



WORK IN
PROGRESS!

Evaluation report

2016 - 2018

Egypt, Nigeria, Somalia

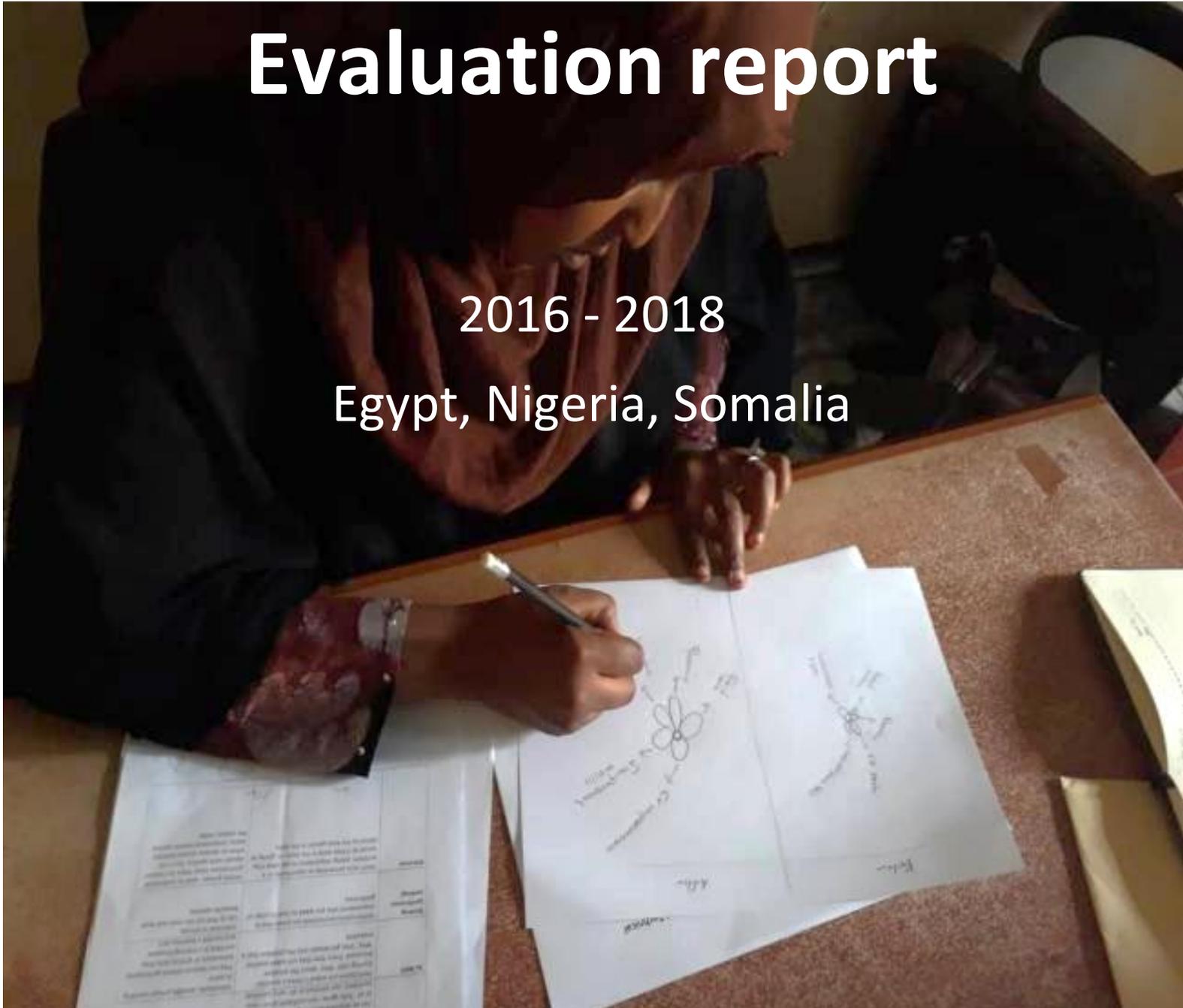


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Executive summary

This evaluation report describes the main achievements and outcomes of the **Work in Progress!** (WiP!) project, that ran between 2016 and 2018. **WiP!** aims to create more employment for youth in Egypt, Nigeria and Somalia, prompting positive expectations about their futures. WiP! is built on three pillars, 1) increasing the supply of skilled youth by developing young people's skills and capacities, 2) providing business development services to small and medium enterprises (SMEs) to enhance their growth and 3) cultivating an enabling environment for youth employment, startups and SMEs.

This evaluation assesses the projects performance on the following evaluation criteria:

- **Effectiveness:** did the project deliver the intended results?
- **Relevance:** did the project meet the needs and opportunities of young men and women?
- **Partnership:** are the project partners well positioned to deliver the project's objectives?
- **Cost-efficiency:** were the project's financial means used economically and efficiently?

The evaluation applied a mixed-methods approach consisting of a qualitative, external, youth-led evaluation examining the effectiveness, relevance, partnership and cost-effectiveness of the project and a quantitative evaluation focusing on Key performing Indicators that measure the effectiveness of the project.

We found the project to be *effective* and *relevant* to the target group in both evaluation. We observed a positive change in line with the project's Theory of Change. The project helped 1,055 young people to find a paid job, and supported 133 youths to start their own business. The project trained 85 SMEs and 107 startups and supported enterprise created 922 jobs.

The results for youth show a positive evolution on both indicators:

- Employment rates increased for the 2016 (except Hargabits), 2017 and 2018 batches in Somalia, and for the 2016 and 2017 batches in Nigeria.
- The longer ago a young person participated in WiP!, the more likely it is that he/she has (had) a paid employment (either employed or self-employed).
- Also the % of youth with positive expectations about their future has evolved positively or stayed above 80%. The exceptions is the batch 2017 in Nigeria, where the % of Career Kickstart's participants with positive expectations shows a reduction.

Effectiveness is expected to improve even more when trainings are better accessible for remote youths (less transport or financial support for transport). Also, post-training support is expected to improve effectiveness, as well as strengthening mentorships and network opportunities for alumni. Job fairs have improved throughout the years, and can improve further when they are restructured and reorganized to allow better and more sustainable matches between job seekers and employers. Also, it is recommended to better briefings of employers about job seekers needs and expected treatment of employees/ interns. To strengthen pillar 3 of the project (enabling environment), it is recommended to build the partnerships capacity on influencing. This recommendation is already followed up in December 2018, by recruiting an influencer in the team.

Regarding *cost-effectiveness*, we found that budgets are not always fully spent and that operational costs of some partners are high.

The partners in the WiP! *partnership* complement each other. The partnership is self-correcting, illustrated by replacement of partners that did not contribute significantly to the project.

Gender is a continuous point of attention. For women, it proved to be more difficult to get a job or an internship than for men. Although some countries were successful in providing additional measures for female participants (e.g. providing female hygiene products in Somalia and adjusting course times to make it possible to finish classes earlier), additional effort can be made to make the program more appealing for female students.

We also recommend that the project partners seek measures to reduce operational costs, so more money can flow to activities. The partnership can be strengthened further by improving communication and increasing engagement between alliance and country partners.

As the chosen approach of quantitative monitoring and evaluation turned out to be very difficult, time consuming, the approach will have to improve in a new project.

1. Introduction

Work in Progress! (WiP!) aims to create more employment for young men and women in Egypt, Nigeria and Somalia, prompting positive expectations about their futures in their countries. We aim to achieve to reach this overarching objective by working on three pillars (see picture below): increasing the supply of skilled youth by developing young people’s skills and capacities (pillar 1); providing business development services to small and medium enterprises (SMEs) to enhance their growth (pillar 2); and cultivating an enabling environment for youth employment, startups and SMEs (pillar 3).

Figure 1. The three pillars of the Theory of Change of Work in Progress!



WiP! ran originally for 3 years 2016-2018. In January 2019, WiP! continued its activities on an additional budget from the Ministry of Foreign Affairs in which a further develop the program to scale up is planned.

The WiP!-alliance

WiP! is led by Venture Capital for Africa (VC4A), Butterfly Works, the International Organization for Migration (IOM) and Oxfam Novib. Each of these leading organizations is bringing its unique expertise to the project. In addition, they all teamed up with different partners, broadening and strengthening the alliance. Below, we briefly present the alliance and its partners.

Oxfam Novib is lead partner of the WiP!-alliance and manages the contracts with partners in the countries as well as contracts with the global partners – IOM, Butterfly Works and VC4A. Oxfam Novib is also responsible for the implementation of the monitoring and learning (MEL) framework, which includes data collection and analysis for measuring impact. Next to the application survey (all participants starting a course), the follow up survey (2017), in 2018 Oxfam did an end survey after 3

years implementation of all participants (in case we could reach them). Oxfam also initiated the youth led qualitative evaluation.

Oxfam Novib facilitates trainings for youth to boost their opportunities for employment, supports the growth of Small and Medium-sized Enterprises (SMEs) and works to improve the enabling environment for SMEs and youth. Oxfam Novib does this in Nigeria with [Poise](#) (employability skills training) and [Enterprise Development Centre](#) (EDC, through SME business development services, referred to below as BDS); in Somalia with [Havoyoco](#) (employability skills training) and [Shuraako](#) (BDS); and in Egypt with [Ahead of the Curve](#) (AtC, through BDS). Oxfam Novib also works to improve the enabling environment for SMEs and youth: in Nigeria with EDC, in Somalia with Havoyoco and since 2017 in Egypt with [Rise Egypt](#).

Butterfly Works is a social innovation studio that creates education and communication projects in emerging economies. In the WiP!-alliance they implement activities related to pillar 1. They support the Bits digital design schools in Somalia ([Hargabits](#), in cooperation with our local partner [Shaqodoon](#)) and Nigeria ([Ekobits](#) and Edobits, in cooperation with Poise) and the [Global Bits Academy](#).

VC4A is a fast-growing online platform for startup funding. In WiP!, VC4A facilitates accelerator programs and investor events in all three countries and connects startups to knowledge, mentorship and finance (pillar 2). VC4A works in Nigeria with [She Leads Africa](#) (SLA), in Somalia with [Innovate Ventures](#), and in Egypt with [Innoventures](#).

IOM is an intergovernmental organization that provided services and advice to governments and migrants. IOM's main focus in WiP! is on pillar 3. IOM works with SOSTA to train youth in various vocational and technical skills, and also assist the project in co-creating the youth policy in Somalia with local and national governments.

2. Methodology

Evaluation criteria

The evaluation assessed the projects performance on the following evaluation criteria:

- **Effectiveness:** did the project deliver the intended results?
- **Relevance:** did the project meet the needs and opportunities of young men and women and the communities they live in?
- **Partnership:** are the partners of the WiPI!-alliance well positioned to deliver the project's objectives? What is the added value of alliance partners and that of the implementing partners in the project countries (Egypt, Somalia and Nigeria)?
- **Cost-efficiency:** were the project's financial means used economically and efficiently?

Approach

This evaluation takes a mixed methods approach: a qualitative youth-led evaluation of achieved results and a quantitative survey among SME, startup and youth participants from all 3 consecutive years (2016-2018). In addition, the evaluation uses monitoring data from all partners. The full report is to be found [here](#).

The youth-led evaluation is designed to provide insights from young people on all four evaluation criteria (effectiveness, relevance, partnership and cost-efficiency), while the surveys and monitoring data zoom in on the criterium of effectiveness in order to measure the impact.

Qualitative youth-led evaluation

The qualitative part of this evaluation was carried out externally and was led by young people. In each project country, a team of 9 youth evaluators was selected and trained. The youth evaluator teams were in charge of the entire evaluation process: they identified evaluation questions, relevant methodologies, developed tools, analyzed results, and chose the final form of the presentation of the results. Oxfam provided training and facilitation, enabling the youth evaluators to lead the process.

Table 1. Overview of youth evaluation teams, per country, by gender

	Youth evaluators		
	Male	Female	Total
Country			
Egypt	7	2	9
Nigeria	3	6	9
Somalia	5	4	9
	15	12	27

In each project country the youth evaluators conducted Focus Group Discussions (FGDs) and interviews with beneficiaries. In total, they spoke with 179 respondents from different stakeholder groups (youths, startups, SMEs, alliance partners and implementation partners).

Table 2. Number of respondents in youth-led evaluation, per country

Country	Total # respondents
Egypt	68
Nigeria	44
Somalia	67
	179

Youth evaluators rated WiP! on each of the four evaluation criteria (effectiveness, relevance, partnership and cost-efficiency) on a 5-point scale, where 1 = no evidence of change and 5 = all beneficiaries report significant change.

An in-depth description of youth led evaluation methodology and how to facilitate the process, will be shared soon.

Monitoring data

Progress during project implementation was registered via continuous monitoring in all three countries, by all partners. Monitoring data is collected in the global monitoring framework, which can be accessed [here](#).

Monitoring data was used for the annual reports of [2016](#), [2017](#) and [2018](#). These reports provide information about project activities in that specific year, the results and the changes it made.

Quantitative surveys

The quantitative part of this evaluation was carried out by Oxfam Novib's Impact Measurement and Knowledge department (IMK). Their methodology was designed to measure the impact of the project on the most important indicators and focuses on the effectiveness of the project, operationalized by the following main indicators:

Youth

- #/% youth that have paid employment (and sustained it for more than 6 months).
- #/% youth that are self-employed (for more than 6 months).
- % youth (M/F) that have positive expectations about the future in their countries (indicating improvement).

SMEs

- Average annual revenue received by the SMEs in the previous fiscal year.
- # Paid employees per SME (average, total, per gender, between 18-30 years old and fulltime)
- # SMEs have received funds/ loans from external institutions.
- Average value of funds/ loans received by the SMEs in the previous fiscal year.
- Improvement in working conditions for employees in SMEs.

Startups

- # Paid positions created by startups (average, total, per gender, between 18-30 years old, and fulltime).
- Average annual revenue generated per startup (after acceleration).

- % Youth (M/F) have positive expectations about the future in their countries (indicating improvement as a higher % of youth).

The analysis intended to cover the evolution of the KPIs with three data points. The data points were selected among the different rounds of surveys implemented during the project, considering data availability and data quality. However, due to the limitations that will be explained later, in some cases the data was available only for two data points.

The initial design of data collection attempted to collect data with an application survey, after course survey, follow up surveys and end surveys. However, for participants that joined in 2018, the objective was to collect application, after course and/or end survey data only.

In 2016 and 2017, the surveys were distributed with a link via email. However, this caused low response rates and led to missing information or no information at all in some rounds of the survey. Therefore, the surveys of the end survey in 2018 were conducted by phone. The enumerators were instructed to make three attempts to reach the respondents. Their responses were recorded in SurveyMonkey. The end survey in 2018 took participants between 5 to 10 minutes to complete.

Limitations of this quantitative evaluation (surveys)

This evaluation is designed as a pragmatic approach to support learning and future project development. Results cannot be considered to be robust, scientific data and cannot be generalized to the broader population.

Additional limitations on the quantitative part of the study include:

- It was not possible to reach out to 100% of the participants, because respondents did not respond to the email with the survey link, respondents did not answer the phone during one of the three attempts, respondents changed their mobile phone number, or email addresses and startups were no longer active.
- Due to challenges mentioned above, the analysis presented, compares the evolution on how individual project participants developed over time and highlighted trends.
- In addition, in a number of cases, due to the limited number of responses to a survey, it is not possible to draw firm conclusions on evolution for that specific group of participants (for example startup participated in 2017) and that specific KPI. In these cases, differences over time could be due to different respondents answering to the questions instead of actual differences in the functioning of SMEs and startups.
- Some survey questions were modified during the different rounds of the surveys. For example, in some rounds the surveys asked the number of employees between 18-35 years old, whereas in the end survey the question was asked for the number of employees between 18-30 years old.

3. Effectiveness

In this chapter we review the evidence regarding the effectiveness of the project. Effectiveness examines if the project delivered the intended results. Below, we describe evidence per outcome and (if relevant) provide an overview of similarities between countries and list additional country specific information.

Overall effectiveness

The average rating of the youth evaluators of WiP's effectiveness was 3,7 (on a scale from 1 to 5, where 1 = no evidence of change and 5 = all beneficiaries report significant change).

Youth evaluators in Egypt rated the overall effectiveness of WiP!, as 3. This rating reflects that most participants in the project have improved their skills and/ or business at least a little. Somalia's and Nigeria's youth evaluators rated WiP! in their countries, as 4. This rating reflects that the majority of the participants have experienced an important improvement in their skills and/ or business, and that participants became more confident and more positive about their futures.

The number of jobs created were less than the original target of 7500 as expected in the proposal in 2015, the target of number of jobs was adjusted in 2016 in the [Methodological Notes](#). Because we noticed very soon that The longer ago a young person participated in WiP!, the more likely it is that he/she has (had) a paid employment (either employed or self-employed) and the same counts for SMEs and startups. The longer ago they participated in the project, the more likely it is that they grow and employ more people.

Outcome 1: More young men and women have found paid jobs or are running their own enterprises.

In the last 3 years, WiP! trained over 5.200 young people (of which 45% women) in soft employability skills, ICT, digital design or other technical skills. Of these trained participants, 1.055 young people have found paid jobs, and 163 youths became self-employed (see Table 3 below).

Table 3. Overview of number of young people that were trained, got paid jobs or became self-employed, per project year.

Indicator	Year			Total
	2016	2017	2018	
# trained young people (M/F)	565 (299/ 266)	2091 (1225/866)	2575 (1350/ 1225)	5231 (2874/ 2357)
# young people that found paid jobs (M/F)	110*	266 (133/133)	679 (389/ 290)	1055
# young people that became self-employed (M/F)	-	42 (28/14)	91 (55/36)	133

* in 2016, data was not segregated by gender

The table shows that WiP! trained an increasing number of young people each year. Also, each year the number of youths that have found paid jobs increases and the number of youths that became self-employed increases.

Besides training of youth, the project also accelerated startups. These results will be presented as part of outcome 2.

Similarities across countries

Overall, we observe an increase in the number of young men and women that have paid employment or became self-employed during the project. Also, we see that in general youth gained more positive expectations about their future or that their expectations remained positive.

Further, in all countries the Bit Schools and the employability skills trainings were perceived as effective. This indicates that respondents attribute the increase in confidence levels to the training they received. Those respondents that have found paid jobs, believe that they found the job because of the skills they learned during the training.

There were also some common critical notes raised by participants:

- participants questioned the usefulness of job fairs, as they didn't always find employers of their choice
- transportation cost to training locations were considered to be high
- some elements of the trainings needed more time
- after the training, participants lacked the necessary tools (laptops, cooking tools etc.) to continue practicing and working with their newly acquired skills.

Egypt

Egypt's youth evaluators highlight that 251 job seekers (25% women) attended the job fair and 63% of these were matched with employers. Unfortunately, not all matches resulted in actual placements and employers were not able to fill all their vacancies. Reasons why matches did not result in paid jobs were: distance between work and home, low salaries, treatment from management and prejudice towards women.

Nigeria

Nigeria's youth evaluators highlight that 85% of Ekobits respondents and 45% of employability skills training respondents got a paid job as a result of project interventions. Also, confidence levels of participants increased a lot, from a level 2 to level 4 (on a scale from 1 to 5).

In addition, monitoring data shows that the longer ago a young person participated in WiP!, the more likely it is that s/he found paid employment. This supports the assumption that it takes time to find a job, even after finalizing a training.

Results from both the qualitative and quantitative study show that much more respondents have found paid employment with a company, than started their own business.

The youth evaluators further point out that respondents indicate that their perceptions about life have changed positively due to the project (mainly through mentoring and motivational books).

Somalia

Like in Nigeria, monitoring data from Somalia also shows that the longer ago a young person participated in WiP!, the more likely it is that s/he found paid employment. This supports the assumption that it takes time to find a job, even after finalizing a training.

Further, in general Somalian youths are positive about their futures: more than 80% of surveyed youths have positive expectations about their futures.

In addition, Somalia's youth evaluators present the following findings:

Skills training

- All interviewed participants reported positive changes in confidence, self-esteem, interpersonal skills and employability skills after the training.
- 20 out of 21 interviewed respondents experienced high improvement rates in (digital, technical, employability) skills.
- 6 out of 14 female respondents indicated that their improvements would be better if classes were smaller and courses were allowed a longer time.
- Writing skills were considered to be least impactful, mainly because respondents think mastering this skill would require more time and effort.

Job fairs

- 8 out of 21 respondents participated in job fairs. 6 of them believed it to be useful, 2 of them stressed that job fairs were not useful.
- 13 respondents did not participate in job fairs. Main reasons were unfamiliarity with the event and not being invited.

Internships

- 11 of the 21 interviewed respondents found an internship and believe that that increased their chances to get a paid job.
- 4 out of 14 female skills training graduates found an internship opportunity, while all 7 male respondents found internship and got paid jobs.

Outcome 2: Local SMEs see business grow, resulting in newly created positions for youth

WiP! supported 85 small and medium enterprises and 107 startups, that created 922 jobs in Nigeria, Somalia and Egypt. In 2018, virtually accelerated startups provided an additional 3881 jobs. The table below provides an overview, broken down by project year.

Table 4. Overview of number of supported companies and jobs created by WiP!

Indicator	Year			Total
	2016	2017	2018	
# of trained SMEs	23	36	35	85
# of accelerated startups	33	42	32	107
# of companies (SMEs/ startups)	56 (23/33)	69 (27/42)	67 (37/30)	192 (87/105)

with a supported plan to invest, trade or provide services				
# of direct jobs supported (SMEs/ startups)	76 (0/ 76)	621 (418/203)	225 (197/28) + 3881 jobs by virtually accelerated startups	922 (615/ 307) + 3881 jobs by virtually accelerated startups

Trends and similarities across countries

For SMEs monitoring results show that, on average, the annual revenue and the number of employees per SME, increased over time. Respondents indicate that their businesses expanded due to improved customer, human resources and marketing strategies. Also, respondents found information and lectures on financial management helpful to grow their businesses.

The percentage of women employees in SMEs remained more or less stable in all three countries over the years. Unexpectedly, the percentage of young people employed by SMEs decreased or remained stable (except for an increase in 2016 in Nigeria) over time.

We observed that (except for Egypt’s 2017 and 2018 participants) the number of SMEs receiving funds/loans from external institutions decreased over time. This can be explained by that SMEs will not apply for funds again, once they have received funds earlier. If that is the case, the number of SMEs receiving loans will naturally decrease over time. However, this hypothesis needs to be explored further.

Results for startups however, show a different pattern: we observed an average decline in annual revenue. The number of employees per startup shows no consistent development throughout the implementation years. Participants flag that post training follow up is often lacking, that funding opportunities were limited and that the networking community is limited or inactive.

Egypt

In Egypt, selected SMEs were offered Business Development Support (BDS) and a forum on alternative financing was set up.

The performance of participating SMEs varies per year. For example, the SMEs that participated in 2018 reported a higher average annual revenue and a higher percentage of women employees than SMEs from the previous year. Similarly, SMEs from 2017 have acquired more funds/ loans compared to those of 2018. At this moment, it is not possible to link these differences in performance to project interventions.

Egypt’s youth evaluators the following findings about SMEs:

- Participating SMEs reported having increased their understanding of entrepreneurial skills like financial management and social impact measurement. SMEs strengthened their skills and knowledge about social responsibility.
- More than half of the SMEs interviewed expanded their operations. Two of the SMEs that expanded, hired additional young people between 25 and 35 years of age.

- None of the interviewed SMEs were able to get new investments after the training. As a result, the majority of the interviewed SMEs faced difficulties in growing profits.
- The Alternative Finance Forum was established to fit the needs of BDS participants. 6 out of 9 interviewed SMEs were satisfied with the information provided through the forum and stated that they found new information there. Some respondents indicated that the forum could improve by allowing more time for participants to network directly with speakers.

For startups also, their performance varies throughout the years of project implementation. We observed that the startups from 2016 report the highest scores on annual revenue, number of employees and percentage of fulltime employees, followed by startups from 2018 and lastly, by startups from 2017. It is not possible to link these differences in performance to project interventions. We also observed that the expectations of startup acceleration participants increase directly after their participation, but decrease again over time. This may be due to the fact the startups face difficulty to expand their businesses due to lack of access to funding.

Nigeria

Overall, SMEs in Nigeria saw their annual revenue increase considerably (see Table 5 below).

Table 5. Change of average annual revenue of Nigerian SMEs, per project year

	Baseline (in NGN)	End survey (in NGN)	% change
2016	20,200,000	78,900,000	390
2017	28,900,000	44,100,000	152
2018	37,500,000	276,000,000	736

This positive results is confirmed by youth evaluators. In addition, they have found that the increased revenue was the result of BDS, especially after companies restructured and strategized their businesses accordingly. About one third of SMEs got funding as a direct result of the training.

For startup the results are less straightforward. Annual revenue fluctuates for 2017 startups, but decreases for 2016 and 2018 startups. This is remarkable, because youth evaluators found more positive results. They found that 25% of startup participants experienced a high increase in revenue after the training and 50% experienced an increased profit. Also, they report that 75% of startup participants were able to hire more employees and that 60% of startup participants experiences an increase in market share. Finally, they point out that 40% of startup participants were positive about the acceleration program and how it has improved their business.

Somalia

Overall, Somalian SMEs saw an increase in annual revenue. SMEs from 2016 and 2017 also saw the number of employees increase, while the number of employees for 2018 SMEs dropped.

For startups, the number of paid employees increased (2016 and 2017) or remained stable (2018). The average annual revenue fluctuates: in increased for startups of 2017, but decreases for those participating in 2016 and 2018.

The youth evaluators highlight that all 18 respondents report that they improved skills and knowledge after BDS or acceleration training, especially on human resources, financial management, marketing and branding, and customer care services. Further, half of the SMEs and startups reported having received investments (after winning a pitching contest) or a loan. All respondents would like to see increased attention in the WiP! project for accessing loans or applying for grants. Half of the SMEs/ startups have grown because they benefitted from established networks. The other half of the SMEs/ startups did not benefit. They think the project could be improved by improving network coordination after the training.

Outcome 3: Improved policies and changed attitudes stimulate youth employment and business

Nigeria

In Nigeria policies were adopted to promote business environment and employment for young men and women. In addition, over 180 micro, small and medium-sized enterprises (MSMEs) are now able to meet requirements for filing taxes.

Somalia

Also, in Somalia, policies were adopted to promote business environment and employment for young men and women. The internship policy developed by Havoyoco based on desk reviews, meetings and interviews – was presented to the Ministry and will be adopted in 2019.

Egypt

For Ahead of the Curve there was a focus on access to finance, women's leadership and decent work for women. Several trainings were organized on women's empowerment and leadership. Interviewed trainees rated the trainings as useful (score of 4, on a 5-point scale, where 1 = not useful at all and 5 = very useful).

Partner RISE Egypt, organized a summit, on identifying solutions of social education entrepreneurs to improve the education system. The summit is considered successful because it brought people from different professional backgrounds together (PRISM: Policy makers, Researchers, Investors, Social Entrepreneurs, Mediators) and created a platform for participants to work together. It was, given the time frame, not possible to capture possible changes in attitudes or behaviors in summit participants.

4. Relevance

In this chapter we review the evidence regarding the relevance of the project. Relevance examines if the project met the needs of young men and women. Below, we describe evidence per country and (if relevant) provide an overview of similarities between countries

Overall rating of relevance

The average rating of the youth evaluators of WiP's relevance was 3,7 (on a scale from 1 to 5, where 1 = no evidence of change and 5 = all beneficiaries report significant change).

Youth evaluators in Egypt and Somalia rated the overall relevance of WiP! as 4. This rating reflects that the project addresses most of the needs of participants and that participants perceive the activities as useful to help them find employment, start a business or grow their business. It also means that participants miss some elements that would help them achieve results better.

Youth evaluators in Nigeria rated the overall relevance of WiP! as 3. This rating reflects that there is some misalignment between the project activities and what is really needed for the participants to find employment, start a business or grow their business and employ more staff. Participants identified quite some elements that are needed to truly help them in achieving these goals.

Egypt

Youth evaluators rated the relevance of WiP in Egypt 4 (on a 5-point scale). This is based on the following findings:

- The local partner is flexible and adapts materials and strategies to better fit the local context. For example: local partner Innoventures adapted the startup acceleration program to better fit the needs of Egypt's local context (the original program Startup Academy was designed in the United States). Also, the partner changed the time of training after they found out that participants were not fully focused during the early hours of the day.
- The services provided in the acceleration program matched the needs of startups. The main interest of participants (getting funds) was addressed throughout the training.
- Partner NEP implemented a job fair. Attendees reported three problems concerning the jobs that were offered through these fairs:
 - o Sometimes the location of the job is too far away from the job seekers home
 - o Some job seekers reported being treated badly by their new employers
 - o 2 out of 10 job seekers found a job that matched their experience. Others may have found jobs, but those jobs were less relevant to previous experience (e.g. a kindergarten teacher getting a job as a finishing working in a garments factory).

Nigeria

The youth evaluators rated WiP performance on relevance, 3 (on a 5-point scale). This based on the following findings:

- Participants from Ekobits and employability skill training reported that ICT skills, life skills, entrepreneurial skills and soft skill trainings, were the most impactful components of the training and contributed the most to getting a paid job.
- Half of the attendees of jobs fairs, were positive about the fair. When participants found the job fair not to be useful, that was mainly due a mismatch between attending employers and job seekers study subject or specialization.
- For startup beneficiaries, the most helpful parts of WiP! were improving business communication with clients, networking skills and improving organizational structures. These components of the acceleration program were most helpful because it helped to increase employment and enabled their businesses to grow.
- SMEs were particularly positive about the following elements of the BDS: financial and resource management, generating innovative ideas, pitching skills and networking events.

Somalia

Somalia's youth evaluators rated WiP performance on relevance, 4 (on a 5-point scale). This based on the following findings:

Skills training

- All interviewed participants indicate that the project fitted the local cultural context and was respectful towards local customs as prayer times, Eid festival and Ramadan.

- Respondents felt that the skills training were useful and fitted to the local market and economy
- 50% of the female respondents felt that CV writing skills were more important for them. Others favored communication and interview skills.
- 1 female participant mentioned that following the employability training has improved her optimism about her chances to get a paid job so much, that she reconsidered her emigration plans.

SMEs/ startups:

- Respondents consider the training highly relevant for their businesses, as it helped businesses grow, reach new markets and improved customer care services. Financial management, marketing and human resources are considered most impactful.
- Suggestions to add to the training: business legislation and proposal writing.
- Companies indicate a need for financial support.

Internships:

- 11 respondents have found internships. Of these, 3 indicated that the internship did not match their skills and backgrounds.
- Female graduates are less likely to find internships: 10 out of 14 female participants did not succeed in finding an internship. This is partly due to a mismatch between offered positions and work that is considered appropriate for women.

Flexibility:

- Local partners were successful in adapting to changing circumstances (e.g. droughts, inflation, local market dynamics).

5. Partnership

Overall rating of partnership

The average rating of the youth evaluators of WiP's partnership was 3,3 (on a scale from 1 to 5, where 1 = no evidence of change and 5 = all beneficiaries report significant change).

Youth evaluators in Egypt and Somalia rated the WiP! partnership as 3. This rating reflects that some of the partners of Work in Progress! have expertise to implement projects on youth employment/ entrepreneurship. The collaboration has quite some room for improvement to add real value to the project. Partners have not established the right channels to reach to their target group.

Youth evaluators in Nigeria rated the WiP! partnership as 4. This rating reflects that most of the partners of Work in Progress! demonstrate a good level of expertise to implement projects on youth employment and entrepreneurship. They are connected to some networks in the topic of youth employment and entrepreneurship and most of them have good relationship with their target group. The collaboration between partners is mostly working well, they add value to the project and work well together.

Egypt

Youth evaluators rated WiP! achievement on partnership, a 3 (on a 5-point scale). Egypt's youth-evaluators signaled the following main positive aspects:

- All project partners share common values and the vision of tackling youth unemployment in Egypt.
- Project partners complement each other because they implement diverse strategies to reach to youth, ranging from online campaigns and social media, to offline activities for job seekers and information sessions for local NGOs.
- In general, communication between project partners and their beneficiaries is good. An exception to this is communication between Innoventures and startups from the acceleration program: 50% of the interviewed startup were satisfied with communications with Innoventures, while the other 50% indicated that they were not satisfied.

Evaluators signal the following points of improvement:

- M&E systems are not aligned or harmonized between partners.
- Communication between local partners is limited. Project partners are not always familiar with the other local partners that are also part of the project. For example: most of the project partners are unaware that NEP is also part of the project and NEP is unfamiliar with the other partners involved.

Nigeria

Youth evaluators rated WiP! achievement on partnership a 4 (on a 5-point scale). This is based on the following findings:

- In general, the partnership is considered to be positive and constructive. Topics that were considered positive in the relationship between Oxfam and other partners, were:
 - o Adherence to financial and narrative report deadline
 - o Partner's meeting to ensure the flow of communication
 - o Making plans involving Oxfam
 - o Ensuring transparency and avoiding escalation when issues may arise
 - o Continuous communication and feedback
- The WiP!-partnership has given the opportunity to some partners to get involved in other projects on youth employment. It has produced opportunities for capacity building for Ekobits staff and increased employment with Ekobits over the years.
- Partners were able to reach their main target groups, using various channels (e.g. social media, SME toolkit, community leaders and websites). Partners reviewed project materials constantly and updated them after evaluations.
- Global partners and local partners have worked together to facilitate the expansion of Ekobits to Edo State, Edobits.

Somalia

Youth evaluators rated the partnership criterium for WiP! 3. This is based on the following findings:

- Effective coordination and communication mechanisms are in place. These include dissemination management guidelines and manual for monitoring of progress. Also, regular meetings and field visits take place. Often, local partners followed these harmonized workplans and schedules. Activities and workplans are adjusted based on partners' feedback, demonstrating the partnerships flexibility and willingness to learn. The alliance is able to address and resolve complaints effectively.

- Reporting and monitoring skills of two partners is point of concern: IOM and Havoyoco. For IOM, operational costs are so high, that there is less technical support available to support partner SOSTA to adhere to reporting requirements. Havoyoco needs to improve reporting quality.

6. Cost effectiveness

Overall rating of partnership

The project is funded by the Ministry of Foreign Affairs in the Netherlands, and managed by Oxfam Novib. Oxfam Novib compiles the budgets of the Alliance partners and Country Offices. Country Offices compile budget of their partners and themselves. Budgets are based on annual workplans. If the budget is too high, Oxfam Novib will negotiate with the Alliance partner or Country Office to see where to reduce costs and or activities.

The average rating of the youth evaluators of WiP's cost-effectiveness was 2,7 (on a scale from 1 to 5, where 1 = no evidence of change and 5 = all beneficiaries report significant change).

Youth evaluators in Egypt and Somalia rated the cost effectiveness of WiP! as 3. This rating reflects that the partners spent good amount of the budget, but the HR costs were high compared to the budget spent on activities. Some of the activities were high priced and they did not deliver better results. There was some consultation in the budget design and revision, but not enough to adjust to the needs of the project. Youth evaluators in Nigeria rated the cost effectiveness of WiP! as 2. This rating reflects that the partners did not make much use of the budget and did not spent large parts of it. This could be partly because the flexibility to change the budget was quite low. Most of the trainings implemented are quite expensive and delivered only limited results compared to their price. This finding is not in line with regular budget monitoring: this shows that Nigeria had the highest spending percentage of all countries over de 3 years.

The WiP! Alliance partners reported that averagely costs were allocated as follows: 50% of the costs were assigned to staff costs, 22% were for office running costs and around 28% was allocated for the activities. There was some consultation in the budget design and revision, but not enough to adjust to the needs of the project.

Egypt

Egypt's youth evaluators rate cost-effectiveness as 3 (on a scale from 1 to 5). This score is mainly due to underspending of budgets. Spending varies from 34% in starting year 2016 to 76% in 2017 (see table 6.)

Table 6. Overview of project spending Egypt, per year, in euro.

Year	2016	2017	2018
Budget	419.281	337.812	304.512
Spent	142.921	257.335	268.767
% spent	34%	76%	88%

In 2016, the budget was planned to be divided between Innoventures and 2 other partners (EFE and Sekem Foundation). Unfortunately, the collaboration with EFE and Sekem Foundation was interrupted

due to changes in law and legislation in Egypt, which prevented project activities from being implemented. The budgets were transferred to other WiP!-countries Nigeria and Somalia. The money was used to set up info centers, a smaller Bits school next to a slum (Lagos) and in settlements (Hargeisa).

VC4A and NEP have used their budgets to the fullest. AtC spent less than expected. Remaining budgets were transferred back to Work in Progress! budget.

Nigeria

Youth evaluators rated cost effectiveness of WiP! in Nigeria as 2 (on a 5-point scale). This is based on the following findings:

- Data on budgets and finance were not always complete or available, which resulted in unanswered core questions. This was mainly the case for partners VC4A and SLA.
- Ekobits and employability skills trainings budgets were developed interactively, resulting in a well-tailored budget
- Often the balance between staff/ office costs and project costs, is considered to be disproportionate.

Somalia

Youth evaluators rated cost effectiveness of WiP! in Somalia as 3 (on a 5-point scale). This is based on the following findings:

- On average cost allocations was as follows: 50% for staff, 22% for office costs and 28% for project activities
- All partners have anti-corruption, anti-fraud and anti-bribery measures in place. None of the partners experienced fraud or financial misconduct
- Budgets were quite flexible and were revised if necessary

7. Summary and recommendations

Summary

We are confident to tell, as we see similar trends between both evaluations, that the project was effective, relevant, with a good enough partnership and cost effectiveness.

Based on the youth led evaluation, we can provide the below overview of assessment per evaluation criterium.

Youth evaluators expressed their judgements per country as a constructed animal. The scores per criterium are reflected by different animals (for example, the score 4 is represented by a camel, 3 by a goat and 2 by a chicken¹). Further, the effectiveness (or results) are positioned at the head of the animal, the relevance of the project at its front legs, cost-effectiveness at the back legs and the value of the partnership at its tail.

¹ Please find in the annex the explanation of the rubrics

Table 7. Youth-led evaluation summary of effectiveness, relevance, cost-effectiveness and partnership.

	Somalia	Nigeria	Egypt
<i>Results (head)</i>	4 out of 5 (camel)	4 out of 5 (camel)	3 out of 5 (goat)
<i>Relevance (front legs)</i>	4 out of 5 (camel)	3 out of 5 (goat)	4 out of 5 (camel)
<i>Cost effectiveness (back legs)</i>	3 out of 5 (goat)	2 out of 5 (chicken)	3 out of 5 (goat)
<i>Partnership (tail)</i>	3 out of 5 (goat)	4 out of 5 (camel)	3 out of 5 (goat)

The below animal is the result of Nigeria:



Effectiveness

In general, looking at the quantitative and qualitative evaluations, WiP! delivered the intended results. According to the quantitative evaluation: the results for youth show a positive evolution on both youth employment raises and more positive expectation about the future. This is the same trend as we see in the monitoring and youth led evaluation.

The project interventions for youth are considered to be effective. WiP! provided paid jobs for more than 1000 young men and women, and helped 133 young people to start their own business. Also, the training helped youth to get a more positive expectations on their futures and their chances of getting a paid job.

Also startups & SMEs benefit clearly from project interventions. Overall, startups and SMEs grew their businesses because of the project, both in terms of revenue, and number of employees. For both startups and SMEs) access to finance is one of the most pressing issues. It is highly valued during BDS or acceleration programs and participants request more guidance for accessing loans, writing successful proposals.

The quantitative evaluation as difficulties to see any common trends, concerning number of employees, for all startups in the 3 different countries. We think it is due to the fact that we know that there is a big

risk that 25% startups we accelerated will no longer exist in the 2 years after the acceleration up to 50% after 3 years.

Regarding the % of startups with positive expectations, this increased in Nigeria, decreased in Egypt and remained stable at a positive level in Somalia.

Concerning the SMEs, the results of the quantitative evaluation show a positive trend on number of employees and average annual revenue in Nigeria, Egypt and Somalia. For the other KPIs, the results are either modest or mixed.

Relevance

Overall, we find that the projects interventions are relevant for young people in Egypt, Nigeria and Somalia. The average rating of the youth evaluators of WiP's relevance was 3,7 (on a scale from 1 to 5, where 1 = no evidence of change and 5 = all beneficiaries report significant change). In Nigeria interviewees mentioned some points for improvement as inviting the right sector employers for the job fair and having more time for the entrepreneurship skills within the Career Kickstart training. In Egypt and Somalia the project addresses most of the needs of participants and that participants perceive the activities as useful to help them find employment, start a business or grow their business. During the job fair the jobs available were not suitable to the attendee due to facts as too long travel distances or too long hours.

Partnership

The evaluation found that the WiP! Partnership is functional and delivering results, but could be improved. Especially in Egypt and Somalia the collaboration has quite some room for improvement to add real value to the project. In Nigeria partners demonstrate a good level of expertise to implement projects on youth employment and entrepreneurship. They are connected to some networks in the topic of youth employment and entrepreneurship and most of them have good relationship with their target group.

It is clearly shown that the staff turn-over and instability in country offices of Oxfam affects the partnership within the project. In Nigeria, there was 1 project manager from the start until November 2018. Egypt saw 3 different managers, Somalia had even 4. This influenced the stability, continuity and performance of the project negatively.

Cost-effectiveness

Cost-effectiveness of the project can be improved. Youth evaluators rated WiP's cost-effectiveness as 2,7 (on a scale from 1 to 5, where 1 = no evidence of change and 5 = all beneficiaries report significant change). Overall, youth evaluators found that operational and staffing costs were too high compared to costs of activities. Also, transparency about spending and availability of evidence need to be improved. The WiP! Alliance partners reported 26% of the budget was allocated for activities, 50% of the costs were assigned to staff costs and 22% for operational costs. Partners report some level consultation in the budget design and revision, but not enough to adjust to the needs of the project.

Recommendations

Based on the evidence collected during the youth-led evaluation, end evaluation and monitoring activities, the following general recommendations for further development of WiP are made:

Effectiveness

Trainings:

- Spread activities more equally across the country. This will also benefit youths that do not have the opportunity to travel regularly.
- Allocate more time to specific training elements (e.g. impact modelling in Egypt, Bitschools in Nigeria and Somalia).
- Update startup acceleration and BDS trainings with additional financial modules.
- Provide practical post-training support (e.g. provide laptops or other equipment for youth so they can continue practicing their skills and/ or start their own business).
- Strengthen mentorships and networks for alumni.

Job fairs

- Restructure and reorganize job fairs to allow better and more sustainable matches between job seekers and employers.
- Better briefings of employers about job seekers needs and expected treatment of employees/ interns.

Enabling environment

- Pillar 3 was least well developed and produced the least results. This recommendation is already followed up in December 2018, by recruiting an influencer in the team.

Relevance

- Gender; for women it proved to be more difficult to get a job or an internship than for men. Although some countries were successful in providing additional measures for female participants (e.g. providing female hygiene products in Somalia and adjusting course times to make it possible to finish classes earlier), additional effort can be made to make the program more appealing for female students.
- Accessing other areas, expanding to urban centers of other regions and rural areas.

Cost effectiveness

- Seek measures to reduce operational costs, so more money can flow to activities

Partnership

- Increase engagement between alliance and country partners, and between partners in the countries, to ensure learning and to obtain synergy
- Select partners that will enable the project to expand to other regions (including rural areas)

Country specific recommendations can be found in the country evaluation reports of the youth-evaluators ([Egypt](#), [Nigeria](#), [Somalia](#)).

Annex

List of acronyms

ABAN	African Business Angels Network
AfDB	African Development Bank
AGSMIES	Agri-Business/Small and Medium Enterprises Investment Scheme
ANDE	Aspen Network of Development Entrepreneurs
AtC	Ahead of the Curve
BDS	Business Development Services
CBN	Central Bank of Nigeria
CEO	Chief Executive Officer
EDC	Enterprise Development Centre
EFE	Education for Employment
EG	Egypt
FTE	Full-time employee
GEN	Global Entrepreneurship Network
Havoyoco	Horn of Africa Voluntary Youth Committee
ICT	Information and Communication Technologies
IFC	International Finance Corporation
IOM	International Organisation for Migration
LEAD	Local Employment for African Development
M&E	Monitoring and Evaluation
MEL	Monitoring, Evaluation and Learning
MESAF	Ministry of Employment and Social Affairs (Somaliland)
MoSS	Ministry of Social Solidarity
MoYS	Ministry of youth and Sports
MSME	Micro Small and Medium Enterprises
NEP	National Employment Partner
NG	Nigeria
NGN	Nigerian Naira (currency)
NGO	Non-Governmental Organisation
OCP	OCP group is world's first exporter of phosphate based products.
PRISM	Policy Makers, Researches, Investors, Social entrepreneurs and Mediating organisations
Q&A	Questions and Answers
SLA	She Leads Africa
SMEs	Small and medium enterprises
SO	Somalia
SOSTA	Somaliland Skills Training Association
TVET	Technical Vocational and Educational Training
UN	United Nations
VC4A	Venture Capital for Africa
WiP!	Work in Progress!

Rubrics used in youth led evaluation

The text was used as a guidance in this evaluation to guide the young people towards a conclusion per criteria.

Rubric: Relevance

<p>Level 1 – Lizard</p> 	<p>The project is not addressing the needs of the participants with the project activities. Participant think that they need a completely different support than the one provided by project’s activities.</p>
<p>Level 2 – Chicken</p> 	<p>The project did not manage to identify all the needs of the participants and most of the activities are not addressing the real needs of the participants. The activities that are implemented provide very limited support to youth to improve their skills, find employment, start a business or grow their business and employ more staff.</p>
<p>Level 3 – Goat</p> 	<p>There is some misalignment between the project activities and what is really needed for the participants to find employment, start a business or grow their business and employ more staff. Participants identified quite some elements that are needed to truly help them in achieving these goals.</p>
<p>Level 4 – Camel</p> 	<p>The project addresses most of the needs of the participants. They perceive the activities as useful to help them find employment, start a business or grow their business and employ more staff. They miss some elements that would help them achieve these results better.</p>
<p>Level 5 – Elephant</p> 	<p>The project is fully addressing the needs of the participants with the project activities. Participants think that the activities implemented by the project are the right activities to help them find a job, start a business or grow a business and employ more people. The project also connects the participants to the right networks and provide the right conditions for youth to improve their skills.</p>

Rubric: Results

<p>Level 1 – Lizard</p> 	<p>There is no evidence that there has been any change in the level of skills of youth participants and in the businesses the participants are running. The participants did not learn anything useful and no changes have been noted at the policy level.</p>
<p>Level 2 – Chicken</p> 	<p>The changes experienced by the participants are superficial and small – they improved their skills/their businesses in a limited way, and they do not appreciate these changes very much as they are not very useful.</p>
<p>Level 3 – Goat</p> 	<p>Most participants have improved their skills and/or business at least a little. They feel that some of the skills they learnt are useful and that they could use them in their private or work lives.</p>
<p>Level 4 – Camel</p> 	<p>The majority of the participants have experienced a important improvement in their skills and/or businesses. They became more confident and more positive about their futures. Very few people or nobody at all has experienced negative changes in their lives due to the project.</p>
<p>Level 5 – Elephant</p> 	<p>All participants have experienced significant transformation in their skills, in the way they run their businesses and, in their work, lives. There is no evidence of negative consequences on the lives of participants due to the project.</p>

Rubric: Partnership

<p>Level 1 – Lizard</p> 	<p>None of the partners in Work in Progress! have the expertise to implement projects on youth employment. They are not part of the right networks and they do not have the capacity to reach out to young people they wish to target. The collaboration between the partners is absent all together, the contrary, the collaboration has negative impact on the project.</p>
<p>Level 2 – Chicken</p> 	<p>Partners have limited expertise in the area of youth employment and entrepreneurship. Rarely they participate in any networks on this topic. The collaboration between the partners is hindering the results of the project. Organizations do not collaborate in partnership and do not have enough space to influence important decisions.</p>
<p>Level 3 – Goat</p> 	<p>Some of the partners of Work in Progress! have expertise to implement projects on youth employment/entrepreneurship. The collaboration has quite some room for improvement to add real value to the project. Partners also have not established the right channels to reach to their target group.</p>
<p>Level 4 – Camel</p> 	<p>Most of the partners of Work in Progress! demonstrate a good level of expertise to implement projects on youth employment and entrepreneurship. They are connected to some networks in the topic of youth employment and entrepreneurship and most of them have good relationship with their target group. The collaboration between partners is mostly working well, they add value to the project and work well together.</p>
<p>Level 5 – Elephant</p> 	<p>Partners of Work in Progress! demonstrate a high level of expertise to implement projects on youth employment/ entrepreneurship, they also have extensive networks in the topic of youth employment and entrepreneurship. Partners have the capacity to reach out to young people they wish to target. The collaboration between partners is adding a lot of value to the project, they complement themselves in the field of expertise and they exchange their knowledge and experiences.</p>

Rubric: Cost Efficiency

<p>Level 1 – Lizard</p> 	<p>The partners have spent very little budget and didn't implement the planned activities, most of the budget was spent on HR costs. The budget was not consulted with the partners and the partners could not request any changes in the budget. The costs of the trainings are extremely high and are not worth the investment.</p>
<p>Level 2 – Chicken</p> 	<p>The partners did not make much use of the budget and did not spend large parts of it. This could be partly because the flexibility to change the budget was quite low. Most of the trainings implemented are quite expensive and delivered only limited results compared to their price.</p>
<p>Level 3 – Goat</p> 	<p>The partners spent good amount of the budget, but the HR costs were high compared to the budget spent on activities. Some of the activities were high priced and they did not deliver better results. There was some consultation in the budget design and revision, but not enough to adjust to the needs of the project.</p>
<p>Level 4 – Camel</p> 	<p>Large part of the budget was spent, with good balance between HR costs and cost of activities. Some activities were more expensive, but they also delivered good results. There was enough flexibility to adjust the budget to cater for the needs of the target groups.</p>
<p>Level 5 – Elephant</p> 	<p>All or almost all budget was spent on activities that were reasonably priced, these activities delivered very good results. Changes in budgets are always made upon consultation and are based on consensus. Overall, the budget is very well balanced between the costs of HR and activities and it is designed in a way to support the activities as much as possible.</p>

Example of a final animal



Effectiveness: Head (level camel)

Relevance: front legs & front body (level goat)

Cost efficiency: back legs & back body (level chicken)

