



REPUBLIC OF UGANDA

**MINISTRY OF GENDER, LABOUR AND
SOCIAL DEVELOPMENT**

YOUTH LIVELIHOOD PROGRAMME (YLP)

PROGRAMME DOCUMENT

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ACRONYMS AND ABBREVIATIONS

ACDO	Assistant Community Development Officer
AU	African Union
BoU	Bank of Uganda
CAO	Chief Administrative Officer
CBO	Community Based Organisation
CDD	Community Demand-Driven Development
CDO	Community Development Officer
CSO	Civil Society Organisation
DEC	District Executive Committee
DTPC	District Technical Planning Committee
ESMF	Environmental and Social Management Framework
EPRA	Extended Participatory Rural Appraisal
GoU	Government of Uganda
IEC	Information Education and Communication
IGA	Income Generating Activities
IS	Institutional Support Component
LC	Local Council
LG	Local Government
LS	Livelihoods Support Component
MFPED	Ministry of Finance, Planning and Economic Development
MGLSD	Ministry of Gender, Labour and Social Development
MIS	Management Information System
MoU	Memorandum of Understanding
NGO	Non-Governmental Organisation
NTWC	National Technical Working Committee
NYPC	National Youth Policy Committee
PIS	Programme Implementation Support
PMA	Programme for Modernisation of Agriculture
PS	Permanent Secretary
RDC	Resident District Commissioner
RPF	Resettlement Policy Framework
SAC	Social Accountability Committee
SC	Sub- County
SCC	Sub-County Chief
SD	Skills Development Component
SDIP	Social Development Investment Plan
STPC	Sub-county Technical Planning Committee
TAAC	Transparency, Accountability and Anti-corruption
TST	Technical Support Team
TV	Television
UBOS	Uganda Bureau of Statistics
UGS	Uganda Shillings
UN	United Nations
USD	United States Dollars

YF	Youth Facilitator
YIG	Youth Interest Group
YLP	Youth Livelihoods Programme
YPMC	Youth Project Management Committee
YPC	Youth Procurement Committee

CHAPTER 1

1.0 INTRODUCTION

1.1 Background and Country Context

The Constitution of the Republic of Uganda (1995), defines a youth as a person between the age of 18 and 30 years. The population of the youth in Uganda is estimated at 6.5 million, representing 21.3% of the total population of the country. With an annual average population growth rate of 3.2% (1.3 million people), the youth population in the country is projected to hit 7.7 million by 2015. The major demographic issues in Uganda arise from the age structure of the population rather than the overall size of the population. Uganda has a very young population which represents a major challenge in the short and medium term if not well planned and provided for.

Increasing employment rates and reduction of poverty among the youth, is a major challenge and a high priority for the Government of Uganda (GoU). Uganda Vision 2040 recognizes that Uganda has a labour force that is largely under or unemployed due to inappropriate skills and slow labour absorptive capacity of the economy; as a result, a large number of unemployed youth are becoming a social and economic threat. The National Development Plan (2010/11 to 2014/15), identifies promotion of non-formal skills and promotion of start-ups and youth entrepreneurship as part of Government strategies to address the challenges of labour and employment in the country.

1.2 The Un-employment Challenge

The high level of unemployment among the youth is a concern worldwide, as it is a recipe for organized crime, lawlessness, political instability and social conflicts. In Uganda, the Youth Employment Report (UBOS September 2012), indicates that the total labour-force in the country is comprised of 4.4 million youth. About 32% of the estimated 6.5 million youth in the country are jobless, about 2 million of which are literate; and 2 million are under-employed. Fifty-percent 50% of the economically active youth are not engaged in income-generating employment (MFPED 2011). Youth self-employment is by far the most important form of youth work. The survey reveals that 60% of employed young people are self-employed, while 70% of the employed youth in rural areas are engaged in agriculture. Seventy-percent (70%) of the youth in urban areas are engaged in the service sector. Informal employment accounts for the highest proportion of the employed youth outside agriculture.

Youth unemployment is more pronounced in urban areas than in rural areas, as a result of rural –urban migration. It is estimated that 67% of the youth get engaged in some form of employment by the age of 18 years. This large number of youth that enter the labour market at an early age is associated with the high school dropout rates.

There are strong linkages between unemployment, underemployment, shortage of decent jobs and poverty. Eradication of poverty requires sustained macro-economic stability coupled with an enabling environment for investments that contributes to productive employment creation.

High poverty and unemployment levels among the youth in the country have persisted over time and are increasingly leading to a feeling of marginalization and exclusion among the youth. Most youth subsist on the margins of the economy or have jobs that do not provide them with adequate means to ensure survival. This situation is aggravated by the huge imbalance between the supply and the demand for labour, hence heightening the sense of risk. There is increasing evidence of distress migration from the rural to urban among the youth.

1.3 Justification for the Youth Livelihood Programme

- (i) The overall economic goal of the Government of Uganda is to transform the country from a peasant into a middle income economy by 2025. The country has had an impressive and stable economic recovery with the growth rate averaging 6.5% over the past fifteen years. In order to achieve this, Government has been implementing various programmes to alleviate poverty among its population which have yielded a wide national and international support and recognition. Despite these programmes, there are still gaps characterized by persistent existence of extremely poor and marginalized groups.
- (ii) Uganda's rapidly growing population has exacerbated the high levels of unemployment especially among the youth and this has exerted extreme pressure on the available resources and job opportunities. Some of the existing job opportunities, particularly in subsistence and the informal sector, require semi-skilled labour, which are of low economic value and pay. There is a mismatch between the rate at which jobs are created and entrants in the labour market most of whom are youth. There is therefore need for pragmatic, integrated and comprehensive interventions that could empower young people with opportunities for creation of their own enterprises thus contributing to the social economic transformation of the country.
- (iii) The Government is implementing the Universal Primary Education (UPE) and Universal Secondary Education (USE) Programmes that provide knowledge and contribute to increased literacy levels. Furthermore, the tertiary institutions provide skills through programmes such as Business Technical and Vocational Education and Training (BTVET) which have made significant contribution to alleviating unemployment problems among the youth. The Youth Livelihoods Programme will build on the gains of these programmes, while taking into account the needs of the youth that have not had the opportunity to enroll for formal education. YLP takes cognizance of the fact that an increase in the number of people that have attained higher education does not necessarily result in more or better employment nor does it guarantee jobs. Youth require relevant skills to keep abreast with the ever - changing demands of the labour market. There are a lot of unemployed, energetic and enthusiastic youth in the country who if not gainfully engaged could pose socio – economic, political and security challenges to the nation.
- (iv) The Government of Uganda has in the past undertaken a number of programs intended to address the problem of un-employment and poverty among the youth including: Northern Uganda Social Action Plan (NUSAF2), Skilling Uganda, Youth Enterprise Scheme, Youth Venture Capital Fund, and various programmes under the different Government Ministries and Development Partners' Initiatives. The Youth Livelihoods Programme is complementary to all these interventions and will seek to strengthen the

participation of the youth by addressing the following key challenges faced by most of the youth programmes implemented in the country: (a) poor mobilization and sensitization, (b) inappropriate targeting, (c) poor beneficiary selection mechanism, (d) mismatch of skills with market demand, and (e) poor mind-set of the youth, among others. The design of the proposed Youth Livelihoods Programme draws lessons from the experience gained under these programs especially NUSAF2.

The Youth Livelihood Programme is therefore designed to provide strategic and sustainable interventions for the youth to enable them effectively participate in the National development and improve their quality of life. The Programme focuses on 3 components, namely; Skills Development, Livelihood Support, and Institutional Support. The YLP will prioritize entrepreneurship and business management skills, personal finance management, life skills, and mindset change as integral parts of the Livelihood Support and Skills Support components.

1.4 The Legal Policy Framework

The Youth Livelihood Programme is informed and premised on a number of relevant National and International legal and policy frameworks as follows: Article 32 of the Constitution of the Republic of Uganda states that the state shall take affirmative action in favour of groups marginalized on the basis of age and any other reason created for purposes of redressing imbalances which exist against them.

The YLP is responsive to Uganda's Vision 2040 statement, "**A Transformed Uganda Society from a Peasant to a Modern and Prosperous country within 30 years**" and the theme of the National Development Plan (2010/11-2014/15), "**Growth, Employment and Social-Economic Transformation for Prosperity**". The Programme is in line with the Social Development Investment Plan (SDIP) II of the Ministry of Gender Labour and Social Development (MGLSD) that aims at promoting employment among marginalized groups for social transformation, as well as the National Youth Policy that recognizes productive employment as a measure of ensuring effective participation of the youth in economic growth and development.

The YLP is also guided by the Millennium Development Goals that commit Member States to vigorously promote human development as the key to sustaining social and economic progress in all countries.

Uganda as a member state of the United Nations (UN), African Union (AU), and the Commonwealth, is obliged to implement youth programmes as stipulated in the UN Actions on Youth, the African Youth Charter, and Commonwealth Action Plan for Youth. Uganda is also a signatory to the Universal Declaration of Human Rights, 1948, which guarantees everyone the right to social security in the event of unemployment or lack of livelihood in circumstances beyond his/her control. At the regional level, Uganda has endorsed the Livingstone Call to Action, 2006, which obliges African states to put in place costed plans for the implementation of direct income support programmes especially to marginalized groups.

The YLP in addition, is guided by the National Employment Policy, the National Gender Policy, Decentralization Policy, the Uganda National Culture Policy, Basic Education Policy for Disadvantaged Groups, the Programme for Modernization of Agriculture (PMA), the National Child Labour Policy and National Policy for Persons with Disability.

CHAPTER 2

2.0 PROGRAMME DESCRIPTION

2.1 Introduction

The Youth Livelihood Programme (YLP) is a Rolling Government of Uganda Programme, targeting the poor and unemployed youth in all the districts in the country. The Programme will be implemented under the Ministry of Gender, Labour and Social Development (MGLSD). It will be financed initially from Government own resources (with a possibility of development partners' support in the future). The initial budget estimate for the Rolling Programme is Uganda Shillings 265 billion in the next 5 years.

YLP is a community demand-driven Programme that will be implemented with guidance from the Central Government and the Local Governments. The funds will be advanced to the Youth Interest Groups (YIG) in form of a **Revolving Fund** in order to increase outreach and enhance sustainability of the Programme.

2.2 Programme Objective

The overall Programme Development Objective (PDO) of the YLP is to empower the target youth in Uganda to harness their socio-economic potential and increase self-employment opportunities and income levels.

Specific Objectives

- (i) To provide youth with marketable vocational skills and tool kits for self-employment and job creation.
- (ii) To provide financial support to enable the youth establish Income Generating Activities (IGAs).
- (iii) To Provide the youth with entrepreneurship and life skills as an integral part of their livelihoods.
- (iv) To provide youth with relevant knowledge and information for attitudinal change (positive mind set change).

2.3 Key Performance Indicators (KPI)

The PDO will be measured by the following Indicators:

- (i) Number of youth benefiting from the Youth Livelihoods Programme.
- (ii) Average increase in the income levels of the youth (%)
- (iii) Youth in self-employment after programme support (%);
- (iv) Youth equipped with entrepreneurship skills and have opened their own businesses (%);
- (v) Number of youth trained in life skills
- (vi) Number of active youth groups formed through a participatory process (empowerment indicator)
- (vii) Level of satisfaction of the targeted youth with the quality of the project processes and implementation (%).

2.4 Target Population and Targeting Mechanism

The principle target beneficiaries of the Programme will be the unemployed youth aged between 18 to 30 years. Specifically, the Programme will target the following categories of youth:

- (i) Dropouts from school and training institutions
- (ii) Youth living in slums, city streets, high risk and impoverished communities
- (iii) Youth that have not had the opportunity to attend formal education
- (iv) Single parent youth
- (v) Youth with disability
- (vi) Youth Living with HIV/AIDS
- (vii) Youth who have completed secondary school
- (viii) Graduates of Tertiary Institutions (including University).

Special consideration will be accorded to the female youth who should constitute at least 30% of the participants to be selected under the Programme. Deliberate and specific efforts will be made to offer targeted support to Special Interest Groups youth with disabilities and University Graduates.

The targeting methodology will involve a combination of the following approaches; (i) geographical targeting by the Ministry of Gender, Labour and Social Development (MGLSD); based on existing data including poverty, youth population, unemployment etc.; and (ii) community based targeting; based on the socio-economic status of the individual youth e.g. present income source, period out of employment, number of children, etc.

2.5 Programme Period and Geographical Coverage

The Youth Livelihoods Programme will be implemented starting in the Financial Year 2013/2014 in all the current 112 districts (including Kampala City) of the Republic of Uganda.

2.6 Operating Principles

The Programme operations will be premised on the following underlying principles among others:

- (a) **Demand Driven:**-The youth will be responsible for initiating the requests for the livelihood support and vocational skills training in accordance with their needs and preferences.
- (b) **Active Youth Participation and Ownership:**-The youth shall participate in the entire planning and implementation process of the programme and be accountable for the results.
- (c) **Gender Responsiveness and Promotion of Equity:**-The Programme will ensure fair and just share of the benefits to the target beneficiaries. Efforts shall be made to ensure that the female youth constitute at least 30% of the beneficiaries under the Livelihood Support and Skills Development Components.

- (d) **Equitable Geographical Distribution:**-The YLP shall ensure regional equity in the distribution of the Programme resources across the target districts, sub-counties and communities.
- (e) **Public-Private Partnership:**-The implementation of the YLP shall promote collaboration and cooperation between the public and private sector.
- (f) **Non-involvement of Child Labour:**-No child shall be employed in any YLP supported activities.
- (g) **Environmental Integrity:** -All YLP interventions shall ensure preservation and sustainability of sound environmental conditions.
- (h) **Viable and Sustainable Investments:**-The livelihood enterprises shall be subjected to relevant viability and sustainability analyses to ascertain the likely level and quality of returns to the beneficiaries.
- (i) **Provision for Youth with Special Needs:**-The Programme interventions will be sensitive to and have special considerations for the Youth with Disabilities (YWD) as much as possible.
- (j) **Cultural Sensitivity:**-All interventions shall consider and build on the positive cultural norms of the beneficiary Communities (do-no harm/respect).
- (k) **Utilizing Existing Institutions:**-The Programme shall use relevant existing institutions while building on ongoing programmes.
- (l) **Direct Flow of Funds to the Individual Youth Group Projects:**-Funds will be disbursed directly to the individual Youth Interest Groups Bank Accounts, in Commercial Banks nearest to them.
- (m) **Community Procurement:**- The beneficiaries will be responsible for procurement of their productive assets and tools by themselves. The Contracts Committee of MGLSD will handle all procurements of equipment such as vehicles, motorcycles, computers, bicycles and others that might be required for use at national level and for distribution to the districts and sub – counties.
- (n) **Revolving Support:** - The grants to the communities will be administered in form of revolving funds among the target Youth Interest Groups. This way, beneficiary outreach will be expanded and the sense of commitment will be instilled in the beneficiaries, while promoting sustainability of the Programme.

2.7 Programme Financing and Resource Allocation Criteria

The Programme will initially be financed by the Government of Uganda to the tune of UGS 265 billion over the first 5-Year implementation period. Additional financing may be sought from development partners depending on the need. The Fund will be allocated among the 3 Programme Components as follows:

- (i) Skills Development Fund (20%)
- (ii) Livelihoods Support Fund (70%).
- (iii) Institutional Support Fund (10%)

The District and Sub County resource allocation for the Livelihoods Support Component and Skills Development Fund will be based on three weighted parameters as follows:

- (i) Poverty Count (40% weight);
- (ii) Youth Population (45% weight); and
- (iii) Land Area (15% weight).

Project Grants

This refers to the Programme funds that will be used to finance approved youth projects under the Livelihood Support and Skills Development Components. Funds will cover the cost of inputs and project specific trainings.

Each Youth Interest Group Project under both the Livelihood Support and Skills Development Components will be financed to a maximum of UGX 12.5 million and will be approved by the District Technical Planning Committee (DTPC). The amount to be approved for each Youth Interest Group will depend on the group size, type of enterprise and cost of the inputs.

Any Project whose value is in excess of this amount, which is deemed absolutely necessary and justifiable, will be recommended by the DTPC and District Executive Committee (DEC) for the approval of the National Technical Working Committee (NTWC). Such projects will be subject to an absolute cap of UGX 25.0 million. 5% Service fee will be levied on the project grants whose re-payment goes beyond one year. This fee will cater for the cost of inflation in the course of implementation of the Programme.

2.8 Project Eligibility Criteria

The Youth Interest Group Project eligibility criteria shall include the following:

- a. The beneficiaries fall within the youth age bracket (18-30 years). Evidence may be sought through relevant documents (e.g. birth certificates, baptismal tickets and immunization cards, as applicable) or testimonies of peers, elders and opinion leaders within the communities where the youth ordinarily reside.
- b. All the members of the Youth Interest Group are bona fide residents of the location (village) under which the Project is being approved.
- c. All the Youth Interest Groups are transparently selected in a community participatory process based on the selection criteria set by the Programme.

- d. Evidence that the members of the Youth Interest Group fully participated in the identification and planning processes for the Project and group formulation shall be voluntary. There should be evidence that the enterprise selected has undergone adequate viability and sustainability analyses guided by the Technical Experts, with a clear Business Plan and Repayment Plan for the Revolving Fund.
- e. Evidence that the Enterprise selected has undergone the full generation process including appraisal and approval by the Sub-county and District Local Governments respectively, based on the Programme Guidelines.
- f. The enterprise must have a clear physical address/location. Where the enterprise requires land, the ownership and legal status of the land should be established through a valid land agreement/or land title.
- g. The enterprise should have a reasonable maturity period that permits re-payment of the Interest-free Revolving Fund within a time period of one (1) year. Service fee of 5% shall be levied on all repayments that exceed 1 year
- h. The enterprise has a good implementation and sustainability plan.
- i. At least eighty-percent (80%) of the budget for the enterprise should go into the core inputs of the enterprise as opposed to essential and non-core inputs and administration expenses.

2.9 Environmental and Social Safeguards

The youth communities are expected to implement projects that are affordable and within their capacity to manage and maintain. All projects are required to comply with the Environmental and Social Management Framework (ESMF) and Resettlement Policy Framework (RPF) approved by the Government of Uganda. Environmental mitigation measures will be provided for within each youth project budget. Any resettlement and/relocation issues will be resolved before any Youth Project is approved.

2.10 Sustainability

The revolving nature of the Youth Livelihood Programme will ensure sustainability through the cash and in-kind refunds and re-disbursement.

2.11 Key Features of the Design of the Youth Livelihood Programme

- (i) The implementation of the YLP is mainstreamed in the Government structures and systems at both the national and local government levels.
- (ii) The YLP has adopted the CDD model that ensures effective participation of the target youth population and all key stakeholders from the community to the national level in decision making in the realization of their preferred choices. The youth projects will be generated in a “bottom-up” approach.

- (iii) The YLP uses a community targeting mechanism to ensure that beneficiary selection is conducted in an open and transparent manner.
- (iv) YLP focuses on marketable vocational skills and viable income generating activities for the target youth irrespective of the levels of education
- (v) The YLP support will be administered in form of revolving funds. This serves as an in-built mechanism for Programme sustainability and a guarantee for longer term benefit to the target population. The revolving funds are interest free and do not require any collateral to access. The Programme relies on intra and inter-group peer pressure as a means of ensuring compliance by all beneficiary groups.

CHAPTER 3

3.0 PROGRAMME COMPONENTS

The YLP has three components namely:

- (a) Skills Development (SD) Component
- (b) Livelihoods Support (LS) Component
- (c) Institutional Support (IS) Component

3.1 Skills Development (SD) Component

The Skills Development Component will support the development of relevant livelihoods skills that create opportunities for self-employment among the youth. The component will provide hands-on training for the youth in marketable trades identified by the youth and provide basic start-up tool kits for the youth who successfully complete the trainings.

Entrepreneurship/Business skills and life skills will be integral parts of the Vocational Skills Trainings. Appropriate follow-up support will be provided to the Youth by the relevant subject matter specialists at the District level. The skills training will be undertaken by selected competent master craftsmen or training institutions with tailor-made training modules to be developed.

Table 1: Some Investment Options for Skills Development Component

Component	Recommended Investment Options/Menu
Skills Development	<ul style="list-style-type: none">- Masonry/Brick Laying,- Carpentry and joinery- Hair dressing/ Cosmetology,- Tailoring/fashion and design,- Metal fabrication,- Clay Molding/Pottery/Energy Saving Technology,- Bicycle Repair,- Motor Mechanics,- Shoe making/repair,- Agro – processing,- Bakery/Cookery- Electrical Repairs,- Borehole Repairs- Weaving and embroidery- Video-audio editing- Leather works- Computer use and application

3.2 Livelihood Support (LS) Component

The Livelihood Support (LS) Component is intended to finance productive assets for income generating activities initiated by the youth. All the beneficiaries under the LS Component will receive basic training in Entrepreneurship/Business skills and life skills and appropriate follow-up support by the relevant subject matter specialists.

Table 2: Some Investment Options for Livelihoods Support Components

Component	Recommended Investment Options/Menu
Livelihoods Support	<ul style="list-style-type: none">- Dairy production,- High value crops,- Poultry/egg production,- Piggery,- Improved goats,- Aquaculture/integrated farming- Labour-saving technologies e.g. animal traction- Apiary - honey production- Agro-forestry/tree propagation- Post-harvest handling- Value addition & marketing- Produce Buying and Selling

3.3 Institutional Support (IS) Component

The Institutional Support Component is intended to improve the technical, administrative and managerial capacity of the key implementers of the Programme, and promote good governance at all levels of Programme implementation. The Component has two sub-components namely:

- (i) **Programme Implementation Support (PIS) sub-component** that will help strengthen the capacities of the various implementers at the Ministry of Gender, Labour and Social Development, Local Governments and Community levels to ensure efficient and effective implementation, supervision, monitoring and evaluation of Programme activities.

Elements of Programme Implementation Support

- a) Project Co-ordination, Collaboration and Linkages.
- b) Technical Support Team (TST).
- c) Capacity Building and Training.
- d) Knowledge Dissemination/Development Communication
- e) Monitoring & Evaluation.
- f) Management Information System (MIS).

The Programme will set up a lean Technical Support Team (TST), to complement and help strengthen the capacity of the MGLSD to implement the Programme in a more efficient manner. The TST will be headed by a Programme Manager and will comprise of skilled

experts in fields such as livelihoods, skills training, monitoring and evaluation, communication, and management information systems. The TST will be sourced through a competitive process. The TST will work with the existing staff in MGLSD and the Local Governments to ensure a quick roll-out of Programme implementation in all the districts.

The key functions of the TST will include the following:

- a) Develop Programme Component Handbooks, User Guides and Training Modules, based on the Programme Operations Manual.
- b) Provide day-to-day technical implementation support, monitoring and evaluation at the national, local government and community levels.
- c) Prepare Programme Annual Workplans and Budgets
- d) Receive, review for compliance, and recommend youth project proposals for financing.
- e) Work with Districts in the development and review of Programme delivery benchmarks and facilitate the decentralized management of YLP activities.
- f) Prepare Quarterly and Annual Programme Implementation Progress and Financial Reports
- g) Document achievements, best practices, lessons and challenges to inform local government and national planning processes.

- h) Based on lessons learnt from similar Programmes, the TST will be critical in supporting the mainstream staff in the MGLSD and the Local Governments to ensure effective Programme roll-out, coordination, provision of technical support, monitoring and financial management.

(ii) Transparency, Accountability And Anti - Corruption

- (a) The MGLSD will work in collaboration with the Inspectorate of Government in the implementation of the Transparency, Accountability and Anticorruption sub-component.
- (b) The Programme will have strong Grievances Handling and Feedback Mechanism. The Sub-county Chiefs, Chief Administrative Officers, Resident District Commissioners, Principal Inspectorate Officers (IGG-Regional Offices) and the Permanent Secretary, MGLSD will be the grievance focal points. Grievance reporting and feedback mechanisms will be disseminated through stakeholders' mobilization and sensitization programmes, and IEC messages.
- (c) The Information, Education and Communications programme will be tailored to promote positive mind-set and attitude change among the youth, as a cross-cutting issue in all the Components of the Programme.
- (d) Transparency, Accountability and Anti-Corruption (TAAC) sub- component is intended to promote good governance at all levels of Programme implementation. The TAAC sub-component will be implemented in collaboration with the Inspectorate of Government. The main focus will be on the preventive measures rather than investigation and prosecution.

(e) The Strategies for TAAC Program will include:

- i) Transparent beneficiary selection, Project approval, disbursement, implementation/procurements and accountability processes at community, local government and national levels;
- ii) Systems of immediate reporting of grievances and feedback to the affected persons;
- iii) Rewards and sanctions;
- iv) Use of participatory monitoring tools (e.g. Community Score Card, Barazas, etc.);
- v) Effective Development Communication-well timed and targeted IEC messages
- vi) TAAC monitoring matrix

(f) Sanctions

Under the TAAC, sanctions will be instituted for any violation of guidelines in the implementation of the programme. These will include:

- i) Invoking Government Civil Service Standing Orders for Civil Servants.
- ii) Subjecting individuals, communities and/or Local Governments to nationally acceptable practices of charges and committing in cases of proven corrupt practices.
- iii) Suspension of disbursements to Local Governments and communities whose overall compliance level falls below the set fiduciary requirements.
- iv) Naming and shaming of individuals, communities and Local Governments on public media ((Newspapers, FM-Radios, TV etc...)).

(g) Rewards

Issuing certificates of recognition and recognizing good performance on public media (Newspapers, FM-Radios, TV etc...) will be instituted as a reward mechanism to promote good performance and compliance.

CHAPTER 4

4.0 PROGRAMME IMPLEMENTATION ARRANGEMENTS

The Youth Livelihoods Programme (YLP) implementation will be based on the following arrangements:

4.1 General Arrangements

- (i) Community Demand-Driven Development (CDD) Approach will be employed with appropriate guidance from the Central Government and Local Governments. This will allow the youth participate in identification, planning, implementation, management monitoring and evaluation of their Programme activities in their respective communities.
- (ii) Mainstreaming into Government structures and operations at the Central Government and Local Government levels. The PS/MGLSD will be the overall Accounting Officer, while the Chief Administrative Officers will be the Accounting Officers for the Programme in their respective districts.
- (iii) The Ministry of Gender, Labour and Social Development will sign MoUs with implementing District Local Governments. The MoUs will clearly stipulate the roles, responsibilities and obligations of the parties involved. The Districts will in turn sign Financing Agreements with each Youth Interest Group approved for funding under the Programme.
- (iv) Support to the youth under YLP will be accessed through Youth Interest Groups (YIGs). YIP will have 10-15 members for ease of management and maintenance of group cohesion, while at the same ensuring wider coverage of the deserving youth. In exceptional circumstances a youth group that does not conform to the prescribed group size may be considered in its own special merit by the National Technical Working Committee and PS/MGLSD.
- (v) While the support will be accessed by the youth through their YIGs, at the group level, 2 scenarios will arise due to the varying nature of the enterprises and inputs to be financed, namely: (i) enterprises that can best be managed as a group e.g. metal fabrication, carpentry, hair-dressing, shoe making, fish farming, value addition/agro-processing etc., and (ii) enterprises that by nature of their inputs can best be managed at individual level e.g. dairy cattle, goat rearing, piggery, tailoring, bicycle repair, etc. For scenario (i) the enterprises will be managed as a group, while for scenario (ii), the productive assets will be shared equally by the individual beneficiaries after procurement, to allow them manage their mini-enterprises at individual level. However, in scenario (ii) arrangements must be made to ensure that some activities such as

meetings, monitoring of individual members' investments, savings, trainings, repayment of the revolving fund etc., are maintained at the group level.

- (vi) Selection of beneficiaries will be done in an open and transparent manner through community participatory mechanisms facilitated by the Sub-county Community Development Officers.
- (vii) Youth Projects Implementation will be done by the beneficiary youth groups themselves, spearheaded by their Youth Interest Group Committees namely: the Youth Project Management Committee (YPMC) and Youth Procurement Committee (YPC) closely monitored by the Social Accountability Committee (SAC). The Projects implementation will receive technical support and guidance from the relevant sector experts at every stage of implementation.
- (viii) The YPMC, YPC and SAC will receive basic training in Project implementation and management including: records keeping, procurement, financial management, reporting and accountability, monitoring and evaluation.
- (ix) All the beneficiaries will receive training in entrepreneurship/business management skills, life skills, personal finances, group dynamics and leadership skills. Regular follow-up visits to offer technical support and advisory services will be made by subject matter specialists.
- (x) All the beneficiaries will receive training in their respective project specific skills e.g. Animal Health Management, Apiary Management and Value Addition etc.
- (xi) All beneficiaries of the Vocational Skills Development Component will receive basic start-up tool kits to enable them apply the skills acquired.
- (xii) Fund disbursements for the approved Youth Projects will be done directly into the individual Youth Interest Groups Accounts in any Commercial Bank of their choice within the District. The Youth Interest Group Project Accounts will be managed by the Youth Project Management Committee (YPMC).
- (xiii) The Chairperson of the YIG, Sub-County Treasurer (Sub-Accountant), and Sub-County Chief shall be the signatories to the Bank Account. In case of Kampala Capital City Authority, the Chairperson of the Youth Interest Group, the Division Town Clerk and or Division Treasurer will be signatories to the Account. The CAO will not be a signatory to the Youth Group Accounts, but shall have express powers to access information on the operations of the accounts. The CAO can suspend transactions on the account in consultation with the PS/MGLSD, in case of abuse. The Chairpersons of YIG will be the mandatory signatory to the Community accounts

- (xiv) Each withdrawal or payment of funds from the Youth Interest Group Accounts shall be based on activity plans and budgets approved by the Group backed by minutes of the Group meetings. The Chief Administrative Officer (or a person designated by the CAO) shall issue clearance to the Commercial Banks for payments to be effected.
- (xv) For any further payment to be made from the Youth Accounts Interest Group Account, the group should present accountability for funds drawn/paid in the previous withdrawals.
- (xvi) Each district will open two separate accounts for YLP funds i.e. YLP Youth Grants Account and YLP District Operations Account. The YLP Youth Grants Account will transmit funds directly to the approved Youth Interest Groups Accounts, while the YLP District Operations Account will finance administration expenses at the district and sub-county levels.
- (xvii) The Youth Grants shall be administered in an interest-free Revolving Fund arrangement. The grace period and repayment period will depend on the nature of the enterprise. Payments made within one year shall not attract the service fee. Overall period of repayment should not exceed 3 years.
- (xviii) The MGLSD will work in collaboration with the Inspectorate of Government in the implementation of the Transparency, Accountability and Anticorruption sub-component.
- (xix) The Programme will have strong Grievances Handling and Feedback Mechanism. The Sub-county Chiefs, Chief Administrative Officers, Resident District Commissioner, Principal Inspectorate Officers (IGG-Regional Offices) and the Permanent Secretary, MGLSD will be the grievance focal points. Grievance reporting and feedback mechanisms will be disseminated through stakeholders' mobilization and sensitization programmes, and IEC messages.
- (xx) The Information, Education and Communications programme will be tailored to promote positive mind-set and attitude change among the youth, as a cross-cutting issue in all the Components of the Programme.

4.2 Youth Interest Group (YIG)

A Youth Interest Group (YIG) refers to a voluntary group of individual youth that come together in pursuit of solutions to their common needs. All the support to the youth under the YLP will be accessed through YIGs. The recommended size of a YIG is 10-15 members, a size that is small enough and within the capacity of the group to self-manage and realize meaningful impact. Each YIG will have at least 30% female youth.

Each YIG will elect 3 committees among themselves to handle the day-to-day running of their group activities. The 3 committees include the Youth Project Management Committee (YPMC), Youth Procurement Committee (YPC) and Social Accountability Committee (SAC). All the YIG members are entitled to equal benefits under the Programme.

The mobilization and formation of the YIGs will be facilitated by the Sub-county Community Development Officers (CDOs) and Assistant Community Development Officers (ACDOs). The CDOs and ACDOs will also be responsible for providing technical support to the YIGs and coordination of technical support to be provided to the YIGs by the various sector experts and subject matter specialists at the Local Government level.

The YIGs will be encouraged and supported to grow into community savings schemes such as SACCOs, marketing associations and other forms of community/sub-county/district economic federations.

4.3 Guarantors for Youth Interest Groups

The YIGs shall secure a credible personality in their community to recommend them for the support under YLP. The members of each Youth Interest Group (YIG) will co-guarantee one another for purposes of ensuring successful implementation of their approved project.

The major role of the Recommenders is to (i) certify that the youth selected are bona fide residents of their respective areas; (ii) ensure that the funds provided to YIG are used for the purpose for which they are approved; (iii) report any potential violation of YLP guidelines by individual youth or YIG in the course of implementation of their Projects; and (iv) work with the Programme Management to ensure that the beneficiary YIGs meet their obligations of repayment of the revolving fund.

The following mechanisms will facilitate recovery of the revolving funds :

- a) Members of each YIG will co-guarantee themselves to generate internal peer pressure on every member to meet his/her obligations within the group.
- b) External pressure from the Youth Groups expecting to benefit in the subsequent rounds of disbursements.
- c) Reward mechanism as an incentive will encourage the groups to pay back.
- d) Naming and Shaming non-compliant beneficiaries or stakeholders.
- e) Sanctions by IGG and Police will be used as a last resort.

4.4 Project Implementation by Youth Programme Management Committee (YPMC)

The responsibility of implementation of Youth Projects under YLP rests on the YIGs. The Youth Project Management Committee (YPMC) will have a delegated authority to manage the project implementation processes on behalf of the group. The YPMC will convene YIG meetings on regular basis (at least once every month) to approve activity plans, budgets, procurement plans, report progress, present accountability and seek concurrence of the members on issues of Project implementation.

Appropriate Information, Education and Communication (IEC) and training for the YPMCs will be undertaken to enhance their capacity to implement the projects efficiently and effectively. The District and Sub-county Local Government technical staff will provide the necessary technical guidance to the YPMCs in the course of implementation of their Projects.

The capacity enhancement effort for the YPMCs and beneficiary groups will focus mainly on the following areas:

- a) General project management
- b) Group dynamics and group cohesion
- c) Communication skills
- d) Leadership skills
- e) Planning skills
- f) Organization skills
- g) Basic records management
- h) Basic financial management
- i) Community Procurement Procedures
- j) Reporting and Accountability
- k) Basic business development skills
- l) Project-specific skills

The inability of the youth group to cope with or demonstrate project management capacity as stated above will not be a deterrent for such a group to access funding. The capacity of the group to implement the project through its YPMC will be determined during the youth action planning process where youth capacity gaps will be identified and appropriate action to overcome the deficiency are planned.

Note: Where it is confirmed that the capacity of a YIG is so limited that it will not be able to implement the Project through its YPMC, the Sub-county will agree with such a YIG to work out an arrangement to support them in implementation through the Sub-county Local Government or a Competent NGO/ CBO/CSO, with a known good track record.

4.5 Beneficiary Selection

The selection of the youth to benefit under YLP will be done in a transparent manner, through community participatory mechanisms facilitated by the Sub-county CDO and ACDO at the community level.

There shall be a selection committee composed of the Sub-County Chief as the Chairperson and; other members shall include the Chair of the Sub-County Youth Council, Community Development Officer, LC I Chairperson and a prominent member of the Community.

The Chairperson of the Youth Council within the communities and the Chairperson LC1 will confirm that the selected youth are bona fide Ugandans who reside within the respective communities. The selection process will take into account the target beneficiaries, access criteria, local knowledge on the socio-economic status of individual youth e.g. present income source, period out of employment, number of children, any other support that the youth may have received under other existing programmes etc. All the youth selected must be bona fide residents of the areas where the process is being conducted.

The youth selected through the community process will constitute the Youth Interest Group that will be facilitated further by the CDO and relevant sector experts to identify potential projects, undertake viability assessments and generate the most suitable Project Proposal for funding.

The names, particulars and passport-size photographs of the beneficiaries selected will be submitted to the Sub-county Chief as part and parcel of the Project Proposal file for desk and field appraisal by the Sub-county Technical Planning Committee (STPC). For purposes of continuous involvement of the Youth and ensuring their representation in Programme processes, the Sub-county Youth Council Chairperson will be co-opted into the STPC during the appraisal of the Project Proposals.

The STPC will recommend the approved Youth Project Proposals (including the beneficiaries) to the Sub-county Executive Committee for endorsement, before submission to the District for approval.

4.6 Funds Flow

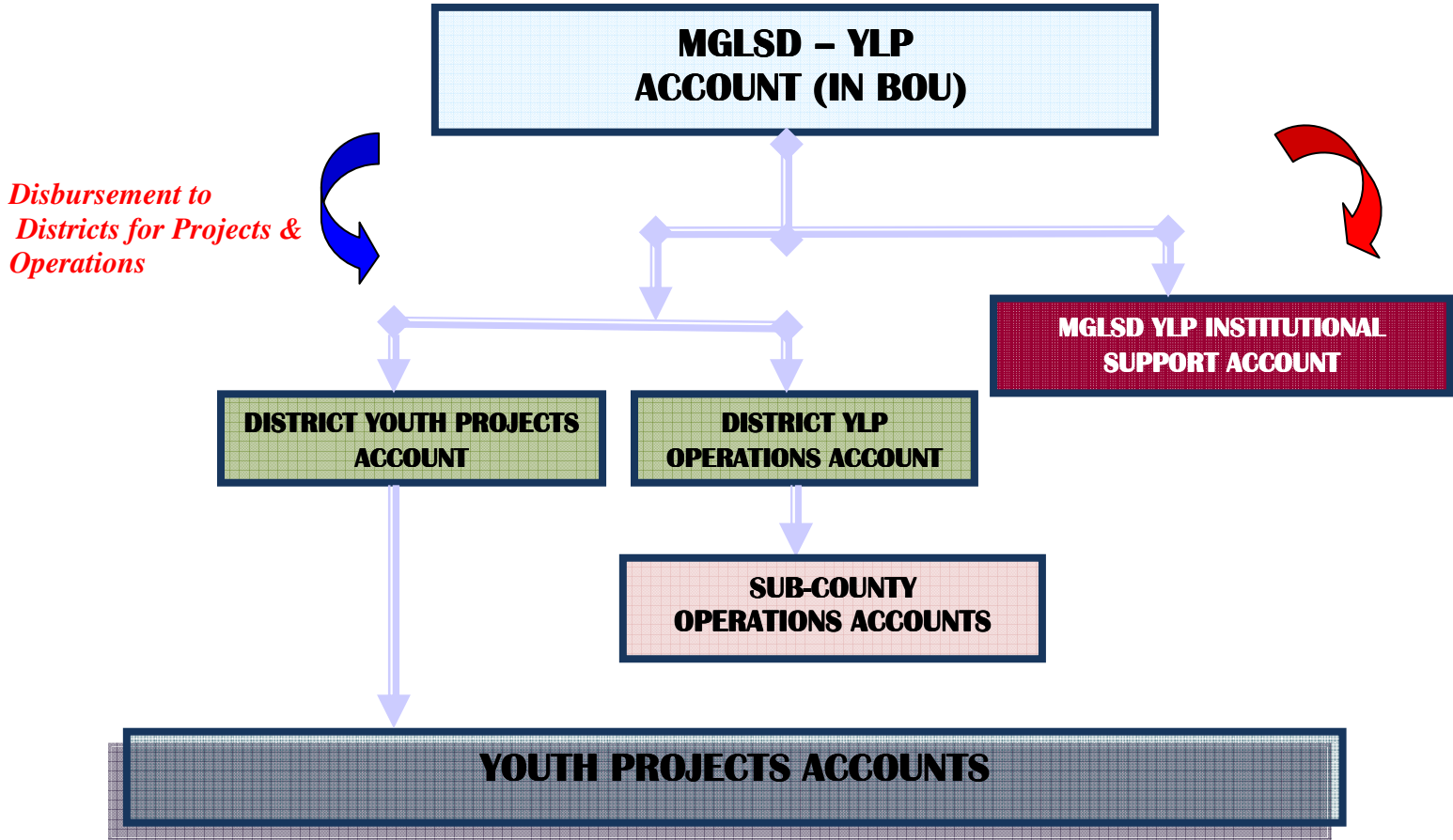
The Programme shall have one Designated Account denominated in Uganda Shillings opened at the Bank of Uganda. From the Designated Account at BoU, funds will be disbursed to Special District Youth Projects Account, Districts Operations Account, and MGLSD Institutional Support Account.

The funds from the District Youth Projects Account will be disbursed directly to the individual Youth Interest Group Projects Accounts for implementation of the approved Youth Projects, while the funds from the District Operations Account will be used to finance Project related administrative expenses at the District and Sub-county/Municipality Division levels and the funds from the MGLSD Institutional Support Account will finance operations expenses at the national level.

YIG Project Accounts

- (i) Fund disbursements for the approved Youth Projects will be done directly into the individual Youth Interest Groups Accounts in Commercial Banks through the District. The Youth Interest Group Project Accounts will be managed by the Youth Project Management Committee (YPMC).
- (ii) The Chairperson of the Youth Interest Group, Sub-County Treasurer (Sub-Accountant) and Sub-County Chief shall be the signatories to the Bank Account. The CAO will not be a signatory to the Youth Group Accounts, but shall have express powers to access information on the operations of the accounts when and where necessary. In case of Kampala Capital City Authority and Municipalities, the Signatories will be the Chairperson of the Youth Interest Group, the Division Town Clerk and or the Division Treasurer

Fig 1: Funds Flow from National to Youth Interest Groups Level



-4.8 Monitoring and Evaluation

- (a) Monitoring and Evaluation (M&E) will be achieved through harmonization of the existing M&E sub-systems and linking them to the Social Development Sector M&E Framework. The Youth Livelihoods Programme monitoring and Evaluation system will take cognizance of the National Integrated Monitoring and Evaluation Strategy. A functional database/statistics will be created and the capacity of the Ministry Staff and District Focal Point officers will be built in M&E.
- (b) At the end of two and half years, a mid-term evaluation of the programme will be conducted to assess the performance of the programme, review lessons learned, establish best practices and determine the level of returns from the revolving funds. The following will be used assess performance:
 - (i) M&E strategy;
 - (ii) Results Framework;
 - (iii) Comprehensive M&E plans;
 - (iv) Internal and External periodic assessments and evaluation; and
 - (v) Participatory Community Monitoring and Evaluation Approaches.

CHAPTER 5

5.0 PROJECT CYCLE AND BENCHMARKS

The YLP has two pre-project cycle stages and 8 project-cycle as follows:

5.1 Pre-project Cycle Stages

(a) Central Government Consultation and Guidance

Prior to, and throughout Programme implementation, the MGLSD will consult with and receive guidance from the sector/line ministries in matters including, policy, sector priorities, sector standards and norms, and enterprise selection.

Accordingly, Programme implementation will follow sector norms and standards as approved by the Central Government. In areas where such norms and standards do not exist, MGLSD will work hand in hand with the relevant arms of government to develop them.

(b) Mobilization and Sensitization

At this stage, MGLSD and Local Governments (LGs) will undertake awareness creation among the key stakeholders of the Programme at national, district, sub-county and community levels. This will help create a good understanding of the Development Objectives, access criteria, implementation modalities and inspire stakeholders to actively participate in Programme implementation.

The awareness creation will be done through electronic, print and traditional media, workshops, seminars and community meetings as an ongoing undertaking. The sensitization and mobilization campaigns are expected to initially stimulate community interest in the YLP support as well as promote effective stakeholder participation, transparency and accountability in Programme implementation throughout the cycle.

The Youth will express their interest in YLP support in form of Project Interest Forms (PIFs) that shall be distributed free of charge. The distribution of PIFs will be the responsibility of the Sub-County Chief and Community Development Officers (YLP Focal Persons designated by the Sub-county Chief). The interested Youth will receive the PIFs from their respective Sub-county Headquarters where a Register shall be maintained to record distributions and submissions of the PIFs.

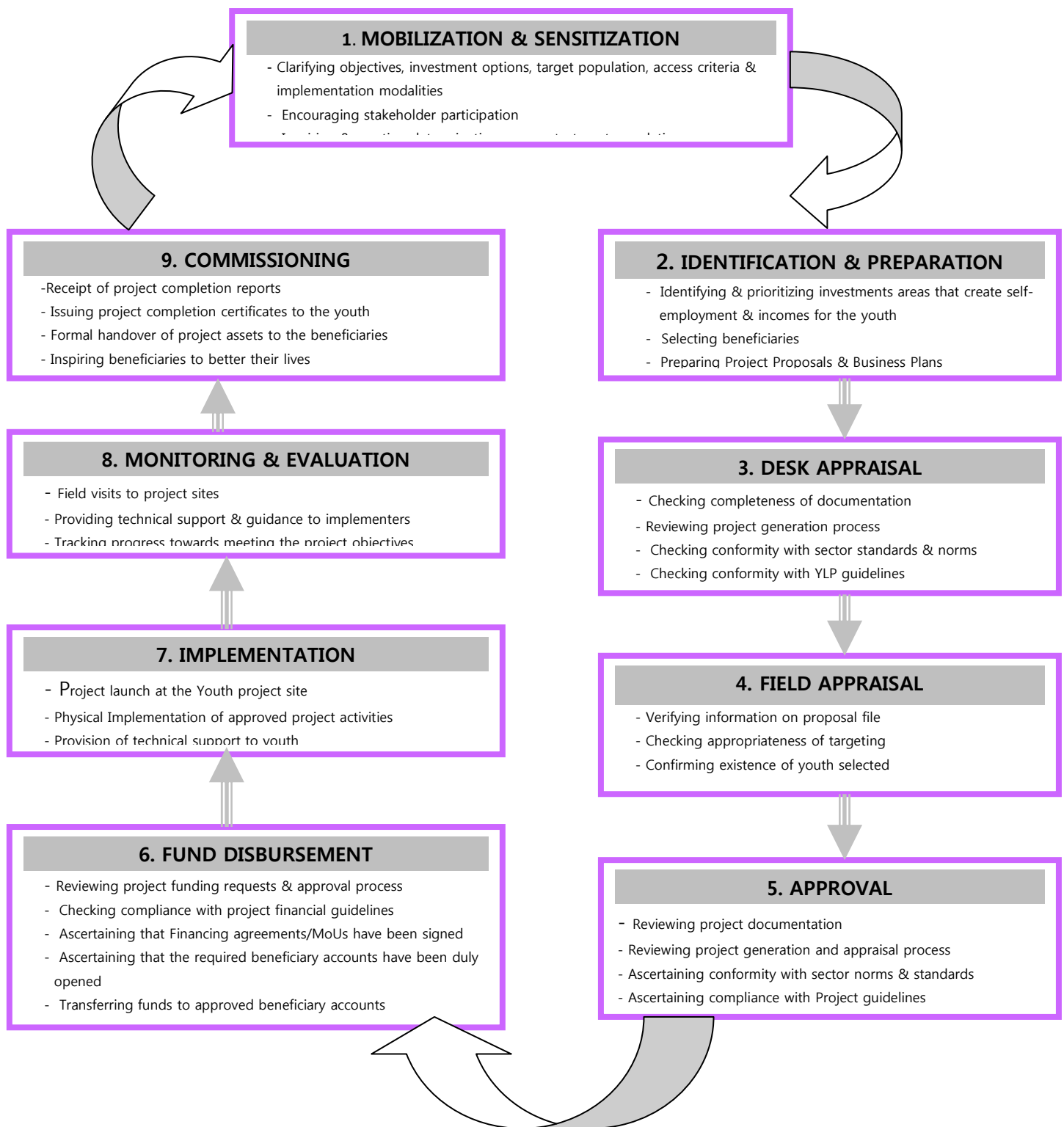
5.2 Project Cycle Stages

Table 3: Project Cycle Benchmarks

Stage	Key Tasks	Responsibility Centre/Key Participants	Max. Duration
1.Sensitisation & Mobilisation	<ul style="list-style-type: none"> - Clarifying objectives, investment options, target population, access criteria & implementation modalities - Encouraging stakeholder participation - Inspiring & creating determination among the target population - Issuing and Receipt of Project Interest Forms by the Sub-county CDO 	<ul style="list-style-type: none"> - Youth MPs - National Youth Council Executive Committee - Statehouse Youth Desk - PS/MGLSD - RDCs - District Councils - District Youth Councils - CAOs - Sub-county Chiefs - CDOs - Youth/Communities 	Ongoing
2.Identification & Preparation	<ul style="list-style-type: none"> - Identifying & prioritizing investments areas that create self-employment and income generation opportunities by the youth - Selecting beneficiaries - Preparing subproject proposals and business plans 	<ul style="list-style-type: none"> - CDOs - District/SC Sector Experts - Sub-county Youth Chairpersons - Youth/Communities 	Within 7 days
3.Desk Appraisal	<ul style="list-style-type: none"> - Checking completeness of documentation - Reviewing Project generation process - Checking conformity with sector standards & norms - Checking conformity with YLP guidelines - Checking appropriates of budgets/business plans 	<ul style="list-style-type: none"> - Sub-county Chiefs - Sub-county Technical Planning Committee (STPC) - Sub-county Youth Chairpersons - CDOs 	Within 7 days
4.Field Appraisal	<ul style="list-style-type: none"> - Verifying information on proposal file - Checking appropriateness of targeting - Confirming existence of youth selected - Confirming participation of the youth in planning - Recommending youth projects for approval 	<ul style="list-style-type: none"> - Sub-county Chief - Sub-county Technical Planning Committee (STPC) - Sub-county Youth Chairpersons - CDOs 	Within 7 days
5.Project Approval	<ul style="list-style-type: none"> - Reviewing Youth Projects documentation - Reviewing Project generation and appraisal process - Ascertaining conformity with sector norms & standards - Ascertaining compliance with YLP guidelines - Recommending Youth Projects for funding - Communicating approvals to the beneficiaries 	<ul style="list-style-type: none"> - CAO - District Technical Planning Committee (DTPC) - Chairperson District Youth Council - District Executive Committee - PS/MGLSD 	Within 7 days
6.Fund Disbursement	<ul style="list-style-type: none"> - Reviewing Project funding requests & approval process - Checking compliance with Project financial guidelines - Ascertaining that Financing agreements/MoUs have been signed 	<ul style="list-style-type: none"> - PS/MGLSD - Commissioner Youth/MGLSD - YLP/TST 	Within 21 days

Stage	Key Tasks	Responsibility Centre/Key Participants	Max. Duration
	<ul style="list-style-type: none"> - Ascertaining that the required beneficiary accounts have been duly opened - Transferring funds to approved beneficiary Youth Group Accounts - Communicating disbursements to the beneficiaries 		
7.Implementation	<ul style="list-style-type: none"> - Project launch and respective community site - Start of physical implementation of Project activities by the Youth. - Provision of technical support to the youth by Sector Experts - Periodic reporting on progress in implementation 	<ul style="list-style-type: none"> - Youth Project Management Committees (YPMC) - STPC/DTPC 	Within 270 days (9 months)
8.Monitoring & Evaluation	<ul style="list-style-type: none"> - Field visits to Project sites - Providing technical support & guidance to implementers - Tracking progress towards meeting the Project objectives 	<ul style="list-style-type: none"> - PS/MGLSD/TST - RDCs - CAOs/District Planner - SCCs/CDOs - Chairs of District, Sub-County Youth Councils 	Ongoing
9.Commissioning	<ul style="list-style-type: none"> - Issuing Project completion certificates to the youth - Formal handover of Project assets to the beneficiaries - Inspiring beneficiaries to better their lives 	<ul style="list-style-type: none"> - District Chairpersons - RDCs - CAO - District and Sub-County Youth Chairpersons 	Within 7 days

Figure 2: Project Cycle



CHAPTER 6

6.0 FUND REVOLVING MECHANISM

The Youth Grants under YLP will be administered as Interest-free Revolving Funds to ensure sustainability of the Programme. The grace period and repayment period will depend on the nature of the enterprise. Any repayment that goes beyond one year will attract a Service fee of 5% to cater for inflation. Overall, the Principal and Service fee will be paid within a period not exceeding 3 years.

The revolving process will be structured as follows:

- (i) All the Project Grants disbursed to each Youth Interest Group (YIG) will be treated as a Revolving Fund to be repaid in accordance with the Project Financing Agreement between the District Local Government and the beneficiary Youth Interest Group, witnessed by the Area Resident State Attorney.
- (ii) The scheduling of the repayment of the Revolving Fund will be based on the Project maturity period, Business Plan and cash flow projections generated at the design of the Project (or otherwise reviewed). Copies of the re-payment plans/instalments agreed upon shall be submitted to PS/MGLS.
- (iii) Repayments will be made in-cash or in-kind. The youth undertaking enterprises such as piggery, heifer rearing, goat rearing etc., where off-springs will be produced will have the option of repayment in-kind, while others involved in enterprises such as vocational skills development, animal traction, fish farming, crop production etc. will make their repayments in cash.
- (iv) Where repayments are made in kind, arrangements shall be made to have a relevant sector expert inspect the inputs being used for repayment to ensure that they meet the agreed standard specifications. The inputs will be passed on to a new YIG which will have chosen a similar enterprise and has been prepared well enough to participate in programme implementation
- (v) The repayments may be re-scheduled in case of genuine and exceptional circumstances beyond the control of the YIG. This will be done in mutual agreement between the District Local Government and the YIG, in consultation with the PS/MGLSD
- (vi) With the approval of the Accountant General, Each District will open a special Collection Account for the YLP Revolving Fund (separate from the Account handling direct Grant Disbursements from MGLSD).
- (vii) All YIGs will deposit their repayments into the District Collection Account for the Revolving Fund and receive a receipt from the District for every instalment made.

- (viii) The District shall maintain a ledger for each YIG for purposes of monitoring and reporting on the repayments.
- (ix) MGLSD will open a National Revolving Fund Collection Account in Bank of Uganda to receive the repayments from the District Collection Accounts. This arrangement will permit proper planning and coordination in the re-ploughing of the revolving funds to new Youth Interest Groups. Its usage will be authorized by the PS/MGLSD with the approval of the Accountant General.
- (x) Funds in the District Collection Account shall not be used for any other purpose other than financing approved Projects for new Youth Interest Groups. These funds shall be remitted to Bank of Uganda Collection Account unless authorized by the Accountant General to be used at Source as a Non Tax Revenue.
- (xi) Effort will be made to reward good performing districts in terms of recovery of the Revolving Funds by re-ploughing more of the funds to such districts.
- (xii) The Districts shall submit financial reports on the status of recoveries of the Revolving Fund to PS/MGLSD on monthly basis from the start of repayments.

Advantages of the Revolving Fund Approach:

- (i) Ensures continuous availability of funds for new Youth Interest Groups, hence sustainability of the Programme.
- (ii) Instils the sense of urgency, commitment, hard-work, and responsibility among the beneficiary YIGs.
- (iii) It is an incentive to the Local Governments to mobilize repayments from the beneficiary groups as a guarantee to have more funds to finance the overwhelming needs of the Youth in their respective areas.
- (iv) At the national level, if the Ministry of Finance releases the required funds annually and the Revolving fund arrangement is well managed, the burden of mobilization of new resources by the Ministry of Finance to finance the Programme each coming Financial Year, will be eased, thereby reducing the pressure on the fiscal space.
- (v) Peer pressure from the youth who are expecting to benefit in the subsequent rounds of disbursements, will create self-motivation among the entire youth population to work for the success of the Programme.

CHAPTER 7

7.0 FIDUCIARY ISSUES

7.1 Financial Management

The financial management under YLP will be done in accordance with the Government of Uganda Financial and Accounting Regulations. MGLSD will ensure that the plans and budgets for Programme activities are realistic and based on valid assumptions.

The Programme will use the existing accounting staff at MGLSD headed by the Principal Accountant and supported by the Accounts Team (additional staff may be provided under the TST depending on the workload). A computerized accounting system will be established at national and district levels to capture and track transactions. A paper based system will be used to track the inflows and outflows at community level.

Fund disbursement for approved Youth Projects will be made by MGLSD upon receipt of:

- (i) Requests for funds from the district including a letter from the CAO and approved consolidated schedule of Project requests with particulars of each project;
- (ii) Minutes of DEC and DTPC approval meetings and;
- (iii) Evidence of fulfillment of fiduciary requirements by the District

The disbursement of operations funds to the Districts and Sub Counties will be done on quarterly basis based on:

- (i) Quarterly reports for the previous quarter;
- (ii) Quarterly work plans and;
- (iii) Project financial reports/accountability for funds disbursed.

The District Internal Auditors and the MGLSD Internal Auditors will undertake quarterly audits and day-to-day pre-audits of Programme activities, while the independent external audits will be undertaken by the Auditor General to assess the adequacy of, and compliance with, the established controls, policies and procedures.

7.2 Procurement

- (i) Procurements at the national and district level will be undertaken in line with the existing PPDA Guidelines and Regulations for Government Institutions, Agencies and Departments. Youth Interest Group Procurements will also be guided by the existing PPDA guidelines for Community Procurement) The Contracts Committee of MGLSD will handle all procurements of equipment such as vehicles, motorcycles, computers, bicycles and others that might be required for use at national level and for distribution to the districts and Sub – Counties.

- (iii) **Community Procurement.** The beneficiaries will be responsible for procurement of their productive assets and tools by themselves. They will receive technical support from sector experts at the district and sub-county level. Simplified guidelines on community procurement under the Programme will be developed and disseminated before or during implementation.

CHAPTER 8

8.0 INSTITUTIONAL STRUCTURE

8.1 National Level

(i) **National Policy Committee**

The National YLP Policy Committee (NYPC) will be chaired by the Minister of State for Youth and Children's Affairs. Other members include all Ministers of State in the MGLSD, selected Ministers of State in the Relevant Line Ministries as indicated in Chapter 9 of this document, Youth Members of Parliament by virtue of being ex-officio Members of the National Youth Council and the Chairperson, National Youth Council. The Permanent Secretary, MGLSD as the Accounting Officer, will be responsible for the overall technical coordination of the Programme. The committee will meet bi-annually and reports to the Minister of Gender, Labour and Social Development. The roles and responsibilities of the NYPC are of policy and budget oversight, advocacy, resource mobilization and overall monitoring and supervision. The NYPMC will not be involved in direct implementation and evaluation of the YLP.

(ii) **Technical Support Team:**

The Ministry of Gender, Labour and Social Development (MGLSD) will recruit a small Technical Support Team (TST), comprised of people with relevant technical expertise and experience in Livelihoods programmes, to beef up the technical capacity at the Ministry level in order to ensure quick start and roll-out of the implementation of the Programme. The TST will be headed by the Youth Livelihood Programme Manager and assisted by experts in relevant fields in Livelihoods, Vocational Skills Development, Entrepreneurship and Business Management, Finance, Monitoring and Evaluation, Development Communication, and Management Information System, to support MGLSD in the implementation of the Youth Livelihood Programme in the whole country.

(iii) **National Technical Working Committee:**

There will be a National Technical Working Committee (NTWC) composed of experts from relevant Ministries which will meet on a monthly basis. It will be chaired by the Permanent Secretary. The Commissioner/Youth and Children Affairs or his delegate will be its Secretary. The Committee will be comprised of the Director for Social Protection, the Youth Livelihood Programme Manager, the Skills Specialist, the Livelihood Specialist, the Executive Secretary, National Youth Council, and other technical experts from relevant Ministries to the implementation of YLP as in Chapter 9. The Specific roles and responsibilities of the Committee include:

- (a) Reviewing YLP national and District annual work plans and budgets.
- (b) Providing technical and operational guidance to local governments in implementation of YLP.
- (c) Reviewing progress reports, financial reports, and audit reports of YLP.
- (d) Reviewing project funding requests and progress made in implementation by Districts.

8.2 District and Sub-county Levels

The CAOs shall be the Accounting Officer for the Programme at the district level. The CAOs will designate CDO in charge Youth Affairs as the YLP Focal Person. At the Sub-county level, the Sub-county Chief shall be the Accounting Officer and he/she will designate the CDO or ACDO as the Focal Person of YLP at the sub-county level.

Dependent on the staffing capacity of the sub-counties, the districts may recruit a competent team of qualified youth volunteers to work as Youth Facilitators (YFs) who will be trained in participatory methodologies, entrepreneurship and business management to support the Sub-county CDOs in the mobilization and facilitation of the Youth Interest Groups in the generation of viable and fundable enterprises.

The DTPC and STPC will take responsibility to ensure proper coordination is achieved through wider participation of the various stakeholders in planning, implementation and monitoring of programmes at the District and Sub-county levels respectively. They will also ensure that projects meet the sector norms and standards as well as the viability and sustainability requirements. The Chairpersons of the Youth Councils will participate in monitoring the implementation of the programme in the respective districts, Sub-counties and communities.

8.3 Community Level

At the community level, the Youth Interest Groups shall be responsible for the implementation of the Youth Projects financed. The committees of the groups will be supported by sector experts at the Sub-county and District Level. The Sub-county CDOs/ACDOs will take the primary responsibility of ensuring effective coordination of the Programs at the community level.

CHAPTER 9

9.0 ROLES OF OTHER KEY STAKEHOLDERS

(a) **Ministry of Gender, Labour and Social Development**

Ministry of Gender, Labour and Social Development will be the overall overseer of the implementation of the programme. The programme will be hosted in the Department of Youth and Children Affairs. The Ministry will coordinate, supervise, monitor and evaluate the programme to ensure compliance with the intended objectives.

The MGLSD will develop the Programme Operations Manual and relevant Guidelines. It will also develop action plans and budget for submission to the relevant government authorities for approval. The Ministry will ensure equitable distribution of the opportunities under the programme, taking into account geographical balance, gender agenda and specific considerations for persons with disability.

Ministry of Gender, Labour and Social Development shall submit the programme to Ministry of Finance, Planning and Economic Development for inclusion in the Public Investment Plan and coding, in order to enable effective programming and adequate appropriation of funding.

(b) **Ministry of Finance, Planning and Economic Development**

Ministry of Finance, Planning and Economic Development (MFPED) shall ensure that the programme is included in the Public Investment Plan (PIP) and National Development Plan (NDP). MFPED will be responsible for mobilising the resources that are required for the full implementation of the programme. It has to verify and confirm that the programme is in line with government development objectives.

(c) **Ministry of Local Government**

Under decentralisation arrangement the Ministry of Local Government through the District Administration System, is responsible for coordination, implementation and managing all government programmes in all districts countrywide. The Ministry of Local Government in collaboration with other line Ministries ensures that the implementation of government programmes and activities are in line with established rules and guidelines and are incorporated in the respective district programmes and work plans.

The Local Governments at both the district and sub-county levels will be involved in mobilisation, selection of the appropriate beneficiaries, approval of projects, implementation, supervision monitoring and evaluation. It is therefore important that the Ministry of Gender, Labour and Social Development liaises with Ministry of Local Government to ensure effective implementation of the YLP in all the districts.

(d) Ministry of Justice and Constitutional Affairs

Ministry of Justice and Constitutional Affairs (MJCA) will ensure that the programme operates within the legal and constitutional framework provided and does not breach any legal provisions. The MJCA provides legal guidance at the formulation, implementation and completion phases of the programme.

(e) Ministry of Public Service

The Ministry of Public Service is responsible for all issues related to human resources and welfare of civil and public servants. Under the YLP the Ministry of Public Service will provide technical guidance on the approval of the appropriate structure, recruitment of staff and remunerations. The Ministry will also ensure that the objectives and outputs of the programme are achievable within the established guidelines and timelines. It is the role of the Ministry of Public Service to approve and monitor the implementation of the contracts that have been signed with various technical staff under the programme.

(f) Ministry of Education and Sports

Ministry of Education is responsible for all training programmes and skills development in both private and government institutions. It provides advice on the production of training curriculum and training programmes. Ministry of Education will play a key role in providing technical guidance for the development of different training programmes under the YLP. It will also provide recommendations to MGLSD on the appropriate institutions to be effectively engaged in equipping the youth with relevant skills and knowledge for participation in sustainable production for National Development.

(g) Ministry of Trade, Industry and Cooperatives

The Ministry of Trade and Cooperatives will play a key role in guiding the youth in Entrepreneurial Skills Development and promotion of group activities among the youth.

(h) Office of the Prime Minister

Office of the Prime Minister is the overall supervisor of government business. All government institutions including Ministries report on the Performance of their respective programmes/activities to the OPM for assessment. OPM will provide technical guidance for the development and monitoring and evaluation framework that will be used for assessing the performance and impact of YLP on quarterly and annual basis. Performance reports will be submitted to the OPM on quarterly and annual basis. Whenever necessary, OPM will visit projects under YLP countrywide to assess the level of performance and impact.

(i) Inspector General of Government (IGG)

The Inspector General of government will work with other stakeholders to ensure that the benefits of the programme go to the intended targets. IGG will also ensure that the financial management is in compliance with the government rules and regulations. IGG may take appropriate measures to punish non-compliance.

(j) Office of the Auditor General

The Office of the Auditor General will ensure effective financial accountability for the resources released to the project. It will be responsible for institution of sanctions for non-compliance with accountability milestones. Office of the AG shall ensure that there is prudence in the utilisation of resources and that there are no un-authorized diversion or misuse of funds of the programme.

(k) Bank of Uganda

All the project funds will be accessed through Bank of Uganda. The Bank shall on appropriate requisition and approval by Ministry of Gender, Labour and Social Development disburse funds to the respective beneficiaries for implementation Programme activities at the various implementation centres.

(l) Parliament

Parliament will approve the programme for further consideration. It is responsible for mobilisation and appropriation of adequate funds for the programme to ensure consistency, sustainability and national coverage. The parliament, especially the Youth Parliamentarians, will play important role in monitoring and evaluation of the project to ensure compliance with the established rules and procedures. It will undertake regular political supervision of the programme up to community levels to ensure quality results. Parliament shall also advocate for increased resources depending on the need and absorption capacity.

(m) National Youth Council

The National Youth Council will participate in the sensitization and monitoring of the programme. They will also mobilise and sensitise the youth countrywide to support and participate in the programme especially at the community level. They will have important role of guidance and supervision of the beneficiaries to guarantee success of the programme. The Chairpersons of the Youth Councils at the district and sub-counties will be involved in the beneficiary selection and project approval to ensure that the youth that are selected meet and the projects that are approved, meet the guidelines set under the programme and are in the best interest of the youth.

(n) District Authorities

- (i) As the political head of the district, the District Chairperson will supervise the programme to ensure that the intended youth are the actual beneficiaries and not imposters.
- (ii) Resident District Commissioners as representatives of the President in the districts will monitor and supervise the programme to ensure successful implementation and positive impact.
- (iii) The Chief Administrative Officers (CAOs) as technical head of the district will be responsible for the overall technical oversight role of the programme in their respective districts. The CAOs will submit progress reports to the PS/MGLSD on quarterly basis.

ANNEXES

ANNEX 1: PROGRAMME RISKS AND MITIGATION MEASURES

Table 4: Programme Risks and Mitigation Measures

Risk	Rating	Mitigation Measures	Rating after Mitigation
1. Over raising expectations of youth and inability to meet the demand generated amongst the target youth population.	H	<ul style="list-style-type: none"> - Provide clear and regular targeted IEC messages on Programme targets, resource allocations and access criteria through the official government communication channels and the youth leadership structures. - Provide clear messages on the phases of Programme implementation, period of engagement selected under Programme and the exit strategy. - Institute a well-coordinated mechanism of selection of youth for various existing youth livelihood opportunities. - The Chief Administrative Officers should ensure effective coordination in the selection of youth for all related programmes to avoid multiple funding of some youth at the expense of other equally deserving youth. - Match the messages provided with actions (walk the talk). 	S
2. Delays in release of funds by Ministry of Finance, Planning and Economic Development resulting in delayed disbursement to Youth Interest Groups	H	<ul style="list-style-type: none"> - Strong commitment from Ministry of Finance, Planning and Economic Development to avail all funds allocated for the Programme on time. 	L
3. Low technical capacity for project implementation at various levels	H	<ul style="list-style-type: none"> - Establishing a Technical Support Team (TST) with qualified technical staff to complement the mainstream technical staff in the MGLSD at the national level and the Local Governments. 	L
4. Low fiduciary capacity at various implementation levels	H	<ul style="list-style-type: none"> - Equipping key implementers with simplified guidelines in procurement, accounting and financial management procedures under the Programme. 	M
5. Challenges of realizing timely recovery of programme funds released to the Youth	H	<ul style="list-style-type: none"> - Strengthen the capacity of Local Governments to supervise and monitor the implementation of projects at the community level, as well as recovery of the revolving fund. - Peer pressure by co-guarantors (from within the group) - External peer pressure (from potential beneficiaries) - Rewards and Sanctions 	S
6. Low involvement of youth in project processes	H	<ul style="list-style-type: none"> - Incorporate members of the existing youth organs such i.e the Youth Councils at all levels - Selection of the youth to be done at the community level with the participation of the youth. - Preparation of project proposals and budgets to be done at the community level with the youth. 	M

Risk	Rating	Mitigation Measures	Rating after Mitigation
		- Establishing community youth groups with proper leadership structures to coordinate, monitor, supervise and report on project activities	
7. Corrupt tendencies among some stakeholders	H	<ul style="list-style-type: none"> - Introducing Transparency, Accountability and Anti-corruption (TAAC) sub-component in the program to be spearheaded by the Inspectorate of Government (IG) to put emphasis on prevention of corruption and impropriety throughout Programme implementation. Sanctions will be invoked on culprits. - Establishment of Social Accountability Committees (SAC) from within the Youth Interest Groups. SAC will have linkage with IG. IG will sensitize the SACs on their roles and responsibilities. - Designating the offices of the PS/MGLD, CAO, RDC, as centres of grievance re-dress. These centres will provide “ hot-lines” (special telephone lines to be accessed by the public any time). 	M

H - High

S - Substantial

M - Moderate

L - Low