

Annual Report 2019

Work in Progress! Project



"The sheer joy on the faces of the graduating participants is one of the reasons we do what we do. To impact lives so that young people from indigent backgrounds can have positive expectations about their future" – EdoBits.

April 2020

act. 4000001701 approved (former 28307/01)

DDE0121324 Nr 28399

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1. Summary Work in Progress! 2019

The Work in Progress! (WiP!) project (2016-2019, EUR 10.671.134 million) aims to create more employment and positive expectations about the future for young men and women in the target countries – Egypt, Nigeria and Somalia. This overarching objective is supported by three pillars: increasing the supply of skilled young people by developing their skills and capacities; providing business development services (BDS) to enhance the growth of small and medium-sized enterprises (SMEs); and cultivating an enabling environment for youth employment, startups and SMEs. These three pillars are comparable to the three pathways in the new project, which will run from 2020 to 2023.

These were the outcomes we proposed to achieve by 2019:

Pillar 1: More young men and women have found paid jobs or become self-employed.

- 1.1 Youth have acquired sector-specific, transferable skills (soft and technical), better linked with market needs and fit for the future of work.
- 1.2 Youth are connected to employers, mentors and job opportunities (mainly through job fairs, with other possibilities including internships).

Pillar 2: SMEs and startups see their business grow, resulting in improved and new positions for youth.

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

Pillar 3: Improved policies and changed attitudes stimulate youth employment and the business environment.

- 3.1 Young people are empowered and inspired by role models and others to challenge social and gender norms and attitudes that hinder them in reaching their potential.
- 3.2 Enhanced enabling environment for young people, especially young women in the workplace.
- 3.3 Improved policies and practices that enable SMEs to access finance and have more positive social and environmental impact.

After four years of implementation, we can proudly say that we have contributed to the self-confidence and personal development of young people who have taken part in trainings: in soft employability skills, such as public speaking and communication; basic ICT skills; technical skills; and digital design skills. We have trained over 7000 young people in the last four years (47% young women), including more than 1800 in 2019 alone (53% women), against a target of 2358. It is much lower as the online training platform of Poise (Nigeria) wasn't ready yet.

The project worked with 129 SMEs (49 in 2019, having targeted 50) to build awareness of their brands, streamline their processes, and improve their business models – with some adopting circular business models. It accelerated 181 startups (74 in 2019, exceeding the target of 45), linking them to investors: VC4A were very successful in the Mentor-Driven Capital program in all three countries. We aimed for at least 20% of the SMEs also to receive investor funding, and fell slightly short with 9 SMEs (18%).

The highlights of this year are several. And you will have to read all country reports, but some of them need special attention in this summary. VC4A has successfully launched the Mentor Driven Capital Program (MDC program). The program's main objective is to grow the pool of mentors and angel investors in each country, thus creating better linkages with the private sector.

In Somalia the Ministry of Employment approved the Internship Policy and start implementing it.



In Egypt, where partners pledged in 2018 to have more contact and added value to each other, Oxfam organised with [Elrehla Company](#) a retreat for partners and Oxfam. It resulted in a capitalization of the achievements of the first phase and a thorough planning of the new phase, a reflection on the partnership, and during the days partners learned from each other.

A cooperation between EDC (Nigeria), Circular Economy (Netherlands) and Oxfam Novib, introduced, in Nigeria, the concept of making your business plan circular to contribute to a circular economy. Two participants and their actions plans are described on page 15 and 16. All participants were very enthusiastic and EDC is now incorporating the modules in their standard BDS curriculum.

Another highlight that formed the basis of the new proposal was the programme development work (Pillar 0) co-designed by Butterfly Works, Oxfam and a lot of participants from the sector of youth employment; from government officials, to CSOs and youth. The process resulted in a system design on the future of work in Somalia, Nigeria and Senegal around agriculture and manufacturing which included 'circular business practices'. This way, we could already submit a concept note for the next phase of WiP and the system designed formed a solid starting point. Participants were very enthusiastic about this approach that engaged many different actors in a co-creative design workshop. The engagement of beneficiaries and partners in the early phases of programme design was highly appreciated. Read more in chapter 4.

In an adaptation of the format from previous years, this annual report will look at the different pillars and outcomes per country – as well as providing an overview of successes and challenges in 2019, and what we plan to do differently in 2020.

Work in Progress! Alliance and partners

WiP! Alliance continued in 2019 to consist of Oxfam Novib, Butterfly Works, the International Organization for Migration (IOM) and Venture Capital for Africa (VC4A). All bring unique expertise to the project, and, as collaboration has continued to be strong, there was no need to review the partnership during 2019. Although we will not continue with IOM in 2020¹, all partners in the country are stable partners for the new project 2020-2023.

Butterfly Works

Butterfly Works is a social innovation studio that creates education and communication projects in emerging economies, pioneering the use of co-creation and design thinking in international development. They've supported the Bits digital design schools in Somalia ([HargaBits](#), in cooperation with Shaqodoon) and Nigeria ([EkoBits](#), [EdoBits](#) in cooperation with Poise). Butterfly Works improved and contextualised the Bits Academy curriculum and established the We Are Bits network organisation.

¹ The reason is that the aim of LEAD is no longer creating jobs to reduce migration. We are continuing with SOSTA the partners of IOM though after 2020.

IOM

IOM is the leading intergovernmental organization in the field of migration, providing services and advice to governments and migrants. In Somalia IOM has worked in cooperation with [SOSTA Job Center](#) to train youth in various vocational, technical and soft employability skills and to connect youth to local job opportunities.

Oxfam (Novib)

Oxfam facilitates trainings for youth to boost their opportunities for employment, and supports the growth of SMEs. Oxfam partners in Nigeria with [Poise](#) (on employability skills training) and [Enterprise Development Centre](#) (EDC, on BDS for SMEs); in Somalia with [Havoyoco](#) (employability skills training) and [Shuraako](#) (BDS); and in Egypt with [Ahead of the Curve](#) (AtC, on BDS). Oxfam also works to improve the enabling environment for SMEs and youth: in Nigeria with EDC; in Somalia with Havoyoco; and in Egypt since 2019 with [The Community Hub](#), as well as with [NEP](#) (the National Employment Pact), which was created to provide technical and blue-collar jobs in response to Egyptian youths' demands for fair employment opportunities following the 2011 revolution.

The third pillar – on changing attitudes, norms, policies and regulation – is supported by Oxfam. An influencing expert was hired in January 2019 in the Oxfam Novib Project Management Unit and has supported country offices and partners to develop influencing strategies and make more use of International Youth Day events.

Oxfam Novib is the project lead. Alongside the Oxfam country offices in Nigeria, Somalia and Egypt, the Project Management Unit in The Hague manages contracts with partners in the countries and the global partners (IOM, Butterfly Works and VC4A). Oxfam Novib is responsible for implementing the knowledge, monitoring and learning framework, which includes data collection and analysis for measuring impact. Oxfam Novib also facilitated and coordinated the youth-led qualitative evaluation in 2018.

Venture Capital for Africa

VC4A is a startup-ecosystem-building organization that offers its infrastructure, network and expertise to design and implement startup support initiatives on the continent of Africa. VC4A facilitates accelerator programs 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 with [Innoventures](#).

2. Key performance indicators 2019

For the Ministry of Foreign Affairs, we report on three outcome indicators: the number of people who developed income-generating activities; the number of companies with a supported plan; and the number of jobs those companies created.

This year's figures are lower than last year's, in part as we did not conduct additional follow-up surveys in Nigeria, which would have involved re-contacting participants surveyed as part of the final quantitative evaluation at the end of 2018. In Egypt and Somalia we did follow-up surveys, which showed we had reached the target. Additional factors included Poise in Nigeria trained fewer young people and as a consequence created fewer jobs. Poise realised that they needed more time to be able to deliver quality content for the online curriculum and therefore couldn't reach the number of students they planned as the online platform wasn't ready yet in 2019. In Somalia less SMEs had accesses loans in there for only some of them could grow. The development of investment ready files for the SMEs costed a lot of time, so some of the investment are in the pipeline.

The percentage of young women reached went up due to new activities (tech4women training in Nigeria) and ways of reaching out to women-founded SMEs (working with female chamber of commerce in Somalia).

Total	Egypt			Nigeria			Somalia			Global			Target
	♂	♀	Total	♂	♀	Total	♂	♀	Total	♂	♀	Total	
597 people (300 women) assisted to develop economic income generating activities (employment and self-employment)	52	43	95	166	181	347	79	76	155	297	300	597	760 (50% women)
123 companies (startups and SMEs, 51 with women founders) have a supported plan to invest, trade or provide services	30	12	42	15	28	43	27	11	38	72	51	123	95 companies (47 founded by women)
675 jobs (210 filled by women) created by companies (startups and SMEs) supported by private sector development programs	22	18	40	20	38	62	74	49	123	463	212	675²	290 (31% women)



After graduation of Hargabots, Hoodo Morahim Jamge (20 years old) soon found a job at the television station Astaan Cable in Hargeisha. She started working as an editor and recently won an award for her talented skills. "My next challenge is to become the best in animation, difficult but doable for me".

² Note: the total figures differ from the country columns because the breakdown by country for jobs created via startups was not available at the time of finalizing this report.

3. Detailed results per country

The following pages present the 2019 results per country and outcome, starting with a summary of the Ministry of Foreign Affairs' key outcome indicators for that country. In 2019, we had a new pillar of work: "pillar 0", that encompassed activities to design a new phase of WiP! by using new approaches and youth-led collaborations. We present the results of that process to design the new phase of the program, which will run from 2020 to 2023, in a separate chapter.

A complete overview with details of results achieved is available in the [Monitoring Framework 2019](#).

The methodological notes required by the Ministry of Foreign Affairs, with figures on employment and targets for the following years, can be found [here](#).

Egypt

Outcome 1: More young men and women have found paid jobs or become self-employed

Short-term outcome 1.2: Youth are connected to employers, mentors and job opportunities (mainly through job fairs, with other possibilities including internships)

This year National Employment Pact worked in areas of Greater Cairo (Gesr el Suez, Al Mataria and El-Salam) chosen for their high number of young job seekers (aged 18-35) within the population, and proximity to Nasr City, the 5th Settlement and El Obour, where a range of companies and factories are seeking to hire blue-collar workers. NEP organized two types of events, small-scale and medium-scale, to which three and seven companies respectively were invited. For a company to participate, they had to sign up to a set of standards on decent work criteria covering issues such as health insurance, maternity leave, working hours and pensions. In total 886 young people (54% women) participated (against a target of 200), and 93 found a job (41 women) against a target of 52.

Tunga

Tunga organized a community trip to Egypt whereby they hired a permanent freelancer for community outreach and organized a successful meetup (even though the number of participants was disappointing because of the situation in September/October). The trip resulted in having more Egyptian developers in the platform. Today 18 developers from Egypt are active on the platform. We didn't set a target as Tunga wanted to improve their community by having a manager first. We are more than happy 18 Egyptian developers are active today.

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

Short-term outcome 2.1: Startups have improved their operations, accessing business networks, knowledge and finance

Innoventures accelerated 12 startups in 2019, including two founded by women. Together they created 20 jobs, of which nine were filled by women.

The Innoventures' program went through nine steps: 1) selection; 2) bootcamp (handbook [here](#)); 3) pitch day; 4) acceleration; 5) mentorship; 6) networking events; 7) investment – a new stage in 2019, with monthly bootcamp-style sessions; 8) investment pitch day, selecting startups to continue to the 9) demo day, showcasing to the local investment community and media. As a result of this, four startups received investment:

1. Offah, an e-commerce platform serving homes, restaurants, cafeterias and hotel chains with next-day deliveries of groceries and other fresh produce.
2. Miss Loham, an e-commerce platform that provides high-quality imported fabrics for ladies.
3. Thotron, which uses artificial intelligence to organize ideas expressed in discussions and map relationships.
4. Go Gel, which produces patented organic hydrogel that helps arable land retain water.

Go Gel also won the demo day jointly with Konsolto, which works with healthcare providers to improve decision-making by centralizing information about a patient. Wining means they got a small investment and of course they won the interest of the jury.

VC4A's Mentor-Driven Capital Program (MDC)

Further details about MDC can be found below under global results. In Egypt, this program cycle's partnerships were mainly with angel networks such as AUC Angels, Cairo Angels, Alex Angels, MED Angels and HIM Angel, which referred possible startups for the program and appreciated the opportunity for their members to get involved as mentors. After a vetting and selection process, 11 startups and 14 mentors were confirmed for the program (as planned). One mentor invested in the startup that he mentored.

Short-term outcome 2.2: Impact-driven SMEs have improved their operations, accessing business networks, knowledge and finance

Ahead of theCurve's Thrive program supports entrepreneurs and their teams through training and consulting to get their companies ready for growth and investment. As planned, in 2019 AtC executed two rounds of the program – one in Sohag, Upper Egypt, focused on the agricultural by-products sector, and one in Cairo. In Cairo, AtC supported eight companies working in environmental awareness, recycling, agriculture, bio-technology, arts and culture, and education. The average attendance was 12 participants (37% women) as some of the SMEs sent more than one staff to attend the training. Participants rated trainers between 4.4 and 5 on a scale of 1-5, while the relevance of the topics was rated between 3.8 and 4.5.

In Sohag, Thrive supported 11 impact-driven [entrepreneurs](#) working on creating added-value products using agricultural waste and by-products. On average 16 participants (69% women) attended the six days of training. They rated trainers between 4 and 4.7 on a scale of 1-5, and the relevance of the topics between 4.2 and 4.5. Enterprises outside Cairo are often not formalized: only 10% in Upper Egypt provide employees with health care insurance, pay taxes, and offer pensions. Companies naturally start to adopt these practices as they expand, and this is ultimately one of the program's goals in enabling their growth.

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

Short-term outcome 3.1: Young people are empowered and inspired by role models and others to challenge social and gender norms and attitudes that hinder them in reaching their potential

The Community Hub (TCH), a new partner since 2019, developed a database of young inspiring entrepreneurs and employees and, with WiP! partners, selected eight role models (seven women) to work on the national and international #Iwasthere campaign (<https://i-was-there.org/>). Developed together by young people and Oxfam, the campaign highlights stories of inspiring young people whose dreams became reality, challenging barriers that stood in their way to achieve their goals, enjoy their rights, participate fully in society, or be an effective voice in decision-making processes – which is core to Oxfam's goal of transformational change. The role models shared their stories during an audio-visual exhibition, and they were shared on TCH's Instagram and Facebook accounts.

Examples are Omar Khalifa who talked about how he failed several times before being able to succeed and how he went bankrupt and had to give up his assets. Shady Khalil talked about the privilege that several entrepreneurs have by having access to resources. He pointed out that, if we want to see more youth succeed, they need to be given the same access to networks, mentorship and other resources

The campaign was officially launched with the exhibition and a panel discussion during the Rise Up Summit, one of the region's largest annual entrepreneurship and innovation events, with an audience of young people.



Short-term outcome 3.2: Enhanced enabling environment for young people, especially young women in the workplace

AtC provides several trainings to enhance gender equality in entrepreneurship and the workplace, including leadership programs for individual women. It has been a challenge to follow up CEO's and HR managers on how these activities impact on making workplaces more women-friendly. In 2020 we will use a new methodology of outcome harvesting to try to capture this.

Women's leadership retreat

Eighteen women attended all sessions for the full three days, which covered self-leadership – values, needs, fears and limiting beliefs; leading with others, including discussions and plays to build trust, learn about coaching, building relationships for impact; leadership failures; and aspirations and ambitions. The results of the training are more on personal level. Participants expressed themselves after the training as followed:

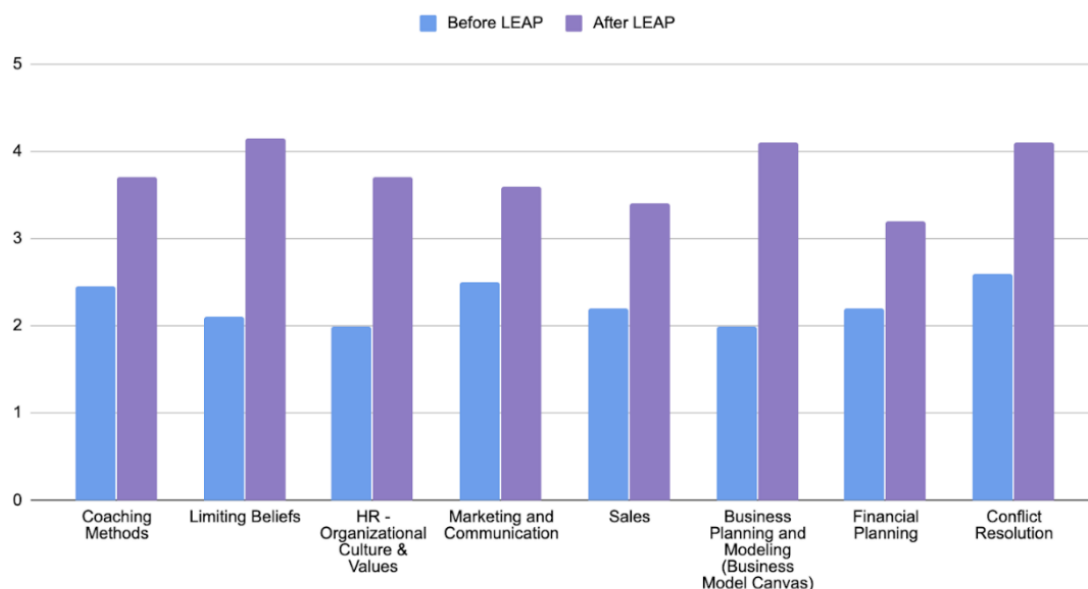
- "I gained new skills to develop my life with and explored new aspects about myself"
- "This is a unique experience and I gained personal knowledge. I made an action plan and commitments to myself. "
- "I learned coaching techniques"

"The retreat showed me that I am passionate, have potential, and am ready to embark on a leadership journey. I believe I am not the same person after attending the retreat."

LEAP – women's entrepreneurship/female founders program

LEAP's main purpose is to create and maintain a space for women entrepreneurs to develop their skills and businesses through a comprehensive set of trainings. This year, LEAP selected 17 women entrepreneurs for an opportunity to learn and engage over nine days on topics including leadership, business strategy, marketing and communications, financial management, organizational culture and values, pitching and storytelling, and human-centered organizations. As shown by the chart below, the entrepreneurs believed their skills had improved in all areas after the program.

How would you rate the development of your company's skills in the following areas before and after LEAP?



Gender diversity program for SMEs

To maximize the impact of this program, AtC focused on tailored support to three companies in 2019: one from the textile sector, an online platform, and an e-commerce enterprise. The re-designed program had four phases: 1) gender assessment of the company; 2) gender diversity workshop with the management, based on the results of the assessment; 3) gender sensitization workshops with the employees, to minimize their resistance to the changes the managers will make; and 4) workshops to collaboratively develop solutions or strategies for addressing the challenges identified. Subsequent monitoring shows that two of the three companies are addressing the identified challenges, while the other has been slower to respond as it operates in a more traditional sector.

Seminar for CEOs and senior executives on adaptive leadership for gender diversity

AtC conducted a seminar for senior executives from large local and multinational companies in Egypt. It explored gender inequality in Egypt and the MENA region, clarified the relationship between diversity and inclusivity – in that inclusion is necessary for sustaining diversity – and introduced concepts such as unconscious bias and strategies for pushing diversity and inclusion in a corporate setting. It introduced participants to the notion of adaptive leadership, clarified how diversity is an adaptive challenge, and explored ways to apply the adaptive leadership framework to tackle diversity and inclusion.

Short-term outcome 3.3: Improved policies and practices that enable SMEs to access finance and have more positive social and environmental impact

AtC plans to work in impact investment in 2020: the emergence of entrepreneurs interested in bridging the gap between impact on societal challenges and financial returns, and the increasing size of this asset class globally, are key opportunities for Egypt. In preparation, AtC conducted a study to identify challenges to impact investment in Egypt. The report concluded with the following challenges:

- the absence of formal impact-investment vehicles;

- confusion between conscious/responsible investing and impact-driven investment;
- regulatory restrictions that hinder the development of this asset class, including the amount of capital required to establish a fund and the absence of appropriate registration status; and
- the absence of monitoring, evaluation and assessment practices, which creates room for ambiguity about what is considered an impact investment.



Nigeria

Outcome 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

Poise is responsible for three trainings.

1. Career Kickstart

We trained fewer students than planned – 501 (56% young women), compared to a target of 1600 – as the online learning platform was not finalized in 2019 as expected. The platform, which needed much more time to develop quality content, will be free for Nigerian youth, covering critical career areas such as developing a growth mindset, CV writing, interviewing skills and networking skills. Development of the platform started in third quarter; it is 70% complete, and will be ready for launch before the end of the first quarter of 2020.



Young people of both genders feeling excited about the opportunity to acquire new skills and kickstart their careers

Activities included advice on where and how to find vacancies; volunteering as a way to find a job; pairing students up to brainstorm and develop a creative idea for a product, then executing the idea with a small budget provided; a recruitment service to support employers to fill their vacancies; and six job fairs, at which a total of 60 employers met with our pool of qualified young people.

Students' response to the soft employability course exceeded our expectations: 95% of participants were satisfied and 98% felt confident that they would find a job, beating our target of 85%. However, the percentage of participants who found a job soon after was less than anticipated: 56% (more than half of them young women),

against a target of 70%. Similarly, for the Bits schools (see below), 23% found a job (45% of them young women) in comparison to 30% targeted. We would likely have found better figures if we had waited six months to follow up.

Some of the activities that were carried to ensure maximum impact on job creation were:

- The job hunt: about where and how to find vacancies.
- Volunteering project: to expose students to job available when you volunteer in an organization.
- Sell-A-Product: the students are paired into teams to brainstorm and develop creative ideas and products which will be funded with a start-up loan of N10,000 (24,50 Euro) to execute the business idea business, sell and make profit with a limited time.
- Recruitment Service: support service given to employers for filling their vacancies.

2. The Bits schools: EkoBits in Lagos, EdoBits in Benin City (Edo State)

EkoBits and EdoBits again ran their full program this year, which consists of three courses covering a basic introduction to computers, analyzing data with spreadsheets, PowerPoint presentations, design fundamentals, design tools such as Illustrator, web design (HTML, CSS, Bootstrap), blogging, and soft skills such as applying for jobs and attitude in the workplace. Eighty-eight students graduated from Ekobits (55% young women) and 55 from Edobits (50% young women). Two hundred students (55% young women) started the bits school trainings, and after each block there is a natural drop out as some realized it is not for them, or do not want to continue for different reasons.

New this year was a partnership with Andela, an African company that identifies and trains software developers, to support students before graduation, alert them to internship opportunities, and sponsor alumni events. Both schools are building up an alumni network. The schools also partnered with [Haptics Nigeria](#) to deliver Google digital skills training and an introduction to digital marketing.

3. Tech4Women training

Tech4Women training was piloted in the last quarter of the year, with a view to the next phase of the project. This new initiative aims at encouraging women to participate in ICT and rehabilitating youth who have experienced abuse. The pilot trained 15 young women in digital skills, soft skills and photography for six weeks, alongside sessions on sexual and reproductive health and rights with the Pastor Bimbo Odukoya Foundation, and on morals, self-respect and getting help with the Life After Abuse Foundation. Three of the girls dropped out, while the other 12 successfully graduated.

Futures Literacy

Since 2018, Oxfam Novib and Hanze University of Applied Sciences have been collaborating to answer the question: how can we equip African youth with the skills that prepare them for a stressed job market and help them to cope with an uncertain future? "Futures Literacy" [Futures Literacy](#) embodies essential 21st century skills: critical thinking, creativity, collaboration, and communication. Hanze University has trained students, teachers and professionals in Futures Literacy for the last four years. In May the first training for Futures Literacy facilitators took place at Poise Nigeria in Lagos, for employees of WiP! partners from Nigeria and Somaliland. In November, Poise Nigeria and Oxfam staff participated in a follow-up training focused on exploring the extent to which learning to design a Futures Literacy Lab will give the participants tools to implement Futures Literacy into their own contexts. Based on a learning-by-doing approach, the program offered ample opportunity to put theory into practice: participants designed five Futures Literacy events, ready to implement. A full one-day Futures Literacy Lab of The Future of Work for the staff of Poise Nigeria, with the objective to generate input for a new HRM policy. This Lab was run successfully and had given POISE some useful input to be implemented in 2020. A three-day

Futures Literacy Lab was held for 80 high school children and eight adults in Lagos, facilitated by Charles Nzeribe. The participants learned how to embrace the future to adapt your present.



Improving TVET curricula

Butterfly Works did design research in Nigeria to discover the needs for improving TVET curricula. The design research phase was continued with an ideation workshop in-country with TVET stakeholders - including teachers, managers and students - to think of different designs of the curriculum. Butterfly Works mainly focussed on building a foundation with the Nigerian TVET institutes to continue to look for and develop solutions from 2020 onwards.

Tunga

This year, Tunga has been able to create jobs by establishing a new entity in Nigeria, building a commercial and operational office infrastructure that has been fully active since mid-October with 4 full-time employees in Lagos. Tunga has also organised a meetup with 70 participants from Lagos, to further improve job creation in Nigeria. Unfortunately, it is too early to tell if there are more active Nigerian developers on the platform, although the numbers of developers available went up. Today 131 Nigerians are active on the platform.

Short-term outcome 1.2. Youth are connected to employers, mentors and job opportunities (mainly through job fairs, with other possibilities including internships)

Job fairs bring together companies, recruiting firms and trained young people, complementing other efforts to connect program participants with career opportunities. Poise organized four job fairs for Career Kickstart students, during which 520 young people (53% women) and 41 organizations participated. Feedback showed that 94% of the youth felt that the job fair was helpful, and 280 participants (57% women) found a job afterwards against the target of 417 to find a job. The main reason for this the number of trained people was much lower, as POISE didn't finalise

their online training and we only measure at the end of the job fair, which always gives lower numbers than if we would have measured some months after.

Another two job fairs were organized by the Bits schools – one in Lagos, one in Benin city – in which 19 companies and 67 graduates (55% young women) participated. During the fairs themselves 12 students (five young women) received a job offer, and 47 (47% women) found paid jobs afterwards.

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

Short-term outcome 2.1: Startups have improved their operations, accessing business networks, knowledge and finance

We accelerated 16 female-led startups, slightly less than the targeted 20. All the women now feel better able to run their business, and 15 of the 16 were very satisfied with the course. The first part of the course was an in-person residency which covered topics such as marketing strategies, legal advice, and growth strategies. The second part comprised two virtual masterclasses and weekly worksheets sent over two months. Instructors were entrepreneurs with expertise on specific topics such as branding and product management.

The participants were then divided into smaller support groups, which met every month with an SLA-affiliated business coach to work on personalized strategies towards a goal for their business.

At the end of the acceleration, SLA organized peer reviews and a process to select the top five startups for Demo Day.³ First prize (NGN 2,000,000, or EUR 4,900) went to Nufaesah, a modest fashion brand that aims to help urban Muslim women to look fashionable at work without compromising their Islamic faith. Second place (NGN 1,000,000, or EUR 2,450) went to Simbi Interactives, a tech startup using Artificial Intelligence and maieutic learning to improve education in Africa. Third place (NGN 500,000, or EUR 1,225) was won by Edupoint, a platform to connect students with verified local teachers for one-on-one lessons in a range of subjects.

Blended learning



In 2019, Butterfly Works and VC4A worked with Nine-hub, a network of incubators and innovators in Nigeria, to develop prototype models for blended learning – which combines online and face-to-face learning experiences.⁴ Blended formats vary in aspects such as content, scale, technology and learning spaces: usually this means

³ Reports about Demo Day appeared in outlets including [BellaNaija](#), [The Guardian](#), [ThisDay](#), [Business Day](#), and [The Vanguard](#).

⁴ For more on Nine-hub, see nine.org.ng/. You can find a report on the process [here](#).

adding digital elements to existing classroom-based learning, but increasingly it refers to adding face-to-face elements to online courses.

Butterfly Works worked with 17 hubs in Nigeria on improved ways to deliver trainings to startups. They came up with four different ways to adapt VC4A Startup Academy online resources to their context, including events and capacity building opportunities. Some were implemented by the hubs themselves, while others became part of a prototype Training of Trainers to build the capacity of hub staff to prepare face-to-face learning experiences using online materials.

Butterfly Works held a co-creation workshop with eight youth and nine TVET teachers. This resulted in four concepts that are being reviewed for further development in the next phase of the program.

VC4A MDC program

VC4A selected 14 business professionals to participate in the MDC program, and 12 startups to benefit from mentorship. Over two days of workshops, the startups reviewed their business models, identified gaps in their strategy, and clarified their mentorship needs. VC4A subsequently organized two group calls with the mentors to check on progress and facilitate peer-to-peer exchange about what works in a mentor-mentee relationship.

Short-term outcome 2.2: Impact-driven SMEs have improved their operations, accessing business networks, knowledge and finance

As planned, 15 SMEs took part in EDC's BDS program, nine of them founded by women. They created 38 positions for young people in 2019, of which 68% were filled by women.

Feedback indicated a high degree of satisfaction with the program, which consisted of classroom and online training and consulting. The classroom training for the SME owners covered entrepreneurship, business models, presentation skills, strategic planning, general operations, customer care, social impact, leadership, defining your mission and selling your vision, building credibility, marketing, tax and investment. Classroom training for three staff members – making 45 participants in total, 24 men and 21 women – covered customer care, operations, time management, budgeting, marketing, communications, using information and solving problems.

The newly developed interactive online portal included modules on marketing management, operations management, business plans, human resources management, financial management and customer care.

In 2019, 62 people attended a learning forum for SMEs that have participated in the BDS program since 2016, providing opportunities for networking and for the new cohort to learn from previous participants. Topics discussed included corporate governance practices and accountability.

New in 2019 is training in circular economy business models. Developed in cooperation with Amsterdam-based Circle Economy,⁵ the training was piloted in Nigeria with nine consultants visiting 12 SMEs to explore achievable ideas for sustainability. One example enterprise is the one of Joy Igbo-dike ([JaeBee furniture](#)), she started to transform old furniture into a new furniture, ensuring minimal waste from the old furniture. She is not repairing old furniture any longer, but breaking it down into small pieces and designs new furniture out of it. Some of her immediate actions were: Some of the actions she put in place are: a training for girls was set up on how to build model social enterprise; she started recycling wood / foam, multiple use of plastics

⁵ <https://www.circle-economy.com/>



And Olivia Onyemaobi, from [Pad-Up](#) (see picture above from a work visit of EDC to Pad-Up) rethought her Business model of improving female menstrual hygiene into a circular business. The process of producing reusable sanitary pads generates a lot of reusable wastes that can be used for soft furnishing, children's toys and household cleaning materials such as dusters and mops. Examples of regenerative resources that Pad-Up practices now are: all the wastes that Pad-up used to dispose at a cost are now being stored and reused for other products and the enterprise has also installed solar panels for powering their lights during the day and night. It is in an area where there is abundant sunlight all through the year.

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

Short-term outcome 3.1: Young people are empowered and inspired by role models and others to challenge social and gender norms and attitudes that hinder them in reaching their potential

The Youth Entrepreneurship Dialogue is an annual forum that brings together young people to expose them to different aspects of entrepreneurship, as part of the Global Entrepreneurship Week. It is organized by GEN Nigeria and the Enterprise Development Centre of the Pan-Atlantic University.

The theme for this year's Dialogue was 'Building an Inclusive Entrepreneurial Ecosystem', with a focus on young people, new graduates and students from tertiary institutions. As well as enabling participants to share ideas, the Dialogue celebrated job creation and innovation among young people, and advocated for more support for SMEs. The event was attended by over 500 young people. At an open pitch session, two young women and one young man won seed capital for their businesses: Craft Planet, which makes interlocking tiles using non-biodegradable waste materials such as plastics; Eco Heroes, which produces pieces of furniture using tyres and plastic bottles; and Agrodemy, which works on digitizing the agricultural sector.

International Youth Day – book launch

Wip! in Nigeria launched Volume 2 of the ground-breaking book 40 First Jobs, sharing the inspiring stories of 40 eminent Nigerians with diverse backgrounds including entrepreneurship, academia, entertainment and non-profit work. The aim was to inspire young Nigerians who are entering the world of work to have a positive attitude.

Short-term outcome 3.3: Improved policies and practices that enable SMEs to access finance and have more positive social and environmental impact

Stakeholder forum on corporate governance

EDC organised a stakeholder forum on corporate governance for SMEs that attracted 90 participants. The forum stressed the links between corporate governance, inclusive entrepreneurship and access to finance. It recommended EDC to engage with the regulators responsible for corporate governance in Nigeria on ways to assist SMEs by training potential board members.

Information sessions on access to finance

Information sessions on access to finance – specifically, applying for a loan from AGSMEIS (the Agri-Business/Small and Medium Enterprise Investment Scheme) – were held for SMEs, with talks from a representative of Sterling Bank on types of loans and finance available. SMEs were helped to understand AGSMEIS loan requirements, application procedures and post-application activities.

Visits from the Dutch Ministry of Foreign Affairs, the Dutch Embassy in Nigeria and the Dutch Consulate

A delegation of 12 people from the Dutch Ministry of Foreign Affairs visited a 21st century soft employability skills training session, EdoBits Innovation Hub, and one of the SMEs being supported by the Impact SME development program. It was a great opportunity for the delegates to hear directly from project participants about how the project has impacted their lives.

On 27 November 2019, Oxfam, Poise Nigeria and EkoBits hosted diplomatic representative, including the Ambassador of the Netherlands to Nigeria, Mr. Harry Van Dijk, and the Consul General of the Netherlands in Lagos, Mr. Jan Van Weijen. Both expressed their appreciation for Poise's work, as it supports the Netherlands Embassy's objectives in Nigeria.

Somalia

Outcome 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

SOSTA successfully conducted four technical training programs – on electrics, henna painting, hand crafting and cladding – for a total of 98 participants (49% women).

Soft skills trainings, in job hunting and entrepreneurship, attracted 375 participants (35% women).

New initiatives in 2019 were piloted and run for 2 months:

- ‘Have tea and apply for a job’ – sessions every Monday for youth to come together and share experiences, and get help with their CV and job applications.
- ‘Think with Borama-Youth Job Centre’: sessions every Wednesday to support youth with establishing a business, from developing the idea to implementation and management. The Centre sometimes invites a local entrepreneur to share experience and answer questions.

Unfortunately, the initiatives did not continue for a long time as there were less jobs available to apply for. After they got together for some time for sharing experiences, it did 't continue. We learnt that young people only come when they have a specific need or when there is a job opportunity they would like to apply to.

Improving TVET curricula

Butterfly Works did design research and co-created new modules with several stakeholders to improve TVET curricula. The testing phase of the new modules in Somaliland involved 16 teachers and 8 students from four TVET centres: Havoyoco, SOSTA, Candlelight and YOVENCO. They assessed prototypes for modules on teaching methods, mentorship skills, networking skills, and learning how to learn online. Challenges were experienced with digital skills and working in the English language. We will continue to look for and develop solutions from 2020 onwards.



HargaBits

HargaBits selected 84 students (50% young women) from slums and former settlements in Hargeisa. To allow more women to subscribe and attend the interviews they extended the subscription deadline. The curriculum is divided into three courses: 'Get Connected' currently has 84 students (50% young women), 'Digital Garage' has 75 students (34 young women) (all of these graduated from the first course), and 49 students (18 young women) graduated from Media Lab in December 2019.

Realizing that students lack basic English, which is important for employment, HargaBits decided to offer extra intensive English courses. Working with a consultant from North Start College, the 49 students (18 young women) enhanced their speaking and communication skills.

As part of Global Entrepreneurship Week, Shaqodoon held a business competition for prospective young entrepreneurs from HargaBits following on from two weeks of entrepreneurship training. Two startups each won USD 2,500: Girls Decoration (set up by a group of young women) and SOM-light Digital Printing.

Sanitary products

To make sure that young women are able to continue attending HargaBits classes during their monthly period, 26 female students received sanitary products.

HargaBits sustainability

In March 2019, HargaBits advertised the opening of a paid program for students to learn motion graphics, graphic design and web development at a cost of USD 25-35/month. After 128 potential students expressed an interest, the classes ran for four months from July with 17 participants, on Fridays and Saturdays – the weekend for HargaBits students. Paid programs are key to the future sustainability of the school.

At the end of 2019, Shaqodoon opened a second Bits school in Puntland as part of a different development project. In 2020 it will open a Bits school in Mogadishu with private sector support.

Havoyoco's employability training for young graduates

Havoyoco organized four-weeks employability training in three cities (Berbera, Burao and Hargeisa) for 334 recently graduated university students (211 young women, which was more than expected. The target set in 2018 was 133 women). Before the training, Oxfam hired an employability skills consultant who conducted a three-day workshop for facilitators who in their turn trained students. During the training, youth acquired sector-specific skills and explored areas such as career development, professionalism, application letter writing and interview skills.

Career advice sessions

Havoyoco conducted 34 career advice sessions in Hargeisa, reaching 886 unemployed young people (56% women). Topics included personal development, CV writing, interview skills, entrepreneurship and job hunting. A significant number of participants applied to the National Service Programme, recently set up by the government as part of its efforts to create opportunities for youth.

Game Up

Game Up, a project set up with funding from Oxfam Novib's Innovation Fund, that was taken over by WiP!, developed an online game to help young people explore the process of starting a business. Working with a Dutch expert (www.ellisinwonderland.nl), Shaqodoon supported 12 young people to use their learning from the game to enhance their entrepreneurship efforts, developing case studies and recording video interviews.⁶ In 2020,

⁶ Available [here](#).

Shaqodoon will integrate the materials into its existing entrepreneurship training. You can find the report in the following link: [here](#).



Short-term outcome 1.2: Youth are connected to employers, mentors and job opportunities (mainly through job fairs, with other possibilities including internships)

Job fairs

Tisqaad Job Fair, organized by Sosta, became the biggest job fair ever held in Borama city and one of the biggest in the country, with over 1400 participants during two days. As a result, 28 people secured an internship and 44 got a job placement (including 17 young women).

In December, Havoyoco organized the Hargeisa National Job Fair in partnership with Somaliland's Ministry of Employment, Social and Family Affairs. More than 500 job seekers and 15 employers attended the fair over two days, resulting in 22 youth from varied academic backgrounds getting jobs and 25 (including 17 women) securing internships.

Internship opportunities

After the employability training, Havoyoco reached out to employers and secured six-month internship placements for 75 young people (60% women), giving them practical opportunities to gain hands on skills. This was in line with the planning.

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

Short-term outcome 2.1: Startups have improved their operations, accessing business networks, knowledge and finance

In 2019, Innovate Ventures selected 15 startups to participate in its accelerator program, of which 13 have graduated. Unfortunately, it is hard to find startups founded by women: only two of the 13 are women-led. For the first time, two startups from Mogadishu were selected, with sponsorship from Innovate Ventures to stay in Hargeisa during the three-month training. Five startups, including the two from Mogadishu, have secured seed funding totalling USD 30,000. The 13 startups created 48 jobs, 22 filled by young women. One of the startup founders, who participated in the 2018 cohort, Asia Saeed, was named among Africa's best 20 entrepreneurs by the Anzisha Prize, a partnership between Mastercard Foundation and the



African Leadership Academy. She benefited from an 11-day bootcamp and the opportunity to pitch her business – 2doon, a recruitment and training platform – to investors.

VC4A's MDC program

The MDC program in Hargeisa worked with 10 startups and 13 mentors. Startups received advice from more than one mentor, in part as there were more mentors than startups, and in part due to the mentors' own eagerness to engage with multiple entrepreneurs.



Business specialist Filsan Ally, one of the first angel investors in Somaliland, shares her insights with mentors in the 2019 Hargeisa MDC program: 'Being a mentor is about risk-taking and wanting to make a difference'. In itself it was notable that she led a room of mostly men – not the norm in Somaliland, though this is changing slowly.

Short-term outcome 2.2: Impact-driven SMEs have improved their operations, accessing business networks, knowledge and finance

Shuraako conducted a two-day workshop, training modules and one-on-one consulting for 15 SMEs (5 women-founded) to improve their access to networks, knowledge and credit. This year, Shuraako focused on youth-led SMEs with positive social and/or environmental impact in sectors such as fisheries and agriculture. The SMEs created 30 new jobs, with only four filled by young women.

While the curriculum is tailored for each cohort, generally the same topics are requested by participants each year: skills needed for business expansion; bookkeeping, budgeting, analysis and financial statements; marketing strategy, customer identification, market access and sales; human resources issues such as improving employee morale, productivity and retention; and capacity on environmental, social and governance issues.

In 2019, Shuraako extended the length of group training sessions to cover more materials in each module, and integrated better group activities and case studies on environment, social and governance issues. Previous participants reported this as valuable learning and important to include in business plans for international investors. Topics covered included: developing an action plan, responsible business conduct, grievance mechanisms, and environmental and social responsibility. As part of the curriculum, each SME wrote a social impact plan.

Shuraako recommended that 12 SMEs from the 2019 cohort and four from the 2018 cohort to receive tailored BDS/mentorship. After the completion of trainings and mentorship support, 3 companies were investment-ready and accessed loans from Nor fund, through Premier Bank and Arsenatal Foundation: Muumin Camel Dairy (USD 34,311), Hamdi Fishing (USD 14,980) and Huruuf Farm (USD 15,000).

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

Short-term outcome 3.1: Young people are empowered and inspired by role models and others to challenge social and gender norms and attitudes that hinder them in reaching their potential

Awareness-raising event on migration

IOM intended to support the Ministry of Youth and Sport with the implementation of a new youth policy, but it has not yet been endorsed by the country's cabinet.

IOM and SOSTA jointly organized a panel discussion on migration and recognition of skills and qualifications. Over 100 university and high school students and returning migrants participated, getting a better understanding of the types of regular and irregular migration and the range of international and national measures designed to address the problem of irregular migration and the provision of assistance to victims.

IOM and SOSTA also organized the Global Migration Day Film Festival, which screened the movie 'Dying for Europe' and held a panel discussion on the risks of 'Tahriib' – the Somali term for irregular migration to Europe. Throughout the panel discussion, strategies to reduce the incidence of irregular migration were examined. This included the promotion and expansion of safe, orderly and regular migration pathways, awareness raising to sensitize the broader community on the consequences of irregular migration and creating programmes to build the capacity of the youth to improve their livelihood.

IOM invited Libyan returnees to share their irregular migration experiences and answer questions from the youth, who participated in the event. The event also reached out to a much wider audience through local media.

Internship policy

Havoyoco drafted an internship policy in 2018, which it submitted to the cabinet in 2019 with support from the Ministry of Employment and Social Affairs (MESAF). After meetings, roundtables and lobby interventions from April through to September, the policy was approved in October. To familiarize young people with the policy, Havoyoco and MESAF organized a debate on its implementation. Attended by 100 young people (29 women), the debate gave an opportunity to ask about details of the policy and other questions relating to job creation for youth.

Youth exposure visit

Havoyoco held a youth exposure visit, bringing together young people from different regions of Somaliland (Maroodi-Jeeh, Awdal, Togdheer and Sahil) to discuss context-based employment barriers, learn from each other's experiences and propose solutions through activities including group discussions, networking and field visits. In total 25 young people (12 women) participated in the event, which included sessions on team building and the importance of networking, and a tour of development projects in Berbera. The participants of the exposure visit got a platform to share knowledge of skill development for inspiring youth productivity through visiting different development projects in Berbera. They were happy to be able to gain skills on how to improve their job search. The young delegates have appreciated to have had such opportunity to participate this program. They indicated that they would utilize the information and skills they acquired in to their personal and professional life.

International Youth Day

In August 2019, Oxfam and Havoyoco hosted an International Youth Day celebration with 4 youth role models telling their stories.

Shadia told how she overcame stigma to succeed in a male-dominated vocation, electrical engineering. Hibaaq explained how she inspired other youth to volunteer in community development.



Abdinasir, an education campaigner, explained how her work in a public library has helped hundreds of youth to invest in their brains. Hamze told how he uses poetry to break negative social norms and create a more caring society.

All stories were published online, and can be found [here](#). Young people at the event were inspired to dream big, as shown by [this](#) reflection from a young woman participant.

Dutch Partners and their results

Outcome 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

Design Thinking course

The goal of this 2 weeks active course designed by Butterfly Works was to teach the skills, tools and mindset that are needed to solve complex social issues. It gives young people the knowledge to come up with creative approaches to problem solving. Seven out of 15 participants completed the Design Thinking course in Somaliland and received certification; in Nigeria, 7 out of 26 succeeded; in Egypt, 18 out of 37 succeeded. In total, the 32 participants who received a course certificate amount to 41% of the total. Our monitoring revealed that one of the reasons for the high dropout rate is that the course was taking more time than participants expected. In the new year, the timeframe will be changed to meet these needs for more flexibility.

WeAreBits

After failing to secure additional funding in the first half of the year, the WeAreBits annual conference in Nigeria revised the approach to fundraising and sustainability, as well as aiming to strengthen bonds between the Bits schools. As a result, SocietyWorks was hired to develop a fundraising strategy which will be used from 2020 onwards.

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

Short-term outcome 2.1: Startups have improved their operations, accessing business networks, knowledge and finance

MDC program

As noted in the three country reports above, in 2019 VC4A launched a new activity as part of WiP!: the MDC program. Its main objective is to grow the pool of mentors and angel investors in each country, creating better linkages with the private sector. Through a referrals system, VC4A aims to recruit and train established business professionals as mentors for startup entrepreneurs, developing the mentor networks that local accelerators and incubators can tap into.

The program's Mentorship Guide is available [here](#) and an MDC online course [here](#) (part of VC4A Online Academy).

VC4A platform

The VC4A platform was used for different opportunities within Work in Progress!. Oxfam had some extra funding to channel to SMEs as small investments and we used the platform for the competition and selection. Ahead of the Curve in Egypt and EDC from Nigeria, both used the platform to market their BDS programme.

Short-term outcome 2.2: Impact-driven SMEs have improved their operations, accessing business networks, knowledge and finance

Oxfam Novib experts supported partners to select SMEs that are impact-driven. This year that applied to 21 out of the 40 participating SMEs, much higher than last year. It is most difficult in Somalia to find businesses that seek social impact, with only one of the 15 selected SMEs being impact-driven. An overview of all supported SMEs to date can be found [here](#).

This year, BDS in Nigeria piloted a module on circular economy business models. It was appreciated by participating SMEs, and in 2020 it will be also done by Shuraako in Somalia. AtC is looking how to integrate it in their existing trainings.

In 2019 WiP! gave SMEs the opportunity to create a profile on the VC4A platform to be visible to investors: 21 did so, while others reported that they felt it was too complicated or they did not see any added value. We recognize that partner organization closely involved with SMEs are better placed to introduce them to investors or banks.

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

Short-term outcome 3.1: Young people are empowered and inspired by role models and others to challenge social and gender norms and attitudes that hinder them in reaching their potential

Oxfam Novib supported the design of a new influencing strategy in Somalia as the basis for the 2020-2023 proposal. Partners, young participants and other stakeholders were trained in the difference between service delivery and influencing interventions, such as lobby, advocacy, protests, awareness raising and campaigning.

Oxfam Novib's influencing expert supported the #Iwasthere campaign in all 3 countries, which resulted in keeping role models more involved with the project during the year rather than only telling their story during the International Youth Day celebration.

Short-term outcome 3.3: Improved policies and practices that enable SMEs to access finance and have more positive social and environmental impact

Africa Early Stage Investor Summit⁷

The 6th edition of the Africa Early Stage Investor Summit, co-organized by VC4A and ABAN, took place from 13-15 November in Cape Town. This year the Summit welcomed 325 attendees from 35 African countries, representing over 110 Africa-focused investor organizations, funds, family foundations and business angel networks (primarily from Africa, but also from Europe and the United States).

The first day comprised parallel learning tracks for angel investors and new fund managers, with workshops and training. The main summit was on the second day, with keynotes, panel discussions and roundtables. The final day consisted of a Cape Town Innovation Tour, with visits to local hubs, innovation spaces and startups.

New elements in 2019 included the time with representatives of 'funds of funds', the organizations that invest in funds, and more informal experiences such as dinners, a sunset cruise, hikes, gallery visits and a visit to the night market. Feedback indicated that these opportunities for informal mingling were highly appreciated to get to know each other and build a network.

Series A Venture Showcase

In 2019 we accepted 12 companies into the program, including 3 from Nigeria and 4 from Egypt but none from Somalia, where it was difficult to find startups at the right level. The startups went through a two-month mentorship program which involved reviewing their fundraising strategy, improving pitch decks and investor-facing documentation, and preparing the founders for conversations with investors. Webinars with fundraising experts were organized, and a Cape Town residency includes preparation sessions on topics including legal advice, pitch training and technical feedback from venture capitalists. The showcase itself is integrated in 2 industry events – the Africa Early Stage Investor Summit and AfricaCom.

"The VC4A showcase provided my company an excellent opportunity to practice and fine-tune our pitch, as well as helped us foster relationships with Africa's most promising start-up founders" – participant in the showcase and mentorship trajectory.

⁷ An [After Movie](#) of the event.

4. Conclusions and recommendations of pillar 0 (programme development)

In 2019, Butterfly Works and Oxfam worked with country stakeholders to develop a proposal for WiP! for 2020 to 2023. The approach combined system thinking and design thinking, as outlined [here](#), in four steps: 1) stakeholder mapping; 2) meeting for stakeholders to discuss the future of work in the country; 3) data collection using design thinking tools; and 4) a concept-making workshop.

This approach was followed in Nigeria, Somalia and Senegal⁸ but not Egypt, where it is challenging to organize stakeholder meetings. The Egypt team, instead, studied existing projects on youth and employment, identifying their strength, challenges and gaps. The draft report from Nigeria and Somalia was shared in all countries. In 2020, stakeholders will be invited to analyse together what interventions have been developed and how they can continue of following up and improve the system that was designed.

One of the results of the process was the need for more online learning to reach out of more young people. WiP! therefore foresees in 2020-2023, more online training for young people, to improve accessibility in a wider range of areas. EDC will train other BDS providers to scale up in Nigeria. In Somalia, WiP! will embed soft employability skills training as part of the university curriculum and open up a one stop career centre. In all countries we will concentrate more on social impact businesses and the circular economy. In Egypt the project decided to expand startup acceleration to Alexandria, because Cairo already has many accelerators. The new partner Icealex can add value in Alexandria.

For pathway 3, we decided to focus more in the coming years on social norms and attitudes that hinder young people and especially young women, from entering the job market or starting a business.



The process of pillar 0 (programme development) showed the power of young women to change society, and the need for more accessible activities for young women. Nigeria and Somalia recognized the urgency of being more inclusive towards women and people living with a disability by reaching out to potential partners with experience in working with those groups.

⁸ Unfortunately, the second phase of LEAD didn't accept us to go beyond the first phase countries. Senegal developed a proposal for a European call for proposal and in the meantime is on close contact with the Dutch Embassy and other bilateral donors. Oxfam America, who is the Executing Affiliate for Oxfam in Senegal is promoting Work in Progress! To their home donors.

5. Connecting the financial report to the narrative report

Egypt

In Egypt all activities took place as planned for less expenses as budgeted. Butterfly Works didn't work with HUBs on blended learning as their pilot in Nigeria asked for more time, energy and resources. Because we had selected a new partner for pillar 3, we started later as planned and didn't use the full budget.

In comparison to the project year 2018 when Egypt had a spending rate of 91%, in 2019 we spend 93% in Egypt.

Summary Egypt 2019				
Pillars	Budget	Actuals	Variance	%
Pillar 0	€ 48.880	€ 47.308	€ 1.572	97%
Pillar 1	€ 70.380	€ 69.996	€ 383	99%
Pillar 2	€ 209.153	€ 199.210	€ 9.943	95%
Pillar 3	€ 154.357	€ 131.475	€ 22.882	85%
Delivery	€ 55.383	€ 52.636	€ 2.747	95%
Totals	€ 538.154	€ 500.625	€ 37.529	93%

Nigeria

In Nigeria all activities were done as planned. The WiP! project has some overspending as we continued supporting Edobits with their trainers and some extra curriculum activities.

In outcome 2 we had an overspending because we improved the BDS to SMEs with a training on Circular Economy and Circular Business models.

We had an overspending in the local delivery because the team travelled much more than expected. In comparison to the project year 2018 the spending rate increased from 90% to 110% in 2019.

Summary Nigeria 2019				
Pillars	Budget	Actuals	Variance	%
Pillar 0	€ 0	€ 0	€ 0	0%
Pillar 1	€ 255.127	€ 290.581	-€ 35.453	114%
Pillar 2	€ 305.934	€ 326.805	-€ 20.870	107%
Pillar 3	€ 26.255	€ 26.339	-€ 84	100%
Delivery	€ 58.359	€ 67.811	-€ 9.452	116%
Totals	€ 645.676	€ 711.536	-€ 65.860	110%

Somalia

We had extra costs made on programme development. Local delivery the expenses were more because of the travel done in 2018, was only taken into account in 2019.

In comparison to the project year 2018 the spending rate increased from 97% to 102% in 2019. The activities took place according to plan.

Summary Somaliland 2019				
Pillars	Budget	Actuals	Variance	%
Pillar 0	€ 33.815	€ 37.059	-€ 3.244	110%
Pillar 1	€ 424.705	€ 421.803	€ 2.902	99%
Pillar 2	€ 233.553	€ 238.651	-€ 5.097	102%
Pillar 3	€ 79.560	€ 80.570	-€ 1.011	101%
Delivery	€ 119.282	€ 131.229	-€ 11.947	110%
Totals	€ 890.914	€ 909.312	-€ 18.397	102%

Global level

At global level the spending rate changed from 98% in 2018 to 89% in 2019. We spend less on pillar 0 (programme development) because we followed a different process in Egypt. In pillar 1 the report shows less underspend because IOM didn't have any activities in pillar 1.

In pillar 2 VC4A spend more because we financed the participation of 2 more startups per country at the Summit. The startups had access to acceleration training and to investors. In pillar 3, the underspend was due to the fact that IOM didn't do any activity as planned.

<i>Summary Global</i>				
<i>Pillars</i>	<i>Budget</i>	<i>Actuals</i>	<i>Variance</i>	<i>%</i>
<i>Pillar 0</i>	€ 163.992	€ 141.006	€ 22.986	86%
<i>Pillar 1</i>	€ 115.737	€ 63.908	€ 51.829	55%
<i>Pillar 2</i>	€ 227.715	€ 251.379	-€ 23.665	110%
<i>Pillar 3</i>	€ 81.672	€ 57.825	€ 23.847	71%
<i>Delivery</i>	€ 120.692	€ 118.976	€ 1.716	99%
<i>Total</i>	€ 709.808	€ 633.095	€ 76.713	89%

PMEAL

We had some overspends within the budget for PMEAL, especially due to the fact that some of the end of project event (2018) costs were taken up in the 2019 report. The spending rate increased from 100% in 2018 to 128% in 2019.

<i>Summary Project Management and Monitoring Evaluation Accountability and Learning 2019</i>				
	<i>Budget</i>	<i>Actuals</i>	<i>Variance</i>	<i>%</i>
<i>Global Delivery</i>	€ 179.124	€ 228.770	-€ 49.646	128%
<i>Total</i>	€ 179.124	€ 228.770	-€ 49.646	128%

Total budget versus actuals 2019

In 2018 Oxfam Novib and the Work in Progress alliance partners received an additional grant of EUR 3.171.134 as stated in the agreement dated 1 November 2018 with the activity number 4000001701.

In total 8% was spend on pillar 0, 27% on pillar 1, 31% on pillar 2, 11% on pillar 3 and 16% on local and global delivery costs. In addition the ICR for 2019 was EUR 208.834 (7%). For the year 2019 there was an overspending of EUR 21.038 (including ICR).

<i>Summary Budget vs Actuals 2019</i>				
<i>Pillars</i>	<i>Total Budget</i>	<i>Total Actual</i>	<i>Variance</i>	<i>%</i>
<i>Pillar 0</i>	€ 246.687	€ 225.372	€ 21.314	8%
<i>Pillar 1</i>	€ 865.948	€ 846.288	€ 19.661	27%
<i>Pillar 2</i>	€ 976.356	€ 1.016.045	-€ 39.689	31%
<i>Pillar 3</i>	€ 341.845	€ 296.210	€ 45.635	11%
<i>Local Delivery</i>	€ 233.025	€ 251.677	-€ 18.652	7%
<i>Global Delivery</i>	€ 299.816	€ 347.747	-€ 47.931	9%
<i>Total excl. ICR</i>	€ 2.963.676	€ 2.983.338	-€ 19.662	93%
<i>7% ICR</i>	€ 207.457	€ 208.834	-€ 1.376	7%
<i>Total incl. ICR</i>	€ 3.171.134	€ 3.192.172	-€ 21.038	100%

Total budget versus actuals 2016-2019

The total budget for the period 2016-2019 was EUR 10.671.134 including ICR. The total amount spend is EUR 10.423.911 including ICR. The overall underspending for the project period is EUR 247.224 (2%).

In the four year report we will explain more about the total spending per year.

<i>Summary Budget vs Actual 2016-2019</i>				
	<i>Total Budget</i>	<i>Total Actual</i>	<i>Variance</i>	<i>%</i>
<i>Inception</i>	€ 148.870	€ 163.206	-€ 14.335	110%
<i>Pillar 0</i>	€ 246.687	€ 225.372	€ 21.314	91%
<i>Pillar 1</i>	€ 4.143.604	€ 4.450.328	-€ 306.724	107%
<i>Pillar 2</i>	€ 2.312.927	€ 2.040.646	€ 272.281	88%
<i>Pillar 3</i>	€ 1.217.721	€ 958.266	€ 259.454	79%
<i>Local Delivery</i>	€ 801.011	€ 762.772	€ 38.239	95%
<i>Global Delivery</i>	€ 1.102.184	€ 1.141.383	-€ 39.199	104%
<i>Total Implementation</i>	€ 9.973.023	€ 9.741.972	€ 231.050	98%
<i>7% ICR</i>	€ 698.112	€ 681.938	€ 16.174	98%
<i>Total including ICR</i>	€ 10.671.134	€ 10.423.911	€ 247.224	98%

List of acronyms

ABAN	African Business Angels Network
AGSMEIS	Agri-Business/Small and Medium Enterprises Investment Scheme
AtC	Ahead of the Curve
BDS	Business Development Services
CEO	Chief Executive Officer
DT	Design Thinking
EDC	Enterprise Development Centre
GEN	Global Entrepreneurship Network
Havoyoco	Horn of Africa Voluntary Youth Committee
ICT	Information and Communication Technologies
IOM	International Organization for Migration
MESAF	Ministry of Employment and Social Affairs (Somaliland)
NEP	National Employment Pact
NGN	Nigerian Naira (currency)
SLA	She Leads Africa
SMEs	Small and medium-sized enterprises
SOSTA	Somaliland Skills Training Association
TVET	Technical Vocational and Educational Training
VC4A	Venture Capital for Africa
WiP!	Work in Progress!