



FEED THE FUTURE

The U.S. Government's Global Hunger & Food Security Initiative



FEED THE FUTURE UGANDA YOUTH LEADERSHIP FOR AGRICULTURE ACTIVITY

FINAL REPORT



USAID
FROM THE AMERICAN PEOPLE

FEED THE FUTURE UGANDA YOUTH LEADERSHIP FOR AGRICULTURE ACTIVITY

FINAL REPORT

Cover photo: Topista Tukahirwa, 31, after a fruitful harvest. She planted almost nine acres of maize in her garden. (Credit: YLA)

Credit photos pages 4, 6, 14, 24, 39, 47, 56, and 65: YLA

DISCLAIMER

This publication was made possible through support provided by Feed the Future through the U.S. Agency for International Development, under the terms of Contract No. AID-617-C-15-00003. The opinions expressed herein are those of the authors and do not necessarily reflect the views of the U.S. Agency for International Development.

CONTENTS

Acronyms	ii
Executive Summary	4
Introduction and Background	6
Impact Assessment	14
Increased Incomes of Youth Working in Agricultural Value Chains	24
Improved Skills and Competencies of Youth	39
Gender and Social Inclusion	47
Collaborating, Learning, and Adapting	56
Lessons Learned and Recommendations	65
Annex A. Life of Activity Achievements Against Performance Indicators	70
Annex B. Financial Summary	77
Annex C. Partnerships	78
Annex D. Index of Reports and Information Products	89

ACRONYMS

AAL	Adag Anii Limited
ACGC	Africa Cereals and Grains Corporation
ACPL	Ankole Coffee Processors Limited
ADS	Automated Directions System
AFL	Anchor Foods Limited
AFRII	African Innovations Institute
AMELP	Activity Monitoring and Evaluation and Learning Plan
ARN	Agricultural Related Networks
BDS	Business Development Services
BFCL	Byeffe Foods Company Limited
CBFs	Community Based Facilitators
CRS	Catholic Relief Services
EADC	Eastern Agricultural Development Company Limited
EMMP	Environmental Mitigation and Management Plan
ERF	Environmental Review Forms
ESL	Equator Seeds Limited
F2F	Farmer to Farmer
FAA	Foreign Assistance Act
GAP	Good Agronomic Practices
GESI	Gender Equality and Social Inclusion
GPS	Global Positioning System
HIV/AIDS	Human Immunodeficiency Virus and Acquired Immune Deficiency Syndrome
ICT	Information and Communications Technology
LMF	Local Market Facilitator
LOA	Life of Activity
MSMEs	Micro, Small and Medium Enterprises
MT	Metric Ton
NAADS	National Agricultural Advisory Services
NKM	New Kakinga Millers
NTH	Ngetta Tropical Holdings Limited
OFSP	Orange-Fleshed Sweet Potato
PEDN	Private Education Development Network

PICS	Perdue Improved Crop Storage
PPE	Personal Protective Equipment
QEE	Quasi Experimental Evaluation
SACCOs	Savings and Credit Cooperative Organizations
SAP	Strategic Account Plan
SFL	Stina Foods Limited
SMS	Short Message Service
SRH	Sexual and Reproductive Health
TACE	Twezimbe Area Cooperative Enterprise Limited
UGX	Uganda shilling
UNBS	Uganda National Bureau of Standards
USAID	United States Agency for International Development
USG	United States government
VSLAs	Village Savings and Loans Associations
YLA	Youth Leadership for Agriculture



SECTION I

EXECUTIVE SUMMARY

Between 2015 and 2020, the USAID Feed the Future Uganda Youth Leadership for Agriculture (YLA) Activity worked to increase economic opportunities for Ugandan female and male youth aged 10 to 35 in the agriculture sector to increase their incomes and build entrepreneurship, leadership, and workforce readiness skills.

When YLA began, Uganda was at crossroads in its history and development. Considered “the Pearl of Africa,” the country is home to approximately 46 million people and host to the world’s second-youngest population. Although the government of Uganda had worked to establish stability, peace, and appropriate policies for development, widespread poverty and chronic economic vulnerability remain a reality for most Ugandans. A youth bulge for any country can be a strain — or it can bring a demographic “dividend,” depending on the human, social, financial, and physical assets in place — but it can be especially challenging for a country with an economy almost entirely dependent on agriculture. Uganda’s path forward therefore continues to depend on creating opportunities for rural youth in the agriculture sector.

USAID, in partnership with the government of Uganda, designed YLA to support Uganda’s youth, especially young women, in their shared vision for a prosperous, stable, and democratic future for all Ugandans. YLA worked with and through the private sector to promote and facilitate interventions, to ultimately achieve the following results:

- Facilitate new or more profitable economic opportunities for 359,638 youth (see box, next page)

- Provide grants to 41 partners, of which approximately 44 percent were youth-owned and approximately 70 percent were youth-led at the start of engagement with YLA
- Establish 57 productive partnerships between the public and private sector
- Leverage a total of \$13,877,984 in funds from the private sector to further activity objectives, resulting in a 1:7 ratio of leveraged funding

“This Activity has changed our mindset. We now look at agriculture as a source of income and a way to improve our lives.”

— CARLOS ODONG, 27, OUTGROWER FARMER FOR EQUATOR SEEDS LIMITED

YLA’s approach focused on private sector-led engagement through a market facilitation approach to strengthen communities and empower youth. Private sector engagement drove sustainable, inclusive, and cost-effective approaches that addressed private sector constraints, leveraged private capital, and empowered young men, women, and members of vulnerable populations to engage in the agriculture sector. YLA also made strides in enabling a (w)youth population (see box) to contribute to job creation, innovation, peace, and stability. The activity’s accomplishments show that private sector facilitation can not only create employment opportunities for Ugandan youth, but also boost resiliency and improve learning outcomes.

WHO ARE YOUTH AND WHO ARE “(W)YOUTH”?

YLA defined youth as male and female Ugandans ages 10 to 35. Like USAID, YLA used the terms youth and young people interchangeably. Recognizing the demographics and distinct needs of female youth in Uganda, YLA committed to having positive impacts on girls and young women, in addition to young men. YLA employed the term “(w)youth” (pronounced “wouth”) to spotlight young women within youth cohorts and further emphasize internally and to our partners our goals for reaching young Ugandan women. To reach this goal, YLA’s approach identified partnerships and worked with organizations that are attuned to the situational constraints facing (w)youth and committed to creating access to learning and earning opportunities for them.

Section II, Introduction and Background, details key information about the activity’s scope, implementation approach, and Private Sector Engagement Methodology. Section III, Impact Assessment, provides an overview of the activity’s key accomplishments. Sections IV and V summarize the activity’s interventions and successes by objective across its five years of implementation. Section VI, Gender, Equality, and Social Inclusion details how the activity addressed sociocultural barriers to foster more inclusive environments for women, youth, and people with disabilities in Uganda’s agriculture sector. Section VII reflects on the principles of collaborating, learning, and adapting (CLA) and examines how YLA used them to continuously pivot programmatic approaches and interventions based on data and evidence. Section VIII offers key lessons learned and recommendations for future youth programming in Uganda. The four annexes include YLA’s achievements against performance indicators; the activity’s financial performance, partnerships and leveraged funds over time; and a collection of the activity’s reports and information products. Anecdotal success stories, or “snapshots,” between sections highlight the economic opportunities YLA facilitated for youth to increase their learning and earning — and ultimately advance Uganda’s path toward self-reliance and resilience.



SECTION II

INTRODUCTION AND BACKGROUND

OVERVIEW

YLA was a \$21.5 million Feed the Future activity implemented by Chemonics International Inc. in Uganda with a performance period from July 14, 2015 to October 13, 2020. This flagship activity sought to increase economic opportunities for approximately 350,000 Ugandan female and male youth ages 10 to 35 in agriculture-related fields to increase their incomes and build entrepreneurship, leadership, and workforce readiness skills.

COUNTRY CONTEXT

Uganda has one of the youngest and most rapidly growing populations in the world.¹ With approximately 75 percent of the population living in rural areas,² agriculture is a mainstay of the economy and provides the main source of livelihood and income for two-thirds of the Ugandan labor force.³ Agriculture also contributes to about 25 percent of GDP⁴ and one-half

¹ World Bank. (2020). “Uganda: Jobs Strategy for Inclusive Growth.” Retrieved from <https://worldbank.org/en/news/factsheet/2020/02/25/uganda-jobs-strategy-for-inclusive-growth>. (Accessed August 2020).

² World Bank, “Rural population (% of total population) – Uganda.” <https://data.worldbank.org/indicator/SP.RUR.TOTL.ZS?locations=UG>. (Accessed August 2020).

³ Feed the Future, “Uganda.” <https://www.feedthefuture.gov/country/uganda>. (Accessed August 2020).

⁴ Feed the Future. (2018). “Global Food Security Strategy, Uganda Country Plan.” Retrieved from <https://feedthefuture.gov/resource/global-food-security-strategy-gfss-uganda-country-plan>. (Accessed August 2020).

of foreign exchange earnings.⁵ Meanwhile, more than 75 percent of Uganda’s population is younger than 30, and the country has one of the highest youth unemployment rates, at 13.3 percent.⁶ This gap — between those who can find employment and those who cannot — is growing. While 70 percent of Uganda’s workforce is engaged in agricultural activities,⁷ women are most active at the subsistence level. As many young girls are married before age 15, they also face challenges of raising families at an early age while constrained to make life decisions for themselves and their families. Because Uganda’s economy is reliant on agriculture for growth and food security, its path forward relies on creating and sustaining agriculture sector opportunities for rural youth, particularly (w)youth.

ALIGNMENT AND LINKAGES TO USAID FRAMEWORKS AND PRIORITIES

The activity’s implementation period overlapped with USAID/Uganda’s Country Development Cooperation Strategy (CDCS) from 2011-2015, the 2016-2021 CDCS, and the Global Food Security Strategy (GFSS) Country Plan. YLA contributed to the overall 2016-2021 CDCS goal of supporting Uganda-led inclusive sustainable development primarily through Development Objective Two: *Demographic Drivers Affected to Contribute to Long-term Trend Shift*. Specifically, the activity contributed to IR 2.4: *Increased Youth Economic Productivity* by addressing high youth unemployment as both an important demographic driver and an opportunity to place youth at the center of Ugandan-led economic development. YLA’s Objective 2 interventions also provided youth with the essential life skills required for healthy living and earning a sustainable income which supported the achievement of IR 2.1: *Adoption of Health Reproductive Behaviors and Practices Increased*. YLA’s focus on women and girls and success in increasing the capacity of market actors to profitably engage in the agricultural market and strengthening inter- and intra-actor relationships also contributed to CDCS Development Objective One: *Community and Household Resilience in Select Areas and Target Populations Increased* and Development Objective Three: *Key Systems More Accountable and Responsive to Uganda’s Development Needs*, respectively.

DEVELOPMENT HYPOTHESIS

The development hypothesis assumed that if YLA identified private-sector opportunities that appeal to youth, supported private-sector partners to adopt technologies that increase productivity, and provided youth with access to markets and relevant skills and competencies, youth would have increased economic opportunities along agricultural value chains and improved skills and competencies.

ZONE OF INFLUENCE

With regional headquarters in Gulu (North), Masindi (West), Mubende (Central), and Mbale (East), YLA worked with youth in 90 districts and partners in 48 districts to promote growth along the following economic corridors: the capital central corridor (Kampala, Entebbe, and Mubende), the northern urban corridor (Gulu, Amuru, Lira, Apac, and Kitgum), the eastern corridor (Mbale, Tororo, and Jinja), the western corridor (Kasese, Masindi, and Hoima), and the southwestern corridor (Kisoro, Kabale, Kanungu, Bushenyi, and Kiruhura).

⁵ World Bank. (2018) “Farming Up: Uganda’s Agriculture and Food System Can Create Jobs.” Retrieved from <https://www.worldbank.org/en/country/uganda/publication/ug-uganda-developing-the-agri-food-system-for-inclusive-economic-growth>. (Accessed August 2020).

⁶ World Bank. (2019). “We want to be heard”: The voices of Uganda’s young people on youth unemployment.” Retrieved from <https://blogs.worldbank.org/nasikiliza/we-want-to-be-heard-the-voices-of-ugandas-young-people-on-youth-unemployment>. (Accessed August 2020).

⁷ World Bank. (2018) “Farming Up: Uganda’s Agriculture and Food System Can Create Jobs.”

IMPLEMENTATION APPROACH

Though YLA’s implementation approach evolved over time, its fundamental approach to planning and executing all tasks through a supply-and-demand lens withstood the term of the activity. YLA’s approach centers on private sector engagement through market facilitation to strengthen communities, empower youth, and accelerate Uganda’s path toward self-reliance. The activity served as a catalyst for creating relationships, opportunities, and tools for private sector actors, producer organizations, and schools to create more opportunities for youth employment and market-driven skills

development. It relied on an evidence-based and participatory mapping process to operationalize its approach, with youth at the forefront to ensure that all interventions were youth-led. Through collaborating, learning, and adapting (CLA), YLA continuously re-evaluated actions and its vision to build on what works, learn from what does not work, and maximize partnership opportunities to promote and scale inclusive youth development across Uganda. The activity’s adaptive management approach included an iterative process for decision-making that relied on various tools (see box) to inform learnings and enable the team to adapt rapidly to the changing context. Through this rapid and constant learning, YLA remained flexible and was able to pivot programmatic approaches and interventions to avoid being constrained by failures while leveraging opportunities from previous experiences (see Section VII for a detailed description of YLA’s pivots).

YLA’S ADAPTIVE MANAGEMENT APPROACH

Examples of YLA’s adaptive management tools and approaches include hiring individuals with a growth mindset; holding internal and external learning events to discuss activity results, data, successes, and failures; logging data into a centralized Results Management System (RMS) for all YLA staff, partners, and USAID to access; using Pipedrive to track and develop commercial relationships in support of activity objectives; and reviewing/logging activity pivots at annual work planning sessions.

In addition, YLA worked with and through Ugandan private sector partners to identify and advance sustainable, inclusive, and cost-effective interventions that brought youth, especially women, to the agriculture sector as business owners, leaders, farmers, entrepreneurs, and employees. The activity prioritized facilitation instead of direct implementation, targeted in-school and out-of-school youth, and used a private sector engagement methodology to ensure buy-in and sustainability of interventions. This evolved into YLA’s Private Sector Engagement methodology, detailed below.

PRIVATE SECTOR ENGAGEMENT METHODOLOGY

YLA recognized that the private sector is the catalyst and sustainer of systemic change in the market system, and that female and youth entrepreneurs are the foundation to achieving lasting, inclusive change. YLA partnered with 41 private sector partners to leverage their expertise, innovation, and resources while supporting them to create a work environment that strengthened key business functions, incentivized inclusion and gender parity, and established them as employers of choice. This process focused on building relationships with partners with capacity to reach youth at scale and mandated significant investment of time, collaboration, sequencing, and follow-up to get the incentives right. Exhibit 1, next page, summarizes the activity’s private sector engagement methodology from the first week of meeting with a prospective partner through a mature partnership of six to 18 months.

The YLA team continuously collected and analyzed data to make evidence-based decisions to identify businesses that are well-positioned to provide the most economic opportunities for youth along value chains. While YLA worked with a range of partners — from digital

financial service providers to input dealers to producer organizations — evidence showed that private sector actors involved in processing agricultural products for value addition created more income-generating economic opportunities for youth due to the provision of a ready market. The private sector was therefore instrumental in training youth on different skill sets, including agronomy and improved technologies, creating jobs, influencing policy, and providing inputs that expand opportunities for better livelihoods as indicated by the increased firm and farm sales of \$18,663,189 as a result of YLA’s interventions. Much of YLA’s support to the private sector will have a long-term, sustainable impact after the activity’s end.

EXHIBIT I. PRIVATE SECTOR METHODOLOGY



YLA employed four principles in its Private Sector Engagement Methodology, detailed below.

Principle 1: Engage early and often with the private sector. YLA met with potential private sector partners to understand their business goals, determine if scalable opportunities existed, and define how YLA could add value. The activity conducted desk research, checked partner references, and reached out to clients to better understand potential partners' backgrounds. To assess a potential partner's business, interests, and challenges, YLA asked a range of questions of not only the partner, but also its clients (see box). This initial investment in relationship-building was valuable as the first step in fostering trust among market system actors. It also set the stage for co-creation and continuous adaptive management for formalized partnerships.

QUESTIONS TO CRITICALLY UNDERSTAND THE PARTNER

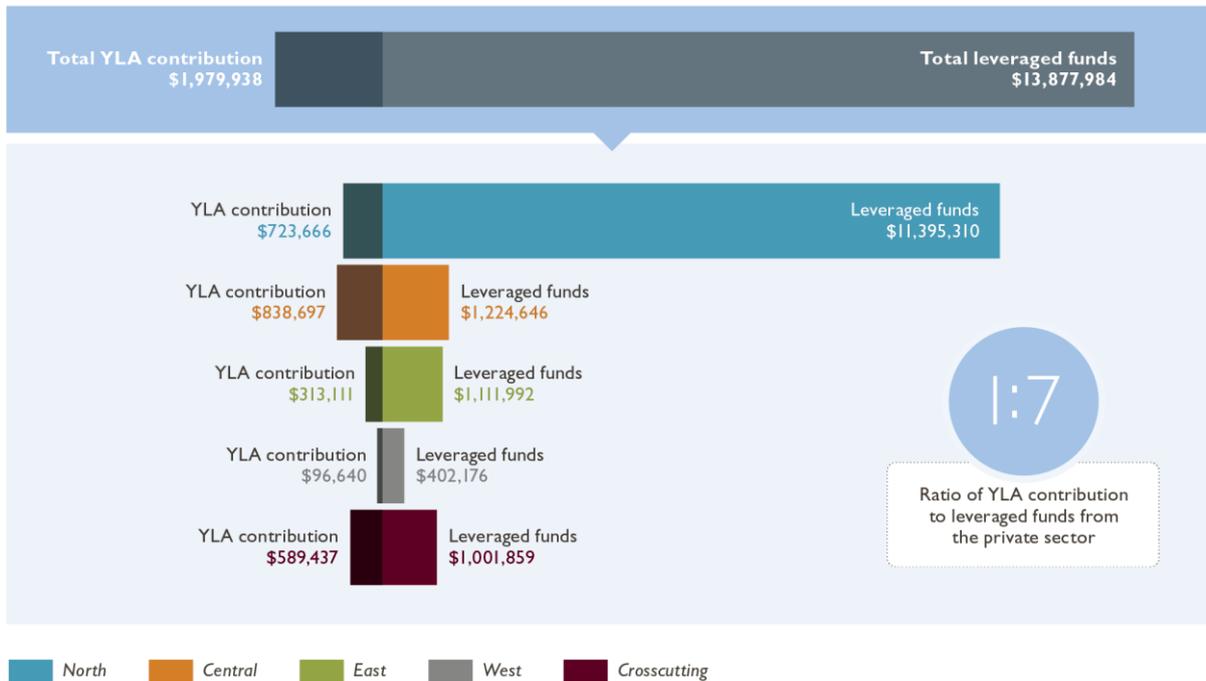
- Do YLA's objectives directly contribute to the partner's business development strategy?
- How well does this partnership address an important consumer need?
- What are the business constraints (lack of resources, shrinking market, etc.)?
- Have we envisioned a large enough market for the business?
- Can it be done within our timeframe?
- How can we help innovate?
- How can we add value by leveraging private sector investments?
- What are the economic opportunities available for the youth?
- How is the business intending to scale youth engagement?

"For us, YLA was a really unique partnership. The co-creation session was the major highlight. With most programs you put together a proposal, it's approved, and you start implementing. [Working with YLA] was different and surprising. We went through a co-creation workshop to rethink and critique our model [which included] insistence on profitability from Day 1, dissecting and critiquing our business model to repackage it and form a really strong value proposition for us as a business. We discovered opportunity to expand the platform [and] pivot our business to become more inclusive to address needs of women and youth."

— GERALD OTIM, CEO, ENSIBUUKO

Principle 2: Incentivize and value private sector engagement throughout planning and programming. If a firm presented a viable business opportunity (i.e., mostly successful on its own but YLA support could address a problem, gap, opportunity, or constraint and serve as a catalyst to make it more profitable and sustainable), YLA met with the partner to co-create and define the type of interventions needed. This joint discovery phase reviewed the business proposition with a focus on business health and YLA's potential added value. Collaborative sessions included examining primary constraints hindering success and growth, key products and services offered, broad sources of finance, current market opportunities, organizational structure, business proposition and rationale, roles and responsibilities, and estimated budget. After the idea was developed, YLA initiated a joint work planning session with the private sector partner. During this co-creation phase, YLA and its partners identified complementary ways to leverage resources, including technology and funds, developed the intervention scope and value addition proposition by each party (while considering environmental impacts and cultural factors, and prioritizing involvement with (w)youth), and outlined clear roles and responsibilities during the partnership. Participatory budgeting encouraged dialogue on joint contributions and leveraged funding toward the achievement of the development objective. This approach was so successful, YLA leveraged a total of \$13,877,984 from the private sector over the life of the activity, signifying the strength of the value proposition. Exhibit 2 summarizes YLA's funds committed against funds leveraged funds leveraged by geography.

EXHIBIT 2. LEVERAGED FUNDS



Leveraging its partners’ commitment to blended financing, YLA strategically funded interventions that advanced market commitment to engage youth and ensure that transactions’ risk and return profiles were collective in nature. Relationship management between the business and YLA focused on providing technical guidance, business development services (including market access, developing business plans, and training in new accounting software), capacity building, networking opportunities, coaching, and mentorship. Engaging early and often through “quick-in, quick-out” interventions, and routine monitoring conducted by YLA’s partnership managers through bi-weekly or monthly site visits and weekly check-in phone calls, allowed YLA to learn from its partners and test assumptions.

To build capacity and accountability during implementation, in a shift from compliance monitoring to adaptive partnering, and with an eye toward positioning Ugandan partners with processes and expertise to promote long-term sustainability, YLA managed grantees using an innovative pay-for-performance method. Whereas traditional financing methods provide capital at the input stage, a pay-for-performance financing mechanism means that grantees receive payments after completion and verification of milestones. Under this approach, grant disbursements were based on incremental progress toward milestones developed with and by the grantee in a co-creation process, rather than connecting each payment to 100 percent completion of a milestone. By addressing two considerations — risk and data collection (measurement) — this approach to grantee engagement ensured effective and cost-efficient development programming while promoting rigorous data collection to ensure that implementers and grantees achieved outcomes that met activity standards and yielded improvement. As interventions progressed

PROGRESSIVE PARTNERSHIP

Under a YLA grant, Mobipay initially met only 9 percent of the agreed milestone. Instead of rejecting the entire deliverable, YLA provided a prorated payment to recognize their effort, allowing the grantee to continue working while the grants team provided hands-on mentorship to reinforce continual improvement. Mobipay ultimately exceeded the original milestone target by 10 percent and met all future targets.

and results were achieved, grant milestones were paid. If results were not met, milestones were prorated or not paid at all and YLA staff worked more closely with the partner to listen to their challenges, identify solutions, and pivot if needed (see box above).

Principle 3: Expand the use of USAID’s approaches and tools to unlock the potential of the private sector in achieving more effective and sustainable outcomes. In addition to making high-quality data and information available for decision-making, YLA used Chemonics’ proprietary Results Management System (RMS), a digitized database that enhances data sharing through application program interface protocols and feeds real-time data to USAID, partners, and beneficiaries. RMS promoted transparent decision-making and ensured that data was available to partners for improved performance monitoring and record-keeping. RMS’ flexibility allowed partners to upload and monitor their own activities and indicators, helping to build organizational capacity and unlock access to finance for youth and private investment for businesses (see box). As several partners adopted RMS as an internal management tool to track performance, YLA installed a beta version that did not require an internet connection or cloud hosting for select partners. This ensured that partners can still use RMS tools, access their data from YLA interventions, and create new activities using RMS to manage data as needed, long after YLA.

THE TOOL TO UNLOCKING FINANCE AND INVESTMENT

For Ngetta Tropical Holdings (NTH), data collected in RMS included profiles of 8,400 outgrower farmers and input sales. RMS data allowed NTH to make a deal with the Development Finance Company of Uganda (DFCU) to provide loans to young farmers without documented credit histories: the profiling met DFCU’s requirements for proper record keeping and strengthened the cooperatives’ bankability, given NTH’s historical relationship with each farmer. The partnership allowed 800 farmers to open bank accounts with DFCU and access financial services, including agricultural loans. By sharing transactional sales data in RMS, NTH also secured a \$1.5 million investment from Pearl Capital Partners to expand its production capacity and unveil its newly branded sunflower seed oil in supermarkets across East Africa.

Principle 4: Build and act on the evidence of what works, and what does not. If gaps or opportunities were identified through new evidence during implementation, YLA encouraged partners to pivot and adapt (see box). In doing so, it instated a reflection period, meeting with target beneficiaries and USAID, if necessary, to discuss issues and options before responding to new information. This empowered staff and partners to collectively process risks and share responsibility for decisions, allowing the team to see changes in the operating environment, identify resource constraints, respond to evidence signaling targets are not on track to being unmet, and make well-informed decisions. Building and acting on new evidence of what works and what does not, YLA worked with partners to facilitate new visions. This involved re-examining the original partnership and designing in reverse to enable the private sector to drive the re-design process by focusing on what was preventing them from addressing existing constraints to unlock their potential and drive sustainability. This type of support included developing robust data sources that respond to private sector needs while

FROM AGRIKOOL ATTENDEE TO ACCOMPLISHED AGRIBUSINESS

Following exposure during the YLA-sponsored “AgriKool” event, YLA partner Byeffe’s business boomed. As the firm struggled to meet the high demand for processed pumpkin products, YLA pivoted to support Byeffe to mobilize 1,280 youth contract farmers and quadruple supply within only one year. Since starting Byeffe with just \$140, Ms. Namtosi transformed her business into one of Uganda’s leading pumpkin producers. Today, more than 1,020 female youth derive sustainable incomes from their engagement with Byeffe. The company too has gained more brand visibility and is now able to form new partnerships, and soon, get certified by the Uganda National Bureau of Standards.

meeting YLA's reporting requirements, brainstorming innovative ideas, planning for various scenarios, building creative frameworks or refining the business plan, and prototyping and testing new ideas.

YLA gathered numerous lessons while employing these principles, including:

- Promote a market systems model within which the activity serves as a catalyst. The market system will become the result of a critical mass of private sector partners sustainably growing and generating more entrepreneurial opportunities, with networks multiplying and interacting.
- Work within, not against, the markets. Consider the potential for creating market distortion and adjust or adapt with partners as needed.
- Design with “quick in, quick out” approaches to ensure sufficient time to gather evidence of what works and what does not, and implementation time to react and plug lessons learned back into the cycle.
- Pay attention to the sequencing of interventions, and let the business grow and scale at its own pace and capacity instead of pushing it to levels for which it is not ready.
- Encourage private sector partners to take calculated risks.
- Let demand set the agenda. This approach brings instant value to both the partner and the intended beneficiary.
- Empower partners to grow their networks. Private partners are continuously innovating, adapting, and pivoting to scale their businesses. As partners grow in new directions, they will do so by connecting to new partners, which will in turn grow their networks.



SECTION III

IMPACT ASSESSMENT

OVERVIEW

Private sector engagement as a pathway to Uganda's self-reliance. From day one, YLA has been committed to the sustainability of its interventions. Considering the potential of Uganda's agriculture sector and the inherent risks of a burgeoning youth population, the activity was designed to harness the private sector to create sustainable economic opportunities for youth. USAID recognizes private sector engagement as a pathway for countries to accelerate their Journey to Self-Reliance, and ultimately end the need for foreign assistance. Throughout the last five years, YLA did just that by leveraging funds from the private sector to create age-appropriate opportunities for youth along the value chain.

For youth, by youth. A significant part of YLA's legacy lies in the process by which it engaged the private sector — from identifying the right partners (44 percent of whom were youth-owned and 71 percent youth-led) to co-designing the partnership, co-financing, and risk-sharing. Equally important are the pivots that YLA embraced based on data and evidence to adapt its

"It has been a wonderful journey working with YLA. I sit here today feeling so proud for being a partner that fits within the vision of YLA. With them we have done a lot. YLA was able to find the real challenges to our growth ... [YLA] created a wonderful working environment by giving us a supportive team willing to be there and bridge the gaps ... We started with 300 and we are now working with 700 youth."

— JUSTINE MUKAZUNGU, FOUNDER AND CEO, STINA FOODS

support to businesses as they evolved and matured from nascent startups to larger-scale operations (see box above).

Leveraging the power of markets. Harnessing the power of the private sector to create lasting opportunities for youth, YLA worked with and through businesses to create economic opportunities for 359,638 youth — exceeding its target of 350,000 — while leveraging \$13,877,984 from the private sector to achieve a 1:7 ratio of leveraged funds. This required robust analyses of the market potential for partner firms, clear understanding of the business challenges that partners could overcome to reach new markets, and innovative approaches such as blended finance, pay-for-results, and risk-sharing mechanisms deployed to the right business at the right time. Through these partnerships, YLA employed sustainable, inclusive, and cost-effective approaches to address constraints limiting youth participation across the value chain and strengthen the enabling environment for (w)youth by making the business case for inclusion and focusing on market-driven skills development. By working with businesses that were primarily youth-led or prioritized youth engagement, YLA empowered hundreds of thousands of youth to embody leadership along the value chain. YLA’s accomplishments show that private sector engagement can not only create the necessary employment opportunities for Ugandan youth (see box), but also boost resiliency by enabling youth to be an engine of job creation and innovation — ultimately a key driver for peace and stability throughout Uganda.

“My message to the youth would be to consider agriculture as a full time job because the more you give it, the more passion you put, the more heart you put into it, the more yield you will get and that later translates into money.”

— ADRINE NAMUSUUBO, FARMER,
ANCHOR FOODS

Fostering systemic change around gender equality. Recognizing the direct link between economic growth and gender equality, YLA supported systemic change by addressing constraints and roadblocks facing (w)youth entrepreneurs while creating a platform for key Ugandan change agents to call on more (w)youth to take advantage of opportunities in the agriculture sector through the *Breaking the Mold* event series (see Sections VI and VII for more details). This partner-led initiative was in response to a request from (w)youth farmers and agricultural workers to meet with female leaders to learn about their journeys to success. The events fostered systemic change and ensured YLA’s impact can be sustained after the activity closes by encouraging private sector players to understand the value of inclusion — especially of female youth to be successful entrepreneurs — by promoting women’s empowerment as a key area for engagement. *Breaking the Mold* inspired youth female leaders in the agriculture sector to take bold steps and informed risks as young female entrepreneurs, provided a safe space where experiences — both good and bad — could be shared and learned from, and created a forum for effective networking that led to business growth and economic opportunities. Through this series, YLA challenged itself to shift the focus to sustaining and amplifying private sector leadership’s impact on youth employment, skills development, and household resilience beyond the life of the activity.

Embracing data-driven pivots. In many ways, YLA operated as a learning lab, testing innovative approaches to its work ranging from achievement of activity results to management principles. YLA embraced CLA to constantly reflect and shift. Focusing on creating a culture of learning and openness at startup, similar to how entrepreneurs and businesses change direction or “pivot” based on evidence or new information and supported

by digital tools, YLA remained flexible to ongoing changes and open to regularly taking stock of its work. This included critically reviewing failures and successes. In developing data and evidence systems, YLA kept in mind that collecting data and information for the sake of collecting data is not useful. Instead ensuring data could be used as evidence to inform YLA’s approach to implementation, including technical program and management decisions, was of greater importance. The activity made yearly adaptations (“pivots”) based on evidence collected, which allowed YLA to find the most effective methods for supporting partners, thereby meeting its targets. Furthermore, by generating data in an easily usable and searchable format, YLA promoted a data-driven culture among its partners to emphasize the value of data in grounding and expediting business decision-making processes.

KEY ACCOMPLISHMENTS BY OBJECTIVE

Objective 1: Increasing incomes of youth working in agricultural value chains. Under Objective 1, YLA connected youth beneficiaries with the knowledge, skills, inputs, and tools to succeed, working with and through private sector partners to support 71,396 youth to adopt new technologies or improved management practices. These technologies and practices made crop production, processing, and marketing more efficient and led to new market opportunities for youth. Partners’ promotion of labor-saving and climate-smart technologies and practices reduced beneficiaries’ time burden and built resilience against shocks and stresses. Far exceeding the initial goal of 60, the 1,223 partnerships that the activity facilitated between the public and private sectors improved relationships and networks among value chain actors and youth, and contributed to a stronger business environment and government effectiveness — metrics tracked by USAID to assess Uganda’s commitment and capacity in the Journey to Self-Reliance. Funds leveraged by the private sector at a ratio of 1:7 demonstrate substantial private sector buy-in and reaffirms that leveraging markets, investments, firm behavior, and technical expertise can drive business and development results sustainably and build resilient and lasting self-reliance, in accordance with USAID’s Private Sector Engagement Policy. Equipped with new, market-driven technical skills, 162,430 youth became more attractive prospects for hire for emerging markets. Access to improved seed and certified agricultural inputs worth \$1,554,709 contributed to net increases in crop production and a total of \$18,663,189 in sales tracked at the partner level, increasing productivity and allowing partners to tap into regional and global networks for export. 13,789 micro, small, and medium enterprises’ (MSMEs) access to business development services grew market demand for products and spurred innovation for new products and growth. The provision of skills allowed in-school youth and young adults to transition to employment, through which 41,475 youth achieved gainful employment through YLA’s partners, exceeding the initial target of 38,829. Having the skills and opportunities needed to engage in the agriculture sector improved beneficiaries’ overall quality of life.

Objective 2: Improving skills and competencies of youth. USAID designed YLA to address a supply-and-demand issue in Uganda’s market system, accomplished by helping Ugandan youth job seekers meet the agriculture sector’s demands for skills. YLA bolstered the competencies and skills of youth by 5 percent in the areas of higher-order thinking, positive self-concept, self-control, communication, and social skills. Many youth beneficiaries — especially (w)youth or youth with disabilities — attributed these critical skills to subsequent improvements in their quality of life, including increased income for savings, purchase, and investment, and access to further opportunities via networks. Youth previously excluded from formal financial services accessed \$1,289,714 in credit through YLA, allowing them to manage and expand growing agribusinesses more effectively. YLA also supported 192,944 youth to access agricultural entrepreneurship networks, including financial platforms, input

and output markets, workforce readiness, other digital platforms, contract farming, and production, transforming agriculture into a viable and profitable sector for youth entrepreneurship and employment. In total, YLA partners — many of which transformed into competitive entities that continue to engage in the development of their communities — implemented 112 youth-led social entrepreneurship or community service activities to meaningfully contribute to their communities. Finally, the promotion of healthy reproductive behaviors and practices bolstered youth confidence to make choices that worked best for themselves and their families and, ultimately, built community and household resilience.

Exhibit 3, “What Did YLA Accomplish?” (page 18), illustrates YLA’s key accomplishments and milestones through the life of the activity.

Exhibit 4, “How Did YLA Operate?” (page 19), shows YLA’s partnerships with businesses, number of youth engaged, and economic returns by regions in the zone of influence.

EXHIBIT 3. WHAT DID YLA ACCOMPLISH?

Through 57 partnerships with 41 private sector partners

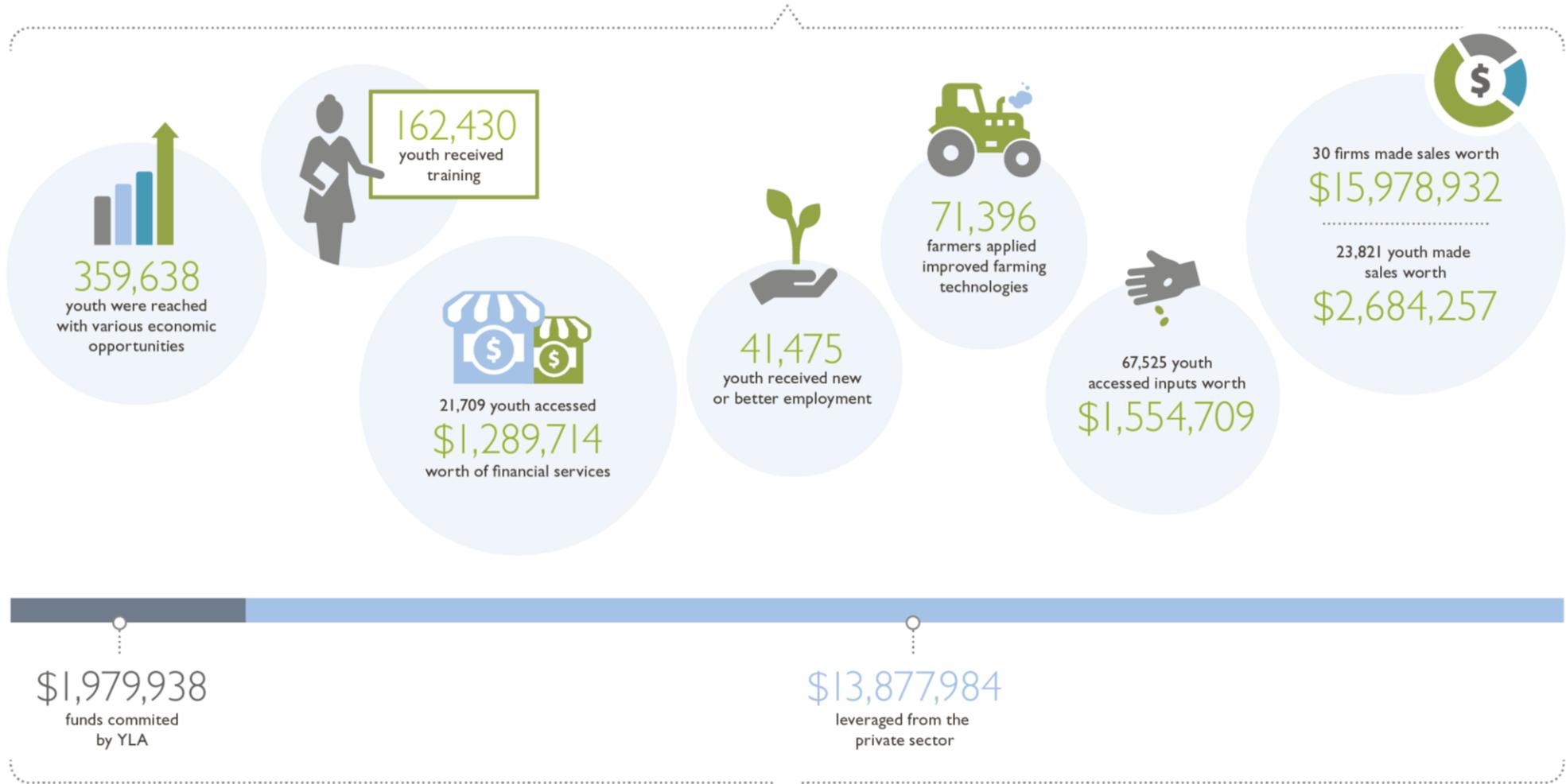
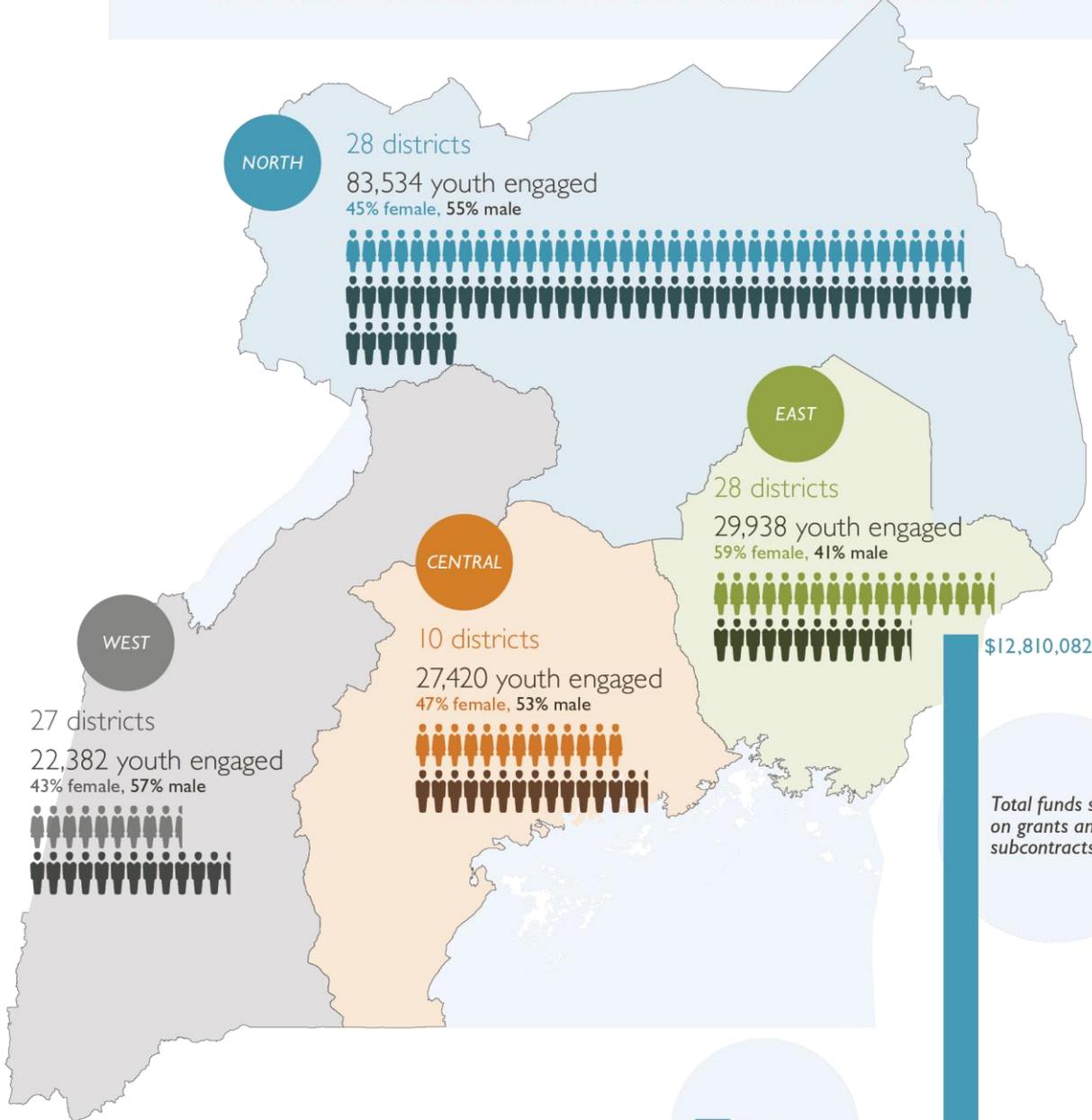
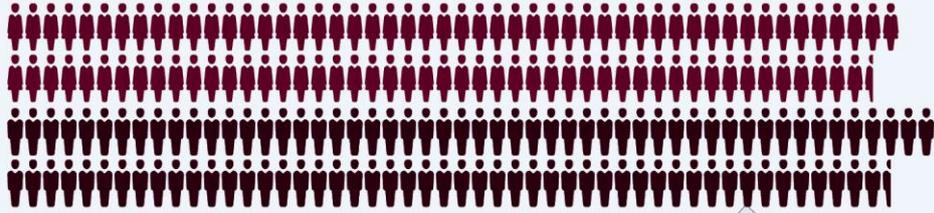


EXHIBIT 4. HOW DID YLA OPERATE?

NATIONWIDE PARTNERSHIPS

201,341 youth engaged
49% female, 51% male



= 1,000 female youth
 = 1,000 male youth

■ Nationwide
■ North
■ East
■ Central
■ West

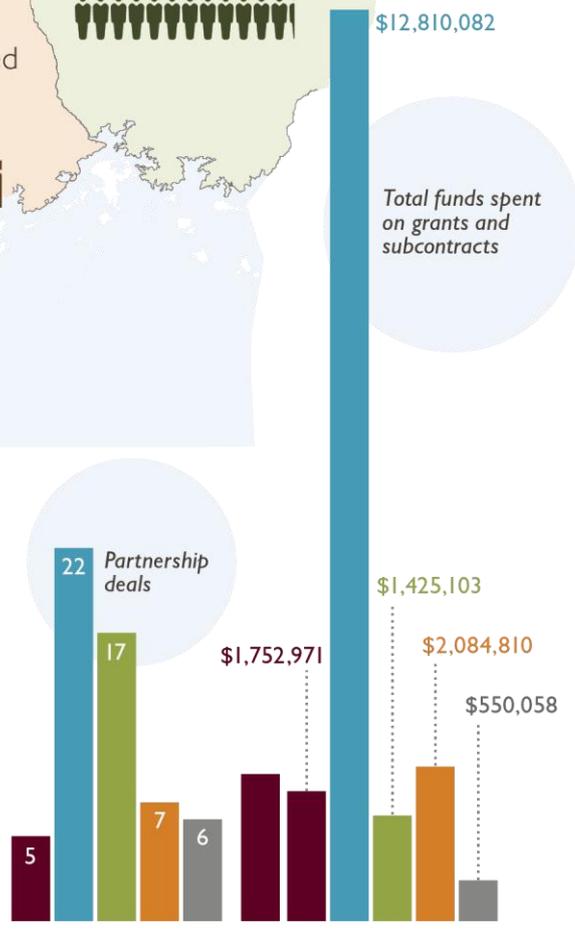
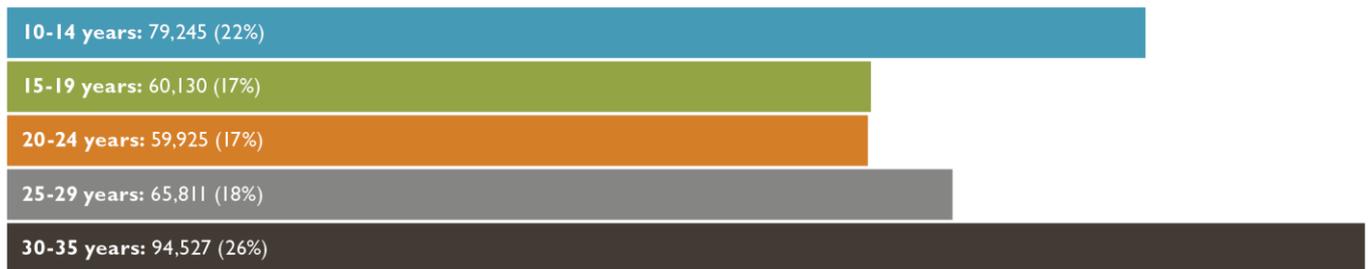


Exhibit 5 illustrates YLA’s achievements across age cohorts of 10 to 14, 15 to 19, 20 to 24, 25 to 29, and 30 to 35 years, schooling status, and gender to provide a mix of economic opportunities. YLA also reached farmers beyond the designated YLA age cohorts, estimating that it indirectly reached 38,638 Ugandan beneficiaries above the age of 35.

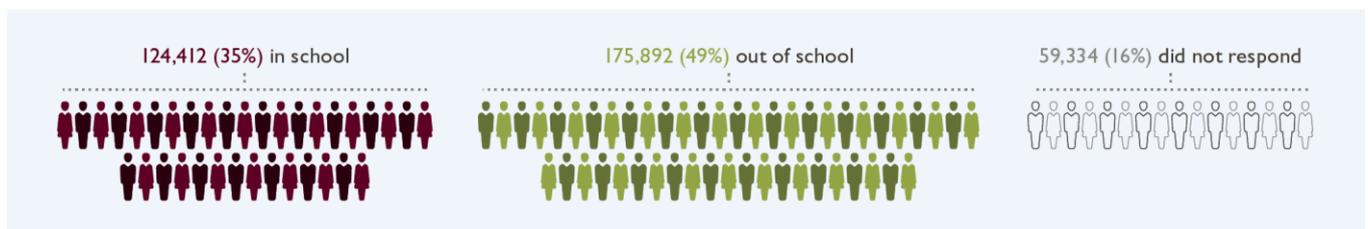
EXHIBIT 5. WHO DID YLA REACH?



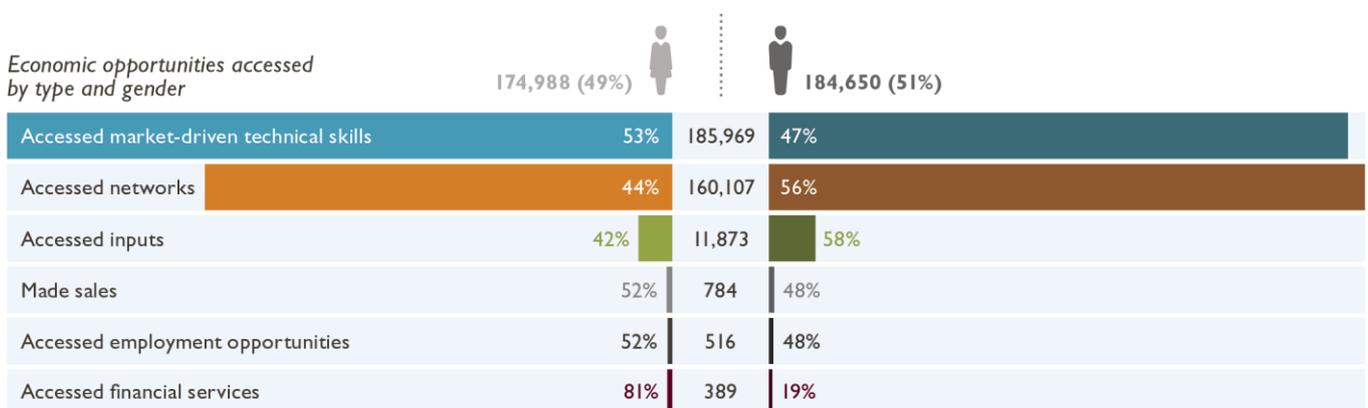
Disaggregated by age cohort



Disaggregated by schooling status



Economic opportunities accessed by type and gender



SUCCESS STORY

From Subsistence to Commercial Farming

A female farmer's determination to overcome the odds



PHOTO: YLA

Annet Wabukalu proudly standing next to the cow she bought using money she earned from growing pumpkins

"I was able to raise startup capital for my business from the income I got [after the first sale of] pumpkin."

— Annet Wabukalu

Annet Wabukalu, a 30-year-old mother of five, depended on subsistence farming to care for her family. She sold *mukene* (Lake Victoria sardines), tomatoes, and bananas, from which she would earn quick money, but not enough to help her meet her children's needs or sustain her family.

"My husband and I were very poor and looked for ways to get money for our family," she said.

In 2018, YLA signed an in-kind grant partnership with Byeffe Foods Company Limited (BFCL) — a company in Eastern Uganda that produces nutritious food products from pumpkin, corn, and soy — to certify BFCL's pumpkin products and increase opportunities for youth engaged in the pumpkin value chain. YLA had already partnered with BFCL in 2016 to expand from 140 farmers in seven groups to 1,280 farmers in 32 groups.

"A friend introduced me to Byeffe Foods that deals in pumpkin growing and [with] pumpkin being a commercial crop, I saw my turnaround coming," said Annet excitedly.

BFCL trains youth on the business of pumpkin production, seeking to improve their livelihoods and helping them become self-sufficient entrepreneurs.

"When I grew pumpkins last year, I made a lot of money and I used it for buying a cow, started a *matooke* (banana) business, [and] bought a motorcycle," said Annet, who plans to expand her *matooke* business, start a charcoal business, and expand into other fruits and vegetables.

"Ever since I joined Byeffe Foods, my life completely changed: my income status increased, I can provide for my family, [and] even my children's diet is now of better quality — since they also take pumpkin porridge, which is nutritious," Annet says.

By diversifying her income, Annet has mitigated the risks of subsistence farming, where adverse weather can destroy a whole season's worth of produce. Annet could start these other businesses only because of her income from pumpkin production. Working with companies like BFCL, with targeted training for youth, gives young people like Annet a chance to apply their determination to provide for themselves and their families.

Farming as a Family Business

A young couple benefits from a contract farming scheme that has broadened their perception of agriculture as a primary source of income



PHOTO: YLA
Carlos and his wife Scovia in front of the grocery shop they expanded with their new income.

“This activity has changed our mindset. We now look at agriculture as a source of income and a way to improve our lives.”

— Carlos Odong

When Carlos Odong, 27, and Scovia Acan, 19, met in 2016 and had a boy, they didn’t foresee the challenges they would face as an uneducated, unemployed couple raising a child in the poverty-stricken Amuru district.

“It was hard for us to get money for basic needs. We had a small shop then but it did not bring in enough money for things like clothes or even enable us take care of our child’s welfare and health treatment,” narrates Scovia.

In May 2016, they were approached by a community-based facilitator (CBF) from Equator Seeds Limited (ESL), who was mobilizing youth for an outgrower seed-farming scheme. This intervention is implemented in partnership with the Feed the Future Uganda Youth Leadership for Agriculture Activity (YLA), which aims to increase economic opportunities and build improved competencies and skills for youth.

To advance YLA’s objectives, ESL loans out certified seed to farmers, engages CBFs to train them in improved agricultural practices, and buys back their yields after harvest. The partnership aims to increase the total yield of maize, soy, beans, and sesame from 8,000 to 13,750 metric tons.

For Carlos and Scovia, the most significant benefits of joining ESL have been the training they received on improved farming practices, access to improved seed varieties, and a guaranteed market for their product. Their first harvest of soy and beans from one hectare brought in an additional income of approximately \$915.

“When we got money from our first harvest, we expanded our shop. Now, we are building a permanent brick house to replace the grass-thatched hut we live in,” Carlos points out. Furthermore, they have reinvested their income to buy an additional two hectares of land.

Despite the high levels of gender-based inequality in their community, ESL’s seed-farming scheme has changed the gender dynamic within Carlos’ and Scovia’s household. It has strengthened their bond both as a family and as business partners.

SUCCESS STORY

Nourishing a Generation: One Woman's Effort to Help New Mothers

Justine's business is creating more economic opportunities for youth and improving child health in her community

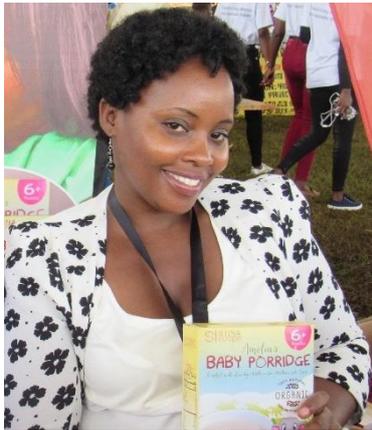


PHOTO: YLA

Justine Mukazungu, 34, shows off her nutritious infant porridge flour during an exhibition at the 2019 International Youth Day Celebrations in Jinja District, Eastern Uganda.

"I also wanted to help many mothers out there that had the same challenges that I had, and I wanted to fight malnutrition, that is how Stina Foods was born."

— Justine Mukazungu

Thirty-four-year-old Justine Mukazungu is the proprietor of Stina Foods Limited, which makes nutritious infant porridge in Eastern Uganda. Inspired by her experience as a first-time mother, Justine's company helps mothers boost their children's health by offering nourishing porridge that is made from a mixture of ingredients such as corn, millet, soy, rice, and 100 percent organic sardines (*mukene*) from Lake Victoria.

In 2018, Stina Foods partnered with YLA with an aim to increase the incomes of 362 youth ages 18 to 35 through direct employment, product marketing, and contract farming in production of soybeans — a critical ingredient in the porridge.

The beginnings of Stina Foods go back to 2011, when Justine became a mother for the first time. Justine's daughter, Amelia, was born with a normal weight of 3.2 kilograms. However, as time went on, to Justine's worry, Amelia stopped gaining weight. She tried feeding Amelia different foods, to no avail. She then recalled how her mother used to mix different healthy ingredients into flour for her and her siblings when they were young. This inspired Justine to do the same for her daughter. She started collecting ingredients such as millet, soybeans, fish, and rice, which she pounded into flour and made into porridge. Amelia responded very well and eventually gained weight.

Justine's experience inspired her to share her porridge with other mothers, especially mothers who may not be able to make their infant's meals from scratch like she did.

She began selling the porridge flour and soon realized that this profitable business required more of her time, taking it on as a full-time job. Since its founding in 2014, Stina Foods has grown to supply more than nine towns, including Iganga, Tororo, Soroti, and Kampala.

Stina Foods was founded on family values and takes seriously its responsibility to give back. Today, it works with several local clinics to serve malnourished babies and children between six months and six years old. In addition, Justine's passion to improve her community, especially for women, has driven her to create all-women positions at her company.



SECTION IV

INCREASED INCOMES OF YOUTH WORKING IN AGRICULTURAL VALUE CHAINS

OVERVIEW

YLA's efforts under Objective 1 contributed to the advancement of technical and entrepreneurial skills to meet workforce demand and support increased youth incomes through private sector partnerships that engage youth at scale in learning and earning through agriculture-related activities. YLA supported the transformation of youth, especially (w)youth, into high-quality workers by equipping them with the entrepreneurial and workforce readiness skills needed to identify and meet agriculture-related economic opportunities. To address constraints, such as limited adoption of technology, lack of access to input and output markets and unemployment, YLA leveraged private sector-driven efforts to promote workforce readiness, market-driven technical skills, and access to inputs and output markets to boost youth inclusion in agricultural value chains. This was done by facilitating productive partnerships and engaging the private sector to enable youth to become the engine of economic growth.

OUTCOME 1.1: INCREASED ADOPTION OF TECHNOLOGIES THAT IMPROVE PRODUCTIVITY

YLA and its private sector partners promoted the adoption of technologies to improve productivity and key business processes among farmers and producer organizations. These efforts increased both firm- and farm-level incomes through increased yield, lower production costs, or both. By the activity’s end, 71,396 youth had adopted technologies or management practices that improved productivity (see box).

At the farm level, market demand for high-yielding and disease-resistant varieties, as well as off-takers offering a premium price for high-quality produce, drove adoption of new technologies among youth and farmer organizations. YLA partnered with the private sector to provide access to improved technologies and trainings to youth, which ultimately increased their agricultural productivity. For example, in 2018, in the Lango sub-region in Northern Uganda, YLA partner Africa Innovations Institute (AFRII) through the Cassava Adding Value for Africa (CAVA) project introduced high-yield, quick-maturing, disease-resistant, and drought-tolerant cassava varieties. This resulted in 440 youth taking up this improved technology. Youth-owned Equator Seeds Limited promoted maize Longe7H, a maize breed with the capacity to double farmer yields, which led to 13,800 youth accessing improved seed varieties worth \$561,194. Geneber Outspan Organic enabled 171 youth to open bigger land acreage via mechanization from tractors and ox-ploughs, allowing them to grow organic sesame and expand revenue. Meanwhile, Aponye Uganda Limited paid a premium to youth who complied with quality parameters (e.g., moisture content, filth-free maize, and maize free from pest damage), which led to increased sales of \$1,032,366 for 15,191 youth. Exhibit 6, next page, showcases adoption of farming technologies by schooling status, age, gender, and technology type.

PRODUCTIVE TECHNOLOGIES

To improve agricultural productivity and sales, YLA supported its partners to build youth skills in and access to various technologies and management practices, including:

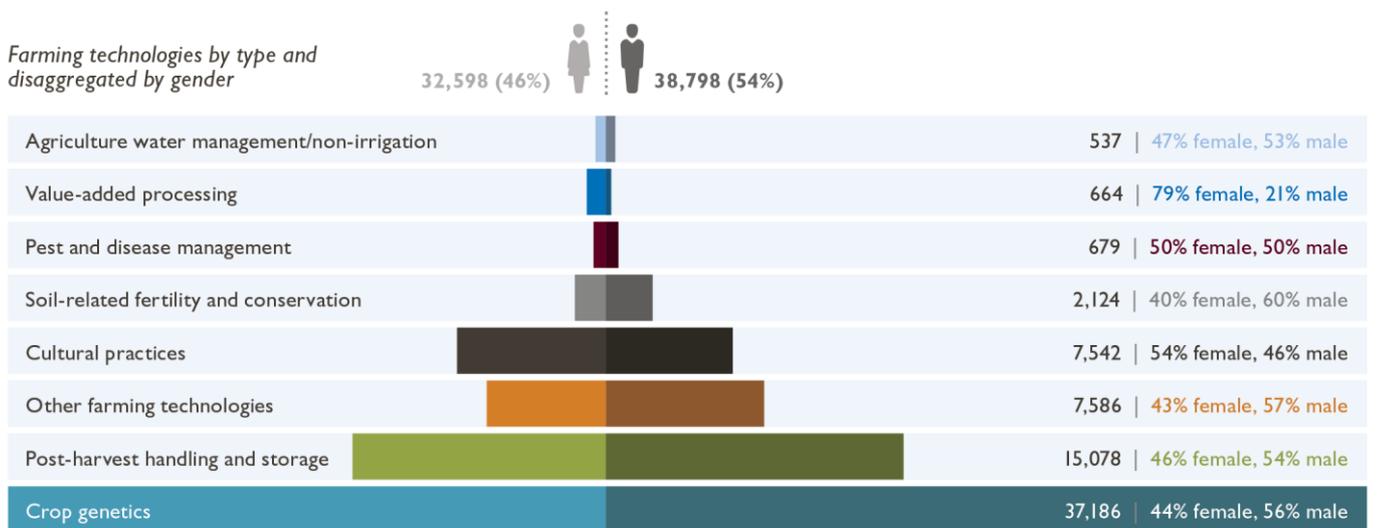
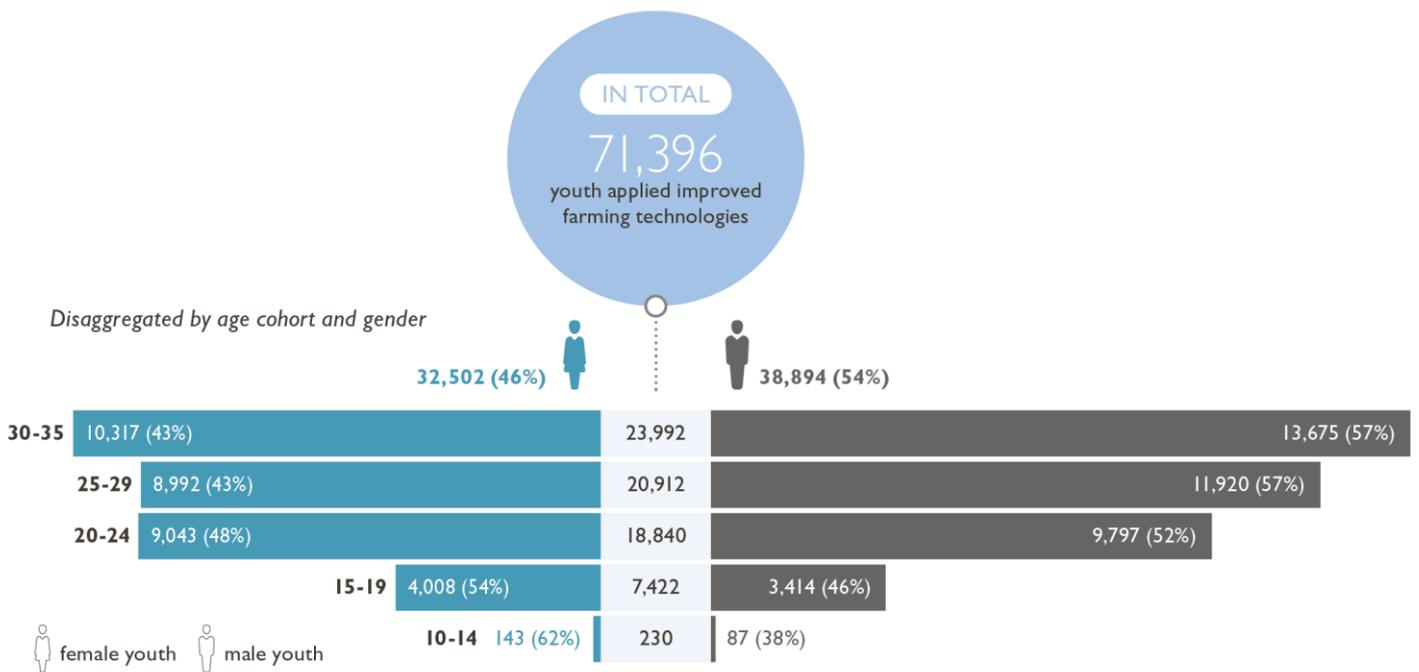
- **Good agronomic practices and climate smart farming**
 - Improved seed varieties
 - Seedling production and transplantation
 - Fertilizer/pesticide use
 - Erosion control
 - Cultivation practices
- **Post-harvest handling and storage**
 - Shellers
 - Moisture meters
 - Hermetic storage
- **Digital platforms and software**
 - Financial services
 - Accounting and record-keeping
 - Mobile money

YLA partners adopted various technologies to improve firm-level efficiencies. For example, youth-led firm Acila Enterprises Limited initially used traditional methods to test moisture content of grain (e.g., a bottle with salt), which compromised the quality of the grain, preventing it from sale on regional markets. In partnership with YLA, Acila set up a laboratory at its processing and storage plant to reliably and safely test grain quality before sale to off-taker markets, enabling Acila to access regional markets (see box). Another YLA partner, Equator Seed Limited (ESL), initially relied on employees to hand-sort grain, which was slow and hindered its access to markets. Through grants from YLA, ESL bought seed color sorters for two of its factories, exponentially reducing the cost, manual labor, and time it took to deliver the final product to the market. New Kakinga Millers installed an industrial-

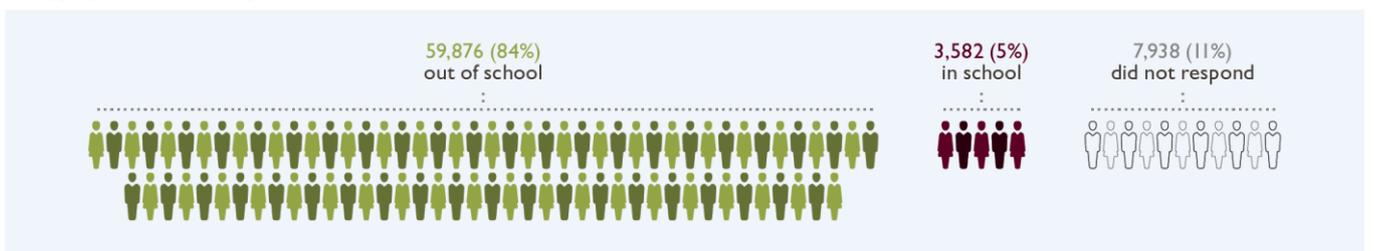
ACCELERATING ACILA’S GROWTH

Acila Enterprises Limited — located in Soroti District in Eastern Uganda — uses a model in which its agents provide extension services such as financial literacy, support with the application of improved farming technologies, as well as a ready market for farmers’ produce. Through its two-year partnership with Acila from 2018 to 2020, YLA supported 36 leaders, or “agents,” to improve access to inputs, extension, warehouse services, and marketing facilities for 3,053 out-of-school youth farmers. One agent, Betty Akurut (30), used increased commissions resulting from the partnership to open an input store, allowing her to diversify her income stream for a more resilient future.

EXHIBIT 6. ADOPTION OF IMPROVED FARMING TECHNOLOGIES



Disaggregated by schooling status



grade milling machine for cleaning, hulling, and grinding maize. The machine replaced a lower-capacity machine previously in use and increased the firm's daily processing capacity from 40 to 120 metric tons, helping it meet market demand in a timelier manner. This partnership also lowered production losses resulting from manual sorting, milling dust, and high-power consumption from 46 to 26.3 Uganda shillings (UGX) per kilogram. YLA's support to partner Byeffe improved the firm's supply chain, leading to increased pumpkin

production. As a result, Byeffe’s operational capacity was unable to handle the increased supply, leading to rotting and waste. To solve this, Byeffe installed a state-of-the-art solar drier and processing plant that reduced post-harvest losses and improved processing capacity.

The application of improved technology was not limited to direct agricultural activity. YLA also supported the adoption of technological solutions in agricultural-related business processes. Through partnership with YLA from 2017 to 2019, youth-owned firm Ensibuuko discovered an opportunity to expand the Mobis cloud-based microfinance management platform to village savings groups, attained grant funding to build the product, and piloted and expanded the effort. As a result, members from 52 Savings and Credit Cooperative Organizations (SACCOs) and 1,458 village savings and loans associations (VSLAs) shifted from a paper-based manual system to an automated platform to manage their savings and loans, digitally track shares, send announcements via SMS to members, and review agricultural cycle information, such as availability of new credit products. This partnership and expansion of the platform opened new collaborations for Ensibuuko by unlocking opportunities in rural areas (see box).

BUILDING FINANCIAL FOUNDATIONS

Ensibuuko’s expansion of the Mobis platform allowed displaced persons in the Bidibidi Refugee Settlement in northwestern Uganda to access to digital VSLAs and SACCOs, allowing them to build a financial foundation for a future outside the camp.

As detailed in Section II, YLA private sector partners leveraged their access to RMS to make real-time, evidence-based decisions from high-quality data and information available through improved performance monitoring. Some private sector partners also adopted the use of other technologies and applications to improve business efficiencies. For example, ESL, NTH, and Godson Commodities each adopted the use of the MobiPay, a cashless payment gateway to send money to contract farmers onto their phones and accounts. The same large firms adopted the use of improved accounting systems such as SAP, Tally, and SAGE for larger firms, meanwhile smaller firms such as Agri Query Solutions adopted QuickBooks. YLA also supported the digitization of supply chain systems for firms like Aponye and Godson Commodities to improve access to quality inputs, improved storage, and financial services while guaranteeing farmer traceability (see box).

“Digitization has enabled us to manage and fast track the input order management process whereby [our agents] share information on the amount of inputs each farmer in their respective group needs. This allows for faster procurement of certified, quality inputs. The platform also increased our interaction with the farmers in terms of sharing information relating to prevailing market prices as well as enabling [agents] to provide real time information on quantities bulked at respective bulking centers.”

— DALTON KASSAGA, PROJECT MANAGER, APONYE

OUTCOME 1.2: INCREASED PROVISION OF PRIVATE SECTOR, MARKET-DRIVEN TECHNICAL SKILLS BY PRIVATE SECTOR FIRMS

Developing technical skills and competencies is a cornerstone for out-of-school youth to attain knowledge and skills to successfully participate in the market system. To create and sustain impact, the activity emphasized its role in facilitating private sector partners to provide youth with clear signals on the type of market-driven technical skills that they seek as employers. The results were twofold: youth could understand and appreciate the importance

of acquiring specific skills as a means to gainful employment, while firms could provide youth with training that gave them skills sought in potential employees.

YLA partners enabled 162,430 youth, 51 percent (83,529) female and 49 percent (78,901) male, to access market driven technical skills against a target of 200,900. Demand for these skills (see box) was driven by the private sector, including partners Byeffe Foods Company Ltd, Equator Seeds Limited, PEDN, Ensibuuko, TOTCO, Godson Commodities, Acila Enterprises Limited, Aponye Uganda Limited, Ensibuuko Technologies Limited, Kulika Uganda, NKM, Sebei Farmers SACCO, Sing With Me Happily, St. Anthony’s School for the Deaf, and Stina Foods Limited. Exhibit 7 shows the type of training youth received (e.g., workforce readiness, technical, and entrepreneurship).

MARKET-DRIVEN TECHNICAL SKILLS

Market-driven skills provided by the private sector to youth through partnerships with YLA included entrepreneurship; bulking; marketing; business planning; budgeting; saving and spending; early land preparation; timely planting, land contouring; mulching; tractor operation, maintenance, and safety; and leadership and community engagement.

EXHIBIT 7. PRIVATE SECTOR SKILLS PROVIDED

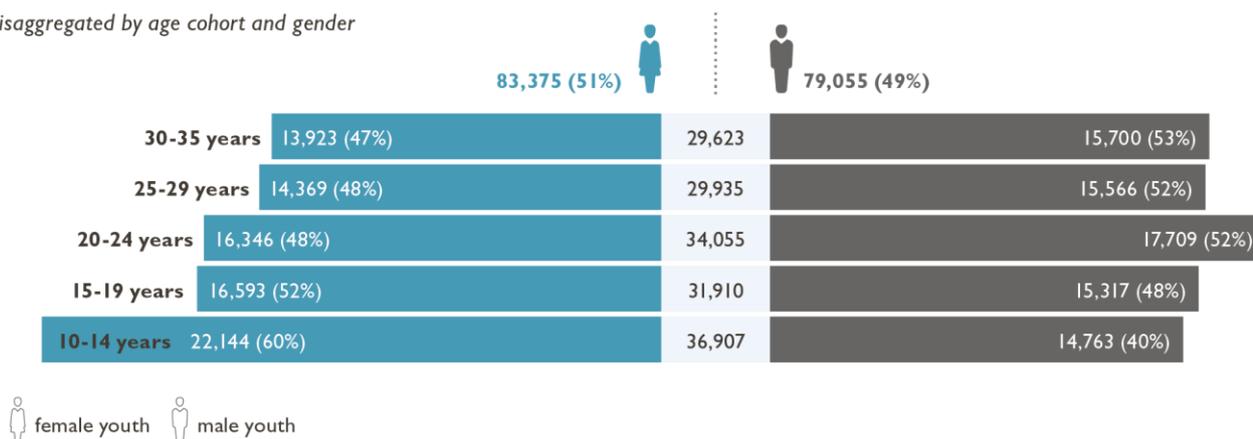


* includes training opportunities provided by subcontractors and grantees

Skills obtained by type



Disaggregated by age cohort and gender



At the beginning of the YLA-ESL partnership, the firm had only one warehouse and only a few seed multipliers. Through a grant from YLA, ESL expanded to operating 13 warehouses across the country. This created a “pull” effect for more youth engagement and a need to train them for certification in seed multiplication, bringing ESL’s employed youth from 67 in 2016 to 4,376 in 2020 (see box). As the need was driven by ESL’s interests, ESL is likely to continue equipping youth with skills to meet their requirements beyond YLA. ESL was also able to directly train, equip, and employ 56 staff (90 percent youth) from the initial 17. In 2018, the NGO Center for Governance and Economic Development (CEGED) founded private sector arm GTRADES to capitalize on the demand in the market for beans and maize, with the idea of tapping into their vast network of young people to buy maize and beans and process them locally, guaranteeing a market for the farmers. As this was a new business stream for the organization, they were unfamiliar with the human capital necessary for strong supply chain management. YLA supported GTRADES to introduce beans as a second-season crop to complement maize and millet and served as a catalyst for increased provision of market-driven skills by supporting them to provide training youth on improved agricultural practices and healthy living, creating economic opportunities for more than 2,930 youth.

“The Equator Seeds team comes and gives trainings to farmers. [They] give me a commission so I am paying my younger sister’s school fees. There is a lot of improvement. Before, we used to only have 10 acres, now we have 60 acres. We have a permanent house, from grass-roofed to permanent.”

— PHIONAH ATIM, (W)YOUTH ESL FARMER, AWEIGWECHI VILLAGE

OUTCOME 1.3: INCREASED ACCESS TO INPUT AND OUTPUT MARKETS BY YOUTH

YLA and its private sector partners enabled 67,525 youth farmers and 254 groups to access improved seed and other inputs worth \$1,554,709 (see Exhibit 8, next page). These firms enabled 13,789 micro, small, and medium enterprises to access business development services through a “pull” effect created by an increase in market demand for products (see box). In turn, this increased demand for high-yielding seed varieties at the farmer level. Partners created awareness about genuine inputs and supported youth to access inputs on credit from dealers. Extending post-harvest handling technology to the community resulted in improved quality and quantity of crops, which translated into increased incomes for the firm and youth.

ACCESS TO INPUTS

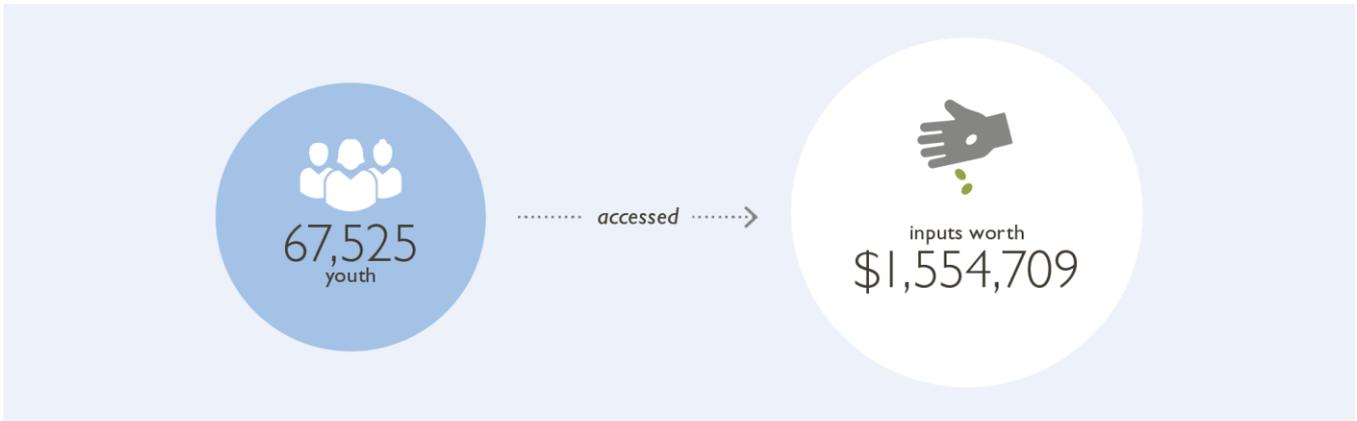
Inputs demanded included seed for maize, soybean, sunflower, tomato, sorghum, cabbage, chilies, and pumpkin; seedlings for coffee and passion fruit; cassava cuttings; tarpaulins; agricultural chemicals; and spray pumps. Partners, through their agents, also brought post-harvest handling technology closer to rural youth by establishing bulking stores equipped with tarpaulins, shellers, moisture meters, pallets, pic bags, and weighing scales.

YLA’s partnership with Aponye led to the establishment of an extension service structure that created jobs for youth as agents and enabled more than 19,000 contracted youth farmers to access genuine maize and bean seed (see box). YLA also facilitated linkages between Aponye and Mubende Agribusiness Development Initiative (MADI) to manage extension services. YLA also supported training of youth in good agricultural practices (GAPs) and linked farmers to Farm

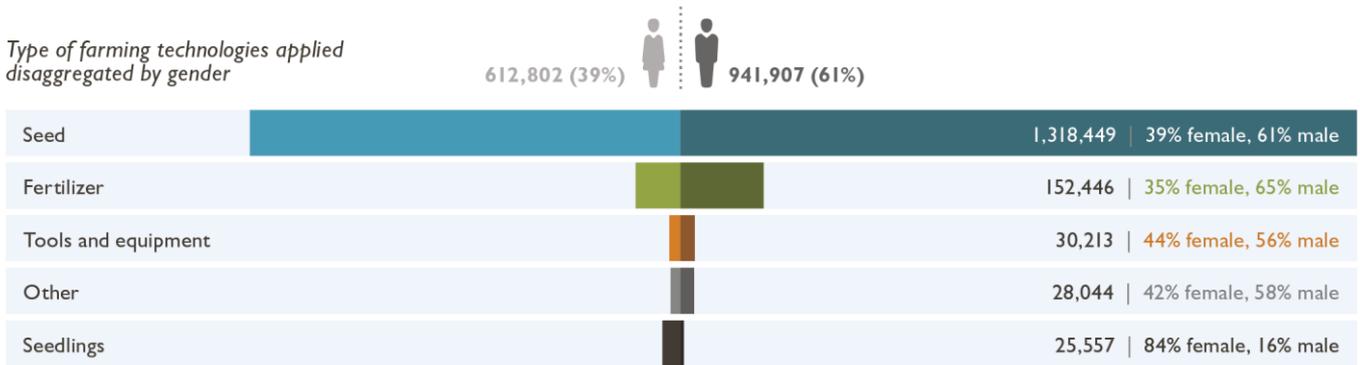
“We now have jobs [...] you can see I am deeply into agriculture because I saw I had a future in this.”

— LEILAH KARUNGI, LOCAL MARKET FACILITATOR, APONYE UGANDA

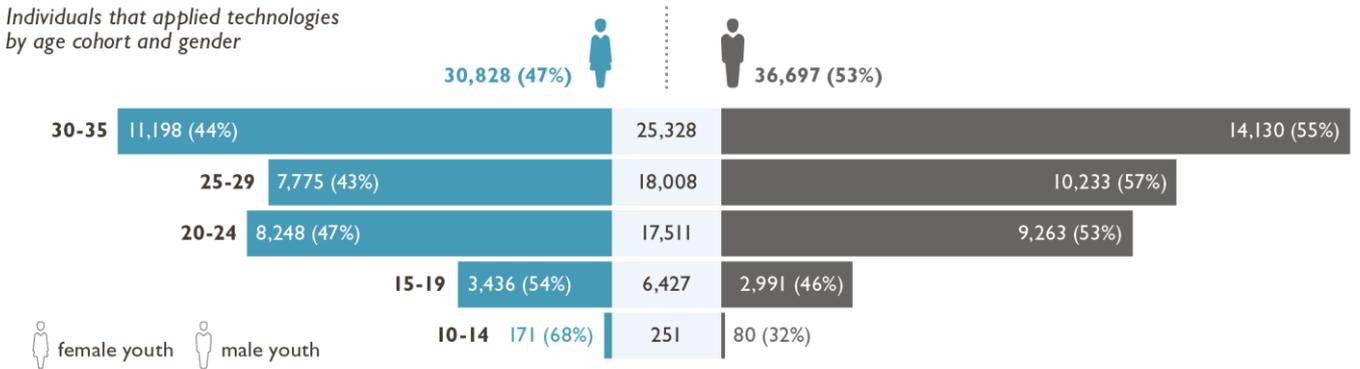
EXHIBIT 8. ACCESS TO INPUT AND OUTPUT MARKETS



Type of farming technologies applied disaggregated by gender



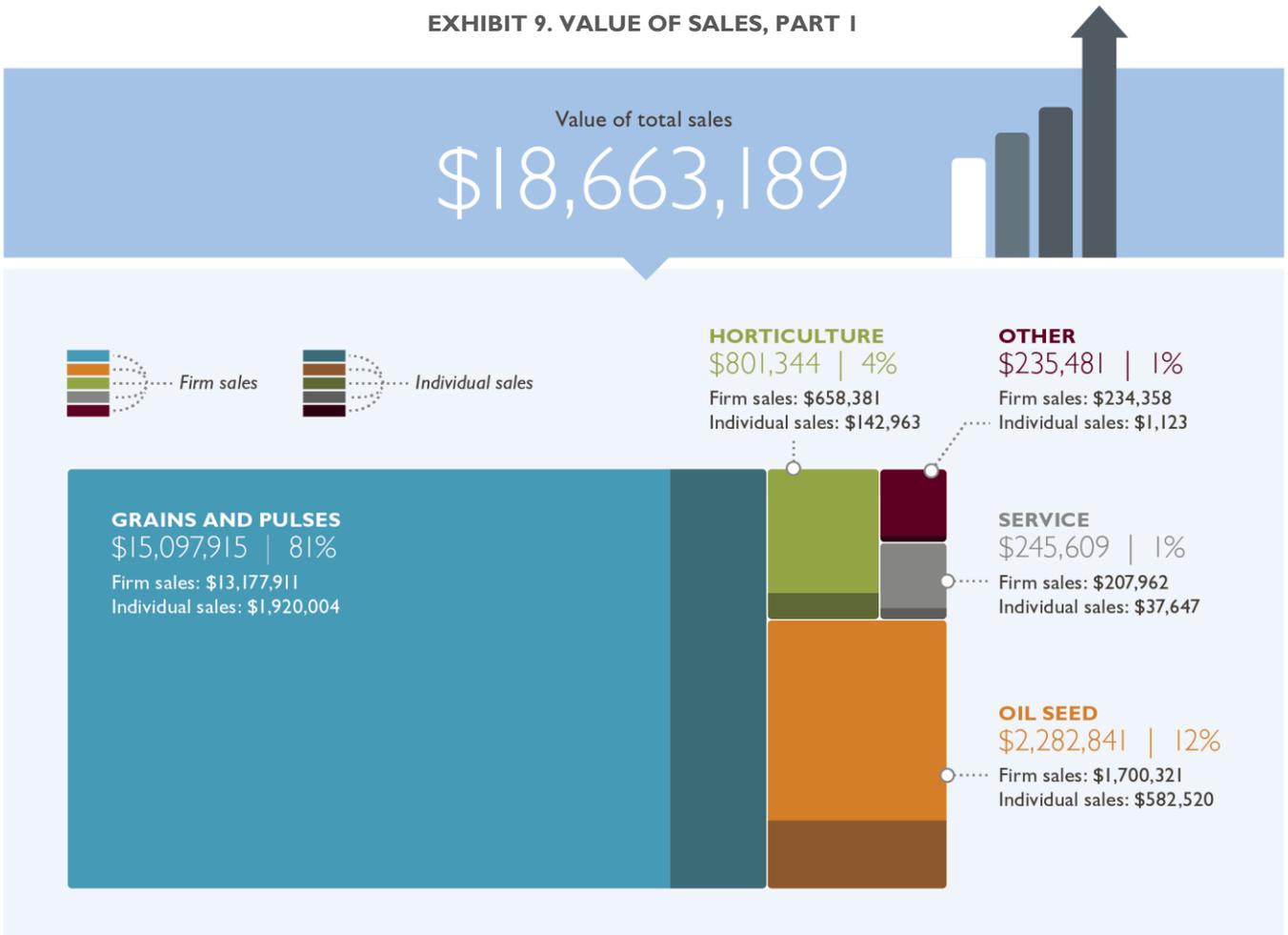
Individuals that applied technologies by age cohort and gender



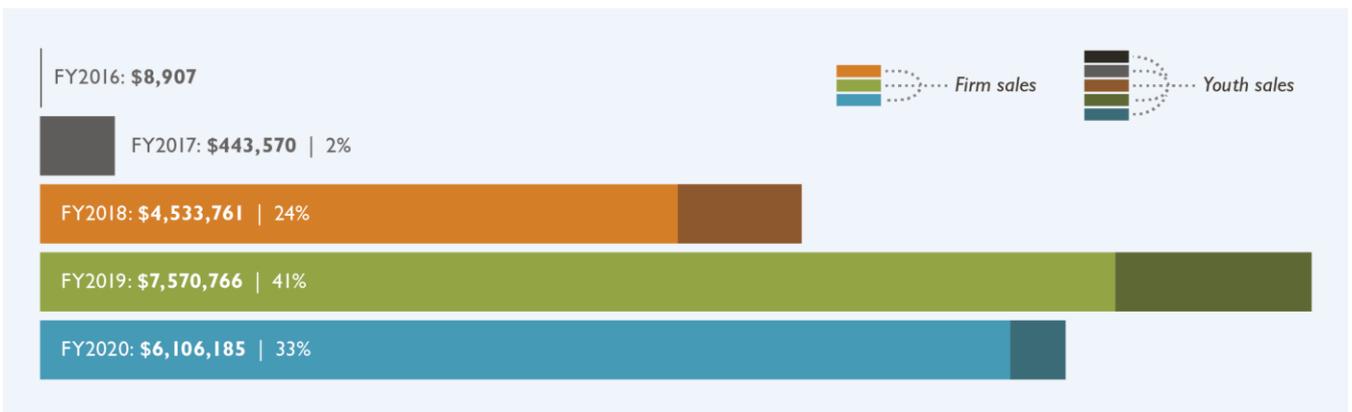
Inputs Care Centre Uganda (FICA). These partnerships equipped youth farmers with production and quality management skills as well as shellers, moisture meters, and tarpaulins to reduce post-harvest loss and enable youth to harness the higher prices by supplying grain with higher quality standards.

The total value of sales from farms and firms supported by the activity was \$18,663,189 (see Exhibit 9, pages 31-32). Company sales were \$15,978,932, while individual youth sales were \$2,684,257. Contributing to these goals, YLA partners like NTH, ESL, Byeffe, Aponye, Acila, New Kakinga Millers, Agrinet, and other firms adopted use of contracts to provide a ready market to contracted youth farmers. For example, NTH provided a seed variety (Agsun) to contracted farmers through their area cooperative enterprises and guaranteed a market for the harvested sunflowers, which is the norm with most oilseed companies in the Lango subregion. Many partners also found that youth engagement brought about not only

EXHIBIT 9. VALUE OF SALES, PART I



Sales made by year



Disaggregated by age cohort and gender

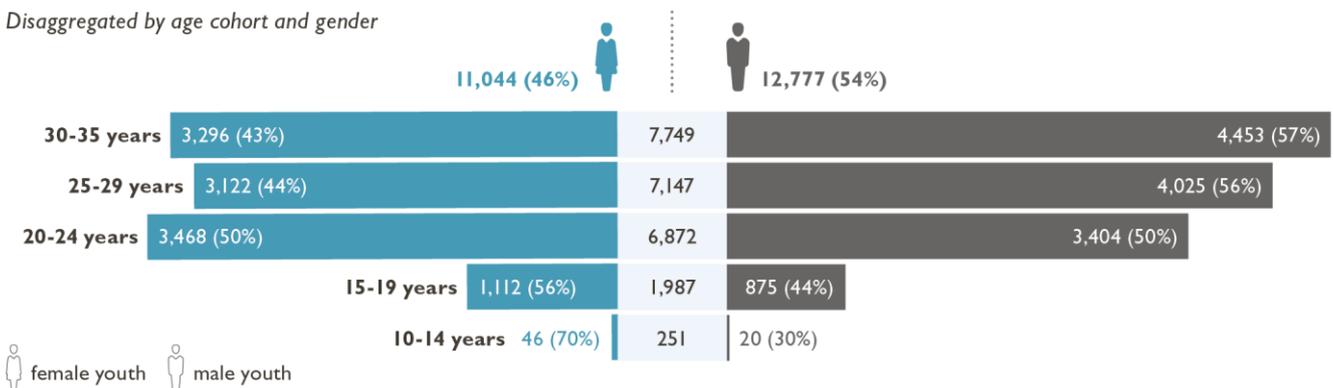
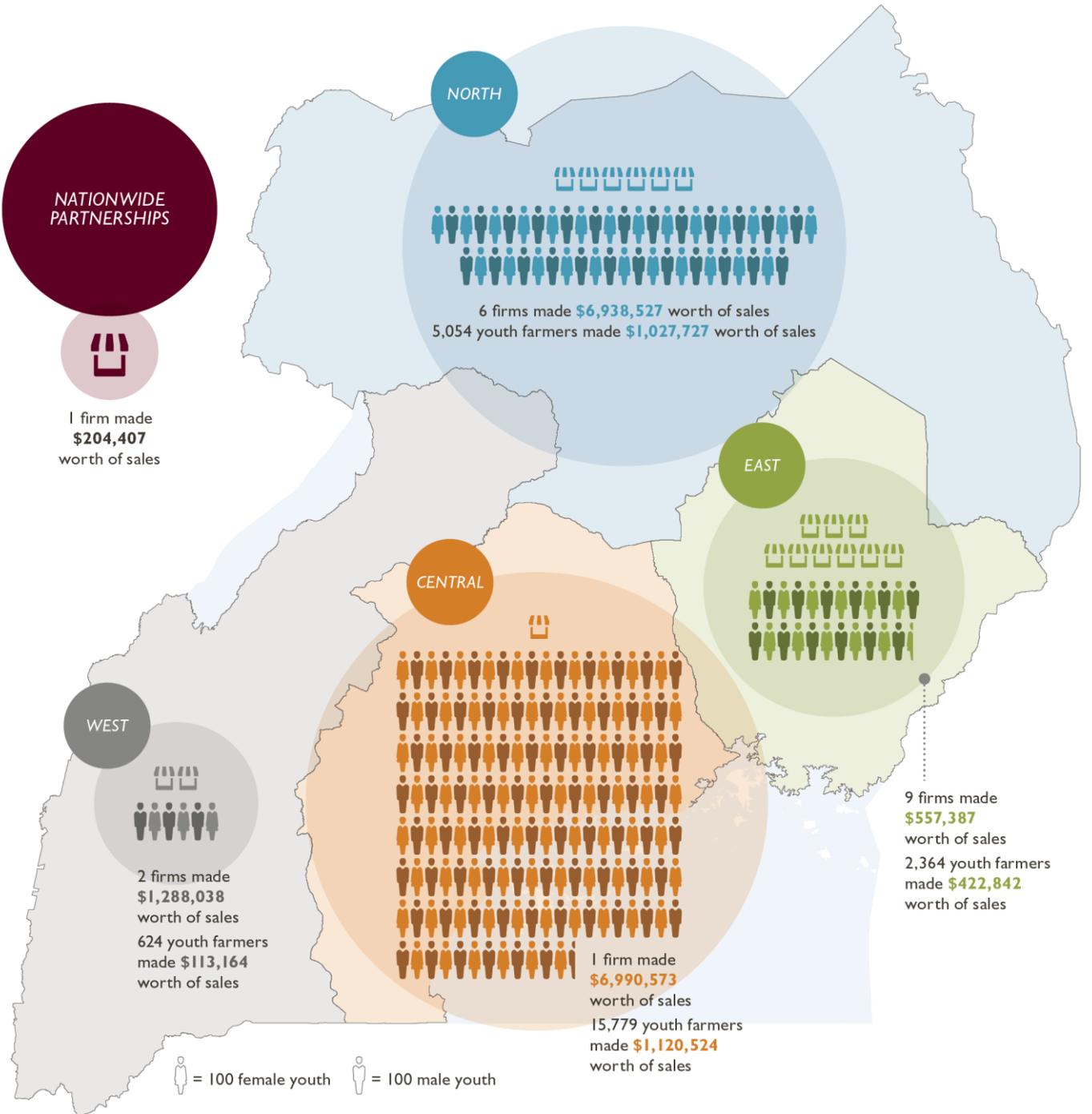
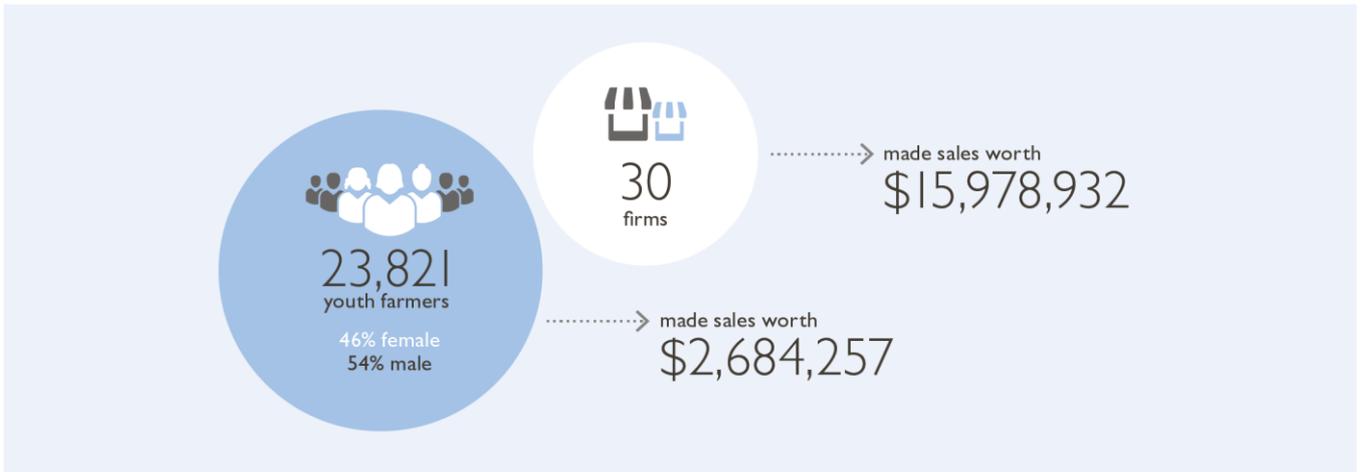


EXHIBIT 9. VALUE OF SALES, PART 2



improved business functions and economic gains for their own firms, but also socioeconomic and health benefits within their communities. Partners like Smart Foods shared great pride that by working with youth farmers — especially young women — in Kaliro District in Eastern Uganda, they were able to provide 200 youth soybean farmers with steady incomes, which, in turn, improved household well-being and food security (see box).

“The partnership with YLA has bridged the gap between Smart Foods and farmer groups. We focus more on creating opportunities for women than we did before.”

— MARTIN SSALI, DIRECTOR, SMART FOODS LIMITED



Fifteen-year-old Kevin Apuc shows off shea nuts that she gathered. Her father, who supplies shea nuts to Caio Shea Butter, has been teaching Kevin post-harvest handling techniques he has learned through training under YLA/Caio’s partnership.

PHOTO: YLA

OUTCOME 1.4: INCREASED EMPLOYMENT OPPORTUNITIES FOR YOUTH ALONG THE VALUE CHAIN

YLA partners enabled 41,745 youth (47 percent female, 53 percent male) to access new employment opportunities against a target of 38,829. To demonstrate the agriculture sector’s potential for viable employment opportunities, YLA promoted both private sector and self-employment opportunities to youth at multiple entry points along entire value chains. Specific jobs created were for youth as farmers, agriculture extension services providers, input sales agents, produce

purchasing and marketing agents, processing machine operators, tractor drivers, and office jobs (such as social economists, agricultural technicians, accounting assistants, data entrants, and monitoring and evaluation specialists).

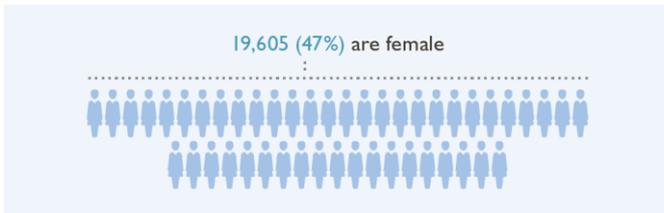
Private sector partners ESL, Anchor Foods, Aponye Uganda Limited, Kiima Foods, Smart Foods, Sebei Farmers SACCO, and Stina Foods offered new employment opportunities to (w)youth to include commission-based employment. Sebei Farmers SACCO worked with 29 youth agents selling seed and buying of sunflower grain, and entered into contractual-based employment, or “contract farming,” with youth. Aponye Limited provided youth with a guaranteed market under preferential price. In addition, partners such as Ensibuuko Technologies and PEDN provided full-time employment within their organizations for 23 IT personnel and 37 data entrants, respectively. In 2020, a grant to ESL provided approximately 300 kiosks for the company to put establish last-mile seed and other inputs in rural areas. The provision of these kiosks took place with agreement that ESL would employ one young woman per kiosk to run the input supply shop as her small business, and that each of those women would then be responsible for hiring an additional five youth to help manage the kiosk. YLA also provided a grant to Sing with Me Happily (SWMH) to train female tractor drivers. As of June 2020, SWMH had secured employment for six new youth.

Exhibit 10, next page, details employment opportunities that youth received through the activity, disaggregated by sex, year, and type of employment.

EXHIBIT 10. EMPLOYMENT OPPORTUNITIES FOR YOUTH



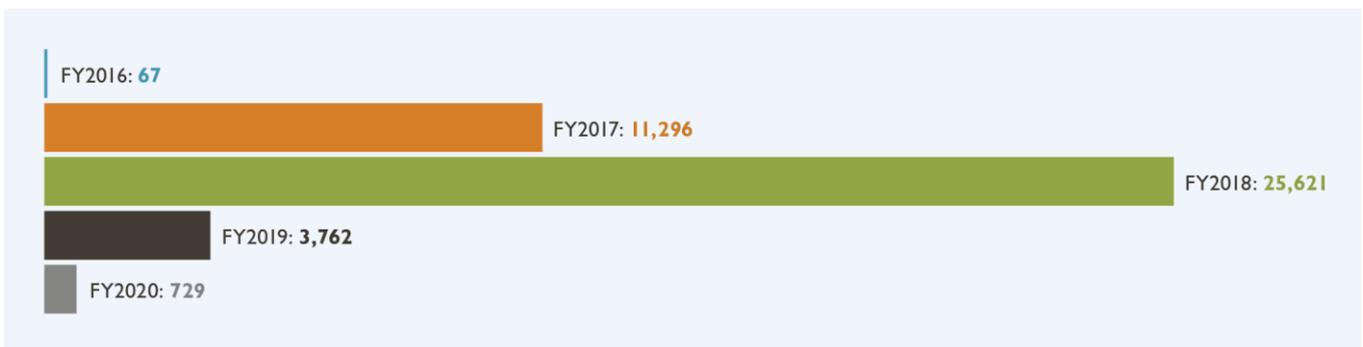
Disaggregated by gender



Employment opportunities by type



Employment opportunities by year



BEFORE & AFTER

A Warehouse Facelift: Unlocking Opportunities for Acila

Better post-harvest handling potentially opens Acila to regional markets



Photo Credit: YLA

BEFORE: Acila Enterprises Limited has a warehouse with a storage capacity of approximately 3,500 metric tons. Poor hygiene and cleanliness standards, poor lighting, and lack of adequate pallets for stacking bags of grain led to contamination. The contamination compromised the quality of grain for sale to East African Community markets and hindered the company from attaining G-Soko warehouse certification.



Photo Credit: YLA

AFTER: The USAID-funded Feed the Future Uganda Youth Leadership for Agriculture (YLA) Activity has partnered with Acila Enterprises to support the latter's goal to receive G-Soko warehouse certification. The activity has renovated Acila's warehouse by painting, lighting, wiring, and tiling in fulfillment of EAGC certification requirements.

One of the leading causes of food insecurity, affecting farmers and consumers worldwide, is post-harvest food loss. In Uganda, farmers lose about 40 percent of their produce due to poor post-harvest handling methods. Acila Enterprises Limited, a company dealing in improved farm seeds and produce buying and selling in Eastern Uganda, joined the East African Grain Council (EAGC) to get a stable market price for their grain.

However, Acila did not meet EAGC standards to join its G-Soko platform. Being part of the G-Soko platform — an online platform that links grain buyers to smallholder farmers — provides farmers with access to financing as well as real-time relevant market-related information to buyers and sellers. Using the G-Soko platform also increases the utilization of quality standards for beans and grains.

In 2018, Acila partnered with Feed the Future Uganda Youth Leadership for Agriculture Activity (YLA) to improve the quality of the company's warehouse to meet EAGC's certification standards. The partnership also aims to strengthen the capacity of 2,000 out-of-school youth with access to improved agro inputs, extension services, and warehouse and marketing facilities in the maize value chain.

FIRST PERSON

From Night Commuting to Warehouse Supervising: One Woman's Journey to Self-Empowerment

A 30-year-old former night commuter's turning point comes from a chance tuning into a local radio station



PHOTO: YLA
Annet Amony (30) training youth farmers on good agronomic practices

"I think, when you support a girl, she can be a better person in that community ... My community appreciate who I am, I act as an example for many; even men speak about it because there is value in me."

— Annet Amony

When she was 14, Annet Amony and her siblings were what are often called "night commuters." Northern Uganda was the battleground for a war between Uganda's government and the Lord's Resistance Army (LRA), and villages were not safe — especially at night. Each night, children would walk long distances to towns in search of a safe place to sleep, and in the morning they would walk back to their villages. UNICEF estimates that more than 40,000 children were routinely commuting at night to towns in Northern Uganda. The war claimed many lives; Annet lost both her parents and three brothers becoming the head of the household to raise her younger siblings.

At 15, she got pregnant, dropping out of school for two years. She turned to growing crops, saved the money from her sales, eventually returned to high school, and later pursued a diploma in agriculture. Unable to find a job after completing her studies, Annet resorted to selling charcoal.

Listening to a radio advertisement proved to be the turning point in Annet's life. Equator Seeds Limited (ESL) — a company that deals in the production, processing, and distribution of farm seeds — was looking for an agronomist.

"I applied ... did the interview and passed! I am confident that I was the ideal person that they were looking for," she narrates.

ESL partnered with YLA in 2016 to establish an extension support service of 65 community-based facilitators (CBFs) and six agronomists, responsible for training youth farmers in key areas and assessing the quality of seed before its purchase by ESL. Annet was one of these agronomists.

Today, at 30 and a proud mother of two, Annet is ESL's warehouse supervisor and oversees more than nine warehouses in different parts of the country. A chance tuning into a local radio station has turned around the life of one of Uganda's 40,000 night commuters. Her resilience and determination have ensured that the benefits in her life have spread to her community.

SUCCESS STORY

Unlocking Dreams

New skills and better options in agriculture improve livelihoods for youth



PHOTO: YLA
Nancy Ayoo, 30, harvesting maize from her garden.

“My mindset has changed. Last time I was not getting high yield, but now everybody is asking me how I have managed to prepare such a good garden.”

— Nancy Ayoo

Nancy Ayoo, 30, dropped out of school at age of 21 during the Kony insurgency that ravaged northern Uganda for two decades. Soon after, she married a soldier with whom she had three children, and they migrated to the central region where she started running a retail shop in Mubende town.

However, her retail business didn't pick up and she tried farming as an alternate source of income. “At the time, I would cultivate just a plot, but I did not know how to plant or space the crops, so I would just plant randomly,” Nancy recalls, “and the maize yield was poor and low.”

In 2017, the Feed the Future Uganda Youth Leadership for Agriculture Activity partnered with Kulika Uganda, a local NGO, to provide relevant skills and technologies to empower rural communities and enhance livelihoods.

Through this partnership, 2,000 young maize and bean farmers (1,300 female and 700 male) received extension services and marketing assistance. The farmers were organized in 20 youth groups, trained, and mentored in water conservation and farm management practices, use of organic fertilizers, safe use of pesticides, and beehive making.

“Through the Kulika training I learned how to farm maize and plant in rows. I bought a new improved maize seed from Kulika which I planted on four acres,” Nancy adds. “Last season, I planted on one and a half acres only, and I harvested six sacks. This season I expect 60 bags of maize from these four acres.” “With the income I get, I plan to get a cow and goats to get compost manure for my maize garden,” she notes.

Nancy adds that the assured market through Equator Seeds Limited, and the income will help her achieve her dreams. “My dream is to be a good farmer. Take my children to school. Give them what I couldn't complete so that they can be good citizens.”

SNAPSHOT

Reaping Sweet Rewards

Passion fruit farming is lifting girls out of poverty in Fort Portal District.



PHOTO: YLA

Margaret in her grocery shop in one of the rooms in her newly constructed house.

For Margaret Kanyunyuzi, nothing has built her self-confidence and self-esteem like constructing her own house. She built her three-bedroom house in 2018 with savings from her small passion fruit garden. Margaret started growing passion fruit in September 2016 under KadAfrica. As the single mother of a son, Margaret tried various ventures to earn an income, but like most subsistence farmers, access to market for her produce was a setback. She sold most of her produce at low prices to avoid loss due to rotting after harvest.

Margaret's fortunes changed when she went to a nearby church and heard KadAfrica's call for young women interested in growing passion fruit as a business. Working with local religious institutions, mainly churches and mosques, KadAfrica in partnership with the Feed the Future Youth Leadership for Agriculture (YLA) project teaches 365 mainly out-of-school girls, between the ages of 14 and 24, about the agribusiness of passion fruit.

Since lack of land is the single biggest factor inhibiting female youth from engaging in agriculture, religious institutions provide the girls with free land to grow passion fruit. The land is small, but because the participants are taught good passion fruit agronomic practices such as managing plant populations and pesticide application, and given free inputs like seed and pesticides, girls like Margaret can reap big.

Through joining KadAfrica, Margaret not only mastered passion fruit farming, but also learned how to save and budget for her newfound income. She is a member of a passion fruit growers' cooperative, whose members save and loan each other money in time of need. Since passion fruits are perennial crops, Margaret was able to forecast and determine her income. With guaranteed market from KadAfrica, she was able to sell, save, and soar. "My life is going to be much easier from now on," she said. Margaret also started a grocery shop in one of the rooms of her newly constructed house.



SECTION V

IMPROVED SKILLS AND COMPETENCIES OF YOUTH

OVERVIEW

Under Objective 2, YLA focused on equipping youth with skills demanded by the labor market to supplement their formal education and help diversify their knowledge base with hands-on experiences. YLA actively supported youth, especially young women, becoming high-quality workers by building the entrepreneurial and workforce readiness skills required to identify and take up agriculture-related economic opportunities. To address constraints, such as limited opportunities for youth to expand their networks, YLA focused on leveraging private sector efforts that enabled youth to become more deeply engaged in their communities and by using their leadership and social entrepreneurship skills to solve community challenges through volunteerism. YLA also fostered innovative opportunities to provide youth with the essential life skills required for healthy living and earning a sustainable income by integrating these topics into agricultural training.

OUTCOME 2.1: INCREASED PROVISION OF QUALITY TECHNICAL, WORKFORCE READINESS, AND ENTREPRENEURSHIP SKILLS

YLA partners equipped 162,430 youth — of which 51 percent (83,529) were female and 49 percent (78,901) were male — with technical, workforce, and entrepreneurship skills. Partners PEDN, TACE, KadAfrica, Ankole Coffee Processors Limited, Byeffe Foods Limited, Kiima Foods, TOTCO Uganda Limited, EADC, Anchor Foods, Acila Enterprises

Limited, and Jolah Company supported youth to gain skills focused on agricultural food security production, post-harvest handling, financial management practices, and more through capacity building, technical support, and mentorship. YLA substantially increased the provision of services to develop a variety of skills and competencies for youth, bolstered by access to financial services and agricultural loans.

Subcontractor Restless Development provided critical expertise on implementing internship programs to engage youth through on-the-job training, and provided expertise and direction in aligning interventions with the Uganda National Youth Policy for Uganda. With Restless Development, YLA launched an internship program that exposed youth to entry-level development work opportunities through YLA and private sector partners. The internship program provided opportunities to recent graduates who had completed university or other tertiary education and were interested in careers in the agriculture sector and other relevant areas such as communications, monitoring and evaluation, and finance and administration to engage with private sector actors who worked with YLA, further enhancing the youths' understanding of demand-driven approaches for skills development. In Year 5, YLA implemented its third iteration of the program. In this final iteration, or "cohort," private sector partners hosted 17 youth as interns to build entrepreneurship skills of youth; meanwhile, YLA staff hosted two interns (see box). Of this total, there were six men (32 percent) and 13 women (68 percent); out of this number, four (21 percent) were young people with disabilities.

"This internship provided me with a lot of work experience and transferable skills for my career. I also built my network and met new people."

— DEO IMALINGAT, YLA INTERN FOR COHORT 3

YLA and its partners complemented youths' entrepreneurial and technical skills with soft skills including positive self-concept, social skills, communication, and higher-order thinking (i.e., ability to analyze and evaluate concepts). The activity ensured that its soft skills framework and skills measurement tools reflected best practices and latest research on skills development. To support youth soft skills development, YLA collaborated with partners Aflatoun International and PEDN to expand programming through after-school clubs, with PEDN cascading soft skills and financial knowledge to the school's youth through training sessions. The partnership facilitated a review of Aflatoun's Child Social and Financial Education curriculum, which was then adapted to include gender principles in every lesson and include more agriculture-related examples. Youth learned about saving, budgeting, entrepreneurship, and how money and markets affect their lives, helping them to prepare for an increasingly complex and demanding job market. The partnership also supported teachers and facilitators with training on how to best deliver the material in after-school clubs. Through this partnership, YLA reached a total of 32,869 and 22,029 youth ages 10 to 14 and 15 to 24, respectively, to provide workforce readiness skills and support them to make better financial decisions throughout their lives (see box).

"Small Savings within the Aflatoun Clubs in school became powerful weapons, and catalysts of change in meeting the basic needs and wants of individual learners, their households and communities at large: 'Saving Saves.'"

— IRENE MUTUMBA, FOUNDER AND COUNTRY DIRECTOR, PEDN



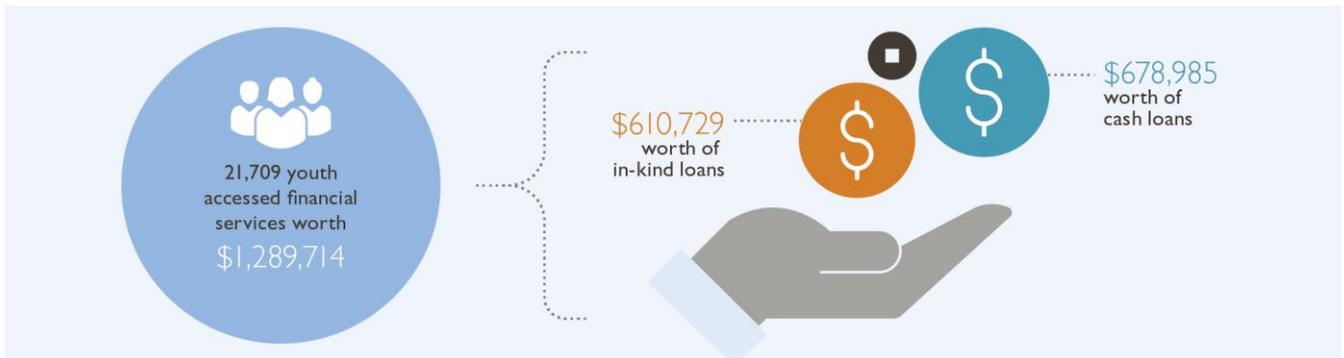
Felista Akello (25), an administrator with MobiPay AgroSys, processes digital payments at the regional office in Lira district. YLA partnered with MobiPay AgroSys to profile and digitize 23,000 farmers in the seed oil value chain in Northern Uganda.

PHOTO: YLA

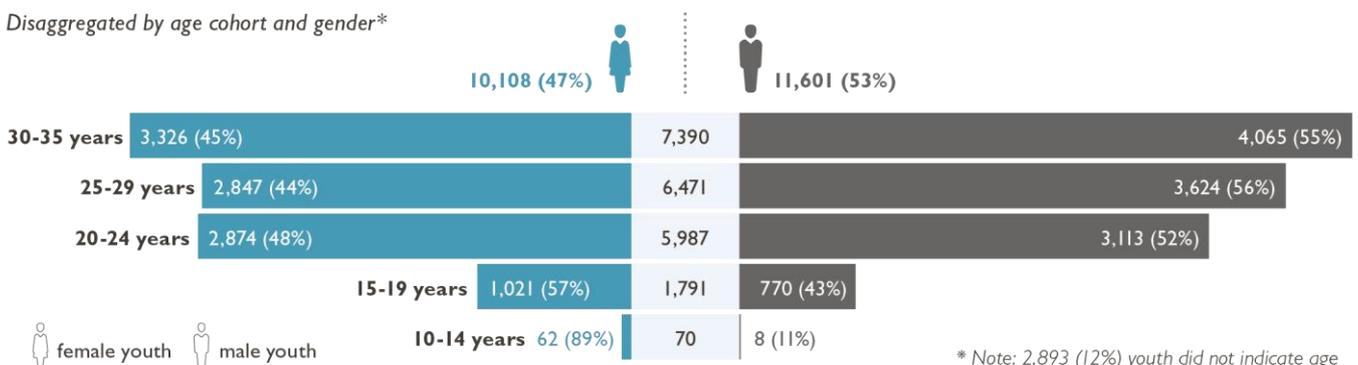
Through partnerships, 21,709 youth accessed financial services worth \$1,289,714, including \$610,729 of in-kind loans and \$678,985 of cash loans (Exhibit 11). Of these youth, 10,108 were female and 11,601 were male. In partnership with Centenary Bank, Africa Innovations Institute (AFRII) conducted a financial literacy training for 432 youth leaders of farmer groups in Northern Uganda. The training focused on imparting specialized skills to enrich the groups' financial literacy and included the following topics:

saving through Village Saving and Loan Associations (VSLAs), business planning and management, entrepreneurship, and record keeping. The facilitators supported youth to organize into groups around cassava production, which led to the formation of VSLAs. They also assisted individuals to open bank accounts. Subsequently, AFRII organized and registered 19 VSLA youth groups at the sub-country level. These groups enabled youth to access financial support from banks or local government and enhanced their capacity to produce fresh cassava roots. Some of the youth-focused VSLAs formed received their first ever bank loans from Centenary Bank.

EXHIBIT 11. YOUTH ACCESS TO FINANCIAL SERVICES



Disaggregated by age cohort and gender*



OUTCOME 2.2: INCREASED OPPORTUNITIES TO DEMONSTRATE LEADERSHIP, SOCIAL ENTREPRENEURSHIP, AND COMMUNITY ENGAGEMENT

YLA promoted leadership, social entrepreneurship, and community engagement, primarily by linking youth to agriculture-related entrepreneurship networks. As a result of YLA's support,

192,944 youth — both in and out of school — accessed entrepreneurship networks, of which 45 percent (86,347) were female and 55 percent (106,597) were male. YLA also facilitated 112 social entrepreneurship or community service activities, including cleaning public places such as markets, roads, toilets, and compounds and digging or repairing community boreholes. Youth-led businesses — Byeffe Foods Limited, Smart Foods Limited, Stina Foods Limited, and Consult Agri-Query Solutions — have become competitive entities, and continue to contribute to the development of their communities. For example, Consult Agri-Query still provides free extension services to farmers without supplier’s contracts with the firm if they access inputs from the input shop. Byeffe and Stina also periodically provide fortified nutritious pumpkin and soybean porridge flour to mothers with children under five years that have been identified as malnourished.



A money counter for Jupiter counts savings.

PHOTO: YLA.

Youth working with YLA’s partners were empowered to take on leadership roles in their organizations and communities. In 2020, YLA partnered with PEDN to hold a youth innovation contest that gave youth an opportunity to take the lead in designing solutions to private sector challenges. Youth engaged the private sector community to identify key agribusiness challenges and developed products and services to address them, while establishing partnerships with local government institutions such as the district production and commercial offices, which continue to provide technical

backstopping. This initiative enhanced networking among local government, private sector partners, and youth, particularly through the innovation hub established in Wakiso district. In addition, some YLA partners supported youth to establish community bulking centers to bring markets closer to their communities, giving youth an opportunity to assume leadership roles. For example, at the start of its partnership with YLA, Aponye Uganda Limited’s farmers in Mubende, Kyenjojo, Kakumiro, Kibale, and Kyegegwa had to walk long distances to sell their produce. To address this challenge, YLA supported Aponye to establish an extension service by recruiting and training 100 agents from the community. Through YLA’s assistance, Aponye trained agents on business skills, like record-keeping, to enhance their careers in agriculture and better serve their communities. This led agents to establish stores in their respective areas of operation to bulk maize and beans from youth farmers and provide transport to company stores in Mubende for subsequent processing. Additionally, youth working with Twezimbe Area Cooperative Enterprise (TACE) became managers of bulking centers, where they received commissions from produce delivered to the main store at Ntwetwe Trading Center in Kyankwanzi district. These youth served as a link between the Area Cooperative Enterprise (ACE) and the Rural Producer Organizations (RPO), these provided extension services which included shelling, distribution of quality inputs, collection, and bulking of grain to and from members of the ACE.

Through partners like Ensibuuko Technologies, ESL, Byeffe Foods, TACE, Stina Foods, Anchor Foods, NTH, Jolah Company, and Acila Enterprises, YLA enabled 192,944 youth to access entrepreneurship networks and digital financial platforms, which increased their

access to financial services and information. In 2017, YLA partner Ensibuuko engaged youth via the financial digital platform Mobis to allow them to interact with financial service providers. The interaction allowed youth to learn from each other and from the SACCO and VSLAs about the different agriculture-suited financial packages available. The platform also enabled youth to make informed financial decisions regarding loans and savings.

YLA facilitated several youth-led community engagement activities over the life of the activity, and many YLA partners deemed community engagement as a tenet of their business principles (see box). As an example, YLA partner PEDN challenged youth in partner schools to identify and address a specific social challenge within their schools. 315 youth from across seven schools identified hygiene, sanitation, and nutrition as focal areas, and engaged in activities such as cleaning school bathrooms, planting vegetables, and doing light landscaping. Youth from Twezimbe Area Cooperative Enterprise (TACE) successfully advocated to the firm’s leadership for funds to construct a public toilet facility within the community. The youth then contributed locally available materials and participated in the construction. Stina Foods Ltd. also engaged in the community by providing 200 kilograms of infant porridge to sick children at Iganga Referral Hospital. Finally, Byeffe Foods contributed to improved hygiene of Busiu Health Center IV in Mbale district and supported 50 mothers with malnourished children in Mbale by providing them with pumpkin flour.

“Community engagement is one of our visions. Actually — our core responsibility — is to see that the community benefits from what we are doing. Because we need them, we engage them in a lot of our productive activities. We need them for processing [and] multiplication of seed, and they are also our consumers.”

— ANET AMONYI, AGRONOMIST,
EQUATOR SEEDS LTD.

OUTCOME 2.3: IMPROVED PROVISION OF LIFE SKILLS FOR HEALTHY LIVING

As youth are in their reproductive years, a successful transition into productive employment is dependent on their good health. In the last five years, YLA built private sector firms’ awareness of the importance of employee health and its effect on business. YLA promoted sexual and reproductive health (SRH) information and messaging and facilitated this information’ inclusion in partners’ skills-building content and health service providers’ participation in planned events and activities.

From 2016 through to 2020, alongside partners like the Obulamu Project implemented by FHI 360, and Naguru Teenage Information and Health Centre, YLA and its private sector partners worked with district health teams to share information, education, and behavior change communication materials including video clips, flip charts, fact sheets, and practical illustrations on key reproductive health issues. YLA partners including Agromart, Aponye, Godson Commodities, Kulika, CAIO, Faith Agro, Responsible Suppliers, and Sebei SACCO integrated SRH messages in out-of-school youth-

“‘*Sente zikolwa mulamu*,’ which means ‘money can only be made when you are healthy and alive.’ Given that most of our farmers are [youth], we had to provide them with information on how to keep themselves healthy and safe from diseases as well as [what to do when facing] challenges such as sexual harassment within the community. We worked with the district health officer and social workers to pass on relevant information to youth and the elderly.”

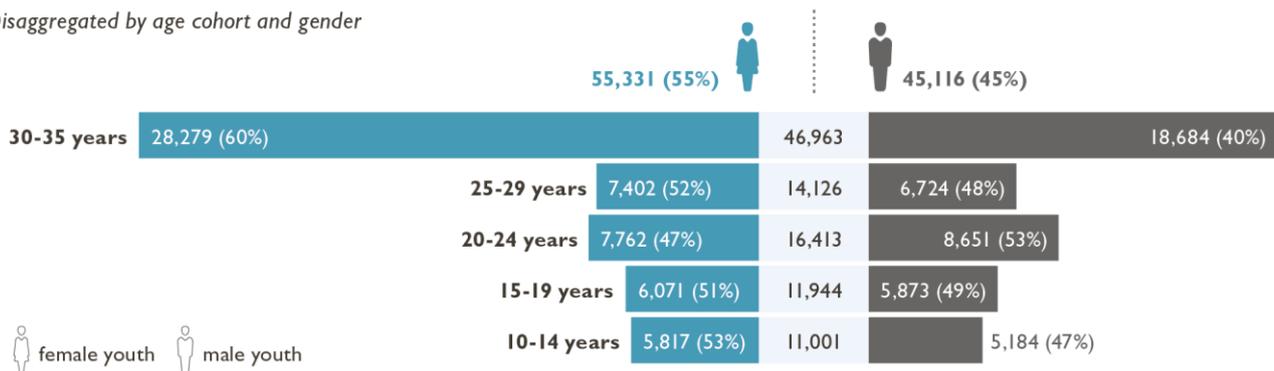
— RONALD KATWERE, EXTENSION
OFFICER, TACE

focused training (see box above). Training included messages on nutrition, family planning, early pregnancy prevention, HIV/AIDS prevention, testing, and treatment, including sexually transmitted diseases (see Exhibit 12). Through YLA’s partnership with PEDN, 12,005 in-school youth (61 percent female and 39 percent male) between the ages of 10 and 19 were reached with social life-skills development as part of the Aflatoun Social and Financial Literacy curriculum delivered in 120 primary schools. In addition, YLA partnered with Kulika to train youth in good agronomic practices and promote SRH by strengthening life skills for healthy living for 2,750 youth farmers. Kulika formalized memoranda of understanding with community health centers to provide access to comprehensive health services to its farmers and worked with the centers to disseminate health information to 3,257 farmers through training sessions on nutrition, family planning, child spacing, early pregnancy prevention, testing and prevention of HIV/AIDS, and other sexually transmitted diseases. In addition, partner Kiima collaborated with Kanyatsi Health Center in Kasese District provided healthy living services to girls involved in onion production. The health workers participated in the scheduled agricultural training sessions and complemented the technical presentation with relevant health messages that included disseminating SRH messages and COVID-19 information leaflets.

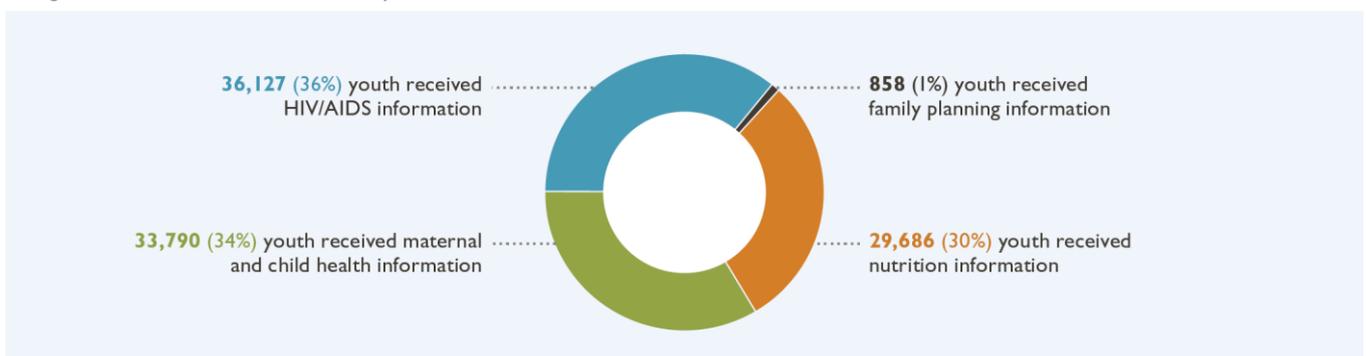
EXHIBIT 12. HEALTH-RELATED INFORMATION



Disaggregated by age cohort and gender



Categories of health-related information youth received



SUCCESS STORY

The New Face of Agriculture

Negative attitudes towards agriculture are formed early, but that's changing



PHOTO: YLA

Nelima Leticia, 14, Bridget Muyama, 13, and Philomena Navuduwa, 14, members of the young agriculture club at St. Paul's College, Mbale District at a demo garden training session.

"This training helped me understand how I can improve the coffee harvest back home through using inputs like pesticides and improved farming practices like pruning."

— Grandfield Omara, 16, a St. Paul's young farmers club member

Rural youth are the future of food security. Yet in Uganda, perceptions built around agriculture are impeding their engagement in agriculture-related activities. "Digging or cultivating in the school garden is mostly a punishment for an offense committed at school. This has made students hate agriculture," says Nelima Leticia, 14, a student at St. Paul's College in Eastern Uganda.

In 2017, YLA partnered with Faith Agro Inputs Ltd, Mbale Municipal Polytechnic (MMP), and Post Bank to broaden the horizons of 1,280 in-school youth in four secondary schools using a school garden concept. This model emphasizes hands-on gardening to provide schoolchildren with practical experience in food production and natural resource management. Through the schools' agriculture clubs, youth engaged in production of onions, cabbages, and tomatoes on five demo plots, where they learned the importance of practices such as row planting, pest management, and irrigation. This gave them a dynamic environment in which to observe, discover, experiment, nurture, and learn from real-life experiences, not just textbooks.

Faith Agro provided inputs which 80 peer mentors from MMP used to train 1,300 school youth in basic agronomy, including input selection, row planting, weed and pest management, and plant nutrition. Post Bank also trained these youth in financial literacy and entrepreneurship to strengthen their business skills and promote income opportunities with an eye toward market demands. Gloria Nawanyama, 20, an MMP peer-to-peer mentor youth, explains that training students in secondary school agriculture clubs empowered her as a woman. "Training the school students in agriculture made me feel empowered to be an independent woman with my own money. After my training, I will get to practice agriculture, plant different crops in my garden and make money," she says.

Faith Agro also launched an internship program with MMP to continue using young interns as peer mentors to spread the school garden concept in schools throughout the region. "Most youth do not look at agriculture as a viable career path, however through this training, we showed them that it is not just a dirty job, but something that they can earn from, just as they would as lawyers or doctors," says Nancy Akolait, a director at St. Paul's.

SNAPSHOT

Access to Credit Offers Golden Opportunities

Removing barriers to access to finance for young farmers in Eastern Uganda unlocks opportunities in sunflower and soybean farming



PHOTO: YLA

Gilbert Chemusto shows off his blooming sunflowers in Kween district, Eastern Uganda

“I am planting sunflower which is doing very well. I have bought a plot, grinding mill and 8 acres of land and my family is very happy. I am now the ‘agriculture man’ in my village.”

— Gilbert Chemusto

Though agriculture is the backbone of Uganda’s economy, youth find it difficult to engage in farming due to their limited skills and access to credit for inputs. Gilbert Chemusto, 30, in the Sebei region in Eastern Uganda, faced this challenge. As a child, he dreamed of being an “agriculture man.” However, his ambitions were crushed when he was forced to drop out of primary school. With no access to land for farming or credit for inputs, Gilbert was forced to sell charcoal. Unfortunately, his earnings from charcoal sales were not enough to sustain him or his family.

“I started planting maize, but maize does not do well in my area, so I tried watermelon. This gave me some money. I also went into sunflower growing but at that time, accessing the market was a problem,” Gilbert recalls.

In 2017, YLA partnered with the Sebei Farmers’ Savings and Credit Cooperative (SACCO) to enable 1,500 youth (70 percent of them female) in the region to access financial services, including seed loans, to engage in sunflower and soybean farming. In addition, the partnership linked youth farmers to Mukwano Industries, an oil processing firm based in Kampala with a high demand for high-quality sunflower seed, the crushing material required to produce sunflower oil.

Gilbert, a member of the SACCO, acquired a loan of 1 million UGX (\$270), which he used to initially rent seven acres of land. He was later able to acquire the seven acres and buy an additional acre, bringing his ownership to a total of eight acres, on which he grows his sunflower crop. Under the partnership, Mukwano’s extension agents also delivered hands-on skills training on improved agricultural practices to Gilbert and the other youth farmers and conducted follow-up visits to maintain high quality standards.

Gilbert is earning a higher income from his sunflower seed sales to Mukwano, and has been able to enroll his children in school and open a shop for his wife. Today, he inspires many youth in his region by successfully living out his dreams of being an “agriculture man.”



SECTION VI

GENDER AND SOCIAL INCLUSION

OVERVIEW

Although women are active in agriculture in Uganda, gender inequality limits women’s and girls’ ability to fully participate in and benefit from these activities. Women, particularly “(w)youth,” (a term coined by YLA to refer to young women) face unique constraints to meaningful engagement in agriculture. Social and cultural norms in rural areas mean that many young women are married and become mothers young, which can impact the hours and jobs they work. Harassment in the workplace — particularly in male-dominated professions — is prevalent, and young women face higher rates of gender-based violence at home. Additionally, young women are disproportionately affected by inequalities around asset ownership and access to employment opportunities. The situation is even more dire for youth with disabilities. To address these challenges, YLA incorporated disability inclusion in its GESI activities in the final years of the activity.

To achieve YLA’s female participation targets, the activity was intentional from the start about including women, youth, and marginalized groups. YLA staff and partners were

encouraged to take action that promoted gender equality and created opportunities for women’s empowerment. The approach focused on the “gender dimension” — i.e., the qualitative aspects that encouraged greater female empowerment — as well as ensuring that both YLA staff and partners created opportunities for (w)youth in their work. Every YLA partner, from the beginning of creating the partnership concept, was encouraged to prioritize actions that established equal footing for prospective youth, particularly female youth. This recognized that businesses that can meet the needs of the whole community, including those of underrepresented groups, such as women, youth, refugees, and persons with disabilities, can in turn access a wider consumer base, creating greater sustainability for the private sector. YLA’s inclusive approach resulted in improved perceptions from private sector partners about integrating more youth, including with disabilities, into their business processes. During the five years of implementation, YLA created economic opportunities for 174,891 (w)youth (49 percent of the total youth reached) and helped establish systems within the private sector that will continue creating opportunities for future (w)youth after YLA closes. This section highlights those systems and results.

MAJOR GENDER EQUALITY AND WOMEN’S EMPOWERMENT ACTIVITIES

An evolved approach: YLA’s internal response to gender equality through the years. Early on, YLA recognized the importance of walking the talk on empowering (w)youth and promoting gender equality. In Year 1, YLA conducted a gender assessment to better understand the operating context, which revealed that while women were interested in working, and the private sector was willing to provide these opportunities, social norms in households and communities constrained women’s participation. This assessment led the activity to focus on helping its private sector partners design activities around women’s empowerment. YLA also realized early on that, for its partners to be able to truly address gender equality issues, a holistic approach to addressing gender constraints would be required across all levels of the activity — and was not just the responsibility of a staff gender advisor. In Year 2, YLA mandated that all staff participate in gender equality and social inclusion training to learn how to identify and address gender equality issues. As the activity continued to work with its private sector partners, it realized that though most partners were willing to address gender equality, social attitudes and self-confidence among young women were also barriers to what women felt they could and therefore did (or did not) achieve. At the beginning of Year 4, YLA initiated its Y-Propel Strategy, which was intended to complement support to partners by creating a platform that could inspire and propel youth into greater success. This laid the groundwork for the Breaking the Mold events in Years 4 and 5. These conferences led YLA to specifically focus on the gender dimension for partnerships in Year 5. This resulted in several partner activities to address gender-based gaps, create new opportunities for females and males, address differential impacts, and empower both female and male youth.

Removing gender-based gaps to enhance equal access for male and female youth. Social and cultural norms that influence roles and responsibilities within the family, and create implicit rules around the jobs that are acceptable for young women or young men, can create gender-based gaps between how young women and young men participate in agriculture supply chains. To effectively engage (w)youth, YLA worked with the private sector to identify the underlying challenges and co-create innovative solutions. One such gap was the challenge faced by young mothers, who needed to balance responsibilities of work and taking care of their children. Without adequate childcare, young mothers may be forced to choose between not working or exposing their young children to hazards at the worksite. YLA worked with partners to create an inclusive workplace that reduced this burden for mothers — many of

whom are single. Partners such as Equator Seeds Limited set up day care centers at their seed-sorting facilities, which created a safe and conducive work environment for mothers while ensuring their children’s health and safety (see box). For partners who could not set up a full-fledged day care center, such as Stina Foods Limited, businesses improvised by allocating a room or two for the purpose. The strategy also helped to improve the efficiency of working young mothers, who can concentrate on their work knowing their children are safe and close by. Partners also revised work and training schedules to include breaks that allow for mothers to breastfeed their children.

YLA partners also identified production constraints for (w)youth, such as limited access to land. To address this, YLA co-created a restructured loan requirement plan that recognizes the financial constraints unique to (w)youth, as well as their potential as highly trusted borrowers. The activity supported Sebei Farmers Saving and Credit Cooperative Organization (SACCO) to establish a gender-focused loan plan that requires that female borrowers have prior savings with the SACCO amounting to only 10 percent of the requested loan amount, as opposed to the SACCO standard prior savings of 35 percent of the requested loan amount. This new loan plan makes it easier for female farmers to qualify for loans, which they can use to rent land, access agricultural inputs, and use for marketing purposes.

Creating new opportunities for young women to be a driving force in agriculture. In addition to addressing gender-based gaps, the activity worked to address stereotypes about jobs a woman “should” hold to create fair competition and new opportunities for women. Traditionally, operating tractors and other farm equipment was a male preserve, and women had limited opportunities to engage in this work. To unlock women’s potential earnings related to farm mechanization, YLA worked with a partner called Sing With Me Happily (SWMH) to train young girls how to drive, operate and repair farm equipment (see box). Understanding that training young women could only go so far, YLA also provided capacity building support for SWMH to develop a long-term marketing plan for trained female tractor operators and developed guidelines for both the young women and future employers to prevent sexual harassment against young women entering a male-dominated career. To share lessons, YLA developed a video series for the Breaking the Mold event that explored gender norms and examined how the private sector addressed these issues.

MEANINGFULLY ENGAGING WOMEN

Equator Seeds Limited (ESL), a YLA partner from the start of the project, is one of the fastest-growing seed businesses in Uganda. The company has created opportunities for women in its facilities and currently employs more than 1,500 women as seed sorters. Initially, many female employees worked under the hot sun sorting seeds while balancing childcare responsibilities with their seed sorting duties. Left with no other options, women had to bring their children to work. With support from YLA, ESL erected shades outside the warehouse to protect the women from the sun, which greatly improved productivity. Going a step further, the company also created a designated day care room with a window. This room now protects children from wandering around the machinery and being exposed to chemically treated seed, as well as allowing mothers to look in on their kids while working. These adjustments have made ESL an attractive employer for women and mothers with young children.

“When I heard about the tractor operator center, it was difficult just because many people believe that what men do, ladies cannot do, according to our traditional beliefs. The community nowadays is very happy with what ladies are doing. They are not only tractor drivers but tractor operators operating at big farms.”

— PETER OJOK, COMMUNITY LEADER AND UNCLE OF (W)YOUTH TRACTOR DRIVER

While women constitute a large portion of the agricultural labor force, they still face disproportionate challenges in terms of access to financial services, markets, and training opportunities. YLA purposefully designed and implemented interventions that enhanced youth's — especially female youth's — livelihoods in the agricultural value chain. YLA partners made deliberate efforts to include younger women in supply chains as farmers, agents, and workers. Equator Seeds Limited created employment opportunities for 300 female youth as input kiosk operators in their communities. The kiosks were established in strategic and accessible locations, eliminating the need for farmers to walk long distances to purchase inputs.

YLA partners also used information and communication technology (ICT) to create more opportunities for young women. The underlying motivation was that with ICT, there is improved agriculture production, market information-sharing, and enhanced cashless transactions, which reduces incidences of thefts and losses. Partners such as Aponye Uganda Limited rolled out a digital platform called the “Aponye Uganda Limited Grain Produce Value Chain Management System” to 5,664 youth (3,613 of them female). The digital platform allowed youth to receive price and market information through text messages shared via mobile phones. This information improved financial planning with partners or household members and, therefore, empowered young female farmers to participate in household decisions such as budgeting and expenditure, increasing control of their income and improving their families' well-being.

To build workforce readiness aligned with private sector demand, Kulika Uganda trained 100 young women on timekeeping, communication, and entrepreneurship skills and provided equipment to produce briquettes, an alternative to charcoal and biochar composed of manure from plant residues. Additionally, 10 young women were empowered by Acila Enterprises Limited through training on local, regional (East Africa), and international market grain grades, guidelines, and standards to become grain quality and standards ambassadors in the Teso region of northeastern Uganda. This effort focused on female youth so that they could reach out to more female farmers, who could not be reached through traditional training.

Addressing differential impacts on young women. As YLA partners worked to create opportunities for young women, they also realized that some opportunities needed to meet young women where they were — and address the differential impacts faced by (w)youth. For example, as Byeffe Foods Limited diversified into selling its porridge as a liquid beverage, they deliberately chose to use (w)youth who had dropped out of school as agents (see box), recognizing that the longer they stay out of school with no means of earning an income, the more vulnerable they are to early marriage and early childbearing, which decreases their decision-making powers. Byeffe employed 19 (w)youth, who now earn a 20 percent commission from their daily sales; those who wished to return to school now have the money to do so. Byeffe Foods also pays a retainer allowance at the end of every month.

“When we brought women on board, I [was] so amazed at how they perform their duties. They pay a lot of attention to detail. So, we want to strengthen our network for us to be able to reach out to as many women as possible.”

— FATUMA NAMUTOSI,
FOUNDER, BYEFFE FOODS

Empowering both female and male youth. While YLA partners worked to address the external constraints that shape opportunities for youth, the activity also realized that the ways



Leillah Kirungi (25), a local market facilitator of Rwibaale Farmer's Cooperative Society, takes records of maize. The maize is eventually bulked and transported to the main factory of Aponye Limited.

PHOTO: YLA.

young women and men view themselves and each other can also impact the opportunities they can access. Recognizing that truly effective gender equality activities must also engage men, YLA partners designed interventions that provided equal opportunities for both young men and women, especially in households. Partners trained youth on envisioning farming roles and division of labor while managing family farm plots. During the envisioning sessions, participants drew up activity plans, and each family member was assigned a

specific role in farming, irrespective of sex. The purpose of this was to prevent gender bias attached to different farming roles and driven by cultural norms and traditions. For example, in some parts of Uganda, women are expected to dig in the field, while men are tasked with marketing and selling the produce. Participants also gained knowledge on financial management, such as developing household budgets, equitably managing family earnings, and prioritizing expenditures and saving for improved livelihoods.

To ensure that (w)youth were taking advantage of new opportunities, in Year 4, the activity initiated the Y-Propel strategy, designed to create a platform to network and inspire youth. The resulting Breaking the Mold (BTM) events served as a one-day, high energy, creative gathering of youth engaged in agriculture. The first BTM, held in Kampala, brought together over 200 youth agriculture leaders from across Uganda, including business entrepreneurs, peer leaders, as well as VIP speakers, such as U.S. Ambassador Deborah R. Malac; Minister of Trade, Industry, and Cooperative Amelia Kyambade; and Commissioner of the Uganda Revenue Association Doris Akol. Subsequent BTM events were held in Mbale and Gulu and were pivotal in helping youth talk about and find solutions to issues that were holding them back. This included creating a platform and safe space for both female and male youth to talk about gender norms and what it would take for them to break out of their molds.

SOCIAL INCLUSION

Including youth with disabilities. As YLA worked to create opportunities for female youth, it recognized that there is diversity within this group — and certain under-represented groups of female youth, such as youth with disabilities or refugee youth, face additional constraints to fully participate in and benefit from opportunities in the agriculture sector (see box). YLA also worked to integrate young people with disabilities into its agricultural programs and encouraged its private sector partners to do the same. Through the YLA internship program, the activity partnered with Restless Development and the National Union of Disabled Persons of Uganda (NUDIPU) to ensure that its internship program was inclusive of youth with disabilities. This included targeting intern applications through NUDIPU's networks, reserving a number of intern positions for youth with disabilities, and providing

“YLA has been a learning experience for me. I experienced a lot of support especially in my partnership development field. I was always allowed to provide input, and this made me feel valued and has given me a sense of belonging.”

— RACHEAL KATUSHABE, YLA PARTNERSHIP LIAISON INTERN

training support to host organizations on their responsibilities as employers in providing accommodations to youth with disabilities. This helped the private sector understand how reasonable accommodation works, and what changes could be made to improve conditions for youth with disabilities in the workplace. YLA partners learned how to engage sign language interpreters so that the hearing staff could communicate with deaf interns, and adopted a flexi-time approach to accommodate youth who were mobility impaired. In total, this created first-job opportunities for five youth with disabilities.



Students of St. Anthony's School for the Deaf learn how to harvest maize in the school's demonstration garden. YLA partnered with St. Anthony's to break the dependency cycle of 212 youth with disabilities and others through business opportunities.

PHOTO: YLA.

YLA also supported a partnership with St. Anthony's School for the Deaf to directly engage and empower the deaf community in central Uganda. Through this partnership, YLA supported the school's income-generating activities — specifically, the installation of a grain mill which the school could use to process its grain, and offer to farmers in the community as well. The mill created a bridge between the school and the wider community and produces a small profit for the school, which is used to support the student's welfare.

The school enrolls deaf students aged

four to 25, providing a formal education while also engaging in agricultural activities as part of a practical learning and skills-building curriculum to prepare them for future employment. To enhance this partnership's impact, YLA entered into a memorandum of understanding with Gallaudet University in Washington, D.C., to strengthen the vocational training component of the school's curriculum and integrate the vocational training component into an accessible format for students in agribusiness at nearby Nkozi University. As a result of this partnership, an intern provided technical support to St. Anthony's, improving its capacity for record-keeping and computer skills.

Extending opportunities to refugee youth. When applicable, YLA partners also ensured that the private sector created services and opportunities for refugee communities. Although some refugee camps offered plots of land for agriculture production, the focus was on subsistence farming. Recognizing that refugees will one day return to normal life, and seeking to enhance economic integration of refugees, YLA worked to support linkages between refugee camps and the surrounding communities. YLA partners such as Aponye Uganda Limited placed agents and established bulking centers in Kyaka I and II refugee camps in Kyegegwa district, who could sell inputs to farmers and buy produce from the refugees for Aponye. Because of the available market pull, refugees used their small plots to produce maize and beans for the market. This improved refugee farmers' incomes and enhanced their access to information.

RECOMMENDATIONS

The process of creating meaningful gender equality and social inclusion takes time. Over the past five years, YLA has learned several important lessons about how to promote gender equality and what needs to continue happening to achieve this goal.

Be ambitious but realistic. Establishing female participation targets is a clear-cut way to ensure that everyone remains focused on promoting gender equality. However, the targets must be realistic and achievable. Before setting female participation targets, considerations should include questions such as: What is the current gender balance within the sector? Are women participating equally throughout the sector, or more concentrated in certain jobs? Would bringing in more women (or men) be perceived as taking power or resources away from current participants, and if so, what can be done to reduce harm? If women are not formally active, is the project able to expand or adjust the definition of participation?

Focus on quality and quantity. Often donor-funded projects that aim to improve gender equality will set a target for female participation but not think about the underlying system changes that need to happen to engage more women. While YLA had an ambitious female participation target, the quality of how that participation happened (i.e., the gender dimension) was equally as important to improve conditions for women's participation. Future programs should include interventions that allow for increased female participation without creating harm. This includes empowering women to feel confident when taking new opportunities but also improving the enabling environment for this to happen — such as installing day care facilities and preventing sexual harassment in the workplace.

Remember that men are one half of gender equality efforts. While female empowerment is a critical component of gender activities, men must be part of the conversation to ensure that social and cultural changes fully take root, especially in Uganda's agriculture sector. This means including men in women's empowerment, but also creating the space for men to acknowledge and address the masculinity norms that hold them back or that negatively impact women.

Women are not all the same; social inclusion broadens the reach. Women are not a homogenous group. Women with intersecting identities, such as women with disabilities or refugee women, have an even greater need to participate in gender equality efforts. Without thinking about disability accommodations or unique needs of the refugee community, groups of women will be excluded from gender equality interventions. Thinking about social inclusion does not dilute gender equality efforts — intersectionality broadens the scope of women who can participate.

FIRST PERSON

Never Give Up: Disability Does Not Mean Inability

People with special needs can contribute powerfully to making the world a better place



PHOTO: YLA
Racheal Katushabe, YLA partnership liaison intern

“I am not easily moved by words; I believe in myself and I can make it no matter what comes. I always try to value positive words and forget the [negative] words that can pull me down.”

—Racheal Katushabe

Short stature (dwarfism) did not stop 24-year-old Racheal Katushabe from pursuing her dreams. At age six, Racheal realized she was unique. “My condition became evident when my younger sibling started becoming taller than me,” Racheal said.

Racheal was saddened when community members advised her mother that taking Racheal to school was a waste of time and that she should consider allowing only her non-disabled children to attend. Though Racheal wanted to give up, she was inspired and encouraged by an aunt, who once said, “Never give up, perseverance is the key to a better life and never to be threatened by words.”

“While in school, I became more aware of my ability to lead ... I became a deputy head prefect in my senior three and was a minister in charge of persons with special needs at university,” she says.

In 2018, YLA partnered with Restless Development to implement its second internship cohort. Racheal joined the cohort as a partnership liaison intern based in Masindi and then transferred to Kampala. Racheal developed various concept notes, one of which resulted in a partnership with St. Anthony’s School for the Deaf. Racheal supported YLA’s disability inclusion work while the activity supported Racheal’s professional growth. “YLA has been a learning experience for me. I experienced a lot of support especially in my partnership development field. I was always allowed to provide input, and this made me feel valued and has given me a sense of belonging,” Racheal acknowledged. She also expressed her gratitude to the YLA management team, which procured work aids including a two-step stool and a folding stepladder.

Today, Racheal is an advocate for persons with disabilities. She holds a degree in social work and social administration and, with her newfound skills, plans to pursue a course in child protection to allow her to support children, especially with disabilities, to realize their potential and contribute to society. She also visits schools to sensitize youth to discrimination against persons with special needs. Racheal acknowledged that having an advocate in the community can have ripple effects that last a lifetime, which she hopes to pass on to others.

SUCCESS STORY

Female Change Agent: Advocating for Working Wives

Overcoming misconceptions about working wives



PHOTO: YLA

Angella Ariko, 31 (left), an agent working with Acila, weighing maize of one of the farmers in Orungo subcounty, Amuria district, Eastern Uganda.

“Men are dominating in all economic sectors in my community. That’s why I am doing my best to make the story different.”

— Angella Ariko

Angella Ariko’s life changed once she started to work with Acila. As an agent, she trains farmers on post-harvest handling techniques, including use of tarpaulins, sorting, drying, and threshing. Due to cultural norms around women in agriculture, she decided to also start advocating for other women.

As an agent and advocate, Angella talks to men to permit their wives to work in agriculture. Through dialogue, Angella hopes to shift men’s mindsets and empower women. One couple, Daniel and Rose Ebulu, were at odds over Rose’s aspirations to work. “I didn’t want my wife to carry out any [agri-business] activities because I thought other men would take her away from me,” Daniel admits.

“I always talk to those men face to face,” Angella said. To support Rose, Angella approached Daniel to discuss the advantages of supporting his wife. She advised that Daniel was assuming a great burden by shouldering the family’s economic obligations alone. “Angella told me, my wife participating in maize growing ... will help leverage our family income, which I embraced,” Daniel says.

Angella eventually witnessed Rose growing maize and sorghum, and selling her produce. “Family responsibilities are supposed to be shared; I no longer feel the burden because my wife supports,” Daniel said. Rose added, “I am now able to support my husband in developing our family. I even help in paying our children’s school fees, and we are both managing our family very well.”

With Rose’s earnings, the couple also opened other businesses. Daniel now runs a small chapati and mandazi business while Rose deals in fish (*mukene*). Daniel also encourages other young couples — especially men — to work as a team.

Angella is one of the farmers that Acila engaged through its partnership with YLA. The partnership sought to build female youth agents’ capacity in training farmers to use post-harvest handling equipment. Ten female village agents met with 300 youth farmers to improve the quality of grain. YLA’s support to Acila and other businesses created platforms for female youth interested in working in agriculture — and empowering women like Angella to serve as leaders and advocates.



SECTION VII

COLLABORATING, LEARNING, AND ADAPTING

INTRODUCTION

YLA created a culture of learning and openness. With collaborating, learning, and adapting (CLA) embedded into all facets of the activity, early and enthusiastic adoption of adaptive management principles and tools supported the achievement of YLA’s goals and many of its targets. The activity’s rapid learning cycle focused on better understanding of failures, constraints, and the ability of staff and interventions to address them—in real time through targeted responses, and more broadly through strategic pivots year to year.

YLA convened, facilitated, and employed participatory methods that catalyzed learning. The activity’s CLA process mainly took place through annual workplan workshops, mid-year strategy review sessions, private sector listening workshops, and quarterly all-staff reflection events. Work planning sessions included reflection events ranging from qualitative “fail fest” presentations to reviews of indicator data to open-ended brainstorming sessions. These pause-and-reflect sessions informed each of the activity’s “pivots” to implementation, which were transformational in each iteration of YLA’s growth. Similarly to how entrepreneurs and

businesses change direction or “pivot” based on evidence or new information and supported by digital tools, YLA staff were flexible to ongoing changes, open to taking stock of their work, and ensured that monitoring and evaluation systems produced data could be used as evidence to inform technical program and management decisions. This approach lent itself to exponentially exceed targets in some years, with other years focused on building relationships to achieve future targets and ensure sustainability (Exhibit 13).

Yearly adaptations allowed YLA to hone the most effective methods to support its partners and reach targets. For example, Years 1 and 2 focused on partnership identification and private sector engagement. This involved the use of Pipedrive to improve efficiency and

effectiveness in partnership development processes, integrating digital financial services into YLA activities. The Year 3 Pivot, Finding the Right Partners, shifted mindsets and gave life to the activity’s design in reverse approach, which enabled the private sector to drive the co-design process and focus on what was needed to successfully function as a business. Through deliberate, consistent, and frequent engagement, these “right partners” pivoted to grow their businesses, connect with one another, and generate more opportunities for youth to engage in agriculture. Data also allowed businesses to recognize that their growth both internally (new ideas, new attitudes, new skills) and externally (new products, new employment opportunities, new markets, higher incomes) corresponded to addressing women’s needs as consumers and increasing opportunities for their participation in the workforce. In the Year 5 Pivot, YLA focused on business growth, driving scale, and inclusion. YLA’s partners demonstrated that the informed decision-making and creativity inherent in innovation and pivoting to new or adapted products or services is important to having a more balanced workforce. This resulted in more diverse leadership teams, both on YLA and with its private sector partners. Exhibit 14 below provides a summary of YLA’s pivots over time.

EXHIBIT 13. ACHIEVEMENTS PER YEAR AGAINST TARGETS

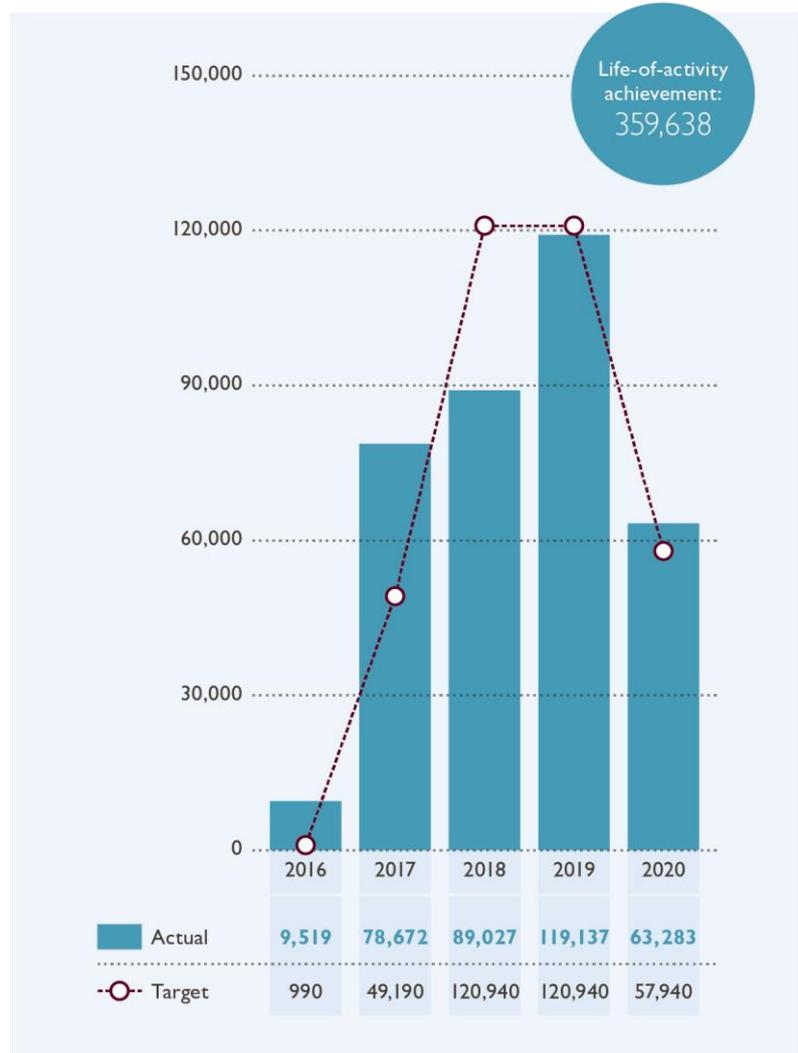


EXHIBIT 14. YLA'S YEARLY "PIVOTS" BASED ON EVIDENCE

ACTIVITY YEAR	ANNUAL ACTIVITY FOCUS	PIVOTS (ADAPTATION) TO SUPPORT SHIFTING ACTIVITY FOCUS
Year 1	Partnership definition and identification	<ul style="list-style-type: none"> Deal "sniffing" to identify the right new partners AgriKool events to identify potential partners and link businesses with other businesses and to youth Annual Program Statement (APS) to identify partners
Year 2	Private sector engagement	<ul style="list-style-type: none"> Developed new tools for more efficient deal "sniffing" and engagement Identified challenges resulting from partnership demand that was based on contractual objectives rather than business goals
Year 3	Finding the right partners	<ul style="list-style-type: none"> Adopted "designing in reverse" to enable PSPs to drive co-creation process based on their self-identified business "pain points"
Year 4	Building on partner pivot	<ul style="list-style-type: none"> Determined that PSPs that focus on business performance generate more options and opportunities for youth in agriculture Built on this momentum to expand opportunities; deal "sniffing" redefined to identify new opportunities (i.e., enhanced business performance, inclusion, etc.) with existing partners. Also promoted and facilitated more networking between strengthened YLA partners to scale the market system. Initiated "Y-Propel approach" (see page 59).
Year 5	Business growth driving scale and inclusion	<ul style="list-style-type: none"> Strengthened PSPs' ability to grow their businesses by attracting qualified and inclusive staff and a supplier base that can support continued business growth

COLLABORATING

YLA facilitated collaboration internally and with external stakeholders to understand Ugandan systems, context, and relationships, and promote locally led socio-economic development. Collaboration involved enhancing existing stakeholder engagement with learning platforms and coordinating with other U.S. government and donor activities to ensure complementarity, reduce redundancy, and optimize resources. The activity also facilitated and strengthened knowledge networks among relevant programs and the private sector partners. YLA worked with other Feed the Future activities to leverage resources, learn, and partner to scale up proven and new approaches to reach youth. The activity worked with different actors, public and private, at the national, sub-national/district, and sub-county levels to leverage reach, expertise, and experience. Collaborations included participation in monthly Feed the Future activity chief of party lunches; quarterly Feed the Future Youth in Agriculture Working Group meetings, annual joint work planning with Feed the Future activities, and sharing relevant data. YLA also convened its private sector partners to improve collaboration along agricultural value chains. As a result of the activity's interventions, partners signed long-lasting and durable memoranda of understanding. Two examples are the agreements between Sebei SACCO and NTH and between PEDN and Ensibuuko; many YLA partners continued to collaborate beyond the activity's end (see box).

PARTNERSHIPS STANDING THE TEST OF TIME

- PEDN-Ensibuuko collaboration to incorporate the Mobis savings group application into the Amani Initiative against teenage pregnancy and early marriage
- Byeffe-Agrinet partnership to acquire post-harvest equipment
- Stina Foods-Smart Foods collaboration to access quality inputs from Smart Foods
- Sebei SACCO-NTH partnership to access seed loans for famers

Below we describe highlights of the activity's *collaboration* efforts:

Convening at the 2018 Global Youth Economic Opportunities Summit (GYEOS). YLA participated in the 2018 GYEOS in Silver Spring, Maryland. The 2018 theme was "Generation 2030: Learning and Earning in a Changing World of Work." The theme was used to focus on the future of work and move from broad trends to a deeper examination of

critical topics. This included growing demand for digital and behavioral skills, holistic programming for youth in the rural economy and agriculture, self-employment in the growing economy, employer engagement, talent acquisition, work-based learning, and youth-led social impact entrepreneurship. A 15-person delegation represented YLA, which included NTH, a sunflower processing company in Lira District, Northern Uganda, and MobiPay AgroSys Limited, a digital mobile payment solutions company aimed to improve farmers lives through innovative payment solutions to drive agriculture, commerce, and trade. NTH’s Paul Omara and MobiPay’s Eric Nana Kwabena Agyei presented on the Livelihoods through Self-Employment technical track under the theme “From Start-Up to Scale: Leveraging Digital Solutions and Aggregated Partnerships to Reach Rural Youth at Scale in Agribusiness.” During the summit, YLA presented an animated video showcasing the partnership between YLA, NTH, and MobiPay. In addition to sharing experiences of what worked for YLA, through this collaboration the activity learned various strategies from others, which included the importance of ICT/digitization of business processes and increased access to agricultural services, some of which were applied in Year 4 of implementation. This resulted in YLA partnering with PEDN and Mastercard Labs to expand Mastercard’s Kupaa application for schools to manage finances, track learners’ and teachers’ attendance, and provide social and financial literacy training to students using school saving clubs.



U.S. Ambassador Deborah Malac speaks at the Breaking the Mold summit in Kampala.

PHOTO: YLA.

Y-Propel and Breaking the Mold. In 2019, YLA collaborated with 20 of its partners from across the country to develop the first phase of YLA’s “legacy activities,” or *Y-Propel*. As a result of their feedback, YLA and its partners organized the first activity: the Breaking the Mold (BTM) event in Kampala held on April 30, 2019. The daylong listening, learning, and networking event gathered more than 200 participants to focus on women’s empowerment. The objective of the event was to inspire and encourage

young female leaders in the agriculture sector to take bold steps and informed risks as entrepreneurs, provide a safe space where experiences — both good and bad — could be shared and learned from, and provide a forum for effective networking that leads to business growth and economic opportunities. Participants included the U.S. ambassador to Uganda, Chemonics’ president and CEO, government of Uganda officials, YLA staff, partner organization leaders, and three employees from each partner. After the Kampala-based Breaking the Mold event, YLA held two regional events in Mbale and Gulu. These regional events were designed for emerging youth leaders at the local level to come together, share experiences, and build networks that would propel their opportunities in the agriculture sector. These regional events each drew approximately 200 youth participants, whose feedback further helped YLA private sector partners design interventions that would increase economic opportunities for female youth.

Unlocking economic opportunities for students at St. Anthony’s School for the Deaf. The activity collaborated with Catholic Relief Services (CRS) and St. Anthony’s School for the Deaf in Nkozi, Central Uganda, to improve the school’s agriculture-related income-generating activities and equip 65 of its deaf and hard-of-hearing students with practical skills

and training. CRS had previously successfully implemented the USAID Uganda Farmer-to-Farmer (F2F) Program through which it supported Byeffe Foods, a YLA partner, to develop a business strategy. Given this relationship, YLA reached out to CRS to collaborate. In late June 2019, YLA and CRS jointly visited St. Anthony's School for the Deaf to conduct a needs assessment and devise new activities to address these needs. YLA and CRS found that Father Anthony Ssenkaayi, the school's founder, focused more on equipping deaf children in Uganda with a formal education and practical skills to be able to sustain themselves than the long-term sustainability and economic viability of the school. The needs assessment and subsequent analysis was followed by a meeting of F2F, YLA, and USAID to consider how to address the school's challenges using YLA's business approach and principles for disability inclusion. This collaborative effort led St. Anthony's to acquire and install a maize mill to allow the school to process grain it grows, and to allow local farmers to process their grain for a small fee. Allowing youth farmers to process grain at the school instead of a bulking center will support them to turn a larger profit.

Information sharing. From 2016 through to 2020, in collaboration with other development partners like the Obulamu Project implemented by FHI 360, and Naguru Teenage Information and Health Centre, YLA and its private sector partners worked with district health teams to disseminate information, education, and behavior change communication materials including video clips, flip charts, fact sheets, and practical illustrations on key reproductive health issues. In 2019, YLA worked with the Feed the Future Uganda Enabling Environment for Agriculture Activity to organize a training for PEDN and in-school mentors on post-harvest handling to prevent aflatoxins in the maize and ground nut value chains. Through this training, Professor Archileo Kaaya from Makerere University built the awareness of 17 PEDN staff about Aflatoxin and food safety. PEDN staff went on to integrate information learned into their Aflatoxin training content for at least 15 PEDN partner schools, intended to trickle down to student families and improve post-harvest handling of grains and pulses.

Experience sharing. In Year 3, YLA supported the USAID/Uganda Monitoring, Evaluation and Learning (MEL) Program, also referred to as The Learning Contract, by delivering a CLA orientation training and learning session for the USAID/Uganda Voucher Plus Activity staff. The activity's deputy chief of party shared YLA's experiences of applying CLA principles, specifically the use of adaptive management in design and delivery of strategy, advancing activity objectives by building and managing a robust results management system, and use of a Customer Relationship Management (CRM) tool (Pipedrive) as a management tool to drive results and team coherence.

LEARNING

Learning supported and enhanced overall efforts. YLA prioritized implementing innovations to generate and feed new learning, innovations, and performance information back into the activity strategy to inform program management, design, local policy dialogue opportunities, and priorities. YLA incorporated quarterly pauses for reflection within the activity implementation plan, engaged stakeholders for shared "learning moments," and conducted analytical reviews of existing or new evidence that may support or contradict common understanding. Learnings were mainstreamed in management and implementation systems, (including monitoring and evaluation) and were a key focus throughout implementation with the following as overall guiding themes: scalability, replicability, cost-effectiveness, age and gender appropriateness of interventions, innovation, and private sector engagement. Below we detail highlights of the activity's *learning* efforts:

Gender Equality and Social Inclusion (GESI). Following the Year 1 gender baseline analysis, the assessment report for scale-up, events, training sessions, and learning sessions with staff, YLA leadership realized that gender awareness and values varied widely among staff. To address this, YLA introduced a more intentional GESI approach in implementation. YLA listened to partners talk about gender equality and women’s empowerment issues and focused more specifically on social inclusion, particularly meaningful inclusion of persons with disabilities. YLA learned that GESI issues reflect cultural narratives and norms, and that mainstreaming GESI required a continual listening and learning process to understand the issues to be addressed. In Year 5, YLA staff received a training from NUDIPU — an umbrella organization for disabled persons’ organizations (DPOs) in Uganda that supported other, smaller and more specific DPOs — on how to create an inclusive work environment for people with disabilities. NUDIPU helped staff understand how to support the cohort of YLA interns with disabilities to achieve their goals. Staff also learned how and when to engage sign interpreters for staff who are deaf or hard of hearing, and learned the Ugandan sign language alphabet. This training also helped YLA better support its private sector partners as they worked to promote an environment of inclusion.

Sharing lessons learned for skills development. During Year 2, YLA partner Sing with Me Happily (SWMH) through its Youth Empowerment Training (YET) center trained and graduated 60 youth as tractor operators. To respond to market demands for skills and competencies demanded of tractor operators, SWMH sought feedback from graduates and tractor operator employers on constraints and opportunities for skilled young women as tractor operators. SWMH noted that given the seasonality of the agricultural cycle, most of the employment offered was seasonal in nature, and few mechanized farms offered full-time employment. To improve employability prospects for its graduates, SWMH responded to feedback by reviewing and incorporating life skills for healthy living and soft skills into its curriculum.

Fail Fest. In Year 4, YLA held a Fail Festival (Fail Fest) at its head office in Kampala as part of efforts to reflect and learn. The event involved experience sharing among staff and was an opportunity to learn from individual and group experiences to date, adapting and documenting lessons in an open and supportive environment. Teams were encouraged to celebrate failure as learning opportunities for adaptation. Using preset questions to guide the learning, the teams reflected on processes and experiences employed in partnership identification, onboarding, and management, and identified opportunities drawn from failures and successes to pivot current and future partnerships. The team reflected on how improve the quality of their interactions with partners to add value to the partner’s core business. They also discussed mechanisms for quickly reviewing, developing, managing, and pivoting partnerships with a focus on scale, building resilient businesses while making a business case for youth engagement. A partner-facing approach that focuses on what is keeping the partner from growing their business was a key outcome of the Fail Fest.

ADAPTING

Adaptation involves translating learning from implementation experience or external sources into strategic and programmatic adjustments, considering changing conditions and emerging risks. YLA incorporated adaptation by adjusting work plans, interventions, management structures, and operational approaches to account for contextual shifts or tacit learning, while sharing a clear rationale for adjustments along the way. In consultation with USAID, YLA adapted to new and emerging market opportunities for youth and deeper knowledge of how to

best reach and serve more marginalized youth. Adaptation also must consider programmatic learning and shifts generated by the activity as well as those adopted by the activity from external learning sources. YLA therefore included a strong focus on adaptive management techniques as part of the CLA approach. Below we detail highlights of the activity's *adapting* efforts:

Prioritizing the 10-to-14 age cohort. Through learning events like the annual Global Youth Economic Opportunities Summit — an event that attracts more than 500 participants globally — YLA learned that most practitioners focus on the 15-to-24-year-old cohort to impart workforce readiness skills, and not the 10-to-14 cohort. YLA therefore adapted to engage the 10-to-14 age cohort, which offered an opportunity to bridge a gap and provide evidence on what works and what does not in measuring skills development for this age category. YLA's subsequent partnerships with the Private Education Development Network (PEDN) through the Aflatoun social and financial education curriculum targeting 10-to-15-year-old youth sought to enhance skills in areas such as entrepreneurship, employability, personal financial management, leadership, life skills, and mentorship to close the youth skills gap (soft and hard skills) and address the lack of accessible and affordable youth business support services. Through the partnership, 50,031 (58 percent female) in-school youth gained workforce readiness skills.

Adapting to unforeseen challenges. YLA learned to exercise flexibility when partners propose and use alternative financial inclusion strategies during the implementation of partnership-related activities. For example, in FY2018 YLA partnered with Agrinet Uganda Ltd to increase incomes for 5,250 youth in maize, rice, and soybean supply chains in Eastern Uganda. As part of this initiative, youth were meant to access financial credit services through a mobile-based cashless system. AgriNet planned to advance 7 million UGX (\$2,090) as startup capital to the young farmers supplying them and then pay through mobile money using the Bionic platform. However, an amendment to the Excise Duty bill that introduced a 1 percent tax on the value transacted via mobile money created a new challenge in the adoption of digital financial solutions, as both the agents and the young farmers opted to revert to cash to avoid the tax. While these transactions were intended originally to be driven through digital financial solutions that would have enabled farmers and the business to reduce costs and risks associated to financial transactions, more than 1.1 billion UGX (\$310,075) in transactions were made in cash instead.

Flexibility of YLA MEL data collection tools. YLA learned that partners were facing challenges working with hard copy data collection tools provided by the YLA MEL team. For example, Sebei Farmers SACCO, a YLA partner in Eastern Uganda dealing in sunflower, reported that the tools they were using were hard to complete and bulky. The agents added that the farmers are often uncooperative in sharing their personal information and were uncomfortable having to sign every time they transacted with the agents. Based on this feedback, YLA agreed to reduce the number of tools and supported the partner to design and adapt new tools that met the partners' business needs and YLA's reporting requirements.

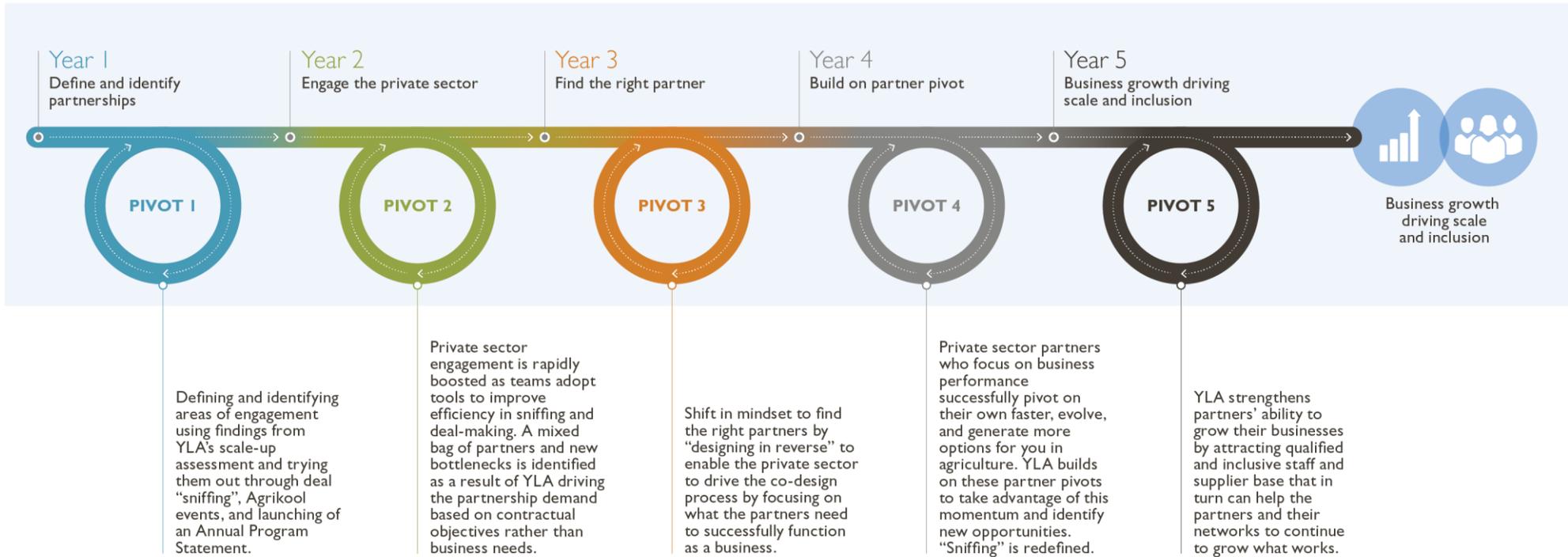
Final event series. In 2020, due to the COVID-19 pandemic, YLA was unable to host an in-person final event. The team quickly transitioned to developing and hosting a first-of-its-kind online event series featuring videos, stories from partners and youth, and a Facebook Live event. YLA shared posts throughout the week on the U.S. Embassy in Uganda and Chemonics' social media pages. The event featured remarks from former chief of party Marcos Moreno, USAID/Uganda's mission director Richard Nelson, USAID/Uganda's

director of economic growth Regina Burns Mackenzie, and a live panel featuring YLA staff and private sector partners. The series included topics such as *Youth Voices from the Field*, *Partner Voices from the Field*, and *YLA's Journey*. The event celebrated the activity's accomplishments and spread awareness about private sector-led and youth-focused agricultural development in Uganda. YLA also highlighted growth for many of its partners, including long-time partner Equator Seeds Limited, featured in its "The Power of a Seed" video (see Exhibit 15).

EXHIBIT 15. THE POWER OF A SEED



EXHIBIT 16. YLA'S ADAPTATION PIVOT JOURNEY





SECTION VIII

LESSONS LEARNED AND RECOMMENDATIONS

INTRODUCTION

YLA's rigorous CLA approach offered the team regular opportunities for the team to pause, reflect, and refine approaches — and to scale up the interventions that garnered the most success toward the achievement of the activity's goals and pivot and adapt when they did not. The following summary represents a selection of key life-of-activity lessons that enabled YLA to facilitate successful interventions and achieve the results highlighted in prior sections. These findings are supported by activity monitoring and evaluation (see Annex A) and feedback from USAID's End of Project Evaluation conducted by the Uganda Learning Activity, implemented by QED.

LESSONS LEARNED

Put the private sector in the lead. Although YLA was dedicated to meeting its contractual objectives, these targets did not always align with the private sector's bottom line. To reduce the gap between the YLA indicators and how the private sector operated, the activity facilitated interventions where it worked closely with the private sector to co-create a

mutually beneficial partnership. This put the private sector in the lead to design and implement solutions that addressed its business pain points and led to a process known as design in reverse, which focused on identifying interventions that met both the needs of the business's bottom line and YLA's objectives for youth engagement.

Show value for money. Early experience on YLA showed that the private sector was most committed to interventions that also made business sense. During co-creation, instead of merely asking partners to lead activities that would contribute to activity indicators, YLA focused on demonstrating clear returns on investment to encourage partners to leverage their own funds to increase buy-in. By only funding partners who could show value for money, YLA ensured that all partnerships took ownership of the intervention instead of simply proposing a grant that tied results to the funder's need. To further instill a sense of ownership, grants to YLA partners were structured to pay for results — meaning that grant payments happened only as partners met mutually agreed upon milestones. These results-based interventions ensured the sustainability of outcomes beyond the life of the partnership with YLA. This process also helped the activity leverage approximately \$7 from the private sector for every \$1 invested by YLA: a significant success in leveraging private sector buy-in for development activities.

Learn to pivot. Adaptive management, or the ability to continually assess what works, what does not work, and pivot towards an improved solution, was key to YLA's success. Providing an environment that let businesses innovate — while also recognizing that some new products or ideas go through phases to reach “perfection” — gave the activity and its partners room to continually pivot towards better results. Each year, the activity assessed what pivots could strengthen its work, which allowed our approach to change and improve when there was a gap between what needed to happen and what was actually happening with partners in the agricultural market system.

Understand the potential and the limits of technology. A 2020 Strategic Impact Advisors case study on Equator Seeds Limited's journey to digitization with YLA confirmed that when done well, digitization can have a major transformative effect on the private sector. For example, digitization of business processes can increase transparency, improve efficiency, and streamline internal management systems, as has been the case for ESL in its journey to becoming a data-driven organization (see box). However, technology is not a magic bullet. While there are many benefits to digitization, technology can also create unforeseen challenges. In some instances, the adoption of technologies was hampered by lack of adequate infrastructure — such as poor access to mobile telecommunication networks in rural areas. Additionally, national regulations around data collection, mobile phone registration, and other rules impacted the uptake of financial technology services. While the rollout of digital tools in ESL was not without its challenges, the company plans to continue iterating and using

ESL'S JOURNEY TO BECOMING A DATA-DRIVEN ORGANIZATION

YLA supported ESL to improve management of suppliers, warehouse inventory, financial accounting, and payments through two platforms:

- **Sage:** Improved ESL's ability to monitor real-time data to inform decisions on sales and procurement of seeds and track buyer demand, doubling the amount of seed ESL issues on credit. ESL also secured credit for its operations using the data, accelerating sales by 20 percent in the second half of 2019.
- **Mobipay Agrosys:** Allowed ESL to create profiles of over 10,000 smallholders, which enabled it to use this data to allocate extension resources and transition to digital payments to suppliers, resulting in significant time and cost savings.

supply chain management and digital financial services products to continue becoming a data-driven organization. Another key lesson is the importance of ensuring data is collected with the lightest digital touch possible. For instance, use of data capture applications on smartphones may be more familiar to staff than deploying laptops for data entry. Mobile-based applications' reliance on a network signal — instead of Wi-Fi — make them a preferred alternative to laptops in rural areas with intermittent internet access but strong network signals.



Serina Kyomukama, a field officer with New Kakinga Millers, trains youth farmers of Bwizi RPO in Kamwenge district on good agronomic practices.

PHOTO: YLA.

Be intentional about inclusion. As a youth-focused activity that prioritized creating opportunities particularly for (w)youth (i.e., female youth), YLA recognized that while most partners were willing to focus on (w)youth, doing so wasn't always an organic part of their business plan. From inception, YLA was intentional about asking partners to address how they could create opportunities for (w)youth. As the activity continued to pivot, it moved beyond merely requiring inclusion to focusing on and

addressing underlying constraints faced by (w)youth and designing the intervention in a way that addressed these issues. Eventually this was expanded further, to include creating opportunities for youth with disabilities, which led to improved perceptions from the private sector about how to integrate these youth into their businesses.

Address attitude barriers. Attitude barriers, including negative stereotyping towards women and people with disabilities, was prevalent among communities and private sector partners before YLA's deliberate inclusion efforts. YLA's inclusion pilots with partners, which included training, coaching, and mentoring, improved attitudes among its partners. However, there is more work to be done beyond YLA to address social stigmas and achieve broader inclusion of women, youth, and people with disabilities in agriculture in Uganda.

Meet young men and women where they are. Segmenting the 10-to-35 definition of youth into age cohorts conflicted with effective implementation of a facilitative approach. YLA staff learned that they need to reach young men and women where they are, which is often simultaneously in and out of school, taking care of children at home, or engaged in various economic activities without obvious engagement entry points. To successfully reach each age cohort, YLA adjusted its approach to be more explicit. For example, YLA diversified partnerships to work with a broader range of youth. It also restructured its organogram to modify staff scopes of work for a broader focus. Instead of private sector partnerships manager and skills development manager positions, the new structure included partnerships managers and regional team leader positions.

Unlock physical, environmental, and communication barriers. In Uganda and many other places worldwide, building design does not accommodate persons with disabilities; written and spoken communications, including media, flyers, and internet, are not made available in braille; and community meetings are not interpreted into sign language. These barriers can deprive people with disabilities of both information and opportunities. Many of YLA's

partners offered limited structural accommodations for people with disabilities, and requests for more inclusive design met resistance from landlords and other authorities. YLA’s awareness and sensitization interventions compelled partners to install structures and incorporate several practices for a more inclusive environment, including building day care centers and alternative walkways, customized office furniture, and other reasonable accommodations. YLA also ensured that staff meetings, training sessions, and large events sponsored by the activity, like Breaking the Mold, included sign language interpretation, a practice that other development implementers have been encouraged to adopt. Over the life of the activity, YLA’s partners learned that these simple adaptations can foster a more inclusive environment for people with disabilities.

Design in reverse. While working to improve the capacity of the private sector, YLA learned that each intervention is based on a series of learning-based pivots that occur as partners learn and grow. “Designing in reverse” ensures that partnership design emphasizes needs and the intended outcome, as opposed to the activity’s objectives. This was not YLA’s starting point. In the beginning, the activity focused design efforts on youth needs but soon learned that this emphasis was ill-placed, as it interfered with YLA’s ability to work within the dynamics of the market system. Once the team took a step back and focused on asking private sector actors what was holding their businesses back, the activity began to gain more traction. Meanwhile, strategies still focused on how to include youth in the process. The design in reverse strategy was instrumental to YLA’s success.

RECOMMENDATIONS

As noted in the final evaluation, YLA achieved strong outcomes for youth in the areas of developing soft and life skills, improved farming skills, increased yields, and increased incomes that resulted from higher-quality or newly introduced crops. While the activity achieved many successes in youth entrepreneurship, workforce readiness, and direct employment of youth along agricultural value chains, the team and USAID’s evaluation of the activity have yielded several recommendations and considerations to increase direct employment of youth and enhance their participation along agricultural value chains beyond the production and post-production stages.

Work within the market system. Too often, economic growth projects operate in a silo where activity targets do not consider how private sector partners operate within the wider market system. When this happens, well-intentioned interventions — particularly from market actors who provide input subsidies or guaranteed farm buybacks, which often ignore the market — can cause long-term damage and undermine the role of the private sector. To address this, activities must consider and respond to the wider market system so that they work in harmony with each other. This is achieved by sharing market trends and information to reduce duplication of efforts. YLA faced challenges to its promotion of access to inputs, as many beneficiaries had no incentive to buy them on the market when they could receive inputs for free from other activities and initiatives. The donor community should strive for all partners to work within the market system to avoid distorting markets. If this is not possible, increased coordination will ensure projects meet their objectives and maximize development impact.

Blended facilitative approach. While there are pros and cons to every approach, YLA employed a blended facilitative approach with a focus that evolved over time. USAID’s End of Project Evaluation recommends that future economic growth programming continue to use a blended facilitative approach, incorporating both a facilitative approach that puts the partner



Justine Mukazungu, CEO of Stina Foods Limited, shows her nourishing baby porridge made from organic ingredients to Vice President Edward Kiwanuka Ssekandi during the International Youth Day exhibition in Jinja, Eastern Uganda. YLA and USAID, in collaboration with the Ministry of Gender, Labour, and Social Development, helped organize the event.

PHOTO: YLA.

in the lead to identify priorities *and* a direct implementation approach that allows the donor to establish certain priorities on the partner's behalf. A blended facilitative approach can integrate incentives and directive elements to further promote better integration of beneficiaries — in YLA's case, to extend opportunities for youth along more stages of the value chain and emphasize addressing barriers to female participation. YLA found that balance is key. For example, most partners did not have a direct incentive to teach youth employees about sexual and reproductive health or promote gender equality within their staff, although in

the long run it could indirectly improve business operations and outcomes. Placing greater emphasis on this programmatic element by taking a directive approach, while still maintaining facilitative approaches elsewhere, could have better enabled the private sector to lead inclusive development while ensuring that it applied certain cultural shifts, like sexual and reproductive health and gender equality in staffing, that didn't have a direct business need. In addition, most YLA partners collected data only on the technical components of the training sessions, even though the health training sessions were offered concurrently with the technical components. Taking a more directive approach to supporting partners' data collection could have improved the measurement of YLA's impact in these areas.

Improved communication with youth. Some youth engaged by YLA's private sector partners did not fully understand the risks associated with participating in agricultural opportunities. This led to some instances of youth leaving the agriculture sector when they did not have diversified sources of income, safety nets in the event of extreme weather, or sufficient markets for products. In the future, youth agricultural programming should directly offer or work with private sector partners to incorporate risk mitigation strategies and teach youth skills in analyzing the costs and benefits of opportunities against their resources and expectations.

Improved integration of productive assets. The final evaluation recommended that partnership design should consider integration of the four types of assets (human, social, physical, and financial), which can result in a more comprehensive strategy for addressing pain points faced by youth. This lens should be considered for future youth programming.

ANNEX A. LIFE OF ACTIVITY ACHIEVEMENTS AGAINST PERFORMANCE INDICATORS

Below is an overview of life of activity achievements against indicators. We provided brief analyses for each indicator the Activity was within 10 percent over or under, along with indicator notes capturing additional information. Lessons learned from the Activity’s performance are discussed in detail in the body of this report, namely in the Collaborating, Learning, and Adapting and Lessons Learned and Recommendations sections.

NO.	INDICATOR AND REPORTING FREQUENCY	FY 2016 - TOTAL	FY 2017 - TOTAL	FY 2018 - TOTAL	FY 2019 - TOTAL	FY 2020 - TOTAL	LIFE OF ACTIVITY TOTAL	LIFE OF ACTIVITY TARGET	% OF LOA TARGET
Activity Purpose: To increase economic opportunities⁸ for hundreds of thousands (approximately 350,000 Ugandan female and male youth) ages 10 to 35 in agriculture-related fields in order to increase their incomes and build entrepreneurship, leadership, and workforce readiness.									
P.1	Number of youth accessing agricultural-related economic opportunity/(ies) because of YLA interventions (Reported Quarterly)	9,519	78,672	89,027	119,137	63,283	359,638	350,000	103%
	Indicator Notes: YLA created economic opportunities for 359,638 youth of which 49% (174,891) are female and 51% (184,747) are male. These included: <ul style="list-style-type: none"> • Networks accessed by 44.52% (160,107 youth) • Market-driven technical skills accessed by 51.71% (185,969 youth) • Agricultural input markets accessed by 3.3% (11,873 youth) • Agricultural output markets by 0.22% (784 youth) • Employment accessed by 0.14% (516 youth) • Financial services such as loans accessed by 0.11% (389 youth) 								
Objective 1: Increased incomes⁹ of youth working in agricultural value chains									
1.0.0	Percentage change in sales of agricultural products/services of firms and firms during the reporting period (Reported Annually)	0	NA	-66%	23%	39%	39%	20%	195%

⁸ Economic opportunity includes: linkages to public and private entities that enable access (evidence for this shall be through a formal event/structured information delivery channel/training) to provide information and skills related to adoption of technologies (labor saving, production and productivity, post-harvest handling, new crop and animal technologies, among others) access to input and output markets, employment opportunities, access to opportunities that lead to imparting skills and improving competencies in either of the variety of skills that may include short-term agricultural related training sessions, entrepreneurship training sessions as well as workforce readiness/soft skills. All interventions are made with a main objective of increasing incomes and improving skills and competencies.

⁹ Exchange rate of 3,348 is used for all values reported in U.S. dollars.

NO.	INDICATOR AND REPORTING FREQUENCY	FY 2016 - TOTAL	FY 2017 - TOTAL	FY 2018 - TOTAL	FY 2019 - TOTAL	FY 2020 - TOTAL	LIFE OF ACTIVITY TOTAL	LIFE OF ACTIVITY TARGET	% OF LOA TARGET
	<p>Indicator Notes and Over/Under Analysis: This indicator was calculated using an adjusted baseline to compute the annual percentage change for individual youth sales only. Since the number of youth increased each reporting year, we computed an adjusted baseline annually by multiplying the number of youth in the reporting year by the average sales of the previous year to establish an adjusted baseline for the previous year, which was then subtracted from total sales for the reporting year. As we did not use an adjusted baseline in 2018, that number was corrected in this report. This indicator was calculated using individual sales only, as the universe of individuals is never constant for firm-level sales. In a true partnership with the private sector, it is not possible to control how the private sector chooses to operate — YLA was merely investing a token amount to alleviate a specific bottleneck. Likewise, while value of sales can be correlated to individual, it should be noted that it is still not necessarily a constant set of individuals year by year, as YLA didn't work with a specific set value chains or farmers throughout the life of activity. Ultimately, because YLA was not designed as a value chain development activity, and therefore did not track the same individuals (or firms) over the life of activity, this indicator as structured is not a reliable indicator to demonstrate/measure YLA's impact at the individual or firm level.</p>								
	Outcome 1.1: Increased adoption of technologies that improve productivity								
1.1.1	Number of individuals in the agriculture system who have applied improved management practices or technologies with USG assistance (Reported Annually)	2,378	12,183	12,463	26,986	17,386	71,396	148,609	48%
	<p>Over/Under Analysis: The numbers in this indicator come primarily from micro and small businesses which had the structures and incentives to track the farm practices of direct beneficiaries. Larger businesses tended to operate through groups and associations who focused on tracking the outcome of group level activities because gathering the demographic information for each individual was cost-inefficient for these private sector actors. In order to operate at scale, larger private sector actors found it challenging and costly to conduct repeat visits to individual farmers to gather data on individuals who had applied improved technologies, and instead relied on groups and associations to manage the activities of these farmers. As a result, under achievement of this indicator is largely attributed to the lack of volume from the smaller firms who could track individual level data and insufficient documentation practices by larger private sector partners who found it most cost-effective to gather data on group-level improved management practices which could not be verified at the individual level.</p> <p>Indicator Notes; A total of 71,396 youth applied improved farming technologies and/ or practices. 46% (32,571) were female and 54% (38,825) were male. These technologies included:</p> <ul style="list-style-type: none"> • 52%: Crop genetics • 21.1%: Post-harvest handling and storage • 10.6%: Cultural practice • 10.18%: Others (improved mechanical and physical land preparation, non-marketing and non-climate related information technology, improved capacity to repair agricultural equipment and improved quality of agricultural products or technology) • 3%: Soil- related fertility and conservation • 1%: Pest and Disease Management • 0.9%: Value Added Processing • 0.8%: Agriculture water management – non-irrigation-based • 0.4%: Marketing and distribution • 0%: climate mitigation or adaption • 0%: irrigation 								

NO.	INDICATOR AND REPORTING FREQUENCY	FY 2016 - TOTAL	FY 2017 - TOTAL	FY 2018 - TOTAL	FY 2019 - TOTAL	FY 2020 - TOTAL	LIFE OF ACTIVITY TOTAL	LIFE OF ACTIVITY TARGET	% OF LOA TARGET
	Some of the partners who enabled youth farmers to apply improved farming technologies included: Aponye Uganda Limited (17,568 youth), Equator Seed Limited (16,307 youth), New Kakinga Millers (7,037 youth), Akorion Company Limited (6,832 youth), SmartMoney (6,742 youth), Grain Trade Development Services Limited (2,516 youth), among others								
1.1.2	Number of productive partnerships between public and private sector, facilitated by U.S. government-funded activities. (Reported Quarterly)	180	89	153	651	150	1,223	60	2,038%
	<p>Over/Under Analysis: Early on, as YLA partners began to formalize and expand partnerships, they realized the business value created by suppliers and distributors in the market system and began to seek out other formal partners beyond what was outlined in their initial partnership agreements. This indicator highlights the value seen by the private sector in formalizing and strengthening connections within the market system.</p> <p>Indicator Notes: A total of 1,223 partnerships were formed through leveraging resources with private sector partners to expand and grow their businesses in terms of geographical coverage and sales. The partnerships focused on:</p> <ul style="list-style-type: none"> • Digital financial services (53.07%) • Technical/Agricultural production (26.98%) • Education service provision (19.46%) • Health services provision (0.49%) 								
Outcome 1.2 Increased provision of private sector market-driven technical skills development services by private sector firms.									
1.2.1	Number of people with new market driven technical skills as a result of USG assistance (Reported Quarterly)	3,922	16,308	94,928	26,938	20,334	162,430	200,900	81%
	<p>Over/Under Analysis: Similar to how private sector firms tracked the application of improved technologies, most firms saw value in providing youth farmers with trainings to improve their technical skills, however larger firms provided these skills through intermediary groups and associations which did not have the structure or incentive to track individual level data on trainings provided. As a result, although these firms did provide trainings, the data on the youth participants could not be verified in a way that would allow these youth to be included in the indicator. Additionally, businesses found greatest return on investment by providing trainings to a consistent group of youth instead of seeking new youth to invest in for each training, therefore these youth were only counted once in the system even though they participated in multiple trainings.</p> <p>Indicator Notes: During the life of the activity, 162,430 youth farmers were trained in market-driven skills, of which 51% (83,529) are female and 49% (78,901) are male. These market-driven skills included:</p> <ul style="list-style-type: none"> • Technical: 69.1% (112,293 youth) • Workforce readiness: 30.5% (49,492 youth) 								

NO.	INDICATOR AND REPORTING FREQUENCY	FY 2016 - TOTAL	FY 2017 - TOTAL	FY 2018 - TOTAL	FY 2019 - TOTAL	FY 2020 - TOTAL	LIFE OF ACTIVITY TOTAL	LIFE OF ACTIVITY TARGET	% OF LOA TARGET
	<ul style="list-style-type: none"> Entrepreneurship: 0.4% (645 youth) Some of the partners who enabled the provision of market-driven technical skills included PEDN (50,031 youth), Aponye Uganda (18,776 youth), and Equator Seeds Limited (13,967 youth), among others.								
	Outcome 1.3: Increased access to input and output markets by youth								
1.3.1	Value of inputs accessed by youth as a result of YLA interventions (<i>Reported Quarterly</i>)	\$106,861	\$470,797	\$853,881	\$125,206	\$104,778	\$1,554,709	\$4,421,078	35%
	<p>Over/Under Analysis: Lower than anticipated achievement against this target is due in large part to behavior of other market system actors who provided free or heavily subsidized agriculture inputs, which created a disincentive for youth to purchase inputs at market value from private sector partners who were trying to compete with donor-funded inputs.</p> <p>Indicator Notes: A total of 67,525 youth (46% female, 54% male, and 0.4% accessed at group level) were enabled with access to agricultural inputs worth \$1,554,709. The category of agricultural inputs accessed included:</p> <ul style="list-style-type: none"> Seed: 84.80% Fertilizer: 9.81% Tools and equipment: 1.94% Seedlings: 1.64% Other: 1.80% <p>Some of the private sector partners that enabled access to inputs included Equator seeds, 29%(\$455,965): Akorion Company Limited, 22% (\$347,701); Aponye Uganda Limited, 15% (\$227,599); TOTCO Uganda Limited, 10% (\$156,351); Sebei Farmers SACCO, 5%(\$73,042); Ngetta Tropical Holdings, 4% (\$68,968); Agrinet Uganda Ltd, 4% (\$60,872); and KadAfrica, 2% (\$27,621); among others.</p>								
1.3.2	Value of annual sales of farms and firms receiving USG assistance which now captures total sales in the reporting Year (<i>Reported Annually</i>)	\$8,907	\$443,570	\$4,533,761	\$7,570,766	\$6,106,185	\$18,663,189	\$4,829,072	386%
	<p>Over/Under Analysis: YLA assistance to private sector partners supported the development of business management systems which improved businesses ability to make evidence-based decisions on the most productive groups to engage as well as which farm products generated the greatest demand and revenue. As a result of these improved business practices, farms and firms were able to exceed the initial sales projections.</p> <p>Indicator Notes: During the life of activity, product sales worth \$18,663,189 were made, of which \$15,978,932 were company sales and \$2,684,257 were individual sales from 23,821 youth. Of the 23,821 youth, 46% are female while 54% are male. The highest-sold commodities according to value chain included maize (\$13,199,503), sunflower (\$1,658,755), bean (\$1,157,187), cassava (\$326,926), simsim (\$251,802), oil (virgin, Gold) (\$248,445), services (\$245,609), peas (\$241,245), soybean (\$235,321), sorghum (\$218,942), cooking oil (\$113,928), groundnuts (\$100,899), and agro-chemical (\$92,404), among others</p>								

NO.	INDICATOR AND REPORTING FREQUENCY	FY 2016 - TOTAL	FY 2017 - TOTAL	FY 2018 - TOTAL	FY 2019 - TOTAL	FY 2020 - TOTAL	LIFE OF ACTIVITY TOTAL	LIFE OF ACTIVITY TARGET	% OF LOA TARGET
1.3.3	Number of MSMEs, receiving business development services ¹⁰ from USG assisted sources (Reported Quarterly)	15	138	9,409	3,191	1,036	13,789	4,018	343%
	<p>Over/Under Analysis: YLA assistance to private sector firms included business development services, which was provided in response to demand from the private sector who requested such support as their businesses began to grow. In addition, as some firms experience exponential growth through their partnership with YLA, they found it more cost effective to support the formation of producer groups or to work through associations, rather than trying to continue to manage individual farmers. Providing these new youth groups with business development services increased the efficiency of these market system suppliers, which then further incentivized the provision of business development services.</p> <p>Indicator Notes: During the life of activity, a total of 13,789 MSMEs were supported with business development services such as, access to;</p> <ul style="list-style-type: none"> • inputs and output markets (89.48%) • training and technical assistance (5.71%) • financial services (3.24%) • digital mobile money services (0.73%) • technology and product development (0.64%) • record management and increased production (0.11%), • business pitching (0.09%) 								
Outcome 1.4: Increased employment opportunities for youth along the value chain									
1.4.1	Number of persons receiving new or employment as a result of participation in USG-funded workforce development Project (Reported Annually)	67	11,296	25,621	3,762	729	41,475	38,829	107%
	<p>A total of 41,475 (47% female and 53% male) employment opportunities were created during the life of the activity. YLA partners provided the following employment opportunities for youth, i.e.</p> <ul style="list-style-type: none"> • Contract farming/self-employment (97.33%) • Piece-rate employment (1.30%) • Full-time employees/salaried at YLA-partnered private sector companies (0.95%) • Agents/commission-based employment (0.42%) 								
Objective 2: Improved skills¹¹ and competencies of youth									
2.0.0	Percentage change in competencies/skills acquired by youth as a result of YLA interventions (Reported Start/ mid/ end)	NA	NA	3.3%	5%	NA	5%	4%	125%
	Over/Under Analysis:								

¹⁰ Including financial services

¹¹ **Human capital:** critical thinking; soft skills/work readiness skills (interpersonal skills, emotional intelligence, cognitive skills, communication skills); attitudes and behaviors; technical skills literacy; financial literacy; Life skills and social capital: access to networks of entrepreneurs, mentors, role models, peers, change agents. **Financial capital skills:** financial literacy, personal finance management, savings, credit grants and insurance an knowledge of and access to markets) numeracy getting on with day-to-day life, social capital Network, leadership, financial – BPD, book keeping, loan application, VSLA management, farm records.

NO.	INDICATOR AND REPORTING FREQUENCY	FY 2016 - TOTAL	FY 2017 - TOTAL	FY 2018 - TOTAL	FY 2019 - TOTAL	FY 2020 - TOTAL	LIFE OF ACTIVITY TOTAL	LIFE OF ACTIVITY TARGET	% OF LOA TARGET
	Based on the end-line survey dubbed Quasi-Experimental Evaluation (QEE) which was conducted by PEDN, there was a 5% change in the five skill areas of higher-order thinking, positive self-concept, self-control, communication skills, and social skills among the youth the partner (PEDN) had reached out to with workforce readiness skills.								
	Outcome 2.1: Increased provision of quality technical, workforce readiness¹², and entrepreneurship skills (including communication, positive mindset, critical thinking, problem- solving, teamwork, and business planning)								
2.1.1	Number of farmers/ beneficiaries reached as a result of USG assistance. <i>(Reported Quarterly)</i>	9,519	78,672	89,027	119,137	63,283	359,638	350,000	103%
	A total of 359,638 youth were reached with USG assistance. Of these, 49% (174,891) are female and 51% (184,747) are male								
2.1.2	Value of agricultural related financing accessed as a result of USG assistance <i>(Reported Annually)</i>	\$105,230	\$367,537	\$334,284	\$498,059	\$89,834	\$1,289,714	\$2,269,787	57%
	<p>Over/Under Analysis: Initially most private sector firms provided input-loans to support youth access to farm inputs, however the default rate on these loans was unsustainable as youth resorted to side-selling or disappearing as a way to avoid loan repayment. This then led private sector partners to engage in loan-recovery processes that further alienated youth farmers from engaging with the business. In response, private sector partners began to provide free or subsidized seeds as a way to incentivize youth to contract with the private sector.</p> <p>Additionally, partners who offered credit services found challenges in accessing farmer financial history which resulted fewer credit services being offered. In response, in later years the Activity shifted to work with financial technology companies who could digitize farmer payments to develop a financial history as a way to unlock future credit opportunities for them.</p> <p>Indicator Notes: During the life of the activity, 21,709 (10,108 female and 11,601 male) youth and one youth group accessed agricultural loans worth \$1,289,714. Of this total, \$678,985 were cash loans while \$610,729 were in-kind loans.</p>								
	Outcome 2.2: Increased opportunities to demonstrate leadership, social entrepreneurship and community engagement by youth								
2.2.1	Number of youth-led social entrepreneurship or community service activities implemented as a result of YLA <i>(Reported Quarterly)</i>	3	9	83	13	4	112	60	187%
	<p>Over/Under Analysis: Private sector businesses realized the benefit to community service activities – primarily that such activities increased brand recognition and reputation and began to independently take on such activities as a way to market their products.</p> <p>Indicator Notes: A total of 112 youth-led social entrepreneurship/community service activities were implemented by YLA partners. The activities included; response to malnutrition cases and promotion of maternal health through provision of nutritious products, offering of communal ploughing and packaging services, promotion of community hygiene and access to clean water as well as creation of safe spaces to sensitize youth mothers on reproductive health issues and HIV/AIDS.</p>								

¹² Workforce readiness skills are the technical and soft skills that enable one to perform well in a workplace.

NO.	INDICATOR AND REPORTING FREQUENCY	FY 2016 - TOTAL	FY 2017 - TOTAL	FY 2018 - TOTAL	FY 2019 - TOTAL	FY 2020 - TOTAL	LIFE OF ACTIVITY TOTAL	LIFE OF ACTIVITY TARGET	% OF LOA TARGET
2.2.2	Number of youths with access to entrepreneurship networks (agro-related) as a result of YLA (Reported Quarterly)	5,484	11,791	38,375	98,857	38,437	192,944	56,000	345%
<p>Over/Under Analysis: Through the YLA facilitative approach to create a variety of agriculture-related opportunities for youth, efforts were made in concept design to ensure linkage of all youth to agricultural and financial- related platforms where they had an opportunity to access information/services. Such platforms included linkages to input and outputs markets, accessing contract farming networks, accessing digital financial platforms and accessing student digital savings and fees payment platforms to enhance students' savings culture in schools. Businesses quickly saw the value in bringing youth onto these platforms which led to the high achievement of this indicator.</p> <p>Indicator Notes: During the life of the activity, 192,944 youth accessed entrepreneurship networks. Of this number, 45% (86,347) are female and 55% (106,597) are male. The networks accessed included:</p> <ul style="list-style-type: none"> • Digital financial platforms: 39% (74,232 youth) • Input and output markets: 32% (62,325 youth) • Workforce readiness and digital platforms: 19% (36,746 youth) • Financial services: 7% (14,274 youth) • Contract farming: 2% (3,054 youth) • Production: 1% (2,313 youth) 									
Outcome 2.3: Improved¹³ provision of life skills for healthy living (including family planning and reproductive health information)									
2.3.1	Number of youth reached with comprehensive/ correct knowledge, life skills information/ services across selected health areas (Reported Quarterly)	892	36,166	25,479	14,657	23,267	100,447	273,218	37%
<p>During the life of the activity, a total of 100,447 youth received information related to healthy living. Of this total 55% (55,339) are female and 45% (45,122) are male. The session content was on the following:</p> <ul style="list-style-type: none"> • HIV/AIDS: 35.9% • Maternal and child health: 33.6% • Nutrition: 29.5% • Family planning: 1% 									
<p>Over/Under Analysis: Many private sector partners did not see an immediate, direct benefit to the business's bottom line by providing their youth farmers, laborers or employees with healthy living skills. Although YLA operated primarily through a facilitative approach which intended to put the private sector in the lead of defining what assistance made the most business sense. The numbers in this indicator are the result of the Activity taking a more prescriptive role in the later years of the Activity to organize health trainings for the youth engaged by the private sector.</p>									

¹³ Improved provision in YLA context shall refer to more access of service providers to the youth. This shall be tracked by the number of youth that are reached.

ANNEX B. FINANCIAL SUMMARY

The table below includes a financial summary of actual expenditures for the Feed the Future Uganda Youth Leadership for Agriculture Activity accrued through July 31, 2020.

CONTRACT LINE ITEMS	CONTRACT TOTAL	INVOICED THROUGH JULY 31, 2020	ESTIMATED COSTS INCURRED THROUGH OCTOBER 13, 2020	TOTAL ESTIMATED COST	BALANCE REMAINING
Direct Costs	\$11,183,640	\$10,738,215	\$330,398	\$11,068,613	\$115,027
Subcontractors	\$1,509,791	\$1,393,748	\$0	\$1,393,748	\$116,043
Grants	\$2,200,000	\$1,707,215	\$0	\$1,707,215	\$492,785
Indirect Costs*	\$5,444,401	\$5,609,003	\$198,825	\$5,807,828	(\$363,427)
Fixed Fee	\$1,200,270	\$1,138,681	\$31,753	\$1,170,434	\$29,836
Total	\$21,538,102	\$20,586,862	\$560,977	\$21,147,839	\$390,263

*Per Modification No. 12 of the YLA prime contract, Chemonics has received CO approval to exceed the indirect cost line item amount specified in Section B.4.

ANNEX C. PARTNERSHIPS

NO.	PARTNER	IMPLEMENTATION PERIOD	PARTNERSHIP DESCRIPTION	KEY ACHIEVEMENTS	YLA CONTRIBUTION (UGX)	LEVERAGED FUNDS (UGX)
1	Acila Enterprises Limited	November 2018 – November. 2019	YLA partnered with Acila to improve the quality of the warehouse by painting and tilling the floor in fulfillment of a certification requirements by the East African Grain Council I certification. Enabled Acila access to G-soko East African community market platform.	<ul style="list-style-type: none"> 3,058 youth accessed economic opportunities. Inputs worth \$17,300 were accessed by youth. Farm and firms made sale worth \$103,555. Youth access agricultural-related financing services worth \$17,565. 	71,812,408	75,100,500
2	Acila Enterprises Limited - Follow on	December 2019 - March 2020	YLA partnered with Acila to improve the quality of grain bulked by 10 female village agents reaching 300 youth through provision of post-harvest handling equipment in partnership with Acila Enterprises Limited	<ul style="list-style-type: none"> 195 youth accessed economic opportunities. Inputs worth \$40 were given to youth. 242 youth farmers accessed market-driven technical skills. 	38,800,000	35,112,000
3	Adag Anii Limited (AAL)	May 2019 – November 2019	YLA partnered with Adag Anii Limited to increase economic opportunity for 1000 youth through rice seed multiplication and grain production in Lango Sub region”	<ul style="list-style-type: none"> 29 youths reached with economic opportunities 31 youth accessed market-driven technical skills 4 training events were conducted 	109,981,000	90,690,000
4	Africa Cereals and Grains Corporation (ACGC)	July 2019 – January 2020	YLA partnered to improve ACGC’s supply chain management and increase access to finance for 2,944 youth farmers in the soybean and sorghum value chains through procurement and installation of a digital record management and traceability system	<ul style="list-style-type: none"> No data recorded 	72,286,200	126,190,000
5	African Innovations Institute (AfrII)	September 2017 – September 2018	YLA partnered with AfrII to engage 4,710 youth in Fresh Cassava Root (FCR) production in Lira Kole and Apac	<ul style="list-style-type: none"> 4,387 youth accessed economic opportunities Youth accessed inputs worth \$16,907 Youth accessed financial services worth \$5,145 	144,871,000	348,100,000
6	Agrinet Uganda Limited (AgriNet)	September 2017 – November 2018	YLA partnered with AgriNet to link 5,250 youth (including 3,250 women) from Tororo, Butaleja, Bugiri and Iganga to Agrinet Uganda Ltd (AgriNet) in the supply chain of rice, soybean and maize.	<ul style="list-style-type: none"> 5,624 youth accessed economic opportunities Youth accessed inputs worth \$61,016 Youth and firms made sales worth \$81,197 Youth accessed financial services worth \$118,461 	149,214,501	365,753,501

NO.	PARTNER	IMPLEMENTATION PERIOD	PARTNERSHIP DESCRIPTION	KEY ACHIEVEMENTS	YLA CONTRIBUTION (UGX)	LEVERAGED FUNDS (UGX)
7	Agromart Agricultural Co. (U) Limited	May 2017 – January 2018	YLA partnered with Agromart to expand an out grower scheme for Agromart Agricultural Co. Ltd to incorporate 200 youth from Gulu, Nwoya, Omoro and Amuru in the production of hot pepper, green chillies and white garden egg for export	<ul style="list-style-type: none"> 2020 youth accessed economic opportunities Youth accessed inputs worth - 2,080,000 UGX Value of financial services accessed by youth - 2,080,000 	20,900,000	24,400,000
8	Akorion Company Limited	December 2016 – December 2017	YLA partnered with Akorion to engage Youth in Agricultural Production and Market Service Provision, through digitization of input and output produce marketing	<ul style="list-style-type: none"> 6,806 youth accessed economic opportunities Youth accessed inputs worth \$289,814 	142,621,998	87,475,169
9	Anchor Foods Limited	January 2019 – March 2020	YLA partnered with Anchor Foods Limited (AFL) to scale up its capacity in processing and drying chili pods ultimately increasing the incomes of 1,500 female youth through their engagement in the chili value chain. YLA's assistance was procuring and installing a crusher and multipurpose solar drier that scaled up their value addition initiative, increasing farmer incomes and enhancing their business profitability.	<ul style="list-style-type: none"> 1,849 youth accessed economic opportunities Youth accessed inputs worth \$10,209 Farms and firms made sales worth \$104,397 Youth accessed financial services worth \$9,954 	106,000,500	87,700,000
10	Ankole Coffee Processors Ltd (ACPL)	May 2018 – January 2019	YLA worked with Ankole Coffee Processors to facilitate the certification of 2,800 youthful (15-35) coffee farmers under UTZ (a mainstream certification program operating in the coffee and tea sectors which enables farmers to learn better farming methods, improve working conditions, and take better care of the environment).	<ul style="list-style-type: none"> 1,565 youth accessed economic opportunities 1,039 youth who applied improved farming technologies 1,420 youth who accessed entrepreneurship networks 	57,760,000	146,344,000
11	Aponye Uganda Limited (Aponye)	September 2017 – September 2018	YLA partnered with Aponye Uganda Limited under the title "Engagement of 20,200 Youth in Agribusiness for Sustainable Development". The main objective of the partnership was to incorporate 20,200 youth farmers into the maize and bean value chains while helping Aponye Uganda Limited meet its grain demand of 50,000MT of maize and 8,000MT of beans.	<ul style="list-style-type: none"> 19,082 youth accessed economic opportunities Youth accessed inputs worth \$228,144 Farms and firms made total sales of \$ 669,393 Youth accessed \$271,839 worth of financial services 	201,372,000	167,600,000

NO.	PARTNER	IMPLEMENTATION PERIOD	PARTNERSHIP DESCRIPTION	KEY ACHIEVEMENTS	YLA CONTRIBUTION (UGX)	LEVERAGED FUNDS (UGX)
12	Aponye Uganda Limited_ Follow on	December 2019 – May 2020	YLA procured an integrated and customizable digital platform that strengthened Aponye's value chain through the Local Market Facilitators – boosting access to quality inputs, improved storage, advisory and market information among its farmers especially the female youth.	<ul style="list-style-type: none"> • 2,835 youth accessed economic opportunities • Farms and firms made total sales worth \$2,929,846 • 3,331 youth received market-driven technical skills 	90,200,000	108,642,500
13	Brilliant Youth Organization	May 2017 – March 2018	YLA partnered with Brilliant Youth Organization (BYO) to create economic opportunities for 900 (400 women) youths along the maize value chain.	<ul style="list-style-type: none"> • 885 youth accessed economic opportunities • Youth accessed inputs worth \$20,637 	15,832,450	161,580,000
14	Byeffe Foods Company Limited	December 2016 – November 2017	YLA partnered with Byeffe Foods to promote youth economic empowerment through the pumpkin production and its value addition.	<ul style="list-style-type: none"> • 3,289 youth accessed economic opportunities • Inputs worth \$10,782 were accessed by the youth • Farms and firms made total sales worth \$58,628 	125,124,533	81,694,800
15	Byeffe Foods Company Limited (BFCL)	September 2018 – March 2020	YLA partnered with Byeffe with a follow-on grant to realize improved quality of the pumpkin products leading to acquisition of UNBS product certification. The partnership involved YLA procuring a vertical fill and sealing machine to minimize human contact at packaging.	<ul style="list-style-type: none"> • 1,960 youth accessed economic opportunities • Youth accessed inputs worth \$5,753 • Farms and firms made total sales worth \$27,764 • 2,589 Youth accessed entrepreneurship networks 	304,938,900	144,935,200
16	CAIO Shea Butter (U) Ltd	December 2016 – May 2018	YLA partnered with Caio to enable youth entry into sustainable Chia based livelihood through establishment of a trade hub and training Centre	<ul style="list-style-type: none"> • 787 youth accessed economic opportunities • Farms and firms made sales worth \$26 • 839 youth received various trainings 	163,947,400	126,433,150
17	Consult Agri-Query Solutions Limited	August 2017 – August 2018	YLA worked with Consult Agri-Query Solution to link 100 youth (60 women) as vegetable out-growers to the company for provision of crop financing, extension services and market for cabbage and tomatoes.	<ul style="list-style-type: none"> • 123 youth accessed economic opportunities • Youth accessed inputs worth \$3,289 • Farms and firms made total sales worth \$28,670 • Youth accessed financial services worth \$272 	32,330,000	13,208,000
18	Consult Agri-Query Solutions	December 2018 – September 2019	YLA partnership was to strengthen Consult Agri-Query's horticulture supply chain through establishment of a financial and records management system, to facilitate	<ul style="list-style-type: none"> • 178 youth accessed economic opportunities • Youth accessed inputs \$1,630 • Farms and firms made cumulative sales worth \$73,441 	13,700,000	29,704,000

NO.	PARTNER	IMPLEMENTATION PERIOD	PARTNERSHIP DESCRIPTION	KEY ACHIEVEMENTS	YLA CONTRIBUTION (UGX)	LEVERAGED FUNDS (UGX)
	Limited Follow on		improvement of the grantee's business performance through making accurate financial projections, as well as sales and inventory management			
19	East African Seed Limited	March 2017 – December 2017	YLA partnered with EAS to promote bean seed production technology among 1,000 out of school youth in selected sub counties in Mubende district.	<ul style="list-style-type: none"> 302 youth accessed economic opportunities Youth accessed inputs worth \$503 	2,690,000	28,940,000
20	Eastern Agricultural Development Company Limited (EADC)	April 2019 - November 2019	YLA had partnered with Eastern Agricultural Development Company (EADC) to procure and install a fully-fledged processing unit to sort, peel, cut and process dry Orange Fleshed Sweet Potatoes (OFSP) into flour, resulting into value addition to grade II OFSP	<ul style="list-style-type: none"> 1,672 youth accessed economic opportunities 1,335 youth received market-driven technical skills 	2,542,929,000	173,816,000
21	Ensibuuko Technologies Limited	November 2017 – May 2020	YLA partnered with Ensibuuko to improve the participation of 165,000 youth (Ages 15-35, - 60% female) in Agriculture by strengthening the SACCOS and VSLA capacity to target, reach and serve youth as a means to increase access to financial services for youth in rural areas.	<ul style="list-style-type: none"> 43,071 youth accessed economic opportunities Farms and firms made cumulative sales worth \$122,204 Youth accessed financial services worth \$471,305 	831,711,342	900,259,860
22	Ensibuuko Technologies Limited Follow On	July 2019 – November 2019	YLA partnered with Ensibuuko Technologies to design, develop, and deploy a non-cash asset management module to the Mobis application software to aid three Savings and Credit Cooperative Organizations (SACCOs) in tracking commodity sales digitally	<ul style="list-style-type: none"> 135 youth accessed economic opportunities Youth accessed inputs worth \$2,777 	103,220,000	133,020,000
23	Equator Seeds Limited	May 2016 – October 2017	YLA partnered with ESL to create an extension service to integrate 6,500 youth into the Equator Seed Limited production out growers' scheme	<ul style="list-style-type: none"> 8,014 youth accessed economic opportunities Youth accessed inputs worth \$427,164 Youth accessed financial services worth \$427,164 	171,893,133	318,128,000
24	Equator Seeds Limited (ESL)- Follow On	August 2018 – March 2020	YLA follow-on partnership with Equator Seeds Limited (ESL) was to Digitize ESL's supply chain management system to track the seed multiplication process through application of digital financing and record keeping technologies	<ul style="list-style-type: none"> 13,986 youth accessed economic opportunities Youth accessed inputs worth \$111,147 Youth made sales worth \$3,907,872 	288,742,784	214,994,328

NO.	PARTNER	IMPLEMENTATION PERIOD	PARTNERSHIP DESCRIPTION	KEY ACHIEVEMENTS	YLA CONTRIBUTION (UGX)	LEVERAGED FUNDS (UGX)
25	Equator Seeds Limited-Day care	November 2019 – June 2020	YLA partnered with at Equator Seeds Limited (ESL), a seed multiplication and distribution agribusiness in need to provide accommodative and inclusive work environment for female sorters who were not performing optimally or being left out because they had to take care of children. The partnership led to piloting of a childcare center that provided a safe space for mothers to keep their children while at work and increase their productivity.	<ul style="list-style-type: none"> • 105 youth accessed economic opportunities • Youth made sales worth \$1,485 • 116 youth applied improved farming technology 	38,280,000	42,461,000
26	Equator Seeds Limited-Kiosks	December 2019 – June 2020	YLA partnered with Equator Seeds Limited (ESL) to improve access to quality seeds for small holder farmers by establishing 300 input agent kiosks in the 17 districts of Acholi and Lango Sub-regions and creating economic opportunities for 1,800 females in the inputs ecosystem.	<ul style="list-style-type: none"> • Youth accessing economic opportunities - 1,295 • Youth applying technology - 1,369 	400,399,948	442,200,000
27	Faith Agro Inputs Ltd (Onions)	June 2017 – November 2017	YLA partnered with Faith Agro to increase production of onions through input, post-harvest techniques and market linkages targeting 900 youth (600 women) aged 15-35 through 30 village agents.	<ul style="list-style-type: none"> • Youth accessing economic opportunities - 982 • Value of inputs accessed by the youth - 240,000 UGX • Youth who accessed trainings - 1,235 	27,690,000	35,000,000
28	Faith Agro Inputs Ltd (Inschool Contract Farming)	June 2017 – November 2017	YLA partnered with Faith Agro to skill in schools youth using the school garden concept through agricultural clubs targeting 1,280 students in Mbale district.	<ul style="list-style-type: none"> • Youth accessing economic opportunities - 1,301 • Youth accessing trainings - 1,370 	11,760,000	2,750,000
29	Geneber Outspan Farmers Association (Geneber)	June 2019 – January 2020	YLA partnered with Geneber to increase the economic opportunities of 200 youth farmers by reducing the contamination of sesame and increasing the production and sales of organic sesame	<ul style="list-style-type: none"> • Youth accessing economic opportunities - 275 • Value of sales for farm and firms 577,105,950 UGX • Value of Financial services accessed by youth - 51,000,000 UGX 	27,353,800	20,960,000
30	Godson Export Commodities	May 2019 – April 2020	YLA partnered with Godson Commodities to strengthen their financial and procurement processes as well as develop a farmer	<ul style="list-style-type: none"> • Youth accessing economic opportunities - 9,023 	120,970,000	126,897,000

NO.	PARTNER	IMPLEMENTATION PERIOD	PARTNERSHIP DESCRIPTION	KEY ACHIEVEMENTS	YLA CONTRIBUTION (UGX)	LEVERAGED FUNDS (UGX)
	Limited (Godson)		traceability and digital payment solution while creating economic opportunities for 6500 youth farmers in Northern Uganda in the production of organic chia seeds.	<ul style="list-style-type: none"> Value of inputs accessed by youth - 7,151,000 UGX Value of sales for farm and firms - 240,670,550 UGX 		
31	Grain Trade Development Services (G-TRADES)	January 2018 - November 2018	YLA partner with G-TRADES' to build and strengthen their maize and beans supply chain while creating economic opportunities for 3000 youth West Nile subregion.	<ul style="list-style-type: none"> Youth accessing economic opportunities - 2,930 Value of inputs accessed by the youth - 50,296,500 UGX 	131,443,000	90,668,000
32	Green Growers Training and Demonstration (GGTD)	November 2017 – July 2018	YLA partnered with GGTD to increase economic opportunities for 200 youth through production of cabbages and tomatoes.	<ul style="list-style-type: none"> Youth accessing economic opportunities - 304 Value of inputs accessed by youth - 4,208,400 UGX Value of sales for farm and firms - 146,056,902 UGX Value of financial services accessed by youth - 823,000 UGX 	37,091,000	84,350,000
33	Jolah Company Limited (Jolah)	September 2018 – September 2019	YLA partnered with Jola to procure and install an Enterprise Resource Planning software capable of managing the record requirements of the company and perform accounting functions. The partnership involved profiling of 3,000 youth and training of Jola staff on use.	<ul style="list-style-type: none"> Youth accessing economic opportunities - 594 Value of inputs accessed by youth - 37,100,000 UGX Value of sales for farm and firms - 484,659,790 UGX Value of financial services accessed by youth - 2,400,000 UGX 	62,843,400	27,456,000
34	KadAfrica Ltd	July 2017 – August 2018	YLA partnered with KadAfrica to increase youth incomes through a vertically integrated girl-powered passion fruit value chain in Western Uganda	<ul style="list-style-type: none"> Youth accessing economic opportunities - 240 Value of inputs accessed by youth - 92,475,500 UGX Value of sales for farm and firms - 771,280 UGX Youth applying technology - 639 	166,664,253	937,852,322
35	Kiima Foods	September 2017 – February 2019	YLA partnered with Kiima Foods Limited to build capacity of the Uganda Institute of Organic Farming to establish a commercially sustainable learning center and empower 150 young women with agribusiness skills to	<ul style="list-style-type: none"> Youth accessing economic opportunities - 161 Value of inputs accessed by youth - 479,540 UGX Value of sales for farm and firms - 8,001,400 UGX 	11,056,500	29,068,350

NO.	PARTNER	IMPLEMENTATION PERIOD	PARTNERSHIP DESCRIPTION	KEY ACHIEVEMENTS	YLA CONTRIBUTION (UGX)	LEVERAGED FUNDS (UGX)
			increase onion production for Kiima Foods (market off taker).			
36	Kulika Uganda Limited	March 2017 – December 2018	YLA partnered with Kulika Uganda to establish competitiveness of small-scale farming by youth in Mubende district through training youth in selected beans, maize and apiculture enterprises, agro-marketing initiatives and entrepreneurship thus equipping them with employable skills.	<ul style="list-style-type: none"> Youth accessing economic opportunities - 3,850 Value of inputs accessed by youth - 7,312,500 UGX Value of sales for farm and firms - 170,097,813 UGX 	163,827,002	63,630,000
37	Kulika Uganda-Follow on	December 2019 – May 2020	YLA partnered with Kulika Uganda Limited to skill 100 female youth and boost their income through the production of briquettes and biochar in Mubende District	<ul style="list-style-type: none"> Youth accessing economic opportunities - 121 Youth accessing market driven technical skills - 138 Value of sales for farm and firms - 2,064,800 UGX 	30,900,000	15,075,000
38	MobiPay AgroSys Limited	June 2018 – September 2019	YLA partnered with MobiPay AgroSys to procure an integrated and customizable digital payment platform that enabled Ngetta Tropical Holdings (NTH) to effectively manage their finance and operations, along with the required training and technical services to support the launch and maintenance	<ul style="list-style-type: none"> Youth accessing economic opportunities - 108 Youth accessing market driven technical skills - 106 	303,005,080	478,213,000
39	New Kakinga Millers Ltd.	August 2019 – March 2020	YLA partnered with New Kakinga Millers to increase market access for 8,000 youth through improved processed product quantity, quality, and increased product turnover of New Kakinga Millers. The grant facilitated the installation of an industrial grade milling machine at NKM in order to enable the cleaning, hulling, and grinding of maize at the required finesse	<ul style="list-style-type: none"> Youth accessing economic opportunities - 1,517 Value of inputs accessed by youth - 16,861,500 UGX Value of sales for farm and firms - 4,402,335,400 UGX Youth applying technology - 4,450 	79,587,600	158,760,000
40	New Kakinga Millers Ltd_ Follow on	December 2019 – March 2020	YLA partnered with New Kakinga Millers to increase sales revenue for existing 8,000 farmers by enabling them to meet the required market standards for New Kakinga Millers through improving postharvest management.	<ul style="list-style-type: none"> Youth accessing economic opportunities - 3,136 Youth applying technology - 2,720 	71,020,000	23,480,000

NO.	PARTNER	IMPLEMENTATION PERIOD	PARTNERSHIP DESCRIPTION	KEY ACHIEVEMENTS	YLA CONTRIBUTION (UGX)	LEVERAGED FUNDS (UGX)
41	Ngetta Tropical Holdings	May 2018 – September 2019	YLA worked with Ngetta Tropical Holdings (NTH) to procure a robust accounting system (SAP), that is integrated with its mobile payment platform, the use of which has enabled them leverage resources from financial institutions and be able to accurately monitor inventory and business performance.	<ul style="list-style-type: none"> Youth accessing economic opportunities - 13,106 Value of inputs accessed by youth - 80,874,500 UGX Value of sales for farm and firms - 5,812,078,390 UGX 	168,312,440	37,414,440
42	Ngetta Tropical Holdings	April 2017 – September 2018	YLA partnered with NTH to Strengthen the institutional capacity of the youth cooperatives to be able to engage with NTH and provide a platform for sustainably increasing employment and income opportunities for youth members especially in sunflower production. Build a cooperative level youth led extension and cooperative management support structure for oilseed production customized to the needs of the youth cooperatives that will lead to creation of farm level labor and upstream organizational and supply chain jobs.	<ul style="list-style-type: none"> Youth accessing economic opportunities - 6,006 Value of inputs accessed by youth - 150,030,500 UGX Value of financial services accessed by youth - 7,320,000 UGX 	191,278,000	3,912,830,000
43	Private Education Development Network (PEDN)	September 2016 – November 2017	YLA worked with PEDN and Aflatoun International to update their soft skills training curriculum and ensure the materials are contextually relevant to Uganda. This also involved capacity building for teachers and learners.	<ul style="list-style-type: none"> Youth accessing economic opportunities - 32,869 No of youth trained on soft skills - 26,560 	254,936,409	187,326,721
44	Private Education Development Network (PEDN)	January 2018 – January 2019	YLA partnered with PEDN on enhanced Aflatoun Curriculum Delivery and Quasi-Experimental Evaluation Activity	<ul style="list-style-type: none"> Youth accessing economic opportunities - 12,005 	591,087,023	375,636,779
45	Private Education Development Network (PEDN)-Kupaa	February 2019 – April 2020	YLA partnered with PEDN and Mastercard Labs to improve learning and enhance skills amongst 17,024 youth in school (including pupils/students, teachers, and parents), leading to improvement in workforce readiness and employability skills through the integration of MasterCard's Kupaa	<ul style="list-style-type: none"> Youth accessing economic opportunities - 46,722 No of youth accessing networks - 36,744 	462,290,917	1,946,015,474

NO.	PARTNER	IMPLEMENTATION PERIOD	PARTNERSHIP DESCRIPTION	KEY ACHIEVEMENTS	YLA CONTRIBUTION (UGX)	LEVERAGED FUNDS (UGX)
			application across PEDN's 140 partner schools.			
46	Responsible Suppliers Ltd	April 2017 – January 2018	YLA partnered with Responsible Suppliers now Diner's Rice to increase production of upland rice among 1,050 youth (700 women) in Eastern region through adoption of improved technologies, access to improved agro inputs and access to ready market.	<ul style="list-style-type: none"> Youth accessing economic opportunities - 1,356 	36,250,000	98,749,805
47	Sebei Farmers Savings and Credit Cooperative Organization	November 2017 – February 2019	YLA supported Sebei Farmers SACCO to recruit and engage 1,500 youth (900 females and 600 males) in soybean and sunflower production through training, input and market access	<ul style="list-style-type: none"> Youth accessing economic opportunities - 1,906 Value of inputs accessed by youth - 236,194,508 UGX Value of sales for farm and firms - 2,126,088,128 UGX Value of financial services accessed by youth - 108,023,000 UGX 	63,428,000	1,597,554,000
48	Sebei Farmers Savings and Credit Cooperative Organization-Follow on	November 2019 – March 2020	YLA partnered with Sebei Farmers SACCO to increase access to savings for 400 youth (300 female and 100 male) through the promotion of Villages Savings & Lending Associations (VSLAs).	<ul style="list-style-type: none"> Youth accessing economic opportunities - 529 Value of inputs accessed by youth - 8,351,000 UGX Value of financial services accessed by youth - 47,943,000 UGX 	25,695,000	8,700,000
49	Sing With Me Happily (SWMH)	September 2016 – February 2018	YLA partnered with SWMH on executing a youth empowerment training (YET) in tractor operations	<ul style="list-style-type: none"> Youth accessing economic opportunities - 115 Number of youths trained in tractor driving - 129 	168,798,600	346,584,000
50	Sing With Me Happily (SWMH) Follow on	January 2020 – May 2020	YLA partnered with SWMH through providing business development support to a Youth Empowerment Training Center (YET) so that it can be recognized as a key player within the agriculture mechanization sector	<ul style="list-style-type: none"> Youth accessing economic opportunities - 112 Value of sales for farm and firms - 1,746,000 UGX Number of youths accessing market driven technical skills - 125 	169,172,000	198,860,000
51	Smart Foods Limited	January 2019 – April 2020	YLA partnered with Smart Foods to carry out value addition to soybean through production of soy-yoghurt and tofu in partnership with Smart Foods Limited targeting 200 youth in Kaliro. This increased their production from	<ul style="list-style-type: none"> Youth accessing economic opportunities - 447 Value of inputs accessed by youth - 10,493,500 UGX 	53,400,000	57,146,800

NO.	PARTNER	IMPLEMENTATION PERIOD	PARTNERSHIP DESCRIPTION	KEY ACHIEVEMENTS	YLA CONTRIBUTION (UGX)	LEVERAGED FUNDS (UGX)
			8,000 liters to 21,600 liters of soy yoghurt per month, through the procurement and installation of a 300-liter continuous flow batch pasteurizer.	<ul style="list-style-type: none"> Value of sales for farm and firms - 61,292,211 UGX Value of financial services accessed by youth - 5,595,000 UGX 		
52	St. Anthony's School for the Deaf	December 2019 – April 2020	YLA partnered with the St. Anthony school for the deaf to procure a maize mill to break the dependency cycle of 212 youth with disabilities and others through harnessing business opportunities at the school.	<ul style="list-style-type: none"> Youth accessing economic opportunities - 112 Youth accessing market driven technical skills - 239 Value of sales for farm and firms - 1,776,210 UGX 	82,493,400	116,073,470
53	Stina Foods Limited (SFL)	April 2019 – December 2019	YLA partnered with Stina Foods Limited to procure and install a stainless-steel milling machine to enable Stina Foods Limited (SFL) scale-up its production capacity from 2,000 kilograms (Kg) to 10,000 Kg per month ultimately increasing the incomes of 362 youth engaged in the value chain through direct employment, product marketing, and contract farming	<ul style="list-style-type: none"> Youth accessing economic opportunities - 475 Value of inputs accessed by youth - 4,235,000 UGX Value of sales for farm and firms - 76,901,546 UGX Value of financial services accessed by youth - 334,000 UGX 	39,401,926	29,120,000
54	Sunshine Agro Products Limited	November 2017 – November 2018	YLA partnered with Sunshine Agro to increase incomes of 4,000 youth through improved production and marketing of bird's eye chili peppers in Soroti and surrounding areas.	<ul style="list-style-type: none"> Youth accessing economic opportunities - 4,177 Value of inputs accessed by youth - 2,890,100 UGX 	136,302,000	1,109,423,000
55	TOTCO Uganda Limited	August 2017 – February 2019	YLA partnered with TOTCO Uganda Limited to build a supply chain for maize and soybeans through engaging 10,000 youth (6000 females) in commercial contract farming	<ul style="list-style-type: none"> Youth accessing economic opportunities - 11,612 Value of inputs accessed by youth - 523,462,200 UGX 	94,718,558	32,593,852,000
56	Twezimbe Area Cooperative Enterprise Limited (TACE)	August 2018 – October 2019	YLA worked with TACE to empower 1,600 maize farmers aged 18-35 years to approach agriculture as a business through improving the quality and bulking at TACE in Kyankwanzi and Mityana Districts	<ul style="list-style-type: none"> Youth accessing economic opportunities - 1,631 Value of inputs accessed by youth - 7,699,500 UGX Value of sales for farm and firms - 156,615,255 UGX Value of financial services accessed by youth - 7,300,000 UGX 	49,649,665	32,396,800

NO.	PARTNER	IMPLEMENTATION PERIOD	PARTNERSHIP DESCRIPTION	KEY ACHIEVEMENTS	YLA CONTRIBUTION (UGX)	LEVERAGED FUNDS (UGX)
57	West Nile Holdings Ltd	June 2017 – June 2018	YLA partnered with West Nile Holdings Limited to integrate 11,000 youth into the West Nile Holdings Ltd. commodity supply chain for beans.	<ul style="list-style-type: none"> Youth accessing economic opportunities - 6,150 Value of inputs accessed by youth - 1,040,000 UGX 	174,296,667	1,807,495,000

ANNEX D. INDEX OF REPORTS AND INFORMATION PRODUCTS

REPORTS AND INFORMATION PRODUCTS DEVELOPED	DATE PUBLISHED
CONTRACT REPORTS AND DELIVERABLES	
Annual Work Plan: July 2015 – September 2016 (Year 1)	November 13, 2015
Activity Monitoring and Evaluation Plan	December 13, 2015
Quarterly Report: July 2015 – September 2015 (FY 2015 Q4)	October 31, 2015
Quarterly Report: October 2015 – December 2015 (FY 2016 Q1)	January 31, 2016
Gender Analysis and Baseline Report	March 31, 2016
Quarterly Report: January 2016 – March 2016 (FY 2016 Q2)	April 30, 2016
Quarterly Report: April 2016 – June 2016 (FY 2016 Q3)	July 31, 2016
Annual Work Plan: October 2016 – September 2017 (Year 2)	October 7, 2016
Assessment Report for Scale Up	August 31, 2016
Annual Report: July 2015 – September 2016 (Year 1)	October 31, 2016
Quarterly Report: October 2016 – December 2016 (FY 2017 Q1)	January 31, 2017
Quarterly Report: January 2017 – March 2017 (FY 2017 Q2)	April 30, 2017
Quarterly Report: April 2017 – June 2017 (FY 2017 Q3)	July 31, 2017
Annual Work Plan: October 2017 – September 2018 (Year 3)	September 30, 2017
Annual Report: July 2016 – September 2017 (Year 2)	October 31, 2017
Quarterly Report: October 2017 – December 2017 (FY 2018 Q1)	January 31, 2018
Quarterly Report: January 2018 – March 2018 (FY 2018 Q2)	April 30, 2018
Quarterly Report: April 2018 – June 2018 (FY 2018 Q3)	July 31, 2018
Annual Work Plan: October 2018 – September 2019 (Year 4)	September 30, 2018
Annual Report: July 2017-September 2018 (Year 3)	October 31, 2018
Quality Assurance and Surveillance Plan	November 16, 2018
Revised Activity Monitoring, Evaluation, and Learning Plan	January 3, 2019
Quarterly Report: October 2018 – December 2018 (FY 2019 Q1)	January 31, 2019
Quarterly Report: January 2019 – March 2019 (FY 2019 Q2)	April 30, 2019
Quarterly Report: April 2019 – June 2019 (FY 2019 Q3)	July 31, 2019
Annual Work Plan: June 2019 – July 2020 (Year 5)	May 31, 2019
Annual Report: July 2019 – September 2019 (Year 4)	October 31, 2019
Quarterly Report: October 2019 – December 2019 (FY 2020 Q1)	January 31, 2020
Quarterly Report: January 2020 – March 2020 (FY 2020 Q2)	April 30, 2020
Quarterly Report: April 2020 – June 2020 (FY 2020 Q3)	July 31, 2020
Final Report: July 2015 – September 2020 (Years 1-5)	January 13, 2021

REPORTS AND INFORMATION PRODUCTS DEVELOPED	DATE PUBLISHED
OTHER REPORTS	
Stakeholder Mapping Exercise: Mbale, Masindi, and Gulu	June 30, 2016
Environmental Mitigation and Monitoring Plan	August 2016
Case Study: Pivoting Toward Successful Private Sector Partnerships	June 15, 2020
Case Study: Digitizing Agribusiness (A Case Study on Equator Seeds Limited's Digitization Journey in Uganda)	March 30, 2020
COMMUNICATIONS	
Video: "What Men Can Do, Ladies Can Do"	December 5, 2017
Video: FEED THE FUTURE Youth Voices from the Field	June 23, 2020
Video: Misconceptions – Byeffe Foods Company Limited	June 25, 2020
Video: "The Power of a Seed", Equator Seeds Limited	June 25, 2020
Video: How We Did It!	June 26, 2020



FEED THE FUTURE

The U.S. Government's Global Hunger & Food Security Initiative

www.feedthefuture.gov