewable energy in Tanzania being more expensive (between 35% and 56%), and agriculture in Mozambique the least expensive (between 61 and 75% of the average costs).

#### 5.4. Impact and outcomes

According to the received statistics, OYE has helped 15,767 youth to enter employment in the three countries and supported 832 new youth led enterprise to be established in the last 5 years. The figures may fluctuate in time till end of July, however, it is clear

that the extent of outreach is very close to or over the targets of this very ambitious project. Rwanda and Tanzania have come close to their targets of 97% in Rwanda with renewable energy and in Tanzania 81% in agriculture and 88% in renewable energy regarding the entered employment Mozambique scores even 111% with 462 youth entering employment over the target number of 4150. All countries reached their targets for the new youth led enterprises of 212% and 122% in Tanzania for agriculture resp., renewable energy; 110% for Rwanda and 357% for Mozambique.

The evaluation team has confirmed during their field trips that most OYE youth is organized in groups or cooperatives of at least 10-15 members, frequently as well engaged in youth savings and loans associations and are generating income with group activities, often in one of the OYE subsectors. The team also met with some single person youth-led-enterprises. The youth that were met claim that they have benefitted strongly from the OYE trajectory to employment opportunities, starting with a change of mindset, and self-awareness through the BLS training, business orientation, technical skills, to respective other trainings and mentoring, and group security/leadership and access to loans through the YSLAs. These achievements were strengthened in subsequent visits of the LSPs in which they provided coaching and mentoring for the embedding of the skills, knowledge and empowerment of the youth. The OYE youth is able to adhere to group rules and regulations, to identify and start up small business opportunities, to generate income, to save and pay back loans and to diversify their sources of income.

In Tanzania, the activities that were undertaken by the OYE youth on individual basis after having gone/while going through the OYE trajectory, have varied from agricultural production to trade in maize, beans, horticulture and livestock, mainly poultry and goats, in some cases ducks and rabbits. Also, start-up of beauty shops and barber shops was popular as well as of stationary and grocery shops. In some cases, the YLEs engaged in processing and packaging (e.g. spices) and food addition, such as the production of rosella wine depending on the technical training/internships they received.

From their revenues and profits, the youth have bought plots and built houses, they have reinvested in their businesses or in their YSLAs, they have been able to help family and siblings with school fees and hospital bills, some of them have been able to go back to school.

We can confidently say that the project has achieved its objective through the implementation of its push-match-pull model, with the total package and pathway towards opportunities for employment that was provided.

## 5.5. Sustainability

The youth that were met during the field visits, all are confident that they will be able to continue their YSLAs, that they will be able to continue saving and lending, that they will find markets and opportunities to continue income generating activities that will be used for new activities and in the end to buy land, build houses and buy cattle or goats.

The youth have been empowered to assess the local markets, master business development, risk assessment, prices setting, and profit making.

While there were already private sector engagements in year 1, for instance with the Tanzania Meat Company and solar companies in TZ and RW (as well as Biogas Construction Enterprises in Rwanda), OYE has invested much effort in interesting Private Companies as well as Financial Institutions for engagement with OYE supported youth after the MTR.

In relation to the enhanced link to the Financial Institutions, in Tanzania as well as in Rwanda, some interesting initiatives have been developed but have not fully accomplished yet, such as the SAT Apex saving and loans initiative, the link to FINCA and the 5% council funds, and the collaboration with BDF respectively. It remains to be seen how these young developments will evolve in the time without the back-up of the OYE project.

With the Local Governments, there seems to be more opportunities for longer term commitment. Since the project collaborated with the LGAs from the beginning and have grown into a mutually beneficial collaboration in most cases, the relationship is mature and whenever possible LGAs will support rural youth in connecting to opportunities. In all countries, "youth employment" is on the development agenda of local governments, but youth remains a difficult target group for the government officials to approach. The general trend is that the LGAs happily tap into the readily available OYE groups, selecting their representatives and especially inviting the successful entrepreneurs to show case during events and fairs/exhibitions how well the district is doing in terms of youth employment.

The LSPs have, in the very beginning of the project, been introduced to the model of the project and have been involved in the development of the training modules. The LSPs who joined the project later, participated in ToT on BLS, YSLA and business development to the youth groups by OYE TAs. It is mainly during the quarterly meetings with OYE staff that they have learned from the self-assessments and gained insights on how to proceed.

Considering the volatile environment in terms of business environment, in particular for the youth in all countries, it is the strengthened resilience capacity of the youth that will be most important for the sustainability of the acquired improved livelihoods.

## 5.6. Gender

The project was late in making specific efforts to involve women in the project enrolment, trainings and other elements of the pathway. Women are bound by their domestic family tasks and have not the same flexibility in terms of mobility, decision making power, space to express needs and opinions or access to finance as men generally have in the household and in society in all three countries. This has impact on the type of activities they can participate in (access to land, and inputs, heavy labour,

absence from home, etc.), the time of the meetings (household chores in the evenings), internships and participation in fairs and exhibitions (husbands do not allow).

After the MTR, the country teams have focused more specifically on the participation of the women in the program and have been able to increase the number of the young women substantially even though the target of 40% has not yet been attained (36% of women among the realised numbers and 37% against original target). It proves that if extra effort is made it is possible to attract more women to join in and benefit from the project.

It was established that certain sectors are more women friendly than others, such as horticulture or ICS activities, which are easier to manage for young women (often mothers). Mozambique has enrolled more young women than the other countries, while there the young women are also already mothers at a very young age. Rwanda has enrolled the least, while it was in Rwanda where the women in the groups were most vocal and confident, for example more than the women met during the field visits in Tanzania.



*Photo 9: Hot Chili women group in Mozambique with their nursery. Men came from a horticulture group, wanted to see how chili was doing.*

This is a 100% women group and the growing of chili as a cash crop is also very women-friendly as once the transplanting is done, apart from the regular weeding, harvesting (multiple seasons) is an ongoing process (3 to 4 months period) that allows some flexibility and can be done at their convenience. This group started only in January 2018 with the BLS training. The planning is to plant 5 ha in 2018 while the final area is intended to be 10 ha. So far .5 ha has been transplanted, and the plants in the nursery have partly overstayed without being transplanted as the labour, which is the responsibility of Matharya Empreendimentos has been delayed. Apart from labour the company provides the seeds and the land. Per kg of fresh chili, they will receive 20 meticaís.

Estimated yield is 10 tons/ha (however this depends on the variety: Capsicum Frutescens 4 to 10 t/ha and Capsicum Chinense 8-20 t/ha) provided fertilizer is applied. If they would reach the 10 t/ha they would have a sales value of 200,000 meticaais per ha. Before engaging as in-growers they were often growing Tabaco as a Tabaco company is in the area, which would give them between 5,000 to 30,000 meticaais of income per year.

With the future benefits they would like to invest in their houses, transport (motor cycle), other business opportunities and addressing first needs of the household.

In Tanzania, it is more common (to ensure women's participation) to form groups of uniquely women that constitute a YSLA and manage the group according to their own pace. In one case, the consultant was introduced to a large and solid group of women that had done very well with their YSLA. Some of their husbands, who were not interested in the beginning, now wanted to join the group. The first man that did join, also was the first group member that did not repaid his loan and left the group with a debt. It also disturbed the group dynamics, though the men hardly participated in the meetings. They only bought shares and took loans.



*Photo 10: Nguvukazi women's group in Morogoro (originally horticulture)*

One could argue that it is better not to allow any men in women's groups. However, in some cases, husbands were encouraged to join the women's group because they were worried about the whereabouts of their wives and also did not allow the wives to participate in group activities outside the village, such as participation in trade fairs or exhibitions. In order to motivate them to allow more space to their wives they were invited to join the group.

One of the limitations for gender mainstreaming that the program has tried to tackle after the MTR is the competency, commitment and affinity of the staff with the

importance of this component as well as the need for specific budget allocation for gender mainstreaming activities.

Comparing numbers for male youth and female youth against planned targets provides the following information for the various program results.

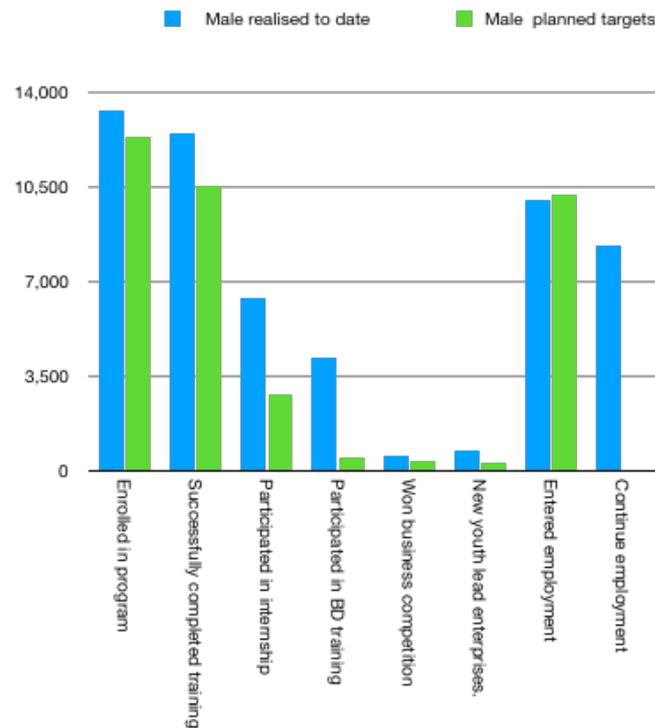


Figure 13: Comparison results against targets (male youth)

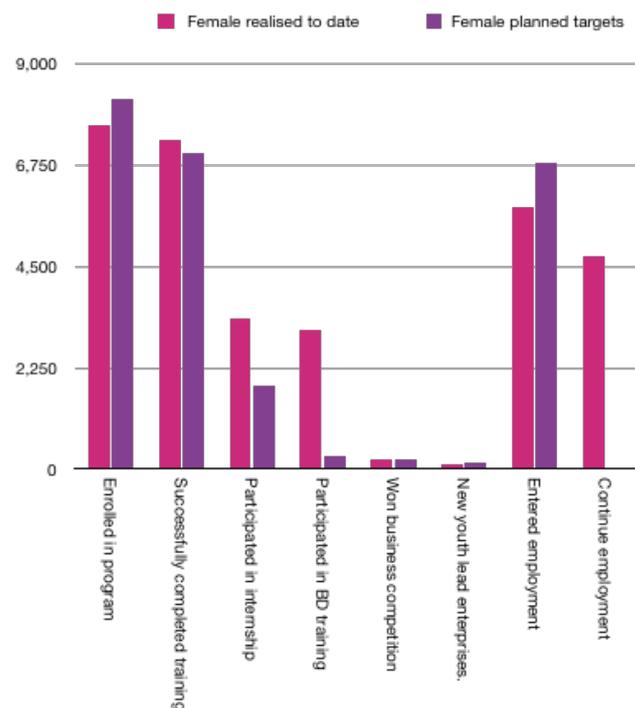


Figure 14: Comparison results against targets (female Youth)

Above figures are slightly distorted as there was more male enrolment than female enrolment than planned for, hence easier to reach male targets as female targets. Statistically correcting this (a factor .925 for male and 1.076 for female) provides the situation for both male and female enrolment to the original 100%. By doing so, female youth scored significantly lower in establishing youth led enterprises (284% male and 64% female of the target) and being winners in business competitions (141% of the target and 100% of female youth, so on target).

Women participated relatively more frequent in business development training. Using the corrected figures, it shows that the number of female youth and male youth entering employment are almost equal with a slightly higher figure for female youth as for male youth.

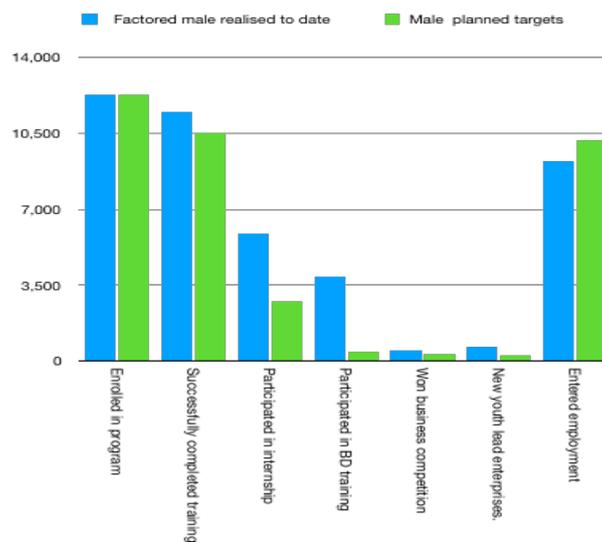


Figure 15: Corrected comparison results against targets (male youth)

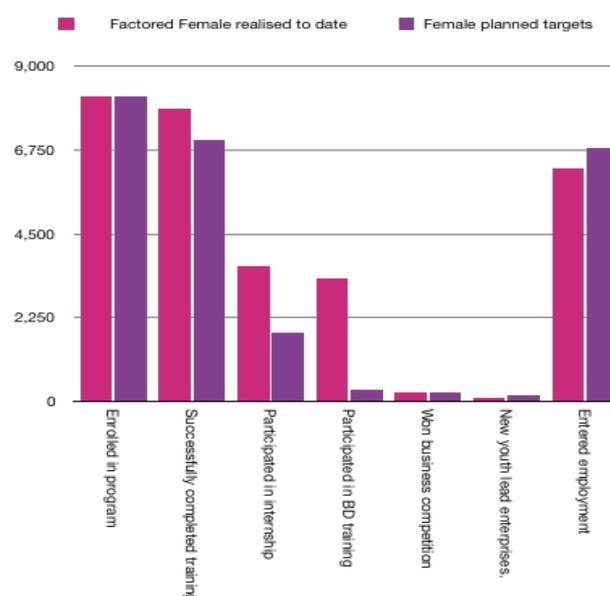


Figure 16: Corrected comparison results against targets (female youth)

|                                 | Factored realised figures Male | Factored realised figures Female |
|---------------------------------|--------------------------------|----------------------------------|
| Enrolled in program             | 100.00                         | 100.00                           |
| Successfully completed training | 109.64                         | 112.11                           |
| Participated in internship      | 213.88                         | 196.24                           |
| Participated in BD training     | 859.74                         | 1,104.95                         |
| Won business competition        | 141.36                         | 99.85                            |
| New youth lead enterprises.     | 284.61                         | 63.27                            |
| Entered employment              | 90.68                          | 92.17                            |
| Continue employment             |                                |                                  |

Table 6: Correction for compensating for more male enrolment and less female enrolment

## 6. Conclusions

Given the condensed period for generating results, the project has done a commendable job.

Changing mindsets, transmitting difficult messages that are understood and assimilated, with such clear positive impact on individual basis, organizing a, by many considered, challenging category of the population in such big numbers is impressive.

### The Push-Match-Pull Model works

Push-Match-Pull turns out to be a Pull-Match-Push-Match-Pull model and it works, especially because the model includes components like YSLA, gender mainstreaming and longer-term coaching and mentoring for at least one year. This longer interaction needs sufficient funds and competent LSPs.

The thinking that the model needs to start with a specific sector orientation as an entry point to engage with the youth, can be defended as a way to attract the youth, to be able to assess the market and to establish the PULL and Match factors. This has been a key strategic choice as part of the OYE model by design, that has proven to work well during the implementation.

Many of the youth have indicated to want a larger choice of sectors to engage in (and be supported technically), but it could be argued that the 'limitation' of OYE in AG and RE has given OYE focus. In the end, most of OYE youth themselves were able to diversify their initiatives and activities to other sectors outside AG and RE.

However, with regard to Tanzania, one could argue with hindsight that the strict separation of the AG and RE projects has been too rigid and should have been handled much more flexibly (also using opportunities for combinations of the two).

#### Time frame too condensed

Project is well on its way to maturity and about to obtain sustainable results, but too short for lasting impact for all those that have been involved. Even though the project has much invested in creating links with the Private Sector and Financial Institutions especially after 2016, the project has not been able to create reliable links for the youth with them yet. The team has been introduced to some promising initiatives and the enthusiasm was felt for commitment and wanting to try out. It will surely need more time before these relationships are further developed/crystalized and solidly established for the coming years.

#### Resilience in self-employment.

We would like to argue that the aim of youth empowerment projects targeting employment, should be "resilience in self-employment" in terms of capacity of the youth to cope with ever changing circumstances whether it is weather /climate change driven or policies and markets that constantly change. OYE has been able in most cases to prepare the OYE youth to be entrepreneurial, economically empowered and resilient, diversifying their businesses and sources of income. The participation in solid YSLAs groups is key for the resilience.

#### Youth is a workable target group

Since the beginning, youth identification and (self-) selection have been accompanied by clear information about the need for youth to invest their time and possibly some own resources, and OYE not being a 'hand-out' project – which at times discouraged some youth. The approach was developed to attract their attention and interest despite these restrictions, make them understand the concept and to keep them focused. Once they have understood, they are committed, often disciplined, and creative in finding opportunities. The deliberate choice not to hand out money during training, often considered a way to attract youth, has proven its legitimacy, as participating youth were intrinsic interested in changing their own livelihoods.



*Photo 11: Amarula farm youth in sesame and mung bean in Mozambique*

### Special attention for the participation of young women is a must

It is not automatic that women will participate in OYE project activities. There is need for specific attention and approach, time investment and therefore budget to include young women. Some sectors have turned out to be more suitable for women participation such as solar subsector, ICS, horticulture and poultry.

### YSLAs and their registration is key for the sustainability of the groups

YSLAs are the stabilizing pillar and gluing factor for the youth because it forces them to function as a group. They create leadership, they serve as a social security net, they provide access to funding to start a business. They are also functional the whole year round, while many of the activities, whether group activities or individual activities, are mostly seasonal and therefore the YSLAs allows to survive in low seasons. The registration at the district council of the YSLA makes them more solid and allows the groups to access loans and to receive technical support from the district. It gives a sense of formality and identity to its members.

The registration of groups at this moment in time, as formal businesses with a relevant agency, such as BRELA in Tanzania, needs to be assessed properly. Of course, in time these enterprises need to be formalized, pay taxes and adhere to the rules and regulations like everybody else at some point, but they need to be given the time and space to become strong enough to generate sufficient money to survive and live up to those requirements at the same time.

### The support of the local government is crucial on the long term

The local governments that were encountered were all positive and supportive of the OYE youth. It is hoped that they will be able to continue to mentor and coach the groups when necessary.

## M&E framework and monitoring system need to be adequately integrated from the beginning.

While a trial and error period is helpful in the development of the project, a number of basic indicators need to be followed from day one to the end, otherwise it is very hard to show fair results. While the program did develop a monitoring framework, its implementation was not without challenges. These challenges are partly from a technical perspective and partly from an operational perspective. From a technical perspective, the setup of the database and hence its additional value to generate reports and monitor progress turned out complex. This was partly due to finding the right balance in the level of detail, the use of phone-based data tracking and uploading information in the system (multiple data sets, difficult to link individual progress reports to the initial registration dataset etc). Countries have experienced different challenges and found ways around it to obtain useful information out of the system.

Some issues could have been solved by providing youth with an ID card with a QR code that could have been read by the LSP and would have eliminated multiple errors, and or avoided registration people with two ID numbers as they operate in two distinct sectors or subsectors.

Question to be addressed as well is whether such an interesting program should not as well collect qualitative data as part of the monitoring system. The program does include collecting qualitative data, mostly gather by recording anecdotes or preparing youth evidence (movies, YouTube), though conducting more qualitative monitoring of the transition the youth is going through from day one to the (self) employment after one year might be an interesting option for the future.

From an operational perspective, M&E does cost time, especially in such a complex environment with youth. Allocating sufficient time is essential and the project allocated at the overall level a less-than-half time advisor to set-up the system and provide monitoring guidance to other countries. This might not have been sufficient to adequately address the M&E framework development and subsequent monitoring and analysis.

Different countries interpret certain concepts very pragmatic given the context in which they operate. This results in difficulties in comparing results between the countries. One of such variations was observed in the way countries defined youth-led enterprises. As long as this is acknowledged, the M&E specialist can try to harmonize certain concepts for assessing information between the participating countries.

Another operational challenge and difference was linked to the frequency and continuity in monitoring youth. In agriculture in Tanzania the youth was monitored per year, meaning every year only the enrolled youth of that year were monitored. The OYE youngsters from last year were not followed or entered anymore. Only in year 4 this practice changed, with OYE staff and LSP trying to catch up with them again. At the same time, in OYE youth participating in renewable energy in Tanzania were all followed during the 5 years, as was the case in the other two countries.

## 7. Lessons learned:

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### 7.1. Lessons learned overall

#### Project Design allowing for trial and error:

Instead of investing much in research and context analysis in preparation of this project, it was decided by program management in consultation with Mastercard Foundation to start without knowing everything beforehand, while following a path of trial and error. The evaluation team thinks that this was a good decision, because it allowed for shaping the project along the way. Considering the volatile environment of the chosen sectors and differences in available capacity in the different countries, the project was able to adjust accordingly after having gained and accumulated experiences.

#### Secure funding from the start of the project for mentoring and coaching as well as for gender mainstreaming

The project has proven that mentoring and coaching is of great influence for the success of the sustainability of the groups and the resilience of the youth. The same is true for gender mainstreaming. For gender mainstreaming, leadership from within is very important combined with the necessary allocation of funds to support gender mainstreaming. On both aspects more, conscious steering is needed. Both components need additional funding allocation, priority setting and time as well as capacity for the successful implementation of these components.

#### Time needed for making a sustainable impact

The evaluators are of the opinion that with the chosen target group and their backgrounds more time is needed for building groups and consolidate them. We found that the groups with the very young members (under 20) are more difficult to keep together, while they are most vulnerable and in need of support. It takes time to gain their trust and to help them understand basic concepts for survival in a business environment.

#### Support and regular communication as well as joint planning and assessing performances with the LSPs

In the modality that OYE is using for the implementation of the project, much is expected from the LSPs. They need to have a minimum of in house capacity and experience in working with beneficiaries directly.

The project budget did not provide for substantial investment in LSP capacity building. In Tanzania and Mozambique this was an omission. When OYE undertook a financial management 'audit' of LSPs in Tanzania together with OYE SDC, it found out that addressing all the existing internal management needs of the LSP could not be addressed by existing budget.

On the other hand, depending on the capacity of the LSPs it could be imagined that instead of local service providers, strategic partners, or organisations that have a national thematic expertise such as finance, organic farming, nutrition, renewable energy expertise that can transcend the level of (solar) companies, etc. can become project partners in order to create sustainability. In which case, also, the after-project trajectory is to be included in the agreements, for example by continuing the OYE activities directly in collaboration with the Private Sector Partners, LGAs and others who are supporting the youth.

In order to facilitate the efficiency (reduced costs) and effectiveness (# number of mentoring visits) of services, the distance between localities that need to be served is important.

#### Internships based on cost sharing basis

The approach of Result Based Performance payment for the internships to the PSs may have looked justified to motivate the PSs in the beginning and show them the benefits of employing and supporting the youth as a WIN-WIN for them. But, the early payment (cost-share for youth training) to private sector companies affected the business-relationship that OYE wanted to achieve between companies and youth. It also has created precedents, which have changed, and some companies find it hard to accept: a few cases of companies stubbornly wanted to enter the project and be paid as a service provider, which OYE declined.

#### Start-up kits when in partnership with a financial institution

As is typical of youth, they are impatient and argue that start up kits and seed capital for the YSLAs would have been much better to boost enterprises and to earn money quicker. In addition, especially in the food processing sector, there is need for special equipment and tools for the youth to start up a business. However, we would like to argue that this would nurture the expectation of the youth of holding up their hands for receiving funds, something the project would like to avoid by all means. The project has tried out several strategies for the groups to access start up materials, such as the awards they could win during the boot-camp experience, but this turned out to be very expensive. The experience to link the youth to Ruka Juu in Tanzania, which is an initiative of Femina Hip for young entrepreneurs competing on TV for awards in the form of start-up kits, was very much appreciated. However, this only will benefit the happy few. The best way would be to include a financial institution as partner within the project, who could then provide for starter-kits linked to access to finances.

#### No big loans for starting groups

We also would like to reflect on the risks that youth sometimes have to take by taking big loans or find other investment options in order to be able start a challenging business opportunity, either in value chains or in the processing industry. Without having the experience and knowing the in-and-outs of a particular business, the youth are overconfident/tempted to take loans to invest in business opportunities so that they can

engage with a particular company. When it doesn't work out, it might leave them more vulnerable than before.

Based on the experience, OYE has improved on the calculations of the "matching conditions" (including investments needed and where the money would come from), so that youth have a clear picture of the potential risk before entering an opportunity that may be a too heavy burden for them.

The OYE program should perhaps suggest such more risk full opportunities only to youth who have proven their strengths in working together or shown maturity in previous engagements. The reflection is whether it is fair to direct the youth to such initiatives at this moment in time (when they are still vulnerable and not strong) and whether OYE should build in/advocate for a mechanism (insurance?) in the agreements with the private sector in these cases.

### Market scan beyond localities and country borders

Market scans are now often done by LSPs, which are locality bound and therefore not look very far for markets or they are done by youth them-selves who are limited in scope between village and town. OYE has now reached a stage whereby it can expand its market assessments and make them more systemic within and across selected sectors.

For example, look at contracts with PSs at a larger scale for CIP even beyond countries. CIP in Mozambique could also be interesting in TZ. The same applies for the solar companies that are active in the different countries, such as Mobisol, and Sun-King and others.

## 7.2. Lessons learned in each of the sectors

### Agriculture

#### Contract farming:

Contract farming has a good potential in both Tanzania and Mozambique. There exists however a small doubt on the contract farming arrangements that are in some cases in place in Mozambique, especially in the case of Amarula farms and the women group dealing with hot pepper. Farmers are in both cases in-growers whereby the contractor is not, at the moment, engaged in growing the same crop, either since he doesn't have the operational capacity to develop the land by his own and/ or in the case of Amarula farms due to the earlier mentioned family tragedy, or is starting a new opportunity in the case of the women group in hot pepper. Technical knowhow is now provided mainly by SNV and not by the company. This might change again if Amarula farms is starting its own production, something which is anticipated. If Amarula farms is again involved in the cropping, they could easily ensure the best agricultural practices training, having direct interest in maintaining high standards.

## Agriculture

Amarula farm used to have a demonstration plot on their farm for technical training purposes, but it is not clear whether this demonstration plot is still in place.

### Horticulture:

Potential exist for these groups especially if they have year-long access to water and can play the market whenever others are less likely to produce. In Mozambique they are addressing directly the local markets but would love to engage directly with Hotels and or supermarkets to provide these with inputs. Having a high local agricultural potential, importing horticultural product from SA might prove not to be a sustainable solution as compared to local opportunities.

Most horticulture farmers in Tanzania while being organized in YSLA groups and conducting business activities together, they operate on an individual basis in the horticulture, mainly in crops like tomatoes, pili pili, sesame, and okras, while in Mozambique the tendency is to invest and collaborate as a group of 5 to 10 people in cultivating collectively 1.5 ha to 5 ha

### Poultry

Poultry when implemented on a small scale, often promoted by women groups both in MZ as in TZ, as opposed to chicks raising as a more commercial activity, seems to be successful and is considered a low-risk business initiative.

On the other hand, the more commercial variant, even though more profitable, requires higher investments from both the youth and the company involved. External factors like the financial crises and subsequent decline in demand, impact directly the opportunities. It was learned that in Mozambique, the company halted its outsourced operations, nevertheless, most youth were able to recover their investment costs.

### Food value addition

The drying and processing of products itself demands relatively high investments. Packaging and sorting are possible entry points for the youth, even though youth might not directly be engaged in the activity itself. Introducing youth in understanding quality requirements at the "farm gate" can certainly be an added asset in the value chain development.

### Trade of agriproducts

Trade of agriproducts is flexible and adjustable to fluctuations in the markets, which youth need to understand as well. This should be part of the business training and make youth aware how they can mitigate / anticipate such fluctuations. Access to market information via mobile phone networks. Adequate storage conditions and capacity is important. Simple technology is needed for storage improvements

Table 7: Lessons learned agricultural sector

| Renewable energy   |
|--|
| <p><b>ICS:</b></p> <p>Accessible for all the youth and much appreciated by the most vulnerable. Many women find employment in the ICS sector, either in the pottery part of the cookstove or in the retailing part of the business. Looks like the market is more promising in Tanzania as compared to Rwanda. This could be linked to more “campaigning and awareness raising” in Tanzania for the ICS sector while Rwanda has more focussed on Biogas promotion.</p>   |
| <p><b>Solar:</b></p> <p>Solar provides opportunities, both as commission-based retailers as for in-house employment. There is a difference between the companies operating in the market, whereby several companies provide the lower-priced, more affordable range of products. These products range from a few simple lights to a system with an option with a small tv. Most youth involved in this group of products are commission-based retailers. Within the ranks of retailers there exist the positions of coordinators and supervisors as well. Coordinators and supervisors receive an additional monthly bonus and are considered employees of the companies. Mobisol is focussing on the higher end of the solar product range and these products require fixed installation at the residences. Youth at Mobisol receive a more technical training and have to prove their skills and capabilities at the end of the in-house training period. These companies seem to attract the more educated youth depending. Positions are either installation technician or sales agent, the latter as well commission-based.</p> |
| <p>Solar is in general women-friendly as youth have a lot of flexibility in their time allocation. There is however a target to reach on the number of units to be sold per youth in a given period. Not reaching the target over a certain period will result in disengagement between the company and the youth.</p>   |
| <p><b>Biogas</b></p> <p>Has done well in Rwanda and is still pursuing, in some areas focusing more on maintenance. Market opportunities force technicians to look beyond district’s boundaries to find sufficient demand for their services. Biogas attracts both men and women though the majority of the youth involved in biogas are men. Often these youth are organised in youth-led enterprises and the youth is paid for the number of days they have contributed in a particular construction. The activity required youth to have a background as a mason.</p> <p>Tanzania has abandoned this sub sector.</p>   |

### Briquettes

Briquettes are a promising product in Tanzania and the quality seems to be more advanced, leading to higher energy efficiencies as compared to Rwanda. Biogas has been high on the agenda in Rwanda as an alternative to fire-wood and charcoal use. Briquette use is only relatively recently promoted as a viable alternative but the technology is yet less refined. Working from a cross border perspective on this technology, bringing in technology and experiences from Tanzania could (have) provide(d) an additional boost to youth opportunities in the sector.

*Table 8: Lessons learned renewable energy sector*



*Photo 12: Improved Cooks Stoves in Moshi*



*Photo 13: Improved Cooks Stoves in Rwanda*

## Annex 1: Findings Tanzania

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### 1.1. General information since MTR (Oct 2016):

#### 1.1.1. Country background

OYE has been engaged with two sectors namely agriculture and renewable energy in Tanzania, in 10 regions, with 30 LSPs and about 14 PSPs. Two sector leaders and 4 technical advisors are supervising the MCF program, with support of an M&E advisor (40%) and Financial support (??%) staff from the country office. Plus an additional 4 volunteers that support with verification, project implementation, etc. In Tanzania there is also the OYE SDC program implemented in the "Central Corridor" of Tanzania.

#### 1.1.2. Sector and subsectors

OYE Tanzania has opted to engage into two sectors, namely agriculture and renewable energy.

In agriculture, a wide range of subsectors were promoted as the "Pull" subsectors. (See for an overview of the different subsectors, chapter 1.7 in this annex 1). The consultant met with groups in Morogoro, Moshi and Arusha that were involved in horticulture and food value addition. Contrary to the other two countries, not many of the groups (that were met) engaged in these subsectors as a joint activity. However, individually, group members were involved in producing and processing horticulture products. Poultry keeping and trading is profitable and popular, with potentially high returns on investment IF minimum requirements are fulfilled and the chickens are taken care. Trade in agricultural and household products between villages and towns is another popular small business opportunity mostly of individuals.

In the renewable energy sector, only ICS and solar seem to have continued since 2016. Biogas is no longer on the agenda (since Feb 2016), while some of the groups that started in biogas in the beginning of the project still exist and now have evolved doing other activities, such as brick making. In ICS, there is a clear demand for the model that is being promoted by OYE, with a metal and a clay part (different from Rwanda). The groups are concentrated around the location where clay is available and exported to other regions and to Dar es Salaam. In both solar and ICS, the groups are jointly doing the renewable energy activities as opposed to agriculture. They have, however, other activities on an individual basis at the side.

Solar energy products have a market in Tanzania also in areas where the grid is established, especially the lanterns and involvement with the companies have clear benefits for the youth. This subsector has been affected by a recent adopted policy which demanded for an increase in taxation of solar products and a number of companies have left Tanzania, such as Juabar, with which OYE youth was working. OYE has been strongly

engaged with Mobisol in the first period, but due to the changes in approach (no payment for internships anymore) the OYE youth are now directly engaging with Mobisol without the involvement of OYE or the LSPs.

## 1.2. Assessment for youth

### Relevance

Without doubt, OYE provided for a real need with rural out-of-school youth in Tanzania in terms of self-awareness (*tambua*), business orientation, technical skills development, and access to finance. The majority of the youth met had finished their primary education but about 50% had finished form 4 and only very few finished form 5 and 6 of secondary school. They were previously surviving by practicing traditional agriculture and some trade activities. It is clear that the support package/pathway, that OYE has offered is relevant and effective. All interviewed youth claim to have tremendously benefitted from the trajectory that they have gone through, mentioning Basic Life Skills as well as technical, and Business Development skills, which have turned their lives around.

The introduction of the YSLA concept, the accompanying the start-up kits and the close mentoring and coaching were key for the youth in the groups to build trust, meet up regularly, become committed, in order to access loans and generate income.

Related to the choice of the sectors, one can say that the majority of the youth are involved already in traditional agriculture to survive and any improvement has impact. The choice of the subsectors or specific value chains (e.g. maize, beans, horticulture, poultry, soap making, rosella wine production, etc.) was, however, less clear: based on the competency of the LSP? Or based on the market for youth employment? Or based on the which products were missing on the local market? The youth involved in agriculture, almost without exception, have indicated they would appreciate to have a larger choice of PULL subsectors.

In relation to the national policies, agriculture is currently not much supported by the government. Since the current President came into power (2015), the agriculture sector is not one of the priority sectors anymore. Focus is on industrialization (FYDP II) and infrastructure.

At the start of the project, the OYE Renewable Energy sector was hoping to benefit from the SNV engagement in the Tanzania Biogas Development Project, that was promoted by the Dutch Government (and others). However, that program ended, including the subsidies, which made it unattractive for the Tanzanian rural population to purchase the expensive digesters. However, ICS and solar energy are still very relevant in the context of rural areas due to reduced availability of firewood and charcoal and even more in the urban context. At the same time, the electricity grid has been impressively extended far into rural areas. Therefore, the most popular solar products are the lanterns, which can be used when the grid is failing (which is regularly).

## Impact

In Tanzania, the program has been successful in generating opportunities for youth employment in the two sectors. According to the monitoring results, more opportunities have been found in the agriculture than in the renewable energy.

During the field visits, this success was confirmed. In agriculture as well as in renewable energy, young men and women found ways to generate revenue through small businesses at individual level, by doing joint activities in the group or by being part of an YSLA. Most employment that was under contract either as permanent employee, as sales agents and free lancers was in the solar sector. Fewer youth in the agriculture sector found work that was under contract, for example as out growers. However, they found opportunities for mostly self-employed businesses.

The majority of met youth claimed to have benefitted most from the self-confidence/awareness, the business orientation and the participation in the YSLA. They either use the revenue generated (esp. from solar) to contribute to the YSLA and with the savings and loan from there invest in a new business activity which then generates more revenues, etc. Or they start saving first for a while before they are able to start a business based on their own market scan. They would have wished to get more technical training in the subsector that they have identified as potential local market. The LSP were however not equipped to respond to that need (e.g. MWAYODEO and Waridi). Almost all youth met have been engaging in small scale business activities individually and are understanding the mechanism to use the little money they have to generate income gradually and in steps.

## Effectiveness

According to the monitoring information, in total 8,127 (out of 10,913 trained Youth) has entered employment, of which 4,822 in agriculture and 3,305 in renewable energy, which constitutes 81% resp. 88% of the target.

The number of new youth led enterprises (YLE) was another indicator that showed the effectiveness of the program. The monitoring information indicates that 276 YLEs are active in agriculture against 150 targeted and 122 YLEs in renewable energy against 100 targeted. And, therefore, both largely exceeded their targets (212% resp. 122%). It remains to be discussed what exactly is considered a YLE and how the LSPs who submit the information for the database have used the terminology. For example, it became clear in the discussion with the LSPs in Arusha that for one of them the criteria of having a business plan is applied and for the other it is not, to be called YLE. In another case, the groups were even registered with BRELA to qualify for YLE.

## Efficiency

The geography of the country and the choice to be engaged in 10 regions, that each cover considerable surfaces and are located far from each other, had consequences for the management of the project in Tanzania in terms of establishing sub offices. In

addition, the fact that two sectors were involved instead of one (as in Rwanda and Mozambique) has implications for the capacity needed and the team composition.

Another deliberate choice, namely to focus on the rural areas, to find the youth and their needs had consequence for the approach

The evaluation team has tried to assess the M&E plan, mechanism and database in Tanzania. Unfortunately, we were not able to use the database in TZ. Monitoring took place through the LSPs who submitted monthly reports, which were checked by the OYE TA (and volunteers) as much as possible. MCF also conducted a statistical review of the figures that were presented. Further analysis on the M&E system is provided in the main report.

Based on the information received, we can state that all indicators related to the outputs in agriculture were reached or even over reached, such as enrolment, (7423=103%), successfully completed training (7063=116%). The number of youth participating in internships in year 1 to 4 is much higher that was targeted (2794=310%). While asking about internships in the field, it was not very clear what was included: some mentioned that there was on-the-job training but only few had participated in internships (to verify). Another indicator that was much higher than the target, was the participation of the youth in business development training. In Tanzania, 4,391 youth participated in BDS training, which constituted 2196% of the target. The reason is that the Advanced BDS training has been integrated into the mentoring and coaching approach and therefore could reach many more youth than planned for originally. Another improvement was that the advanced Business development support was included in the performance contracts with the LSPs.

Also, in renewable energy, the targets for the participation in the BDS training and the internships were largely fulfilled, namely 1608= 804% and 2125=142% respectively.

### Sustainability

All the groups, that were visited, that have YSLAs, and are functional for more than one year, feel that they can continue without additional support from the project or anyone else. They will connect to the LGAs or other NGOs for support in technical issues. The younger groups are less stable, younger in terms of "not yet functional for one year" and also related to the age of the members. Between 18-25 or between 25-30 years old members in the group makes a big difference in sustainability perspectives. The fact that the project stops at this point, will surely have impact on the sustainability of the gained results so far. Some encountered groups, that have only started in 2017, would have needed at least one more year to become more consolidated and have better chance for sustainability.

### Gender

OYE Tanzania has made quite some effort to catch up with the involvement of young women in the program. For example, one of the measures was to include the condition for the LSPs to have at least one women field coordinator in the LSP team in the

contracts. In the agriculture sector, training sessions were conducted in the field instead of the nearest town, so that women could join in. The results are that many more women enrolled and benefitted from the OYE trajectory. However, it was also observed that women in the groups were still very shy. For example, in one women's group that was encountered that had proven to be profitable for its members, the group leader was very shy, had to consult the others to answer each question. The same group has been entered by men recently (after 5 years) who wanted to join to benefit as well. In most groups that were met, the women were shy to speak up. In the Tanzanian culture especially in rural areas, women are not supposed to speak in public, which may be the main reason, however, the experience elsewhere in Tanzania is that women who have been economically empowered also are more vocal. The project should further strengthen this aspect in the future by starting to enhance gender sensitivity with the OYE TA as well as the LSPs.

### 1.3. Partners and stakeholders

#### 1.3.1. LSPs (in total 30 )

Before the MTR, OYE Tanzania had built up a large pool of LCBs, who were "distributed" between the concerned regions, the sectors and parts of the trajectory to support supervised by 2 OYE TAs and their sector leaders (2). This meant that the same group would be supervised by several LSPs who had to run around this large country to provide services to many groups with long distances in between those groups. Shortly after, it was understood that this was not the ideal way of working and the tasks per LSP changed from specific interventions per youth/group, such as only BLS or BDS, or technical training, to support to the whole trajectory per group. Some LSPs, therefore, had to buy-in technical expertise. In some cases, LSPs had to cover both sectors, agriculture AND renewable energy. This is the result of balancing the availability of qualified LSPs close to where the youth are, with the need for support and the costs to mentor and coach them.

Based on the recommendation of the MTR team, the contracts with the LCBs have been revised and longer-term agreements on an annual basis (instead of 3 monthly basis) have been signed in mid/end 2016. In March-April 2017, an overall review and "audit" of the (now called) LSPs has taken place with a capacity building component in financial management for those that needed strengthening and that still were in the race. Some LSPs had to go and be replaced. The number of LSPs has been reduced from 30 to 19. The contracts have drastically changed, of which the biggest shift was that LSPs were paid on the basis of timely deliverables instead on financial justifications as was previously the case. In the new contracts the same LSP is responsible for the whole trajectory and ensures mentoring and coaching as well.

LSPs come from different backgrounds, for example TACADECO is a consultancy company, SIDO a government agency, MWAYODEO and SAT are NGOs. The experience with SIDO shows that it may be beneficial for youth to engage with them: easy access to

the 5% loans for youth of the districts, subsidies on agricultural and processing equipment, and easy engagement with Private Sector companies.

It can be concluded that the availability and presence of a qualified LSP is the starting point for being in a certain region and to select the subsector based on their available expertise as Pull factor (e.g. SAT, SIDO).

### 1.3.2. PSPs (14)

The Private Sector was mainly involved in the renewable energy, and notably in solar energy. For agriculture, horticulture and poultry it seems to be difficult to find companies interested to participate still. Only SIDO has found 5 Companies willing to take in youth for internships (in the visited areas). Also, HomeVeg trained the youth to produce and sort fresh vegetables for the export to Europe as out-growers.

The annual report of year 4 mentions the OYE engagement with the following PSPs:

1. Tanzania Meat Company (TMC)
2. Chobo investment meat company
3. Mgolole meat company
4. TAISH Agribusiness farm
5. Mpilika Leather Products
6. Pinda Agribusiness farm
7. Ikhanoda Resources Centre
8. Prime poultry farm
9. Dorkia enterprises
10. Ujilulu investment
11. H & M Agrop
12. Home Veg Tanzania Limited
13. MATI Uyole
14. Kapako Fish Farm

### 1.3.3. LGAs

The involvement with the LGAs start with selection of youth where first the district council has to approve the project intervention, give directions to lower levels to support the project, and then the village leaders are helping to select the youth at village level. Later in the process, the Ward Community Development Officers are involved in the registration of the groups, and in some districts, there are District Youth Development

Officers that help to access the 5% loan. Apparently, not all districts have such posts filled.

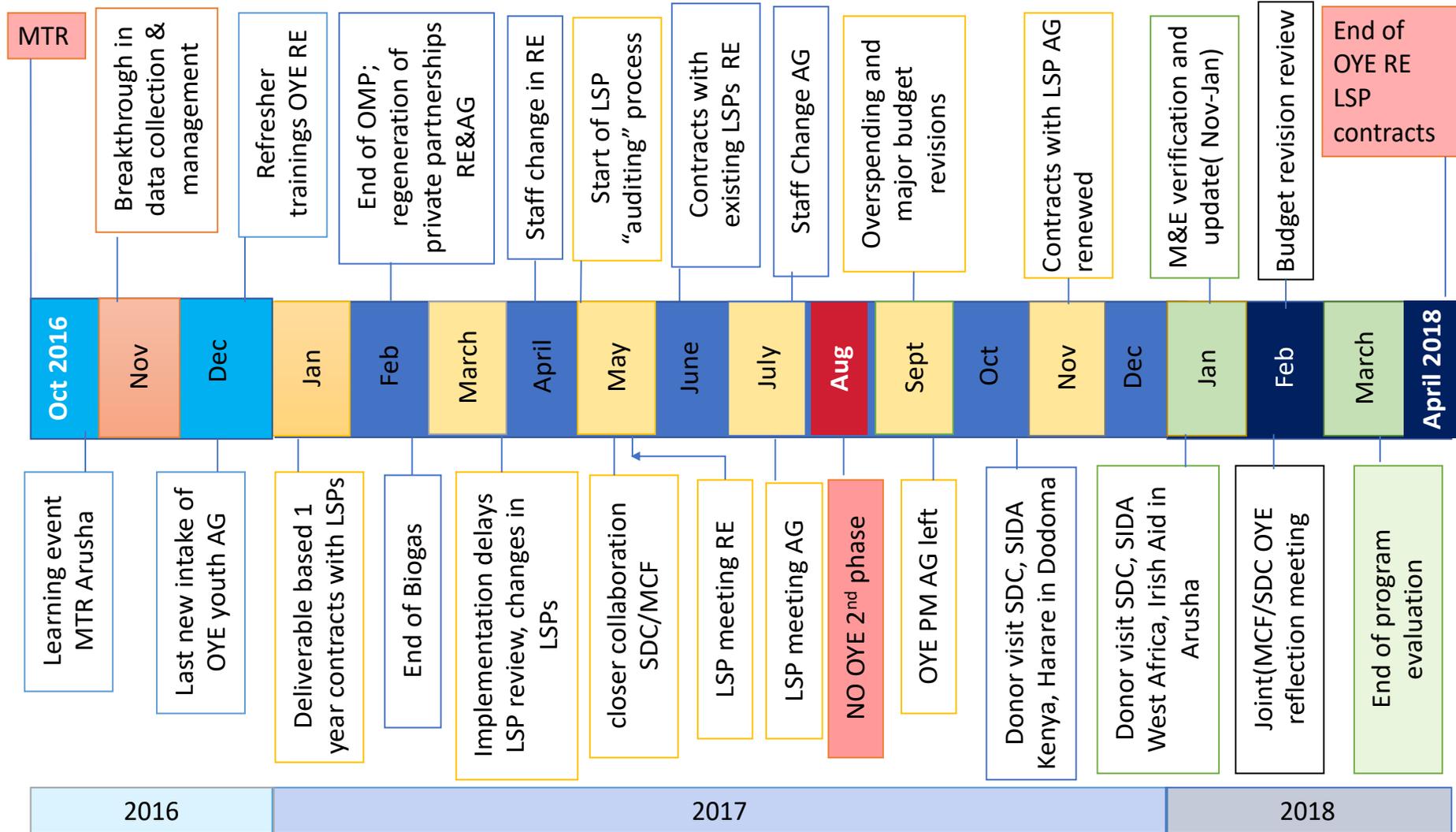
#### 1.3.4. FIs

Following options for access to funds for youth have been encountered: the application to the 5 % loan of the district council (only received through SIDO), the application to the presidential trust fund at regional level (not received), access to special loan fund of SIDO, access to loans through the SAT Apex initiative. The banks that claim to have opportunities for loans, such as FINCA, CDRB and Equity bank, have very high interest rates and are not easy accessible for youth.

#### 1.4. Conclusion:

Overall, the program in Tanzania has evolved enormously and is about to become a program that has been crystalized into a project that is adapted to the local needs with the available means. The implicated youth (that were met) show resilience in finding opportunities to generate enough money for their basic needs and are able to reinvest in small businesses. They are grateful and happy to have had the opportunity to participate in OYE, because it has changed their lives. Most youngsters that were met have understood the principle of using savings for generating money and are able to identify new markets.

### 1.5. Timeline of the project in Tanzania since MTR (2016-2018)



## 1.6. Who did what, when and how ?

| Event   | Who (was involved)   | What exactly happened  | How was it done   | Observations  |
|---|--|--|---|---|
| Learning event in Arusha about MTR  | All the OYE staff from the 3 countries, including SADC and MDF | Reflection with everyone on MTR report and findings and improved implementation addressing the issues; e.g. gender, pull and matching issues | Organized in Arusha marked MTR, 3-year report and planning for year 4       | MTR was inspiring and forward looking; much learning; directions on change of implementation; had work much on the draft: finding evidence for statements |
| Breakthrough in data collection and management; individual progress reports from LSPs | OYE LSPs and advisors (country teams working together)         | Follow up on youth "status" from the point of intake   | Restructuring database and management of the consultant;                    | Process from Datavision (2014) to SMARTcodes, because Datavision's system was too complicated, but Smartcode apps did not work                            |
| Last youth intake for AG;   | LSPs and advisors and LGAs                                     | 11 LSPs in AG contracted for intake of 1800 new youth;   | LSPs collected the data in all key indicators at once                       |   |
| Refresher training of OYE RE  | LSPs and local consultants (only skills=PUSH) training         | 9 LSPs in RE provided with refresher technical trainings and coaching  |   | Less focus on skills training   |
| Deliverable based 1-year contracts with LSPs  | SNV OYE staff, procurement and CD                              | Change of contract terms and payment based on outputs achieved instead of activities conducted   | Defining key outputs and reporting against deliverables and not expenditure | Deliverable is the trigger for payment: more quality, less time lost; hire 3 consultants on financial management of LSPs                                  |

| Event   | Who (was involved)                            | What exactly happened   | How was it done   | Observations  |
|---|---|---|---|---|
| End of OMP renegotiation of private partners RE&AG  | OYE PMs and advisors                          | OYE mentorship program did not result in expected output in terms of youth employed. Perceived as “funding” private sector companies. Change in partnership: framework agreement. Collaboration only where both interest were served. No payments to private sector | Review of RE ... Partnership. LSP (= OYE SNV) assigned basic skills training and coaching |   |
| End of Biogas   |   | No market perspectives in Biogas  |   |   |
| Major verification exercise, resulted in implementation delays (fraud) LSPs review and change in LSPs | OYE PMs, SNV management and external auditors | (in Biogas) Misuse of funds, false reporting, fraud resulted in verification & due diligence of all LSPs, activities and resulted in 3 months delays firing of 6 LSPs   | Verification (phones and field visits and audit)<br>Termination of contracts              | Changed the perception of LSPs affected the whole SNV approach also for other projects; 3 months delay; staff felt side-lined by management; better contract management               |
| Staff change RE   | PM  | Kai left and Marloes became PM  | Recruitment of new PM (Marloes)   | according to proper procurement process   |
| Joint popular report Collaboration SDC/MCF closer   | PMs & media consultant                        | Joint planning for Bootcamp, joint reporting, joint collaboration with private sector   |   | Logical step for joint planning at this point, since SDC started in 2016; SDC needed to show its contribution to the existing project; go together to the field discussions (monthly) |

| Event                                    | Who (was involved)           | What exactly happened  | How was it done  | Observations  |
|--|------------------------------|--|--|---|
| LSP RE meeting                           | OYE staff and LSPs           |  |  |   |
| Contracts with existing LSPs in RE       | PM and advisors              | 9 LSP contracts RE extended and deliverable based (March '18)                                  | PM define activities and budget for LSPs   | Total amount 109,000 \$ for contracts, refresher training for LSPs caused budget constraints  |
| Staff change in AG                       | PM and advisors              | Chacha takes over from Marloes   | OYE SDC staff assumed tasks for outgoing MCF AG PM   |   |
| LSP meeting AG                           | Advisors, OYE staff and LSPs |  |  |   |
| NO MCF funding for 2 <sup>nd</sup> phase | MCF                          | MCF changed funding approach   | SNV tried to negotiate small OYE phase 2 but was rejected by MCF   | SNV MD and board level were involved considering whether to have a smaller phase but MCF decided not to   |
| Overspending and major budget revisions  | PMs and finance officer      | Revolving contracts and severance payments (bad contracting and budgeting) led to overspending | Budget review and measures to reduce expenditure (reduced LSP contracts (per contract) XX value of 20,000 in total | Some costs taken over by OYE SDC<br><br>Overspending because of Bootcamp, rolling contracts, MTR, awards, etc. lacked detailed budgeting; some AG contracts not signed yet, which had to be reduced |

| Event                            | Who (was involved)                              | What exactly happened  | How was it done  | Observations  |
|----------------------------------|---|--|--|---|
| OYE AG PM left                   | PM  | Awadh left   | Tasks taken over by OYE SDC Corjan and Rashid  |   |
| Donors visit to Dodoma           | SNV OYE, MCF, SDC, CD and donor representatives | Interest from SDC Harare to fund regional OYE project  | Aggressive target new donors at country level with SDC (co-funding)  |   |
| Contracts with LSPs AG renewed   | PM and advisors                                 | 9 deliverable-based contracts with a focus on output/outcome results targeting 51 YLEs and 1500 Youth in employment for AG and 82 YLEs for RE              |  |   |
| Donor visits to Arusha           | SNV OYE and donor representatives               | Interest to implement program in West Africa e.g. try to get Irish Aid on board  | 3 days visit, sharing OYE model with emphasis on country specific contents                                       |   |
| M&E verification and update      | LSPs and OYE volunteers and M&E volunteers      | Individual youth progress assessment uploading all info in database  |  |   |
| Joint MCF/SDC reflection meeting | OYE SDC and MCF TZ and LSPs                     | LSP reflection on implementation issues and agreement to work together across OYE sectors in implementation;<br><br>Joint term planning and implementation | Phone calls and report by volunteers<br><br>Uploading youth data into the database<br><br>Upgrading the database | LSP AG also assigned for LSP RE: Performance issue were flagged: action plan to improve till mid-April; further guidance to LSP: high priority for team |

| Event                     | Who (was involved) | What exactly happened                   | How was it done   | Observations  |
|---------------------------|--------------------|---|---|---|
| Budget revision review    | PMs and FO         | Double taxation for international staff | Reallocation for 108,000 \$ to staffing cost (international) office costs and AG LSP implementation | Hypotax was paid back by SNV HQ; more into the AG contracts; activities taken over by SDC |
| End of program evaluation |                    |   |   |   |

## 1.7. Mapping of actors and results in year 5

### 1.7.1. Agriculture

| Region/TA       | Agriculture (4822) |              |            |             |           |      |  |                            |
|-----------------|--------------------|--------------|------------|-------------|-----------|------|--|----------------------------|
| 10 regions      | 10 LSP             | Subsector    | # of youth | Employment  |           |      | PSOs                                       | FI                         |
| <i>Rashid</i>   |                    |              |            | YLEs groups | YLEs ind. | Empl |  |                            |
| Morogoro        | SAT                | Horticulture | 840        | 21          | 89        | -    | -  | CRDB                       |
| <i>Emmanuel</i> |                    | Poultry      |            | 7           |           |      |  |                            |
| Mbeya           | IECA               | Horticulture | 431        | 15          | 270       |      | 5. Kapako<br>Fish farm<br>6. MATI<br>Uyole | 5% govt loan fund,<br>CRDB |
| <i>Emmanuel</i> |                    | Dairy        | 152        | 4           | 132       |      |  |                            |
| Iringa          |                    | Rice         | 244        | 9           | 198       | 60   | Asasi Milk Co                              | CRDB                       |
| <i>Emmanuel</i> |                    | Horticulture | 30         | 1           | 30        |      |  |                            |
|                 |                    | Dairy        | 53         | 2           | 50        |      |  |                            |
| Tanga           | SEEDO              | Horticulture | 430        | 9           | 385       |      | -  |                            |

|                               |                  |                     |           |   |  |  |  |                       |
|-------------------------------|------------------|---------------------|-----------|---|--|--|--|-----------------------|
| <i>Emmanuel</i>               |                  | Poultry             |           | 2 |  |  |  |                       |
|                               |                  | Rice                | 02        |   |  |  |  |                       |
| Kilimanjaro<br><i>Jessica</i> | SIDO Kilimanjaro | Food value addition | 14 groups |   |  |  | 5 companies:<br><br>UJilulu enterprise: on nutritious flour<br><br>H&M: tomato sauce processing<br><br>3 star and 1 power: rosella whine production<br><br>Jagef group: rosella whine production<br><br>Dorkia enterprise: peanut butter |                       |
| Arusha                        | TACADECO         | Maize farming       |           |   |  |  |  | (Meru Community Bank) |

|                        |                  |                |           |    |     |    |                       |  |
|------------------------|------------------|----------------|-----------|----|-----|----|-----------------------|--|
| <i>Jessica</i>         |                  | Horticulture   | 15 groups |    |     |    |                       |  |
|                        |                  | Value addition | 210       |    |     |    |                       |  |
| <i>Mwanza Anthony</i>  | Core Synergy     | Horticulture   | 355       | 21 | 100 | 07 | CHOBO Meat company    |  |
|                        |                  | Red meat       | 344       |    |     |    |                       |  |
|                        |                  | Poultry        | 180       |    |     |    |                       |  |
|                        |                  |                |           |    |     |    |                       |  |
| <i>Dodoma Anthony</i>  | SIDO Dodoma, ECD | Leather        | ?         |    |     |    | Tanzania Meat Company |  |
|                        |                  | Horticulture   | 916       | 27 | 120 | 94 |                       |  |
|                        |                  | Red meat       | 155       |    |     |    |                       |  |
|                        |                  | Rice           | 01        |    |     |    |                       |  |
|                        |                  | Dairy          | 07        |    |     |    |                       |  |
| <i>Singida Anthony</i> | SunSeed TZ       | Horticulture   | 420       | 13 | 92  | 00 | TAISH                 |  |
|                        |                  | Poultry        | 120       |    |     |    |                       |  |

|                           |                                      |              |     |    |    |    |  |  |
|---------------------------|--------------------------------------|--------------|-----|----|----|----|--|--|
| Manyara<br><i>Anthony</i> | SIDO Manyara<br>Shambani<br>Solution | Poultry      | 290 | 20 | 84 | 00 |  |  |
|                           |                                      | Horticulture | 340 |    |    |    |  |  |

### 1.7.2. Renewable energy

| Region/TA               | Renewable energy (3305)               |           |     |             |           |         |            |          |
|-------------------------|---------------------------------------|-----------|-----|-------------|-----------|---------|------------|----------|
| 13 Regions              | LSP                                   | Subsector | # Y | Employment  |           |         | PSOs       | FI       |
| <b>Marloes</b>          | 9 LSPs and 1 solar consultant (TAREA) |           |     | YLEs groups | YLEs ind. | Employ. |            |          |
| Morogoro<br><i>Emma</i> | MWAYODEO                              | ICS       | 129 | 5           |           |         | -          |          |
|                         |                                       | Solar     | 68  | 6           |           | 38      | SunKing    | YSLA/LGA |
|                         |                                       | Biogas    | 12  | 2           |           | 6       | Solar Grid |          |
|                         |                                       |           |     |             |           | ?       | (Mobisol)  |          |
|                         |                                       |           |     |             |           | 4       | (Juabar)   |          |
| Dar es Salaam & Coast   | GULUKA                                | ICS       | 36  | 4           |           |         |            |          |
|                         |                                       | Solar     | 241 | 3           | 214       |         | Mobisol    |          |

|                               |          |                  |     |    |     |    |                              |                               |
|-------------------------------|----------|------------------|-----|----|-----|----|------------------------------|-------------------------------|
| <i>Emma</i>                   |          | Briquettes & ICS | 25  | 1  |     | 20 | ARTI Energy                  | YSLA/LGA                      |
| Iringa<br><i>Emma</i>         | TAGRODE  | ICS              | 18  | 2  |     |    | -                            |                               |
|                               |          | Solar            | 204 | 4  | 160 |    | (SunKing) youth to be linked | YSLA/LGA                      |
| Njombe<br><i>Emma</i>         | TAGRODE  | ICS              | 34  | 3  |     |    | -                            |                               |
|                               |          | Solar            | 71  | 2  |     |    | (SunKing) youth to be linked | YSLA/LGA                      |
|                               |          | Biogas           | 3   | 1  |     |    | -                            |                               |
| Sumbawanga<br><i>Emma</i>     | RUSUDES0 | ICS              | 78  | 5  |     |    |                              | SIDO Sumbawanga               |
|                               |          | Solar            | 136 | 1  | 116 |    |                              | YSLA/LGA                      |
| Kilimanjaro<br><i>Jessica</i> | SIDO     | ICS              | 94  | 16 | 4   | 59 | Last Mile                    |                               |
|                               |          | Solar            | 162 | 3  | 153 |    |                              | YSLA/LGA                      |
|                               |          | Biogas           | 71  | 6  |     |    |                              |                               |
| Arusha<br><i>Jessica</i>      | SIDO     | ICS              | 31  | 3  |     |    |                              | YSLA/LGA                      |
|                               |          | solar            | 242 |    |     |    | 34                           | Mobisol (directly with youth) |

|                           |              |        |     |   |     |     |                                 |          |
|---------------------------|--------------|--------|-----|---|-----|-----|---------------------------------|----------|
|                           |              | Biogas | 67  | 5 |     |     |                                 |          |
| Mwanza<br><i>Maria</i>    | Core Synergy | ICS    | 106 | 5 |     |     |                                 |          |
|                           |              | Solar  | 336 | 5 | 261 | 104 | Mobisol (directly)              | YSLA/LGA |
| Tanga<br><i>Jessica</i>   | 4 H-Tanzania | ICS    | 64  | 5 |     |     |                                 |          |
|                           |              | solar  | 92  | 4 |     | 22  | Mobisol                         |          |
|                           |              | biogas | 32  | 2 |     |     | (SunKing) youth<br>to be linked |          |
| Geita<br><i>Maria</i>     | Geodata      | ICS    | 38  | 5 |     |     |                                 | YSLA/LGA |
|                           |              | Solar  | 135 | 3 | 90  | 87  | Mobisol (directly),             |          |
| Kagera<br><i>Maria</i>    | Geodata      | ICS    | 66  | 4 | 1   | 0   |                                 | YSLA/LGA |
|                           |              | Solar  | 2   | 0 | 2   | 0   |                                 |          |
| Shinyanga<br><i>Maria</i> | ECD          | ICS    | 311 | 3 | 266 | 57  | Zola, Solar sister              |          |
|                           |              | Solar  | 104 | 5 |     |     |                                 | YSLA/LGA |
|                           |              |        | 235 | 3 | 190 | 104 | GCS (Sunking),<br>Bliss         |          |

## Annex 2: Findings Rwanda

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### 2.1. General information since MTR:

#### 2.1.1. Country Context:

The OYE project in Rwanda has been active in 22 districts in 4 provinces South North East and West including Kigali City . The team was based in Kigali from where it organized field trips on a regular basis. The team was constituted of one program manager, three technical advisors in business development, M&E and Renewable Energy expert and Junior Communication Consultant associate advisor is ensuring the communication and sharing of the collected results to others

#### 2.1.2. Sector and subsectors

In Rwanda the selected sector was renewable Energy (RE) with its 3 subsectors: Biogas, ICS, Solar and some initiatives with briquettes also have been started.

#### Biogas

In the beginning, the program had benefitted much from the Biogas program (NBDP) financed by DGIS that had been implemented in the 5 years before the project started. After the installation of many digesters (also because that was one of the IMIHIGO goals), districts are struggling with defective digesters since the NBDP stopped in 2013. Therefore, the districts have shifted their targets from biogas digester installation to maintenance of biogas digesters, which provides a market for the trained Biogas youth. NBDP was not expanded because it failed in terms of numbers and maintenance, the situation improved way after, with the government own funded initiative and the decentralization process that was supported by US/OYE after 2014. It is from 2014 to 2017, that OYE had a substantial increase in terms of biogas digesters built, with the contribution of the OYE youth led companies and cooperatives.

The biogas installation that was visited in Musanze provided gas for cooking as well compost and fertilizer for organic agriculture. The condition for the biogas to succeed is to have cows, preferably 2, and that requires food for the cows (zero grazing), which is not easily available. 90% of digesters installed between 2014-2018 are plastic, well-functioning with minimum maintenance needs. Only in Musanze and Burera, you find a lower number of plastic digesters, because volcanic rocks make digesters cheaper.

#### Solar

There are different types of private companies that provide for the products, which are of different power and strength.

MOBISOL provides systems that generate more energy, and which can support many devices, which are also more expensive. Two types of jobs are to be filled: sellers and technicians. The youth that works for MOBISOL has had more training (Maki academy) and are taken care of in terms of possible career paths for those that perform well.

IGNITE provides for simpler and cheaper products, which are more accessible for poor people. The youth is trained only one day at the time and earns a lower commission on sales, though they sell more systems per month. They don't have the opportunity to integrate in the company.

There are arguments for supporting both types of companies: MOBISOL provides training, higher commissions and a potential career path, while IGNITE provides cheaper and therefore more popular devices that sell better and quicker allowing for a bigger number of youth to enrol.

## ICS

Next to the production of ICSs, which are not on big demand by individual households, groups are producing alternative products, such as pots and roof tiles. They also do singing and traditional dancing at events to earn income. The key elements for the ICS are easy accessibility to the right clay as well as firewood for the Kiln, which constitutes an obstacle in a natural resource constraint environment. The limited market is another constraint mentioned by these cooperatives. One of the cooperatives, however, was linked to the tender of many ICSs (IMIHIGO driven) by a district, via a private sector company thanks to the intervention by the Vice Mayor.

## 2.2. Assessment for youth:

### Relevance

The choice of topics and methodology used seem to be relevant and beneficial for the youth. They feel empowered and are able to apply what was learned.

The selection of the youth was mainly done by the districts based on their assessed position in the community in terms of poverty and access to opportunities as out of school youth.

The team has observed that in case of the solar especially with MOBISOL, it was the more "advanced" youth that were able to pass the selection test for the enrolment. This higher benchmark allowed for more effective training (MOBISOL Maki: Academy), longer term engagement and opportunities for growth within the company.

On the other hand, the team observed that the youth involved in ICS clearly came from a more challenging background, even though one group was quite different from the other in terms of young mothers, education and ages of the youth. Nevertheless, in both cases, the ICS cooperatives had become their entry point for creating a livelihood.

From the evaluation from the IMIHIGO in the districts, it became clear that it is more and more emphasizing the “youth entering employment” as outcome, as compared to earlier periods which focused more on the “number of people trained”.

### Effectiveness

Key for the success in Rwanda is the prolonged accompaniment of the youth in their process to become independent. The BLS, business development and YSLA training including the practice part followed by the coaching and mentoring have helped them to grow, to understand the concept of saving and investing and use the options for self-employment. The capacity and commitment of the involved LSPs was also key for the success.

Most targets have been reached according to the figures related to the outcomes and outputs provided to the evaluation team: 3,192 youth have entered employment and 74 new youth led enterprise have been set up (97% resp. 106% of targets). This was after 5 years, when the youth had gone through the employment opportunity creation trajectory with OYE. In the beginning, 4266 youth had enrolled which constitutes 106 % of the target and 4228 successfully completed training (124% of target).

The success of these achievements was triggered by a number of key factors, such as:

- The OYE team has invested much in the relationship and support to the LSPs, in finding acceptable private sector partners and finding financial institutions to link the youth to.
- YSLAs were the binding factor. The model that was developed for the YSLAs in the context of OYE, includes many and clear safeguards between the members, which allows to build trust. The YSLAs often had two components, namely one providing for access to finance to start up income generating activities and within the same group but separate, a system for providing a social safety net for its members, which is crucial especially for youth with no other means of income. Participation in the YSLA also provides for the step up to improved financial management and proof to other institutions that these youth are able to manage funds and are creditworthy.
- Regular consultation between OYE and LGAs, and PSPs and OYE/LSP with youth
- National and LGA support in terms of policies and subsidies and performance contracts at district level regarding biogas functionality and electrification
- Certification of the cooperatives
- Understanding the subsectors

### Efficiency

Rwanda has better divided activities between the PUSH-MATCH and PULL components than the other two countries and therefore had a better-balanced expenditure picture of 49%, resp. 30% and 20%. Especially in year 4 it has much invested in the A4 (expand

employment for youth) component. From the beginning OYE Rwanda has been reaching out to the private sector, searching for and engaged in matching opportunities, which is shown in the expenditures. The unit cost per enrolled youth were lower for Rwanda than for Tanzania Renewable Energy, namely 268 versus 349 US \$. Also unit cost per youth entering employment differs from 359 to 444 US \$ and even more for continued employment of 436 to 789 US \$ between Rwanda and Tanzania Renewable energy.

Rwanda has changed its policies for travel expenses by switching from renting cars from SNV to private companies, which was more cost effective for the project budget.

### Impact

The OYE program in Rwanda has been successful in terms of the number of youth (2,734) that have been strengthened to become entrepreneurs and/or to find employment, either through self-employment (biogas) or through participation in cooperative (mainly ICS and solar) or through formal employment (solar). There have been 22 biogas cooperatives, 13 ICS cooperatives, 12 YLEs/Companies and 26 individual enterprises established in the last 5 years. The youth indicated that they benefitted most in terms of:

- Access to finance
- Having increased skills
- Working together and develop together
- Increased income

Young women claimed that:

- Their confidence is built
- Can participate equally in discussions with men
- Opened eyes on business ideas
- Able to access loan and knowing that she able to repay.

### Sustainability

The certification of the cooperatives and the registration of the YSLAs has created ownership and enhances sustainability of the groups. The majority of the youth met have indicated their capacity to diversify their businesses on an individual basis, and to generate money with the little money they had gained in the cooperatives or saved through the YSLA.

### Gender

After the MTR, OYE Rwanda has heavily invested in the mainstreaming of women in the program, with considerable success: OYE Rwanda has increased the numbers of women enrolment from 24% to 32%. According to the team women are occupying leadership positions in youth led enterprises, especially cooperatives. Young ladies are involved with new occupations along the distribution network and have shown special abilities with

marketing and bookkeeping. Young ladies have also shown increased confidence, especially for technical occupations, from which most of them were not naturally attracted to.

In order to make that happen OYE has lobbied in the youth-led cooperatives for increased participation of young ladies. They also approached the private sector and advocated for more gender inclusion and worked on building confidence of the young ladies to keep them into renewable energy occupations. As a result, the women enrolled and empowered by OYE Rwanda have increased their income for young women.

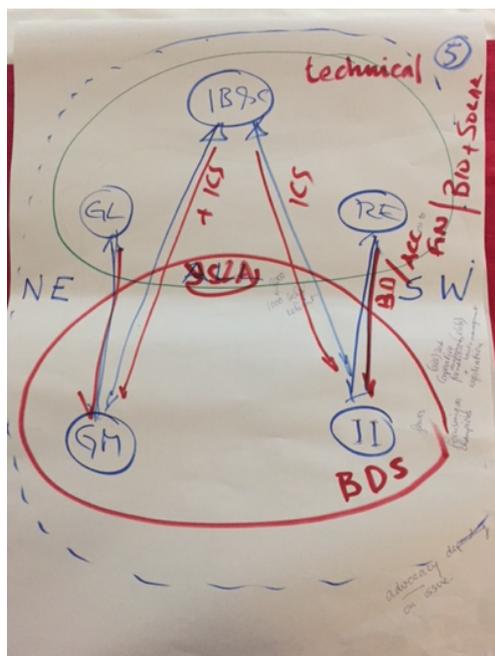
The cooperatives also have benefited from young ladies' inputs in terms of better management and leadership.

We monitor the individual success during coaching and mentorship, but also cross-check with the income/Saving trends with private enterprises/cooperatives and YSLAs.

In fact, special focus on gender mainstreaming was needed from the very beginning of the project. The team realized that a specific budget for gender mainstreaming was needed, especially for very technical oriented sub-sectors.

### 2.3. Partners and stakeholders

#### 2.3.1. LSPs



- GLES: BLS, YSLA, Biogas and Solar
- RECONS: BLS, YSLA, Biogas and Solar
- IB&C: BLS, YSLA and ICS,
- INDIGO: YSLA, Financial services and technical BDS
- G-Micro Consult: YSLA, Financial services and technical BDS

Figure 17. Set up of the collaboration with the different LSPs in Rwanda

The way the implementation of model that was applied, namely to engage with a limited number of LSPs who are knowledgeable and committed, with specialized expertise involved in specific tasks and not all the tasks during the whole process, depending on

the sectors, while some parts of the pathway were done by all, seems to work in this context.

There are 5 LSPs for the whole country who have been divided between the North and South and between specific tasks along the pathway.

### 2.3.2. PSPs

The private sector has mainly been involved with the solar energy subsector, namely with:

- Mobisol
- IGNITE
- Zola, Waka Waka
- Nots

The private sector involved in the sector of biogas include Drimex, Private companies registered under Rwanda Energy Group and at some extent the EPD as Energy Private Developers as umbrella of private actors in the energy sector

### 2.3.3. LGAs

The government in general has been supportive of the whole program, at national as well as district level. Districts welcome the project to work and invest in renewable energy locally, especially if they have included renewable energy in their own IMIHIGO goals. They have facilitated the selection of the youth (based on the social category in which they were classified) as well as the certification of the cooperatives, and the registration of the YSLAs.

At the same time, they are rather demanding in terms of reporting and accountability. In Rwanda, there is strong control by Government on what NGOs are doing, not only in terms of their own IMIHIGO goals but also in relation to the district IMIHIGO goals. Initially, the plans and reports were monitored by the district immigration officer but currently the RGB is the monitoring agency. As a consequence, this relationship with local and central government has required quite some man power and investment.

When asked in which way the district will take over /continue OYE tasks, they replied that they have learning centres where youth can be trained and where they will be connected to the district officers of business development and employment department.

### 2.3.4. FIs

The relationship of OYE with the BDF, was a good formula for creating access to more substantial funding for youth and women. However, the time was too short to upscale

and consolidate this initiative. Nevertheless, as BDF is working with 138 Financial Institutions branches countrywide there is scope to introduce the formula country-wide and impact the access of youth to finance in a more formal manner. It would be interesting if SNV, perhaps through its other activities in the country could monitor the progress of the youth lending program as an important tool for youth development.

## 2.4. Conclusion

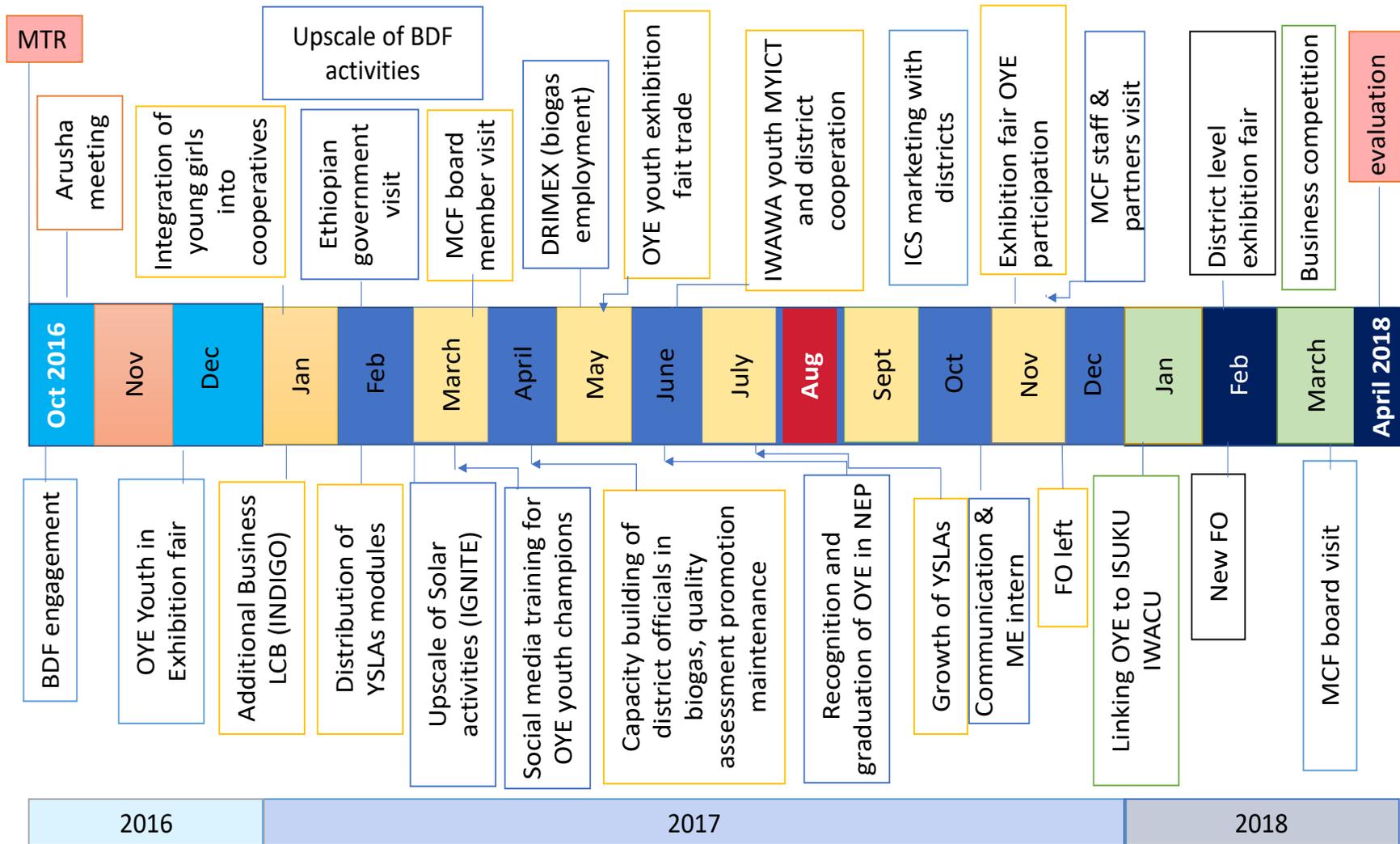
The OYE Rwanda team has been able to build a solid program and able to apply the model in its “purest” form. The program has been flexible and adaptive to a changing context.

A substantial number of the involved youth clearly have become more resilient in ensuring their livelihood.

The majority of youth encountered has understood the concept that even with little savings they can start a small-scale business. In the beginning, it is good to keep it small to avoid great risks and to be able to control, adjust and build up step by step. That’s how resilience is being built.

The short-term cycles of YSLAs in Rwanda due to the quick return of investment in the RE sector is favourable for the members to relatively quickly access funds. To be further developed.

## 2.5. Timeline of the project in Rwanda since MTR (2016-2018)



## Annex 3: Findings Mozambique

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### 3.1. General information since MTR (Oct 2016):

#### 3.1.1. Country Context

Mozambique has focussed on the agricultural sector in three provinces mainly in the north of the country being Tete, Zambezia and Nampula, in the latter, especially along the Nacala corridor. During the implementation period of the project, Mozambique encountered an enormous economic crisis that impacted the business environment and the capabilities of the government to address the major economic policies on poverty reduction and growth, hence also programs to promote youth employment and employability. Policies specific for support of youth are in place, mainly under the Ministry of youth and sports, including a financial component in the form of the FAIJ program. Monitoring the programs is complex and recovery of loans by the FAIJ program is lagging behind.

#### 3.1.2. Sector and subsectors

As mentioned the focus was on the agricultural sector, which by default is a more traditional sector as compared to renewable energy, which is more "sexy". It requires youth to engage for longer periods before benefits (varying from 35 days to 100 days) are coming out of the interventions and requires funds upfront for investments, as compared to e.g. solar. Access to funding is already a huge difficulty. Therefore the interest of youth to engage in activities as groups and work on the fields together. The subsectors where youth worked as a group seem to have been more sustainable as compared to those activities where youth worked solitary like chicks breeding and pigs raising.

Other subsectors were as well linked to economic activities (Fruit trees) or larger scale donor initiatives (sweet potato), next to more traditional segments like cotton and horticulture. The latter however is interesting as youth engaged in the sector look for opportunities to cultivate year-round and produce when crops are in high demand and prices beneficial (access to water and motor pump)

A last important intervention was the introduction of contract farming, mainly as in-growers, partly as youth have limited access to land but mainly as the companies want to reduce the side-sale of the produce. Middlemen approach the farmers shortly before the harvest and offer better prices, while the farmer has received inputs from the contracting partner in the agreement. This provides clarity from the start but requires all sides of the equation to honour their engagement. In products, less easy to trade like cotton, the problem of side-sale does not feature strongly and companies cooperate with farmers based on an out-growers relation.

## 3.2. Assessment for youth:

### Relevance

The program is highly relevant for the youth as youth opportunities are sparse. They need often the extra input on how to identify opportunities and assess potential benefit from these initiatives. Most of the youth engaged with during the field work indicated to make use of the profits to invest in other activities; improvements of their direct living conditions (as Nampula was hit by harsh rains) or starting new economic activities (motorbike taxi, being a middleman and buy produce from other farmers, expand the land etc. Access to land, finance and labour had remained an obstacle, working as a group in an agricultural activity next to their normal activities is attractive. The burden is shared and profits even shared among the group still an important contribution to their living conditions

### Effectiveness

The program has been effective in reaching out to youth and making “the numbers”. Unit costs, compared to other countries, seem to be rather low, even with a quite intensive program delivery channel in place. As observed before, monitoring has been a challenge and lessons learned have to be incorporated in the future. Data collection depended highly on LSP with oversight from advisors or interns. Uploading of data was not easy as the matching with the original information could not always be made (we noticed multiple uploads in the draft version due to technical issues. As with any data analysis tool it is the quality that matters While figures for entering in employment after training have been corrected downwards and are closer to the experiences in other countries, the number of people continuing in employment is now at 83% after correction.

Some youth made it to have their own business, like a hardware shop or restaurant. Most likely many more examples exist but not all could be visited, and these are of-course the great success stories. However, many youth do benefit in perhaps a more modest way, which does not make the effect and impact less important.

### Efficiency

Project delivery has been different from other countries with a high level of direct contact engagements with the supervisors and the groups. This was justifiable due to the lack of formal extension officers to take over this role. However, in most of the activities visited and assessing the relationship between the Private Sector and the youth one would have hoped to observe stronger commitment of the Private Sector in providing technical support and knowhow to the youth especially in contract farming. Nevertheless, according to the team the transfer of knowledge between the Private Sector and the youth is taking place in other crops like the value chain around cotton, horticulture in Corrane and the soya bean activities in Gurué. As these initiatives were not visited, we are not able to determine the trigger for different private sector approaches in knowledge transfer.

## Impact

Impact can be measured as direct impact, as additional income due to the activity which in most cases was obtained. OYE youth visited were happy and proud of their achievements and indicated to have access to more (and/or more regular) income. They are more open to look for alternative sources of income and prospect in some cases direct links with retailers. One group was able with the money they earned to purchase a motor pump (partly with local credit) to allow for year-round farming, something they were never able to do before. Access to credit is and remains an issue, and sometimes youth are not well informed or have limited understanding of the formal systems, hence relying on local alternatives for credit without fact checking whether these loans are more expensive than e.g. loans from institutes like GAPI.

A major concern is flagged that relates to intervention focussing on life animals at a larger scale, where the risks are higher (investment risks as well as operational risks) and the youth engaged on an individual base. These activities, profitable as they may seem, might have left some youth disappointed and with less money than before. On hindsight it might have been wiser to engage in poultry raising with small groups as well to spread the risks and the work involved. The team was informed that the company involved in the activity has stopped all together with engaging outside individuals to raise chicks, as prices became less competitive and the cost to keep the whole network operational too expensive.

On the other hand, smaller initiatives with life animals like poultry keeping with small groups and directly linking the youth to the market are more likely to succeed.

## Sustainability

Most of the programs, if youth remain interested are there to stay. Youth expressed interest in extending the area they are cultivating. Risks remain, especially in contract farming if, for some reason, the parties do not honour the contract arrangements, like not buying the produce. Youth have to learn to unpredictability of the market and learn to cope with this, but the general feeling is that the field supervisors have sufficiently engaged with them to cope with this and provide solutions.

The risks are however biggest with the more recent groups that have not had this support like the women group in the hot pepper, being only created in January 2018. The chances for them to stay around will depend very much on the company and the support they might receive from them. This is however not a project design issue.

## Gender

Gender inclusion can only be reached with more than special attention to the needs of woman. The program has looked for opportunities that are attractive to women, like, poultry, pig raising and certain crops that are more accessible than others (hot pepper) and horticulture in general.

In many cases, when agricultural activities are tough, women find it less easy to keep up, and we observed drop outs of women youth throughout the program in agricultural

activities. It is hoped that the women have benefitted from the training and are engaging in other economic activities. Hence a thorough follow up on youth employment is required. In numbers, Mozambique was able to reach a 36% female youth enrolment.

### 3.3. Partners and stakeholders

#### 3.3.1. LSPs

Mozambique is different from the other two countries as the concept of small companies as service providers is not easily available on the market, and initial try-outs with the few existing companies did not yield the expected results. What can be found is freelancers, but they often can only address a specific segment of the capacity demand required for the program.

Furthermore, it was observed that the traditional extension system is limited in scope and officers, few in numbers, over demanded.

In this context, the model was different from e.g. Rwanda where LSP worked with groups on specific requirements and were specialist in that particular area.

LSP in Mozambique are mainly young technicians with an agricultural extension background, who themselves were trained by other LSP like GAPI and INEP on specific capacity development components and used this as a starting point for interactions with youth on these topics. Furthermore, they engage very intensive and direct with all groups on agricultural matters and extension questions.

Between 2016 and now, the program engaged with 11 field supervisors and two contractors on agribusiness and skills development, and 16 trainers on Basic life skills and business development, next to the SNV staff involved.

#### 3.3.2. PSPs

Private sector companies can be divided in several categories

- Those being traders and have contract farming arrangements with OYE youth, case of Amarula farms and hot pepper providing land preparation and seeds, but not necessarily the know-how
- Those being involved actively in the sector and engage through contracts with the OYE youth (Cotton, chicks) and heavy involvement in the development of the relationship (provision of Know-how)
- Those involved in processing and promoting the cropping of certain products (no contract farming, e.g. fruit trees)

Some other arrangements in place like in horticulture, where youth directly engage with markets, no Direct PS engagement

Promotion of a nutritious crop (sweet potato) via an international Sub Sahara research institute.

### 3.3.3. Provinces and Districts

The Government has played an active role in youth engagement as it is part of national policies. At national level, many of the involved ministries do play a role in the steering committee. On decentralised level, the provincial departments on Youth and sports and the provincial labour agency are actively involved, the later for the recognition of the curricula of training and the certification of trainers, and the Youth and sports department in the discussions around the set-up of the program and providing access to one specific area of funding (FAIJ).

At the district level, the youth councils do play a role in both the youth identification, the registration of the youth groups and often provide a helping hand in providing access to land and/or opening the channel to the youth funds for the registered groups.

### 3.3.4. FIs

A second funding line, more in tune with the experience in Rwanda (BDF) is the collaboration with GAPI, a former collaboration between an NGO and the state, nowadays operating as a security bank and promoting financial inclusion. Gapi encountered challenges in their drive to expand its program. Therefore the collaboration with SNV was for them as well helpful in expanding loans to youth. Interest rates are relatively low 18% as compared to commercial banks, who charge up to 44%. Loans amount are relatively small to medium size, and once paid-back a second loan application can involve a higher level of loans.

Furthermore, youth in the agricultural sector depend still on other forms of credit and more traditional operating in the sector like, contract farming (supply of inputs) or direct loans with agri-providers to be paid back at harvest.

## 3.4. Conclusions

All in all, the program is interesting and much has been achieved. We acknowledge that we have seen only a few examples of all the work done. The team has been open on successes and challenges and not all groups visited were at the level one would have hoped.

It is however also fair to state that the program has only "just started" and would have benefitted from a continued support.

Based on the field visits and the discussions with staff and partners the following issues were further discussed in the final session.

By no means this report will be integral copied in the final report, though serves for us as evaluators to take stock of the many impressions.

### Relationship with Novos Horizontos

As it stands out, and by no means is representative for all the work done by the OYE team and the youth, semi-commercial chick raising is profitable but at the same time risky. Profits are ranging from zero to 35,000 meticaís per 35 days is huge for youth who were having very limited chances. However, risks were as well fairly high with first of all high investment costs for the youth: Building their own chicks house, buying the water and food dispensers was a huge investment of anything between 25,000 and 35,000 meticaís or equal to 4 to 5 rounds of raising chicks. It requires commitment and endurance to work with life animals and a strong discipline of each individual. Most youth were able to recover the initial investments but the activity came to a halt, either as youth were not able to keep to the agreement and at a later stage as the company, entered in difficulties to honour their contractual engagement due to the economic crises. As mentioned before the company has stopped working with outsourcing chicks raising, as the cost became too high with the reduced profit margins.

SNV and Novos Horizontos trained 72 youth in BLS and poultry keeping, of which 25 constructed their chicks house in year one. By January 2018, 11 youth dropped and 14 remained. Nevertheless the training will have benefitted these youth, though not all youth engaged had found means to enter in new economic activities. Time will learn whether they are capable of diversifying their income based on the skills learned. Others, however, are engaged in horticulture or local business activities.

### Relationship with Amarula Farms

The risk in this case is much lower. Amarula Farms is next to be a trader also a horticulture company, providing vegetables to Nampula markets and retailers. At the moment, they are not involved in sesame production themselves due to an unfortunate family related event. As they were not using the land temporarily, SNV suggested to involve more in-growers to add value to the land and at the moment they are providing inputs to youth (Land, seeds and labour). Being an in-growers scheme as compared to an out-growers scheme, where the parent company has as well an important production share, the risks are in this case much more at the level of the in-growers, as Amarula is currently not involved in agricultural production. Anticipation of diseases and their treatment could lead to substantial loss if not adequately addressed. The choice of crops is directed by Amarula, in the case of mung beans and sesame, as a trader, who is selling its produce from the in-growers, plus the produce he buys as a middleman, to wholesalers in Nampula.

Amarula opted for providing the inputs, and OYE in most situations visited, was responsible for the technical agricultural training. Therefore, OYE hired field staff, referred to as LSP, who did receive training on BLS and business skills, and who are fundamentally agricultural extension workers. This is understandable in a situation where the extension services of the Min of Agriculture are very limited as was as well observed by various partners???

The group leader was smartly engaged by Amarula Farms to train the in-growers in a constant manner. It is only fair to mention that Amarula Farms had a major setback with a deadly robbery which forced management to temporarily return to India and leave the management with the company administrator.

A second initiative (not visited) with/of Amarula is a 10 million USD loan they have received from the World Bank to develop 10 ha of horticulture which in collaboration with OYE provides opportunities to 150 youth. Greenhouses of 1 ha will be constructed with access to water year-round.

This indicates that Amarula is planning to stay and could become an interesting youth "investor"

Other issues raised

- The idea of grouping youth according to being either innovators - consolidators - followers could be interesting in improving leadership and finding the right balance for groups.
- Working through group leaders / animators (a dedicated member of a group, having received additional training and responsible for 2 groups at the same time) seems to work with 10 people per group. Some few animators left their position, but most are still in place. Animators are very instrumental to keep the momentum going and, in some cases, they managed to interest their fellow youth to diversify the groups activity (engage as well in YSLA, horticulture etc)
- OYE field supervisors, the LSPs, were practically full time hired and did also have the feeling to be "employee" of SNV. Some of them were geographically too much stretched and limiting one field supervisor, LSPs, to one district would likely make sense if the number of youth groups was sufficient.
- Although this is arguable in a situation with a limited functioning extension service, SNV/OYE took this role perhaps too serious, while it could have been part of the deal with the various partners, SNV/OYE could have still opted for investing in the training and the internships, which is more characteristic for its modus operandum.
- Growing too wide and addressing too many districts is as well an additional burden and results in extra costs and time resources. Sometimes the choice was the direct result of the Private sector partners' field of operation, hence the need for SNV to engage with the youth in these districts. Market opportunities were limited and therefore, SNV had little room to manoeuvre. Lessons learned can perhaps help in future engagements to make judged decisions to balance the use of resources.
- The fact that the steering committee was in place was of great help and allowed for governance ownership. However, looking at the membership of the steering committee, it reveals a strong representation of the government:

- Ministry of labour (INEP)
- Ministry of agriculture
- Ministry of youth
- Ministry of industry and commerce
- National youth council
- SNV (secretariat)
- CTA (confederation of business associations)

While CTA is a confederation representing the business community and is as well an advocacy entity on behalf of the private sector, it is as such not the private sector. To widen the interest, it could be useful to, as discussed with the team, in the future as well integrate GAPI in the steering committee and perhaps one of the PS collaborators.

The steering committee provided opportunities to link youth to business opportunities (INEP). INEP is as well important to certify the training curriculum and the trainers (otherwise they are considered illegal)

The goal of the steering committee is as well to empower private sector in Mozambique to better play its role and increase its contribution in the country's development process

The national conference on OYE youth was an important step and the support of the steering committee very important. It contributed to the understanding of the need for registration of groups.

- As discussed above, the database is an issue that should be better addressed in future activities, in providing added value in the analysis of the collected data. The outline of the database and the team working on it lacked a larger vision on how to make it work without too much difficulties. A unique ID per youth is essential, and perhaps the program could have considered a credit-card type of ID card, which identifies each youth. This would have made registration easier and follow-up visits for updating the database less prone to errors. In the end it is about the additional income of youth and less about the sectors, information that could have been gathered anyway.

The sheer number of possible errors, the use of the Portuguese name writing are all factors influencing the quality. All the issues can be backtracked in the final stages but made the tool hard to use, if at all in Mozambique. It is likely that the excel sheets are providing similar info, but also here, data errors will make it hard to explore the information. LSP have made their own tools to be able to produce reports but this comes with extra costs and requires much more time, to clean and make useful contributions to reporting.

If successful, the database would have been a powerful tool to follow the youth throughout the years.

- The registration process of youth groups is complicated as it requires youth to have an ID card, registration of the land (as well a difficult process), and having in place a constitution, the latter process is in the SNV/LSP sphere of influence.
- SNV Mozambique introduced fieldworkers, very much involved in the day-to-day process of the youth groups and focused on the agricultural aspects of the various activities. As mentioned this made sense in an environment where formal extension officers are too few and too much burdened already. They are referred to as "LSP" as they provide as well BLS and other training to youth groups. The turn-over within this groups/amongst LSPs? has been high with some groups now having the fourth field worker.

The environment of "LSP" is not easy accessible and most of these potential LSP are freelancers, not having a larger structure behind them for quality assurance? Hence SNV was very much depending on "government representatives to provide the initial training, an effect even more articulated as the content and trainers had to be certified by the INEP. At a later stage, training was provided by trainers from government, private training institutes and civil society.

Trainers that the consultant did meet during the field visits came from the INEP office. A representative of the employment department, from the ministry of agriculture at district level - Ilha de Mozambique was involved in BLS and business skills training and GAPI, addressed financial inclusion and basic financial management.

Fieldworkers were all trained as trainers of trainees by these various entities.

The introduction of group leaders seemed to have worked very nicely, with each group leader being involved with two groups.

- The relationship with the PS partners looks good and promising and there is frequent interaction between SNV and the PS partners. There could however, have been a stronger focus on sharpening the collaboration and look for more advanced opportunities, like in the case of CIP, promoting youth in the role of seed multipliers, or in the case of Novos horizontes be more alert on the problems that occurred and discuss ways to mitigate. This applies as well for the pig raising and likely to all work with live animals as the risks are considerably higher.

Some of the collaborations on the other hand are quite recent (2017 onwards) and thus the collaboration needs a more robust track record to bring the collaboration to the next level. SNV has played and needs to play the catalyzer role in such programs.

- As OYE is to stop, the most sensible thing is to link youth to government entities, however, will they play this catalyzer role and forge partnerships with PS actors, or just train youth as is the case in many youth programs?
- It remains important for sustainability that youth have access to finance, be it in formal loans (GAPI and to some extent FAIJ) or through YSLA which they can control themselves. During the field visit the consultant did not come across many YSLA, and also their functioning has not been discussed in detail. Remarkable however was, the fact that a large percentage of the loans are used to solve social issues, and not to invest in new opportunities, which was due to several disasters that struck the area and the economic crises that hit the country. While understandable, a difference was noted with the other two countries. A risk exists that this could impact the growth of these schemes as capital loaned will not create new capital.

The contract farming (horticulture, sesame and mung beans) and in the cotton sector (not visited) seem to work, with some challenges identified, especially if the company cannot honour its engagements. Issues identified that related to these challenges are the occurrences of diseases in e.g. the sesame which was not adequately addressed or the dependency of the women in the hot pepper activity where the ploughing and land preparation was not a major concern for the company, while the seedlings had over-stayed at the nurseries.

Engaging with research entities like IITA (not visited) is of course important and there added value especially in the seed production. Negotiating with IITA to identify other opportunities remains important as e.g. IITA is a leading entity in the cotton research (while SNV is not working with IITA on cotton). Furthermore, IITA has since 2011 established the IITA Youth Agripreneurs (IYA) to get more youths into agriculture.

### 3.5. Timeline of the project in Mozambique since MTR (2016-2018)

| Month         | Activities OYE staff   | Activities OYE staff   | Activities "LSP"  |
|---------------|--|--|---|
| October 2016  | Marketing training and market opportunities identification   | Annual meeting (Arusha)<br>Engagement of communication consultant  | Basic life skills training<br>Intake of youth in internships<br>New interventions                       |
| November 2016 | Monitoring and support visit by OYE program manager<br>MoU with MFI GAPI                                     | Steering committee meeting (Maputo)<br>Employment fair in Nacala port  |   |
| December 2016 | Engagement of youth with private sector e.g. Amarula<br>Technical training land preparation                  | Peer to peer session in Ribaue<br>BLS training in Namialo  | Basic life skills training<br>Negotiations for engagement for development of formal job creation<br>MoU |
| January 2017  | BLS training<br>MoU with SANAM (cotton)<br>Establishment of demo plots<br>Deployment of interns in companies | Animator training (basic and ICT skills training mobile phones)<br>Engagement of four new trainers<br>Increase of the number of women engagement as a result of the MTE report | Exchange of experience<br>Training on professional development<br>Field day                             |

|               |   |   |   |
|---------------|---|---|---|
| February 2017 | Technical training of youth (pest control, thinning etc)<br>Identification of YSLA groups | Start of BST with GAPI<br>MoU with HoyoHoyo (soYa beans)  | Technical assistance to youth regarding activity planning   |
| March 2017    | BLS training continues<br>MoU with CEID UBS & IITA  | Monitoring Visit of steering committee members<br>Monitoring Visit of program manager<br>Review of procurement procedures | Selecting youth for horticulture, saving schemes, internships and coaching /mentoring<br><br>New initiatives coverage by FAIJ (development fund to support youth initiatives) |
| April 2017    | Orientation of youth on market opportunities  | GAPI training BST<br>Field day in Monapa  |   |
| May 2017      | Visit by minister of youth and sports<br>Visit by administrators Lalaua meconta           | Consultant for YSLA engaged<br>Start of training on YSLA  |   |
| June 2017     | YSLA training<br>Resumed BLS training (after a break period)                              | Visit by provincial governor of Nampula Lalaua district   |   |
| July 2017     | Two new LSP engaged<br>Career guidance training participated by INEP                      | Needs assessment with IIAT (Zambezi and Tete)<br>Two LSP left OYE   |   |

|                |   |  |  |
|----------------|---|--|--|
|                |   | Two MoU for CIP and Quinta Mutava Rex, OYE and DPCTEST                                       |  |
| August 2017    | BLS<br>YSLA in progress<br>Visit of INEP for youth employment<br>Horticulture market linkage  | Communication consultant leaves OYE<br>1 LSP resigns<br>GAPI finances first youth initiative | Selection of four youth groups to produce improved and certified seeds<br>Support in field preparation, selection of crops for seed production<br>Identification of 5 ha of land for seed production |
| September 2017 | LSP training ToT by Gapi  | Till now 1585 youth engaged  | Training on professional development<br>Exchange of experiences<br>Planning for commercialisation<br>Support in the process of trading the produce   |
| October 2017   | Business and entrepreneurship training starts<br>Business plans approved and financed by GAPI | Training of youth engaged with IITA in Zambezi and Tete<br>YSLA consultant contract ends     | Evaluation and writing annual reports  |

|               |   |   |   |
|---------------|---|---|---|
|               |   | Youth led enterprises AimL solutions participates in international competition      |   |
| November 2017 | Participation in the fifth conference of entrepreneurship in Maputo                         | Training on financial literacy<br>Linking youth with financial institutions (banks) | Process of recruiting 3 "LSP"<br>Reception of proposals<br>Field activities: presenting LSP to colleagues and partners and allocation of districts                            |
| December 2017 | Technical training<br>Business skills training<br>Coaching of youth by partners (companies) | Visit by programme manager  | Youth identification<br>Start of LSP in designated areas<br>Participative planning exercise<br>Meeting with company Mantharia emprentimantos<br>Training on businesses skills |
| January 2018  | Business skills training continued<br>Establishment of fields for seed production           | Technical training of youth in new interventions (piripiri)                         | Basic life skills training<br>Exchange program<br>Training in poultry keeping<br>Visit of regional manager  |

|               |   |   |   |
|---------------|---|---|---|
| February 2018 | Technical skills training<br>Two youth financed by GAPI received new loans after repayment of the first one | Business skills training<br>Career guidance by INEP | Technical assistance<br>Partner exchange and field visit to production areas, poultry keeping and pig raising<br>Visit of manager<br>Business skills training |
| March 2018    |   | Horticulture planning                               | Planning of horticulture crops<br>Planning of commercialisation<br>Technical assistance<br>Meeting with partners<br>Monthly meeting<br>Trimester report       |
| April 2018    |   |   | Final evaluation  |

### 3.6. Mapping of LSPs in year 5

| 10 regions                                  | LSP                   | Period of involvement |
|---|-----------------------|-----------------------|
| Field Supervisor in Tete                    | Ventura Ngoveni       | 2015                  |
| Field Supervisor                            | Marcos Camphambe      | 2016 -2018            |
| Field Supervisor                            | Albertino Trinta      | 2016-2017             |
| Field Supervisor                            | Jaime Alvaro          | 2016                  |
| Field Supervisor                            | Detino Germano        | 2016-2017             |
| Field Supervisor                            | Eurico Kauaua         | 2016-2017             |
| Field Supervisor                            | Alfeu Sulaha          | 2017-2018             |
| Field Supervisor                            | Franco Julio          | 2017-2018             |
| Field Supervisor                            | Jordina Amado         | 2016-2018             |
| Agri-business Assistant                     | Mariamo Bai Tarmamade | 2016-2018             |
| Field Supervisor                            | Derson Momade Aly     | 2017-2018             |
| Field Supervisor                            | Merson Muatiua        | 2017-2018             |
| Agribusiness Assistant                      | Suniza Carimo         | 2016                  |
| Agribusiness & Skills Development Assistant | Wilson Uaniheque      | 2016-2017             |

## BLS and Business development trainers

|             |   |
|-------------|---|
| OYE Trainer | Mariamo Jamal (Nampula)                                 |
| OYE Trainer | Miguel Valente (Nampula)                                |
| OYE Trainer | Tome Alberto (Nampula)                                  |
| OYE Trainer | Renaldo Jaquite Salvado Colaco (Nampula)                |
| OYE Trainer | Sifa Agostinho (Nampula)                                |
| OYE Trainer | Felizarda da Conceicao Alves Teixeira (Nampula)         |
| OYE Trainer | Wilson Francisco Uaniheque (Nampula)                    |
| OYE Trainer | Victoria Chucuacha Figueiredo Chaiuane Bacela (Nampula) |
| OYE Trainer | Jumito Muiane Juma (Nampula)                            |
| OYE Trainer | Diogo Francisco Bores (Zambezia)                        |
| OYE Trainer | Rita Lucas (Zambezia)                                   |
| OYE Trainer | Helio Chelengo (Tete)                                   |
| OYE Trainer | Manuel Viegas Luis (Tete)                               |
| OYE Trainer | Estevao Saide (Zambezia)                                |
| OYE Trainer | Alexandre Muianga (Zambezia)                            |
| OYE Trainer | Mariamo Camilo (Nampula)                                |

### 3.7. Youth involved per subsector and results per province

#### 3.7.1. Tete Province – Magoe, Moatize & Tsangano

| No  | Intervention/Value chain     | Men        | Women      | Total      |
|---|------------------------------|------------|------------|------------|
| 1   | Horticulture                 | 99         | 85         | 184        |
| 2   | Sesame                       | 17         | 11         | 28         |
| 3   | Cotton                       | 22         | 13         | 35         |
| 4   | Chicken                      | 5          | 5          | 10         |
| 5   | Potatoes                     | 48         | 38         | 86         |
| 6   | Maize                        | 43         | 36         | 79         |
| 7   | Soya beans (Seed production) | 15         | 5          | 20         |
| 8   | Beans (Seed production)      | 11         | 9          | 20         |
| 9   | Sweet potatoes               | 31         | 27         | 58         |
|   | <b>Total</b>                 | <b>291</b> | <b>229</b> | <b>520</b> |
| <p>Tete total 520 active out of 571 trained youth (51 dropouts)<br/>           We know of youth who fled to Malawi in 2015 &amp; 2016 when there was some political instability in the country. Others left to Tete city and other provinces.</p> |                              |            |            |            |

#### 3.7.2. Zambezia Province: Gurue 168 youth and Alto Molocue 158

| No | Intervention/Value chain     | Men | Women | Total |
|----|------------------------------|-----|-------|-------|
| 1  | Soya beans                   | 37  | 28    | 65    |
| 2  | Horticulture                 | 61  | 55    | 116   |
| 3  | Maize                        | 16  | 12    | 28    |
| 4  | Beans                        | 28  | 21    | 49    |
| 5  | Ground nuts                  | 29  | 25    | 54    |
| 6  | Maize                        | 43  | 36    | 79    |
| 7  | Soya beans (Seed production) | 10  | 10    | 20    |
| 8  | Sweet potatoes               | 12  | 8     | 20    |
| 9  | Fruit trees                  | 15  | 15    | 30    |

|                                 |                        |     |     |
|---------------------------------|------------------------|-----|-----|
| Total                           | 251                    | 131 | 382 |
| Zambezia –Total of active youth | 382 out of 467 trained |     |     |

### 3.7.3. Nampula Province: Alfeu Ribaue & Malema

| No | Intervention/Value chain | Men | Women | Total |
|----|--------------------------|-----|-------|-------|
| 1  | Chickens                 | 4   | 3     | 7     |
| 2  | Piripiri                 | 10  | 0     | 10    |
| 3  | Agodao                   | 225 | 164   | 389   |
| 4  | Tabaco                   | 6   | 6     | 12    |
| 5  | Comercializacao          | 7   | 3     | 10    |
| 6  | Fruit trees              | 14  | 9     | 23    |
| 7  | Criacao de Patos         |     | 5     | 5     |
| 8  | Criacao de coelhos       | 1   | 1     | 2     |
| 9  | Pigs                     | 3   | 2     | 5     |
|    | Total                    | 291 | 229   | 520   |

### 3.7.4. Lalaua District Merson

| No | Intervention/Value chain | Men | Women | Total |
|----|--------------------------|-----|-------|-------|
| 1  | Fruitrees                | 7   | 2     | 9     |
| 2  | Algodao                  | 46  | 12    | 58    |
| 3  | Pigs                     | 1   |       | 1     |
| 4  | Horticultura             | 20  | 9     | 29    |
| 5  | Comercializacao          | 55  | 25    | 80    |
|    | Total                    | 129 | 48    | 177   |
|    |                          |     |       |       |

### 3.7.5. Derson Momade Monapo district, Ilha de Mocambique and Nacala Velha

| No                                   | Intervention/Value chain | Men | Women | Total |
|--------------------------------------|--------------------------|-----|-------|-------|
| 1                                    | Fruit trees              | 19  | 15    | 34    |
| 2                                    | Sweet Potato             | 28  | 38    | 66    |
| 3                                    | Horticulture             | 45  | 41    | 86    |
| 4                                    | Sesame                   | 51  | 30    | 81    |
| 5                                    | Chicken                  | 48  | 32    | 80    |
| 6                                    | Cashew                   | 43  | 17    | 60    |
| 7                                    | Pigs                     | 6   | 4     | 10    |
| 8                                    | Sesame                   | 22  | 9     | 31    |
| 9                                    | Ground nuts &Sesame      | 77  | 41    | 118   |
|                                      | Total                    | 339 | 227   | 566   |
| 566 active youths out of 715 engaged |                          |     |       |       |

### 3.7.6. Intervention in Caia – Sofala

| No   | Intervention/Value chain | Men | Women | Total |
|--|--------------------------|-----|-------|-------|
| 1  | Sesame production        | 104 | 36    | 140   |
|  | Total                    | 104 | 36    | 140   |
| The MCF-OYE project moved out of Sofala province due to high logistical costs caused by long distance from Nampula or Tete. The I40 youth trained in Caia were then handed over to another SNV OYE project funded by the EU that included Sofala as one of their areas of intervention |                          |     |       |       |

### 3.7.7. Youth under internships graduates from Agricultural Institutions

| No  | Intervention/Value chain  | Men | Women | Total |
|---|---|-----|-------|-------|
| 1   | Internship of school leavers                                      | 413 | 279   | 692   |
|   | Total   | 413 | 279   | 692   |
|   | Total number of youth actively accompanied in various sub sectors |     |       | 3900  |
| 140 youth in Sofala were handed over to OYE-EU  |   |     |       |       |
| About 960 youths can be considered as dropouts. |   |     |       |       |

### 3.7.8. Financial savings and loans

| No  | Intervention/Value chain | Men                                       | Women      | Total        |
|---|--------------------------|---|------------|--------------|
| 1   | YSLA Tete                | 195                                       | 148        | 343          |
| 2   | YSLA Zambezia            | 140                                       | 166        | 306          |
| 3   | YSLA Nampula             | 106                                       | 135        | 241          |
|   | <b>Total</b>             | <b>441</b>                                | <b>449</b> | <b>890</b>   |
| All groups started from 2016 onwards and are still active (53 groups) |                          |   |            |              |
|   | Loan amount outstanding  |   |            | US\$8784.00  |
|   | Total savings            |   |            | US\$37751.00 |
|   |                          |   |            |              |
|   | <b>FAIJ loans</b>        |   |            |              |
| 1   | FAIJ Tete                | 26 youth in 4 groups                      | Mts 53500  | US\$900.00   |
| 2   | FAIJ Nampula             | 11 youth paid back almost half the amount | Mts 159000 | US\$2700.00  |

### 3.7.9. Youth-led enterprises

| No | Intervention/Value chain      | #          | Activity                            |
|----|-------------------------------|------------|-------------------------------------|
| 1  | Youth-led enterprise Tete     | 7          | Horticulture                        |
|    | Youth-led enterprise Zambezia | 15         | Solar and horticulture              |
|    | Youth-led enterprise Nampula  | 16         | Village shops                       |
|    |                               | 81         | Contract farming with AMARULA FARMS |
|    |                               | 40         | Contract farming with JFS           |
|    |                               | 17         | Pig raising                         |
|    |                               | 5          | Horticulture in Ribau               |
|    |                               | 10         | Women in chili                      |
|    | <b>Total Nampula</b>          | <b>169</b> |                                     |

**Definition of youth-led enterprise:** They started or improved their activity into a business in a specific intervention or value chain. They are doing a viable business and in some cases do diversify their activities especially when the agricultural season has passed. They have a minimum of 2 employees whom they pay monthly or seasonally) We adopted this concept because it is very difficult for rural youth to formally register an enterprise as such due to tough bureaucratic procedures and processes

In total the team considers 244 YLE and thinks according to their definition that this is a conservative figure still.

## **Annex 4: Methodology of the evaluation.**

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### **4.1. Evaluation launch meeting**

The starting point of the assignment was an “evaluation launch meeting” between SNV, Mastercard Foundation and the consultants. This virtual meeting was conducted from the eMJee office in Tanzania with the consultant and SNV program manager and three representatives of MasterCard in Canada on the 22<sup>nd</sup> of February. The main purpose was to further clarify expectations of the three parties regarding the end products of the assignment, agree on scope and limits of the Terms of References (ToR). It was established that the key objective of the final evaluation was to zoom in on the impact and sustainability of the program at this stage and how well gender issues had been addressed. Secondly, it was agreed that less focus would be on the model itself, but more on what has been improved regarding performance while addressing the recommendations that were made during the Mid Term Review (MTR) in October 2016.

OYE SNV provided an extensive list of relevant documents to study as well as the actual documents, shortly after contract signing.

### **4.2. Desk study of documents of the program in the three countries.**

The consultants have developed an assessment framework before starting the desk study to make sure to cover all aspects of the evaluation requirements (see annex 2 for the list of documents and assessment frame work). The key document to be studied was the MTR report. Also, the team studied the project proposal, the annual plans of each country (since 2016), training material, the M&E database, and some of the country and consolidated progress reports, as well as some back-to-office reports. There are still many documents to study along the way.

Based on the information, topics for further explanation were identified and integrated into the two action learning sessions that were organized with the OYE TZ team. This helped to focus further, to plan for and prepare the checklists for the field visits.

### **4.3. Preparation of methodology and inception report**

Since the MTR was indeed comprehensive, the team mainly focused on verifying the produced results in the last 14 months as well as the changes generated by the implementation of the recommendations of the MTR.

Two work sessions with the OYE team in Dar at the office and two short virtual meetings with the SNV OYE project managers of Mozambique and Rwanda clarified details per country and possible options for the location of the field visits. In this period, the team prepared the agenda’s and programs for work sessions during the field visits with the project staff (SNV and LSPs) and other potential resources persons in the three countries.

The inception report described the proposed program and methodologies in detail for the whole assignment. The report proposed the localities to visit based on the meetings with the staff and the (type of) respondents to meet. It also proposed the format and size of the end product. All parties (SNV and Mastercard Foundation) agreed on the methodologies, the specific respondents per country, the location of the field visits and the final timeline, including the table of content for the end report. The draft inception report was adjusted according to the feedback and comments from the program and project managers. As a result, the order of the field visits to the countries was shuffled in time, namely first to Rwanda and the field visit in Tanzania was split in two, namely 4 days to Morogoro and 3 days to Moshi and Arusha.

#### 4.4. Field visits

The team started the field visits with a joint trip to Rwanda to align methodologies and gain most from both competencies in the beginning of April. The field visits to Mozambique and Rwanda was done by one consultant each and had a similar framework as per table 1. However, the final program for each country was adapted and flexibly implemented according to country needs and context. The focus was on meeting with the different types of beneficiaries, while at least one of the category of partners was met. (e.g. LGA, PSP, or FI). (see annex 5 for the itinerary and the people met).

The field visit in Rwanda and Mozambique took 5 days, starting with a meeting with project management and staff to explain and align the agenda as well as the mutual expectations.

An action learning session on the first day with the project staff followed by a session with relevant Local Service Providers (LSPs) helped to get a clearer picture/confirmation of the overall successes, challenges and lessons learned since the MTR, focusing on impact and sustainability of the program in the future. Special attention was given to the accessibility and successes of the program for young women.

The session with the LSPs focused on the relationship with SNV OYE on one hand and the youth, Private Sector Partners (PSPs) and the Local Government Authorities on the other hand.

The second and third day were used for visiting the work places of youth, farms, homes, companies, meeting the different types of beneficiaries: self-employed youth, YLEs group members, trained and employed women, wage employees, interns, drop-outs from the program, young out-growers, and other beneficiaries. The fourth day and the morning of the fifth day were used for meeting private sector partners, the LGAs/government officials, financial institutions and any other relevant stakeholders (see inception report for possible key questions during these visits). The last day was used for meeting those respondents planned for day four that were not reachable as well as collecting documents and conduct relevant face-to-face meetings (M&E system and database). This day also included a last session with the country OYE team and the LSPs presenting the rough first findings for their validation and to jointly address impact, sustainability and gender mainstreaming (see annexes 1 to 3 for country findings).

In Rwanda, the team has mostly worked from Kigali though there was one night over in Rubavu District for one of the field visit teams. The evaluation started with a workshop of half a day with the project team, followed by a session with the LSPs and the team together. Then the consultants were divided into two teams seeing different groups and partners. In Mozambique the focus was on Nampula Province.

In Tanzania, the consultant went to the three regions, namely Morogoro, Kilimanjaro and Arusha in two separate trips. The Tanzanian field program was slightly different because the interaction with the country team had taken place in Dar es Salaam.

#### 4.5. Processing and analysis of the findings (April-May)

Upon return from the field, the consultants will write field reports as work documents, with their observations regarding the additional results, process the combined information of desk study and field trips into relevant tables and figures, comparing the findings of the three countries, and drawing conclusions. In this period, is it foreseen to meet up with the different country teams again (either physically or virtually) to further articulate the findings.

#### 4.6. Report writing and sharing of findings (May/June)

A draft report will be shared for comments end of May. In Tanzania, it will be presented during a staff meeting. Comments and feedback from the staff of the three countries will be processed into the final report. Given the fact that no in-depth data collection is foreseen, the consultants will make use of testimonials and stories provided by the various players consulted.

#### 4.7. Key questions in the field:

With OYE teams:

- What happened in time?
- Who did what?
- What went well? Evidence? Relevance?
- What did not go well? Why was that a problem? How did you address it?
- Why? Critical factors? What triggered it? What/who was key?
- Difference/change after MTR
- Gender mainstreaming
- Lessons learned

With Youth/beneficiaries:

- Group details
- Members characteristics

- YSLAs and group activities
- Benefits and individual activities
- What and who was most crucial for their progress
- What is the biggest impact for them?
- What was the biggest challenge?
- What will happen now that the project stops?
- What to do differently next time?

With LSPs

- Getting to know the LSPs, their characteristics and their involvement
- Assessment of the Relationship with SNV
- Assessment of their role and capacity
- Assessment of how they engaged with the youth
- Assessment of how they engaged with LGAs, PSO and FIs
- Successes and challenges
- Lessons learned

## Annex 5: Evaluation Matrix: assessed against current impact

| Evaluation questions  | Judgment   | Description   | Sources of Verification   |
|---|--|---|---|
| 1. Relevance: The extent to which the project is suited to the priorities and needs/ambitions of the youth in the given countries.  |  |   |   |
| <p>1.1 To which extent does the OYE project address the needs, ambitions and interests of the targeted youth?</p> <p>How well is OYE addressing the needs/ambitions of particularly vulnerable youth, such as women and those in rural areas?</p> | Good   | In 4 sectors beneficiary needs analysis have been conducted and used with specific attention for and data on vulnerable youth (women in rural areas). OYE fully targets rural-out-of-school youth. OYE shows strong flexibility in adapting resources to respond to changing needs and ambitions. | <p>FGD with youth</p> <p>Desk study: Project proposal and annual plans/reports</p> <p>M&amp;E data</p> <p>Interviews with SNV staff and LSP</p> |
| Satisfactory  | In 2 sectors beneficiary needs analysis have been conducted and used with some attention for and/or data on vulnerable youth (women in rural areas). OYE largely targets rural-out-of school youth. OYE shows flexibility in adapting resources to respond to changing needs and ambitions but takes time in doing so. |   |   |
| Moderate  | <4 sectors beneficiary needs analysis have been conducted and used with limited attention for and data on vulnerable youth (women in rural areas). OYE partly targets rural-out-of school youth. OYE is rigid in adapting resources to respond to changing needs and ambitions   |   |   |

| Evaluation questions   | Judgment     | Description  | Sources of Verification   |
|--|--------------|--|---|
|  | Poor         | <4 sectors beneficiary needs analysis have not been systematically done/used with no or limited attention for and/or data on vulnerable youth (women in rural areas). OYE hardly targets rural-out-of school youth. OYE is rigid in adapting resources to respond to changing needs  |   |
| 1.2 To what extent are the opportunities identified by OYE inclusive in terms of serving youth interests as well as enhancing their empowerment i.e. ability to access and diversify their economic opportunities? | Good         | OYE applies an open and flexible concept of employment, incl. self-employment and attention for informal economy opportunities, steered by the youth their personal interest ("meaningful employment"). Economic empowerment (income/assets) is combined with broader benefits on life/livelihood and this is clearly measured/ monitored. OYE adequately takes into account and addresses risks of exploitation and promotes decent work towards employers/ youth-led enterprises.  | FGD with youth<br><br>Desk study: Project proposal and annual plans/reports<br><br>M&E data |
|  | Satisfactory | OYE applies an open and flexible concept of employment, incl. self-employment and attention for informal economy opportunities, steered by the youth their personal but also non-personal /other interests ("meaningful employment"). Economic empowerment (income/assets) is combined with broader benefits on life/livelihood although a clear measurement of success can be improved. OYE takes into account risks of exploitation and promotes decent work towards employers/ youth-led enterprises although could do more to tackle this. | Interviews with SNV staff and LSP   |

| Evaluation questions  | Judgment | Description   | Sources of Verification                               |
|---|----------|---|---|
|   | Moderate | OYE applies a narrow concept of employment, incl. self-employment, and has limited attention for informal economy opportunities. Employment is steered by the youth their personal but also non-personal/other interests ("meaningful employment"). The concept of economic empowerment (income/assets) is combined with broader benefits on life/livelihood although this is not measured. OYE notices the risks of exploitation and promotes decent work towards employers/ youth-led enterprises although is hardly addressing this. |   |
|   | Poor     | OYE applies a rigid concept of employment, incl. self-employment, and has unsystematic attention for informal economy opportunities. Employment is mainly steered by non-personal/other interests ("meaningful employment"). The concept of economic empowerment (income/assets) is narrow and does not measure livelihood improvements. OYE notices the risks of exploitation and promotes decent work in theory but is not addressing this.   |   |
| 1.3 To which extent have the right stakeholders been identified and involved – such as national and local government, ministries; | Good     | A systematic stakeholder mapping and analysis is conducted in all countries and regions of OYE. Systematic management responses (process of selection followed, clear criteria set, contracts with partners signed) towards different stakeholder groups have led (>80%) to the involvement of suitable companies, LSPs, government authorities/institutions and broader partners.  | Desk study: Project proposal and annual plans/reports |

| Evaluation questions   | Judgment     | Description  | Sources of Verification  |
|--|--------------|--|--|
| youth trainers and coaches, private sector companies?                          | Satisfactory | Stakeholder mapping and analysis is conducted in all countries and regions of OYE. Management responses (process of selection followed, clear criteria set, contracts with partners signed) towards different stakeholder groups could be strengthened/ systematic but have largely (>70%) led to the involvement of suitable companies, LSPs, government authorities/institutions and broader partners.                             | M&E data<br><br>Interviews with SNV staff, companies, government, MCF and LSP<br><br><br><br><br><br><br><br><br><br>Online Survey on management and organization of OYE |
|  | Moderate     | Stakeholder mapping and analysis is conducted in all countries and regions of OYE. Management responses (process of selection followed, clear criteria set, contracts with partners signed) towards different stakeholder groups are not systematically followed in OYE leading for 50% of the time to the involvement of (un)suitable companies, LSPs, government authorities/institutions and broader partners.                    |  |
|  | Poor         | Stakeholder mapping and analysis is partly conducted in all countries and regions of OYE. Management responses (process of selection followed, clear criteria set, contracts with partners signed) towards different stakeholder groups are unclear and unstructured within OYE leading for the majority (>50%) of times to the involvement of unsuitable companies, LSPs, government authorities/institutions and broader partners. |  |
| 2. Effectiveness: The extent to which the project is attaining its objectives. |              |  |  |

| Evaluation questions   | Judgment     | Description  | Sources of Verification   |
|--|--------------|--|---|
| <p>2. 1 To what extent is OYE achieving its output targets? <sup>3</sup> To what extent are the outputs contributing to the desired outcomes?</p> <p><u>Analysis should show how does this vary for:</u></p> <p>Women and men?</p> <p>Different countries?</p> <p>Different sectors?</p> | Good         | >80% of feasible and planned outputs are reached compared to OYE planning. >80% of targeted (self) employed youth and youth-led enterprises (outcomes) are reached. Youth describe a strong contribution from OYE to its outcomes.                     | <p>Desk study:<br/>Annual reports M&amp;E Data</p> <p>Interviews with SNV staff and MCF</p> |
|  | Satisfactory | 70% -80% of feasible and planned outputs are reached compared to OYE planning. >70% of targeted (self) employed youth and youth-led enterprises (outcomes) are reached from >80%. Youth describe a satisfactory contribution from OYE to its outcomes. |   |
|  | Moderate     | 50% - 70% of feasible and planned outputs are reached compared to OYE planning. >60% of targeted (self) employed youth and youth-led enterprises (outcomes) are reached from >Youth describe a modest contribution from OYE to its outcomes.           |   |
|  | Poor         | <50% of feasible and planned outputs are reached compared to OYE planning. >50% of targeted (self) employed youth and youth-led enterprises (outcomes) are reached from youth indicate a limited contribution from OYE to its outcomes.                |   |

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<sup>3</sup> To what extent are youth acquiring the desired business/technical/life skills? To what extent are youth finding employment or creating self-employment? To what extent are local training institutions responding to youth needs and market opportunities?

| Evaluation questions  | Judgment     | Description  | Sources of Verification                                 |
|---|--------------|--|---|
| 2.2 Are the activities and outputs of the project consistent with the overall goals and intended impacts? | Good         | OYE partners indicate a clear vision and joint understanding of OYE overall objective(s) incl. its pathways of change (activity → outputs → outcomes) and its model to achieve (self) employment. The OYE model is effective in facilitating youth (self) employment opportunities.  | Desk study:<br>Annual plans/<br>reports<br><br>M&E Data |
| What are the strongest and weakest components of the OYE model <sup>4</sup> ?                             | Satisfactory | OYE partners indicate a clear vision and understanding of OYE overall objective(s) incl. its pathways of change (activity → outputs → outcomes) although its model to achieve (self) employment has different perceptions among partners. The OYE model is effective in facilitating youth (self) employment opportunities although certain components should be enhanced. | Interviews with SNV staff, LSP and MCF                  |
|   | Moderate     | OYE partners indicate a vision and moderate understanding of OYE overall objective(s) incl. its pathways of change (activity → outputs → outcomes) and its model to achieve (self) employment is perceived diverse among partners. The OYE model is ineffective in facilitating youth (self) employment opportunities although there are strong points to be kept.         | Online Survey on management and                         |

<sup>4</sup> Push-match-pull, meaningful employment, diversification of employment (“mixed livelihood”), accompaniment of LSP.

| Evaluation questions   | Judgment     | Description   | Sources of Verification                   |
|--|--------------|---|---|
|  | Poor         | OYE partners indicate an unaligned vision and limited understanding of OYE overall objective(s) incl. its pathways of change (activity → outputs → outcomes) and its model to achieve (self) employment. The OYE model is ineffective in facilitating youth (self) employment opportunities and should be rigorously adapted. | organization of OYE                       |
| 2.3. To what extent have the major factors influencing the success or challenges with implementing this model in Tanzania, Rwanda and Mozambique been addressed? | Good         |   | Interviews with SNV staff, LSP, companies |
|  | Satisfactory |   |   |
|  | Moderate     |   |   |
|  | Poor         |   |   |
| 3. Efficiency: Efficiency measures the outputs -- qualitative and quantitative -- in relation to the inputs.   |              |   |   |
| 3.1 How well is OYE deploying its resources,   | Good         | Organization, financial management, M&E and administration of OYE are organized in a good and efficient manner according to the online survey. Evaluators do not observe major unjustified differences in expenditure information compared to budget. <sup>5</sup> OYE  | Desk study:                               |

<sup>5</sup> % of budget spent on programme specific expenses (>43%<sup>5</sup>) is on or above budgeted. Personnel costs are on or below budgeted (32%<sup>5</sup>). Overall budget spent for Y1 + Y2 + Y3Q1 and Q2 is above >95%. Program delivery fee is on or below 9%<sup>5</sup> of expenditure.

| Evaluation questions   | Judgment     | Description  | Sources of Verification  |
|--|--------------|--|--|
| including financial, human and time?<br><br>Is OYE being implemented in the most efficient way compared to alternatives? |              | implementation mechanisms are flexible and able to adapt to local context.   | Financial management data<br><br>M&E results data<br><br>Annual reports<br><br><br>Interviews with SNV staff |
|  | Satisfactory | Organization, financial management, M&E and administration of OYE are organized in a satisfactory and efficient manner according to the online survey. Evaluators do not observe major unjustified differences in expenditure information compared to budget. OYE implementation mechanisms are flexible and able to adapt to local context but could be timelier. |  |
|  | Moderate     | Organization, financial management, M&E and administration of OYE are organized in modest manner according to the online survey. Evaluators do observe differences in expenditure information compared to budget. OYE implementation mechanisms are inflexible and not quickly able to adapt to local context.   |  |
|  | Poor         | Organization, financial management, M&E and administration of OYE are organized in a poor and inefficient manner according to the online survey. Evaluators do observe differences in expenditure information compared to budget. OYE implementation mechanisms are rigid and not quickly able to adapt to local context.  |  |
| 4. Impact: The positive and negative changes produced by the project, directly or indirectly, intended or unintended     |              |  |  |

| Evaluation questions  | Judgment     | Description   | Sources of Verification           |
|---|--------------|---|-----------------------------------|
| 4. 1 How has the OYE program changed youth's employment trajectories, and contributed to youth participation in the market i.e. to what extent do OYE youth have an improved economic situation after participating in the project? | Good         | >80% of youth indicate that the OYE strongly contributed to an improved participation in the labour market and increased economic situation (income/assets).    | FGD with youth                    |
|   | Satisfactory | >60-80% of youth indicate that the OYE strongly contributed to an improved participation in the labour market and increased economic situation (income/assets). | Desk study: Annual plans/ reports |
|   | Moderate     | >40-60% of youth indicate that the OYE strongly contributed to an improved participation in the labour market and increased economic situation (income/assets). | M&E Data                          |
|   | Poor         | <40% of youth indicate that the OYE strongly contributed to an improved participation in the labour market and increased economic situation (income/assets).    | Interviews with SNV and LSP       |
| 4.2 To what extent is the project has realized its objectives and intended impact after completion of the full five years?  | Good         |   |                                   |
|   | Satisfactory |   |                                   |

| Evaluation questions  | Judgment     | Description   | Sources of Verification                     |
|---|--------------|---|---|
|   | Moderate     |   |   |
|   | Poor         |   |   |
| 5. Sustainability: Whether the benefits of an activity are likely to continue after funding has been withdrawn. |              |   |   |
| 5.1 To what extent is OYE increasing interest in youth employment among public and private sectors?             | Good         | Both public and private sector are showing genuine continues interest in all 3 countries in the OYE model. OYE receives considerable exposure and is used as an example to address youth unemployment in the 3 countries resulting into increased funding levels. | Interviews with LSP, companies, government. |
| What are key factors that enable/encourage private sector companies in  | Satisfactory | Both public and private sector are showing genuine interest in all 3 countries in the OYE model. OYE receives exposure and is used as an example to address youth unemployment in 2 of the 3 countries.   | Interviews with SNV.                        |

| Evaluation questions   | Judgment     | Description  | Sources of Verification                               |
|--|--------------|--|---|
| promoting meaningful (self-) employment for rural out-of-school youth? How is OYE leveraging these?  | Moderate     | Only public or private sector are showing genuine interest in the OYE model. OYE receives exposure and is used as an example to address youth unemployment in 1 of the 3 countries.  | Annual plans and reports.                             |
|  | Poor         | Public and private sector are showing limited and sporadic interest in the OYE model. OYE receives limited exposure and is not used as an example to address youth unemployment in any country.  |   |
| 5.2 How well is OYE building the capacity of local partners?<br><br>What are the key strengths and weaknesses of OYE's local implementing partners? How are these contributing to/hindering success? | Good         | OYE has an agreed upon plan for the capacity development of LSP. A capacity development plan is set up with LSPs. LSPs receive capacity development support and progress is systematically monitored and reported on. Budget is planned for and/or made available to support LSPs.   | Interviews with LSPs<br><br>Interviews with SNV staff |
|  | Satisfactory | OYE has an agreed upon plan for capacity development of LSP. A capacity development plan is set up with LSPs in most but not all cases. LSPs receive capacity development support and progress is monitored and reported on although this could be improved and be systematic. Budget is made available to support LSPs but not necessarily planned for. |   |
|  | Moderate     | OYE has an implicit plan for capacity development of LSP. A capacity development plan is in most occasions not developed with LSPs s. LSPs receive capacity development support but progress is  |   |

| Evaluation questions  | Judgment     | Description   | Sources of Verification  |
|---|--------------|---|--|
|   |              | hardly monitored or reported on. Budget is made available to support LSPs but not planned for.  |  |
|   | Poor         | OYE does not have a well thought through plan for capacity development of LSP. LSPs hardly receive capacity development support in a systematic manner and progress is not monitored or reported on. Budget is sporadically made available to support LSPs but is not planned for.  |  |
| 5.3 Ecosystem: To what extent is there an improved enabling environment for youth employment in the target regions/countries? What opportunities exist for leveraging OYE for wider impact? | Good         | Partners (LSP, companies, government authorities, education/training institutions) are supportive towards the goals of OYE. Companies show high interest and invest with more than 50% of their own funds/time by taking up rural-out-school youth. Labour market (rules and regulations for SME business registration and execution) is conducive in the target regions/countries. This is the case in all three countries and sectors.                                | Interviews with LSP, companies, MCF, SNV.<br><br>Desk study on plans and reports |
|   | Satisfactory | Partners (LSP, companies, government authorities, education/training institutions) are supportive towards the goals of OYE. Companies show interest but are cautious to invest with more than 50% of their own funds/time by taking up rural-out-school youth. Labour market (rules and regulations for SME business registration and execution) is conducive in the target regions/countries. This is the case in 2 of the 3 countries and 3 of the 4 sector projects. |  |

| Evaluation questions   | Judgment | Description  | Sources of Verification                   |
|--|----------|--|---|
|  | Moderate | Partners (LSP, companies, government authorities, education/training institutions) are supportive towards the goals of OYE. Companies show limited interest to invest with more than 50% of their own funds/time by taking up rural-out-school youth. Labour market (rules and regulations for SME business registration and execution) is non-conducive in the target regions/countries. It is conducive in 1 of the 3 countries and 2 of the 4 sector projects.          |   |
|  | Poor     | Partners (LSP, companies, government authorities, education/training institutions) are not supportive towards the goals of OYE. Companies show limited interest to invest with more than 50% of their own funds/time by taking up rural-out-school youth. Labour market (rules and regulations for SME business registration and execution) is non-conducive in the target regions/countries. It is conducive in 1 of the 3 countries and 1 of the 4 sector projects only. |   |
| 5.4 How is OYE contributing to national level policies, curricula and focusing broader attention for rural youth | Good     | In each country and sector OYE is interacting and requested to interact on national policy level regarding rural youth/vulnerable unemployment. Concrete examples can be given on this. OYE has developed a strategy with clear objectives on this topic and is actively working towards reaching these targets making budgets, staff and time available.  | Interviews with LSP, companies, MCF, SNV. |

| Evaluation questions                | Judgment     | Description  | Sources of Verification         |
|-------------------------------------|--------------|--|---------------------------------|
| unemployment/vulnerable employment? | Satisfactory | In each country but not all sectors OYE is interacting, but not necessarily requested, to interact on national policy level regarding rural youth/vulnerable unemployment. Concrete examples can be given on this. OYE has developed a strategy with clear objectives on this topic although working towards reaching these targets making budget, staff and time available could be enhanced. | Desk study on plans and reports |
|                                     | Moderate     | In 50% of the projects OYE is interacting, but not requested, to interact on national policy level regarding rural youth/vulnerable unemployment. Concrete examples are limited. OYE has developed an implicit but not explicit strategy with clear objectives on this topic while making budget, staff and time available could be strongly enhanced.   |                                 |
|                                     | Poor         | In one sector or one project OYE is interacting, but not requested, to interact on national policy level regarding rural youth/vulnerable unemployment. Concrete examples are few. OYE has developed an implicit but not explicit strategy but this is not translated into clear objectives or availability of budget, staff and time.   |                                 |

## Annex 6. Itinerary and the people met

### 6.1. Rwanda:

| Day                      | Action   | Time        | Participants                                       |
|--------------------------|--|-------------|--|
| Day 1:                   | Introduction to OYE management   | 09h00-09h30 | CD, Program manager and staff                      |
| 2 <sup>nd</sup> of April | Workshop with OYE team   | 09h30-13h00 | OYE team and LSPs                                  |
|                          | Lunch  | 13h00-14h00 |  |
|                          | Session LSPs   | 14h00-17h00 | LSPs : G-micro Consult, GLES, IB&C, RECONS, INDIGO |
| Day 2:                   | Departure from Kigali to KIREHE District                                       | 06h30       |  |
| 3 <sup>rd</sup> of April | Meeting with KIREHE local authorities  | 09h00       | LGAs, Concerned LSP?                               |
|                          | Meeting KOIKIK Biogas cooperative technicians at a biogas site (Gatore sector) | 11h00       | YLcoop. groups Concerned LSPs                      |
|                          | Lunch  | 12h00-13h00 | Kirehe   |
|                          | Meeting KOIKIK Biogas cooperative technicians                                  | 13h30       | YSLAs and YLcoop. Members (with IWAWA youth)       |

| Day                                       | Action  | Time        | Participants  |
|---|---|-------------|---|
|   | Departure from Kirehe to Kigali   | 15:30       |   |
| <b>Day 3:</b><br>4 <sup>th</sup> of April | Departure from Kigali to Rulindo District   | 07h30       | Employed IGNITE youth and Coops members group, Concerned LSPs |
|   | Meeting with Rulindo cooperative (Biogas & Solar) – Masoro sector   | 8h30        |   |
|   | Departure from Kigali to Rulindo District   | 10h00       |   |
|   | Ignite store – Bushoki sector   | 11h00       |   |
|   | Lunch   | 12h00-13h00 | Kigali  |
|   | Departure from Kigali to Bugesera District  | 13h00       |   |
|   | Meeting OYE Biogas entrepreneur Vedaste together with BUGESERA biogas cooperative technicians (Rilima sector) | 14h30       | YLE and coop. groups , Concerned LSPs                         |
|   | Departure from Bugesera to Kigali   | 16h00       |   |
| <b>Day 2:</b>                             | Departure from Kigali to Musanze District   | 07h00       | Self-employed youth and YLEs groups                           |

| Day                      | Action  | Time        | Participants                               |
|--------------------------|---|-------------|--|
| 3 <sup>rd</sup> of April | Meeting Mobisol youth at the MOBISOL SHOP (Muhoza sector)   | 09h30       | Concerned LSPs                             |
|                          | Meeting OYE Biogas entrepreneur Emerita together with MUSANZE biogas cooperative president (Kimonyi sector) | 11h30       |  |
|                          | Lunch   | 13h00-14h00 | Musanze                                    |
|                          | Departure from Musanze  | 14h00       | YSLAs and YL coop. members, Concerned LSPs |
|                          | Meeting with ICS cooperative RUVICO – Rugerero sector   | 15h00       |  |
|                          | To Rubavu District (Hotel)  | 16:30       |  |
| Day 3:                   | Departure from Rubavu to Ngororero District   | 07h00       |  |
| 4 <sup>th</sup> of April | Meeting with Ngororero local authorities  | 10h00       | LGAs                                       |
|                          | Lunch   | 12h00-13h00 |  |
|                          | Meeting with ICS cooperative HUGUKA MUBUMBYI – Kageyo sector  | 13h30       | YL coop. members<br>Concerned LSPs         |

| Day                      | Action                               | Time              | Participants                                      |
|--------------------------|--------------------------------------|-------------------|---|
|                          | Departure from NGORORERO to Kigali   | 15h30             |   |
| Day 4:                   | Meeting officials                    | 08h00-10h00       | REG (local)                                       |
| 5 <sup>th</sup> of April | Meeting the PSPs and beneficiaries   | 10h00-11h00       | Mobisol, Concerned LSP                            |
|                          |                                      | Maureen and Joost |   |
|                          |                                      | 10h00-11h00       | Ignite, Concerned LSP                             |
|                          |                                      | Maureen and Joost |   |
|                          |                                      | 12h00-13h00       | Lunch   |
|                          |                                      | 13h00-15h00       | DRIMEX, Concerned LSP                             |
|                          |                                      | Maureen           |   |
| Day 5:                   | Other stakeholders                   | 08h30-10h00       | Financial institutions: Business Development Fund |
| 6 <sup>th</sup> of April | Review of M&E framework and database | 10h00-12h00       | M&E manager, volunteers                           |
|                          | Lunch                                | 12h00-14h00       |   |
|                          | Presentation of rough findings       | 14h00-17h00       | OYE management and staff and LSPs                 |

## 6.2. Tanzania:

### Morogoro

| Day                                  | Action   | Time        | Participants  |
|--------------------------------------|--|-------------|---|
| Monday<br>14 <sup>th</sup> of May    | Journey Dar - Morogoro by SNV vehicle              | 06h00-11h00 | Sheki and Maureen   |
|                                      | Debrief with SAT                                   | 13h30-15h30 | Janet and Rashid; Emma & Chacha ; Maureen                   |
|                                      | Debrief with MWAYODEO                              | 15h30-17h30 | Venance and Prisca ; Emma & Chacha ; Maureen                |
| Tuesday<br>15 <sup>th</sup> of May   | Equity Bank  | 08h00-09h00 | Kulwa Mabuti, Fredrick Limbeghala ; Emma & Chacha ; Maureen |
|                                      | Sun-King   | 09h00-10h00 | Salim Juma, Prisca, Spencer, Emma and Maureen               |
|                                      | WCDO Melela ward                                   | 09h30-12h00 | Gloria Mundo; Venance ; Emma & Chacha                       |
|                                      | Mesobi group (YLE solar)                           |             | Maureen   |
|                                      | Magole group (YLE ICS)                             |             |   |
| Wednesday<br>16 <sup>th</sup> of May | Nguvukazi (town) – horticulture [women only group] | 08h00-10h00 | Chacha and Rashid; Maureen                                  |

| Day                              | Action  | Time        | Participants  |
|----------------------------------|---|-------------|---|
|                                  | Tuinuane (Mikese) – poultry & maize                         | 10h00-12h00 | Chacha, Rashi, Maureen, Emma                          |
|                                  | Solar grid  | 14h00-15h00 | Edwin Kiemba; Maureen                                 |
| Thursday 17 <sup>th</sup> of May | Classroom session with Mwayodeo and SAT at the SAT premises | 09h00-12h00 | Venance, Spencer, Prisca; Janet and Rashid<br>Maureen |
|                                  | Departure for Dar   | 12h30-18h00 | Sheki and Maureen                                     |

#### Arusha and Moshi

| Day           | Action  | Time        | Participants                       |
|---------------|---|-------------|------------------------------------|
| Sunday 20 May | Arrival at Moshi                              | 17h00-23h30 | Maureen                            |
| Monday 21 May | Meeting the Director of SIDO                  | 08h00       | Maureen. Jessica and Richard       |
|               | Travel to Manga                               | 08h30       | Jessica, Richard, Alex and Maureen |
|               | Interview Ngosha group (ICS group)            | 10h00       | Jessica, Richard, Alex and Maureen |
|               | Meeting Francisca: YLE in food value addition | 12h00       | Jessica, Richard, Alex and Maureen |

| Day                 | Action  | Time        | Participants  |
|---------------------|---|-------------|---|
|                     | Interview UWAVISHE group (Agriculture)        | 14h00       | Jessica, Richard and Maureen                              |
|                     | Travel Arusha                                 | 17h30       |   |
| Tuesday 22<br>May   | MOBISOL (They are yet to confirm on timing)   | 08h00       | Jessica, Maureen and Richard                              |
|                     | Interview HomeVeg                             | 10h00       | Mussa Mvungi, Daniel, Rich, Jessica, Richard, and Maureen |
|                     | Travel to group                               | 11h00       |   |
|                     | Interview Karangai Youth Group (Agriculture)  | 12h00       | Daniel, Rich, Jessica, Richard, and Maureen               |
|                     | Travel to group                               | 14h00       |   |
|                     | Interview Kwa ugoro Youth group (Agriculture) | 15h00       | Daniel, Rich, Jessica, Richard, and Maureen               |
| Wednesday 23<br>May | Session with the LSPs                         | 09h00       | Alex and Daniel, Maureen and Richard                      |
|                     | Return to Dar                                 | 13h00-18h00 |   |

### 6.3. Mozambique:

| Date       | Activity   | Place              | Time          | Participants                         |
|------------|--|--------------------|---------------|--------------------------------------|
| 09/04/2018 | Meeting with Program Manager and OYE staff<br>Workshop with OYE team and LSPs<br>Session with OYE LSPs | Nampula SNV Office | 08:00 -17:30  | Evaluators,<br>OYE Staff and<br>LSPs |
|            | Visiting a young lady involved in a pig rearing intervention in Namialo                                | Namialo            | 7:30 – 08:30  |                                      |
|            | Meeting with Amarula Farms management  | Namialo            | 08:45 -9:30   |                                      |
|            | Visiting youth involved in sesame and mung beans (linkage with Amarula farms                           |                    | 9:30 – 10:30  |                                      |
|            | Visiting youth doing fruit tree growing and horticulture   | Namirica           | 10:45 – 11:30 |                                      |
|            | Meeting with Monapo district administrator and District Youth Council.                                 | Monapo             | 12:00 – 13:00 |                                      |
|            | Lunch hour   | Monapo             | 13:00 – 14:00 |                                      |

|            |   |                     |               |                                    |
|------------|---|---------------------|---------------|------------------------------------|
| 10/04/2018 | <p>Visiting a youth association involved in poultry keeping, sweet potato, fruit orchard growing and YSLA (Youth Savings and Lending Association)</p> <p>Meeting some drop-outs</p> <p>Visiting a young entrepreneur (Youth led enterprise) who benefitted from financing from a Micro-finance institution GAPI</p> | Monapo              | 14:00 -16:00  | Evaluators,<br>OYE Staff<br>Youth  |
| 11/04/2018 | Meeting a young employee at Novos Horizontes who benefitted from the OYE Internship program   | Rapale              | 07:00- 7:45   | Evaluators,<br>OYE staff and youth |
|            | Visiting a young lady- Youth led enterprise   | Rapale              | 08:00 – 09:00 |                                    |
|            | Meeting a young poultry keeper who is linked to the market (Novos Horizontes).  | Rapale              | 9:30- 10:15   |                                    |
|            | Meeting a youth led enterprise made up of 5 youth involved in horticulture.   | Namiconha<br>Ribaué | 11:30 – 12:30 |                                    |
|            | Meeting with the president of the District Youth Council (CDJ) and the District Administrator   | Namiconha<br>Ribaué | 13:00 -14:00  |                                    |
|            | <ul style="list-style-type: none"> <li>▪ Lunch hour</li> </ul>  | Ribaué              | 14:00 – 14:30 |                                    |

|            |  |                   |               |                                       |
|------------|--|-------------------|---------------|---------------------------------------|
|            | Meeting some drop outs in Ribaué district  | Ribaué sede       | 14:30 -15:00  |                                       |
|            | Visiting youth engaged in the production of Chili pepper linked to Matharia Empreendimentos  | Ribaué - Matharia | 15:30 -16:15  |                                       |
| 12/04/2018 | Meeting with Provincial Directorate of Youth and Sport<br>Meeting with National Institute for Professional Employment (INEP)<br>Meeting with Horfpec<br>Meeting with UBS<br>Meeting CIP (International Sweet Potato Centre)<br>Meeting with ITTA | Nampula city      | 08:00 – 17:30 | Evaluators,<br>OYE staff and partners |
| 13/04/2018 | Meeting with GAPI<br>Review of the M&E framework and database<br>Presentation of rough findings  | Nampula city      | 08:00 – 17:30 | Evaluators, OYE staff and partners    |

## Annex 7: Youth reached

| Tanzania Agriculture                          | Total Y1+Y2+3         | Y4Q1        | Y4Q2        | Y4Q3        | Y4Q4        | total Y4        | Y5Q1        | Y5Q2        | Y5Q3        | Y5Q4        | Total Y5        | Total Y1+Y2+Y3+Y4+Y5        | Total target        | Result        |
|---|-----------------------|-------------|-------------|-------------|-------------|-----------------|-------------|-------------|-------------|-------------|-----------------|-----------------------------|---------------------|---------------|
| Enrolled in program                           | 5,497                 | 112         | 1,814       | 0           | 0           | 1,926           | 0           | 0           |             |             | 0               | 7,423                       | 7,200               | 103%          |
| Successfully completed training               | 5,107                 | 142         | 1,679       | 98          | 37          | 1,956           | 0           | 0           |             |             | 0               | 7,063                       | 6,100               | 116%          |
| Participated in internship in agri-business   | 1,979                 | 0           | 40          | 0           | 439         | 479             | 169         | 197         |             |             | 366             | 2,824                       | 900                 | 314%          |
| Participated in business development training | 3,263                 | 135         | 221         | 575         | 195         | 1,126           | 0           | 0           |             |             | 0               | 4,389                       | 200                 | 2195%         |
| Won business competition                      | 204                   | 0           | 0           | 0           | 1           | 1               | 2           | 0           |             |             | 2               | 207                         | 150                 | 138%          |
| New youth led enterprises.                    | 247                   | 4           | 25          | 0           | 0           | 29              | 0           | 0           |             |             | 0               | 276                         | 130                 | 212%          |
| Entered employment                            | 3,279                 | 0           | 126         | 78          | 525         | 729             | 143         | 671         |             |             | 814             | 4,822                       | 5,950               | 81%           |
| Continue employment                           | 2,437                 | 335         | 335         | 126         | 78          | 874             | 874         | 143         |             |             | 1,017           | 4,328                       |                     |               |
| <b>Tanzania Renewable Energy</b>              | <b>Total Y1+Y2+Y3</b> | <b>Y4Q1</b> | <b>Y4Q2</b> | <b>Y4Q3</b> | <b>Y4Q4</b> | <b>total Y4</b> | <b>Y5Q1</b> | <b>Y5Q2</b> | <b>Y5Q3</b> | <b>Y5Q4</b> | <b>Total Y5</b> | <b>Total Y1+Y2+Y3+Y4+Y5</b> | <b>Total target</b> | <b>Result</b> |
| Enrolled in program                           | 3,459                 | 0           | 1,636       | 238         | 168         | 406             | 252         | 87          |             |             | 339             | 4,204                       | 4,300               | 98%           |
| Successfully completed training               | 3,445                 | 0           | 1,355       | 238         | 168         | 406             | 0           | 0           |             |             | 0               | 3,851                       | 3,700               | 104%          |
| Participated in internship                    | 1,362                 | 0           | 279         | 371         | 44          | 694             | 40          | 29          |             |             | 69              | 2,125                       | 1,500               | 142%          |
| Participated in business development training | 991                   | 0           | 0           | 543         | 74          | 617             | 0           | 0           |             |             | 0               | 1,608                       | 200                 | 804%          |
| Won business competition                      | 16                    | 0           | 0           | 4           | 3           | 7               | 0           | 0           |             |             | 0               | 23                          | 150                 | 15%           |
| New youth led enterprises.                    | 112                   | 0           | 10          | 0           | 0           | 10              | 0           | 0           |             |             | 0               | 122                         | 100                 | 122%          |
| Entered employment                            | 1,714                 | 270         | 159         | 411         | 162         | 1,002           | 134         | 291         |             |             | 425             | 3,141                       | 3,550               | 88%           |
| Continue employment                           | 1,429                 | 0           | 271         | 0           | 411         | 682             | 0           | 134         |             |             | 134             | 2,245                       |                     |               |
| <b>Rwanda Renewable Energy</b>                | <b>Total Y1+Y2+Y3</b> | <b>Y4Q1</b> | <b>Y4Q2</b> | <b>Y4Q3</b> | <b>Y4Q4</b> | <b>total Y4</b> | <b>Y5Q1</b> | <b>Y5Q2</b> | <b>Y5Q3</b> | <b>Y5Q4</b> | <b>Total Y5</b> | <b>Total Y1+Y2+Y3+Y4+Y5</b> | <b>Total target</b> | <b>Result</b> |
| Enrolled in program                           | 2,963                 | 134         | 401         | 399         | 155         | 1,089           | 212         | 2           |             |             | 214             | 4,266                       | 4,000               | 107%          |
| Successfully completed training               | 2,932                 | 134         | 401         | 399         | 148         | 1,082           | 212         | 2           |             |             | 214             | 4,228                       | 3,400               | 124%          |
| Participated in internship                    | 2,769                 | 134         | 401         | 399         | 148         | 1,082           | 212         | 2           |             |             | 214             | 4,065                       | 1,400               | 290%          |
| Participated in business development training | 103                   | 0           | 0           | 0           | 99          | 99              | 19          | 0           |             |             | 19              | 221                         | 150                 | 148%          |
| Won business competition                      | 0                     | 5           | 0           | 0           | 68          | 73              | 0           | 76          |             |             | 76              | 149                         | 100                 | 149%          |
| New youth led enterprises.                    | 54                    | 0           | 3           | 2           | 13          | 18              | 0           | 5           |             |             | 5               | 77                          | 70                  | 110%          |
| Entered employment                            | 1,444                 | 182         | 301         | 332         | 248         | 1,063           | 181         | 504         |             |             | 685             | 3,192                       | 3,300               | 97%           |
| Continue employment                           | 962                   | 450         | 182         | 213         | 247         | 1,092           | 438         | 135         |             |             | 573             | 2,627                       |                     |               |
| <b>Mozambique Agriculture</b>                 | <b>Total Y1+Y2+Y3</b> | <b>Y4Q1</b> | <b>Y4Q2</b> | <b>Y4Q3</b> | <b>Y4Q4</b> | <b>total Y4</b> | <b>Y5Q1</b> | <b>Y5Q2</b> | <b>Y5Q3</b> | <b>Y5Q4</b> | <b>Total Y5</b> | <b>Total Y1+Y2+Y3+Y4+Y5</b> | <b>Total target</b> | <b>Result</b> |
| Enrolled in program                           | 3,426                 | 227         | 731         | 315         | 312         | 1,585           | 0           | 0           | 0           | 0           | 0               | 5,011                       | 5,000               | 100%          |
| Successfully completed training               | 2,999                 | 227         | 731         | 315         | 312         | 1,585           | 0           | 0           |             |             | 0               | 4,584                       | 4,300               | 107%          |
| Participated in internship in agri-business   | 455                   | 78          | 56          | 35          | 48          | 217             | 22          | 23          |             |             | 45              | 717                         | 800                 | 90%           |
| Participated in business development training | 587                   | 0           | 83          | 61          | 0           | 144             | 188         | 121         |             |             | 309             | 1,040                       | 200                 | 520%          |
| Won business competition                      | 125                   | 105         | 68          | 1           | 6           | 180             | 10          | 14          |             |             | 24              | 329                         | 150                 | 219%          |
| New youth led enterprises.                    | 271                   | 13          | 3           | 29          | 12          | 57              | 7           | 22          |             |             | 29              | 357                         | 100                 | 357%          |
| Entered employment                            | 2,711                 | 631         | 552         | 86          | 119         | 1,388           | 349         | 164         |             |             | 513             | 4,612                       | 4,150               | 111%          |
| Continue employment                           | 1,805                 | 713         | 346         | 86          | 459         | 1,604           | 246         | 184         |             |             | 430             | 3,839                       |                     |               |
| <b>Total</b>                                  | <b>Total Y1+Y2+Y3</b> | <b>Y4Q1</b> | <b>Y4Q2</b> | <b>Y4Q3</b> | <b>Y4Q4</b> | <b>total Y4</b> | <b>Y5Q1</b> | <b>Y5Q2</b> | <b>Y5Q3</b> | <b>Y5Q4</b> | <b>Total Y5</b> | <b>Total Y1+Y2+Y3+Y4+Y5</b> | <b>Total target</b> | <b>Result</b> |
| Enrolled in program                           | 15,345                | 473         | 2,946       | 952         | 635         | 5,006           | 464         | 89          | 0           | 0           | 553             | 20,904                      | 20,500              | 102%          |
| Successfully completed training               | 14,483                | 503         | 2,811       | 1,050       | 665         | 5,029           | 212         | 2           | 0           | 0           | 214             | 19,726                      | 17,500              | 113%          |
| Participate in internship                     | 6,565                 | 212         | 776         | 805         | 679         | 2,472           | 443         | 251         | 0           | 0           | 694             | 9,731                       | 4,600               | 212%          |
| Participate in business development training  | 4,944                 | 135         | 304         | 1,179       | 368         | 1,986           | 207         | 121         | 0           | 0           | 328             | 7,258                       | 750                 | 968%          |
| Win business competition                      | 345                   | 110         | 68          | 5           | 78          | 261             | 12          | 90          | 0           | 0           | 102             | 708                         | 550                 | 129%          |
| New youth led enterprises.                    | 684                   | 17          | 41          | 31          | 25          | 114             | 7           | 27          |             |             | 34              | 832                         | 400                 | 208%          |
| Entered employment                            | 9,148                 | 1,083       | 1,138       | 907         | 1,054       | 4,182           | 807         | 1,630       | 0           | 0           | 2,437           | 15,767                      | 16,950              | 93%           |
| Continue employment                           | 6,633                 | 1,498       | 1,134       | 425         | 1,195       | 4,252           | 1,558       | 596         |             |             | 2,154           | 13,039                      |                     |               |

## Annex 8: ToR for OYE MCF

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Application deadline 22. Dec

Ad ID: 888319  
Posted at: Friday, 09:27  
Details Application deadline 2017-12-22  
Business / Employer name: SNV Tanzania  
Job categories: Research, Monitoring & Evaluation  
Job Role: Experienced  
Position Type: Consultant  
Organization Type: NGO  
Location Kinondoni, Masaki, Dar Es Salaam  
Description

### EVALUATION TERMS OF REFERENCE

#### I. PROJECT TO BE EVALUATED

Project Name: Opportunities for Youth Employment (OYE)  
Project Location: Mozambique, Rwanda, Tanzania  
Project Budget: US\$14.2 M  
Project Start and End Dates: August 2013 – July 2018  
Project Goals and Objectives:

The project aims to achieve access to (self-) employment and business opportunities in agriculture and renewable energy sectors for 20,500 young women and men.

Implementing Agency and Partners: SNV Netherlands Development Organization

Evaluation Type: Final evaluation – dissemination of lessons learned  
Evaluation Budget: US\$40,000 (including consultants' fee and field visits (Tanzania, Mozambique, Rwanda)).  
Evaluation Timeframe: January – March 2018

## II. ORGANIZATIONAL BACKGROUND

SNV is an international not-for-profit development organisation, working in 36 of the poorest countries worldwide, including 17 countries in Sub Saharan Africa. We focus on Agriculture, Renewable Energy, and Water, Sanitation & Hygiene. SNV's strategy addresses the following key elements: Inclusive development listens to and engages with people living in poverty, and underprivileged categories of the population such as young women and men. Realizing inclusive and sustained development at scale requires systemic change in sector performance and promoting equality. SNV supports local ownership by strengthening the capacities of local stakeholders in development processes for and on behalf of the poor. SNV uses its long-term local presence and networks in countries to support contextualized solutions.

Mastercard Foundation (the Foundation) is a global, private foundation based in Toronto, Canada. The Foundation advances youth learning and promotes financial inclusion to catalyze prosperity in developing countries, particularly in Africa. Programs supported by the Foundation aim to expand access to learning, employment, entrepreneurship and financial services. For more information, please visit [www.mastercardfdn.org](http://www.mastercardfdn.org).

## III. PROJECT BACKGROUND

The Opportunities for Youth Employment (OYE) project was designed by SNV Netherlands Development Organisation in close consultation with the Mastercard Foundation. The primary objective of OYE is to identify 20,500 rural out-of-school youth and train them in market-relevant skills, thus improving their employability. It is estimated that around 17,630 youth will access (self-) employment and 400 new youth-led enterprises will be established. OYE aims to achieve this by improving the skills of youth (push factor), linking them to market opportunities for employment and enterprise development (match factor) in growth sectors that have concrete potential for (self-) employment creation (pull factor). Since the start of the program in 2013, OYE has been implemented in Mozambique (focus on Agriculture), Rwanda (Renewable Energy) and Tanzania (Agriculture and Renewable Energy).

In 2016, the OYE mid-term evaluation was undertaken. This was a thorough exercise, implemented in all three countries with extensive field work combined with a desk study of project documentation. The complete mid-term evaluation report including all findings, lessons, recommendations with the underlying evidence collected by the consultants, will be one of the key documents for the final evaluation desk study. The mid-term evaluation was structured by key evaluation/learning questions and organized according to DAC criteria, namely: relevance, effectiveness, efficiency, impact, and sustainability.

#### IV. PURPOSE OF THE EVALUATION

The final evaluation marks the final year of this five-year project. Building on the extensive work and outcomes of the mid-term evaluation (completed in October 2016), the final evaluation will focus on the impact and sustainability of the program. In pursuit of understanding the outcomes, longer term impact of the program and its future trajectory, the final evaluation will also be expected to build off of the findings and recommendations from the mid-term evaluation listed in the section above.

Across the board, the final evaluation is expected to pay special attention to the accessibility and attractiveness of the program for young women, as well as to the levels of success they have been able to obtain.

The program has produced an extensive range of qualitative data, including youth stories and testimonies, testimonies from private sector and other stakeholders, as well as video documentaries.

#### V. AUDIENCE

The primary audiences for the evaluation are the Mastercard Foundation and SNV, who will use the evaluation's outcomes to inform their respective Youth Employment portfolios.

#### VI. TENTATIVE TIMELINE FOR ACTIVITIES AND DELIVERABLES

The deadline for submission of a technical (approach, methodology, work plan) and financial proposal is end December 2017. The evaluator will propose the details of the methodology for the evaluation as part of the proposal to SNV. The selection of the consultant is expected to be completed by the first week of January 2018. The assignment will start upon signature of the contract.

Proposed key components of the evaluation are as follows:

Key Activities/Deliverables Dates:

- Evaluation launch meeting: SNV, the Mastercard Foundation, and the consultant will hold a virtual meeting to make finalize the details of the evaluation proposal and work plan. This phase will also include the detailed list of documents for the desk study. 15 January 2018
- Desk Study: The evaluators will perform a review of documents and data, including project proposal, (country) annual plans, (country and consolidated) progress reports, budgets and financial reports. The mid-term evaluation report and the management response to its recommendations constitute key documents for analysis. 22 January – 23 February 2018

- Inception Report: The desk study will inform the finalization of the evaluation design and field work schedule, which will be submitted to SNV and the Mastercard Foundation in an inception report, which must be approved before field work begins. 1 March 2018
- Field visits for familiarization: As the mid-term evaluation already included vast, intensive and elaborate field work, whereby youth and other stakeholders have been interviewed, a repetition of such field research is not deemed necessary. Instead, the evaluators will undertake short field visits in order to familiarize themselves with actions and actors on the ground in the three countries. March 2018
- Draft Final Report May 2018
- Final Report: The final report will include the final evaluation and all incorporated recommendations, supporting tables and graphs, visuals and appendices as per the requirements. June 2018

## VII. GOVERNANCE AND MANAGEMENT OF THE EVALUATION

SNV and Mastercard Foundation reserve the right to negotiate changes regarding proposed approach and methodology as presented in the winning proposal. Subsequently, the lead evaluator is responsible for the preparation of a work plan for desk study, and field visits. Following the desk study, the consultant will submit an inception report with details for the field visits, that will require formal approval from The Foundation and SNV.

SNV will ensure availability of relevant data for the desk study. SNV in the participating countries will provide logistic support for field visits.

SNV OYE management team approves the final evaluation document and will engage in the production of the publication for external use.

## VIII. BUDGET

The total available budget for the final evaluation is US\$40,000. The breakdown of the budget to be proposed by the candidate-consultant will contain the following components:

Consultants' fee. Estimation of costs for an at least four months' engagement, consisting of the following tasks:

- Desk study
- Inception report
- Field work
- Final report writing

The candidate proposes the size of the team, which may not necessarily exceed two experts. Fees will include taxes.

Field visits. Local travel in Tanzania; travels to Rwanda (Kigali) and Mozambique (Nampula).

The bidding consultants will tentatively plan for these components (desk study, field visits, learning events, reporting and publication) in their proposals, taking into account the available budget space indicated above. Full details on the field visits will be presented in the inception report after the desk study.

The approach for collecting and analysing data should be developed using the most cost-efficient combination of methods combining international and local staff. SNV will be looking for a high-quality process and end product at the keenest price to ensure that the best value is obtained from limited funds. It should in any case be noted that proposals going beyond US\$40,000 would not be considered.

#### IX. SCHEDULE OF PAYMENTS

The consultant shall will be paid as outlined in the table below.

Deliverable % of professional fees to be paid:

- Inception report 40%
- Draft final report 30%
- Final report 30%

TOTAL 100%

#### X. PROFILE OF THE EVALUATOR(S)

SNV is looking for Tanzania-based consultant(s), with international experience. The evaluator(s) must demonstrate:

1. Extensive experience in evaluation, including in designing and leading evaluations;
2. Strong analytical and writing skills and knowledge of qualitative and quantitative evaluation methodologies;
3. Extensive experience within the field of international development cooperation in Africa;
4. Track record of evaluations in (youth) employment development/market development/private sector in Africa;
5. Advanced degree in development economics, business, agriculture, renewable energy and/ or other relevant fields;
6. Ability to facilitate and relate to stakeholders at multiple levels (e.g., Mastercard Foundation and partner staff, NGOs, public and private employer organizations, youth participants, etc.)

7. Sensitivity to cultural/historical context in the data collection process
8. Demonstrated ability to thoughtfully bring youth/client experience to the forefront of the evaluation.
9. Fluency in reading and writing English required.

## XI. PROPOSALS

Through this request for proposals SNV invites qualified service providers to submit proposals that include:

- A cover letter showing expression of interest
- A five pages (maximum) proposal, explaining:
  - Understanding of the evaluation purpose
  - Proposed methodology approach, broad outline of methods to be employed and description of roles and responsibilities of the evaluators
  - Short introductions of proposed staff
- Financial proposal / budget and suggested number of days per phase
- Annexes:
  - Evaluator(s)'s competencies and proof thereof (include 2 evaluation/research reports related to the evaluation subject)
  - Evaluators' CV
  - Company profile, Legal requirements: TIN no. and Registration Certificates
  - A declaration of no conflict of interests by persons and organizations involved in the evaluation.

## Annex 9: Recommendations of MTR

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It is advised that OYE starts from the market opportunities at all times so to attract more attention from companies and be more relevant to OYE youth. It is advised to explicitly analyse if the market is accessible for OYE youth activities and if there is a “pull” factor. The presence of market growth, or previous connections with SNV, does not automatically mean that companies are interested to work with, or absorb, OYE youth in their operations. Continues relationship building by OYE and creating trust is imperative so to generate access to the private sector companies. It is recommended that OYE makes this investment by systematically creating new and maintaining existing relationships with private sector companies. To do this time, effort and funds are to be planned for. (1)

The evaluation recommends conducting in-depth analyses of the subsectors that OYE is currently supporting. Such a microanalysis can help to fully understand the youth economic empowerment throughout the particular value chain, to what extent this is being realized, and possibly reveal additional opportunities within the value chain. Doing this analysis will shed light on competition within a geographical area or on opportunities for networking and exchange between small (youth-led) enterprises. Taking into consideration local consumption patterns, it might reveal the need and (seasonal market) opportunities for development of, for example, crop storage and conservation resulting in new employment opportunities. An analysis of organic horticulture could support a need for specific fertilizers and insecticides, which can be a business opportunity for a small new youth-led enterprise. Similarly, investigating existing or potential electricity needs in a specific context might bring out opportunities for solar businesses. (2)

In line with the above the evaluation recommends widening the choices or opportunities within the current subsectors and value chains. It is advised to hereby go beyond the primary production processes towards pre-production or post-processing opportunities such as supplying, packaging, storage, transport, promotion/marketing, customer care, and/or sales. This is especially important for OYE women as these opportunities are in line with their gender norms and values, as shown by for example the poultry outgrowing schemes (supply from the household) and solar (marketing and sales). To broaden the engagement of OYE in the value chains, a gender analysis of the market, via close consultation with female youth (and their husbands), is recommended in order to identify new opportunities for women that match their gender values and role in society. It is likely that these opportunities are close to the household, less labour intensive, and beyond the primary production processes. To analyse these new

opportunities it is advised to reach out to women-led private sector initiatives or women employment programs, in the region, in order to learn. (3)

Matching opportunities need to be present before OYE trainings are to start. It is recommended that matching conditions (time, funds) are to be agreed upon, with the private sector, credit institutions, LGA and other stakeholders before “push” activities (training) take place. These conditions relate to the provision of start-up material, access to finance opportunities, and systematic mentoring support. These conditions (who is providing how much by when) are to be formalized and agreed upon on paper. A variety of start-up products is promoted to avoid market saturation i.e. variety of solar systems, different ICS. The contribution of the youth (group), so to generate commitment and ownership needs to be an integral part of these condition agreements. It is advised that the project adds-on already existing agreements in order to make matching happen. The project should not sponsor or create matching via its own funds as this is not market driven and therefore unsustainable. (4)

It is recommended to capture and document evidences of the added value of OYE youth towards profitability and productivity of companies, so to attract interest of new and existing credit institutions, private sector companies, investors (business angles) and national government. Within the current project phase, or in the context of a project extension, OYE is recommended to reach out to other/new private sector stakeholders either directly or through private sector and employer associations, in order to create more income opportunities for youth. From these experiences it is recommended to develop a clear inclusive business strategy, based on existing understanding, adaptable to the different sizes and sectors that OYE engages in i.e. SMEs, family businesses and larger production companies, and use this to intensify the engagement and relationship building with the private sector (5).

When starting implementation of activities it is recommended to set-up, roll-out and monitor a chain/pathway of push-match-pull activities within a 2-3 months’ time-frame. This in order to boost the step from training to employment and youth led enterprise development, as well as the continued engagement of youth with OYE. Emphasis should lie on the completion of the pathway and requires a clear target setting, with a step by step approach based on strong market demand. Next to this, the evaluation recommends OYE for seeking out receptive and motivated youth within the existing youth selection criteria and keep on targeting those as a quick win strategy. (6)

It is advised that OYE staff and LSPs should primarily focus (and re-allocate funds if need be) towards the continuous (technical, business, social life skill) and systematic guidance and mentoring of youth groups, especially young women, after initial trainings. This

requires a practical, dynamic, pro-active and personal approach, understanding the processes of starting a business in the value chain and country context. To do this, a capacity assessment of existing LSPs on the skill set needed to guide and mentor youth groups is recommended. These skills include but are not limited to coaching, communication, understanding group dynamics, and advisory on business planning and financial management. Based on the results either a personalized capacity building plan of existing LSPs, recruitment of new LSPs, and/or termination of LSP contracts is recommended. It is suggested to learn from or use existing business development service providers such as but not limited to [business-in-a-box-program](#) or [the Inclusive Business Accelerator](#) which are both fitting targeted OYE youth situations. (7)

While LSPs are advised to support trained OYE youth, it is recommended to OYE to provide systematic support, performance monitoring and quality assurance to LSPs as they are critical for the quality of OYE its interventions and results. To do this a further reduction in salary budget in Tanzania as planned for year 4 and 5 is advised to be revisited between MCF and SNV. In addition, annual performance-based contracts (without quarterly renewal) to LSPs clearly outlining expectations, instalments for payments, and support given by OYE is recommended as to avoid delays in implementation. (8)

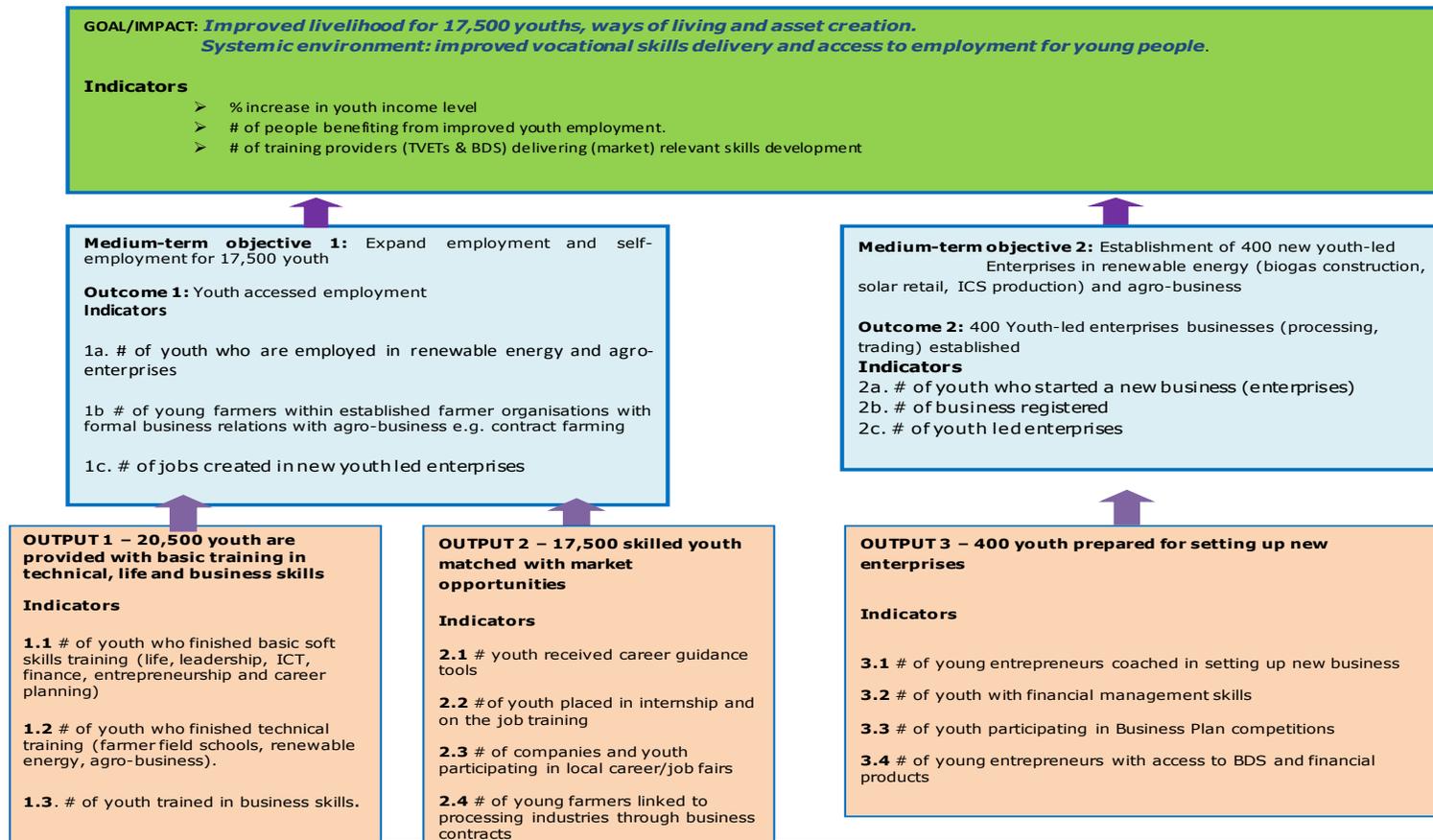
In addition to the self-help credit clubs and public youth funds via LGAs, OYE should continue to strategically work towards linking youth-led enterprises with private financing institutions. One approach can be that OYE works to initially connecting few, but motivated and strong, youth groups, each in different subsectors, with appropriate financing institutions. Based on these trials, models can be established and promoted internally to the youth groups and externally to the financial institutions. (9)

To enhance learning and exchange among youth it is recommended to geographically concentrate OYE activities so to allow for peer-to-peer learning and attract new youth. This concentration and learning can be across value-chains and sectors in order to avoid market saturation. To do this, it is recommended that OYE staff accompany LSPs and identify performing youth entrepreneurs, and to prepare these “youth champions/business heroes” for peer training and mentoring of other youth groups nearby. This is especially an opportunity for young women who could become a role model for others. Youth can thereby play a role next to the LSPs in supporting and learning from each other. This geographic concentration will most likely also reduce fragmented support/investments of OYE/LSPs, and as such enhance their efficiency/effectiveness. Moreover it may also create a snowball effect among private sector companies. (10)

To capture impact level results, the concept of Most Significant Change Stories could be used to inspire/ attract new youth via among others the OYE Africa Facebook page, and lobby with national government to attract interest and investment to address youth unemployment challenges. It is recommended to link up with development partners such as NGO's and ILO/UNESCO/UNICEF to lobby on governmental level, either in a direct way to politicians, or in an informal way, e.g. through media, as has been done in Rwanda. (11)

# Annex 10: Result Framework

**RESULTS FRAMEWORK FOR THE  
YOUTH OPPORTUNITIES IN AGRIBUSINESS AND SUSTAINABLE ENERGY PROJECT IN MOZAMBIQUE, RWANDA AND TANZANIA**



**Main activities**

**YOUTH IDENTIFICATION**

- 1.1 Establish baseline for youth identification.
- 1.2 Selection and preparation of training institutes (schools, TVET centres) for skills and career development
- 1.3 Develop / adapt curricula for technical skills and business, life and leadership development
- 1.4 Selection of youth for skills development

**SKILLS DEVELOPMENT**

- 1.5 Skills training in life and leadership, ICT, financial literacy, entrepreneurship and career planning
- 1.6 Technical skills training (related to specific agriculture value chains and renewable energy subsectors)
- 1.7 Provision of farmer business skills training in farmer field schools
- 1.8 Aptitude testing for selection of youth who aspire to become entrepreneurs in agro-business and renewable energy (including business idea competition)
- 1.9 Business skills training of young entrepreneurs (administration, marketing, regulations, office management).
- 1.10 Establish e-/mobile-based peer-to-peer networks for youth participating in skills development and future employability trajectories.

**Main activities**

**SKILLS DEVELOPMENT through MARKET EXPOSURE**

- 2.1 Learning visits by young commercial farmers groups to existing agribusiness and agro processing companies
- 2.2 Identify existing enterprises that can create meaningful youth internship placements
- 2.3 Internship placement and on-the-job-training of skilled youth in existing enterprises
- 2.4 Internship placement of aspiring agro- and renewable energy entrepreneurs in existing companies
- 2.5 Apply e-/mobile based networks for peer to peer learning

**MATCH CAREER ORIENTATION with MARKET OPPORTUNITIES**

- 2.6 Career guidance and mentoring of skilled youth for employment in agro-business and renewable energy
- 2.7 Coaching of youth in job seeking
- 2.8 Apply e-/mobile based networks for career guidance and monitoring of employed youth

**Main activities**

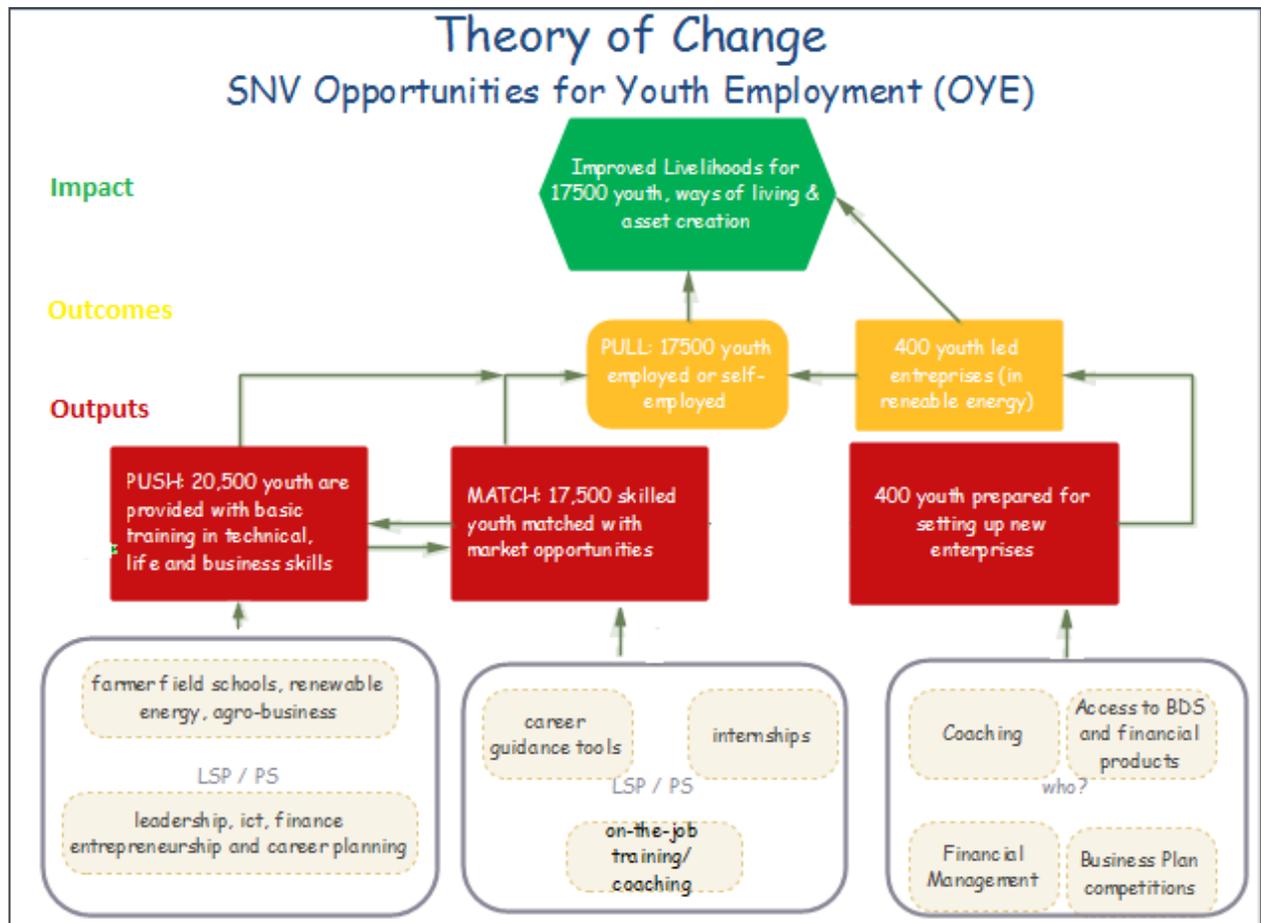
**ENHANCED YOUTH EMPLOYMENT capacity in the market**

- 3.1 Support youth in identifying employment opportunities in the market
- 3.2 Coach Young farmer's cooperatives in establishing themselves as enterprises and negotiating contract farming arrangements with larger companies

**YOUTH-LED ENTERPRISE DEVELOPMENT**

- 3.3 Help selected young entrepreneurs in developing a business plan
- 3.4 Support the establishment of youth led agri-businesses and renewable energy enterprises.
- 3.5 Coaching of new youth led enterprises in access to financial services
- 3.6 Business coaching of new youth-led enterprises, improving their capacity to engage with exporters, business networking and export trade intelligence

## Annex 11: Theory of Change according to MDF



## Annex 12: People met

|                                     | Rwanda  | Tanzania   |  | Mozambique   |
|-------------------------------------|---|--|--|--|
|                                     | Renewable Energy  | Agriculture  | Renewable Energy   | Agriculture  |
| <b>LSP</b>                          | <ul style="list-style-type: none"> <li>• G-micro Consult,</li> <li>• GLES,</li> <li>• IB&amp;C,</li> <li>• RECONS,</li> <li>• INDIGO</li> </ul> | <ul style="list-style-type: none"> <li>• SAT</li> <li>• SIDO Kilimanjaro</li> </ul>              | <ul style="list-style-type: none"> <li>• Mwayodeo</li> <li>• TACADECO</li> </ul> | <ul style="list-style-type: none"> <li>• Mariamo Bai Tarmamade</li> <li>• Alfeu Sulaha</li> <li>• Franco Julio</li> <li>• Merson Muatiua</li> <li>• Derson Momade Aly</li> </ul> |
| <b>LGA</b>                          | <ul style="list-style-type: none"> <li>• Kirehe local authorities</li> <li>• Ngororero local authorities</li> </ul>                             |  |  | <ul style="list-style-type: none"> <li>• President of The District Youth Council</li> <li>• District Administrator of Ribaue district</li> </ul>                                 |
| <b>National or local government</b> | <ul style="list-style-type: none"> <li>• REG</li> </ul>   | <ul style="list-style-type: none"> <li>• Ward Community Development Officer in Melela</li> </ul> |  | <ul style="list-style-type: none"> <li>• INEP</li> <li>• Department of Youth and Sport Nampula</li> </ul>  |

|                     | Rwanda   | Tanzania  |  | Mozambique   |
|---------------------|--|---|--|--|
|                     | Renewable Energy   | Agriculture   | Renewable Energy   | Agriculture  |
| <b>PSPs</b>         | <ul style="list-style-type: none"> <li>• Mobisol</li> <li>• Ignite</li> <li>• DRIMEX</li> </ul>      | <ul style="list-style-type: none"> <li>• HomeVeg</li> </ul>   | <ul style="list-style-type: none"> <li>• SunKing</li> <li>• Mobisol</li> </ul>                                 | <ul style="list-style-type: none"> <li>• Director of Agriculture at District level –Ilha de Mocambique</li> <li>• CIP</li> <li>• HORFPEC</li> <li>• Amarula Farms</li> <li>• Matharya Empreendimentos</li> </ul> |
| <b>FI</b>           | <ul style="list-style-type: none"> <li>• BDF</li> </ul>  | <ul style="list-style-type: none"> <li>• Equity bank</li> </ul>   |  | <ul style="list-style-type: none"> <li>• GAPI</li> </ul>   |
| <b>Youth groups</b> | <ul style="list-style-type: none"> <li>• KOIKIK Biogas cooperative</li> <li>• IWAWA youth</li> </ul> | <ul style="list-style-type: none"> <li>• Nguvukazi (town) – horticulture [women only group</li> <li>• Tuinuane (Mikeese) – poultry &amp; maize</li> </ul> | <ul style="list-style-type: none"> <li>• Mesobi group (YLE solar)</li> <li>• Magole group (YLE ICS)</li> </ul> | <ul style="list-style-type: none"> <li>• FAIJ</li> <li>• Youth group (women) in hot chili</li> <li>• Horticulture producing enterprise Ribaue</li> </ul>   |

| Rwanda  |  | Tanzania   |  | Mozambique   |  |  |  |
|---|--|--|--|--|--|--|--|
| Renewable Energy  |  | Agriculture  |  | Renewable Energy   |  | Agriculture  |  |
| <ul style="list-style-type: none"> <li>• Rulindo cooperative (Biogas &amp; Solar)</li> <li>• BUGESERA biogas cooperative</li> <li>• Mobisol youth at the MOBISOL SHOP (Muhoza sector)</li> <li>• Biogas entrepreneur and biogas technicians (Rilima sector)</li> <li>• Biogas entrepreneur Emerita together with MUSANZE biogas cooperative president (Kimonyi sector)</li> <li>• ICS cooperative RUVICO – Rugerero sector</li> </ul> |  | <ul style="list-style-type: none"> <li>• UWAVISHE group (Agriculture)</li> <li>• Francisca: YLE in food value addition</li> <li>• Karangai Youth Group (Agriculture)</li> <li>• Kwa ugoro Youth group (Agriculture)</li> </ul> |  | <ul style="list-style-type: none"> <li>• Melela group (YLE ICS)</li> <li>• Mesobi group (YLE solar)</li> <li>• Ngosha group (ICS group)</li> </ul> |  | <ul style="list-style-type: none"> <li>• Antonio Jamal OYE entrepreneur</li> <li>• Associacao inovadora</li> <li>• Namialo and Monapo (Pig keeping intervention)</li> <li>• Amurla farms in-grower youth</li> <li>• Houth group involved in Fruit trees</li> </ul> |  |

|                         |                    |                         |                    |
|-------------------------|--------------------|-------------------------|--------------------|
| <b>Rwanda</b>           | <b>Tanzania</b>    |                         | <b>Mozambique</b>  |
| <b>Renewable Energy</b> | <b>Agriculture</b> | <b>Renewable Energy</b> | <b>Agriculture</b> |

- ICS cooperative  
HUGUKA MUBUMBYI  
– Kageyo sector