




Opportunities for Youth Employment (OYE)

Sida END OF PROJECT REPORT



1 MAY 2019 TO
30 APRIL 2023



 Schweizerische Eidgenossenschaft
Confédération suisse
Confederazione Svizzera
Confederaziun svizra

Swiss Agency for Development
and Cooperation SDC

 Sweden
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SNV



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Similarly, we acknowledge the youth themselves- who through their zeal, commitment, persistence, and resilience- even through the disruptive COVID-19 pandemic era- the OYE success is credited to them. For availing their time, resources, expertise, networks, industry relevant trainings and for creating/adapting their business models to be more youth inclusive (presenting the much-needed employment opportunities), again we would like to acknowledge the critical role played by the ecosystem actors. Such actors include private sector player, knowledge institutions, financial institutions and public actors. Special mention goes to the Ministry of Youth Empowerment Development and Vocational Training (Min. of Youth); Ministry of Lands, Agriculture, Fisheries, Water, and Rural Development (Min. of Agriculture) and Ministry of Women Affairs, Community, Small and Medium Enterprises (Ministry of SMEs) together with their District Offices for partnering with SNV in all OYE districts. With these critical and valuable collaborations, our quest to improve the livelihoods and future prospects of underprivileged and out-of-school youth- both young women and men- was realised.

Finally, we acknowledge the role of SNV Zimbabwe OYE team members- led by Cloffas Nyagumbo the OYE Project Manager and his team for their coordination and expertise in driving the project goals and more importantly with youth at heart. The technical team included Thulani Ncube (Youth Skills Advisor); Rejoice Lunga (Energy Advisor); Mbekezeli Mthunzi (Financial Services Advisor) and Thando Nkomo and later replaced by Tafadzwa Shumba (Monitoring and Evaluations Advisor). We would also like to appreciate the strategic guidance and project support offered by Ms. Lucy Fulgence (our Country Director), Roy Van Der Drift (Former OYE Regional Program Manager), Sharon Wekwete (OYE Regional Program Manager) and support teams ably led by Wayne Mahachi and Ivy Choto.

Executive summary



The Opportunities for Youth Employment (OYE) project, funded by the Embassy of Sweden in Harare (Sida) and the Swiss Agency for Development Cooperation (SDC), was implemented by the Netherlands Development Organisation (SNV) in Zimbabwe. Zimbabwe has a very high youth unemployment rate. The project was implemented in nine districts in five provinces and aimed at improving the livelihoods and prospects of 10,000 underprivileged young people between the ages of 15-35, with a particular emphasis on young women. Key impacts of the OYE project include:

- 01** **Productive Assets:** 25% of employed youth have acquired land, livestock, and equipment, enhancing their businesses in the agribusiness sector.
- 02** **Transition into Employment:** 57% of young people who receive skill training successfully transition into (self) employment.
- 03** **Employability Skills Development:** A total of 11,771 young people, with 57% female representation, have received skills development support.
- 04** **Diversification of Livelihoods:** Youth have diversified into sectors like goat farming and retail shops, showing entrepreneurship and adaptability.
- 05** **Income Increase:** The average yearly earnings of target youth have increased from \$31 per month at baseline to \$129 per month, with the highest income levels observed in agri-food systems, energy, and green jobs sectors.

As part of knowledge development, the project published research papers, magazines, technical briefs, and contributed to knowledge sharing platforms to disseminate insights, best practices, and recommendations. In addition the mid term evaluation provided the insights that contributed toward the revision of the implementation model as well as adjustments to the Log frame.

Lessons learned key the (self) employment pathway is the most viable pathway and an enabling environment needs to be cultivated through engaging the ecosystem for training, access to finance, markets and coaching and mentorship. Finance plays a key but there is need for tailored solutions, business advisory and strict monitoring after fund disbursement.

Youth saving and lending set a good foundation for financial literacy, saving culture and access to micro-lending. Adaptation strategies include accelerating finance disbursement, facilitating access to markets, and strengthening partnerships with local service providers and the government.

Building blocks towards project sustainability include piloting the Youth champion model, integrating OYE approaches into government structures and programs, collaborating with the Ministry of SMEs for youth enterprise growth, collaborating with other donors, and promoting innovative financial mechanisms. Challenges remain, including income inequality, unequal opportunities between women and men and limited access to productive resources for young women.

Gender equity, equal opportunities, and a focus on high-potential sectors are needed. Public-private partnerships, vocational training, access to finance and resources, digital skills development, and policy reforms are crucial for creating an enabling environment for youth employment.

The project was implemented in compliance with the SNV financial manual and the financial reporting requirements stipulated in the grant agreement for the project. Disbursements were received from Sida, and each of the four financial reports was audited by independent external auditors, resulting in unqualified audit opinions over the four periods. The project also experienced changes in staff complement, maintaining continuity and fresh perspectives.

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List of abbreviations



BLS	Basic life skills
CZI	Confederation of Zimbabwe Industries
GBV	Gender Based Violence
ILO	International Labour Organization
LSP	Local Service Provider
MoU	Memorandum of Understanding
NYP	National Youth Policy
NOP	National Organic Produce
OYE	Opportunities for Youth Employment
PPE	Personal protective equipment
RBZ	Reserve Bank of Zimbabwe
RCSR	Regional Centre for Social Responsibility
REA	Rural Electrification Agency
RIEYP	Rate of Informal Employment among Youth
SEK	Swedish Krona
SI	Statutory Instrument
Sida	Swedish International Development Cooperation Agency (SIDA)
SDC	Swiss Agency for Development and Cooperation
TVET	Technical and Vocational Education and Training
USAID	United States Agency for International Development
USD	United States Dollars
YSL	Youth Savings and Lending
WIAZ	Women in Agriculture Zimbabwe
ZADT	Zimbabwe Agriculture Development Trust
ZBC	Zimbabwe Broadcasting Corporation
ZIMCHE	Zimbabwe Council for Higher Education
ZIMRA	Zimbabwe Revenue Authority
ZWL\$	Zimbabwean Dollar
ZWMB	Zimbabwe Women Microfinance Bank

1.0 Introduction



This document presents the end of project report for Phase 1 of the Opportunities for Youth Employment (OYE) project. The OYE project has been implemented in Zimbabwe by SNV Netherlands Development Organisation and partners from May 2019 to October 2023 with funding from the Embassy of Sweden in Harare (Sida) and the Swiss Agency for Development Cooperation (SDC). The report summarizes project achievements, challenges, learnings and share recommendations for future programming.

The goal of the project in Zimbabwe is improved livelihoods and future prospects for 10,000 underprivileged young people between the ages of 15-35 among whom at least 50% are young women. The project seeks to contribute to an enabling and inclusive ecosystem for sustainable youth employment in Zimbabwe, and to more effective policy implementation at the national level. Overall, the project contributing to sustainable and up scaled employment and enterprise opportunities for young people, with priority given to “green” opportunities in and around the (climate smart) agriculture and renewable energy sectors. To achieve the goal, the project aimed to achieve three intermediate results:

To achieve the goal, the project targets opportunities in the Agriculture, Energy and Green Jobs sectors to achieve three intermediate results:

- 01 Out of school youth have secured dignified and fulfilling (self-) employment.
- 02 Employment ecosystem actors provide opportunities for youth (self-)employment.
- 03 Knowledge development and improved Youth policy Coordination

The diagram below illustrates SNV's approach to youth employment and enterprise development.

SNV's tried and tested, market based, Push-Match-Pull-Enable approach

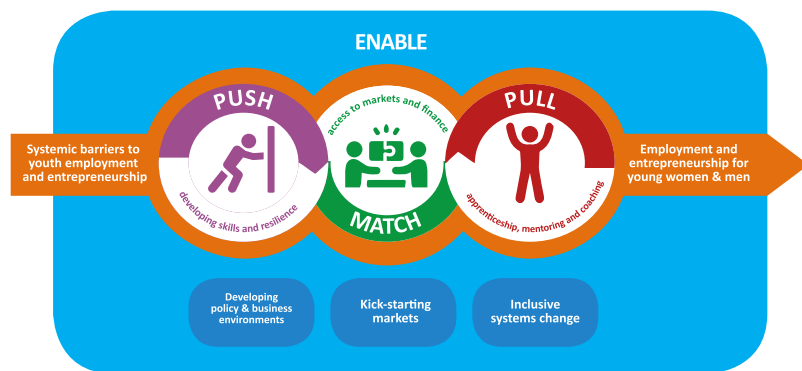


Figure 1: OYE Push-Match-Pull-Enable Model

The project applies market-based; participatory and innovative approaches to provide out-of-school, underprivileged, underemployed, and unemployed young women and men with the tools, skills, and networks to identify enterprise development and employment opportunities. It facilitates linkages between the labour market (demand side) and skilled youth (supply side) to stimulate employment and entrepreneurship opportunities. The project supports the development of inclusive markets and policies (Enable), applies a market-based approach in creating linkages for financial access and creating employment and entrepreneurship opportunities (Match and Pull) and provision of social, leadership, financial literacy, and business development skills (Push). Through these approaches, the project addresses youth unemployment and lost hope which is resulting in risky behaviour exposing both male and female youth to HIV, substance abuse, early pregnancy and marriage.

The project is being implemented in 11 districts across 5 provinces namely; Chikomba, Goromonzi, Murewa, Mutoko in Mashonaland East province; Mutare and Mutasa in Manicaland province; Mangwe, Matobo and Umzingwane in Matabeleland South province; Harare district in Harare province and Bulawayo metropolitan districts in Bulawayo province. Together with our implementing partners highlighted in the Figure above, the project actively identified and presented employment opportunities to youth across the poultry, horticulture, rabbitry, waste recycling, piggery, apiculture, sunflower, small grains, sweet potato, fodder production, mushroom, small livestock and solar value chains.

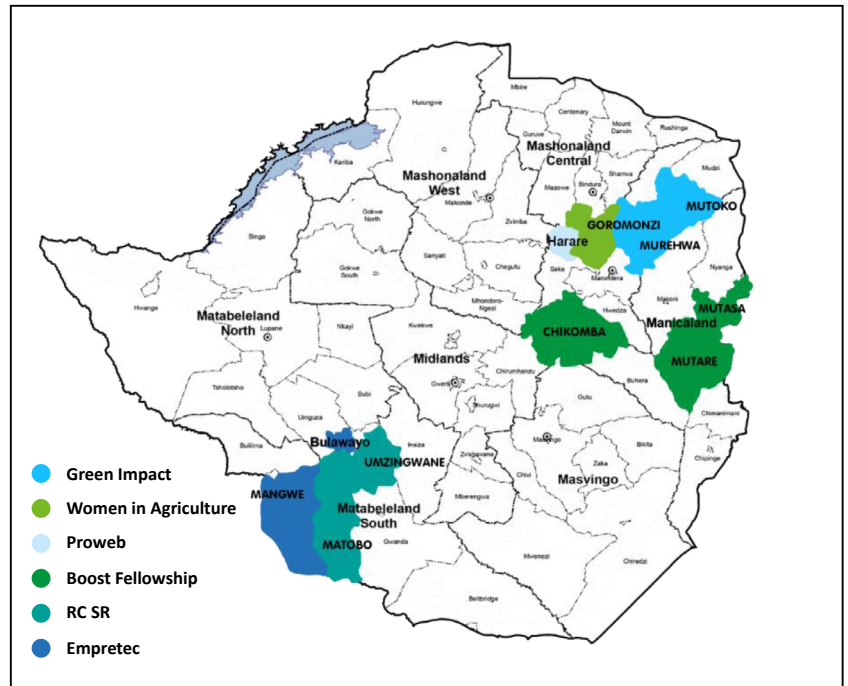
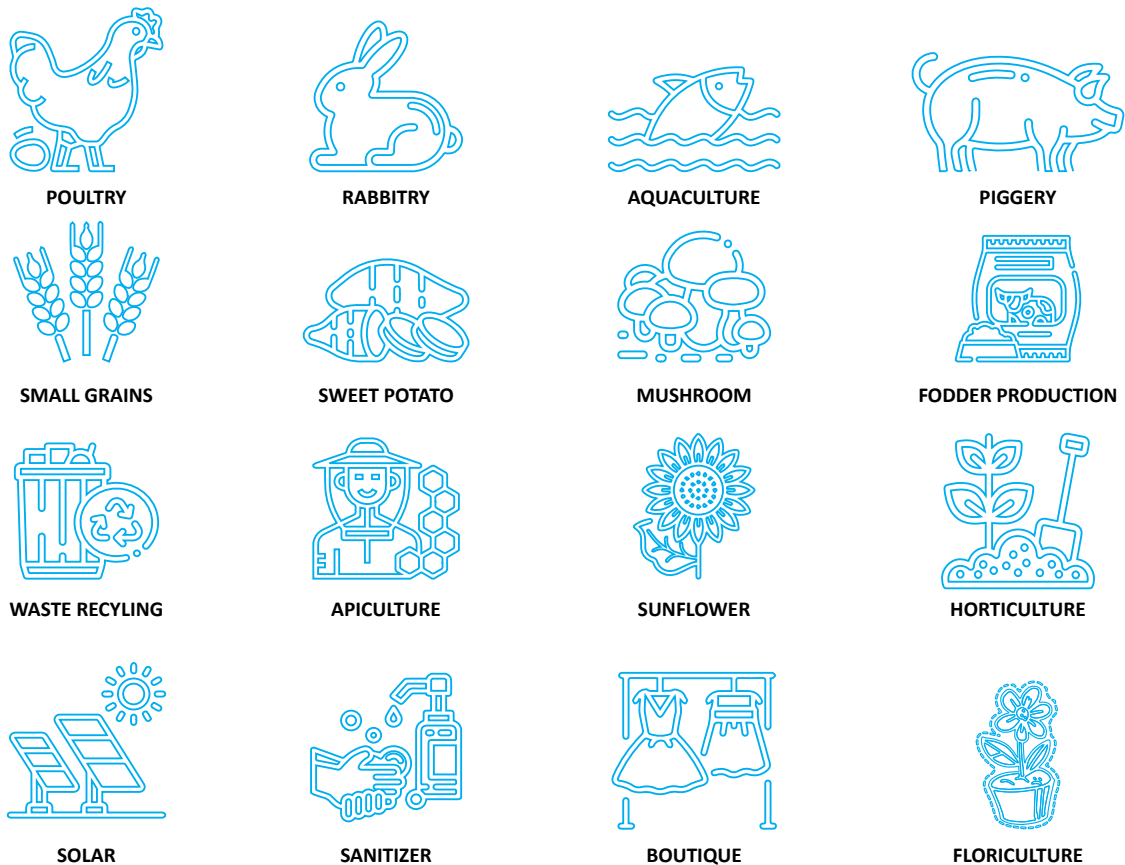


Figure 2: SNV's OYE Operating Districts



2.0 Context



The youth employment situation in Zimbabwe has been challenging due to various economic and social factors. The country has faced price and exchange rate instability, misallocation of resources, low investment, and limited structural transformation, which have hampered economic development. High inflation, multiple exchange rates, unsustainable debt levels, and ineffective control of public spending have increased production costs and discouraged productivity-enhancing investment, leading to increased informality and unemployment.

According to the ZimStats 3rd Quarterly Labour Force Survey in 2021, the national unemployment rate for individuals aged 15 and above was 47%, with higher rates for females (53%) than males (42%). Unemployment rates among youth (15-24 years) were particularly high, with an expanded rate of 64%, and 46% of youths (15-34 years) were classified as NEET (Not in Employment, Education, or Training). Rural youth faced higher unemployment rates (60%) compared to urban youth, highlighting the need for targeted rural youth employment programs.

The youth unemployment crisis in Zimbabwe has also contributed to increased migration, both legal and illegal, as young people seek better employment prospects and livelihoods abroad. The country ranks among the top five countries with the highest number of citizens granted work visas to the United Kingdom, reflecting the scale of emigration driven by economic and social challenges.

The project faced many challenges that had a significant impact on youth employment and entrepreneurship in the project areas. Some of these challenges are explained as :

Economic Challenges:

The COVID-19 pandemic slowed down economic activity and worsened agricultural conditions. The conflict between Russia and Ukraine has also affected input prices, such as fertilizers, leading to significant price instability. These economic challenges have further worsened the employment prospects for youth, particularly in rural areas.

Limited Formal Employment Opportunities:


The informal sector remains the largest employer, and formal employment opportunities for youth are limited, especially in rural areas. Despite government efforts to incentivize youth employment through tax incentives, low remuneration remains a significant discouragement for formal employment among youth.

Financial Ecosystem Challenges

The COVID-19 pandemic and economic strains have led to a reduction in the number of credit-only microfinance institutions, impacting the savings and lending capacity of the sector. This has made it more challenging for youth entrepreneurs to access the financial resources they need to start or grow their businesses.

Education Disruptions

The education sector has been severely affected by the pandemic, with millions of learners losing access to education. This has resulted in negative coping mechanisms among youth, such as child labor, early marriage, and transactional sex, further hindering their employment prospects.






To address these challenges, the project implemented mitigatory strategies, including the inclusion of COVID-19 interventions such as procuring personal protective equipment (PPE) materials, piloting a COVID-19 innovation fund, and supporting the dissemination of COVID-19 information. Additionally, an Acceleration Plan was developed and implemented post COVID-19 era to catch up on the project's implementation after the nationwide lockdowns. Collaboration with key line ministries, such as the Ministry of Youth Empowerment Development and Vocational Training and the Ministry of Lands, Agriculture, Climate, and Rural Development, continued to ensure the implementation of youth employment initiatives. Despite political tensions leading up to the 2022 elections, efforts were made to mitigate the impact of these factors on youth programming.

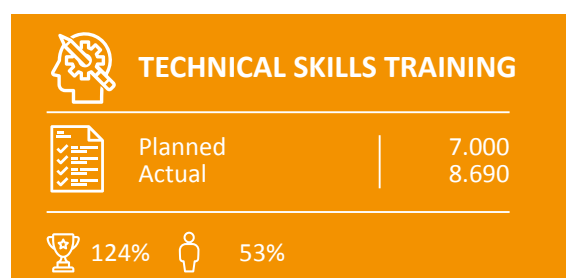
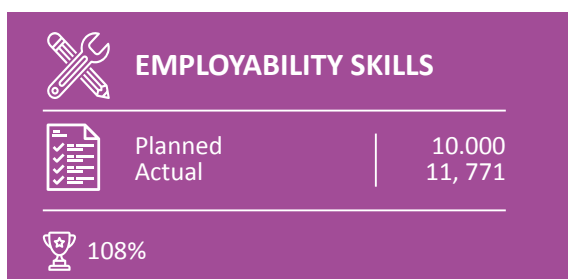
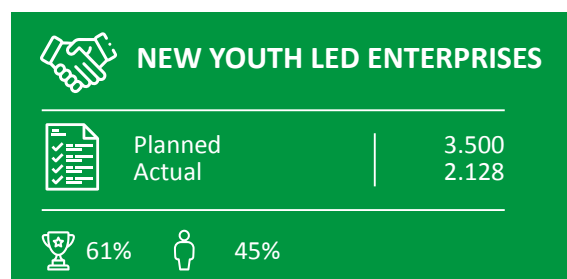
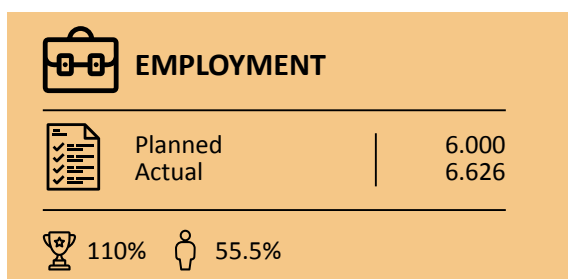
Theophilous Ncube; Clive Goat Breeders from Matobo district.

3.0 Overview of OYE project results



3.1 Statistical Summary of results - Planned vs Actual

Youth Registered TOTAL: 17.373			
	Women: 55.6%	Men: 54.4%	Urban: 43%



For a detailed summary and full contractual project result, please refer to Annex 1 (Summary of key Project Results) and Annex 2 (Indicator Performance Tracking Table)

3.2 Description of intended and unintended effects (outcomes / impact):

Project Impact: Improved livelihoods and prospects for 10,000 youth

- Indicators:**
- Number of youth acquiring productive assets
 - Improved transition from unemployment to employment for out of school youth (Target- 10,000)

The OYE project has achieved significant impact in supporting youth skills development, promoting employment, and improving livelihoods. The below are some of the key impacts recorded so far in the project:

1. Productive Assets: The number of youth acquiring productive assets, though still at 25% of the total youths employed, clearly shows that the project interventions enabled young people to acquire productive assets. These youth are now acquiring productive assets such as land for agricultural activities, livestock, equipment which is enhancing their businesses. This is increasingly becoming a norm as opposed to baseline period when priority was on luxury goods and services. These assets have provided a foundation for youth entrepreneurs to establish or expand their businesses, particularly in agribusiness.

2. Transition rate into employment: The transition rate from skill training to jobs in the OYE+ project in Zimbabwe is 57%, which is in line with the rates observed in other OYE countries in Africa. This means that a significant proportion of the young people who receive training through the project are able to successfully transition into employment.

3. Employability Skills Development: The project has supported the skills development of 11,771 young people, with a female ratio of 57%. This has equipped them with the necessary knowledge and skills to enter the job market or start their own businesses

4. Diversification of Livelihoods: The project has contributed to the widening of livelihood opportunities for several youth. One example is Providence Moyo from Mangwe who diversified from chickens to goats and retail shops, showcasing the entrepreneurial spirit and adaptability of the youth beneficiaries.



Mutian Simango (Center) with fellow OYE Youth/Business Partner Winfrey Munyurwa (Left) and Modecai Munyaradzi from Impipower (Right)

Overall, the project has made significant strides in promoting youth employment, supporting skills development, and improving livelihoods. By equipping young people with skills, job opportunities, and productive assets, the project has contributed to their economic empowerment and sustainable development and demonstrates the scalability potential of the OYE PMPE approach in Zimbabwe. The relevance of the project has been confirmed and supported by the End of Project Evaluation Report finding which rated the project relevance at 4.316 out of 5. This clearly shows that it responded to unemployed young peoples needs who typically lacked employability skills.

Outcome 1: Average increase in incomes for 10,000 targeted youth

Indicator: Average yearly earnings target of USD720/annum

The baseline levels of income for Zimbabwe were under a dollar a day. The average yearly earnings of the target youth increased from 31USD per month to average of 129USD per month, equivalent to an increase from 372USD per annum to 1,548USD per annum. This is a 4-fold increase in income per month for the youth both in formal and self-employment in all districts (OYE Employment and Income Survey). The survey indicated that youth participating in agri-food systems are earning the highest income per annum across all the districts at an average of 2,358USD, Energy sector - 2,113.20USD and the Green Jobs sector- 1,148.4USD. There is still disparity in income levels between women and men although the gap narrowed from the baseline findings. The Employment and Income survey showed that women earn an average of 1,238.4USD per annum which is lower than an average income of 1,864.68USD per annum realised by young men. Aspects such as limited access to productive resources by young women at household level, triple burden of women and reduced women participation at lower (less rewarding- production vs processing level) nodes of targeted value chains could have attributed to this finding. The following graph summarise the incomes achieved by youth.

The indicated data indicates that **women** on average are earning 1,238.4USD 103.2USD per annum compared to 1,864.68USD 155.39USD per annum earned by **men**.

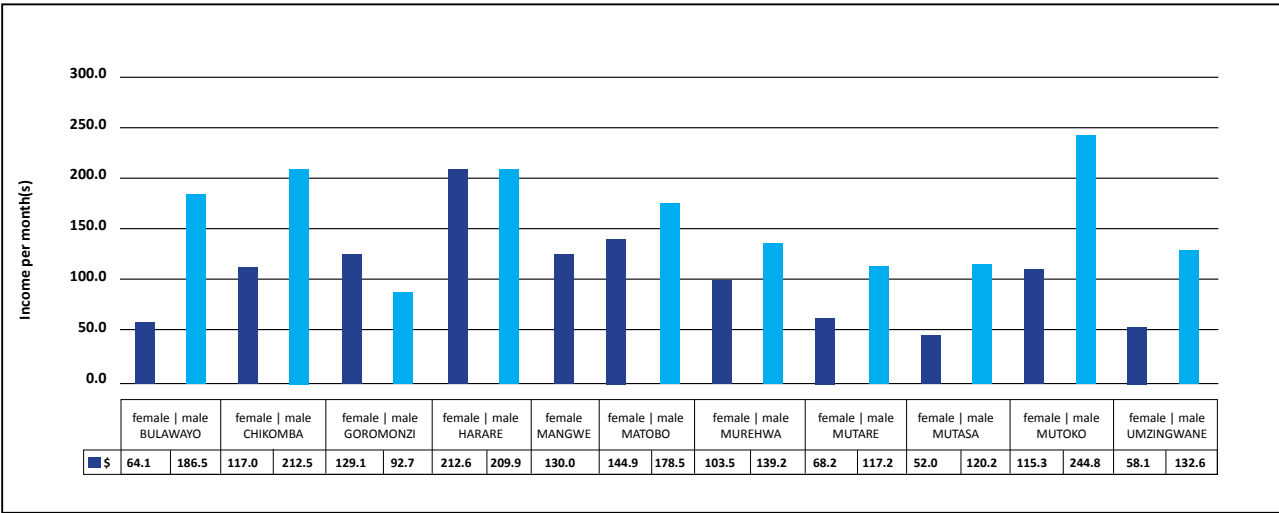


Fig 3: Youth Monthly income disaggregated by sex and district

A closer inspection of these income statistics brought about interesting discoveries on the key factors that contributed to the exponential growth in incomes earned by the youth and these are;

Education Level - Education level is still an important factor in determining the level of incomes. The survey revealed that youth with tertiary levels are more likely to realise high incomes (\$198.4) as compared to youth with lower levels of education who earned an average of 122USD per month. The income graph summarises the income by sex and district. Some of the key issues contributing to this success was the ability to develop a clear business vision, to network and ride on social capital for business success, to take on challenges and transforming them into opportunities rather than allow these challenges to detect the pace of success and to take in constructive criticism to improve the business.

High Incomes Realised in the Energy Sector - While 87.4% of employment was in the Agri-Food sector, a large number of urban youth in Harare, Bulawayo and Mutare districts ventured into the solar sector. This sector is growing rapidly due to shortage of electricity in Zimbabwe that has resulted in massive power cuts. The increase in demand for solar installations created an increase in demand for installers and ultimately opportunities for OYE youth through the linkages with Private Companies. The solar sector offered a number of unique ways to earn money with some realising incomes through a combination of the mark-up on the hardware components, installation fees and aftersales services. In some cases youth benefited from commission from Financial Institutions for referring solar customers to access end use financing. One partnership with a solar company resulted in 10 youth making sales worth USD44,000 while other partnerships offered internship opportunities which resulted in youth proceeding to start their own enterprises (See Impipower Commission Table for Summary of Sales).

Table 1: Impi power sales agent commission table

Total number of active agents	10
Total number of lanterns	798
Total sales through OYE	\$ 44,838.00
Total commission paid to OYE agents	\$ 5,127.50
Estimated households reached	798
Estimated impact	4000 lives

Proximity to Markets Gives Women a Big Financial Boost

- When a gender lense was used to carefully examine the income data it was observed that young women in Harare and Goromonzi earned 12% more income than their male counter parts. Some key drivers were noted as the close proximity to markets in Harare and Goromonzi that made it possible for young women to sell their produce without having to travel long distances. In addition it was also noted that young women were more resilient in running their enterprises and were able to continually employ strategies to improve business processes which ultimately led to increased incomes. Most young men were impatient to nurture the small enterprises into profitability, maybe because the married ones had the responsibility of taking care of a family and would quickly jump at any opportunity to get formal employment where the income is limited but regular or would prefer to engage in risky trades such illegal artisanal mining with limited irregular income prospects.

Case Summary:

Agnes Muzanenhemo and Chido Chipunza from Goromonzi



Young women in Goromonzi engaging in Floriculture sell their flowers at Africa Unity Square in Harare and have also started exporting to Mozambique.

Case Summary:

Nyasha Mhlanga from Harare



Nyasha Mhlanga from Harare benefited from a Covid Grant in November 2021. His business had potential until he secured full time employment at a local hardware after getting married. The salary gives him financial security to take care of his family. He is now running his sanitiser and detergent business on a part time basis and hopes to scale operations in the near future.

Diversification of Income Streams - Diversification of income streams also contributed to increased income generating potential for youth. While the projects' focus was to impart skills for only one chosen value chain, most youth ended up attending more than one value chain technical training which resulted in them also using own resources to venture into several enterprises. Youth like Patience Chingwena in Mutoko, Fungai Chisero in Murewa and Mfanelo Ndlovu registered under agriculture but also diversified to solar and food service industries. Patience and Fungai sold a total of 203 solar home systems in addition to their horticulture income. Patience made an average of USD24/month in commissions from selling solar home systems while Fungai Chisero made USD15. In addition the two also made a monthly average of USD450 and USD200 per month respectively from their agriculture enterprises with some diversification noted in the areas of Mushroom, Poultry, Horticulture and other Non-Food Agric produce. While Mfanelo made USD500/month from running his restaurant in addition to his USD440/month income from his poultry business.

Once Off Opportunities - Some youth were opportunistic in nurture and would utilise any opportunity to make that extra dollar. Tafadzwa Muzira from Harare is one youth that benefited from the Covid 19 grants that were disbursed in a bid for youth to play their part in the fight against the deadly pandemic. At the onset of the pandemic there was an acute shortage of sanitisers and Tafadzwa's grant of USD1200 boosted his new enterprise to increase production of sanitisers from monthly production of 35 litres to 1185 litres. The total income realised from Covid Grant production was USD6,360. As the supply of sanitisers gradually increased on the market Tafadzwa then diverted his proceeds to start a clothing Boutique and Poultry Business.



The pair
sold a
total of
203
solar home
systems



**USD
6,360**
The total
income
realised from
Covid Grant
production.



Quote by Tafadzwa Muzira

The Covid Grant really gave me a big financial boost. Sadly when the market started making requirement for SAZ approved products it was a difficult process for me and had to stop production. I have since diversified into Poultry and running a Clothing Boutique. I am still working on my plans to resume sanitiser production and also add disinfectants and dishwashing soap.



Ntombikile Ncube from Mpopoma in Bulawayo who is into hydroponics producing lettuce and strawberries

Outcome 2: Out of school youth have secured dignified and fulfilling (self-) employment

Indicator: Number of youth with new / improved (self-) employment as a result of project initiatives

The OYE project surpassed its target of **6,000** youth into employment, successfully facilitating 6,626 youth (55.9% female and 44.1% male) in self-employment.

Most of the employed youth, 87.4%, were in **the agri-food sector**, with the percentage for Energy as 6.9%, Green Jobs 2% and Other Sectors 3.7%

Youth employment is attributed to matching youth to market opportunities, skills training, financial support, mentorship and coaching, and **collaboration between the private and public sectors**.



Job Creation:

As a result of the project's interventions, 6,626 jobs have been created for young people, with a female ratio of 55.9%. This has provided employment opportunities and income generation for youth, contributing to poverty reduction and economic growth.



Full Time Employment:

Full-Time Employment: Approximately 45% or 3,772 of young people have secured full-time employment. This demonstrates the success of the project in facilitating sustainable employment opportunities for young people



Agri-food Sector Employment:

The agri-food sector has attracted the highest number of youth employment opportunities, with 5,791 youth securing employment since 2020. This sector accounts for 87.4% of the youth employment in the supported sectors. This highlights the importance of the agri-food sector in creating jobs and livelihoods for young people.

Major triggers of employment included access to land, industry-relevant skills, funding, and support such as starter kits and financial products. Empower Bank and the Zimbabwe Agricultural Development Trust (ZADT) provided financial support and access to credit for youth entrepreneurs, enabling them to start or grow their businesses. Contract farming agreements provided a stable market for agricultural products, helping to reduce the risk for young farmers, while youth-to-youth employment internships enabled young people to learn new skills and gain valuable work experience. Soft skills development and exhibitions also played important roles in building the capacity of young people and connecting them with potential employers. Collectively, these interventions and collaborations helped to create an environment that was conducive to the success of the OYE+ project in achieving its employment outcomes for young people in Zimbabwe.

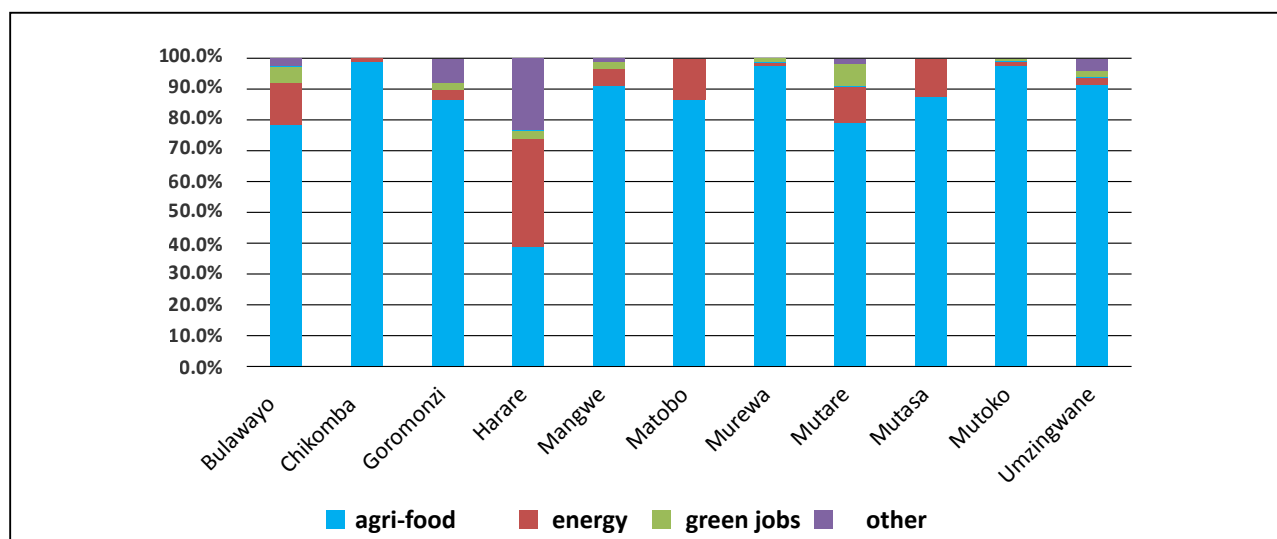


Fig 4: Youth employment by district and sector

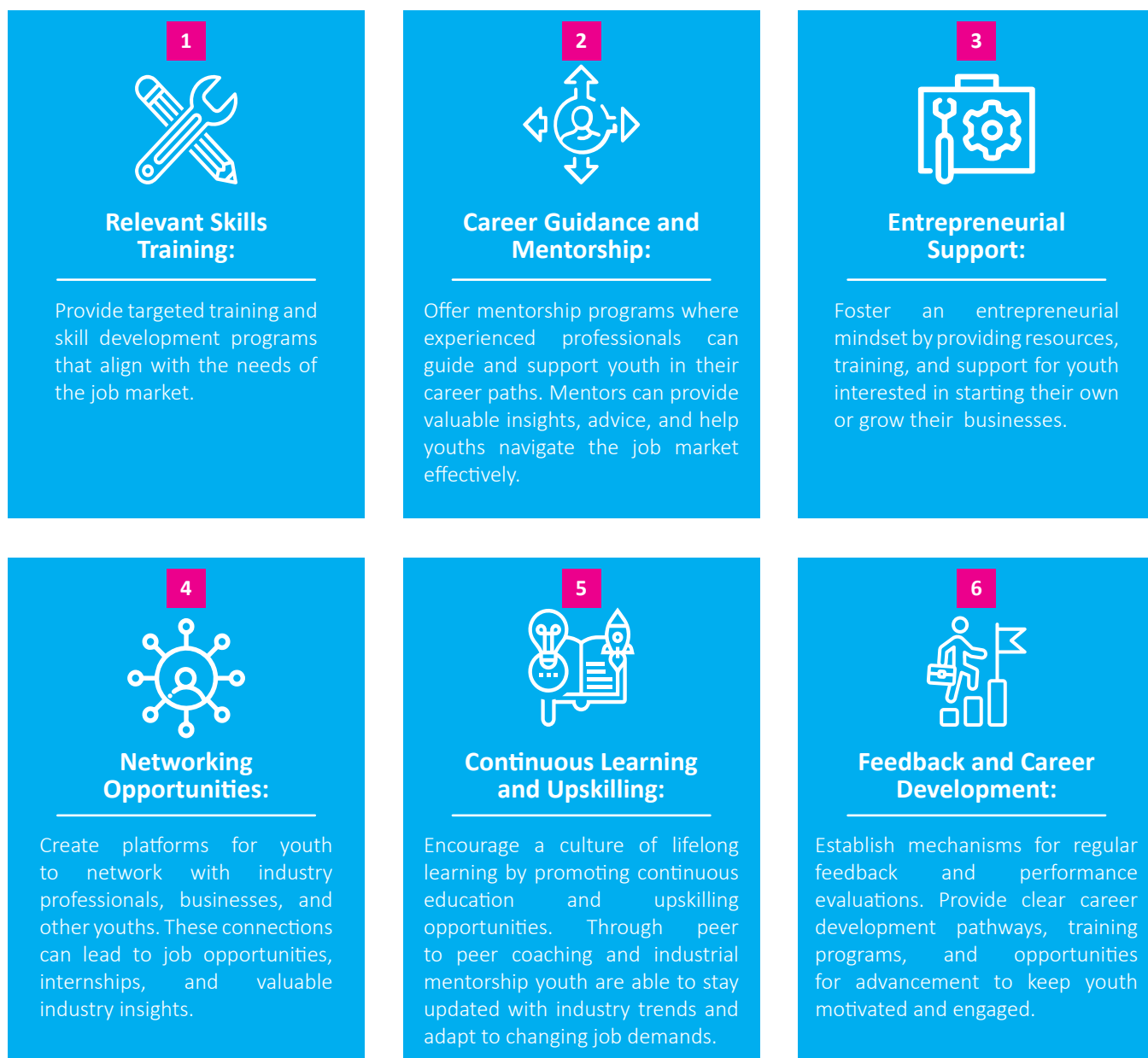
The future of youth employment in Zimbabwe

It also worth to note that stakeholders at the OYE Closure event highlighted that the future of youth employment in Zimbabwe hinges on several key factors. Economic diversification is crucial to create a wide range of job opportunities for young people, with sectors like renewable energy, technology, tourism, and agribusiness holding significant potential. Youth need to be equipped with in-demand skills through vocational training and technical education programs, while access to finance and resources, including tailored financial products and market access, can support youth entrepreneurs and startups.

Public-private partnerships play a crucial role in designing targeted initiatives, promoting mentorship, and connecting young people with job opportunities. Embracing digital skills and fostering innovation are important for youth to thrive in the evolving job market. Additionally, policy and regulatory reforms that create an enabling environment are essential to support youth employment efforts. By addressing these aspects, Zimbabwe can pave the way for a future where youth have access to diverse employment opportunities. It is important to note that formal employment opportunities are limited,

especially in rural areas. The informal sector remains the largest employer, and job options in formal sectors are relatively scarce. This presents a challenge for youth who aspire to secure traditional formal employment. Retention in jobs is also a challenge that needs to be addressed. While the project has successfully facilitated job placements, it is important to ensure job retention and the sustainability of employment for young people. Factors such as job quality, fair remuneration, and supportive working environments play a crucial role in encouraging youth to remain in their jobs.

The OYE project tackle some of these challenges during OYE Phase 1 by providing comprehensive support for entrepreneurship, promoting skills development, facilitating access to finance, and creating platforms for knowledge sharing and networking. Although limitations and challenges exist, the OYE project is committed to creating viable pathways for youth employment, both through entrepreneurship and formal employment opportunities. The project will continually strive to enhance job quality and sustainability, ensuring that young people have increased prospects for economic success. To retain youth in employment, here are some strategies and lessons that can contribute to retaining youths in the workforce:



Intermediate Outcome 1.1: Number of youths equipped with relevant employability skills.

Indicator: Number of youth equipped with relevant employment skills

A total of 11 771 youth gained employability skills through a combination of the soft and technical skills training. Data analysis showed that basic life skills and technical skills trainings individually contributed to a higher number of young people transitioning to employment. Used together, the effect of the two trainings was even greater with 63.55% of the young people moving into employment after attending at least two trainings as shown in Figure 5 Business skills were found to be critical in sustaining young people in their businesses. Investment in a combination of trainings which puts together basic life skills and technical skills is worth perpetuating as it clearly yielded greater results. Advanced Business Skills (ABS) trainings were further applied on a targeted basis towards those youth enterprises with either high growth potential or moving towards formalization or with strong desire to access commercial type funding from financial institutions. Such trainings proved critical in sustaining young people in their businesses and catapulting them towards growth. A few examples of youth entrepreneurs who took their businesses to the next level after ABS training include:-

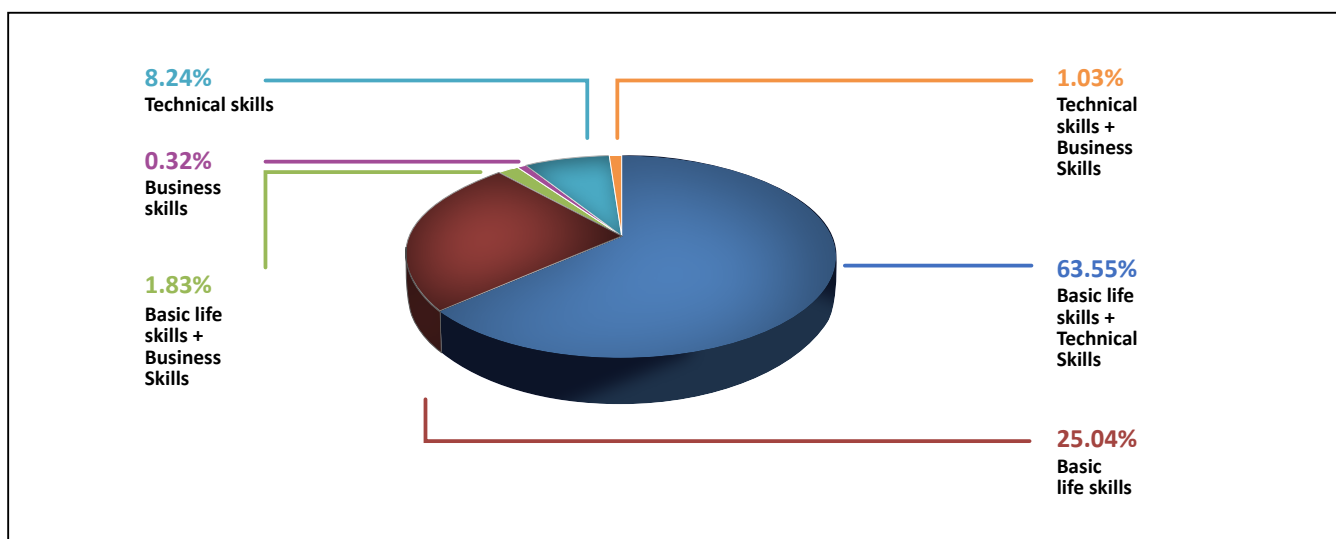


Fig 5: Transition rate to employment by skills training type



Ambrose Sibanda, Healthy Choice Mushroom co-owner from Bulawayo currently making an average of USD450/month from oyster and button mushroom sales targeting four high end supermarkets in Bulawayo. Further, through fee-for-service arrangement, Ambrose has offered peer-to-peer trainings and mentorship support to more than 20 OYE youth in Mangwe and Matobo districts.



Vimbai Kaitano - owner of Carols Seedlings based in Norton- after receiving a matching grant support established a 120m² greenhouse nursery. Furthermore, post the ABS trainings, she managed to access a commercial loan from Zimbabwe Agricultural Development Trust (ZADT) worth USD3,500 resulting in her expanding her monthly seedling output from 60,000 to 76,000 and now boasting of an average gross annual income of USD4,000



Tinashe Manyonga - Temp Bag founder based in Harare- expanded his production of a variety of temperature bags and other related products from recycled materials after ABS trainings. Following a linkage by OYE for him to exhibit at various platforms including the Zambia Agricultural and Commercial Trade Show, Temp Bag secured orders from at least 6 private companies in Zambia worth USD2,500.



Ten ImpiPower Solar Agents from Mutoko, Murewa and Harare districts- made commissions of USD\$5,127 from selling 798 Sun King Solar Lanterns and Solar Home Systems worth USD\$44,835 after receiving technical trainings from ImpiPower and ABS training from the project. To date, one of the agents, Leona Ngorima sold 128 solar home systems worth USD8,945 earning her a commission of USD960.

In line with the OYE market systems development approach for youth employment, the project worked with a number of ecosystem players that also contributed to the improvement of youth employability skills. The key actors were private sector companies, technical vocational education and training (TVET) institutions, government extension workers, higher and tertiary institutions. The roles of some of these key ecosystem players are explained as :

Private sector companies:

With regards to employability the private sector companies offered on the job training/ internships, and attachment to the youth enabling them gain industry relevant skills. The exposure also led to some of the youth being employed in the companies that they received training from. Other youth were trained during business-to-business linkages in areas such as product knowledge, marketing, and business management. This was particularly the case with sales agents for solar products and agricultural inputs.

Technical Vocational Education and Training Institutions:

The partnership with TVET institutions sought to address one key constraint identified in the OYE Market scan related to limited accessibility of training facilities. The intervention led to the delivery of practical shorter trainings in sectors that offer quick turnover and are attractive to the youth. In addition partnerships with Jairo's Jiri and Bulawayo City Council led to the adoption of youth hubs approach where youth received advanced entrepreneurship training. Some of the services offered by the hubs included business skills training, business incubation, networking and linkages to private sector. Through the retooling and infrastructure upgrades advanced by the project the TVET now also offer training in cutting edge technologies that include hydroponics, aquaculture, solar agro-processing.

Local extension support services:

The project tapped on the expertise of the local extension staff from the Ministry of Agriculture, Veterinary Services and the Ministry of SMEs to impart employability skills. This approach was used more in the rural areas where the extension support system is strongest. For the trainings to be practical and relevant the project supported the establishment of demonstration sites. A total of \$200,689.61 was invested and a total of 2,401 youth received their training at these sites in sectors that include mushroom, horticulture, poultry, goat, sweet potato, garlic, rabbitry.

Intermediate Outcome 2.1: Employment ecosystem actors provide opportunities for youth (self-) employment

Indicator: Employment ecosystem actors (public and private sector) engaged providing opportunities for youth (self-) employment

The success of the OYE P-M-P-E approach hinged on the effective engagement of the ecosystem actors in creating an enabling environment for the implementation of the project and making economic opportunities for youth accessible and sustainable. Collaborations were established with several stakeholders including the Government of Zimbabwe, civil society organisations, academic institutions, financial institutions, and private sector companies. The project engaged 51 Private Sector Companies, 4 Financial Institutions, 6 Grassroot Organizations, 8 Knowledge Institutions as well as the Government who acted in various capacities and providing several opportunities for the youth resulting in 6,626 youth benefiting from these arrangements. The detailed list of the ecosystem players is explained in detail on Output 2.1.1 section. The opportunities were presented through policy development and/or adjustments, trainings and support in social areas not fully covered by SNV like SRHR and GBV and recognised certificates of completion of trainings respectively.

Systems transformation elements

i. National Youth Policy (NYP) 2020- 2025 review and finalization - Through a stakeholder review workshop and writeshop sessions, the project provided technical support to the Ministry of Youth, Sport, Arts and Recreation (Min. of Youth). The support resulted in the review and finalization of the 2020- 2025 National Youth Policy which has a goal to create “an empowered youth actively involved in national development”. The OYE approach had strong alignment with the Education and Skills (PUSH); Employment and Entrepreneurship (MATCH and PULL) and Youth Governance and Participation effective youth participation in policy issues.

Lastly, due the strong youth empowerment footprint of the OYE project, it has been included in the list of projects which are seen as contributing to advancing the objectives of the “Team Europe Initiative- TEI- on Gender Equality and Women Empowerment” in Zimbabwe- an initiative spearheaded by several European donors and Switzerland.

ii. LSPs Receive Capacity Building to Implement the OYE Market - Based Approach - with most localized grassroots organisation solely focusing on youth training, through providing technical and mentorship support- six local organizations were supported to effectively implement the OYE market-based approach in 11 districts. These LSPs included Green Impact Trust, Women in Agriculture Zimbabwe (WiAZ), Regional Centre for Social Responsibility (RCSR), Proweb Zimbabwe, Empretec Zimbabwe and Boost Fellowship (Boost). Such business development service (BDS) providers are now offering market-based youth economic empowerment solutions in various districts in Zimbabwe.

iii. Financial inclusion - Various derisking mechanisms and youth friendly financial products were piloted during the Activity phase and are being embedded by financial institutions beyond the OYE project duration. For instance, through the Credit Guarantee Facility established by the project and being administered by Empower Bank, youth now have improved access to finance and consignment stock as the financial institution and private companies are now receiving partial cover on their loans or consignments hence more youth access. Through the ZADT IGNITE & Empower Bank’s youth loan facilities, both OYE and non-OYE youth are now have better access to affordable and youth friendly loans to grow and expand their enterprises even beyond the OYE project duration.

iv. Adaptable, relevant and inclusive trainings by participating knowledge institutions - Through smart collaborations with knowledge institutions, youth are now receiving industry-relevant and youth friendly skills in Zimbabwe. Several TVETs across the country embedded the Basic Life and Business Skills training curriculum in their training courses following a participatory curriculum review and adaptation process with the institutions. Institutions such as National University of Science and Technology (NUST), Harare Institute of Technology (HIT) and TVETs such as Jairos Jiri and Bulawayo City Council training centre adapted their curriculums; entry requirements; delivery methodologies (practical in nature and also rolled out outreach trainings); course durations and offered accredited certificates to OYE youth who do not typically qualify for such trainings. Best success was by HIT and NUST where together with solar companies the project trained and certified 201 youth with Basic Solar Installation Certificates resulting in some securing formal employment whilst the vast majority secure self-employment as agents and installers of various solar companies.

v. Improved youth integration by private companies - Quantum of youth intergrated or embedded in the supply chain of large and more established private companies increased due to various project strategies. For instance, more youth managed to be engaged as solar agents and installers leading to them accessing consignment stock from Solar Shack and Natfort Energy which was not common due to youth stereotyping by some private companies. Contract farming arrangements were realigned and brokered by the project leading to more than 400 youth being contracted as out-growers unlike in previous situations where these arrangements would only benefit the household head. Amongst other arrangements, SeedCo contracted youth on sorghum and pearl millet whilst Shumbatafare on African Bird’s Eye Chillies, Leguminasea on fodder, Champion Seeds on cowpeas; Zimgold on sunflower and National Organic Produce on poultry (both chicken and eggs)- leading to youth entering into employment.

vi. Youth hubs innovation for youth support - In response to the market scan findings where both youth and private companies flagged that most youth lacked practical skills to deliver an assigned task, the project supported the retooling of three (3) youth hubs at Jairos Jiri, Bulawayo City Council and Nyamutsahuni Mutoko youth hubs. Each youth hub was deliberately designed to offer technical training, incubation of youth enterprises, starter kits, produce aggregation centre and networking platforms for participating youth around each hub. Through close collaboration with two government line ministries, Min. of Youth went on to establish 5 youth hubs whilst the Min. of Agriculture has set a target of establishing at least 2 Youth Innovation hubs (Village Business Unit) two per every ward in Zimbabwe. Such youth hubs are key in promoting value addition e.g. solar drying & peanut butter processing, urban agriculture, urban-rural linkages, promotion of cutting edge technologies e.g. hydroponics, aquaponics and artificial insemination in goats for improved breeds.

Intermediate Outcome 3.1: Knowledge development and improved Youth policy Coordination

Indicator: Number of organizations engaged with OYE complying with core components of National Youth policy LSP, Private sector companies, Local training Institutions

The OYE project collaborated with eighty-six (86) organisations comprising of 69 private companies; 7 NGOs and grassroots organizations, and grassroots organizations; 6 Local Service Providers (LSPs) and 4 knowledge institutions complied with core components of the 2020- 2025 National Youth Policy (NYP). Private sector advanced the implementation of the National youth policy through providing on the job training and internship opportunities. The project strategically included internships and on-the job training as a way of offering youth a hands-on training. Private sector also provided access to input and output markets. Finance institutions collaborated with the OYE project to offer youth friendly financial products key to addressing the financial needs of the young people in line with the National Youth Policy.

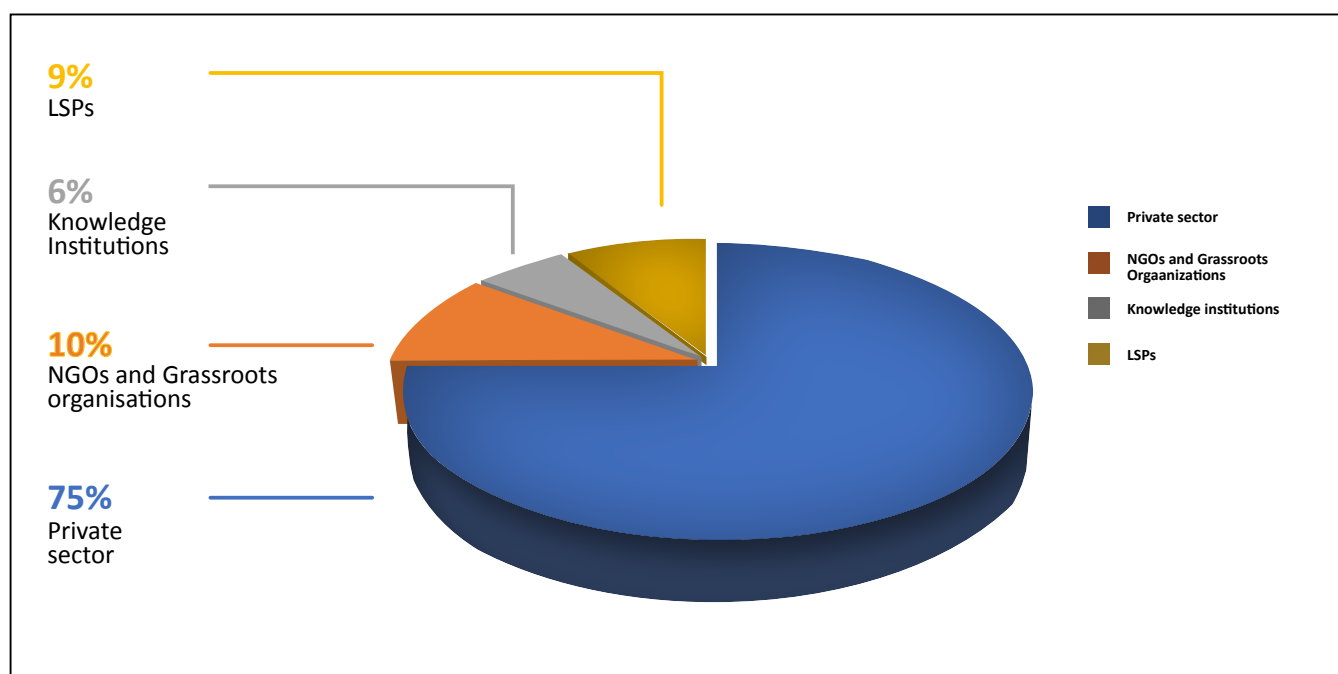


Fig 6: Number of organisations engaged with OYE complying with core components of the national youth policy

The project built the capacity of grassroots organisations to adopt the OYE approach. In line with the approach the organisation went beyond training to advance youth entrepreneurship which is one of the thrusts of the National Youth Policy. The project advanced the implementation of dual vocational training to promote hands on technical skills training that also meets the demands of the labour market. These interventions complied with the Thematic Area 1: Education and Skills Development and Thematic Area 2: Employment and Entrepreneurship

Indicator: Knowledge products developed on youth employment

A total of 11 knowledge products out of a project target of 10 were developed during the activity phase of OYE comprising four action research papers- namely: Access to Finance Action Research, Private Sector Engagement Action Research, Gender Action Research and the Youth Savings and Lendings Study. Table 1 details the findings for each study carried out during the project implementation period.

Table 2: Action research summary findings

Gender action research	<p>The study on gender and youth employment in Zimbabwe made several significant finding:</p> <ol style="list-style-type: none"> 1. It identified a connection between under-employment among young men and drug abuse. 2. Teen pregnancy and early marriages were identified as challenges faced by young women. 3. The study revealed that government policies related to gender and youth were not effectively implemented. 4. It highlighted the constraints faced by young married women in rural areas regarding mobility. 5. Lack of socio-cultural incentives was identified as a barrier preventing young women from starting their own businesses.
Access to finance action research	<p>The study highlights several barriers that impede youth access to finance, such as lack of land ownership, limited market access, and insufficient technical skills. Another significant factor mentioned is the absence of role models. However, the study suggests that with additional technical and business coaching, young individuals can transition from subsistence to viable employment and successful commercial ventures. This emphasizes the potential or empowering youth and promoting economic growth.</p>
Private sector engagement action research	<p>The Centre for Development and Research Evaluation International Africa was contracted to carry out the study and submitted a report in March 2022. Findings from the action research were:</p> <ol style="list-style-type: none"> 1. SNV's life skills training plays a crucial role in preparing youth for placement in the private sector, highlighting the effectiveness of this training program. 2. Revising the selection criteria for enrolling youths, providing skills training in savings and investment, and introducing a career counseling component. These changes can enhance the effectiveness of the engagement process. 3. Limitations in customer care communication, marketing skills, and adaptability to the business environment among the participating youths. Addressing these challenges through targeted support and training can help overcome these limitations. 4. Youths expressed specific expectations from the private sector engagement, such as improved commissions, opportunities for advancement in the agricultural value chain, and the establishment of a revolving fund for accelerated project funding. Meeting these expectations would contribute to making the engagement more beneficial for the youth participants.
Youth savings and lendings (YSALs) action research	<p>This study sought to understand the feasibility, value and sustainability of establishing and using youth savings and lending schemes as a tool towards improving youth access to inclusive financial services. The study concluded that YSALs are a viable and sustainable methodology for addressing financial literacy and improving youth financial inclusion as it enhances financial discipline, reinforces a savings culture and improve youth access to credit. The study recommended 3 models for effective youth inclusion and participation:</p> <p>Model 1: Youths joining already existing ISALs with older members; Model 2: YSAL group as a junior group of an existing ISAL group with older members; Model 3: Group YSAL fund as matching fund for the matching grants.</p>

Furthermore, the project as part of knowledge and learning published two technical briefs and made contribution in three 4 magazines- Green Economy Volume 1 and 2; OYE Stories of Change magazine and the 42nd SADC Summit in the Democratic Republic of Congo on 17-18 August 2022 publication and one (1) OYE GESI Transformative Approaches Position Paper. The project successfully established Community of Practice in Zimbabwe. The establishment of a Community of Practice in Zimbabwe for youth agripreneurship was indeed a significant step towards fostering collaboration and knowledge sharing among stakeholders. These communities provided a platform for individuals and organizations involved in youth agripreneurship to come together, exchange ideas, disseminate best practices, and drive innovation.

The SNV OYE/YEE (Youth Empowerment and Employment) initiative, chaired by the global YEE team and the Youth Empowerment, played an essential role in organizing and supporting these communities of practice. Their efforts have contributed to the overall goal of empowering and promoting youth involvement in agripreneurship.

The Youth agripreneurship community of practice event on July 11, 2023, organized by the Netherlands Food Partnership (NFP), was a valuable learning opportunity. The discussions focused on “Strategies to Serve Different Youth Groups” and highlighted the need for tailored approaches and interventions to cater to the diverse needs and aspirations of young people in the agricultural sector. By sharing insights, experiences, and strategies, participants gained valuable knowledge and ideas to effectively engage and empower youth in agriculture.

3.3 Detailed summary of activities and achievements (outputs)

Output 1.1.1: Youth receive basic life and business skills training focusing on concrete identified (self-) employment opportunities.

Indicator: Number of youth completing at least 80% of the basic life and business courses

A total of 11,771 youth (comprising of 56% females) received training in Basic life, business, and leadership skills against a target of 10,000 over the four years. Of the total number of youth trained, 52% were in the urban districts while 48% were in the rural. The training was delivered using the basic life skills manual developed by SNV. Basic life was offered as a core course towards employability to all the youth participating in the project. Basic Life Skills was a 5 day training and the manual was adapted to the Zimbabwean context during the inception phase.

Relevant stakeholders from the departments of Technical and Vocational Education and Training in the Ministry of Youth, National skills qualification framework from the Ministry of Higher and Tertiary Education and sector experts from the academia participated in the adaptation. The training has been adopted by the TVET system to complement the Training for Enterprise curriculum. The roll-out of Basic life skills was affected by the impact of Covid-19. The pandemic affected the traditional methods of delivering the training as restrictions in movement and gather-

ing were put in place. Innovative ways of delivering the training such as use of the digital enhanced methodologies like podcasts and WhatsApp were piloted in urban areas such as Bulawayo, Harare and Goromonzi. The trainings were offered by LSP staff, local extension, TVET staff and youth representatives. Figure 5 shows the summary of BLS trainings disaggregated by district and by sex where it can be concluded that more females were trained in soft skills than males and that there were more youth trained in urban districts compared to rural districts.

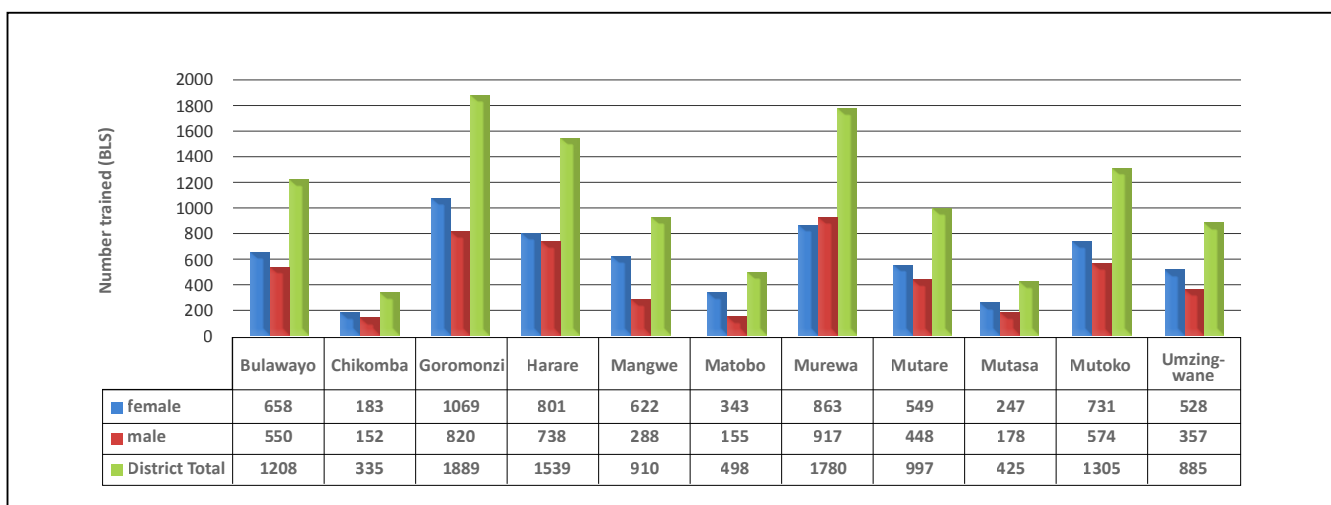


Fig 7: Number of youth trained on basic life and business courses

Besides the Basic life skills (BLSs) trainings, additional Youth Savings and Lending (YSL) trainings reached 2,521 youth (comprising of 58.9% females) and Advanced Business Skills trainings (ABST) manage to reach a total of 2,988 (comprising of 58% females). While digital technologies were adopted as a Covid-19 adaptation strategy, the mechanics of delivering the digital strategy, looking at the key enablers for its successful implementation that include the availability of complementary ICT-gadgets, and network service provision, presented a challenge to the scaling up of the digitally enhanced trainings. It was observed that some young women found it was difficult to be away from home for long periods hence trainings were delivered for even shorter periods per day and covered more days. Such strategies, although they increased cost of training/ implementation, had a huge positive impact on women's inclusion and participation. Eighty seven percent (87%) of youth attending BLS, completed 4 modules and above of the training. To enforce attendance in trainings it was required that all youth needing financial assistance directly from the project, Matching Grants, Loans and Training Kits or through market linkages brokered by the project, complete all the modules. This resulted in 69.3% youth completing the entire BLS (8 modules).

Output 1.1.2: Youth will receive technical training, mainly in market settings, internships/on-the-job, and other practical settings.

Indicator: Number of youths receiving on the job technical training

Technical skills training equipped the youth with hard skills and competencies that were required under each of the identified youth (self) employment opportunities. The trainings were provided through different ecosystem actors that were collaborating with the project. **A total of 8,690 youth (56.3 % females) received technical skills trainings against a target of 8,000.** The breakdown per sector is as follows; Agrifood- 7,249 (83.4%), Energy- 1,291 (14.95%) and Green jobs- 150 (1.7%). Youth were trained in poultry, apiculture, piggyery, horticulture, value addition, mushroom, cowpeas, solar and recycling. with Murewa, Mutoko and Goromonzi districts recorded the highest number of youth strained. The trainings were delivered under the youth hubs, and through private sector led internship and on the job training and learning and exchange visits in partnership with TVET and higher and tertiary institutions like NUST and Harare Institute of technology. The other training avenue that has gained momentum is the peer-to-peer where young people now impart skills to each other. Trainings were also delivered through government extension workers making use of demonstration site that have been established for practical demonstration.

The graph below summarises the technical skills training by type. As shown, most trainings were delivered through demonstration sites for all the 3 sectors with the agrifood sector accounting for the highest number of youths.

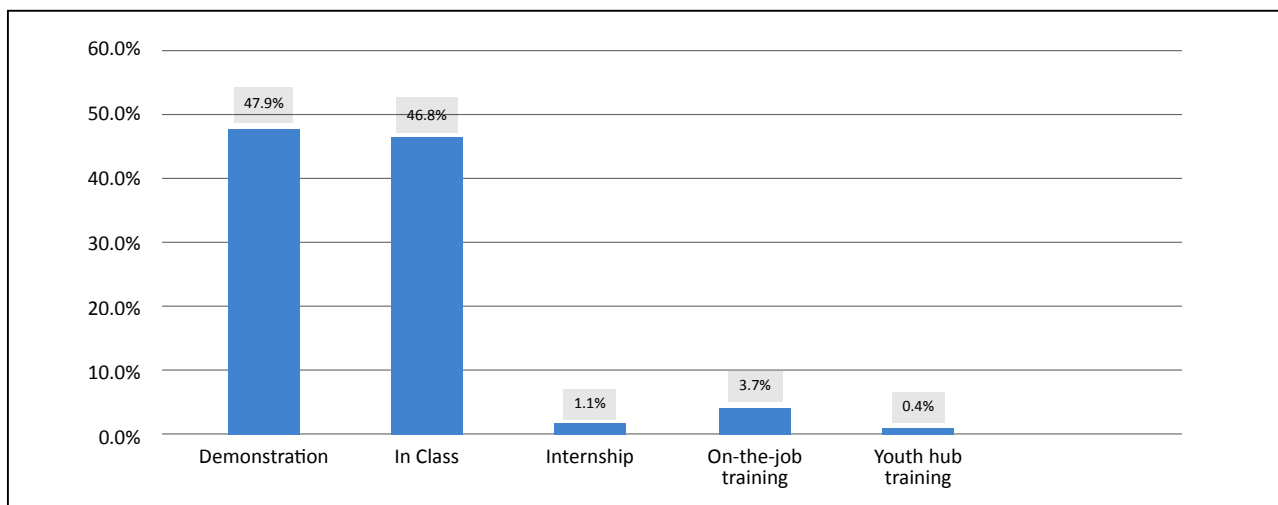


Fig 8: Number of youth receiving on the job technical training

Practical or on-the-job trainings accounted for approximately 53% of all the technical skills trainings which resonates with the OYE approach which emphasise practical skills as key driver towards youth employment. A high number of youth trained in energy through collaborations with NUST and HIT hence the high figure for in-class trained for energy.



Left to Right - Dr. Phiri from HIT, Mr Chimbodza (Ministry of Youth Harare Province), Vaida Govera (OYE Youth), Ms Chitate (Sida) at the HIT graduation ceremony

Below is a summary of successful approaches to promising nodes that were instrumental in promoting effective technical on-skills training to the-job training OYE youth:-

Table 3: Successful approaches promoting technical on-the-job skills trainings to OYE youth

Intervention	Success Nodes
Engagement of academic institutions for technical skills training	The project forged synergies with accredited TVET and higher and tertiary institutions like NUST and HIT to offer technical skills training. This arrangement saw youth graduate with certificates that are issued by these institutions and carry weight in the labour market. 218 youth were trained and accredited by Harare Institute of Technology on Solar Installations with some gaining formal employment while others were able to start their own installation businesses. Under NUST a total of 57 youth were trained in Mangwe and Bulawayo. The youth have gone on to use the certificates to secure formal employment while others have used them to secure solar installation contracts.
Youth hubs	The project partnered with Jairos Jiri Association Bulawayo Branch, Bulawayo City Council and Mutoko Rural District Council to set up hubs. The partnerships resulted in the establishment of two urban youth hubs and one rural hub in Mutoko. These hubs were established to strengthen the capacity of the institutions towards delivering cutting edge market driven youth employment services. A total of 410 youth received technical skills training in various value chains that included horticulture, rabbitry, agro-processing, fish farming, hydroponics, and poultry. In addition to skills training the hubs offered business development support that included business incubation, networking and linkages to markets. More so, the hubs were strategically located to address issues of gender and social inclusion and the bulging youth un-employment.
Private sector engagement	Internships were also used to deliver trainings that are more complex and involved requiring repeat exposure to ensure entrenchment of required skills. Youth were linked with Bees Honey Company for honey processing and beehive fabrication, Michview for Goat Production, Lentaway and Solar Shack for Solar Installation Trainings. The internship durations varied based on the nature of training required and private sector requirements. The number of youth exposed to internship opportunities was reduced due to COVID-19 restrictions, with some deferring internships until further notice.
Youth to youth trainings	This approach gained a lot of momentum as learnings from previous years have proven that peer to peer interactions are a useful, inspiring and effective way to delivering technical skills training. It was inspiring to see young men helping their colleagues who are young women, to break the bias and start solar businesses while others assisted young women to become carpenters.
Demonstration sites	Training kits were introduced to establish demonstration sites for localized technical skills trainings. A total of 53 groups and 2,401 youth received training kits under various value chains. These kits allowed young women to access training within close proximity to their homes.

Output 1.1.3: Youth integrated in innovative financial solutions (including matching grants, blended finance, credit guarantees, etc.).

- Indicator:**
- Number of youths receiving financial support
 - Value of financial support extended to project youth-led enterprises

A total of 2,957 youth received various forms of financial assistance through the OYE project worth USD420,460.22. The highest amount of funding was delivered through starter kits. Starter kits were offered as a grant and served a dual purpose. One purpose was to enable the establishment of demonstration sites used as centres of excellence for skills and technology transfer in a practical way. Furthermore, such kits provided start-up capital to the youth, through income generated from production during practical training. The income was shared by the trainees in a pre-determined profit-sharing model and used to support individual start-up once following the training.

Table 4: Financial products availed to youths by type and value

Product	Amount	Number of youth accessed finance
Training Kits	\$200,689.61	2,401
Matching Grants	\$86,002.61	146
IGNITE Credit Facility	\$65,270.00	9
IGNITE Credit Guarantee Facility	\$6,750.00	3
External Funding	\$15,774.00	36
YSAL	\$45,974	362
Total	\$420,460.22	2,957

A total of \$200,689.61 was disbursed to youth as training kits. 146 youths successfully accessed the matching grant fund, while 9 youth accessed commercial funding from the Zimbabwe Agricultural Development Trust. While there was significant progress on youth access to finance, youth access to finance is heavily affected by youths' lack of information, track record and lack of collateral. Therefore it is important for a youth empowerment project to focus and invest in supporting the establishment of a centralized credit bureau as well as a centralized collateral registry for the benefit of the youth to address these issues. There is need to lengthen the time for handholding youth post accessing financial assistance as to ensure they do not default on their loan installment obligations.

Youth savings and lending emerged as one of the most effective and sustainable avenues of financing the new youth led enterprises. The project accelerated the promotion of the YSAL approach, such that a total of 2521 youth were trained in the YSAL methodology, resulting in the formation of 360 groups. An assessment that was done in February 2023 revealed that a total of 74 groups matured and actively engaged in saving and lending activities, with 471 youth participating. A total of \$15,625 was raised in savings and a total of \$45,974 borrowed by the youth to fund their business activities. Some key lessons learnt are that youth in the urban areas face challenges in setting up YSALs due to weaker social cohesion, lack of trust, and high risk of mobility than those in the rural areas. Groups established both in the rural and urban set up did not last due to lack of commitment and internal conflicts. The strategy subsequently adopted by the project, of connecting interested youth to some already existing ISALs with senior members of the community, proved effective as youth benefited from such organised groups with strong cohesion and governance structures.

Output 1.1.4: New youth-led enterprises mentored towards lasting profitable economic activity, enterprise registration and maturing, as well as leadership.

Indicator: Number of new youth-led businesses and support services facilitated by the project, that exist for >1 year

A total of 2955 new youth-led enterprises received support services from the project through trainings and mentorship sessions focusing on areas such as enterprise governance, business management and access to markets. Mentorship services were delivered to these enterprises to facilitate their growth and maturity. One of the key aspects of support was advancing access to markets for the enterprises. This was achieved by linking them to input suppliers and output markets through platforms such as national trade and exhibition forums, the Zimbabwe International Trade Fair, and the Harare Agricultural Show.

In response to the challenges posed by Covid-19, the project organized a virtual fair, allowing the enterprises to market their products online and overcome the restrictions imposed by the pandemic. The virtual fair attracted significant participation and provided the youth with an opportunity to showcase their products. At the local level, the project initiated localized entrepreneurship fairs to create avenues for youth entrepreneurs to exhibit their products, network with industry professionals, and establish connections with local markets. Three district entrepreneurship fairs were held in Bulawayo, Mangwe, and

Matobo, which included a business plan competition, business forum, and exhibition and networking platform. The business forum featured presenters from various ecosystem players, such as financial institutions (Empower Bank, Zimbabwe Women's Bank), local authorities, ZITF trade and exhibition experts, and Zimtrade officials. Additionally, the project facilitated solar fairs in Harare and Mutare, providing a platform for youth entrepreneurs and solar companies to showcase and market solar products. These efforts also led to one of the youth entrepreneurs exploring the export market through participation in the 95th Zambia Agricultural and Commercial Trade Show.

Output 1.1.4: Establish / Strengthen youth hubs which offer “Bongo Hive”- like products and services to youth in demand of market information and job opportunities’ prospects

Indicator: Number of youth hubs established or strengthened

A total of three (3) youth hubs were established against a target of 2, which were the Jairos Jiri Nguboyenja Youth Hub in Bulawayo, Mabutweni Youth Hub hosted by Bulawayo City Council and Nyamutsahuni Youth Hub in Nyamutsahuni rural ward of Mutoko. The project worked on developing and strengthening the capacity of the three hubs towards delivering cutting edge market driven youth employment services through life and business skills training, business incubation, businesses development support in the sectors of agro-processing and value addition, primary production in horticulture, fish farming and small livestock (poultry and rabbitry) and mushroom growing. This capacity development intended to equip the youth with skills and connect them to the latest technological innovations in agriculture production and opportunities across the various nodes in the agriculture and energy value chains.

Improved Collaboration - The hub brought together various ecosystem players to collaborate on the facilitation of technical trainings to benefit the youth. Private companies (Seedco, Neabow, Kindly Rabbits, Zim Agro Solutions, Kutsaga, Rabbit Factory), Local Development Organisations (Jairos Jiri, Green Impact, Empretec) and Government Ministries and Departments (Ministry of Youth, Ministry of Women Affairs, Local Government, Ministry of Agriculture) contributed in various capacities towards the trainings. A total of 410 youth benefited from relevant climate smart agriculture, food processing and energy technical skills training in fishery, horticulture, mushroom production, rabbitry, organic agriculture, food processing through greenhouse dryer and solar installations.

Provision of Business Development Services - The hubs also enabled the advancement of youth enterprises through the provision of Business Development and Incubation services. Ntombifikile Ncube is a beneficiary of the Incubation Service at Jairos Jiri where she has accessed land for her hydroponics project funded through the OYE Matching Grant Facility.



Tinashe Manyonga , founder of Tempbag, after receiving a team award on Best Climate Smart Initiative at the 95th Zambia Agricultural and Commercial Trade Show and Exhibition in August 2023

Gender, Equality and Social Inclusion - On the GESI front the hubs played a key role in providing safe training, production sites and produce aggregation points. The OYE market scan conducted in 2018 revealed that one of the barriers to employment was the lack of safe markets for women. The hubs were managed by locally known organisations and were located within close proximity to the youth making it easy for youth, people with disabilities and young women to access training services.

Community Development - In Mutoko the hub has contributed significantly to the economic productivity of the Mutoko where solar drying tolling services are available to community members at a fee. Companies such as Mutoko Royal are regular customers with a number of individual customers coming through. The Ministry of Agriculture commended the establishment of a horticulture seedling nursery at the hub as the district has at least 4 Irrigation Schemes that were procuring seedlings from Harare.

Revolving Fund - While other youth benefited directly from financial products the hubs were established to run independently without additional financial support. Moreover, in Mutoko, all youth completing training at the hub received starter kits comprising of does and bucks as seed for the new enterprise.

Challenges

The key challenge encountered with the running of the hubs was how to ensure sustainability of the hubs . Two models were developed and piloted during Phase I and these are:

a. Management Committee – The Jairos Jiri and Bulawayo City Hubs utilised the management committee model where the committee comprised of representatives from OYE Youth, Ministry of Youth, LSP, SNV and the hosting institutions Jairos Jiri for the Jairos Jiri model and the Bulawayo City Council for the Bulawayo city council model. It was observed that there is still a lot to be done to improve the capacity of the management committee in the areas of technical competencies. Youth indicated the need to receive trainings in climate smart agriculture, less labour intensive but high value crops and these are relatively new areas that are challenging the status quo. In addition while these host institution is responsible for running the day to day business of the hub while receiving strategic guidance from the Management Committee a lot can still be done to separate the hub business from the rest of the institutions business to allow for accountability of finances.

b. Manager – This model is being piloted at the Mutoko Hub. A number of challenges were encountered at the hub. The original model was the appointment of a management committee with representatives from OYE youth, local leadership, government departments and rural district council. LSP and SNV were assigned as advisors to the board. In addition at least two youth would be employed to run the daily operations of the hub and reporting to the management committee who provided strategic leadership. The committee was never activated and youth employed to run the hub were not committed enough to be available on a daily basis. Recruitment for the hub employees was done twice and failed.

Currently a new model is being piloted where a manager, Green Impact who was engaged as an LSP for Mutoko has now been employed by the community to work as the Manager to get the hub back on track. This model has revived all the operations with the Green House converted to a vegetable seedling nursery , the rabbits have increased from 15 to 39. The performance review of this arrangements will be done after 6 months in December 2023

A flow diagram demonstrating the Mutoko Hub Model

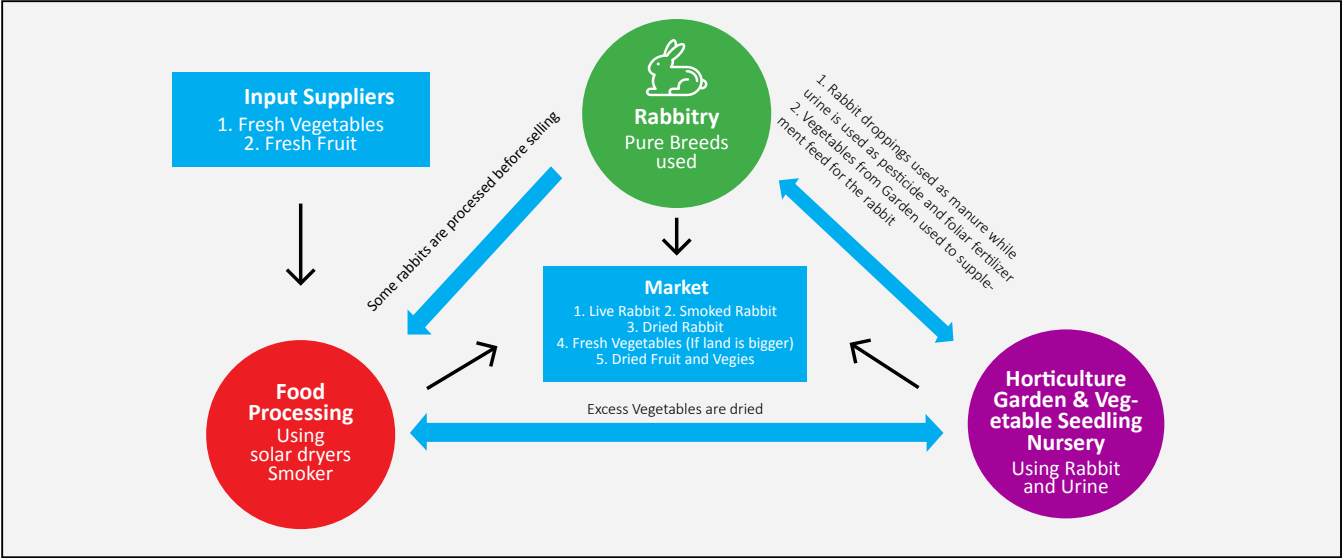


Fig 9: Mutoko Integrated Farming System Training Hub Model



Leonard Gurure, one of the selected youth trainers at the Mutoko Hub on Rabbitry. Leonard received internship from Rabbit Factory in Harare.

Output 2.1.1: Relevant products and services on youth (self-) employment developed.

Indicator: • Number of new/ improved products enabling youth employment developed by private sector actors and government

• **Indicator:** Number of new/improved products enabling youth employment .

Central to youth employment was the development of products that aimed to improve the prospects of youth access to opportunities ultimately leading to youth employment. A total of 46 employment products were achieved versus a target of 43. The products ranged from financial support needed to establish or strengthen enterprises to trainings necessary for youth to seek employment or set up enterprises. Table 5 summarises the Products enabling youth employment

Table 5: Relevant products and services on youth (self-) employed developed

Product Category	Product Origin	No. of Products
Energy Sales Agent	Solar Shack, ImpiPower, Natfort, Celfre, Zambuko Trust, Lentaway, Intermittent, PFN, National Waste	9
Horticulture Contract Farming	Agriseeds, Champion Seeds, Zadzamatara, SeedCo, ZimGold, Shumbatafari, Traditional Grains Producer Association, EasiSeeds	8
Small Livestock Contract Farming	Succulent Foods (Poultry) and Michview (goats)	2
Financial Services	Training Kit, Matching Grant, Credit Guarantee, IGNITE Loan, YSAL	5
Youth Centres of Excellency	Mabutweni Youth Hub, Jairos Jiri Youth Hub, Mutoko Youth Hub	3
Ecosystem Led Training	NUST, HIT, Nova Feeds, NOP, Irvines, Avanos, Kindly Rabbitry, Kudu Creek, The Rabbit Factory, Sweet Maungwe, McJohnson Apiaries Honey, Zimtrade, Thulasiso Solar, ZimAgro Solutions, Neabow Energy Solutions, Bees Honey Company, Zonful Energy, Zimbabwe Sunshine Group, NPF Solar	19
TOTAL PRODUCTS		46

The employment products listed in Table 5 contributed to the creation of 6,626 jobs for OYE youth.

Output 2.1.2: Private sector firms and value chain actors collaborate with OYE to provide opportunities for young men and women as suppliers, service providers, retailers or employees thereby developing their youth inclusive business.

Indicator: Number of private sector firms collaborating with OYE to provide opportunities for youth

A total of 69 private sector firms and value chain actors collaborated with SNV (118% of the set target of 43 companies) towards providing opportunities for youth. One of SNV's key strengths is the ability to influence the market and enabling environment through a market systems approach, targeting private sector, Government, Academic Institutions and Civil Society organisations among other stakeholders. The project engaged 51 Private Sector Companies, 4 Financial Institutions, 6 Grassroot Organizations, 8 Knowledge Institutions as well as Government who acted in various capacities and provided a number of opportunities for the youth, resulting in 6,626 youth benefiting from these arrangements. In addition, the project also partnered with below mentioned ecosystem actors to provide economic opportunities for youth:-



The private sector companies contributed through provision of quality inputs, markets and on the job trainings, while the financial institutions provided financial support, LSPs offered Soft and Technical Skills trainings and backstopping, public actors contributed through policy provisions that address some youth challenges particularly on the issue of access to land and lastly the academic institutions offered certified trainings.

Output 2.1.3: Local training institutions and business development service providers are connected with private sector and local markets thereby developing their youth-market matching capacity.

Indicator: Number of local training institutions / Business Development Service Providers (BDSP) connected with private sector

The project managed to connect 12 institutions with private sector and local markets to develop their youth-market matching capacity. These included 6 LSP (Boostfellowship, Empretec, Women In Agriculture Zimbabwe, Green Impact Trust, RCSR and PROWEB), 2 Academic Institutions (Harare Institute of Technology and National University of Science and Technology and 4 Youth Hubs (Mabutweni, Jairos Jiri, Mutoko and Ruwa TVET). Partnerships between training institutions and private sector offering relevant skills training in a dual-vocational context were established.

Private sector complemented the training institutions and were brought in as industry resource persons during the trainings and offered internship and business linkages. The project collaborated with two higher learning institutions NUST and HIT. NUST offered the training under the Solar thermal Roadmap project, while HIT offered skills training under the community outreach program.

A total of 201 youth received certification after successfully completing Basic Solar Installation Trainings. The majority of youth receiving these certifications have started their own Solar Installation companies while others secured employment. A partnership was also established with three vocational skills training centres Jairos Jiri, Ruwa VTC and Bulawayo City Council. Six Business development service providers; PROWEB, Empretec, Women in Agriculture, Green Impact, Boost Fellowship and Regional Centre for Social Responsibility, were also linked with private sector as the project worked to deliver market relevant trainings, access to internship opportunities and linking the emerging youth entrepreneurs to markets. Natfort, Zim-Agro Solutions, Crano Technology, Kindly Rabbitry, Zonfa actively participated in the collaborations.



Power of industrial relevant youth skills in youth economic empowerment

Seven youth from Mangwe formed a group after the NUST Basic Solar Installation training in close collaboration with Crano Technology a private solar company. With these industrial relevant skills, the group successfully bid and won a tender to design and support the completion of application for 633 households under the ZESA rural solar programme. With the group charging R30 per household enrolled, they realised a total revenue of R19,000 equivalent to USD1,152 (at a prevailing rate of 1USD to R16,50)

Through this smart collaboration between knowledge institutions such as NUST and HIT with solar companies such as (Tulasi-so, Impipower, Natfortt Energy amongst others), a total of 218 youth were trained from Harare, Mutare, Bulawayo, Mangwe, Umzingwane and Matobo districts. Interestingly, more than 80% of the youth opted to establish their own enterprises as solar agents and installers with varying success whilst approximately 7% secured formal employment using the certificates.

Output 2.1.4: Financing institutions and (local government) funds collaborate with OYE to craft innovative financial products to suit youth needs and adopt more inclusive and youth friendly strategies to improve the accessibility of financial service support to youth.

Indicator: Number of youth financial products developed.

Financing: The market scan revealed that financial products were a key requirement to the success of youth enterprises. To address this need, the project collaborated with financial institutions and local government to craft innovative, affordable, accessible, and inclusive financial products. The project developed 6 financial products, against a set target of 3, to satisfy the various needs of youth-led enterprises ranging from start-ups to small enterprises. In addition, the financial products were developed to address the gender intersectionality profiles of the young people. This resulted in 2,957 youth receiving financial support vs a target of 1,500 youth with loans disbursed to youth amounting to USD 420,460 vs a target of USD300,000. The achievements of each result are explained in section Output 1.1.4. Table 6 gives a detailed description of the financial products utilised by the project.

Key lessons from the bad loans are summarised as;

1. USD Loan vs ZWL Disbursement - The first batch of loan was approved in USD but disbursed in ZWL in line with the monetary regulations at the time. While money was accessed in ZWL youth needed to make payments to their suppliers using USD which was unavailable from the banks but the black market which reduced the disbursed amounts significantly to almost 50% of the original intended USD value. Repayments became difficult for the youth.- To hedge against this loans should be disbursed in the currency required for loan repayment.

2. Diversion of Funds - While the typical disbursement for all grants by SNV is made direct to suppliers of products needed by youth the bank disbursed directly to the youth bank accounts and exposing the loans to risk of diversion of funds. Some youth diverted loans to procure personal assets and this made it difficult to repay loans received. It is recommended that youth loans be disbursed directly to the suppliers of goods required.

3. Limited Monitoring Visits - It was observed that youth needed strict monitoring after disbursement of funds to make ensure business continues to be viable. Most youth got over excited and quickly lost sight of the bigger business vision. We recommend monthly monitoring visits to all youth benefiting from loans to ensure alignment of business activities to loan request.

Table 6: Financial products promoted under OYE

Product Name	Product Description	Target Youth
Training/ Starter Kits	The training kits were developed to address the need for youth in the pre- and post-technical/practical training stage. Product targeted youth in groups, clusters and even as individuals. After successful application with a business plan and tentative budget, recipients were awarded an input kit ¹ sufficient for a complete production cycle in their value chain of interest in a bid to help them acquire the necessary technical skills and trigger them into entrepreneurship	Target youth at ideation and prototyping /validation stages of business start-up- such youth are typically inexperienced and unattractive for any commercial funding
Matching Grants	This product was developed for youth that have just established enterprises but are not yet ready for commercial funding as these were still building their track record, at product development or refinement stage. The project matched a major component of the capital required in varying proportions. Young women were required to contribute between 10% (Rural) to 20% (Urban) of the value of a full grant while young men contributed between 25% (Rural) and 30% (Urban). Once matched, recipients were not required to repay the project contribution.	Youth entrepreneurs transitioning from prototyping/validation stage to early maturity stage. Typically characterised by limited experience (operating for at least 3- 6 months), limited or no collateral and could be organised in groups or as individuals but with big potential for creating employment for other youth.
IGNITE Credit Facility	This is a revolving loan fund for both asset and working capital which has been jointly capitalized by OYE and the Zimbabwe Agricultural Development Trust to provide a total fund of USD100,000 duct features includes concessionary interest rate of 10- 12%/annum, flexible loan duration depending on value chain; repayment is indexed to either the product being produced or to a stable foreign currency.	Youth with businesses transitioning from prototyping to early growth stage were considered for this funding. In addition, the enterprise needed to have a sound business model, and a regular income stream that could sustain loan repayment.
IGNITE Credit Guarantee Facility	The product was developed to address the high-risk profiles of young people accessing credit from the Ignite Credit Facility and Consignment Stock arrangements negotiated with private sector. This was only available upon prior approval by the bank. The total value of fund was USD 40,000 with USD 5,000 reserved for Solar consignment stock arrangements.	The credit facility was targeted at ZADT IGNITE Loan Beneficiaries. Information about this facility was not available to youth who engaged in other sectors
External Funding	The project had limited funding to cover all youth loan requirements. The financial products designed by the project were meant to act as an impetus and to show to other financial services provider the feasibility of developing viable youth friendly products. This funding was provided by various ecosystem players including Government Input Input Schemes and Contract Farming Arrangements	Youth with businesses at the growth stage that had at least one year of operating and needing a financial boost to accelerate the growth of the business qualified for these loans.
YSAL	These funds were raised by the youth themselves through self-organised groups, after youth received training on YSALs. YSALs were promoted as an easier source of business finance. Youth participating in these groups pooled resources together and channelled funds for personal and business expenses. Group members also benefited from increased savings as a result of the modest interest charged to all borrowers.	Youth needing financial support to start or grow their businesses benefited from this product. The main concern was the ability to repay loans which in part depended on the viability of the youth business. Therefore other groups members would follow up on each other to ensure YSAL members' businesses were successful in order to guarantee the repayment.

Output 3.1.1: Pro-active support to national policy review and implementation with regard to youth employability and employment, including SADC policy implementation at national level

Indicator: # policy reviews and policy aspects implemented (4)

Advisory Board



The OYE project established the National Advisory Board in December 2021 with representation from the Ministry of Youth, Ministry of Agriculture, Ministry of Small and Medium-Sized Enterprises (SMSE), Confederation of Zimbabwe Industry (CZI), and Zimbabwe Youth Council (ZYC). This platform facilitates collaboration between SNV and the board members, allowing SNV to share the OYE project's progress, successes, and areas requiring support. As part of the collaboration, one youth representative and a representative from the Reserve Bank of Zimbabwe will be co-opted into the board. All representatives are expected to support SNV in promoting the project by organizing strategic meetings with ministers and/or permanent secretaries. This collaboration has positioned SNV as a strategic partner in driving the ministry's goals for youth employment, entrepreneurship, and empowerment. Ms. Karigambe, a nominee in the advisory body, has played a role in operationalizing the credit guarantee facility and the Youth Entrepreneurship hubs.



National Youth Policy

The OYE project has contributed to the review of the 2020-2025 National Youth Policy. Additionally, a young female representative from OYE, Vimbai Kaitano, participated in the UN Climate Change Conference 2017: COP23 and the International Cooperation Forum Switzerland 2023, where she represented and amplified youth voices from Zimbabwe.



Enterprise development and YSALs trainings:

Through close collaboration with the Ministry of Small and Medium-Sized Enterprises (SME), the OYE project is receiving support in assisting emerging enterprises to register as legal entities in OYE districts. The Ministry, through its representative in the OYE Advisory Committee, is also advocating for gender and social inclusion aspects to be incorporated into the project, particularly in enterprise development and YSAL training.



Rural District Councils & Traditional leaders:

SNV has established a strong working relationship with all 11 Rural District Councils (RDCs). This collaboration is facilitated through signed Memorandums of Understanding (MoUs), updated district project files, and regular District Development Committee update meetings. The collaboration extends to resident councillors and traditional leaders in various districts. Traditional leaders and local authorities have played a significant role in providing land and other resources to youths inspired by OYE. They have also assisted in addressing gender-based violence cases at the village level.

Overall, the OYE project has actively engaged in policy review and implementation, fostered collaboration with relevant ministries, organizations, and traditional leaders, and contributed to youth empowerment and entrepreneurship in Zimbabwe.

Output 3.1.2 OYE generates learning and insights across the regional programme in collaboration with relevant institutions, partners, and research organisations, and engages actively to share and learn from other actors in the Ecosystem.

Indicator: Number of learning events held(4)

The OYE project has actively participated in various conferences and events to share knowledge and insights. The below are the flagship conferences organised and attended by the OYE project team , stakeholders and other stakeholders

Zambia, Zimbabwe, Kenya - Regional Conferences:

SNV organized regional conferences in Zambia, Zimbabwe, and Kenya. These conferences provided platforms for stakeholders involved in youth agripreneurship and empowerment to come together, exchange ideas, and discuss strategies for driving innovation and collaboration in the agricultural sector.

Internal SNV Community of Practice: SNV facilitated an internal Community of Practice within the organization. This platform allowed SNV staff members working on the OYE initiative to share experiences, insights, and best practices. The Community of Practice aimed to foster learning and collaboration among the SNV team and strengthen their capacity to support youth empowerment and employment.

LSP-SNV Conference in Addis, Ethiopia: SNV organized a conference in Addis Ababa, Ethiopia, in collaboration with LSP (Landscape for People, Food, and Nature). The conference brought together various stakeholders in the agriculture and agribusiness sectors to discuss and exchange knowledge on sustainable practices, livelihood improvement, and youth empowerment. The conference aimed to explore innovative approaches and identify opportunities for collaboration.

By actively participating in these regional conferences, internal community of practice, and external conferences like the one in Addis Ababa, SNV's OYE initiative demonstrates its commitment to knowledge sharing, collaboration, and driving positive change in youth agripreneurship and employment.



Output 3.1.3: Policy makers collaborate with OYE in each target country and at SADC level to respond to evidence generated by the project that can contribute to an enabling environment for youth employment and youth friendly policy implementation.

- Indicators:**
- Number of policy briefs developed(3)- shorter version.
 - Number of policy conferences held- target 1

The project successfully developed three (3) policy briefs in collaboration with policy makers and youth employment ecosystem actors, meeting the target of three (3) briefs. These briefs aimed to provide concise and informative summaries of key policy recommendations and positions. The two policy briefs developed were:

1. OYE GESI Transformative Approaches Paper: This brief focused on gender and social inclusion within the OYE program. It highlighted transformative approaches to promote gender equality and social inclusion in youth employment initiatives.

2. OYE Global Access to Finance Position Paper: This policy brief centered around the theme of youth financial inclusion and its facilitation of opportunities in entrepreneurship and employment. It presented a variety of mechanisms and strategies to address the challenges of financial exclusion faced by young people. The paper drew insights from nine SNV youth employment and enterprise development projects implemented across nine African countries.

Indicator: Number of policy conferences held- target 1

These policy briefs provided valuable insights and recommendations for policymakers and stakeholders, aiming to inform and guide decision-making processes related to youth employment and entrepreneurship. Under the designated indicator, one policy conference has been held, achieving the target of one conference, the Nyanga National Youth Policy Review. The policy conference served as a platform for stakeholders, policymakers, and youth representatives to come together and discuss various aspects of the Nyanga National Youth Policy. It provided an opportunity to exchange ideas, share experiences, and shape the policy agenda on youth issues. OYE youths had the opportunity to participate in global platforms such as the United Nations Climate Change Conference and the EU Zimbabwe Youth Sounding Board, advocating for youth inclusion and policy reforms. The OYE project's youth empowerment efforts have been recognized as contributing to the objectives of the Team Europe Initiative on Gender Equality and Women Empowerment in Zimbabwe.



Melusi Ncube WiAZ Agronomist with Agnes Muzanhenhamo and Chido Chipunza, young women doing floriculture in Goromonzi

Output 3.1.5 SADC benefits from OYE collaboration through exchanges, policy inputs, promotion of critical OYE success factors in other OYE projects in the SADC region

Indicator: Number of exchange programmes facilitated

Output 3.1.5 of the OYE project focuses on the collaboration between OYE and the Southern African Development Community (SADC) region. This collaboration aims to benefit SADC through exchanges, policy inputs, and the promotion of critical success factors from the OYE project in other projects within the SADC region. Below are some of key activities under Output 3.1.5



Output 3.1.3 Establish a regional youth employment knowledge sharing network (including application of a D-group) among ecosystem actors (ILO, SADC, IYF, private sector actors, government representatives).

Indicator: Regional network equipped with D-group established

The project has successfully established a youth agripreneurship community of practice in Zimbabwe. The establishment of a community of practice in Zimbabwe for youth agripreneurship is indeed a significant step towards fostering collaboration and knowledge sharing among stakeholders. These communities provide a platform for individuals and organizations involved in youth agripreneurship to come together, exchange ideas, disseminate best practices, and drive innovation.

The SNV OYE/YEE (Youth Empowerment and Employment) initiative, chaired by the global YEE team and the Youth Empowerment, has played an essential role in organizing and supporting these communities of practice. Their efforts have contributed to the overall goal of empowering and promoting youth involvement in agripreneurship. The Youth agripreneurship community of practice event on July 11, 2023, organized by the Netherlands Food Partnership (NFP), sounds like a valuable learning opportunity. The focus on “Strategies to Serve Different Youth Groups” highlights the need for tailored approaches and interventions to cater to the diverse needs and aspirations of young people in the agricultural sector. By sharing insights, experiences, and strategies, participants can gain valuable knowledge and ideas to effectively engage and empower youth in agriculture.

Indicator: Number of youth employment papers developed and shared

The project successfully developed all three research papers, meeting the target of three. These papers include the approaches paper, gender position paper, and the OYE global access to finance position paper. The OYE global access to finance position paper specifically focuses on the theme of youth financial inclusion. These papers are valuable resources that contribute to strengthening the understanding of youth gender issues, access to finance, and private sector engagement for youth opportunities in Zimbabwe. Table 2 gives a summary of the papers.



Bridget Nyamunda from Mutare benefited from the Matching Grant to procure a plastic chipper, a machine that chops up plastic for recycling.



OYE youth during a solar installation training by Zonful Energy conducted at SNV Offices



Francis Mujatiwa during a Solar Installation Training done at SNV BY Zonful Energy



Knowledge Dube from Umzingwane sells Solar Water pumps after being linked to Celfre Energy.



Wiseman Sibanda from Nketa in Bulawayo during solar vegetable drying training workshop at Jairo's Jiri Vocational training center; OYE projected supported re-tooling and infrastructure upgrades at Jairo's to offer practical trainings.



OYE youth from Mangwe district during a solar training workshop facilitated by National University of Science and Technology at Brunapeg .



OYE youth in Harare at a Learning Visit at Centra Grid Solar Farm in Nyabira hosted by AFT development group.



Lane Maphosa a solar sales agent from Ingwizi in Mangwe district

4.0 Project monitoring, evaluation and learning (MEL)



MEL Strategy

The OYE Monitoring, Evaluation, and Learning (MEL) Strategy plays a crucial role in managing the project's performance and results. It emphasizes the importance of regular monitoring, reflection, and analysis to guide management decisions. The strategy also highlights the integration of planning, implementation, and Monitoring and Evaluation (M&E) for effective performance management. The project utilizes various data management systems, such as online databases and the LogAlto platform, to track progress and visualize data. Quality assurance mechanisms, including competency-based assessments and data cleaning processes, ensure data accuracy and reliability. The project implements performance monitoring through a results tracking framework and Indicator Performance Tracking Table (IPTT), while evaluations, including a midterm and endline evaluation, provide insights for strategic decision-making. Key recommendations from the evaluations include focusing on select wards, facilitating access to financial services, engaging with local authorities for resource allocation, promoting gender inclusion, and developing private sector engagement strategies.

The project has implemented a results tracking framework and the OYE Indicator Performance Tracking Table (IPTT) to monitor the achievements of specific indicators at all levels of results, including gender-related indicators. This allows for tracking progress towards the desired outputs and outcomes outlined in the project's log frame. The performance monitoring plan has been instrumental in tracking the attainment of targets, as evidenced in Annex 1, which provides a summary of achieved targets per outcome.






The project also engages in process monitoring, which involves assessing the relevance, quality, and timeliness of activities through project progress monitoring reports. Knowledge management and learning are integral parts of the project management system. Insights and findings from monitoring and evaluation activities contribute to the organization's historical records and provide valuable information for learning and improvement.

Annual planning events and meetings with Local Service Providers (LSPs) have been conducted regularly between 2019 and 2023. These events serve to map out the activities to be undertaken each year and review the progress made. The results tracking framework and the IPTT, which include gender-related indicators, were developed based on the project's log frame. This comprehensive approach ensures that the project remains on track and accountable for achieving its intended results. Knowledge management, in conjunction with monitoring and evaluation findings, enriches the organizational understanding and facilitates learning throughout the project's duration.

Data management system

The project utilizes various data management systems, such as online databases and the LogAlto platform, to track progress and visualize data. To manage and assess the quality of the collected data, the project implemented the following:

Data cleaning and standardization processes were regularly performed. Onsite and field verification, as well as data quality monitoring, were conducted quarterly to ensure data completeness, consistency, reliability, and validity. Standardization of data collection forms was also carried out. Data matching and de-duplication techniques were used to identify and address duplicate records. Joint onsite data cleaning exercises were conducted in collaboration with LSP (Local Service Provider) data focal persons. Data quality issues were monitored and addressed before transferring data to the database. The project implemented data verification protocols, issuing verification certificates to LSPs once the field and onsite verification processes were completed and agreed upon by both parties. This contributed to improved data reliability throughout the project period. The project implemented various measures for ensuring delivery quality and measuring delivery effectiveness:

				
Competency-based assessments were conducted to check the quality of on-the-job technical skills training, using an audio and visual approach.	Online and offline registration options were provided to accommodate different preferences and accessibility.	Real-time baseline and youth profile creation were implemented to have up-to-date information on each individual youth.	An online and offline mobile field force application was introduced to facilitate efficient data collection in the field.	Physical conventional registrations were also conducted for data collection.

Performance monitoring (Indicator Performance Tracking Tool- IPTT)

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Evaluations and surveys

Mid-term Evaluation

In the Scaling Up Youth Employment in Agriculture Initiative (OYE+) project, the Swedish International Development Cooperation Agency (Sida) and the Swiss Agency for Development and Cooperation (SDC) commissioned a mid-term evaluation. The evaluation took place from August to November 2021 and aimed to assess the project based on the DAC-criteria, generate lessons for future decision-making, and provide recommendations for steering and long-term planning. Based on the recommendations outlined in the OYE Mid-term Evaluation report, SNV (the implementing organization) conducted a review and revision of the project's quantitative targets, logframe, and OYE Theory of Change. The focus was on substantiating the underlying assumptions related to areas such as access to finance, urban youth, market linkages, and sustainability. This exercise aimed to ensure that the project's goals and strategies align with the evaluation findings and lessons learned. Additionally, SNV took steps to enhance support for Local Service Providers (LSPs), strengthen the monitoring and evaluation (M&E) systems by improving data collection and incorporating impact monitoring systems. These enhancements would enable better tracking and assessment of project progress and outcomes. Furthermore, efforts were made to strengthen outreach to urban youth through various strategies, recognizing the importance of engaging this specific demographic group. Overall, the mid-term evaluation served as a critical input for SNV to refine and improve the project's design, implementation, and monitoring frameworks. Through the incorporation of recommendations, SNV aims to enhance the project's effectiveness and ensure its long-term sustainability.

End-line Surveys

The endline evaluation of the OYE project, concluded in mid-April 2023, aimed to assess the project's performance and document its achievements, challenges, and best practices. The evaluation took place in Bulawayo, Mutasa, Goromonzi, and Matobo, with interviews conducted with 254 youths and 41 key informants across the four OYE districts. Additionally, two validation workshops were held in Harare and Bulawayo. Based on the evaluation report, several key recommendations emerged:

- 1. Increased focus on select wards:** The project should concentrate its efforts on a few specific wards to enhance coverage and maximize impact.
- 2. Financial support:** OYE should continue facilitating access to tailored financial services and products that are suitable for young people, including strengthening the Youth Savings and Loans (YSAL) system.
- 3. Engagement with local authorities and traditional leaders:** To unlock productive resources for youths, such as land, it is essential for OYE to actively engage with local authorities and traditional leaders.
- 4. Enhanced gender inclusion:** OYE should prioritize and amplify gender dialogues to ensure improved inclusion of female youth in the project's activities and outcomes.
- 5. Private sector engagement strategy:** It is recommended that OYE develops a robust strategy for engaging the private sector, including the establishment of mechanisms for de-risking investments and collaborations.

These recommendations provide valuable guidance for the future programming and strategic decision-making of similar initiatives, leveraging the lessons learned and best practices from the OYE project. By addressing these recommendations, the project can further its impact and effectiveness in promoting youth employment in agriculture.

The Income and Employment survey conducted in all districts involved interviewing a total of 835 youths through phone calls. The findings of the survey highlighted several significant issues. One key finding is that the average yearly earnings of the surveyed youth increased from \$31 per month to an average of \$129 per month, which corresponds to a yearly increase from \$372 to \$1,548. This represents a fourfold increase in monthly income for both youth engaged in formal employment and those involved in self-employment across all districts.

Income and employment survey

The survey also found variations in income levels among different sectors. Youth participating in agri- food systems reported the highest annual income across all districts, earning an average of \$2,358. In the energy sector, the average annual income was \$2,113.2, while the Green Jobs sector yielded an average income of \$1,148.4 per annum. Despite some progress, there remains a disparity in income levels between women and men, although the gap has narrowed since the baseline findings.

The survey indicates that women earn an average of \$1,238.4 per annum, which is lower than the average income of \$1,864.68 per annum earned by young men. Several factors contribute to this disparity, such as limited access to productive resources for young women at the household level, the triple burden of women (which encompasses domestic chores, paid employment, and societal expectations), and reduced women's participation at lower (less rewarding) nodes of targeted value chains, such as production versus processing roles.

Education level continues to be a crucial factor in determining income levels. The survey revealed that youths with tertiary education degrees are more likely to realize higher incomes, earning an average of \$198.4 per month. In comparison, those with secondary education earn an average of \$119.4 per month, and those with only primary education earn \$124.6 per month.

These findings from the Income and Employment survey provide insight into the economic conditions and disparities among youth in all districts. They highlight the potential for income growth, the importance of addressing gender inequities, and the significant role education plays in shaping income levels for young individuals.



Hannah Hwapungwa, a youth from Harare runs a recycling company that aggregates , sorts and sells waste. Her vision is to collect waste for processing into irrigation pipes

Knowledge management

As part of its knowledge development and learning efforts, the OYE project has produced several publications and engaged in various activities to disseminate and exchange information. Here are some of the key knowledge development products and activities:

Stories of Change and Videos:

The project captured and shared powerful stories of change and videos from Zimbabwe, showcasing the impact and success of the project. These stories and videos were widely shared to inspire and motivate others.

Local Service Providers Meetings/Conferences:

The project conducted quarterly learning and review meetings with Local Service Providers to ensure that learning is embedded within the youth space. These meetings provided an opportunity for knowledge sharing, collaboration, and learning among the stakeholders involved.

Publications:

The project published various technical briefs and contributed to publications such as the Green Economy Volume 1 publication, OYE Magazine, COP 27 Magazine, and Green Economy Volume 1. These publications served as valuable resources for sharing insights, best practices, and lessons learned in the field of youth entrepreneurship and sustainable development.

Evaluation:

The project conducted evaluations to assess its impact and effectiveness. The findings from these evaluations were used to enhance programming and inform decision-making. Additionally, powerful stories of change and videos were produced to showcase the project's impact and highlight success stories.

Action Research:

The project commissioned three action research activities to generate new insights and knowledge related to youth entrepreneurship and sustainable development. These research activities aimed to contribute to the existing knowledge base and inform future programming.

Regional In-country Exchange Platforms:

The project facilitated regional knowledge exchange conferences, specifically the OYE Southern Africa Regional Knowledge Exchange Conferences. These platforms provided an opportunity for stakeholders from different countries to share experiences, best practices, and lessons learned in the field of youth entrepreneurship.

Youth Entrepreneurship Fairs:

Two Youth Entrepreneurship Fairs were organized by the project to provide young entrepreneurs with opportunities to showcase their businesses, products, and services. These fairs served as platforms for networking, connecting with potential partners and customers, and gaining exposure.

Community of Practice:

The project established three Community of Practice platforms to foster collaboration, knowledge sharing, and learning among project stakeholders. These platforms facilitated discussions, the exchange of ideas, and the sharing of resources and experiences.

National Advisory Board Meetings:

The project conducted three National Advisory Board meetings, bringing together policymakers and experts to discuss youth entrepreneurship, policy coordination, and strategic guidance. These meetings provided a platform for policy discussions and informed decision-making processes.

Overall, the OYE project has actively engaged in knowledge sharing, capacity building, and policy discussions through its various publications, events, and activities. These efforts aimed to promote youth entrepreneurship, contribute to sustainable development, and create an enabling



5.0 Challenges, innovations and lessons learnt



During the implementation of this project, there were a number of challenges that were encountered. The project adopted a reflective and adaptive approach that sought to address these challenges and to promote development of young people's opportunities and entrepreneurial activities in different sectors. Further to that, it was noted creating an enabling environment for young people's economic empowerment, requires cooperation among ecosystem that include government bodies, private sector actor, family support etc when addressing some of the challenges. The table below gives an overview of some issues and innovation adaptations that have been taken.



(Right to Left) Sasha Matambo and fellow OYE youth Vesta and Viola receiving technical advice from Craig Evan from Agriseeds after getting assistance to set up a demonstration site at Ruwa TVET.

Overall, the project proactively addressed challenges by adapting implementation approaches, engaging stakeholders, exploring partnerships, and seeking flexibility in response to the complex implementation environment. By implementing these mitigating measures, OYE aimed to ensure the continuation and effectiveness of their youth empowerment initiatives.

Table 7: Challenges, Innovations and Adaptations

Challenge	Project Adaptation
1. Disruption of implementation of project activities due to COVID-19:	<ul style="list-style-type: none"> • SNV utilized online and SMS registration, virtual training and monitoring, and community radio sessions to continue project activities during lockdown periods. They also amplified the role of OYE youth representatives through podcast trainings and SMS results reporting. • The project encouraged LSPs to expedite work by increasing advance payments and explored electronic learning platforms to deliver training when physical sessions were not possible.
2. Hesitation from private sector to engage youth	<ul style="list-style-type: none"> • OYE initiated the development of a guarantee facility to reduce risk and encourage private sector engagement with youth in their business models. • OYE implemented mentorship and leadership development interventions to assure the private sector of reduced risk when engaging with youth. • A guarantee facility was developed to cover part of the credit risk, and private sector engagement was a priority to explore best practices and models.
3. Complex policy environment and youth access to resources:	<ul style="list-style-type: none"> • SNV strategically engaged at various levels to support government policy implementation and identify impactful entry points with both public and private sectors. The project also explored partnerships with relevant organizations to address challenges faced by youth, especially women, in accessing critical resources.
4. Lack of operational space/ land for urban youth:	<p>The project engaged local authorities as well as TVET institutions to find a solution to the issue of lack of access to land for the youth. A robust youth hubs model was established with the City of Bulawayo and Jairo's Jiri to pilot agri- entrepreneurship training that included business incubation support through access to land and operational space provided by the two institutions. Youth access to land was also facilitated in several areas that included Mutoko hub in Mutoko, access to agricultural land in Murewa and in Mangwe where youth were given access to a piece of land by traditional leadership to do goat production. The project explored value-adding activities in urban areas, with rural OYE youth providing primary inputs to urban youth. Policy discussions were initiated to prioritize operational space provision for youth and revive previously successful youth centers</p>
5. Increased costs and reduced internship	<p>SNV closely tracked and mitigated potential impacts from government policies. The project provided PPE intensified the disbursement of training kits when internships were not possible. Private sector companies were able to support youth within their districts during this time.</p>
6. Gender-based violence (GBV) faced by OYE youth	<p>Gender-based violence (GBV) faced by OYE youth to address challenges faced by youth, especially women, and promoted household dialogue to raise awareness and support for the project.</p>
7. Ensuring the sustainability of youth hubs.	<p>SNV pursued well-thought-out models for the establishment of youth hubs, considering factors such as resource availability, management structure, and revenue generation avenues and such example is the Mutoko hub which is now under the management of the LSP.</p> <p>Seek guidance and input from the private sector to develop sustainable value chains that can support and sustain the functioning of youth hubs, for example Mutoko Kutsaga Research Station for nursery establishment, care and marketing</p>

Lesson learnt and recommendations

The implementation of the project has been guided by lessons learned throughout its duration, and several factors have influenced its implementation, leading to the development of adaptation strategies. OYE project has generated valuable learning and emerging good practices over its four-year implementation, covering various areas such as skills development, access to finance, gender equality and social inclusion, market system development, and the enabling environment. These lessons have continually guided implementation and the development of adaptation strategies to address the changing operating environment, the OYE project has also addressed other aspects, including youth skills development through tailor-made training, internships, practical demonstrations, and certification. Furthermore, efforts have been made to improve youth employment in the energy sector through solar fairs and the need for accompanying projects with end-use financing. Here are some key points regarding the adaptation strategies

Access to finance: The project recognized that the limited availability of appropriate and timely loans from participating financial institutions was not meeting the demands of the youth. To address this, SNV accelerated disbursement of finance through training kits and matching grants, supporting youth entrepreneurs in establishing or expanding their businesses. Matching grants and training kits, combined with financial skills training and coaching, now assist over 70% of the youth who have received funding from the program. Different financial products will continue to be promoted to cater to the varying financial demands of youth at different stages of their entrepreneurial journeys.

Gender Inclusion and Inclusion of Socially Excluded Groups:

While the OYE project made positive strides in gender mainstreaming, the need for reinforcement at the local level was highlighted. As a corrective measure, SNV plans to engage two specialist gender and social inclusion (GESI) experts to support anchor Local Service Providers (LSPs) in incorporating gender mainstreaming and including socially excluded youth groups.

Youth Entering (Self) Employment:

The project identified a lack of strong platforms connecting the job market to job seekers, resulting in difficulties for youth with employability skills to transition into employment. SNV aims to explore the use of an online job matching platform in 2022, similar to the online digital job-matching platform established in the Li-Way project in Ethiopia. This platform would connect youth seeking employment with available opportunities.

Knowledge Generation:

The project recognized the need to improve documentation and knowledge generation efforts. Additional human resources in the form of consultants will be engaged to enhance knowledge generation and project visibility. This aligns with the findings of the OYE Mid-term Evaluation, which identified the consolidation of results, documentation of successful strategies, and showcasing of best practices as areas for improvement.

Access to markets: Has been facilitated through contract farming arrangements and providing platforms for youth to market their products beyond local markets, such as solar fairs, entrepreneurship fairs, agricultural shows, and the Zimbabwe International Trade Fair (ZITF).

Lastly, the effectiveness of using Local Service Providers (LSPs) has been acknowledged, emphasizing the importance of their selection, performance assessment, and capacity building in areas like data management, governance, financial management, and resource mobilization. Strengthening partnerships with the government has also been recognized as crucial, aligning with government priorities such as youth economic employment and national development strategies such as NDS1

Table 8: Summary of OYE risks and mitigation measures

Risk		Risk Description	Mitigation
A. Context/Market/Political Risks			
A1	High levels of inflation and deteriorating local currency	<ul style="list-style-type: none"> Month-on- month inflation affected youth businesses and uncertainty in exchange rates 	<ul style="list-style-type: none"> The project scaled up its support to the formation of YSLAs which save in foreign currency as a store of value. Greater shift of most informal business (mainly youth enterprises) towards usage of stable currencies.
A2	Unstable political environment	<ul style="list-style-type: none"> Disruption of activities as government officials are involved in electoral processes. Prohibition of gatherings during election season Politicization of youths and OYE youth initiative 	<ul style="list-style-type: none"> The project worked within the confines of signed MoUs in all areas of operation. In undertaking activities, the project ensured the involvement of key government including accompaniment to the field. Accelerated field activities and minimized contact sessions with youth and/or stakeholders during election season. Aligning with apolitical support structures and avoiding participation in politically compromising events
B. Delivery Risks			
B1	Lack of willingness by financial institutions to provide credit to youth led enterprises.	<ul style="list-style-type: none"> Youths did not meet collateral requirement to access loans. High rates of loan repayment default 	<ul style="list-style-type: none"> Project provided with a guarantee facility to cover the risk to financial institutions. The project tightened Due-diligence procedures and youth screening.
B2	Marginalization of young women in community activities as well as in access to finance.	<ul style="list-style-type: none"> Marginalization of young women in community activities as well as in access to finance 	<ul style="list-style-type: none"> The project purposely identified and supported more women with financial packages
C. Operational and Fiduciary Risk			
C1	Statutory-Procedure Exchange gains Procedure: Delay to submit inception report IMPTT transfers	<p>1. Inception report delay Due to delays in procurements caused by introduction of Statutory Instrument (SI) 142 of 2019, Sida approved the SNV's request to extend the submission date of the Inception Report and Theory of Change (ToC) due to Sida on 30th November 2019 by one month to 31st December 2019.</p>	<ul style="list-style-type: none"> After the approval, SNV successfully managed to submit and get approval of the package on the agreed timelines.

Risk analysis

The project identified potential risk at the start of the project. The risks were profiled according to the following categories: force majeure, operational, delivery, fiduciary/financial, and political/social risks. An analysis was made on the likelihood of each of the risk occurring, the severity of the impact in the event of occurrence and possible risk mitigation measures. Risk analysis is an essential process for any organization to identify potential threats and develop effective mitigation measures. Below is a summary of the risks encountered, and the mitigation measures undertaken by OYE:

Gender and social inclusion (GESI)

The OYE project has been committed to promoting Gender and Social Inclusion (GESI) throughout its interventions. During the inception phase, the project identified young women, marginalized youth (including persons living with disabilities and those from disadvantaged backgrounds) as priority groups that should be included. To ensure the inclusion of these groups, the project commissioned a Gender Action Research, which served as a guide for developing the OYE Gender Strategy and GESI Action Plans. These plans aimed to create gender-sensitive and inclusive interventions, including youth selection, targeting, and trainings. As a result of these efforts, the project achieved significant milestones in promoting gender equality. For instance, at least 56% of the total youth reached were young women, demonstrating deliberate efforts to enroll and involve them. Moreover, the project specifically targeted urban suburbs with high poverty levels to ensure the participation of marginalized youth, such as Mbare, Mabvuku, Tafara, Epworth, and Hatcliffe.

Recognizing the challenges faced by young women and rural youth, particularly regarding distance to training venues, the project supported the establishment/retooling of two youth hubs in Bulawayo and Mutoko. These hubs facilitated localized practical skills training for hard-to-reach and excluded youth in these districts. Inclusivity extended beyond physical accessibility as well. For instance, the project engaged sign language interpreters to ensure the full participation of youth with speech and hearing impairments in trainings and other project interventions.

At a policy level, the OYE project actively promoted GESI inclusion during the crafting of the 2020-2025 National Youth Policy. Additionally, the project facilitated female youth participation at global events such as the UN Climate Change Conference 2017: COP23 and the International Cooperation Forum Switzerland 2023, where an OYE young female representative named Vimbai Kaitano amplified the voices of youth from Zimbabwe.

The OYE project successfully formed strategic partnerships and collaborations with various organizations, which have led to exciting GESI inclusion initiatives. These initiatives have contributed to a more inclusive and equitable environment for young women, marginalized youth, and other disadvantaged groups



56%
of the total
youth reached
were young
women



The project
engaged
**SIGN LANGUAGE
INTERPRETERS**

Table 9: Key Interventions implemented to address gender and social inclusion.

Intervention	With whom	Key strategies and interventions
Financial inclusion	ZADT Empower Bank Project initiated products and YSALs	Young women and those in the rural areas lower qualification requirements were set up than for young men and youth in the urban areas. For example, under the matching grant facility, rural women were required to contribute 10% whilst rural young men matched 25% value of financial support required. Under the IGNITE facility, ZADT strived for a 50:50 accessibility to both emales and males. As a result, the proportion of women recipients grew from 0% in June 2021 to 44% by June 2023. The project aggressively supported Youth Savings and Lending Schemes (YSALs)- where more than 59% of 2,521 youth trained were females. This model was very popular in the rural areas where financial exclusion is highest (especially amongst women) - with 83% being females in active YSALs
HIV/AIDs awareness and economic empowerment	Africaid	The OYE project partnered the Zvandiri Program run by Africaid which supported OYE adolescents living with HIV. In similar operational districts, Africaid- supported youth living with HIV/AIDS referred by the OYE partners whilst on the other hand OYE partners offered business, entrepreneurship and technical skills trainings to recommended Zvandi program youth through Women in Agriculture in Chikomba and Proweb in Epworth.
Women specific needs	Vichelle Feminine Jairos Jiri	Through smart collaboration with Vichelle feminine,38 youth from Harare, Mutare and Murewa districts were trained on production of sanitary wear or women whilst differently abled youth in Goromonzi received reusable pads as a donation. Through smart collaboration with Jairos Jiri in Bulawayo, SNV established a youth hub at the centre, benefiting 67 differently abled and other youth around the centre. Over 200 youth having graduated and awarded certificates to date.
Gender awareness campaigns	Zimbabwe Women's Breau	OYE partnered with the Zimbabwe Women's Bureau in Hopley and Epworth as SNV sought to amplify the HeForShe campaign targeting private sector companies and youth in the energy sector. Having identified poor access to energy as an acute problem in Epworth and one of the enablers of the GBV campaign engaged boys, girls, men and women as agents for change for promoting women empowerment and rights through initiatives that improve women's access to sustainable energy. Through this model we managed to reach out to more than 10 private companies in the energy sector and recorded a total of 300 participants in Hopely and Epworth.
Gender exchange platforms	Representatives from NGOs	After realising a gap in terms of sharing GESI knowledge, best practices and challenges amongst organisations, SNV convened two Gender Dialogue workshops- 1 in Harare and 1 in Bulawayo. Furthermore, SNV organised the Gender Working Group where organisations presented the different models they were using to ensure gender equality. The working group was represented by CARE, FAO, UN Women, Zimbabwe Women's Bureau, Oxfam, ActionAid, YWCA Zimbabwe, YETT, GOAL and ARC. For continuous interchange, the Gender Working Group has a vibrant WhatsApp group

Another important aspect of inclusion is providing dedicated spaces for lactating mothers. Recognizing the needs of breastfeeding mothers, the project understood the significance of creating "corner spaces" or designated areas within the project premises where lactating mothers could comfortably nurse their babies. These dedicated spaces not only ensured privacy and convenience for mothers but also promoted an inclusive and supportive environment that acknowledged the needs of both mothers and their infants. By providing a private and comfortable area for breastfeeding, the project demonstrated its commitment to supporting working mothers and promoting their overall well-being. Creating such corner spaces reflects a proactive approach to supporting and accommodating the needs of different individuals within the project's target population. It aligns with the principles of inclusivity, gender equity, and recognizing the value of nurturing relationships between mothers and their infants.



SUN KING HOME 60
SOLAR LIGHTING SYSTEM



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HOME 60

SOLAR LIGHTING SYSTEM



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6.0 Contractual and programmatic developments



Staff and management update

During the inception phase of the project, SNV successfully recruited and filled all the planned positions outlined in Annex B: Project Document and Annex C: Budget. Initially, the team structure had a physical presence in Harare and Bulawayo provinces. However, there were some staff changes throughout the project period. Here's an overview of the key changes:

1. Country Director/Representative:

At the end of January 2021, Julie Graham was replaced by Lucy Fulgence as the SNV-country director/representative in Zimbabwe. This change in leadership ensured continuity and brought fresh perspectives to the project.

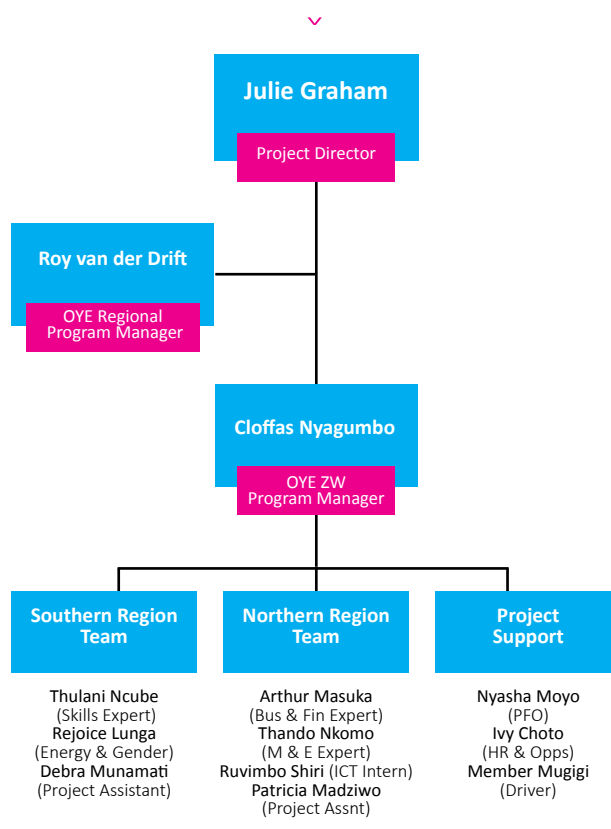
2. Financial and Business Services Advisor:

Author Masuka was replaced by Mbekezeli Mthunzi as the Financial and Business Services Advisor. This change in personnel guaranteed a seamless transition in providing expertise and support in financial and business matters.

3. OYE Monitoring and Evaluation Advisor:

In 2022, Thando Nkomo was replaced by Tafadzwa Shumba as the OYE Monitoring and Evaluation Advisor. Thando Nkomo, in turn, was promoted to the OYE regional team as the Regional Knowledge and Learning Advisor. These changes allowed for the transfer of knowledge and skills within the organization and ensured that the project had the necessary expertise in monitoring and evaluation. These staff changes reflect SNV's proactive approach in adapting team compositions to meet project needs and leveraging internal talent to support project continuity and growth.

The organogram below depicts the original staff composition during the inception of the programme.



The project recognized the importance of specialized expertise in addressing gender-related issues, access to finance, and youth saving and lending. As a result, consultants were engaged to conduct Gender Action Research, Access to Finance Action Research, and Youth Saving and Lending (YSAL) Action Research. The key recommendations from these studies served as valuable guidance for the project's implementation in addressing these complex issues.

To enhance data quality and accelerate implementation following the COVID-19 lockdowns, the team enlisted the support of data management consultants in March 2021 and a Gender Equality and Social Inclusion junior consultant/volunteer in August 2021. These additions to the team aimed to improve data management practices and maximize the project's impact on gender equality and social inclusion.

In alignment with the Birches Survey results and SNV's global policy, SNV Zimbabwe implemented salary adjustments starting in August 2021. These adjustments aimed to ensure that staff salaries were pegged at the 50th percentile of the market. As a result, the Driver received a 2% salary increase, and the Support Officer received a 1% salary increase within the OYE team.

Programmatic changes - operational and strategic

During the 4-year Activity Period, SNV identified the need for and obtained approval for several programmatic changes. These are some of the specific programmatic changes that happened in the 4- years of implementation:

1. Inception report delay: SNV experienced delays in procurements due to the introduction of Statutory Instrument (SI) 142 of 2019. As a result, SNV requested an extension for submitting the Inception Report and Theory of Change (ToC) to Sida. Their request was approved, and the submission deadline was extended by one month to December 31, 2019. SNV successfully managed to submit the required documentation within the agreed timelines.

2. Inclusion of COVID interventions: In response to the global COVID-19 pandemic, SNV sought and received permission to include COVID-19 interventions in their project. These interventions involved procuring personal protective equipment (PPE) materials, piloting a COVID-19 innovation fund, and supporting the dissemination of COVID-19 information. Given the significant impact of the pandemic on Zimbabwe, this inclusion was necessary to address the emerging needs and challenges.

3. Intermediate Money Transfer Tax (IMTT) on Nostro Accounts: SNV and Sida closely monitored a government directive to extend the 2% IMTT on bank transfers to previously exempt USD (Nostro accounts) in 2019. This posed a potential risk of unbudgeted expenditure amounting to USD 38,575 over the 2nd to 4th years of implementation. However, the Finance Bill signed on December 29, 2020, exempted persons covered by the Privileges and Immunities Act [Chapter 3:03], UN, and NGOs from the 2% IMTT on nostro account transfers. Therefore, this risk was contained, and the project was not affected financially.

4. Acceleration Plan post COVID-19 era: Due to the nationwide lockdowns implemented during the COVID-19 pandemic, project implementation was significantly hindered for approximately 18 months. In response, SNV developed and implemented an Acceleration/Catch-up Plan, which was approved by the donor. This plan aimed to make up for lost time and resulted in significant progress in the second half of 2021 and in 2022. As a result of the Acceleration Plan, the project remained on track to achieve its intended results.

5. Mid-term Evaluation (MtE) recommendations: Based on the recommendations from the Mid-term Evaluation report, SNV reviewed and revised the quantitative targets, logframe, and OYE Theory of Change. The focus was on substantiating the underlying assumptions related to access to finance, urban youth, market linkages, and sustainability. SNV also strengthened support to Local Service Providers (LSPs), upgraded data collection and impact monitoring systems, and intensified efforts to engage with urban youth through various strategies. In the project's closure phase, emphasis was placed on driving quality results and building blocks for sustainability, including working with youth champions, government extension service providers, and ecosystem actors such as private organizations and knowledge institutions. These efforts aimed to ensure the project's impact and sustainability beyond its completion. These programmatic changes demonstrate SNV's adaptability and responsiveness to evolving circumstances and their commitment to achieving the project's goals.

Agreement Compliance: SNV has diligently followed the guidelines and provisions set forth by the Embassy of Sweden throughout the Activity period and Grant agreement phases. They have established internal management systems to ensure compliance with various Specific Conditions and annexes, such as Annex A (General Conditions), Annex B (Project Document), Annex C (Budget), Annex D (Terms of Reference for Annual Audit), and Annex E (Procurement Provisions) from Sida. Additionally, Amendment 1 to the Grant Agreement was signed on the 3rd of February 2021 to align the Sida budget and reporting timelines with those of SDC for streamlined reporting and project management. This amendment demonstrates SNV's commitment to effective implementation and harmonized reporting. Overall, SNV has demonstrated a strong commitment to agreement compliance and effective implementation, as evidenced by their adherence to established protocols and their efforts to align timelines and reporting requirements.



7.0 Project Sustainability and exit strategy



Building blocks towards project sustainability

To ensure the sustainability of the gains achieved in OYE Phase I and support the growth of youth enterprises, several building blocks were established, through the following initiatives:

1. Piloting the Youth champion model:

SNV piloted the youth champion model, identifying and supporting passionate youth entrepreneurs who show growth in their enterprises. These youth champions are being deployed to mentor and coach other youth, even beyond the project lifespan, with the aim of creating a sustainable support system.

2. Integration of OYE approaches into government structures and programs:

OYE approaches have been integrated into government structures and programs. Localized extension officers from various government departments provide technical support and monitor established youth enterprises in their districts. Collaboration with the Ministry of Agriculture and other ministries has led to the replication and amplification of the OYE youth hub model, with the establishment of youth hubs across the country.

3. Collaboration with the Ministry of SMEs for youth enterprise growth:

OYE youth entrepreneurs have been recognized and accredited by the Ministry of Women Affairs, Community, Small and Medium Enterprises. They have been acknowledged for their growth from micro- to small enterprises, in alignment with the Small and Medium Enterprises Act of Zimbabwe.

4. Collaboration with other donors: Collaborations with other donors, such as FCDO and SDC, have provided opportunities for OYE youth to access funding, trade promotion technical assistance, and international forums. Export-ready youth entrepreneurs have been recommended to FCDO for potential funding and support in entering export markets.

5. Continued promotion and scaling of innovative financial mechanisms: Building on the pilot phase, the IGNITE loan facility, managed by ZADT, will continue targeting emerging youth entrepreneurs who are not yet ready for commercial lending. Empower Bank Zimbabwe will also continue to provide guarantee cover to support funding and consignment stock for OYE youth and other private actors beyond the project duration.

Looking ahead- building on insights

The below proposed interventions for OYE Phase II build on the experiences, insights, and lessons learned from OYE Phase I.

1. Establishment and strengthening of youth champions:

Promising youth leaders identified in Phase I will be further developed as youth champions. They will receive capacity-building support to engage, coach, and mentor other young people in value chain activities. Innovative and sustainable incentives will be explored, such as commission-based models for mentoring, as seen in Tree Tops Honey model piloted in Zambia.

2. Strengthening Local Service Providers (LSPs):

Building on the evaluation findings, Phase II will focus on increasing the capacity of participating LSPs. This includes establishing sustainable models for service delivery, improving governance and financial systems, resource mobilization/fundraising, and people and talent management.

3. Documentation, learning sharing, and influencing:

SNV will place a greater emphasis on knowledge development, collaborative learning, influencing, and evidence-based advocacy. This includes empowering youth, grassroots communities, community-based organizations, and civil society organizations to advocate for local and national policies that facilitate access to services and productive resources for youth.

4. Collaborating with TVETs and knowledge institutions:

SNV will strengthen collaboration with Technical and Vocational Education and Training (TVET) institutions and knowledge institutions. This will involve accrediting and certifying the improved OYE Green Basic Life Skills and technical skills curricula with reputable institutions, as well as integrating youth friendly OYE+ courses into formal TVET programs. The goal is to provide industry-relevant skills training, particularly for youth with low educational qualifications.

5. Private sector collaboration enhanced:

OYE Phase 1 engaged 69 private companies to offer a number of opportunities for youth across many value chains. As we transition into OYE Phase it will be necessary for the project to streamline the partnerships to the selected value chains. In addition as part of the inclusive value chain development, the project will need to develop financial products and/or partnerships that target the improvement of private sector capacity to work with youth.

6. Collaboration with government initiatives and ecosystem actors:

Phase II will focus on integrating OYE graduates into larger government initiatives for continuous support and growth. SNV will leverage partnerships with private sector actors established in Phase I, such as loan facilities and financial service providers. New partnerships will be forged with youth organizations, hubs, and other value chain actors. Access to finance will be explored through collaborations with banks, and technical skills related to agriculture will be facilitated through collaboration with relevant ministries.



8.0 Financial Summary



The Sida OYE Project was set up in the SNV Enterprise Resource Planning (ERP) system and SAP Business ByDesign (SAP) system at the inception of the project. The system allows costs related to the project to be uniquely coded to the project, while being posted in line with the SNV Chart of Accounts as defined in the SNV finance manual. The Sida OYE Project was implemented in compliance with the SNV Financial Manual as well as the financial reporting requirements stipulated in the Grant agreement for the project. The SNV Finance and Procurement Manuals are designed in a way that ensures a sound control environment, characterised by adequate segregation of duties and sound financial management that ensures value for money is achieved in all transactions.

Disbursements were received from Sida, in line with the grant agreement and its Amendment Number 1 of 2020. There were four financial reporting periods with the first year being for 8 months, while the second and third years were for 12 months each, and the final year being for a period of 16 months. Each of the 4 financial reports was audited by Independent external auditors, resulting in unqualified audit opinions over the four periods. The summary of the financial reports for each of the four years is as detailed below:

Table 10: Summary of financial reports for the period 2019-2023

Cost Category	Year 1 (May 2019 to 31 Dec 2019) US\$	Year 2 (Jan 2020 to 31 Dec 2020) US\$	Year 3 (Jan 2021 to Dec 2021) US\$	Year 4 (Jan 2022 to 30 April 2023) US\$	Consolidated Total (01 May 2019 to 30 April 2023) US\$
Personnel costs	128,734	139,166	138,316	250,847	657,063
International Global Support Costs	26,958	33,409	36,468	45,830	142,665
International travel and per diem	-	-	-	100	100
Equipment	37,871	1,384	-	1,902	41,157
Other direct costs	36,053	40,117	57,668	66,033	199,871
Total programme costs	6,161	155,648	327,889	800,504	1,290,202
In country per diem	18,342	-	-	-	18,342
Management fees	18,966	31,801	44,812	93,310	188,889
Total	273,085	401,525	605,153	1,258,526	2,538,289

According to the Grant agreement, any exchange gains that arose from the project were calculated and categorized as reimbursable to Sida. It has been determined that a total of US\$189,739.64 will be returned to Sida. Throughout the implementation period, project transactions were primarily conducted in United States Dollars (USD), which served as the functional currency for Zimbabwe. If any expenses were incurred in currencies other than USD, the conversion was performed using the average monthly rate for the respective months. This conversion process was set up in the system by the SNV Head Office Treasury Department.



9.0 Annexes

Annexure 1: Opportunities for youth Employment -Summary of key Results -IPPT 2019-23

Indicator	Planned Cumulative	Results Status				SNV comments or supporting notes
		Actual Cumulative	(%) Achieved	(%) Women	(%) Urban	
Youths Registered		17,373		9652(55.6)%	43%	There were no additional registrations done in the final months of the project since the registered quantum was deemed sufficient to meet contractual targets and cater for attrition issues i.e., youths that will drop-out or lost to follow-up.
Youth entering new/ improved (self-) employment	6,000	6,626	110%	55.5.9%	110%	Females- 3,706 (55.9%) and Males- 2,920(44.1%);Full-time- 3,772 (65%) and Part- time- 35%; Sector: Agri-food- 5,791 (87.4%), Energy- 457(6.9%), Green jobs- 132 (2.%) and Other- 246 (3.7%)
Youths receive employability skills	10,000	11,771	118%			Youths who have been equipped with one of the following BLS, Technical skills and mentoring /coaching and are ready to break into the employment market.
Youth receiving skills training (BLS)/Advanced Business skills/ Youth Savings and Lending (YSLs)	10,000	16,787	169%	10,670 (64%)	38%	Disaggregated to: BSL- 11,771 (comprising of 56% females); YSL- 2,521 (comprising of 58.9% females); Advanced Business Skills trainings (ABST)- 2,988 (comprising of 58% females). More females trained in soft skills than males trained in urban areas compared to rural areas
Youths receiving on the job technical training	7,000	8,690	124%	55.3%		Females- 4,807 (56.3%) and Male- 3,883 (44.7%); on the job Sector Agrifood- 7,249 (83.4%), 1,291((14.95%) and Green jobs- 150 (1.7%). Youth have been trained in poultry, apiculture, piggery, horticulture, value addition, mushroom, cowpeas, solar and recycling- with Murewa, Mutoko and Goromonzi recording the highest number of youths trained
New youth-led businesses and support services facilitated	3,500	2,128	61%	369		Target was revised upward from 350 after the Mid-term review report findings which showed that most youth opted to establish own enterprises.facilitated
Number of youth receiving financial support	1,500	2,955	197%			2,955 youth received training kits- US\$200,689.61 + 7 youth received IGNITE Loan Facility- receiving US\$58,770 + 146 youth received Matching grants- USD86,022.30 + 36 youth received Empower bank loans- US\$15,774 + 319 youth from Hubs & 3 youth received Guarantee funds- USD\$34,500 Total 362 youths accessed loans from YSAs valued at \$45974.

Annexure 2: OYE Indicator Performance Tracking Table (IPTT_2019-2023)

Result	#	Indicator	Project Targets		Achieve%	SNV comments or supporting notes
				Cum.Total		
Registration	0	Number youths registered in the OYE project.	10 000	17 373	174%	There were no additional registrations done in the final months of the project since the registered quantum was deemed sufficient to meet contractual targets and cater for attrition issues i.e., youths that will drop-out or lost to follow-up.
Outcome 1: Out of school youth enter new/improved (self-) employment						
Outcome	1	Out of school youth enter new/improved (self-) employability skills	6 000	6 626	110%	Females- 3,706 (55.9%) and Males- 2,920(44.1%); Full-time- 3,772 (65%) and Part-time- 35%; Sector: Agri-food- 5,791 (87.4%), Energy- 457(6.9%), Green jobs- 132 (2.%) and Other- 246 (3.7%)
Intermediate outcome	1.1	Number of youth equipped with relevant employability skills	10 000	11 771	118%	Youths who have either been equipped with BLS, Technical skills and mentoring /coaching and are ready to break into employment market.
Output	1.1.1	Number of youth receiving Soft skills and business training (BLS, ABS, YSL).	10 000	16 787	168%	Disaggregated to: BSL- 11,771 (comprising of 56% females); YSL- 2,521 (comprising of 58.9% females); Advanced Business Skills trainings (ABST)- 2,988 (comprising of 58% females). More females trained in soft skills than males trained in urban areas compared to rural areas
Output	1.1.2	Number of youths receiving on the job technical training	7 000	8 690	124%	Females- 4,807 (56.3%) and Male- 3,883 (44.7%); Sector Agrifood- 7,249 (83.4%), Energy- 1,291((14.95%) and Green jobs- 150 (1.7%). Youth have been trained in poultry, apiculture, piggery, horticulture, value addition, mushroom, cowpeas, solar and recycling with Murewa, Mutoko and Goromonzi recording the highest number of youths trained
Output	1.1.3.1	Number of youth receiving financial support	1 500	2 955	197%	2,955 youth received training kits- US\$200,689.61 + 7 youth received IGNITE Loan Facility- US\$58,770 + 146 youth received Matching grants- USD86,022.30 + 36 youth received Empower bank loans- US\$15,774 + 319 youth Hubs & 3 youth received Guarantee funds- USD\$34,500. Total 362 youths accessed loans from YSALs valued at \$45974.

Annexure 2: OYE Indicator Performance Tracking Table (IPTT_2019-2023)

Result	#	Indicator	Project Targets		Achieve%	SNV comments or supporting notes
				Cum.Total		
Output	1.1.3.2	Value of financial support extended to project youth-led enterprises	US\$ 300 000,00	US\$362 147,66	121%	Starter/ Training kits- USD147,964.19 (2 038youth)+ IGNITE Loan Facility- USD58,770.00 (4 youth) Matching grants-USD73,840.80 (09 youth) and 36 youth received loans worth USD15,774 from Empower Bank for poultry initiatives + \$300 worth of rabbits distributed via Mutoko Youth Hub [10 youth x 3 rabbits each] . Still additional funds available include 50k- IGNITE loans through ZADT, 40k Credit Guarantee Facility administered by Empower Bank and more starter/training kits, \$700 reinvested in subsequent poultry cycles under , \$300 worth of breeding stock distributed under the BCC hub, \$900 worth of consignment stock from Solar for solar agents, \$460 worth of lab seed from Leguminasae YSL\$45974 as at February 2023
Output	1.1.4	Number of new youth-led businesses and support services facilitated by the project, that exist for >1 year	3500	2 128	61%	These include youth in poultry , agrifoods
Outcome 2: Employment ecosystem actors provide opportunities for youth (self-employment)						
Outcome	2	Number of public and private sector actors engaged	43	86	200%	Actors include: Local training institutions, Local service providers, private sector, Government, Local authorities, all collaborating with OYE to facilitate youth opportunities
Intermediate outcome	2,1	Number of new/improved products enabling youth employment	43	22	51%	Energy products - Solar Agents (Solar Shack, Impi-power, Zambuko), Finacial Products - Matching grants, Credit guarantee facility, IGNITE Facility, Empowerbank loans, funding through Youth Hubs, training kits,YSLA Export-ZI/ZAM linkage Internship

Annexure 2: OYE Indicator Performance Tracking Table (IPTT_2019-2023)

Result	#	Indicator	Project Targets		Achieve%	SNV comments or supporting notes
				Cum.Total		
Output	2.1.1	Number of youth hubs established or strengthened	2	4	200%	Bulawayo City Council youth hub (40 youth to date enrolled in mushroom/rabbitry/ horticulture enterprises- 44 under Jairos Jiri (Solar PVinstallation and maintainance, Climate smart horticulture, Agro-processing, Small livestock 21 enrolled for business incubation, and Mutoko youth hub (10 youth under rabbitry)(rabbitry/ poultry/ horticulture) in ward 10. Additional 2 hubs earmarked in collaboration with Jairos Jiri in Byo (44 youth under training to date) and Ruwa TVET in Goromonzi+ Mangwe work in progress
Output	2.1.2	Number of private sector firms collaborating with OYE	30	69	230%	Private companies- NOP, Quton Seed, Michview Enterprises, Irvines, Agriseeds, Glow Bridge, EasiSeeds, Succulent Foods, Avanos, K2, Vegie Flora, Champion Seed; Kindly Rabbitry, Kudu Creek, Cellfre Energy, The Rabbit Factory, Sunspan, Sweet Maungwe, Mcjohnson Honey, Farm to Family, Tosec Seeds (Zadzamatura), Lentaway Solar, Biomade, Zimtrade, Thulasiso Solar, ZimAgro Solutions, Neabow Energy Solutions, Windmill, Bees Honey Company, ImpiPower, Intermittent Energy, Vital Recycling, Zonful Energy, Cospex Africa, Solar Shack, Smart and Green Solutions,Zimbabwe Sunshine Group, Lawfra pvt Ltd, Leguminasea (fodder), Honey world, Inkzimulo Farm Produce, Caldice Farm, Troy Farm, Masukume Farm, National Waste, Recycle Today , Solar Shack Finance actors:- Zambuko Trust, Empower Bank,
Output	2.1.3	Number of local training institutions / BDSP connected with private sector	10	12	120%	6 LSP (Boostfellowship F, Empretec, Women In Agriculture Zimbabwe, Green Impact Trust, RCSR and PROWEB), 2 Academic Institutions (Harare Institute of Technology and National University of Science and Technology and 4 Youth Hubs (Mabutweni, Jairos Jiri, Mutoko and Ruwa TVet).
Output	2.1.4	Number of youth financial products developed	3	6	200%	Matching grants (USD90k) + Credit guarantee facility (USD40k) + IGNITE Facility + Empowerbank loans + funding through outh Hubs +training kits

Annexure 2: OYE Indicator Performance Tracking Table (IPTT_2019-2023)

Result	#	Indicator	Project Tagets		Achieve%	SNV comments or supporting notes
				Cum.Total		
Outcome	3	Number of organisations engaged with OYE implementing the core components of National Youth policy	43	86	200%	Private companies- NOP, Quton Seed, Michview Enterprises, Irvines, Agriseeds, Glow Bridge, EasiSeeds, Succulent Foods, Avanos, K2, Vegie Flora, Champion Seed; Kindly Rabbitry, Kudu Creek, Cellfre Energy, The Rabbit Factory, Sunspan, Sweet Maungwe, Mcjohnson Honey, Farm to Family, Tosec Seeds (Zadzamatura), Lentaway Solar, Biomade, Zimtrade, Thulasiso Solar, ZimAgro Solutions, Neabow Energy Solutions, Windmill, Bees Honey Company, ImpiPower, Intermittent Energy, Vital Recycling, Zonful Energy, Cospex Africa, Solar Shack, Smart and Green Solutions,Zimbabwe Sunshine Group, Lawfra pvt Ltd, Leguminasea (fodder), Honey world, Inkzimulo Farm Produce, Caldice Farm, Troy Farm, Masukume Farm, National Waste, Recycle Today , Solar Shack Finance actors:- Zambuko Trust, Empowerbank, ZADT & Solled Micro Finance + Local service providers- WIAZ, Green Impact, RCSR, Boost Fellowship, Empretec and Proweb + Knowledge Institutions- Harare Institute of Technology (HIT), NUST, Esigodini Agricultural College, Ruwa TVETs, Bulawayo City Council, Jairos Jiri and Hlekweni Agricultural Training Centre GESI- Zimbabwe Women's Bureau, Zvandiri Africaid, KG6, Jairos Jiri, YETT
Intermediate outcome	3,1	Progressive level of collaboration on policy enhancement with government partners working with OYE	Level 5-6			The OYE project collaborates with government partners to enhance policy and practice. OYE has advocated effectively for the increase of youth employment opportunities under the Youth Employment policy 2020-2025. The goal of the project is to create a Information system for youth job searchers and employers. The MIS will include information on Employment opportunities, apprenticeships and job training. OYE continues to promote new policies and activities for youth in Zimbabwe in collaboration with government partners.
Output	3.1.1	# policy reviews and policy aspects implemented	4	4	100%	Participated in NYP review & crafting., Advisory board, Urban and Rural councils,YSAL and Enterprise Registrations

Annexure 2: OYE Indicator Performance Tracking Table (IPTT_2019-2023)

Result	#	Indicator	Project Tagets		Achieve%	SNV comments or supporting notes
				Cum.Total		
Output	3.1.2	Number of learning events held	4	4	100%	Zambia, Zimbabwe, Kenya ,Internal SNV Community of Practice , LSP-SNV Conference in Addis, Ethiopia: SNV organized a conference in Addis Ababa, Ethiopia, in collaboration with LSP (Landscape for People, Food, and Nature).
Output	3.1.3.1	Number of policy briefs developed	4	3	75%	GESI Transformative Approaches Paper:Private Sector, Access to finance
Output	3.1.3.2	Number of policy conferences held	1	1	100%	Nyanga Conference
Output	3.1.4	Number of exchange programmes facilitated	4	4	100%	1. OYE International Conference 1 (Mali): 2. OYE International Conference 2 (Ethiopia) 3. Extended OYE Steering Committee: 4. ZIM/ZAM Exchange Programs:
Output	3.1.5.1	Regional network equipped with D-group established; # knowledge products developed	1	1	100%	Community of Practise
Output	3.1.5.2	Number of youth employment papers developed and shared	3	3	100%	GESI Transformative Approaches Paper:Private Sector , Access to finance

Annexure 3: Populated Log frame and Theory of change

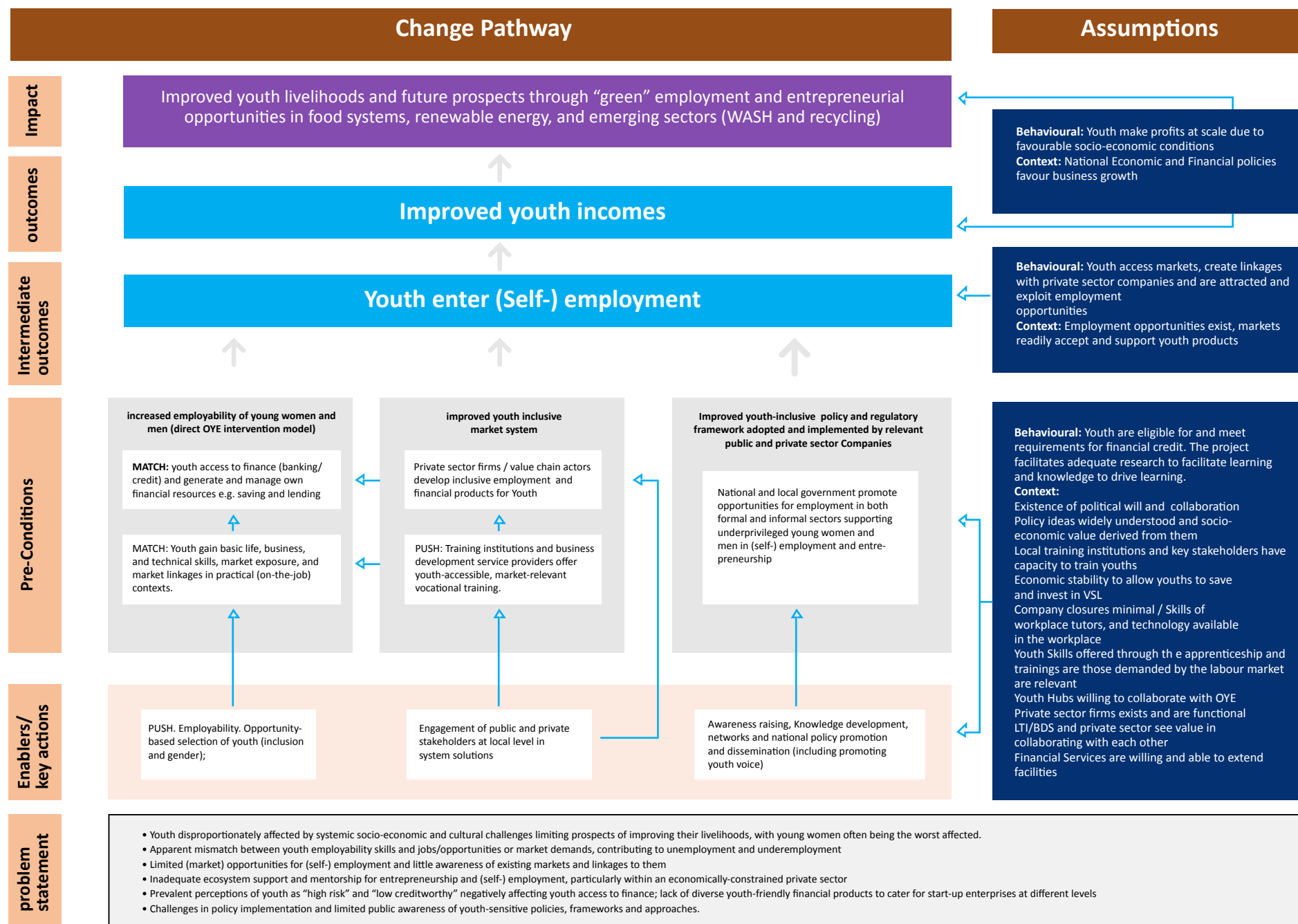
SN	Result Chain	Impact Indicator	Disaggregation	Baseline	Overall Target	2019-2023 Cumulated Results	Means of verification	Assumptions
	Impact	Asset creation	Disaggregation	Baseline	Overall Target			
1	improved livelihoods and future prospects for 10,000 under privileged young people between the ages of 15-35 among whom at least 50% are young women	Number of youths acquiring productive assets	Males	TBD	5000-1	621	Survey, project Database	Youth make profits at scale due to favourable socio-economic conditions
			Females	TBD	5000+1	729		
		Empowerment	Disaggregation	Baseline	Overall Target	837		
			Males	TBD	30 Days after skills acquisition			
			Females					
		Sub-total						
1.0	Outcomes	Income	Disaggregation	Baseline	Overall Target			
	Average increase in incomes for 10,000 targeted youth	Average yearly earnings of target youth	Males	TDB	USD720/Annum	1 548	Income survey, OYE IMS	Favourable economic policies prevail
			Females	TBD	USD720/Annum	1 238		
		Employment	Disaggregation	Baseline	Overall Target			
2.0	Out of school youth enter dignified and fulfilling (self-) employment	Number of youth with new/improved (self-) employment as a result of project initiatives	Males	TBD	3000-1	2 920	Employment survey	Adequate economic and social conditions and availability of job opportunities
			Females	TBD	3000+1	3 706		
		Sub-total			6000	6 226		
		Employability skills	Disaggregation	Baseline	Overall Target			
	Intermediate Outcomes							
1.1	Out of school youths equipped with employment skills	Number of youth equipped with relevant job skills	Males	0	5000-1	5 179	Education and Skills Online Assessment, communication scale, Rosenberg self-esteem scale, solving problems scale	Skills offered through the apprenticeship and training to those demanded by the labour market are relevant
			Females	0	5000+1	6 592		
		Sub-total			10 000	11 771		
		Employability skills	Disaggregation	Baseline	Overall Target			
2.1	Improved Employment ecosystem providing opportunities for youth (self-)employment	Employment ecosystem actors (public and private sector) engaged providing opportunities for youth (self-) employment	LSP, Private sector companies, Local training institutions	TBD	Qual	86	Market survey, project database, MoUs	Institutional, technical and financial capacity of employers and partner organizations to undertake and sustain employment related activities.
		Sub-total		0	43			

3.1	Improved inclusive youth employment policy implementation at national level (Zambia and Zimbabwe) and at regional level through SADC	Policy implement	Disaggregation	Baseline	Overall Target	86	Policy tracking analysis tool, policy brief stakeholder Action/ Applied research, OYE practice briefs	Government and private sector acceptance of policy innovations.		
		Number of organizations engaged with OYE complying with core components of National Youth Policy	LSP, Private sector companies, Local training institutions	0	43					
		Knowledge Dvpmnt	Disaggregation	Baseline	Target					
		Knowledge products developed on Youth employment	Research type	0	10				4	
1.1.1	Youth receive basic life and business skills training focusing on concrete identified (self-) employment opportunities.	Basic Bus. Skills Training	Disaggregation	Baseline	Overall Target	5 179	Training registers/ reports, project database	Local training institutions and key stakeholder have capacity to train youths		
		Number of youths completing at least 80% of the basic life and business courses	Male	0	5000-1				6 592	
			Females	0	5000+1					
		Sub total			10 000				11 771	
1.1.2	Youth will receive technical training, mainly in market settings, internships/on-the-job, and other practical settings.	Technical training	Disaggregation	Baseline	Overall Target	3 883	Project database	Company closures minimal / Skills of workplace tutors, and technology available in the workplace		
		Number of youths receiving on the job technical training	Male	0	3 500-1				4 807	
			Female	0	3 500+1					
		Sub total			7 000				8 690	
1.1.3	Youth integrated in innovative financial solutions (including matching grants, blended finance, credit guarantees, etc.).	Youth-led enterprises	Disaggregation	Baseline	Overall Target	2 955	Financial assistance agreement, Baseline, Midline and end line surveys	Youth eligible to financial credit requirements		
		Number of youths receiving financial support	Type	0	1 500					
		Sub total			1 500					
		Youth-led enterprises - financial support	Disaggregation	Baseline	Overall Target				362 148	
		Value of financial support extended to youth-led enterprises	USD Value	0	\$750 000.00					
	Sub total			\$750 000.00						
1.1.4	New youth-led enterprises mentored towards lasting profitable economic activity, enterprise registration and maturing, as well as leadership.	Youth-led enterprises Mentored	Disaggregation	Baseline	Overall Target	2 128	Enterprise survey report. Business records			
		Number of new youth led businesses and support services facilitated by the project, that exist for >1 year	Business Type	0	3 500					
		Sub total			3 500					

1.1.5	Establish / Strengthen youth hubs which offer “Bongo Hive” -like products and services to youth in demand of market information and job opportunities’ prospects	Youth hubs	Disaggregation	Baseline	Overall Target		Youth hubs accredited	Youth hubs willing to collaborate with OYE
		Number of youth hubs established or strengthened	Hubs	0	2	4		
		Sub total			2			
2.2.1	Relevant products and services on youth (self-) employment developed	Employment products	Disaggregation	Baseline	Overall Target		Market survey, project database	Existence of political will and collaboration
		Number on new/ improved products enabling youth development by private sector and government	Product Type	TBD	43	22		
		Sub total			43			
2.2.2	Private sector firms and Value Chain Actors collaborate with OYE to provide opportunities for young men and women as suppliers, service providers, retailers or employees thereby developing their youth inclusive business.	Collaboration	Disaggregation	Baseline	Overall Target		MoUs	Private sector firms exist and are functional
		Number of private sector firms collaborating with OYE	Sector	0	30	69		
		Sub total			30			
2.2.3	Local training institutions and business development service providers are connected with private sector and local markets thereby developing their youth-market matching capacity.	Linkages established	Disaggregation	Baseline	Overall Target		MoUs	LTI / BDS and private sector see value in collaborating with each other.
		Number of local training institutions and business development service providers connected with private sector	Institution	0	10	12		
		Sub total			10			
2.2.4	Financing institutions and (local government) funds collaborate with OYE to craft innovative financial products to suit youth needs and adopt more inclusive and youth friendly strategies to improve the accessibility of financial service support to youth.	Financial products	Disaggregation	Baseline	Overall Target		Product briefs FI Records	Financial services are willing and able to extend facilities
		Number of youth financial products developed	Financial Products	0	3	6		
		Sub total			3			

3.1.1	Pro-active support to national policy review and implementation with regard to youth employability and employment, including SADC policy implementation at national level	Reviews	Disaggregation	Baseline	Overall Target	4	Event Reports		
		#Policy reviews and Policy aspects implemented	Reviews + scale of implementation	0	4				
		Sub total			4				
3.1.2	OYE generates learning and insights across the regional programme in collaboration with relevant institutions, partners and research organisations, and engages actively to share and learn from other actors in the Youth Employment environment.	Learning events	Disaggregation	Baseline	Overall Target	4	Event Reports Project Records	Stakeholder collaboration	
		Number of learning events held	Learning events	0	4				
		Sub total			4				
3.1.3	Policy makers collaborate with OYE in each target country and at SADC level to respond to evidence generated by the project that can contribute to an enabling environment for youth employment and youth friendly policy implementation.	Policy Briefs	Disaggregation	Baseline	Overall Target	3	Policy briefs	Knowledge is generated to drive learning	
		Number of policy briefs developed	Policy briefs	0	3				
		Policy conference	Disaggregation	Baseline	Overall Target	1	Event Report		
		Number of policy conferences held	Policy conference	0	1				
		Sub total			1				
3.1.4	SADC benefits from OYE collaboration through exchanges, policy inputs, promotion of critical OYE success factors in	Programmes	Disaggregation	Baseline	Overall Target	4	Event Report	Adequate learning generated to allow for exchanges	
		Number of exchange programmes facilitated	Programmes	0	4				
		Sub total			4				
3.2.5	Establish a regional youth employment network (including application of a D Group) among ecosystem actors (ILO, SADC, IYF, private sector actors, government representatives).	Networking Platforms	Disaggregation	Baseline	Overall Target	1	Network with active D-group	ICT capacity	
		Regional network equipped with D group established	1 (3 annual knowledge products)	0	1				
		Policy	Disaggregation	Baseline	Overall Target	3	Regional Youth employment papers	Adequate research is conducted to generate	
		Number of Youth employment papers developed and shared	Papers	0	3				
Sub total			3						

Annexure 4: OYE Theory of change (ToC)





Story of Change: **USING CORN PRODUCTS** and Waste for a Better Life

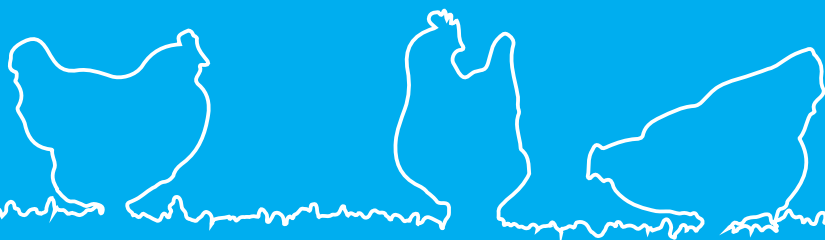
“if my business grows, I want to employ other youths in my community so that we reduce the challenge of drug abuse”

Prisca is a 22 year old female from Chikomba who joined the OYE Project in 2021. She completed life skills and technical training in agriculture and was facilitated an opportunity to do cowpea seed contract farming.

Prisca identified an opportunity of producing maputi , a popular corn snack, for the local school children as she lives close to a primary school. After earning 300USD from selling sugar beans and borrowing from family, she was able to buy the equipment necessary.

Her company, GOLDEN GIRL MAPUTI, makes a profit of the enterprise of 150USD per month when schools are open because there is high demand. From the waste of creating Maputi, she bought road runner chickens who eat the corn waste that spill in production for additional income. More work is to be done, as her Maputi production site is too small to allow increased production and she needs to upgrade her free-range enterprise to deal with new birds.

Prisca’s vision is to grow the business such that she can employ youths in her community. In her own words she said, “if my business grows, I want to employ other youths in my community so that we reduce the challenge of drug abuse”. She also wants to motivate other women to start enterprises so that they are financially empowered.



Annexure 6: Private sector firms and value chain actors collaborate with OYE

Category	Summary of actors
Private sector	NOP, Quton Seed, Michview Enterprises, Irvines, Agri Seeds, Glow Bridge, Easi Seeds, Succulent Foods, Avanos,K2, Vegie Flora,Champion Seed; Kindly Rabbitry,Kudu Creek, Cellfre Energy,The Rabbit Factory, Sunspan, Sweet Maungwe, Mcjohnson Honey, Farm to Family, Tosec Seeds (Zadzamatura), Lentaway Solar, Biomade, Zimtrade, Thulasiso Solar, ZimAgro Solutions, Neabow Energy Solutions, Windmill, Bees Honey Company, Impi Power, Intermittent Energy, Vital Recycling, Zonful Energy, Cospex Africa, Solar Shack, Smart and Green Solutions, Zimbabwe Sunshine Group, Lawfra Pvt Ltd, Leguminasea (fodder), Honey world, Inkazimulo Farm Produce, Caldice Farm, Troy Farm, Masukume Farm, National Waste, Recycle Today , Solar Shack
Finance institutions	ZADT, Empower Bank, Zambuko Trust & Solled MicroFinance
Grassroot organization (LSPs)	WIAZ, Green Impact, RCSR, Boost Fellowship, Empretec and Proweb
Knowledge institutions	Harare Institute of Technology (HIT), NUST, Esigodini Agricultural College, Ruwa TVETs, Bulawayo City Council, Jairos Jiri and Hlekweni Agricultural Training Centre and CeDRE
Public players	Ministries & related departments- Min. of Youth; Min. of Agric & Min of Energy RDCs and City- Councils- Harare, Bulawayo, Mutare, Mutasa, Goromonzi, Chikomba, Murewa, Mutoko, Mangwe, Umzingwane and Matobo



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