



# PROPOSAL 2020-2023

| December 2019

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# 1. INTRODUCTION

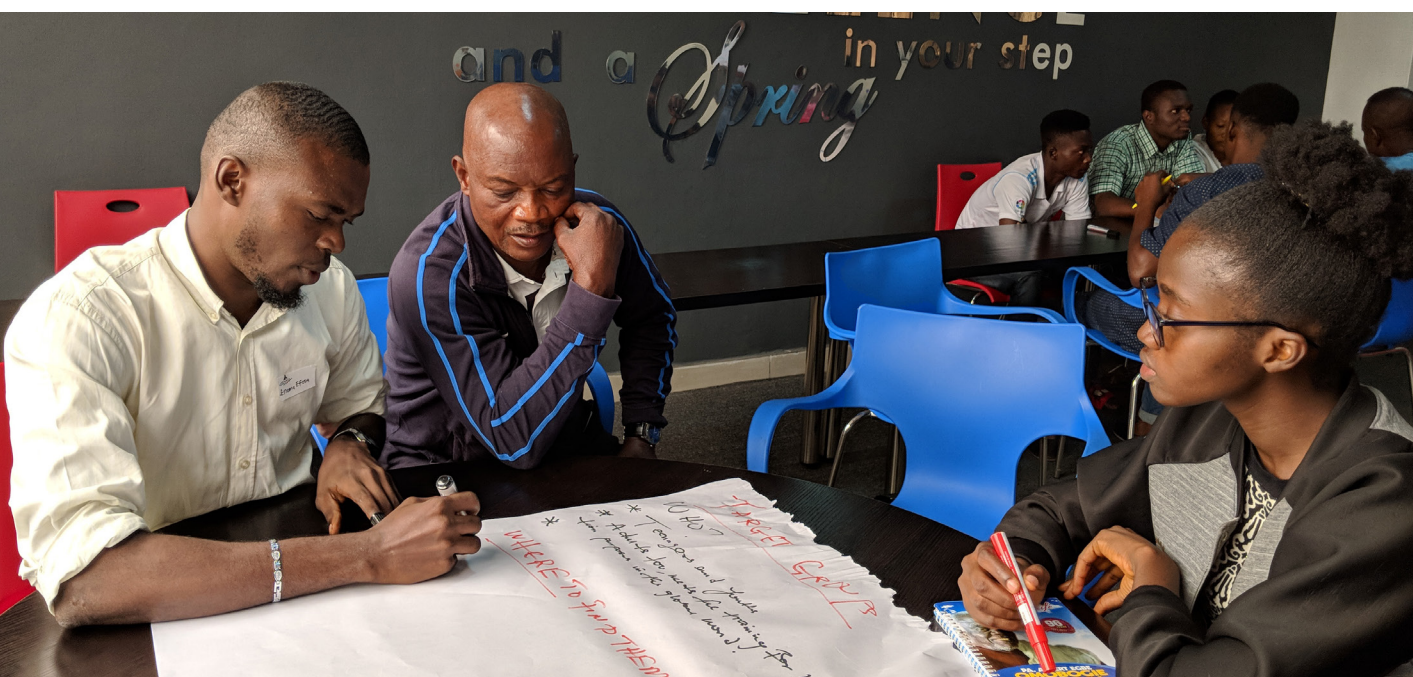
## About the context

The world today has more young people than ever before. Almost 1.8 billion people are aged 10-24, and roughly nine out of ten live in less developed countries. Youth employment remains an urgent global challenge. In 2019 there are more than 64 million unemployed youth around the world, and 145 million young workers living in poverty.

The challenges of youth employment are inextricably linked with those of growing cities. The increasing segregation of rich and poor neighbourhoods, as poor urban dwellers are pushed towards the fringes, is fuelling the emergence of huge informal settlements in cities such as Lagos. The nature of work is changing, as technology increasingly calls for different skills. Young people are more tech savvy and able to connect to work that involves new technologies. Nevertheless, informal labour markets are often the only option for many young people, especially women, and many children also work informally. Environmental challenges such as air pollution are becoming more critical: cities cover 3% of the world's surface but consume 75% of global resources and produce 60-80% of global gas emissions ([Metabolic 2017](#)).

Aspiring high-growth entrepreneurs hold the potential to foster economic prosperity while addressing the long-term challenge of youth unemployment through circular economy business models and innovation. Startups are sources and multipliers of innovation, increased efficiency and productivity, job creation and supply chain development, and the foundation for future growth. Bolstering the capacity of startups and SMEs, especially through the support of local enabling organizations, increases local innovation and enhances the development of a knowledge-based economy.

In 2020-2023 the Work in Progress! Alliance (WiP!) will continue working in three countries: Egypt, Nigeria and post-conflict Somaliland. In recent years, the economies of these countries have not been creating enough job opportunities for young people. Although Nigeria and Egypt are not in post-conflict situations, they face comparable issues in education and entrepreneurship.





## Egypt

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The economy has witnessed dramatic changes in the last few years. A recently approved IMF loan which significantly reduced subsidies has led to a jump in inflation, increasing the financial burden on people. The most marginalized groups – including youth, both in general and from underserved communities – struggle to make ends meet. Young people have taken on the responsibility of addressing those challenges through both traditional and social entrepreneurial initiatives. This is evident in the rising number of youth-led startups and small, impact-driven companies.

## Nigeria

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With a population nearing 200 million, Nigeria accounts for nearly half the people in West Africa and has one of the world's largest youth populations. Youth unemployment is at an all-time high of about 36.5%, according to Trading Economics. The re-elected president, Muhammadu Buhari, has identified unemployment and economic diversification as among his priorities, alongside issues such as corruption, security, climate resilience and living standards. The country recently increased its minimum wage, but workers are yet to feel the impact. Much spending is unproductive, and without innovative ideas to stimulate the economy there is a risk of declining productivity and recession. Work is needed to unleash the potential of youth and SMEs to reduce unemployment and improve economic development.

## Post-conflict Somaliland

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There is a particular need in Somaliland to mobilize investment, knowledge, resources and action to drive sustainable employment and enterprise development programmes aimed at youth and women. SMEs struggle to access finance, and lack services to support their growth – most function informally and require training to help professionalize their operations. The education sector is weak, and government requires institutional capacity building.

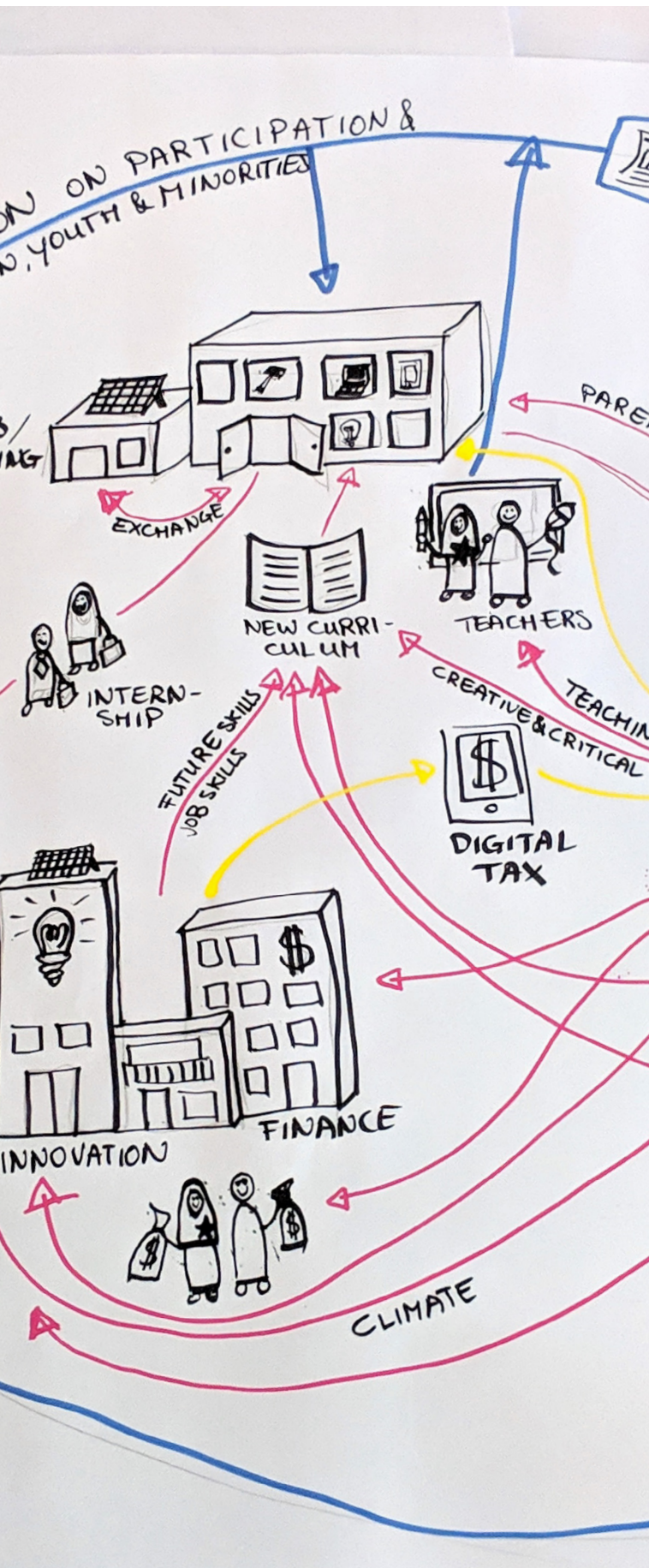
## 2. OUR STRATEGY

Our strategy combines service delivery, such as trainings, with influencing interventions to change policies, laws, attitudes and beliefs. This has proved successful in the last three years. The strategy engages young women and men from diverse backgrounds to be a driving force for social progress and optimism about the future in their respective countries and across Africa.

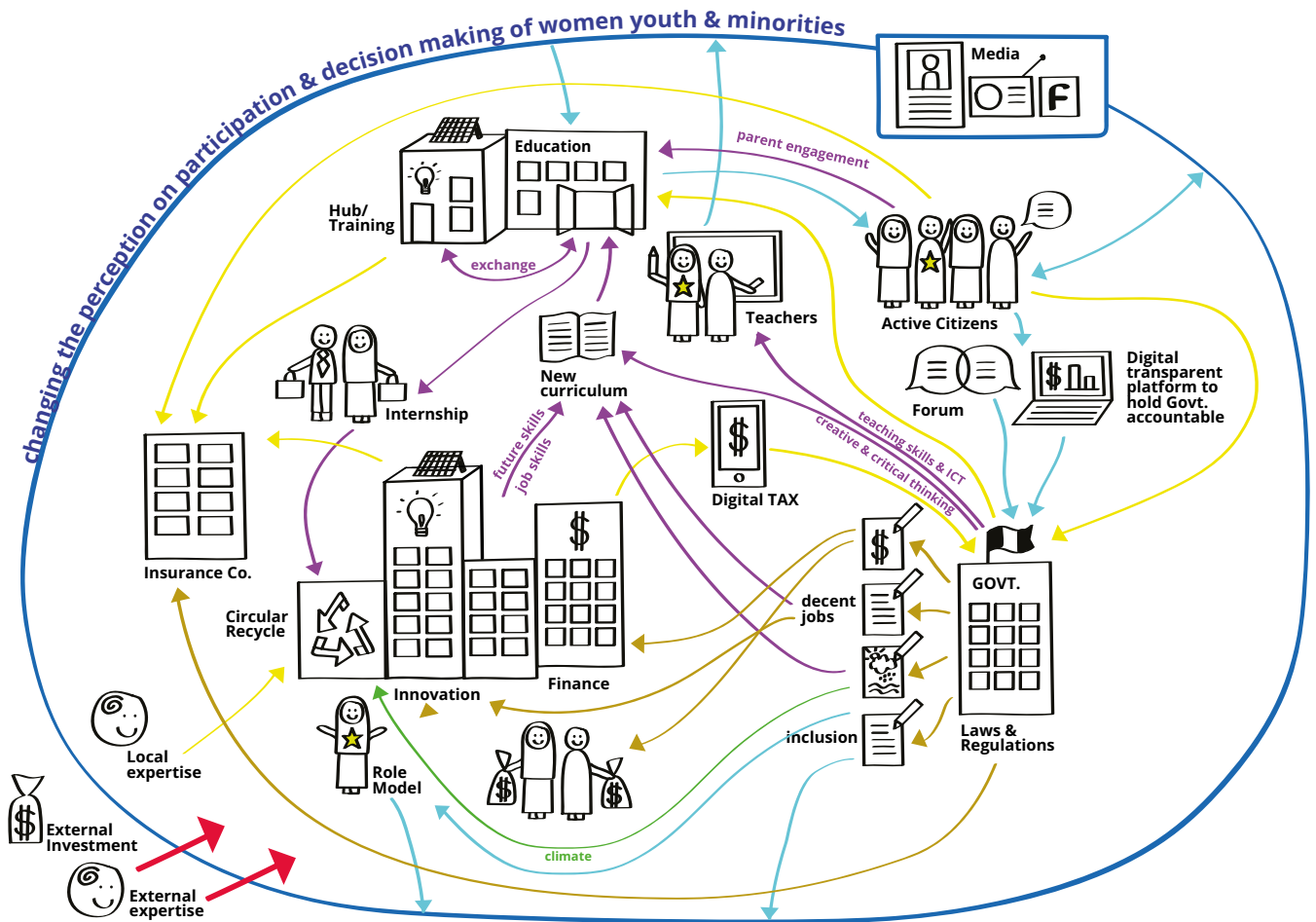
When we worked with stakeholders in each country to analyse the current situation faced by young men and women, we found three common key needs:

1. Improving curricula and training methods, creating new modules and connecting the curricula to the demands of the market.
2. Innovation to respond to social issues such as climate change, gender rights and urbanization.
3. Linking service delivery interventions with influencing interventions – young people not only need better training and new skills, but also changes to the system: policies, laws, practices and the attitudes and beliefs of their fellow citizens, employers and the government.

These conclusions have guided this proposal in further developing interventions and adapting activities for each country for 2020-2023. We highlight new interventions in the following chapters.



Our strategy is based on a combination of learnings from the past 3 years, of what we want to be happening in the future and of systems thinking: trying to understand how different parts of a system interact to effect change in the future, rather than understanding specific components in isolation. Systems thinking can help to develop truly sustainable and transformative change. The below graphic illustrates the “system” for youth seeking employment in Somaliland, mapping the relationships of actors including education institutions, hubs, teachers, government, banks, entrepreneurs, families and media.



**LABEL**

perception to be changed	money streams
influencing & advocacy	government influence
education	environmental practices
	foreign input

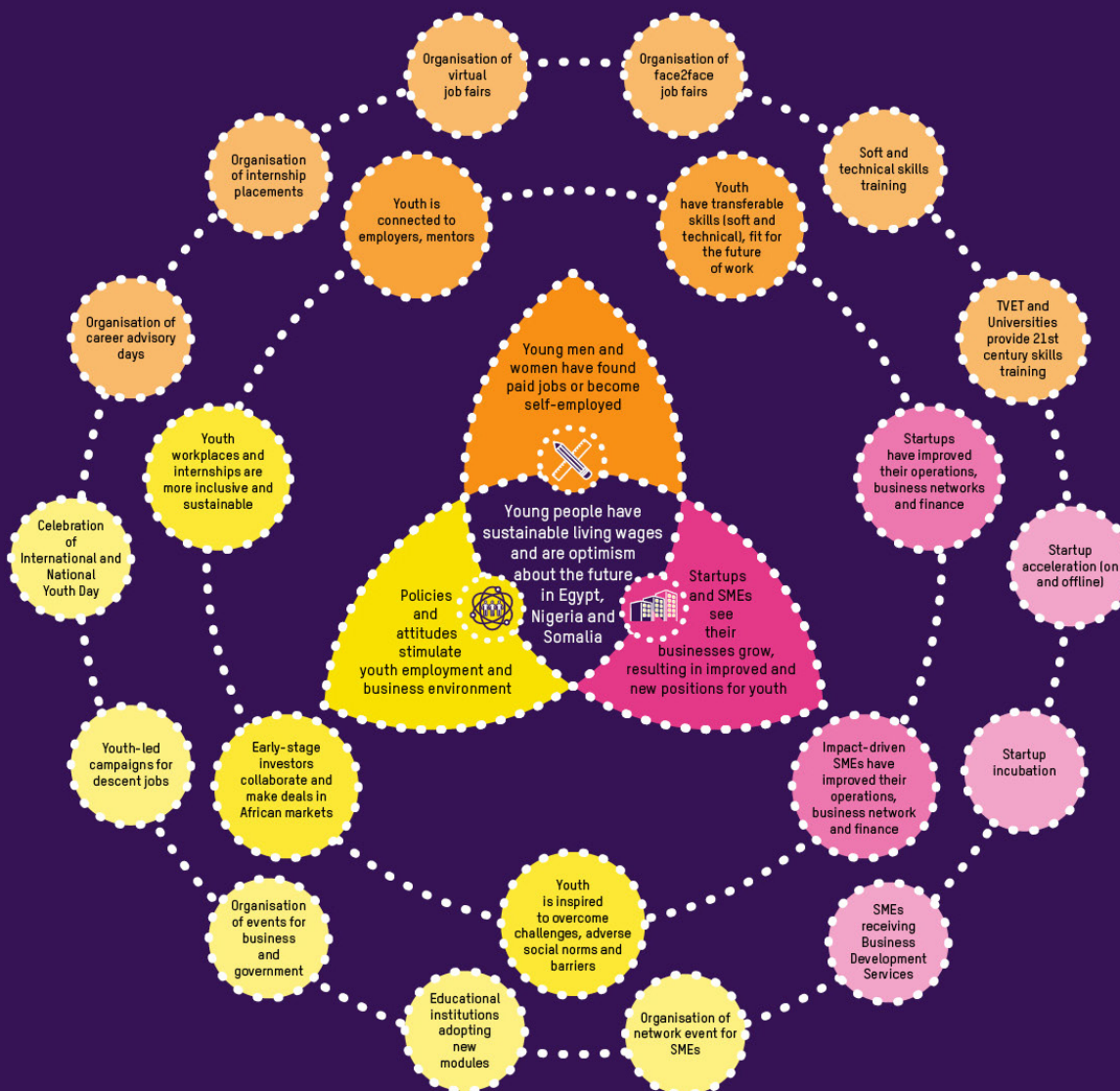
### 3. THEORY OF CHANGE

WiPI's theory of change identifies three key pathways – which inform our aims – to enable young people from diverse backgrounds to generate sustainable living wages and create optimism about their future in Egypt, Nigeria and Somalia. Two pathways are geared towards service delivery through competence development, while the third is about influencing.

To understand the three pathways, it is important to note that:

- Although the pathways are numbered for ease of reference, this does not imply a sequence or relative priority – rather, the pathways complement and reinforce each other as avenues to achieve change by working in partnership with young women and men. Pathway 3, for example, improves the environment for young people and businesses trained through pathways 1 and 2. This is explained in more detail in the following chapters and per country.
- Accountability needs to occur up and down the pathways and between various actors. This includes power holders, partners and institutions being accountable to each other and to young women and men. It also includes young women and men, as individuals or groups, being accountable to each other and other stakeholders.
- All three pathways are gender sensitive: we are aware of the different issues young women face in finding a job or running their own business. The countries are integrating various women-targeted approaches that further address gender-specific needs and interests, such as women's leadership and entrepreneurship trainings. In Nigeria for example, She Leads Africa focuses only on women-led startups.
- All pathways are inclusive: youth are actively involved in designing, implementing and evaluating the project and its activities. We make sure we include vulnerable youth, and involve youth in leadership roles as much as possible.
- Last but not least, all three pathways include assumptions that underlie the Theory of Change.





#### THEORY OF CHANGE: PATHWAYS

-  Supply of skilled youth
-  Developing market demand
-  Cultivating and enabling environment





## Pathway 1

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We **build young people's skills for today and the future** to find paid jobs or set up their own enterprises.

WiP! will continue to provide new cohorts of young people with 21st century and technical skills. In a rapidly changing labour market, this will better prepare them to find a job and give them the confidence to plan their future. Collaboration with educational institutions will be strengthened to ensure scale-up and sustainability by integrating 21st century skills, Futures Literacy<sup>1</sup> and other training modules developed during WiP! into their curricula, and by promoting internships. Additionally, youth will be trained in the skills, tools and mindset of design thinking to solve complex social issues. After training, job fairs will be organized to link the students with employers. Providing service delivery through skills building goes hand in hand with influencing government and employers to promote and provide decent jobs for young people.

We assume that 21st century skills such as Futures Literacy and design thinking will prepare young women and men for the future job market. We also assume that teachers and trainers are convinced these skills are needed to prepare for the future job market, and that there are enough employers to absorb trained young people.

## Pathway 2

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Not all young people are looking for a job – many want to be entrepreneurs. We **accelerate startups and offer business development services (BDS) to impact-driven small and medium-sized enterprises (SMEs)** so they can employ more young people – improving the demand side of the market – and deepen their social and environmental impact. We aim to improve networks, knowledge, skills and access to finance and investors for new entrepreneurs and established SMEs while further activating and training private sector professionals as coaches and mentors. To contribute to a greener economy, we started focusing even more on sustainable entrepreneurship and integrating the training on circular business models which we started in 2019.

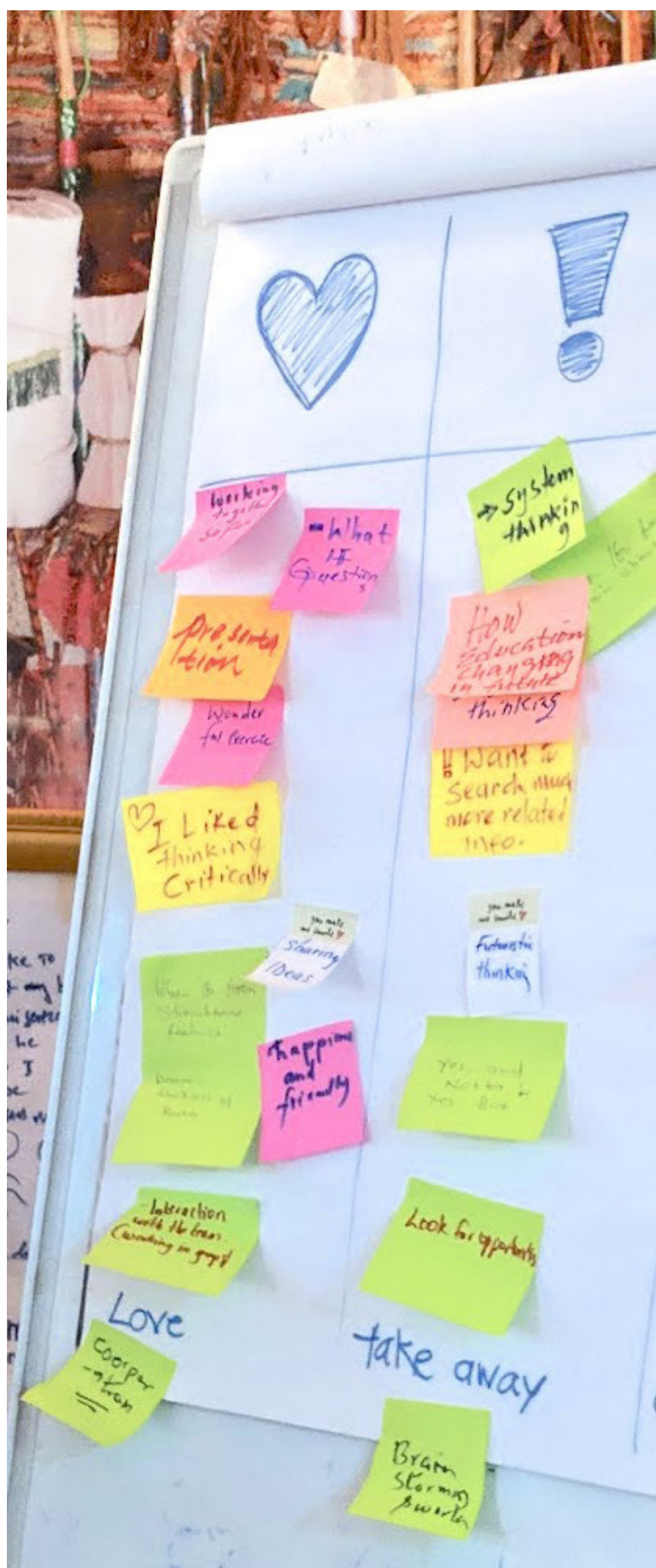
We assume in this pathway that young people (men and women) are recruited once SMEs and startups grow. We assume investors are interested to invest in early startups and in the trained SMEs. And we assume that SMEs are open to adapting their business models with elements of the circular economy to contribute to a greener future.

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<sup>1</sup> In 2019 we started up a partnership with Hanze University of Applied Sciences, which specializes in Futures Literacy – a proven methodology of 21st century skills.

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For pathway 3 we assume that we can change attitudes and beliefs in a short period of four years. We assume that educational institutes will be able to adapt their curricula to include the 21st century skills trainings. We assume government officials are willing to implement the policies we advise and work with them to develop. And we assume that cultural and social norms and practices on gender roles can evolve to encourage more women to become entrepreneurs.



## 4. LONG-TERM AND SHORT-TERM OUTCOMES

The outcomes summarized in this chapter form the basis for the targets listed in chapter 5, linked to the indicators of the Dutch Ministry of Foreign Affairs. The discussion of risks can be found in chapter 6 and the details of planned interventions per country in chapter 7. Outputs and output indicators can be found in the monitoring and evaluation framework in Annex 1, while Annex 2 is a schematic overview of the logical framework. More information about how we will coordinate with other LEAD Alliances, is described in Annex 4.

### Overall aim

**More young men and women are able to generate sustainable living wages and are optimistic about the future in Egypt, Nigeria and Somalia.**

We aim to reach the following targets:

- 10100 youth (50% female) are able to generate sustainable living wages (employment and self-employment)
- 8080 youth (50% female) are optimistic about their futures in Egypt, Nigeria and Somalia

### Long-term Outcome 1

**More young men and women have found paid jobs or become self-employed.**

We aim to reach the following targets:

- 2740 youth (50% female) have found paid jobs (employment)
- 369 youth (50% female) have become self-employed
- 80% youth (of which 50% female) feel better prepared to face economic and social challenges

### Short-term outcome 1.1

**Young men and women have acquired sector-specific, transferable skills (soft and technical), better linked with market needs and fit for the future of work.**

To be measured by the following indicators:

- Average level of sector-specific/transferable skills (on a five-point scale, self-assessment)
- #/% youth (m/f) satisfied with the trainings provided

- #/% youth (m/f) who feel confident that their skills will help them find a new job/assignment

### Short-term outcome 1.2

**Young men and women are connected to employers, mentors and job opportunities.**

To be measured by the following indicators:

- # youth (m/f) connected to employers, mentors and job opportunities

### Long-term Outcome 2

**Startups see their businesses grow, resulting in improved and new positions for youth.**

We aim to reach the following targets:

- 1485 paid positions (50% female) sustained by startups that took part in WiP! interventions
- 47 startups (at least 50% female-led) acquired external partners or funding or became part of a joint venture after physical acceleration
- Six startups acquired external partners or funding or became part of a joint venture after the VC4A Venture Showcase,

Additionally, we will monitor the targets group on the following:

- #/% startups that are still in business after one year, have merged or been acquired, disaggregated by female-led and male-led
- #/% startups that have grown their business (in terms of revenue, number of clients, market access), disaggregated by female-led and male-led
- # alumni mentors still active six months after the programme
- # alumni mentors that invest in startups after the programme

### Short-term outcome 2.1

**Startups have improved their operations, accessing business networks, knowledge and finance.**

To be measured by the following indicators:

- #/% startup founders who feel better able to run their business, disaggregated by female-led and male-led



- #/% startups satisfied with acceleration training/mentorship programme (>3 on a scale from 1 to 5), disaggregated by female-led and male-led
- #/% startups satisfied with investor readiness support provided in preparation for the Venture Showcase (>3 on a scale from 1 to 5)
- #/% startups satisfied with investor connections secured as part of the Venture Showcase (>3 on a scale from 1 to 5)

### Long-term Outcome 2.2

#### **SMEs see their businesses grow, resulting in improved and new positions for youth.**

To be measured by the following indicators:

- 4596 paid (new) employees (at least 50% young women) of SMEs that took part in WiP! interventions
- 226 SMEs have received funds/loans from external institutions, of which 50% is female-led
- Average level of working conditions for employees in SMEs (e.g. minimum wage, tax, health care, sick leave policy, maternity/paternity leave, contribution to employee pensions), on a scale from no indicators met to all indicators met

### Short-term outcome 2.2

#### **Impact-driven SMEs have improved their operations, accessing business networks, knowledge and finance.**

To be measured by the following indicators:

- #/% SMEs satisfied with BDS training provided (>3, on a scale from 1 to 5), disaggregated by female-led and male-led
- #/% SMEs with improved social impact and/or circular economy business plans
- Average capacity level (self-assessed capacity on governance, HR, marketing and communications, sales, operations, business planning and modelling, financial planning), disaggregated by female-led and male-led

### Long-term Outcome 3

#### **Improved policies and changed attitudes stimulate youth employment and the business environment.**

We will use the outcome harvesting methodology<sup>2</sup> to monitor progress in the influencing interventions. For the moment we use the following indicators:

- Two policy proposals adopted by private sector companies, aiming to improve decent work and internships for youth, particularly for young women and vulnerable youth
- #/% private sector companies with positive attitudes towards youth employment and decent jobs for youth, particularly for young women and vulnerable youth
- #/% people (m/f) with positively changed attitudes towards youth employment, decent work and social barriers, particularly for young women and vulnerable youth

### Short-term outcome 3.1

#### **Policies of the private sector concerning workplace practices are changed to be more inclusive, equitable and sustainable by offering youth decent work and internships.**

To be measured by the following indicators:

- #/% private sector companies with an intention to change company policies to improve employment and decent jobs for youth, particularly for young women and vulnerable youth
- #/% participants in private sector company events who are satisfied with the information exchanged
- # stakeholders that join a coalition to influence the private sector to be more inclusive, equitable and sustainable

### Short-term outcome 3.2

#### **Early-stage investors are active, collaborate and make deals in African markets.**

To be measured by the following indicators:

- #/% investors satisfied with investment event/s
- #/% startups satisfied with the showcasing during investment event/s

### Short-term outcome 3.3

#### **Attitudes of young people and their communities are changed and youth are inspired to overcome challenges, adverse social norms and barriers.**

To be measured by the following indicators:

- # young people taking part in WiP! interventions (f/m) feel inspired to overcome adverse social norms and other challenges, particularly young women and vulnerable youth

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<sup>2</sup> See explanation in chapter 8.

## 5. TARGET GROUPS AND IMPACT ON JOBS

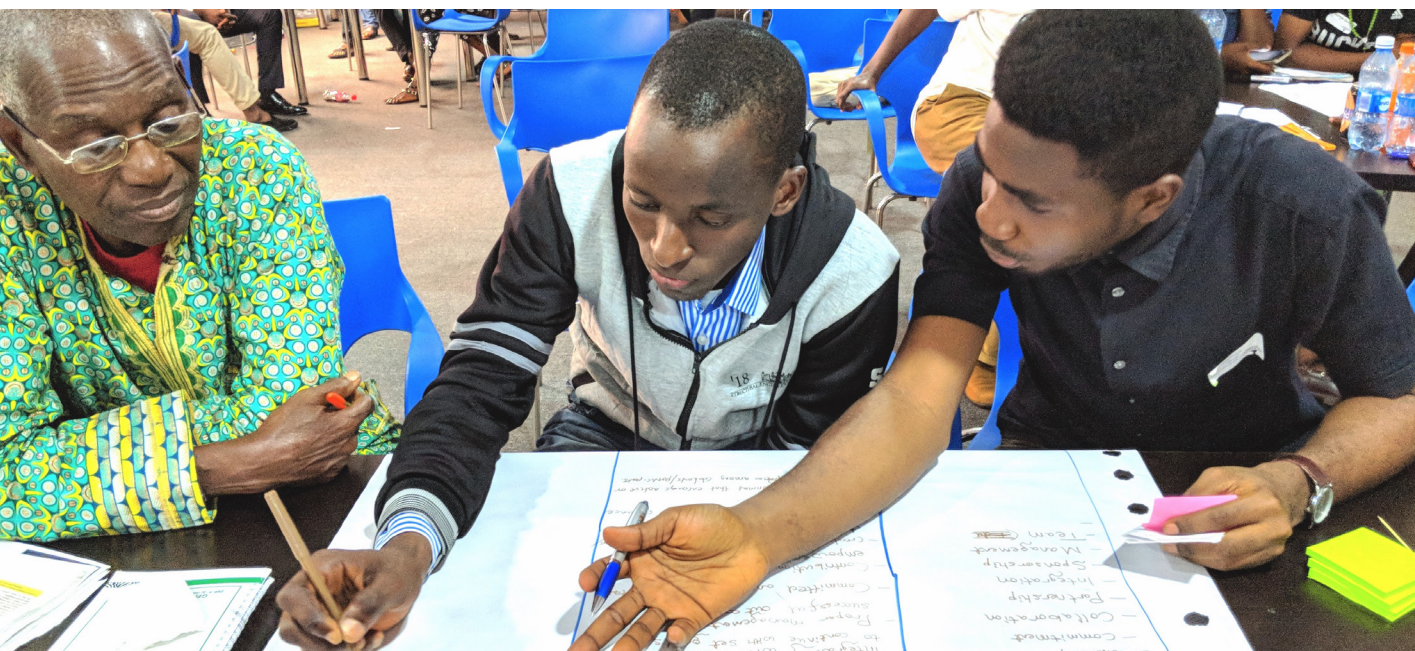
During the new four-year phase, we aim to work with young people, in particular young entrepreneurs, and educational and governmental institutions.

Although traditional barriers block women from participating in project activities, we will actively strive for at least an equal participation of women in all project activities. It is encouraging that over the past three and a half years, the participation of young women in the project has increased to more than 50%.

The target group for building soft employability/ 21st century skills are students still in school or university, and graduates who cannot find a job. We are conscious that these selection criteria could undermine the project's inclusiveness, as not all young people are able to attend school or university. In Somalia, though, a high percentage of youth attend university as that is almost the only opening for education after high school. We will work with educational institutions, including universities and TVET (technical and vocational training) centres, to improve their curricula. We selected the institutions after desk review and meetings with those interested.

Bits schools are selecting young people aged between 18 and 28 who were not able to attend secondary school or university because they are from underprivileged families, living in slums or former settlements. The selection starts with meeting the community, authorities and families to explain the Bits school and what the young people will learn during the training. Young people have to apply and will be recruited on the basis of their commitment and enthusiasm, rather than on their capacities.

The new intervention Naija Sis – a tech training organised by POISE will only target young girls, women with disabilities, school dropout, within the age bracket 17 – 23 years from underprivileged communities, youths who are victims of gender based violence, domestic violence etc. The aim of the training is to connect skilled girls to meet the needs of the labour market.



Startups are enterprises in the early stages of their life cycle, moving from ideas to securing finance, laying down the structure of the business, initiating operations and gaining traction. WiP! targets high-growth startups – companies with business models that are designed to be repeatable and scalable, and have the potential to grow very quickly. Accelerator partners select them using criteria such as a team of creative people – even if only two – with experience in their field, and ability to demonstrate potential for growth. There is a preference for youth-led and women led startups.

SMEs we will work with are companies with a proven market, at least 10 employees and a turnover of over EUR 100,000 or the local equivalent. These companies must have a business model that aims to create long-term environmental and social impact, through their product or service or supply chain. The support provided by WiP! focuses on strengthening their business and impact model by securing technical support and finance for further growth, which will create more employment opportunities for young people and greater impact. The training curricula also support SMEs to create a young women-friendly work environment.

In a change from past years, we will work with other BDS providers to improve their curricula with our unique training services, in order to scale up the entrepreneurship ecosystem as a whole more inclusive, sustainable and impactful. This will allow us to continue to serve impact-driven enterprises, while influencing and enhancing the sustainability of a wider cohort of SMEs that demonstrate high potential for impact through highly specialized training services designed to improve their sustainability and inclusivity. These providers will be selected by partners on criteria that will be developed in the coming months.

Since 2017, under pathway 3, each country has selected role models from diverse backgrounds to tell their stories and share their optimism with other young men and women in their country during International Youth Day celebrations. In 2019 we created the #IWASTHERE campaign, the next phase of which aims to further our collaboration with role models by involving them as spokespersons. The implementation and evaluation of the campaign will be youth-led. We make sure the campaign will include vulnerable youth and also be accessible for vulnerable youth groups.



The table below show the targets related to the indicators of the Dutch MoFA. The second table shows the targets per year. The figures are based on cumulating the four years from 2020 to 2023. A complete overview of all monitored indicators can be found in Annex 1.

Indicator MoFA	Egypt	Nigeria	Somalia	Total (4 years)
# people enrolled in formal or informal education and training (all/ excluding virtual training)	Virtually trained 1200 Directly trained 0	Virtually trained 4800 Directly trained 2035	Virtually trained 2000 Directly trained 2870	Virtually trained 8000 Directly trained 4905
# people assisted to develop economic income generating activities (employment/ self-employment)	Not applicable	529 employment / 71 self-employment	746 employment / 100 self-employment	1.275 employment / 171 self-employment
# companies (startups/ SMEs) with a supported plan to invest, trade or provide services	683 (startups 83, SMEs 600)	168 (startups 128, SMEs 40)	132 (startups 86, SMEs 46)	983 (startups 297, SMEs 686)
# direct jobs supported by individually supported SMEs by PSD programmes	415 by startups / 4.020 by SMEs	640 by startups / 268 by SMEs	430 by startups / 308 by SMEs	6.081 (1.485/4.596)

#### Work in Progress! 2020-2023 - Outcome targets per year

##### Outcome: 1. Business development, by investment or trade of local or Dutch companies with(in) low and middle income countries

Indicators	Baseline	Target 2020	Target 2021	Target 2022	Target 2023	Total
ST Number of direct jobs supported in individually supported SME by PSD programmes	0	1532 <i>50% women</i>	1532 <i>50% women</i>	1532 <i>50% women</i>	1484 <i>50% women</i>	6080
ST Number of companies with a supported plan to invest, trade or provide services	0	248 <i>50% women led</i>	248 <i>50% women led</i>	248 <i>50% women led</i>	239 <i>50% women led</i>	983
ST Number of people assisted to develop economic income generating activities*	0	364 <i>50% women</i>	364 <i>50% women</i>	364 <i>50% women</i>	354 <i>50% women</i>	1446

\* We measure this indicator using the following calculations:  
# youth that found a paid job + # youth that became self-employed. These numbers are based on the success rates from Work in Progress! 2016-2019. We found that 26% of the youth that we trained directly found a paid job and we found that 3,5% of the trained youth became self-employed

In general, WiP interventions aim to involve at least 50% women. Our experience in WiP 2016-2019 has taught us that this target is not easy to achieve. That is the reason, why we took several measures to ensure young women's participation:

- We developed several project interventions that focus on young women only:
  - The female coder training by Butterfly Works
  - The Naija Sis Tech project in Nigeria
  - The Start Up Acceleration program by SLA in Nigeria
- Gender sensitive selection approaches for female led SMEs and startups;
- Adjusting class hours in order to avoid that young women have to go out on the street in the evening;
- Supplying menstrual hygiene products for female participants.

## 6. RISK MANAGEMENT

In our experience of the project so far, we have identified risks that can be separated into three groups: those related to the context we are operating in, those related to project activities and those related to partners. They will be updated every year and followed up every six months.

For each of the countries, **context analyses** are available and kept current. Oxfam and partner organizations have country offices<sup>3</sup> that are closely involved in the project and are a reliable source of information on relevant contextual circumstances. During the context analysis we have a special attention to conflict sensitivity. We want to:

- a. understand the context in which it is operating,
- b. understand the interaction between the intervention and that context including on conflict dynamics, and
- c. act upon that understanding, in order to avoid negative impacts and maximize positive impacts on the conflict.

Conflict sensitivity within Work in Progress! involves understanding and anticipating risk and considering the internal and external results and impacts of our action. It requires greater understanding of the conflict situation and sensitivities of different actors and being mindful of these during the implementation. In other words, conflict sensitivity is an approach that seeks to maximize the positive impacts of initiatives, whilst avoiding harm.

In Somaliland risks of violent extremism are minimal – the last incident registered was in 2008. There are however conflict risks, which are commonly linked to land and other resources (including humanitarian assistance), to displacement, to clan differences and to inequality. The project will be implemented in urban settings and will be hardly effected by conflict over land and resources.

In Nigeria the biggest risks in the urban areas as Lagos is heavy crime, which is unpredictable and hard to influence by a project as Work

in progress!. We therefore follow the security situation in the cities of interventions very closely. In Egypt the risk is the political unrest. As we are working on a 'rather safe' subject as Youth and Employment, we are following the situation very closely.

Oxfam also works with a risks assessment tool (RAMON) that clearly captures potential risks/conflicts that could affect the project and mitigation measures put forward to mitigate those future risks. This tool is completed and filled prior to the implementation of the project and is continuously reflected to make it a living document.

The project will work closely with partners that have a clear understanding of contextual risks/conflicts and they possess local networks structures on the ground including strong relationship with local authorities who help on addressing any potential risk/risks that could affect project activities.

Oxfam also has in every Country Office a dedicated security team with clear structure including security strategies and frameworks which are continuously used to reflect on day to day incidences/potential occurrences in project locations. Whenever a new location is identified, fresh risk assessment is undertaken and report with robust picture on the situation and recommendation is generated which advises potential project implementations and designs. Therefore, Oxfam already conducted security risks assessment throughout Somalia and uses this information to base programming. There are also Conflict advisors in our Oxfam Novib The Hague office, who would be able to advise in case conflicts do happen at project sites.

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<sup>3</sup> See annex 6 for contact details of all country offices.

**Project risks** are mitigated in close collaboration and consultation with Alliance partners and in-country partner organizations. Oxfam organizes regular meetings in the countries with all partners<sup>4</sup> involved to discuss progress, learn from each other and ensure that policies and processes are understood and incorporated into project operations. In 2020 a kick-off event will be organized in Nigeria to discuss policies and processes and align operations, with a focus on Oxfam's core values of inclusiveness, accountability and equality.

**Partnership risks** are mitigated by maintaining a close relationship with all partners. Together with Oxfam, partners conduct risk assessments and develop a risk register (risk mitigation plan) and a capacity building plan to address any weaknesses. Oxfam country offices check the financial processes and expenses of partners in the countries every three months, and their financial governance system and ledgers are audited annually.

Risk identified	Likelihood that the risk will materialize	Impact on the project	Influence on results of activities	Measures that have been or will be taken to mitigate the risk
<b>Context-related</b>				
Changing environment for civil society.	Medium (Egypt)	High (Egypt)	We have already experienced challenges with the civil society environment in Egypt – they meant we could not start activities with NGOs in 2016. With influencing interventions we have to be careful about the topics and words chosen for communications.	We are closely monitoring this risk, especially in Egypt, where the topics of youth and employment are high on the political agenda. We work around topics that are too sensitive. This approach has so far proved successful: in 2017 we were able to contract social enterprises to work with.
Unfavourable currency exchange rates.	Medium	Medium	We can experience exchange losses as Oxfam transfers euros to partner bank accounts. So far this has happened in Egypt and Nigeria, but not affected the project.	We follow up every three months with partners in the countries to minimize the risk of overspending because of exchange rate losses.
Lack of willingness to change among policy makers, educational institutes and investors.	Low	High	If governments or educational institutes do not accept change, this will undermine our efforts to improve curricula or influence laws and regulations.	This issue is central to our aim (pathway 3) of improving the enabling environment. To mitigate the risk, we co-created the project's solutions with all relevant stakeholders, including government representatives.
Political instability.	Medium	Low	Foreign investors generally do not want to invest in fragile countries. In Somalia, for example, most investors are from the diaspora.  Movement of staff may be limited due to political unrest – though this has not happened yet.	Building and maintaining investor relations is integral to the project (pathway 3). For example, VC4A's African Early Investor Summit addresses willingness to invest in fragile areas.  The WiP! Alliance closely monitors developments and possible unexpected impacts.

<sup>4</sup> You will find more information about all partners in annex 6.



Insecurity.	Medium	Low	An increase in security challenges could affect our ability to organize monitoring visits to startups and SMEs, prevent targeted youths from joining our project activities, and increase the student drop-out rate.	Oxfam continuously monitors the security situation in each of the focus countries and collaborates with local and international authorities. Oxfam country offices all have security experts who monitor the security situation in their country.
Attitudes and beliefs that prevent young women from working or setting up an enterprise.	High	Medium	Negative attitudes and beliefs about young women have had an impact on the project's ability to attract female participants.	This issue is central to our approach. We mitigate it through the #IWASTHERE campaign, which showcases role models; holding workshops and trainings on female entrepreneurship and gender principles in the workplace; having women-specific activities, mostly in Nigeria and Egypt; and gender-disaggregating project data to enable monitoring.

Risk identified	Likelihood that the risk will materialize	Impact on the project	Influence on results of activities	Measures that have been or will be taken to mitigate the risk
<b>Project-related</b>				
Fewer jobs created than expected.	Low	Low	It is possible that we support, for example, startups that turn out to have limited demand for additional labour.	We monitor this risk every year and adjust or stop activities if they are not contributing as planned.
Participation of fewer women and young girls, related to social attitudes and beliefs about work.	Medium	Medium	Over the last four years we have improved the participation rate of girls, but we have also seen that it could take generations to fully overcome the barriers created by negative attitudes and beliefs.	We are monitoring this risk, adjusting selection criteria, conducting reach-out campaigns, and – since 2019 – organizing trainings only for young women and girls.
Safeguarding: the project participants are mostly youth, who are more susceptible to abuse and/or exploitation.	Low	High	Safeguarding failures can have extremely serious negative consequences. Over the last four years, the project has not experienced any concerning situations.	Oxfam has developed a <a href="#">Child Safeguarding Policy</a> that is part of all contracts with partners and consultants. Oxfam staff have been trained on safeguarding and must sign a <a href="#">Code of Conduct</a> . Partners have to sign the <a href="#">Code of Conduct for non-staff</a> . Furthermore Oxfam Novib has <a href="#">Speak Up Protocol</a> , <a href="#">SOP Responding to complaints of Child Abuse, Sexual Misconduct and Other Unwanted Behaviour</a> . And we have policies on <a href="#">Protection from Sexual Exploitation and Abuse Policy</a> , and a <a href="#">Sexual Diversity &amp; Gender Identity Policy</a> .

Risk identified	Likelihood that the risk will materialize	Impact on the project	Influence on results of activities	Measures that have been or will be taken to mitigate the risk
<b>Partner-related</b>				
Lack of capacity, shortage of competent staff or high staff turnover.	Medium	Medium	<p>This could result in activities being poorly executed or managed, or not implemented.</p> <p>High staff turnover makes it challenging to build up shared values.</p>	<p>Where relevant to country partners, Oxfam foresees capacity-building programmes through on-the-job support or trainings.</p> <p>Kicking off the project together helps to create agreement on values and standards in how we work together across countries and within countries.</p>
Fraud in resource management.	Medium	Low	This has so far had limited influence on the project, due to the use of standard accounting systems.	<p>Every year Oxfam performs risk assessments and audits to ensure financial rules and regulations are being followed. Partners in countries are contractually required to report on a quarterly basis so Oxfam staff can monitor expenses against activities.</p> <p><a href="#">RAMON guidelines</a></p> <p><a href="#">RAMON template</a></p> <p><a href="#">General conditions for partner contracts</a></p> <p><a href="#">Anti Fraud and Corruption Policy</a></p>
Inadequate procurement practices among implementing partners.	Low	Low	This risk could lead to above-market prices being paid, sub-standard quality and other inefficiencies.	Oxfam has clear standards and organizes capacity building visits to partners, who are required to use a tender process for procurement that evaluates price and quality.

## 7. PLANS PER COUNTRY FOR 2020-2023

### Egypt

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No interventions are planned under pathway 1 in the coming four years as the evaluation<sup>5</sup> showed that the project is more successful in pathway 2 and 3. For this phase, the focus will be on pathway 2 and 3 to capitalize on our core activities startup acceleration and SME support. We also decided to select a new acceleration partner, in Alexandria rather than Cairo, as Cairo has several enterprises and NGOs accelerating startups. And because the evaluation recommended to spread to other areas to give others access to the services of the project. Our main locations will be Cairo and Alexandria.

#### Pathway 2:

**SMEs and startups see their business grow, resulting in improved and new positions for youth.**

#### Short-term outcome 2.1

Startups have improved their operations, accessing business networks, knowledge and finance.

**Partners:** IceAlex<sup>6</sup> and VC4A

We will focus on Alexandria with a new partner, IceAlex. In contrast to the former partner, IceAlex will have a pre-incubation track to prepare entrepreneurs to qualify for the acceleration track, which will last for about four months. One of the main selection criteria for the startups will be their potential to create employment opportunities for youth.

There is a preference for youth-led and women-led businesses that include lower-income people in their value chains.

VC4A will, where needed, provide technical support to IceAlex, specifically on outreach, the selection process and links to investors. VC4A will continue its mentor-driven capital programme (which started in 2019), linking startups – many of which have graduated from WiP! – with vetted business experts trained as

mentors. The programme's main objective is to grow the pool of mentors and angel investors active in each country, engaging the local private sector to support entrepreneurship and startup innovation. The evaluation done in 2018 also came up with the recommendation to have more mentorships for startups, hence one of the reasons VC4A started this programme in 2019.

#### Output<sup>7</sup> 2.1:

- Startup pre-incubation programme completed for 70 startups and incubation training finalized by 35 startups, at least 50% women-led (IceAlex).
- MDC programme completed for 40 mentors and 48 startups (VC4A).

#### Short-term outcome 2.2

Impact-driven SMEs have improved their operations, accessing business networks, knowledge and finance.

**Partners:** Ahead of the Curve (ATC) and Oxfam

Oxfam will work with ATC to improve their BDS by including circular economy business models. The focus will be on specialized support to BDS providers through training their trainers on business sustainability, emphasizing topics such as circularity, social impact, investment readiness and financial literacy. The aim of this new phase of WiP! is to ensure that the entrepreneurship ecosystem as a whole is more inclusive and sustainable, and has a greater social impact.

New in this project is that ATC aims for a wider network of BDS providers as a consequence of the evaluation that recommended to

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<sup>5</sup> See annex 5 for an overview of how recommendations of the evaluations are taken into account.

<sup>6</sup> You will find more details about all partners in the project in annex 6 of the proposal

<sup>7</sup> The indicators in the MEAL framework can be found in Annex 1.



spread to other regions. Accordingly, we have adapted our approach to complement the services of other BDS providers with our own unique training services, to improve the inclusiveness, sustainability and impact of the entrepreneurship ecosystem by serving a wider cohort of SMEs through highly specialized training services. We will continue to provide the successful tailored one-on-one consulting to a select group of enterprises.

#### **Output 2.2:**

- BDS programme completed by 600 SMEs, of which 40% are women-led. At least 60 SMEs (15 per year) will benefit from one-on-one consulting services to enable them to overcome barriers to growth and investment readiness. At least 150-200 individuals will have better knowledge of the role of growth in ensuring sustainable development (ATC).
- At least 50% of the 60 SMEs have adapted their business models with circular economy elements.
- 20% of the 60 SMEs have access to finance (ATC and Oxfam Novib).
- A number (to be decided and selected) of BDS providers are trained.

#### **Pathway 3**

**Improved policies and changed attitudes stimulate youth employment and the business environment.**

#### **Short term outcome 3.3**

Attitudes of young people and their communities are changed and youth are inspired to overcome challenges, adverse social norms and barriers.

**Partners:** The Community Hub (TCH), ATC and Oxfam

In close cooperation with project partners and similar coalitions, TCH and Oxfam will showcase and widely disseminate stories of successful role models, spokespersons of established youth-led startups and SMEs with a sustainable and inclusive business models. As we learnt throughout the years, the stories will create awareness and engage youth and initiatives to become more sustainable and inclusive in their business models. These role models were selected after an in-depth mapping in 2019. The use of digital storytelling will ensure wide outreach. The campaign of TCH will actively

involve youth in its design, implementation and evaluation and link to the #IWASTHERE campaign. The coming phase will scale up activities started in 2019 which were new for WiP! in Egypt, and will include a contribution to International Youth Day.

In year 1, ATC will conduct a one-day conference on the role of private growth in fostering sustainable development, specifically through supporting social and impact-driven business models. Its primary objectives will be to educate and raise awareness of the targeted stakeholders, as well as to connect players that typically operate in silos. These include entrepreneurs from Cairo and Upper Egypt, traditional and impact-driven investors, and ecosystem support organizations from Cairo and Upper Egypt. The conference will target decision makers in the following stakeholder groups: 1) traditional investors; 2) traditional companies; 3) impact-driven companies; 4) relevant regulatory bodies and policy makers; and 5) relevant civil society organizations. The conference will cover impact investment, creating social innovation ecosystems, systems leadership, systems change, scaling innovation.

#### **Output<sup>8</sup> 3.3:**

- Communication materials developed (Oxfam, role models, youth, TCH).
- Awareness raised on issues related to youth employment, gender and decent jobs for youth (TCH, role models and youth).
- Stakeholder event held engaging private sector and governmental bodies and holding them to account for youth-friendly practices and policies.

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<sup>8</sup> We will be using the methodology of outcome harvesting, which will give us much more information about the output at a later stage.

## Nigeria

In Nigeria we will continue our activities as in former years, with the exception that we will increase, after recommendations of the evaluation, our focus on sustainability by working with existing education institutions and multiple BDS providers to ensure scale-up. She Leads Africa and POISE will further test the online trainings they have been developing in 2019 to improve and professionalize them, and develop open educational resources for young people and startups. Partners in Nigeria have improved their programmes every year by taking into account feedback from their participants, results from surveys, the results of the youth led evaluation and advice from the youth advisory board. Our main locations will be Lagos, Benin city and Abuja.

### Pathway 1

**More young men and women have found paid jobs or become self-employed.**

#### Short term outcome 1.1

Youth have acquired sector-specific, transferable skills (soft and technical) better linked with market needs and fit for the future of work.

**Partners:** Poise Graduate & Communal Support Foundation (POISE), Ekobits, Edobits, Butterfly Works, Hanze University

POISE will organize the following trainings:

- 21st century soft employability skills, continuing to improve the online course, initially reaching 1000 beneficiaries. This activity was formerly part of WiP! as Career Kickstart training.
- Entrepreneurship skills – this was part of the Career Kickstart training, and the evaluation highly recommended to expand it so in this phase it will be more in-depth.
- ICT and digital design skills, through the Bits schools: Ekobits and Edobits.
- Data science, a new, specialized Bits programme. Successful enterprises are increasingly driven by data gathering and analysis. The World Economic Forum, World Bank and others forecast that many future jobs will depend on a solid foundational knowledge of data science.

- New is the Naija Sis – Tech Empowerment program especially for young women. It aims to give women access to education and a career in ICT, enabling them to provide a sustainable future for themselves while pursuing a meaningful career. The program has the following cycle: 1) community sensitization about the program and what is asked from girls, what will they learn and what is asked from them; 2) mentorship session during which guest speakers from different sectors and from all works will tell their story and participants can learn from their experience; 3) training on sexual and reproductive health rights during which young women will learn about how to access youths friendly services, about STD's, gender based violence, domestic violence etc.; and 4) School Activities: A curriculum which includes soft skills, life skills, basic ICT Skills and design skills.

Butterfly Works will:

- Continue work it started in 2019 to improve training methods with existing TVET institutes and universities, and make better connections to market demand. This will improve youth's 21st century skills and practical work experience to create a better transition into the workforce.
- Offer and manage an online design thinking course for young people.
- Establish a co-created Community of Practice platform for a design thinking network, contextualized for Nigeria. The resulting Nigerian Design Thinking network will include trained trainers for future paid assignments and jobs.
- Work with Tunga to train more women to be coders through an online and offline training programme that builds technical and professional skills and familiarizes students with the best practices of managing software projects.

In 2019, we partnered with Hanze University of Applied Science. They will be part of the project in 2020 to finalize capacity building through their Futures Literacy training programmes, consisting of four modules:

- building the capability of and facilitating Futures Literacy Labs;
- designing and developing Futures Literacy Labs;
- implementing Futures Literacy in curricula and educational programmes; and
- a training of trainers programme.

Futures Literacy is the capability to think about the future in different contexts to inform decisions and foster innovative ideas. It enhances self-efficacy, empathy, creativity and a sense of agency, which are needed to start new businesses and create new industries. It equips trainers and trainees with the capability to adopt 21st century attitudes and facilitate them in others, ensuring sustainability. Local partners, entrepreneurs and young people will be able to educate others in Futures Literacy, foster innovation in the local community and provide opportunities for collaboration with stakeholders.

For each module more Futures Literacy experts would be able to train more participants – up to 25 per two experts. The target group for the training modules are trainers at local Oxfam partners, while the target groups for the Futures Literacy Labs could be youth, trainers, local stakeholders or community partners. Within the training modules the participants will practice their facilitation skills in labs organized for youth, increasing their Futures Literacy capacity while building the capabilities of youth. The trickledown effect of training trainers will build capacity at a higher rate and make Hanze's involvement ultimately redundant.

The impact of Futures Literacy Labs will be demonstrated through interviews and a pre- and post-survey that measures 21st century skills such as creativity, self-efficacy, empathy, adaptability and entrepreneurial attitude. Each module is evaluated through an anonymous survey and improvements will be implemented.

#### **Output<sup>9</sup> 1.1:**

- Soft skills trainings organized (POISE, Hanze, Ekobits, Edobits) as classroom trainings for 1200 young men and women (at least 50%)

and we aim to reach 1000 young women (at least 50%) and men online.

- Technical skills trainings organized for 520 students (minimum of 50% young women) by Edobits and Ekobits.
- Naija Sis tech will train 60 girls every year with a total of 240 girls in four years.
- Four educational institutions offer curricula fit for the future of work (Hanze University for Applied Sciences, BW).
- Futures Literacy training for 75 young people (minimum of 50% young women), partner staff, trainers/teachers, community partners etc.

#### **Short-term outcome 1.2**

Youth are connected to employers, mentors and job opportunities (mainly through job fairs, with other possibilities including internships).

**Partners:** Poise Graduate & Communal Support Foundation

We will continuously profile companies with vacant positions that youth could occupy. As some employers cannot make it to job fairs – or do not attend even after confirming that they would – the Virtual Job Fair Platform will enable them to interview candidates remotely. It has the potential to attract more employers continuously and increase the chance of candidates securing jobs. We will especially look for companies interested in empowering and recruiting women.

#### **Output 1.2:**

- Job fairs are organized annually in Lagos and Edo State, in which at least 20 companies and 300 young women (50%) and men will take part (POISE).
- Virtual job fairs are functional and accessible for all students of POISE and Bits schools (POISE).
- Internships for youth are organized for at least 10% of the trained students (POISE, Ekobits, Edobits).

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<sup>9</sup> Output indicators can be found in the monitoring framework in Annex 1.

## Pathway 2

**SMEs and startups see their business grow, resulting in improved and new positions for youth.**

### Short-term outcome 2.1

Startups have improved their operations, accessing business networks, knowledge and finance.

**Partners:** She Leads Africa, VC4A and Butterfly Works

A three-month accelerator programme targeting 15 women-led startups annually to improve their businesses, concluding with a demo day during which the startups will pitch to investors. She Leads Africa focuses only on women-led startups to empower women, boost women's entrepreneurship and address attitudes that can hold back women entrepreneurs and other barriers they face. We will facilitate a virtual accelerator, mixing in-person classes with online courses, to test a model that is potentially more scalable and more personalized – entrepreneurs, with their business coaches, would be able to decide which areas to focus on.

VC4A will continue its mentor-driven capital programme (started in 2019 after the recommendation of the evaluation), growing the pool of mentors and angel investors in the country by engaging the private sector to support entrepreneurship and startup innovation. Based on an in-depth needs assessment, the mentorship programme annually matches 10 startups, some of which are WiP! accelerator alumni, with the business expertise they require to grow.

Butterfly Works will work with the hubs of the VC4A network and Next Economy Alliance (led by SOS Children Villages) to train their member startups in using design thinking to improve their business.

### Output 2.1:

- Startup acceleration programme completed for 15 to 20 women startups every year (SLA).
- Online startup acceleration functional (VC4A, SLA).
- Mentor-driven capital programme annually recruits and trains 10 business mentors who are matched with 10 pre-selected startups (VC4A).

- Forty startups have improved their business because of the implementation of design thinking in their business plan (BW).

### Short-term outcome 2.2

Impact-driven SMEs have improved their operations, accessing business networks, knowledge and finance.

**Partners:** Enterprise Development Centre (EDC) and Oxfam

Small businesses (with a minimum of 10 employees and about EUR 100k turnover), especially social impact businesses and women-led enterprises, will be selected for BDS based on their potential to grow and to have positive social and/or environmental impact. Strengthening these companies and helping them to attract investments will enable them to increase their impact and realise sustainable growth, generating employment opportunities for youth.

The Impact SME Development programme entails: in-class sessions for the SMEs; online sessions; a consulting component with specialized hand-holding to impact the SME's business; networking events (stakeholder engagement, conferences, learning forum, information sessions etc.); and investment-readiness sessions. A new intervention for this phase of the WiP! project will build the capacity of BDS providers in Northern Nigeria to provide these services, with a particular focus on social impact.

Oxfam will work with EDC on helping SMEs to improve on their pitch deck, which is important for investors. In the first two years we will continue capacity building of consultants and trainers on circular economy business models.

### Output 2.2:

- BDS programme completed for 40 SMEs and two BDS providers trained (EDC).
- Networking events for SMEs (EDC).
- Circular economy business models and financing training package delivered to 40 SMEs (EDC and Oxfam).
- 20% of these SMEs have adapted their business model with elements of the circular economy.



### Pathway 3

#### Improved policies and changed attitudes stimulate youth employment and the business environment.

##### Short term outcome 3.1

Policies of the private sector concerning workplace practices are changed to be more inclusive, equitable and sustainable by offering youth decent work and internships.

**Partners:** POISE, SLA, EDC

POISE, as a follow up one of the recommendation of the evaluation<sup>10</sup>, will organize conferences and other meet-ups to bridge information gaps between stakeholders including HR managers, recruiters, business owners and government officials, stimulate better enforcement of labour laws and interact on ways to improve workplace policies. POISE will also engage stakeholders on programmes to provide internship opportunities for youth.

SLA will engage with stakeholders (governments, private sector and youth) to improve implementation of startup policies to support our efforts in the first two pillars. We will engage more with youth-led startups on public campaigning on social media, to raise awareness about obstacles they face. SLA will emphasize issues women entrepreneurs face especially because of their gender.

EDC will work on promoting financial literacy for youth and women, and fostering youth participation in mainstream agriculture.

##### Output 3.1:

- Events organized for private sector companies and governments (POISE, Oxfam country and global offices).
- Online public awareness campaign organized, engaging supporters (SLA, youth, role models, Oxfam country and global offices).
- Public awareness campaign organized and engaging supporters (EDC, youth, role models, Oxfam country and global offices).
- International Youth Day event held engaging private sector and governmental bodies and holding them accountable for youth-friendly practices and policies.

##### Short-term outcome 3.3

Attitudes of young people and their communities are changed and youth are inspired to overcome challenges, adverse social norms and barriers.

**Partners:** Oxfam in Nigeria, Oxfam global office, Butterfly Work

We will continue contributing to the celebration of International Youth Day through our campaign with young role models sharing their stories to motivate and inspire their peers. The stories will contribute to the campaign #IWASTHERE, which will actively involve youth in its design, implementation and evaluation. The aim is to have a youth-led campaign by 2021.

As part of activities during the annual Global Entrepreneurship Week, Youth Entrepreneurship Dialogue is a forum that brings together up to a thousand young people to expose them to aspects of entrepreneurship. It will be a platform to share ideas, celebrate job creation and innovation among young people, promote entrepreneurship and advocate for more support to youth-led SMEs. The event also has a pitch session, giving aspiring young entrepreneurs first-hand experience of pitching their business ideas to angel investors and other entrepreneurs. The top three business ideas will be given seed money for further development.

##### Output 3.3:

- Increased awareness about issues related to youth employment, decent jobs for youth and internships, through campaigns that reach up to 3000 young people – informing them about social barriers to youth employment and inspiring them to overcome these challenges (Oxfam Nigeria and global, role models, youth, BW).
- Contextualized cross-media communication materials developed by the design thinking course (Oxfam Nigeria and global, role models, Bits school alumni, youth, BW).
- Youth Entrepreneurship Dialogue will reach up to 3000 young people, informing them about being self-employed and inspiring them to start their own business (Oxfam Nigeria and global, role models, youth).
- International Youth Day event held to engage private sector and governmental bodies and hold them to account for youth-friendly practices and policies.

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<sup>10</sup> Recommendation 7 of the table in annex 5

## Somalia

After consultation with the Next Economy Alliance and Spark, Work in Progress! will no longer provide soft employability skills trainings to young students in the youth centre of Havoyoco in Hargeisa. Instead, we will focus more on mainstreaming soft employability and Futures Literacy in TVET and university programmes. We will focus on working with TVET institutes and universities to improve their curricula.

In Borama, SOSTA will continue technical and soft employability trainings. SOSTA is the only actor of this kind in Borama and therefore adds unique value.

In addition, and new for Somalia, will be the development of influencing interventions aiming to change the attitudes and practices of employers towards making the recruitment system more transparent and having more decent jobs.

Our main locations will be Hargeisa and Borama.

### Pathway 1

**More young men and women have found paid jobs or become self-employed.**

#### Short term outcome 1.1

Youth have acquired sector-specific, transferable skills (soft and technical) better linked with market needs and fit for the future of work.

**Partners:** Hargabits, SOSTA, Oxfam, Butterfly Works, Hanze University of Applied Sciences.

Interventions within this pillar will be implemented in Hargeisa and Borama. Hargabits will offer support to a new bits school in Garowe (Puntland).

SOSTA's job centre in Borama will provide technical training programmes including digital design and interior and exterior decoration for buildings. They will also provide soft employability skills trainings.

Hargabits, managed by Shaqodoon, will continue its training in digital design and will contribute to setting up a new Bits school in

Garowe (Puntland). A new network for alumni will play a vital role as they are expected to act as ambassadors for the Bits school; organize networking events, participate in startup competitions, provide inspirational speeches to current students, build relationships with recent graduates and potentially become clients. Futures Literacy is new in Somalia. We will build on cooperation between Hanze University and Hargeisa University in Somaliland, set up in 2019. Hanze will train students, trainers and teachers, and work with the university to develop Futures Literacy modules that can be included in existing curricula. The aim is to establish a career development centre in one university.

In 2019 Butterfly Works started to improve TVET curricula together with existing TVET centres in Somalia. From 2020 to 2022 they will focus on teacher training courses. Butterfly Works will develop a Community of Practice platform for design thinkers in Somalia to link them to employers. Butterfly Works will facilitate an annual online design thinking course to improve skills among young people.

#### Output 1.1:

- Soft skills trainings organized for at least 2000 young women (50%) and men (SOSTA, Hanze).
- Technical skills trainings organized for 720 young men and women (50%) (SOSTA, Hargabits).
- Four education institutions offer curricula on the future of work (Hanze, BW).
- Design thinking training, reaching 150 students, at least 50% women (BW).
- Growing the Community of Practice platform for design thinkers by 18 active members, at least 50% young women (BW).

#### Short-term outcome 1.2

Youth are connected to employers, mentors and job opportunities (mainly through job fairs, with other possibilities including internships).

**Partners:** SOSTA and Universities

In its first phase, WiP! showed it is important to link youth to employers by organizing job fairs. We learned that job fairs are most efficient and

effective if youth are trained on specific skills and soft employability skills.

SOSTA will organize job fairs in Borama. We will continue doing so in Hargeisa in cooperation with other actors including LEAD partners, INGOs and universities. We will focus on supporting universities to connect students more effectively to the job market by including internships in their curricula. In addition to technical skills training, SOSTA will find internship places for their students.

#### **Output 1.2:**

- Job fairs organized, reaching up to 2400 young men and women, 50% women (SOSTA and HAVOYOCO).
- Internships for youth organized, resulting in 195 internships annually, at least 50% for young women (SOSTA, Havoyoco and Hargabits).
- Career advisory sessions organised for 600 young men and women (SOSTA and University of Hargeisa).
- One knowledge lab set up by Hanze University and University of Hargeisa.

#### **Pathway 2**

**SMEs and startups see their business grow, resulting in improved and new positions for youth.**

#### **Short-term outcome 2.1**

Startups have improved their operations, accessing business networks, knowledge and finance.

**Partners:** Innovate Ventures, VC4A and Butterfly Works

Innovate Ventures will provide support to entrepreneurs and startups to professionalize and find markets and investment. A major objective of Innovate Ventures' accelerator programme is to promote innovation and entrepreneurship as a solution to youth unemployment and environmental and economic challenges.

The partners' accelerator programme, in cooperation with Butterfly Works, will be improved with a module on Design Thinking.

Butterfly Works will work in collaboration with the hubs of the VC4A network and Next Economy Alliance (led by SOS Children Villages).

VC4A will continue its mentorship training activities in Somalia to grow the pool of available quality mentors, focusing especially on the WiP! accelerator graduates who have already achieved some initial traction. Further activating the local business community in this way will also add to the programme's long-term sustainability.

#### **Output 2.1:**

- Startup acceleration programme completed yearly by 46 startups, of which 50% are women-led (Innovate Ventures).
- On an annual basis, 10 mentors trained and linked to 10 startups through the mentor-driven capital programme (VC4A).
- 30 startups supported with a module on design thinking. Butterfly Works will do this in collaboration with the hubs of the VC4A network and Next Economy Alliance (led by SOS Children Villages).

#### **Short-term outcome 2.2**

Impact-driven SMEs have improved their operations, accessing business networks, knowledge and finance.

**Partners:** Shuraako and Oxfam

The proposed activities build on lessons learned from Shuraako's management of the WiP! project over the past four years. We will train additional participants with a greater focus on technical assistance and tailored business development support, through classroom-style training modules, one-on-one consulting, technical assistance and evaluations.

#### **Output 2.2:**

- BDS programme completed by 46 SMEs, of which 50% are women led (Shuraako).
- 10% of these business have included circular economy elements in their business models.

### Pathway 3

#### Improved policies and changed attitudes stimulate youth employment and the business environment.

##### Short-term outcome 3.1

Policies of the private sector concerning workplace practices are changed to be more inclusive, equitable and sustainable by offering youth decent work and internships.

**Partners:** Havoyoco and Oxfam

The focus will be on holding the government and private sector accountable for implementing the internship policy by organizing monthly follow-up meetings with key decision makers at Ministry of Employment and Social and Family Affairs (MESAF) (including the Minister, Director General and Departmental Directors) on speeding up the implementation process. We will work on a National Internship Act with MESAF to promote the policy's implementation.

We will form #CarbisShaqo coalitions by partnering with Somaliland youth development partners (including Oxfam, Shaqodoon, Shaqo-Qaran, Spark, SOS, Innovate Venture, SOSTA, IOM, UNDP and Shuraako) to influence government decision-making bodies (particularly MESAF) to improve decent work conditions for youth and implement the internship policy.

In collaboration with youth development partners and role models, influencing interventions will be organized to promote fair and transparent recruitment in both the private and public sectors. Nepotism, favouritism and clannish mentalities in recruitment and selection procedures are currently impeding youth from becoming employed.

##### Output<sup>11</sup> 3.1:

- Increased awareness about issues related to nepotism, clannism and favouritism and how these are impeding decent jobs and internships for youth, by launching campaigns reaching up to organizations in the private and public sector. The campaign aims to inform people about social barriers to youth employment, inspire the private and public sector to change their practices and hold governmental bodies accountable (Oxfam Somalia and Oxfam Novib, role models, youth, Havoyoco).

- Contextualized cross-media communication materials developed (Oxfam Somalia and Oxfam Novib, role models, Bits school alumni and students, Havoyoco).
- National and International Youth Day events organized for private sector companies and governmental bodies (Oxfam Somalia and Oxfam Novib, role models, youth, Havoyoco).

##### Short-term outcome 3.3

Attitudes of young people and their communities are changed and youth are inspired to overcome challenges, adverse social norms and barriers.

**Partners:** Havoyoco, Oxfam Somalia, Oxfam Novib and Butterfly Works

On National Youth Day in February and International Youth Day in August, we will further our campaign with role models sharing stories about how they overcame challenges and changed their lives. The aim is to encourage audiences including youth (particularly vulnerable youth and young women), the private sector and government to create and seize opportunities. The event aims to inspire self-belief in young people and change attitudes about gender, social inclusion and jobs being found through tribalism, favouritism and nepotism.

##### Output 3.3:

- Increased awareness about issues related to youth employment, decent jobs for youth and internships, by launching campaigns reaching up to 4500 young people. Issues related to nepotism, clannism and favouritism in recruiting systems will be addressed. The campaign aims to inform people about social barriers to youth employment and inspire youth to overcome them (Oxfam Somalia and Oxfam Novib, role models, youth, Havoyoco).
- Contextualized cross-media communication materials developed by young Bits alumni (Oxfam, Shaqodoon).
- National and International Youth Day events organized for private sector companies and governmental bodies (Oxfam, role models, youth).

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<sup>11</sup> We will be using the methodology of Outcome Harvesting which will give us much more information about the output in a later stage.



## Global Level

### Project management

Oxfam Novib<sup>12</sup> is responsible for the overall project management, supported by the decentralized Oxfam offices covering the three countries (the Oxfam Egypt office is based in Tunis). Oxfam's tools for managing the project include contracts, reporting requirements, yearly risk assessments and policies on safeguarding, fraud and corruption. At all levels, offline and online meetings take place on a regular basis (e.g. monthly meetings with MEL officers and in-country project managers).

Oxfam is also responsible for monitoring, evaluation, accountability and learning, as explored in the next chapter. In 2016, we started using a shared online box folder which makes important project documents accessible for all project partners. We will also create shared monitoring and management sheets, for example as offered by Smartsheet. Reports will be shared with all participants at every level of the project and online on Oxfam Novib's website. Vertical accountability is managed in MoUs and partner contracts.

### Pathway 2

**SMEs and startups see their business grow, resulting in more impact and improved and new job positions for youth.**

#### Short-term outcome 2.1

Startups have improved their operations, accessing business networks, knowledge and finance.

**Partner:** VC4A

VC4A developed an online Startup Academy, an open educational resource that is accessible for everybody with internet. Accelerators can use it, as can other startups that were not selected for or interested in the offline acceleration. The Startup Academy has already been accessed by 15.000 entrepreneurs, and VC4A will further engage youth entrepreneurs in the target countries. VC4A will build collaborations with local business enablers (startup incubators and accelerators) to implement a blended learning approach, in which online materials are used by a trainer in class for group discussion or as homework.



<sup>12</sup> For more information about the Alliance partners, please read annex 6

VC4A organizes an annual pan-African Series A Venture Showcase every year and will include two startups from Egypt and two from Nigeria. A report by the London Stock Exchange Group<sup>13</sup> cites minimal visibility to a broad investor base as one of the main barriers for African SMEs (including startups) to raise investment. VC4A Venture Showcase directly addresses this problem by cherry-picking the best Series A startup investment opportunities on the continent and putting them on stage in front of 300+ investors (including ones from abroad and that are not yet active in the space) during the African Early Stage Investor Summit (see Pathway 3). Before presenting, the startups receive investor readiness support, which consists of mentorship by a venture company, support training with investor-facing documentation, and technical feedback and pitch training by partner investors.

The Showcase creates opportunities for investors as well as selected companies. For example, in 2019 VC4A officially partnered with 36 venture capital funds and multiple angel networks to vet and select the companies for the Showcase. Angels and venture capitalists referred their portfolio companies. Such a structure fosters information exchange and collaboration between investors and exit opportunities to some while creating investment opportunities for others. It is an essential learning platform for this industry and the ecosystems we support as WiP!

#### **Output 2.1:**

- 12 startups (four from WiP! countries) are linked to investors participating in the Africa Early Stage Investor Summit.
- At least 2000 youths (50% women) have engaged in online learning on a yearly basis. This target will be disaggregated by gender, country and age group during the monitoring.
- Four startups from Egypt and/or Nigeria will be part of the Series A Venture Showcase training and pitching event. These startups will create 80 paid positions and on a yearly basis, two startups will receive funding from investors.

#### **Short-term outcome 2.2**

Impact-driven SMEs have improved their operations, accessing business networks, knowledge and finance.

**Partner:** Oxfam

In 2019, Oxfam Novib initiated a collaboration with Circular Economy ([www.circular-economy.com](http://www.circular-economy.com)) to develop a specialized training and consultancy package for SMEs to become more circular. The pilot started in Nigeria in September 2019, and will also be integrated in the activities for impact SMEs in Egypt and Somalia in the following years.

Oxfam has BDS experts providing technical assistance and supporting WiP! with cutting-edge knowledge learned from Oxfam programmes elsewhere. They also are building a network of investors interested in investing in Africa.

#### **Output 2.2:**

- Support with the four yearly selections of 10-15 impact-driven SMEs.
- Training package provision for circular business models and financing.
- Impact investor networking which results in at least 15 investors increasing access to finance for impact-driven SMEs.

### **Pathway 3**

**Improved policies and changed attitudes stimulate youth employment and the business environment.**

#### **Short-term outcome 3.2**

Early-stage investors are active, collaborate and make deals in African markets.

**Partner:** VC4A

As part of WiP! and in collaboration with African Business Angel Network, VC4A continues to host the annual Africa Early Stage Investor Summit, the leading industry event that brings together angel investors, venture capital funds, impact investors, accelerators, corporate venture divisions, industry associations and public sector agencies to exchange best investing practices, increase collaboration and make deals. It includes a chance for 10 Series A-ready startups from across the continent, selected with support from fund managers, to pitch to over 300 investors. Early-stage equity investment for high-growth startups is typically provided by individual angel investors, angel networks, and (micro-)VC funds. This is exactly the industry that WiP! tries to catalyse, and the types of investors that Africa Early Stage Investor Summit caters to. For this

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<sup>13</sup> You can find the report [here](#)

entrepreneurial segment to succeed it is also critical that entrepreneurs and investors are able to connect across borders. Over the past five years, VC4A and ABAN have established the largest platform for these investors to connect, network, learn from one another, and make deals. Each year, the event attracts over 300 key industry stakeholders and offers two full days of content that is consistently highly rated by all participants.

#### **Output 3.2:**

- 300 investors and industry stakeholders participate in the Summit annually
- 10 startups (four from WiPI! countries) were linked to investors participating in the Africa Early Stage Investor Summit.

#### **Short-term outcome 3.3**

Attitudes of young people and their communities are changed and youth are inspired to overcome challenges, adverse social norms and barriers.

**Partner:** Oxfam

Stories of role models are the basis of the campaign #IWASTHERE, started in 2019 with the aim to trigger young people to change. These stories were showcased during International Youth Day celebrations and online communication channels. These were also displayed on the website [www.i-was-there.org](http://www.i-was-there.org), together with stories of change from Oxfam's Youth as Active Citizens (YAC) community. The collaboration with local role models is the start of a multi-year campaign that aims to support local influencing work in each Oxfam YAC country.

For WiPI!, the campaign would focus on how young people not only need better training and new skills, but also need changes to the broader system: policies, laws, practices and the attitudes and beliefs of their fellow citizens, employers and the government. The campaign engages young women and men from diverse backgrounds to be a driving force for social progress and optimism about the future in their respective countries and across Africa.

The Influencing and Communications lead will ensure that all communications are coordinated to ensure coherent and consistent messaging across all countries with respect to local contexts. Also, through the Youth as Active Citizens community and the Oxfam worldwide influencing network, the intention is to link local to both national and regional campaigns to bring the message forward.

#### **Output 3.3**

- Online and offline support given to country offices and partners.
- Contextualized cross-media communication materials developed.

## 8. MONITORING, EVALUATION AND LEARNING

Our experience during WiP! 2016-2018 taught us valuable lessons, which we incorporate in the proposed monitoring, evaluation and learning (MEL) system (see Figure 1). We will adopt a mixed-methods approach, using qualitative and quantitative techniques, delivering both quantitative trends and in-depth insights into mechanisms of change. Our MEL system is designed to capture both expected and unexpected results, especially on the work on transforming the enabling environment (pathway 3). Also, we will expand our participatory evaluation methodology (including youth led evaluation) to include mentors who will be support to have a more in-depth analysis of the facts and results.

Level		Pathways of Work in Progress!			Reporting frequency
		Pathway 1 supply of skilled youth	Pathway 2 developing market demand	Pathway 3 cultivating the enabling environment	
Monitoring	Output	Output and process monitoring			Semi-annually
	Short-term outcomes	Surveys among youth	Survey among startups and SMEs	Outcome harvesting	Semi-annually
	Long-term outcomes	Stories of change among youth	Stories of change among startups and SMEs		Annually
Evaluation	Baseline	Baseline survey for all participants entering training interventions part of the project.			At start of all trainings
	Mid term	External youth-led evaluation <sup>14</sup>			This evaluation will be done in the last 8 months of the project.
	End-line	External participatory end-line evaluation			At first 6 months of year 3
Learning		During face-to-face meetings in and between countries. Learning will be content-specific and based on case studies collected during outcome harvesting and stories of change. Learning will also take place through our participation as Oxfam in the Solutions for Youth Employment (S4YE) platform, other Oxfam youth employment projects and the Youth as Active Citizens (YAC) Community of Learning of Oxfam Confederation.			Different frequency virtual and face-to-face meetings

Figure 1. Outline of MEL approach and proposed methodologies

<sup>14</sup>You can find more information about the youth led evaluation in annex 7.



Our proposed methodologies include:

**1. Output and process monitoring (quantitative)**

All WiP! partners will register the direct outputs of their activities every six months, using predefined reporting formats. We are exploring the possibility of developing an online dashboard for real-time monitoring data.

**2. Surveys (quantitative)**

The quality and effects of our trainings, acceleration programmes and BDS will be monitored by surveying youth, startups and SME participants. The surveys are part of the curriculum and will be administered before the course (application survey) and after (post-course survey). In Nigeria surveying people online works well, in Somalia surveying will have to be done by phone by enumerators. In Egypt both methods have been tried, and the optimal strategy to ensure a good response will be determined in collaboration with the partners.

**3. Stories of change (qualitative)**

In this qualitative approach, youths, startups and SMEs share their stories and personal interpretation of the effects of the project interventions. Stories of change provide in-depth insights into how change came about. Together with young people we will reflect on the change that happened and how the project interventions contributed to it. Unexpected findings or unintended negative effects will be used to draw lessons for project development.

**4. Outcome harvesting (qualitative)**

Outcome harvesting is a qualitative technique that collects ('harvests') evidence of what has changed and works backwards to determine how the project intervention contributed to that change. Oxfam Novib is highly experienced in using this technique (for example, the MEL of our Strategic Partnership with SOMO is built on outcome harvesting). It is especially useful in complex situations where causal relations between interventions and effects are not yet fully understood. All relevant partners will receive additional training on outcome harvesting methodology, which will follow a predefined format.

**5. Evaluation: baseline, follow up, mid-term and end-line**

Baseline: all participants are surveyed before starting a training, which we consider as baseline information. In addition, we propose to build on the evidence base provided by WiP! 2016-2019. We will also use the evidence of the evaluation, published in a [composite evaluation report](#).

After 18 months, we will conduct a follow up survey of all participants to measure their improvement.

***Youth-led mid-term and a participatory end-line evaluations:*** The mid-term and end-line evaluations of WiP! 2020-2023 will be done by a participatory approach including youth and more experienced evaluators. We will build on the learnings of the external youth-led evaluation of WiP! 2016-2018. The process of facilitating a youth-led evaluation was written down in a guide, which is available on [Box](#).

Different from the end-line, the mid-term evaluation will be using also elements of a real time evaluation (RTE). A real time evaluation is a participatory evaluation designed to provide immediate (real time) feedback to those planning or implementing the project, so that they can make adjustments. The ultimate intention is to improve the project through generating learning and recommendations.

## Monitoring Framework

All monitoring data will be summarized in WiP!'s [Global Monitoring Framework](#), which lists long-term, short-term and output indicators for all three pathways, defines targets and compares them to achievements. The framework is the evidence base of WiP! and will be updated every six months with monitoring data from all countries and all partners.

## Learning agenda

Learning is an important part of WiP! and will be used to improve the project during its implementation. We propose to develop the learning agenda in close collaboration with young people participating in the project, the project alliance partners and country offices and partners during the inception phase of the project. We will take into account that the learning agenda will test the assumptions as mentioned before per pathway, by formulating within each pathway, key learning questions that the project will seek to answer. It will include at least the following questions:

<b>Pathway 1</b>	How will training in 21st century skills enable young people to be better linked to the job market of the future?
	How eager are TVET institutes and universities to take up 21st century skills in their teaching and in the long run in their curricula?
<b>Pathway 2</b>	If SMEs and startups grow how will they employ more young people and particularly young women?
	How open are SMEs and startups to being inclusive and sustainable?
<b>Pathway 3</b>	How will awareness campaigns trigger people to change their ways of doing and thinking?
	How willing are employers in Somalia to apply the internship policy in order to create valuable internships for young people?
<b>In general</b>	What is the best way to make different interventions sustainable?
	How can we be sure to be as inclusive as we aim to be?

The learning agenda is in relation to the theory of change and will be fed by collected stories of change, case studies and outcome harvests.

In addition, learning will occur in face-to-face meetings in and between countries, online conferences with partners and through our participation in the S4YE platform and the Oxfam Youth as Active Citizens Community of Practice. We will actively connect with relevant external organizations – for example, expanding our network with youth-led organizations to deepen our understanding of youths' ability to shape their own future and refine our youth-led interventions.

## 9. EXIT STRATEGY

The influencing interventions have been and will be very important for sustainability of the project's results from the first four years and the coming period – they can have a long-term impact by changing policies, laws, practices, attitudes and beliefs.

This proposal is for four years as we had in the first phase: 2016-2019.

### **Exit strategy to make activities and results sustainable: Pathway 1**

The Bits schools started fundraising activities in 2019 to contribute to their running costs by providing paid training to staff of enterprises. During the coming years they will build up corporate sponsorship to raise regular funding, and follow the example of Edobits in developing more partnerships with governments. In 2019 Ekobits hired a business developer to do this. Hargabits signed a contract with World Vision to set up a school in Garowe (Puntland).

Working with existing TVET centres and universities to improve their curricula by including 21st century skills will have a long-term impact and much broader reach than only the teachers and students directly trained in this project.

The design thinking platform (Community of Practice) will be able to sustain itself as an online and interactive network, engaging members through real demands/consultancy and jobs.

### **Exit strategy to make activities and results sustainable: Pathway 2**

VC4A's mentor-driven capital programme is expected to have a sustainable, long-lasting effect on the startup ecosystem in each country by growing the size and quality of mentor networks for entrepreneurs and business enablers to tap into. As many mentors could themselves potentially become angel investors, growing their number also helps to improve young entrepreneurs' access to capital. Participating mentors and angel investors will continue to have an impact long after the

programme through their relationships and investments.

Working with the online Startup Academy and blended learning will reinforce the sustainability of startup accelerators in the three countries. The VC4A platform will continue to offer participating startups support and access to investors. Alumni networks put in place by several accelerator partners will contribute to professionalization.

In Egypt and Nigeria, the focus will be on specialized support to BDS providers by training their trainers on business sustainability, emphasizing topics such as circularity, social impact, investment readiness and financial literacy. The aim is to ensure that the entrepreneurship ecosystem as a whole is more inclusive and sustainable, and has a greater social impact. Given that Shuraako is one of the only BDS providers in Hargeisa, it will not be possible to build capacity of other BDS providers in Somalia.

### **Exit strategy to make activities and results sustainable: Pathway 3**

Involving youth and their communities in campaigning and other influencing interventions has the potential to generate more inclusive engagement in and ownership of activities and results, opening doors for individuals and groups to participate in ways that are not controlled by either conventional media gatekeepers or official campaign organizations. By working in coalitions, specifically on influencing for more decent jobs and internships, we hope to stimulate local and national multi-stakeholder cooperation on the issue of youth and employment. We aim to contribute further to the startup sector and angel investors across the continent of Africa, not only in the focus countries, through VC4A's online Startup Academy and Africa Early Stage Investor Summit.

## 10. CONNECTING BUDGET TO NARRATIVE

In line with the agreement with MoFA, Oxfam Novib has designed the budget to ensure that it is capable of delivering a high impact project against an effective and efficient cost level. Based on the indicative budget as provided by MoFA, the project length is four years/48 months, to ensure a high impact, while minimizing the necessary delivery cost to assure accountability and transparency, and ensure effective implementation. The total cost of the project delivery ultimately is Eur 11.208.582<sup>15</sup>.

The total budget includes a standardized Indirect Cost (overhead) level. This level is in agreement with the Pilot Coordinated Relationship Management MoFA and Oxfam Novib. This covers the cost of institutional support and development, and administrative cost not related to direct activities (art 3.2.2, "Afspraken mbt Indirect kosten", as Annex 1a Handreiking Budgetopbouw to the Pilot Agreement). For the share in the budget handled by Oxfam Novib (The Hague, Egypt, Nigeria and Somalia) of Eur 7.815.305 an ICR % of 12.45 is used, resulting in an amount of Eur. 973.005 For the share in the budget handled by partners VC4A and Butterfly Works of Eur 2.152.310 an ICR of standard 7% is used, resulting in an amount of Eur 267.963. The total ICR then adds up to Eur 1.240.968 or 11,07% on average.

The budget reflects the cost both per year and per outcome. The total cost for year 1 is Eur 2.848.506 or 29%, for year 2 Eur 2.510.295 or 25 %, for year 3 Eur 2.379.386 or 24% and for year 4 Eur 2.229.427 or 22%. It can be noted that the budget is reasonably spread out over the 4 years, based on the implementing capacity of the partners.

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<sup>15</sup> See the shared excel file of the budget for all details.



The budget is spread over the three outcomes, an inception phase and delivery cost. The total reserved for outcomes is Eur 8.018.694 or 81% of total cost. The delivery cost reflect the actual project management cost that are needed to ensure proper transparent and effective implementation. The delivery cost total to Eur 1.824.571 or 18% of the total cost, which can be considered low for this type of project/ intervention. The inception phase will be a kick off workshop with basic trainings on project, financial management and MEAL, budgeted for EUR 124.350 or 1% of costs. You will find more detailed information in the budget below:

Summary per Outcome						
Consolidated per Outcome	Inception	Outcome 1	Outcome 2	Outcome 3	Delivery	Total
<b>I. Direct Staff costs</b>						
A. Staff costs	0,0	205.328,7	273.022,7	205.328,7	240.270,3	<b>923.950,3</b>
B. Local Staff cost	0,0	280.227,9	190.390,2	141.156,6	333.049,7	<b>944.824,3</b>
C. Consultants and advisors (external)	0,0	0,0	0,0	0,0	0,0	<b>0,0</b>
<b>Subtotal I</b>	<b>0,0</b>	<b>485.556,5</b>	<b>463.412,9</b>	<b>346.485,3</b>	<b>573.319,9</b>	<b>1.868.774,6</b>
<b>II. Other Direct Programme costs</b>						
A. Activity cost	67.500,0	101.700,0	105.000,0	297.940,0	226.150,0	<b>798.290,0</b>
<b>B. Consortium partners and local NGO costs</b>						
B. 1: Staff costs	0,0	0,0	418.912,0	0,0	196.820,7	<b>615.732,7</b>
B. 2: Local Staff cost	0,0	559.512,7	723.623,3	233.964,5	0,0	<b>1.517.100,5</b>
B.3: Consultants and advisors (external)	0,0	28.100,0	122.110,9	5.000,0	0,0	<b>155.210,9</b>
B.4: Activity cost	10.150,0	1.080.272,1	1.691.143,4	539.151,8	140.784,0	<b>3.461.501,2</b>
B.5: Travel costs	1.700,0	33.201,5	278.359,1	18.245,0	2.000,0	<b>333.505,6</b>
B.6: Project Office cost	0,0	81.735,9	126.960,3	42.224,2	56.400,0	<b>307.320,4</b>
B.7: Material and Investments (Hard & Software)	0,0	53.159,4	0,0	3.026,7	14.000,0	<b>70.186,1</b>
B.8: Monitoring, evaluation and auditing	0,0	0,0	17.684,8	0,0	30.000,0	<b>47.684,8</b>
C. Travel cost	45.000,0	94.208,5	47.402,8	0,0	129.410,9	<b>316.022,2</b>
D. Project office costs	0,0	7.200,0	2.400,0	0,0	148.685,3	<b>158.285,3</b>
E. Material and Investments (Hard & Software)	0,0	11.000,0	0,0	0,0	7.000,0	<b>18.000,0</b>
F. Monitoring, evaluation and auditing	0,0	0,0	0,0	0,0	300.000,0	<b>300.000,0</b>
<b>Subtotal II</b>	<b>124.350,0</b>	<b>2.050.090,0</b>	<b>3.533.596,7</b>	<b>1.139.552,1</b>	<b>1.251.250,9</b>	<b>8.098.839,8</b>
<b>Total I - II</b>	<b>124.350,0</b>	<b>2.535.646,6</b>	<b>3.997.009,6</b>	<b>1.486.037,4</b>	<b>1.824.570,9</b>	<b>9.967.614,4</b>
<b>III. Overhead/ indirect costs (11,07%)</b>						<b>1.240.968,0</b>
<b>TOTAL</b>						<b>11.208.582,4</b>

The distribution per country is based on proven capacity, and operational bottom up planning with partners. The current budget allocates 60% of the budget directly to countries (23% Somalia, 21% Nigeria and 16% Egypt), 15% to VC4A and countries, 6% to Butterfly works and countries, and 19% to Oxfam on the global level. More details in the budget below:

Summary per country/partner							
I. Direct Staff costs	Somaliland	Nigeria	Egypt	VCA	BFW	ON	TOTAL
A. Staff costs	0,0	0,0	0,0	0,0	0,0	923.950,3	923.950,3
B. Local Staff cost	380.403,2	228.878,0	335.543,2	0,0	0,0	0,0	944.824,3
C. Consultants and advisors (external)	0,0	0,0	0,0	0,0	0,0	0,0	0,0
<b>Subtotal I</b>	<b>380.403,2</b>	<b>228.878,0</b>	<b>335.543,2</b>	<b>0,0</b>	<b>0,0</b>	<b>923.950,3</b>	<b>1.868.774,6</b>
II. Other Direct Programme costs							
A. Activity cost	124.250,0	161.640,0	73.600,0	0,0	0,0	438.800,0	798.290,0
B. Consortium partners and local NGO costs							
B. 1: Staff costs	0,0	0,0	0,0	547.552,0	68.180,7	0,0	615.732,7
B. 2: Local Staff cost	774.635,2	318.019,4	424.445,9	0,0	0,0	0,0	1.517.100,5
B.3: Consultants and advisors (external)	20.359,4	49.561,3	42.190,2	0,0	43.100,0	0,0	155.210,9
B.4: Activity cost	580.335,6	986.907,8	612.280,9	750.500,0	440.877,0	90.600,0	3.461.501,2
B.5: Travel costs	53.746,5	98.996,0	2.863,1	159.200,0	18.700,0	0,0	333.505,6
B.6: Project Office cost	185.152,8	0,0	41.967,6	45.400,0	34.800,0	0,0	307.320,4
B.7: Material and Investments (Hard & Software)	51.773,9	1.385,4	3.026,7	14.000,0	0,0	0,0	70.186,1
B.8: Monitoring, evaluation and auditing	0,0	17.684,8	0,0	18.000,0	12.000,0	0,0	47.684,8
C. Travel cost	39.886,0	114.231,2	36.205,1	0,0	0,0	125.700,0	316.022,2
D. Project office costs	65.976,7	59.620,0	20.688,6	0,0	0,0	12.000,0	158.285,3
E. Material and Investments (Hard & Software)	11.000,0	0,0	0,0	0,0	0,0	7.000,0	18.000,0
F. Monitoring, evaluation and auditing	10.000,0	30.000,0	0,0	0,0	0,0	260.000,0	300.000,0
<b>Subtotal II</b>	<b>1.917.116,1</b>	<b>1.838.045,9</b>	<b>1.257.268,0</b>	<b>1.534.652,0</b>	<b>617.657,7</b>	<b>934.100,0</b>	<b>8.098.839,8</b>
<b>Total I - II</b>	<b>2.297.519,3</b>	<b>2.066.923,8</b>	<b>1.592.811,3</b>	<b>1.534.652,0</b>	<b>617.657,7</b>	<b>1.858.050,3</b>	<b>9.967.614,4</b>
III. Overhead/ indirect costs (11,07%)							
<b>TOTAL</b>	<b>2.583.560,4</b>	<b>2.324.255,9</b>	<b>1.791.116,3</b>	<b>1.725.716,2</b>	<b>694.556,1</b>	<b>2.089.377,5</b>	<b>11.208.582,4</b>

All planning is based on a bottom up approach, together with partners, where within the agreed framework with MoFA the activities are planned as efficient and effective as possible.

Below you will find a summary of the budget per year.

Summary per Year					
Consolidated per year	2020	2021	2022	2023	Total
<b>I. Direct Staff costs</b>					
A. Staff costs	237.956,1	229.992,1	229.992,1	226.010,1	<b>923.950,3</b>
B. Local Staff cost	229.053,5	237.026,0	244.986,1	233.758,7	<b>944.824,3</b>
C. Consultants and advisors (external)	0,0	0,0	0,0	0,0	<b>0,0</b>
<b>Subtotal I</b>	<b>467.009,6</b>	<b>467.018,1</b>	<b>474.978,2</b>	<b>459.768,8</b>	<b>1.868.774,6</b>
<b>II. Other Direct Programme costs</b>					
A. Activity cost	285.935,0	201.885,0	156.385,0	154.085,0	<b>798.290,0</b>
<b>B. Consortium partners and local NGO costs</b>					
B. 1: Staff costs	158.728,0	155.578,0	150.713,4	150.713,4	<b>615.732,7</b>
B. 2: Local Staff cost	365.024,1	350.920,9	387.760,7	413.394,8	<b>1.517.100,5</b>
B.3: Consultants and advisors (external)	51.510,1	51.455,1	32.085,2	20.160,5	<b>155.210,9</b>
B.4: Activity cost	1.095.355,7	888.204,7	833.837,2	644.103,6	<b>3.461.501,2</b>
B.5: Travel costs	89.627,4	90.419,1	78.971,8	74.487,2	<b>333.505,6</b>
B.6: Project Office cost	75.240,5	75.973,4	80.805,3	75.301,1	<b>307.320,4</b>
B.7: Material and Investments (Hard & Software)	24.768,0	15.873,8	14.522,2	15.022,2	<b>70.186,1</b>
B.8: Monitoring, evaluation and auditing	11.921,2	11.921,2	11.921,2	11.921,2	<b>47.684,8</b>
C. Travel cost	116.687,1	66.107,1	70.214,8	63.013,2	<b>316.022,2</b>
D. Project office costs	39.199,2	39.439,2	39.691,2	39.955,8	<b>158.285,3</b>
E. Material and Investments (Hard & Software)	15.000,0	3.000,0	0,0	0,0	<b>18.000,0</b>
F. Monitoring, evaluation and auditing	52.500,0	92.500,0	47.500,0	107.500,0	<b>300.000,0</b>
<b>Subtotal II</b>	<b>2.381.496,4</b>	<b>2.043.277,6</b>	<b>1.904.407,9</b>	<b>1.769.657,9</b>	<b>8.098.839,8</b>
<b>Total I - II</b>	<b>2.848.505,9</b>	<b>2.510.295,6</b>	<b>2.379.386,1</b>	<b>2.229.426,7</b>	<b>9.967.614,4</b>
<b>III. Overhead/ indirect costs (11,07%)</b>					<b>1.240.968,0</b>
<b>TOTAL</b>					<b>11.208.582,4</b>

# ANNEX 1

## Monitoring Framework

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Hierarchy	Change	Objectively verifiable indicators	Partners	Four-year target
Final outcome	More men and women are able to generate sustainable living wages and are optimistic about the future in Egypt, Nigeria and Somalia	#/% youth are able to generate sustainable living wages	All	7528 (success rates: 26% job creation, 3.5% self-employment, average 5 fte per startup, average 6.7 fte per SME)
		#/ % youth who are optimistic about the future	All	80%
Pathway 1: More young men and women have found paid jobs or became self-employed				
Long-term outcome 1	More young men and women have found paid jobs (employment) or became self-employed)	# youth have found paid jobs (employment)	POISE, SOSTA, Shaqodoon, universities, TVET centres, Hanze University of Applied Sciences, Butterfly Works, VC4A, Oxfam	1275
		>> # youth have found paid jobs (employment) via Bits schools	Shaqodoon and POISE	Shaqodoon: 128
		>> # youth have found paid jobs (employment) via job centre	SOSTA	Not known yet, will be informed by surveys
		>> # youth have found paid jobs (employment) via internship	SOSTA, POISE, Shaqodoon	Not known yet, will be informed by surveys
		>> # youth have found paid jobs (employment) via TVET trainings	SOSTA	Not known yet, will be informed by surveys
		>> # youth have found paid jobs (employment) via employability skills trainings	POISE	Not known yet, will be informed by surveys
		>> # youth have found paid jobs (employment) directly via job fairs	POISE, SOSTA, Shaqodoon	Not known yet, will be informed by surveys
		# youth have become self-employed	POISE, SOSTA, universities, TVET centres, Hanze University of Applied Sciences, Butterfly Works, VC4A, Oxfam	172
		>> # youth have become self-employed (via entrepreneurship training)		153
		>> # youth have become self-employed (via Bits schools, employability skills and TVET trainings)	Shaqodoon, POISE, SOSTA	26
		>> # youth have become self-employed (via design thinking CoP)	BW	10
		>> # female coders have become self-employed	BW	30



<b>Short-term outcome 1.1</b>	Youth have acquired sector-specific, transferable skills (soft and technical), better linked with market needs and fit for the future of work	Average level of sector-specific/ transferable skills (on a five-point scale, self-assessment)	POISE, SOSTA, Shaqodoon	Not known yet, will be informed by surveys
		% youth satisfied with the training provided	POISE, SOSTA, Shaqodoon	Not known yet, will be informed by surveys
		#/% youth feel confident that their skills will help them find a new job/ assignment	POISE, SOSTA, Shaqodoon	Not known yet, will be informed by surveys
<b>Output 1.1.a</b>	Soft/technical skills trainings organized	# youth trained	POISE, SOSTA, Shaqodoon, VC4A, Hanze, BW	4905
		>> # new students enrolled in Bits schools	POISE, Shaqodoon	POISE: 520 Shaqodoon: 320
		# female students Nija Sis (Nigeria only)	POISE	240
		>> # students in employability skills training	UoH, Hanze University of Applied Science, POISE	POISE: 1200 UoH and Hanze: 1200
		>> # students who received technical training in job centres	SOSTA	400
		>> # students who received soft skill training (e.g. job hunting, entrepreneurship, youth life coaching)	SOSTA, POISE	POISE: 80 SOSTA 800
		>> # students who received support on CV writing, communication and job searching skills (via job centres, Somalia only)	SOSTA	800
		>> # students who received specialized Bits data science training (Nigeria only)	POISE	80
		>> # students who received entrepreneurial skills training (online)	VC4A	8000
		>> # students in design thinking courses	BW	350
		>> # students trained in Futures Literacy	Hanze University for Applied Sciences	1200
		>> # women trained in coding	BW	120
		% graduates from Bits Schools	POISE, Shaqodoon	80%
		# improved trainings/curricula	BW	4
		>> # youth participating in improved TVET trainings	BW	500

<b>Output 1.1.b</b>	Education institutions offer curricula on the future of work	# career development centres set up	UoH, Hanze University for Applied Sciences	1
		# Futures Literacy knowledge lab set up	UoH, Hanze University for Applied Sciences	1
		# Trainers trained	Hanze University for Applied Sciences, BW	20
		>> # Futures Literacy trainers trained (ToT)	Hanze University for Applied Sciences	10
		>> # TVET trainers trained (ToT)	BW	300
		>> # Design thinking trainers trained (ToT)	BW	Not known yet, will be informed by surveys
		>>>> # students trained by FL trainers from ToT	UoH, Hanze University of Applied Science	Not known yet, will be informed by surveys
		>>>> # students trained by TVET trainers from ToT	BW	Not known yet, will be informed by surveys
		>>>> # students trained by DT trainers from ToT	BW	Not known yet, will be informed by surveys
		# active community members in CoPractice on design thinking	BW	36
		# education institutions that are implementing new modules	Hanze University of Applied Science, BW	8
<b>Short term outcome 1.2</b>	Youth are connected to employers, mentors and job opportunities (e.g. through job fairs, internships)	# of youth connected to employers, mentors and job opportunities	POISE, SOSTA, Shaqodoon	160
<b>Output 1.2.a</b>	Job fairs organized	# job fairs	POISE, SOSTA, Havoyoco	12
		# youth attending job fairs	POISE, SOSTA, Havoyoco	POISE: 300 SOSTA: 1200 Havoyoco: 1200
		# on-site job placements	POISE, SOSTA	POISE: 240 SOSTA: 225
		# companies attending fairs	POISE, SOSTA	40

<b>Output 1.2.b</b>	Virtual job fairs set up (Nigeria only)	# companies active on virtual job fair platform	POISE	Not known yet, will be informed by surveys
		# youth active on virtual job fair platform	POISE	All students of Bits schools and Career Kickstart
		# matches between youth and companies on virtual job fair platform	POISE	Not known yet, will be informed by surveys
<b>Output 1.2.c</b>	Internships for youth organized	# youth placed in internships	SOSTA, POISE, Shaqodoon, Havoyoco	SOSTA: 300 POISE, Shaqodoon: 280 Havoyoco: 200
<b>Output 1.2.d</b>	Career advisory sessions organized	# career advisory sessions	SOSTA	600
<b>Pathway 2: SMEs and startups see their businesses grow, resulting in improved and new positions for youth</b>				
<b>Long-term outcome 2.1</b>	Startups see their businesses grow, resulting in improved and new positions for youth	# paid positions (m/f) sustained by startups that took part in WiP interventions	Innovate Ventures, SLA, IceAlex, VC4A, BW	1485 (average of 5 fte per startup)
		#/% startups that acquired external partnership or funding or became part of a joint venture after physical acceleration	Innovate Ventures, SLA, IceAlex, BW	47 startups (16%)
		#/% startups that are still in business after one year, or have merged or been acquired	Innovate Ventures, IceAlex, SLA, BW	Not known yet, will be informed by surveys
		#/% startups that have grown their business (in terms of revenue, number of clients, market access)	Innovate Ventures, IceAlex, BW, SLA	Not known yet, will be informed by surveys
		>> #/% startups with increased revenue	Innovate Ventures, IceAlex, BW, SLA	Not known yet, will be informed by surveys
		>> #/% startups with increased number of clients	Innovate Ventures, IceAlex, BW, SLA	Not known yet, will be informed by surveys
		>> #/% startups with increased market access	Innovate Ventures, IceAlex, BW, SLA	Not known yet, will be informed by surveys
		# alumni mentors still active six months after programme	VC4A	Not known yet, will be informed by surveys
		# alumni mentors who invest in startups after the programme	VC4A	Not known yet, will be informed by surveys
<b>Short-term outcome 2.1</b>	Startups have improved their operations, accessing business networks, knowledge and finance	#/% startup founders who feel better able to run their business	Innovate Ventures, SLA, IceAlex, VC4A, BW	Not known yet, will be informed by surveys
		#/% startups satisfied with acceleration training/mentorship programme	Innovate Ventures, SLA, IceAlex, VC4A, BW	>3 on a 5-point scale
		% startups formally registered after acceleration	Innovate Ventures, SLA, IceAlex, BW	Not known yet, will be informed by surveys
		#/% startups satisfied with investor connections secured as part of the Venture Showcase	VC4A	>3 on a 5-point scale

<b>Output 2.1.a</b>	Startup acceleration programme completed	# startups accelerated (physical accelerator)	Innovate Ventures, SLA, IceAlex (phase B)	IceAlex: 70 startups incubation, 35 acceleration SLA: 80 Innovate Ventures: 46 VC4A: 136
		>> # startups participated in mentor-driven capital programme	VC4A	136
		>> # startups in pre-incubation track (phase A)	IceAlex (Egypt only)	70
		>> # startups trained in design thinking	BW	80
		# hubs/accelerator partners trained in design thinking	BW	4
		# mentors trained in mentor-driven capital programme	VC4A	120
		# mentorship bootcamps organized	VC4A	12
<b>Output 2.1.b</b>	Online Academy participation	# individuals participating in online Startup Academy courses	VC4A	8000
<b>Long-term outcome 2.2</b>	SMEs see their businesses grow, resulting in improved and new positions for youth	# paid (new) employees in SMEs	EDC, Shuraako, ATC	4596 (average of 6.7 fte per SME)
		# SMEs have received funds/ loans from external institutions	EDC, Shuraako, ATC	226 (33%)
		Average level of working conditions for employees in SMEs (minimum wage, tax, health care, sick leave policy, maternity/ paternity leave, contributions to employees' pensions), on a scale from no indicators met to all indicators met	EDC, Shuraako, ATC	Not known yet, will be informed by surveys
<b>Short-term outcome 2.2</b>	Impact-driven SMEs have improved their operations, accessing business networks, knowledge and finance	#/% SMEs satisfied with BDS training provided (>3, on a 5-point scale)	BW, EDC, ATC, Shuraako	Not known yet, will be informed by surveys
		Average capacity level (self-assessed capacity on governance, HR, marketing and communications, sales, operations, business planning and modelling, financial planning)	BW, EDC, ATC, Shuraako	Not known yet, will be informed by surveys
		#/% SMEs with an improved social impact plan	BW, EDC, ATC, Shuraako	40%

Output 2.2	BDS programme completed	# SMEs trained	ATC, EDC, Shuraako	ATC: 600 EDC: 40 Shuraako:46
		>> # impact-driven SMEs trained	ATC, EDC, Shuraako	40
		>> # SMEs trained in design thinking	BW	16
		>> # SMEs one-on-one consultancy (Egypt only)	ATC	146
		# organizations delivering BDS	ATC, EDC	5
		# BDS providers trained	EDC	8
		>> # of SMEs trained by trained BDS providers	EDC	80
		>> #/ % BDS providers trained that feel better equipped after training	ATC, EDC	Not known yet, will be informed by surveys
Pathway 3: Improved policies and changed attitudes stimulating youth employment and the business environment				
Long-term outcome 3.1	Improved policies and changed attitudes stimulating youth employment and the business environment	# policy proposals adopted by private sector companies, aiming to improve decent work and internships for youth	POISE, The Community Hub, Havoyoco, SLA, EDC	2
		#/% private sector companies with positive attitudes towards youth employment and decent jobs for youth	POISE, The Community Hub, Havoyoco, SLA, EDC	Not known yet, will be informed by surveys
		#/% people (m/f) with changed attitudes towards youth employment, decent work and social barriers, particularly for young women and vulnerable youth	POISE, The Community Hub, Havoyoco, SLA, EDC	Not known yet, will be informed by surveys
Short-term outcome 3.1	Policies of the private sector concerning workplace practices are changed to be more inclusive, equitable and sustainable by offering youth decent work and internships	#/% private sector parties with an intention to change company policies to improve employment and decent jobs for youth	POISE, The Community Hub, Havoyoco, SLA, EDC	Not known yet, will be informed by surveys
		#/% participants in private sector company events who are satisfied with the information exchanged	POISE	Not known yet, will be informed by surveys
		# stakeholders that join a coalition to influence the private sector to be more inclusive, equitable and sustainable	The Community Hub	Not known yet, will be informed by surveys



<b>Output 3.1.a</b>	Organizing events for private sector companies and governments	# events (meet-ups, conferences, sessions, seminars) for private sector companies	POISE, ATC, EDC, Oxfam Somalia	ATC: 1 Oxfam: 12
		>> # SMEs participating in events for private sector	POISE, ATC, EDC	Not known yet, will be informed by surveys
		>> # participants in events for private sector companies	POISE, ATC, EDC	1050
		# events/meetings (meet-ups, conferences) for governmental bodies	Oxfam Somalia	12
		>> # participants in events/ meetings for governmental bodies	Oxfam Somalia	1200
		# events on social barriers for youth employment (nepotism, clannism, favouritism)	Oxfam Somalia	3
		>> # participants in events on social barriers for youth employment (nepotism, clannism, favouritism)	Oxfam Somalia	900
<b>Output 3.1.b</b>	Providing guidance to private sector parties on making policy changes	# manuals/guidance materials developed for private sector parties	The Community Hub	Not known yet, will be informed by surveys
		# of private sector companies reached by guidance materials/ manuals	The Community Hub	Not known yet, will be informed by surveys
<b>Output 3.1.c</b>	Coalition building	# progress reports of the coalition	The Community Hub	20
		# research reports	The Community Hub	2
		# companies that signed the policy agreement	The Community Hub	20
		# partners in #CarbisShaqo coalition	Havoyoco	Minimum 5
<b>Short term outcome 3.2</b>	Early-stage investors are active, collaborate and make deals in African markets	#/% investors satisfied with the summits	VC4A	Not known yet, will be informed by surveys
		#/% startups satisfied with showcase during summits	VC4A	Not known yet, will be informed by surveys
<b>Output 3.2.a</b>	African yearly investor summits organized	# African yearly investor summits	VC4A	4
		# participants at African yearly investor summits	VC4A	1200
		# investors attending investor summits	VC4A	900
		# startups from WiPI countries pitching during investor summits	VC4A	16

<b>Output 3.2.b</b>	Online platform online and functional	# individual platform members	VC4A	15000
		# venture profiles	VC4A	Not known yet, will be informed by surveys
		# individuals active on online Startup Academy	VC4A	Not known yet, will be informed by surveys
		# startups that have applied for programmes and funding opportunities via VC4A platform	VC4A	2000
<b>Short-term outcome 3.3</b>	Youth are inspired to overcome challenges, adverse social norms and barriers	# young people taking part in WiP! interventions (m/f) who feel inspired to overcome challenges, adverse social norms and barriers	POISE, SOSTA, The Community Hub, Havoyoco, EDC, ATC, Shaqodoon	Increase
<b>Output 3.3.a</b>	Increased awareness about issues related to youth employment, decent jobs for youth and internships	# campaigns organized	Oxfam, The Community Hub, BW	12
		# youth reached during national and International Youth Days	Oxfam, Havoyoco, The Community Hub	11000
		>> # role models sharing stories with youth	Oxfam, Havoyoco, The Community Hub	Not known yet, will be informed by surveys
		# youth reached during Youth Entrepreneurship Dialogue	Oxfam NL	4000
		# educational institutions reached with awareness-raising activities (university information sessions)	The Community Hub	4
		# press releases and media coverage	The Community Hub, Oxfam SO, Havoyoco	Havoyoco: 6
		# trainings on financial literacy	EDC	30
		# participants in financial literacy trainings	EDC	45
<b>Output 3.3.b</b>	Communication materials developed	# communication materials	BW, The Community Hub, Oxfam	Not known yet, will be informed by surveys
<b>Output 3.3.c</b>	Internship policy implemented	# follow-up meetings with key decision makers	Havoyoco	Havoyoco: 36 (monthly)

# ANNEX 2

## Logical Framework

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Overall goal	Long-term outcome	Short-term outcome	Output	Type of interventions
More young men and women are able to generate sustainable living wages and are optimistic about the future in Egypt, Nigeria and Somalia.	1. More young men and women have found paid jobs or become self-employed.	1.1 Young men and women have acquired sector-specific, transferable skills (soft and technical), better linked with market needs and fit for the future of work.	<ul style="list-style-type: none"> <li>6.260 young men and women trained (50% are women)</li> <li>8 educational institutions offer curricula on the future of work</li> <li>350 young women and men active on design thinking platform</li> </ul>	<ul style="list-style-type: none"> <li>Technical skills training</li> <li>Digital design thinking training (Bits schools)</li> <li>21st century skills training (Futures Literacy and design thinking)</li> </ul>
		1.2 Young men and women are connected to employers, mentors and job opportunities.	<ul style="list-style-type: none"> <li>12 job fairs in Somalia and Nigeria</li> <li>780 young people linked to internships (50% women)</li> <li>2700 young participants (45% women)</li> </ul>	<ul style="list-style-type: none"> <li>Organizing job fairs</li> <li>Networking with employers and making sure they are coming to the fair</li> <li>Inviting young people</li> </ul>
	2. Startups and SMEs see their businesses grow, resulting in improved and new positions for youth.	2.1 Startups have improved their operations, accessing business networks, knowledge and finance.	<ul style="list-style-type: none"> <li>297 startups accelerated</li> <li>40 startups have been matched to mentors</li> <li>8000 startups have been part of the online Startup Academy</li> </ul>	<ul style="list-style-type: none"> <li>Accelerator programmes</li> <li>Mentor programmes</li> <li>Online Startup Academy (VC4A)</li> </ul>
		2.2 Impact-driven SMEs have improved their operations, accessing business networks, knowledge and finance.	<ul style="list-style-type: none"> <li>726 SMEs received BDS</li> <li>40% of them have social impact plans</li> <li>8 BDS providers empowered</li> </ul>	<ul style="list-style-type: none"> <li>BDS programmes</li> <li>Extra support on integrating social impact plans and/or adapting business plans with elements of the circular economy</li> <li>Training of different BDS providers for scale</li> </ul>
	3. Improved policies and changed attitudes stimulate youth employment and the business environment.	1. Policies of the private sector concerning workplace practices are changed to be more inclusive, equitable and sustainable by offering youth decent work and internships.	<ul style="list-style-type: none"> <li>At least one private sector policy concerning workplace practices is changed to be more inclusive, equitable and sustainable by offering youth decent work and internships</li> <li>Organizing events (10) for private sector companies and governments</li> <li>Coalition building (#CarbisShaqo)</li> </ul>	<ul style="list-style-type: none"> <li>Outreach activities</li> <li>Network meetings</li> <li>Co-creation of communications material to raise credibility of young entrepreneurs and influence public debate</li> <li>Coalition building</li> <li>Organizing events</li> <li>Active presence at key events (to be selected)</li> </ul>
		3.2 Early-stage investors are active, collaborate and make deals in African markets	<ul style="list-style-type: none"> <li>African yearly investor summits organized</li> <li>Online platform up and functional</li> </ul>	<ul style="list-style-type: none"> <li>Reaching out</li> <li>Inviting participants</li> <li>Organizing the summits</li> <li>Daily management of platform</li> </ul>
		3.3 Youth are inspired to overcome challenges, adverse social norms and barriers.	<ul style="list-style-type: none"> <li>Yearly continuous campaign #IWASTHERE</li> <li>Showcasing of role models' enterprises to trigger other young entrepreneurs</li> </ul>	<ul style="list-style-type: none"> <li>Selecting role models</li> <li>Organizing national and International Youth Day celebrations</li> <li>Organizing campaigns</li> </ul>

# ANNEX 3

Budget against KPI of MoFA

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Summary per KPI					
Consolidated per component	Somaliland	Nigeria	Egypt	Global	Total
<b>Outcome 1</b>					
Short term outcome 1.1	967.787,7	772.426,0	0,0	731.568,7	<b>2.471.782,4</b>
Short term outcome 1.2	46.500,0	17.364,2	0,0	0,0	<b>63.864,2</b>
<b>Total outcome 1</b>	<b>1.014.287,7</b>	<b>789.790,2</b>	<b>0,0</b>	<b>731.568,7</b>	<b>2.535.646,6</b>
<b>Outcome 2</b>					
Short term outcome 2.1	320.859,8	276.530,6	311.846,0	1.355.308,7	<b>2.264.545,0</b>
Short term outcome 2.2	427.848,1	625.155,0	529.767,4	149.694,0	<b>1.732.464,6</b>
<b>Total outcome 2</b>	<b>748.707,9</b>	<b>901.685,6</b>	<b>841.613,4</b>	<b>1.505.002,7</b>	<b>3.997.009,6</b>
<b>Outcome 3</b>					
3.1 short-term outcome	145.593,0	0,0	0,0	0,0	<b>145.593,0</b>
3.2 short-term outcome	0,0	57.224,8	0,0	262.335,0	<b>319.559,8</b>
3.3 short-term outcome	167.158,2	96.640,0	415.757,8	341.328,7	<b>1.020.884,6</b>
<b>Total outcome 3</b>	<b>312.751,2</b>	<b>153.864,8</b>	<b>415.757,8</b>	<b>603.663,7</b>	<b>1.486.037,4</b>
<b>Total Outcomes</b>	<b>2.075.746,8</b>	<b>1.845.340,5</b>	<b>1.257.371,2</b>	<b>2.840.235,0</b>	<b>8.018.693,5</b>
<b>Delivery costs</b>	<b>221.772,5</b>	<b>221.583,3</b>	<b>335.440,1</b>	<b>1.170.125,0</b>	<b>1.948.920,9</b>
<b>III. Overhead/ indirect costs (11,07%)</b>					<b>1.240.968,0</b>
<b>TOTAL</b>	<b>2.297.519,3</b>	<b>2.066.923,8</b>	<b>1.592.811,3</b>	<b>4.010.360,0</b>	<b>11.208.582,4</b>

# ANNEX 4

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# COORDINATION OF LEAD ALLIANCES AND THEIR PARTNERS AT GLOBAL LEVEL AND IN THE COUNTRIES

## Vision

All LEAD partners/alliance envision more decent jobs and income for young people in Africa.

It is highly important that we realize that shared vision in our cooperation in order to add value to each other, learn from each other and inform each other

## Objective of our partnership

We want to add value to each other, learn from each other in order to have a more sustainable impact in countries we work in (Libya, Tunis, Egypt, Somalia, Nigeria). We want to have a inclusive partnership of not only the LEAD Alliances, but also their partners in the countries.

## How we are going to reach it?

We need to realize that we have made our own planning for the next 4 years as independent Alliances. We have been speaking to each other while developing the plans and Oxfam and SOS had made some decisions.<sup>16</sup>

In the coming four years we want to learn each other's projects better, exchange on a regular basis on global level and in the countries itself in order to find our added value and to learn from each other on different approaches, lessons learned and successes.

## Things we will start doing:

- exchange each other's project documents, list of partners with contact person and if possible project managers/leaders in the countries. It would be nice to have a common database.
- define at global level, and in the countries, how often we meet and what will be the objectives of the meeting. Because it can be to inform each other on progress, but also to cooperate to influence change, or we can meet to learn on a certain topic/approach/method etc.
- inform each other on meetings/events that are important for the other Alliances in your country

## What IS the partnership and what is it NOT.

We see the partnership as a coordination to improve the sustainability of the results and the impact of our projects.

Partnerships in the country should have enough mandate to be able to decide activities/exchanges etc beneficial for them in those countries. And they should be able to inform global level about what is best for them and the projects.

We should be able to trust each other to speak about challenges and issues we meet with certain partners and/or persons.  
We are certainly no competitors of each other.

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<sup>16</sup> One decision: Work in Progress! (Oxfam) in Somalia is not training young people in Hargeisa in soft Employability skills anymore as Next Economy (SOS) is much stronger. Second: Work in Progress! is working with hubs of next economy to train them and their clients in Design Thinking.

# ANNEX 5

## Actionable evaluation recommendations

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No.	Evaluation Recommendation	Oxfam Novib's response	Action taken
<b>Effectiveness: training</b>			
1	Spread trainings more equally across the country. This will also benefit youths that do not have the opportunity to travel regularly.	We recognize the need for interventions and support for youth that are not able to travel or that are not close by the project areas. However, we also realize that we cannot reach as many youths and marginalized groups as we would like. This is because funds are not sufficient for this, but also because it is more difficult to reach and enroll the most disadvantaged youths.	This recommendation has been taken up in the proposal of WiP! 2020-2023. In Egypt and Nigeria we are going to train BDS providers. In Egypt for the accelerator programme we move out of Cairo to Alexandria, as a lot of actors are already in Cairo.
2	Allocate more time to specific training elements (e.g. impact modelling in Egypt, Bitschools in Nigeria and Somalia).	The project continuously monitors participants feedback and satisfaction with the training. If necessary, changes during the project were made to better fit participants needs.	We will continue our approach for monitoring trainings and assessing participants satisfaction with the training.
3	Update startup acceleration and BDS training with additional financial modules.	We have a mechanism in place to continuously monitor and collect participants feedback on the BDS and acceleration training.	The curricula of She Leads Africa has been updated in 2019, same for Innovate Ventures and EDC. Shuraako and Innoventures already had a module on finance.
4	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).	Oxfam will look for opportunities and will definitely take this into account for future projects.	Oxfam in Nigeria integrated this immediately even in the last month of 2018. And distributed laptops under the best graduates. In Somalia young people can use Harhub computers all day long since 2017.
5	Strengthen mentorship and networks for alumni.	This is taken up for startups and mentors by VC4A since 2019.	VC4A developed a mentorship program and actually rolls it out since 2019 in all 3 countries. It supports startups to formulate their mentorship questions. And trains mentors how to be effective and quality mentors.
<b>Effectiveness: job fairs</b>			
6	Restructure and reorganize job fairs to allow better and more sustainable matches between job seekers and employers.	This is improved during the years and also in 2019 will continue to improve.	This recommendation is taken up in the proposal of WiP! 2020 -2023. This also had led to the decision to stop working with NEP who had a methodology that we couldn't adhere to after the recommendation of the evaluation.
7	Improve briefings of employers about job seekers needs and expected treatment of employees/ interns.	This is improved during the years and also in 2019 will continue to improve.	This recommendation has been taken up in the proposal of WiP! 2020 -2023. POISE has some explicit activities on informing employers on how to make an internship successful. The internship policy in Somaliland has been accepted by the government.



Effectiveness: influencing and enabling environment			
8	Improve implementation of pillar 3 (enabling environment).	We acknowledge that pillar 3 was relatively underdeveloped.	We addressed this in the project in 2019 by adding an influencer to the team at the global level. The influencer supports country offices and partners by strategizing influencing approaches and impact. And makes linkages between the service delivery we do and the influencing interventions much stronger.
Relevance			
9	Access other areas, expand to urban centers of other regions and to rural areas	In 2019 we expanded outside Cairo. In Nigeria the startup and SME development programs are selecting startups and SME from all over Nigeria.	This recommendation has been taken up since 2019 and we will continue to expand to other urban centers hopefully with the financial support of other donors.
Cost effectiveness			
10	Seek measures to reduce operational costs, so more money can flow to activities	We agree to this recommendation.	This recommendation was not easy as working with partners demand also operational cost for them to be able to make things happen. We managed though to only budget for staff directly operating in the project and contributing to results.
Partnership			
11	Increase engagement between alliance and country partners, and between partners in the countries, to ensure learning and to obtain synergy for more impact.	We recognize that partnership management and communication are continuous points of attention.	We organised in 2018 a learning event where all partners and Alliance staff discussed the results of the evaluation, we met innovative entrepreneurs in Amsterdam and we discussed the future of WiP after 2018. In 2020 we will kick off the project with another face-to-face meeting to set the scene of the new phase, develop the governance structure and agree on ways of working. This is really important to increase the engagement and learning between partners and countries.
12	Select or ask actual partners to expand to other regions (including rural areas)	We embrace this recommendation.	Recently, the steering group of WiP! has decided that WiP! can expand to Senegal. The Senegal project will be developed and Oxfam will raise funds for implementation. In Nigeria we will expand to Nassarawa and in Egypt we are expanding to Alexandria. In 2019, in Somalia, Hargabits expanded to Puntland to set up a second bits school there.

Overall			
13	Gender: for women it proved to be more difficult to get a job or an internship than for men.	We are continuous highlighting this and communicating with partners and also outreaching to women and men. But it still is a difficult issue.	In some countries additional measures are taken since 2019, to remove barriers for women/ girls to join the program (e.g. providing female hygiene products in Somaliland and adjusting course times to make it possible to finish classes earlier). In Nigeria Ekobits has started a training only accessible for young women since 2019.
14	MEL: Improve the Monitoring & Evaluation framework	We recognize the need to improve the M&E methodology, and to allow sufficient time for learning and accountability.	For WiP! 2020-2023 we have developed another M&E methodology as described in chapter 8, that will be as effective as possible and less time consuming.

# ANNEX 6

Alliance partners

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# ALLIANCE PARTNERS

## Butterfly Works

[Butterfly Works](#) is a social innovation studio that creates education and communication projects in emerging economies. In cooperation with [Shaqodoon](#) in Somalia, it supports the Bits digital design school, [Hargabits](#). In Nigeria, Butterfly Works supports [Ekobits](#) and [Edobits](#), together with Poise. They also set up [WeAreBits](#), a network organisation of all Bits Schools for the GlobalBits Academy; a training programme in the field of ICT and multimedia for youth in emerging economies.

ButterflyWorks has 20 years of experience in more than twenty five countries. They use the most effective means and methods from the creative sector for social issues. They bring people from different backgrounds and insights together and respond to opportunities in IT, education and design. This is how they create effective social innovations. New ideas come from this and the create effective social innovations.

## Venture Capital for Africa (VC4A)

[Venture Capital for Africa](#) is an ecosystem-building organisation which is offering the Work in Progress! alliance its infrastructure, network and expertise to design and implement startup support initiatives on the continent. VC4A facilitates accelerator programmes and investor events in all three project countries and connects thousands of startups to knowledge, mentorship and finance through its [online platform](#). VC4A works in Nigeria with [She Leads Africa](#) (SLA), in Somalia with [Innovate Ventures](#), and in Egypt it will work with [Icealex](#).

VC4A was established in 2007 as a social network for starting entrepreneurs. The vision behind the project is that VC4A is a Platform within a broader social movement. The VC4A platform is open to everyone to participate. Open communication and collaboration are core principles and all members are asked to actively participate in the growth and development of the VC4A community.

VC4A was officially registered as a Dutch social enterprise in 2010. Partnerships have been concluded with HIVOS, DOEN Foundation and Argidius. The management team of VC4A reports to investors and the Board of Advisors. An external audit takes place every year.

## Oxfam (Novib) (ONL)

Oxfam (Novib) is the project lead. With the Project Management Unit in The Hague, and with country offices in Nigeria, Somalia and Egypt, it manages the contracts with national and global partners. Oxfam (Novib) is also responsible for the implementation of monitoring, evaluation and learning (MEL) framework, which includes data collection and analysis for measuring impact. Within the project Oxfam provides expertise on 21st century skills building, on BDS for SMEs, and on how to influence the ecosystem of young women and men.

Within the coming project ONL partners in Nigeria with [Poise](#) and [Enterprise Development Centre](#) in Somalia with [Havoyoco](#) and [SOSTA](#) and [Shuraako](#), and in Egypt with [Ahead of the Curve](#) and The Community HUB.

Oxfam Novib (ONL), ever since the founding over 60 years ago, has been working with hundreds of partners around the globe to fight for a fairer world. ONL addresses the underlying causes of poverty and inequality. Together with partner organizations, ONL represent millions of citizens who are fighting this battle to create a fairer and more sustainable world, with them. The mission is not to give aid, but to solve problems.

ONL supports victims of the war in Yemen, and calls investors in the irresponsible arms trade to account. They offer young people a more hopeful future through projects, and they put the growing inequality on the agenda at the annual summit for CEOs in Davos, Switzerland. Their partners demand decent health care and education from their governments, while together they constantly ask politicians around the world to realize decent development cooperation budgets and fair

taxation systems. ONL also aims for structural solutions when it comes to the emergency relief aid. ONL collaborates with and supports (local) humanitarian organizations so they can provide ever-better emergency relief aid when a new crisis occurs. Partners are supported to access international emergency aid funds and to gain access to spaces where decisions are made on humanitarian aid.

## General Information about the Alliance partners

### Name of lead application

Oxfam Novib

**Address:** Mauritskade 9

Postbus 30919

2500 GX Den Haag

**Tel:** +31 (0) 70 3421621

### Total amount of expenditure in last 3 years

Oxfam Novib (in Euro)

Oxfam Novib expenditure from April till March

2016 – 2017 181.029.000

2017 – 2018 200.129.000

2018 – 2019 182.998.000

### Name of directors

Michiel Serveas (Executive Director)

Ton Meijers (Director Programs and Campaigns)

Pauline Mulder (Director Operations)

### Name of contact person

Mirjam Horstmeier Project Lead of Work in Progress!

**Tel:** +31 (0) 6 2189 2419

**Email:** [mirjam.horstmeier@oxfamnovib.nl](mailto:mirjam.horstmeier@oxfamnovib.nl)

### Alliance Partner Butterfly Works

Butterfly Works

Hanja Holm, Managing Director

**Address:** Ms. van Riemsdijkweg 57

1033 RC Amsterdam

**Email:** [hanja@butterflyworks.org](mailto:hanja@butterflyworks.org)

**Registered as:** Foundation

**Registered since:** 29 september 2004

### Total amount of expenditure in last 3 years (in Euro), Butterfly Works

2016 922.205,-

2017 876.050,-

2018 650.503,-

### Alliance Partner VC4A

Venture Capital for Africa (VC4A)

Ben White, founder and CEO

**Address:** Nieuwezijds Voorburgwal 23

1012 RC Amsterdam

**Email:** [ben@vc4a.com](mailto:ben@vc4a.com)

**Registered as:** Besloten Vennootschap (Social Venture)

**Registered since :** 07-07-2011

### Total amount of expenditure in last 3 years (in Euro), VC4A

2016 826.548

2017 837.155

2018 922.584

### Countries we are working in

Egypt, Nigeria and Somalia

<b>Name</b>	Oxfam in Egypt
<b>Executive Director</b>	Hania Aswad ( <a href="mailto:hania.aswad@oxfam.org">hania.aswad@oxfam.org</a> )
<b>Contact details of the office</b>	17 bis Rue Félicien Challaye Mutuelleville - 1002 Tunis Belvédère. Phone : +216 71781563
<b>Legal personality</b>	Hania Aswad
<b>Evidence for the organisation's capacity to co-manage and co-implement the project</b>	<p>Oxfam in Egypt opened its offices formally in 2017 in Tunis. Before this, Oxfam in Egypt was operating from the Hague. In the establishment of its structure and internal organization, it is using and is supported by particularly Oxfam Novib to be able to meet quality standards. In Egypt "Oxfam Country Strategy" has a strong focus on youth economic empowerment, whereby the dedicated thematic focus 'economic justice' currently has three major projects being implemented. In addition to Work in Progress!, Oxfam in Egypt is also implementing a 5 year project on Youth Participation and Empowerment supported by the Danish MoFA and another 4 year project on Promoting Youth Social Entrepreneurship supported by the EU.</p> <p>Oxfam in Egypt's team consist of experts on project management, MEL, Influencing and Gender Mainstreaming who ensure proper follow up and quality implementation and delivery across the different activities, along with experienced finance and operation teams in place. Oxfam in Egypt has been managing a budget of 6,200,000 Euros since it relocated back to the region and for period between 2017 and 2019. This budget is divided across different projects under three thematic focuses; namely Economic Justice, Active Citizenship, and Gender Justice. Reports submitted to donors across the last 3 years, as well as the youth evaluation report done under the WIP! project, show the ability of Oxfam in Egypt and its partners to implement quality and strategic programs and interventions in a consistent manner.</p>
<b>Applicant's reasoned opinion on this organisation's reliability and stability</b>	<p>Oxfam in Egypt has built up a strong track record on addressing inequalities and enhancing the capacity development of youth to improve their overall livelihood, social and economic conditions and capabilities with greater resilience. Youth, as one key stakeholder group, is mainstreamed throughout programs and projects ensuring active engagement as well as youth-responsive programming. The Country Office has the proper internal systems, supported by Oxfam Novib, that ensure the sustainability of its operations as well as an operating model that is built and tested to adjust and respond to the challenging context in Egypt, ensuring proper risk mitigation measures and agile systems to respond to any emerging needs from the shrinking civic space situation in the country. Oxfam in Egypt has managed to build an in-depth experience and networks in relation to partners and stakeholders working on youth empowerment and access to decent and dignified economic opportunities in diverse sectors across the ecosystem in Egypt, such as acceleration/incubation, match making, providing tailored technical skills and capabilities, youth leadership and active engagement, as well as influencing policies in the work place.</p>



<b>Name</b>	Oxfam in Nigeria
<b>Executive Director Interim</b>	Constant Tchona ( <a href="mailto:constant.tchona@oxfam.org">constant.tchona@oxfam.org</a> )
<b>Contact details of the office</b>	No. 11 Ganges Street off Alvan Ikoku Way, Maitama Abuja, Nigeria +234 7086 625 290
<b>Legal personality</b>	
<b>Evidence for the organisation's capacity to co-manage and co-implement the project</b>	<p>Oxfam in Nigeria opened its offices formally in the second decade of 2000 in Abuja. In its establishment of its structure and internal organisation, it is using and is supported by particularly Oxfam Novib to be able to meet quality standards. In Nigeria's "Oxfam Country Strategy" has a strong focus on catalysing positive change on Women's economic, social &amp; political life; active citizenship and governance; advocacy &amp; work with the private sector &amp; a reduction in the level of youth unemployment. The core thematic areas in country are: providing sustainable livelihoods for the poorest thereby ensuring vulnerable people's needs are met; transforming attitudes about women's roles &amp; rights; and increase active citizenship and the accountability and transparency of the public and private sector. There is a Program quality unit that are responsible for ensuring conformation to program standards, Monitoring and Evaluation of all on-going activities and also implement a Complaint Feedback Mechanism; A dedicated ICT4D unit that also contributes to improved program implementation, data quality &amp; sharing our impact story; A finance team to ensure effective financial management &amp; visibility; Security unit to ensure overall safety in the communities we work. All these are central to realizing our vision of a just Nigeria without poverty.</p>
<b>Applicant's reasoned opinion on this organisation's reliability and stability</b>	<p>Oxfam in Nigeria has built up a strong track record. Over the past 50 years, Oxfam in Nigeria has worked with partner organizations at the local and national level to find practical, innovative ways for people to lift themselves out of poverty. We help farmers be more productive and efficient. We support local entrepreneurship &amp; empower youth. We help rebuild livelihoods. Our campaigns amplify the voices of economically and socially marginalized populations to influence the local and global decisions that affect them.</p> <p>Across Nigeria, we are working to build the capacity of low-income populations to cope with the impact of climate change, economic challenges and conflict, ensuring that they have more money in their pockets for themselves and their families. We are strong believers that no country can develop without empowering its women &amp; youth, so we ensure they are at the heart of all the work we do.</p> <p>The development challenges we work on are vast and broad-ranging, so we work in partnership with governments, corporate bodies, and individuals.</p>

<b>Name</b>	Oxfam in Somalia
<b>Executive Director Interim</b>	Amjad Ali ( <a href="mailto:amjad.ali@oxfam.org">amjad.ali@oxfam.org</a> )
<b>Contact details of the office</b>	Ahmed Dhagah District, Near Hargeisa Club, Hargeisa Somaliland Phone: +252 2 523119
<b>Legal personality</b>	Registered as International NGO
<b>Evidence for the organisation's capacity to co-manage and co-implement the project</b>	Oxfam in Somalia opened its offices formally in 1974 in Hargeisa (Somaliland). In its establishment of its structure and internal organisation, it is using and is supported by particularly Oxfam Novib to be able to meet quality standards. "Oxfam Country Strategy" in Somalia, has a strong focus on youth economic development. Alongside the Work in Progress project, Oxfam Somalia also runs a project including youth decision making in the political space. It has got long standing partners that specialize in different sectors including incubation/acceleration, entrepreneurship and skills development that had shown great work and impactful interventions in the first phase. There is a MEAL department that is specialized in quality assurance that currently uses digital platforms alongside other units including Influencing and communications, ICT4D that all contribute to the quality delivery, innovation mainstreaming and showcasing of the project's impact.
<b>Applicant's reasoned opinion on this organisation's reliability and stability</b>	Oxfam in Somalia has built up a strong track record on economic empowerment for youth by working closely with duty bearers and local/international partners who deliver specialized components of our interventions. Over phase 1 of WiP! the country office demonstrated a quality delivery of the project and transformed the lives of youth. The country office has a strong internal control system, managed by Oxfam Novib the Hague and is being supported continually by Novib Hague support team and system. Somaliland (where country office locates) and Puntland are both peaceful regions unlike South central Somalia and therefor would probably have no or limited risks that would affect the project. In case risks do occur, the country structure has clear and structured way of assessing risks and developing mitigation tools led by a well-functioning security department.

# PARTNERS IN THE COUNTRY

## Egypt

### IceAlex

[Icealex](#) is a community driven technology innovation space with a strong social and environmental commitment. The main approach for ice activities in Alexandria is to provide an enabling ecosystem for action-oriented minds co-creating sustainable solutions for local challenges. Their vision is to have a socially-responsible, open and independent community of innovative persons and entrepreneurs in Alexandria”.

Their mission is to provide an enabling environment for action-oriented minds and co-creating sustainable solutions for local challenges.

Within Work in Progress! they are responsible for the startup incubation and acceleration (outcome 2.1). Icealex will be a new partner from 2020.

### Ahead of the Curve

[Ahead of the Curve](#) is a social business dedicated to the promotion of sustainable management practice, inclusive market growth and social innovation.

For the private sector they design, manage and advise companies of all sizes on strategies to create social/economic/governance and environmental value simultaneously.

They design and support inclusive business models that integrate those at the base of the economic pyramid as either producers or consumers. And they support the growth and expansion of social business through networking, investment, mentorship, training and knowledge sharing.

Within Work in Progress! Ahead of the Curve is responsible for the BDS to SMEs since 2017 (outcome 2.2).

### The Community Hub

The Community Hub (TCH) is a consulting agency that introduces and applies engaging, collaborative and impactful problem solving techniques to social issues. It is based in Egypt and founded in early 2019 by 3 Egyptian community psychologists who are interested in understanding and studying the dynamics and structures within different communities.

For this project TCH is going to work on the enabling environment of young social entrepreneurs (outcome 3).

## Nigeria

### POISE

[Poise](#) Nigeria Limited, Nigeria’s Premier personality and Image consultants with over 18 years’ experience in the service industry, has a proven track record of making individuals better and organisations smarter. They provide practical and applicable career development programmes at all levels, through excellence in culture, people, impact and service delivery, by continuously redefining, reinventing, and realigning ourselves to meet up with emerging trends and needs of the 21st century business landscape, while at the same time improving our bottom-line.

Their goal is to prepare and present, well-structured and carefully designed trainings, which will assist professionals of all levels to unlock and discover their potential to grow. Our trainings cover several categories including Executive Management, Leadership, Communication and Etiquette.

Within Work in progress! they organise the 21st century skills building and are active in enabling the environment for internships and young professionals.

Poise, with support from Butterfly Works, also set up [Ekobits](#), the digital design school in Lagos and in cooperation with the state government, they set up [Edobits](#) in Benin city.

Poise is responsible for outcome 1.1, 1.2 and 3.1.

## **She Leads Africa (SLA)**

[She Leads Africa](#) (SLA) is a community that helps young African women achieve their professional dreams. With engaging online content and pan-African events, our vision is to become the #1 destination for smart and ambitious young women.

They are committed to helping smart and ambitious young African women live their best lives. They promote and uplift local talent by proactively identifying promising African experts and practitioners and providing them a platform to grow. Thirdly they deliver the best career and business content focused on our community.

Active in Work in Progress since 2016, they are accelerating female led startups and since 2019 created an online accelerator academy (outcome 2.1)

## **Enterprise Development Center (EDC)**

[Enterprise Development Centre](#) (EDC) is the Entrepreneurship Centre of the Pan-Atlantic University. Setup in 2003 as the Centre for Enterprise development Services (EDS), the Centre emerged as a direct response to the dearth of available professional business development and support services to small and growing business in Nigeria. Throughout the first 4 years of Work in Progress! they developed their services more and more around social impact business and lobby for a enabling environment for SME in Nigeria.

In the new phase they will start to develop the capacity of other BDS providers in Nigeria to scale up to other regions (outcome 2.2)

## **Somalia**

### **Shaqodoon**

[Shaqodoon](#) is an NGO founded in 2011 to create innovative and long-lasting solutions to Somalia/land's youth employment challenges. The NGO is the upshot of the former EDC Somali livelihood project founded by USAID that provided youth in Somaliland, Puntland and South Central Somalia with greater opportunities to access work, training, internships and self-employment opportunities.

Within Work in Progress! they, with support from Butterfly Works, set up the digital design school [Hargabits](#). In 2019 they also mentored young gamers to develop a game for young women and men about how to set up an enterprise. In that same year they started the set-up of a digital design school in Puntland.

In the new phase they are responsible for outcome 1.1.

### **Sosta**

[SOSTA](#) set up a job center in Borama (Somaliland) where it organizes technical trainings for young women and men and they also organised soft employability trainings. Beside that they celebrate national youth day and organised debates on subjects that matters to young people. They are a unique youth center in Borama.

SOSTA was, during the first 4 years of Work in Progress! a partner of IOM Somalia, but since 2020 they will be contracted by Oxfam directly as IOM will not be taking part anymore in WiP phase 2. SOSTA is active in pathway 1.1 and 1.2 of the project on skills building and linking young women and men to the job market.

### **Innovate Ventures**

[Innovate Ventures](#) believes that investing at the earliest stage is the greatest asset they can bring to innovative startup companies. Their core brand values the qualities that make a real difference to businesses. Whether it's finding product market fit, founder disputes, building out your sales and marketing capabilities or introductions to our global network, they provide startups with a carefully curated core team and community of incredible people across the world to help you build your business.

Partnering with the Work in Progress! since 2016, they will continue the startup acceleration in Somaliland. They are responsible for outcome 2.1.

### **Shuraako**

Shuraako a program of One Earth Future (OEF), has been operating throughout the Somali region since 2012 with offices in Hargeisa, Garowe, and Mogadishu.

[Shuraako](#), which means “partnership” in Somali, works in conflict-affected areas and underserved small and medium enterprise (SME) markets to develop a more resilient and responsible private sector. They connect entrepreneurs with impact capital to foster economic growth, create jobs, and promote stability and peace.

Within Work in Progress! they are responsible for the SMEs developing outcome, concerning SMEs in Somaliland (outcome 2.2).

### **Havoyoco**

[Havoyoco](#) the Horn of Africa Voluntary Youth Committee is a regional NGO operating in Somaliland and Ethiopia. Havoyoco is founded in 1992 and is partnering with Oxfam for over 10 years.

In the new proposal they will no longer do soft employability skills trainings because SOS and Spark are also active in that I Somaliland. They will concentrate on creating an enabling environment for young people to thrive (outcome 3.1 and 3.3).

# ANNEX 7

## Youth led evaluation - FAQ

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# YOUTH LED EVALUATION FAQ

## What is a youth-led evaluation?

Youth led evaluation:

- Youth have the opportunity to design evaluation questions, tools and methods
- Youth collect information from respondents
- Youth analyze the data, and
- Youth produce a final report or a product of their choice.

Not a youth-led evaluation:

- Youth give feedback on the data collection methodology and then collect data themselves
- Youth interview their peers based on a pre-designed methodology
- Youth participate as respondents during interviews.

Our youth-led evaluations are professional/ adult- supported and technically advised. So, having youth lead the evaluation, does not mean that youth are left to figure everything out by themselves. They are supported to take the lead by professional (adult) project staff and by technical M&E staff.

## Why a youth led- evaluation?

"Nothing about youth, without youth". This is the motto of Oxfam Novib's youth team. Having youth in leading the design and implementation of the evaluation, and to let them determine how to report on its results, corresponds with our belief in youth as Active Citizens. A youth-led evaluation provides a space for young people to meaningfully participate and to contribute directly to the project objectives.

Youth led evaluation takes participatory approaches to the next level. Also, it is empowering for both the youth evaluators and the respondents. Often, youth are approached as recipients or beneficiaries. A youth-led evaluation does not do that, but empowers youth to take the lead. Likewise, showing

respondents in the evaluation that we trust youth to take the lead, helps them to also see youth as valuable and contributing members of the project.

## Pros and cons

A youth led evaluation offers unique advantages:

- Work in Progress! is a project for youth. Having youth-evaluators on board means that the evaluation is done by the main focus group of the project. Nobody is more expert in the issues of youth than youth themselves. The same applies to a project focusing on women, children etc.
- Since the youth-evaluators are part of the focus group (but not participating in the project themselves), they can relate to the respondents and have discussions with them based on equivalence
- Youth-led evaluation can be considered a project activity in itself: it teaches research and evaluation skills which may help young people to further their careers and build their CV. In that way, even the funds for evaluation are directed towards obtaining the project goals.
- Youth bring fresh insights and concrete recommendations
- It is an innovative approach and provides an opportunity for learning and tailoring evaluation to better fit the interests and opinions of young people.

But be aware of:

- The final product will probably not be an academic publication to be published in evaluation journals
- It is strongly recommended to engage project staff to implement the evaluation process (e.g. facilitate trainings, assist in shaping evaluation questions, help to review collected data)

## How about quality?

High-quality youth-led evaluation requires professional support and technical guidance on M&E throughout the process. This is not meant to limit young people's leadership of the evaluation, but is intended to support the quality of research efforts.

### Professional support

Our youth evaluations are supported by professionals. This support consists of:

- Recruitment of the youth-evaluators;
- Facilitating the design of the evaluation by youth-evaluators;
- Supporting youth evaluators during data collection

### Technical guidance of M&E staff

Youth-evaluators are supported by technical M&E staff. This support consists of:

- Technical support on evaluations, ToC and linking activities to outputs, outcomes and impact
- Technical guidance during the development of data collection tools
- Training on and practice of interview and communication skills (including deep-diving)
- Technical support during data analysis, interpretation of results and formulating conclusions

## Differences and similarities between youth-led and regular evaluations

### Differences

- Youth-led evaluations may require more time from project staff for facilitation of the evaluation process

### Similarities

- Both types of evaluations can be internal (e.g. carried out by internal staff of the organization) or external (carried out by independent consultants, that are specifically hired for this task). It is recommended to accompany qualitative youth-led evaluations with quantitative data and analysis
- Both types of evaluations require a proper recruitment of evaluators.

## How to...

The Work in Progress! Alliance approach to youth-led evaluations consists of a 7-step process. This approach is described in a hands-on guide to help development practitioners to facilitate evaluations led by youth.

The guide can be found online on the Oxfam Novib website (<https://www.oxfamnovib.nl/donors-partners/about-oxfam/projects-and-programs/workinprogress>)



**WORK** IN  
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