



OFFICE OF THE PRIME MINISTER

FINAL REPORT

AUGUST 2021

Process Evaluation of Government of Uganda's
"Promotion of Green Jobs Programme"

Submitted to: Office of the Prime Minister
Submitted by:



TABLE OF CONTENTS

TABLE OF CONTENTS	I
ACRONYMS	II
LIST OF FIGURES.....	IV
EXECUTIVE SUMMARY.....	V
1.0. INTRODUCTION	1
1.1 BRIEF DESCRIPTION OF THE EMPLOYMENT STATUS.....	1
1.2 LABOUR PRODUCTIVITY IN UGANDA	2
1.3 EMPLOYMENT AND LABOUR POLICY FRAMEWORK.....	3
1.4 GREEN GROWTH.....	5
1.5 GREEN JOBS	5
1.5.1 <i>Green Entrepreneurship</i>	6
1.6 THE GREEN JOBS PROGRAMME	6
1.7 PURPOSE OF THE PROCESS EVALUATION	8
2.0. METHODOLOGY	13
2.1 DATA COLLECTION METHODS	13
2.1.1 <i>Key Informant Interviews (KIIs)</i>	13
2.1.2 <i>Focus Group Discussion (FGD)</i>	14
2.1.2 <i>Graduate Volunteer Interviews</i>	15
2.2 PROCESS EVALUATION DESIGN.....	16
2.3 QUALITY ASSURANCE PROCESS TO ENSURE DATA QUALITY.....	16
3.0 ANALYSIS AND FINDINGS.....	18
3.1 ANALYSIS AND FINDINGS-RELEVANCE	18
3.1.1 <i>Relevancy to the needs and priorities of the country</i>	19
3.2 ANALYSIS AND FINDINGS- EFFECTIVENESS.....	23
3.2.1 <i>Contribution to job creation and labour productivity</i>	32

3.3 ANALYSIS AND FINDINGS – EFFICIENCY	35
3.3.1 Programme fidelity and management structure.....	36
3.3.2 Partnerships and collaboration with the private sector and other agencies	38
3.3.3 Financing of the programme.....	40
3.3.4 Monitoring and evaluation, reporting mechanisms	43
3.3.5 Quality assurance measures	44
3.4 ANALYSIS AND FINDINGS: SUSTAINABILITY.....	47
4.0 LESSONS LEARNED, CHALLENGES AND RECOMMENDATIONS.....	49
4.1 LESSONS LEARNED	49
4.2 KEY CHALLENGES.....	50
4.3 RECOMMENDATIONS.....	51
APPENDIX 1: RESPONDENTS FOR KEY INFORMANT INTERVIEWS.....	55
APPENDIX 2: EVALUATION DATA COLLECTION TOOLS.....	57

ACRONYMS

BTVET	Business Technical Vocational Education and Training
CAO	Chief Administration Officer
COFTU	Central Organisation of Free Trade Unions
COVID	Corona Virus Disease
CPC	Cardno Partners Consult
CSO	Civil Society Organization
DAC	Development Assistance Committee
DIT	Directorate of Industrial Training
DLG	District Local Government
ENABEL	The Belgian Development Agency
FUE	Federation of Uganda Employers
GDP	Gross Domestic Product
GGDS	Green Growth Development Strategy
GHG	Green House Gases
GIZ	Deutsche Gesellschaft Fur Internationale Zusammenarbeit
GJP	Green Jobs Program
GVS	Graduate Volunteer Scheme
ICT	Information Communication Technology
ILO	International Labour Organization
JICA	Japanese International Corporation Agency
KCCA	Kampala Capital City Authority
KII	Key Informant Interviews
MAAIF	Ministry of Agriculture Animal Industry and Fisheries
MERL	Monitoring, evaluation reporting, and Learning
MFPEd	Ministry of Finance Planning and Economic Development
MOGLSD	Ministry of Gender, Labour and Social Development

MOES	Ministry of Education and Sports
NDP	National Development Plan
NOTU	National Organization of Trade Unions
NPA	National Planning Authority
NPCU	National Programme Coordination Unit
ODA	Official Development Assistance
OECD	Organization for Economic Co-operation Development
OPM	Office of the Prime Minister
PIP	Programme Implementation Plan
PS	Permanent Secretary
SLM	Sustainable Land Management
SNV	Netherlands Development Organization
TC	Town Council
TOC	Theory of Change
UGIP	Uganda Green Incubation Program
UGX	Uganda Shillings
UMA	Uganda Manufacturers Association
UN	United Nations
UNDP	United Nations Development Programme
UNRA	Uganda National Roads Authority
UPE	Universal Primary Education
USD	United States Dollar
USSIA	Uganda Small Scale Industries Association

LIST OF FIGURES

FIGURE 1: PROMOTION OF GREEN JOBS PROGRAMME PILLARS.....	7
FIGURE 2: PERCENT OF APPRENTICESHIP AND GRADUATE SCHEME BENEFICIARIES CURRENTLY EMPLOYED BY COHORT.	19
FIGURE 3: GRADUATE VOLUNTEERS HAVE BEEN SUPPORTED IN APPRENTICESHIP AND GRADUATE VOLUNTEER COMPONENT WHO WERE HOSTED IN 39 HOST INSTITUTIONS.....	19
FIGURE 4: PERCENTAGE DISTRIBUTION OF APPRENTICESHIP AND GRADUATE SCHEME BENEFICIARIES CURRENTLY EMPLOYED BY SECTOR.	20
FIGURE 5: PROMOTION OF GREEN JOBS PROGRAMME BUDGET IN BILLION UGANDA SHILLINGS.....	29
FIGURE 6: PROGRAMME ANNUAL BUDGET IN BILLION UGANDA SHILLINGS AND RELEASES BY YEAR.	29
FIGURE 7: PROGRAMME ANNUAL BUDGET IN BILLION UGANDA SHILLINGS AND RELEASES BY YEAR.	29
FIGURE 8: PERCENTAGE DISTRIBUTION OF APPRENTICESHIP AND GRADUATE SCHEME BENEFICIARIES WHO REPORT SATISFACTION IN COACHING AND MENTORING BY COHORT.	32

LIST OF TABLES

TABLE 1: PROMOTION OF GREEN JOBS PROGRAMME PILLARS.....	10
TABLE 2: FOCUS GROUP DISCUSSIONS HELD.....	11
TABLE 3: IMPLEMENTATION MODALITIES OF THE PROGRAMME	26

EXECUTIVE SUMMARY

Overview:

This report is a process evaluation report of the independent evaluation of the Promotion of Green Jobs Programme implemented by the Ministry of Gender, Labour, and Social Development (MOGLSD). The programme targeting both educated and uneducated women and youth aims to create green and decent employment, enhance labour productivity, and reduce poverty. The programme covered five years from 2015/16 to 2019/20 with projected funding of UGX 500 billion over five years.

The components of the programme are;

- i. Informal sector (Jua-Kalis) support
- ii. The revitalisation of quality apprenticeship and volunteerism in Uganda
- iii. Establishment of industrial business shelters with common-user facilities
- iv. Support the adoption of the Songhai model- Green Incubation Centres
- v. Strengthening social safeguards
- vi. Promotion of Decent/Green Jobs Abroad and
- vii. They are strengthening Local Governments and KCCA in Green jobs creation and labour productivity enhancement.

Evaluation scope and methodology:

The purpose of the evaluation was to assess whether or not the "Promotion of Green Jobs Programme" met its mandate and how it can be strengthened. The evaluation scope focused on the implementation process of the programme's institutional, management, and support systems for all the seven pillars covered in the implementation period between 2015/16 to 2019/20.

A cross-sectional mixed method design with qualitative and quantitative data collection methods using the Organization for Economic Co-operation and Development/Development Assistance Committee (OECD/DAC) evaluation criteria was employed. The quantitative component involved secondary data analysis of relevant programme routine statistics, annual performance reports, ministerial policy statements, and programme assessment reports. The quantitative part also included analysis of primary data collected from the tracer survey of beneficiaries from the apprenticeship and graduate volunteer scheme. On the other hand, the qualitative component involved key informant interviews (KIIs) with selected respondents and focus group discussions with beneficiaries. The primary data collection was conducted across seven districts (Kampala, Wakiso, Mpigi, Kamuli, Iganga, Buikwe, and Jinja) spread in central and Busoga regions. Data collection tools utilised included key informant guides, the tracer survey questionnaire for graduate volunteers, and the focus group guides for beneficiaries of the Juakali and Songhai model. Findings were validated by the national monitoring and evaluation technical committee.

Key findings

Relevance: Overall, the programme objectives and planned interventions were relevant and aligned with the National Development Plan (NDP) II, the national employment policy, and the Uganda Green Growth Development strategy. Specifically, for NDP II, the programme contributes to the human development objective by supporting non-formal skills providers, increasing the entrepreneurship skills development for women and mentoring girls, and improving the quality and relevance of skills. It is furthermore aligned to the NDP II objective of enhancing sustainable Land Management Practices (SLM), promotion time and labour-saving technologies targeting women farmers. The programme is also well aligned with the national employment policy by creating a revolving fund to facilitate Ugandans seeking employment abroad and developing guidelines for the private sector and contributes to the objective of externalisation of labour. Finally, for the Uganda Green Growth Development Strategy, the programme is

well-aligned with three objectives:

- i. Enhancing Uganda's economic growth by creating new opportunities for decent employment;
- ii. supporting low-emissions economic growth pathway by integrating resource use efficiency, climate resilience, disaster risk reduction,
- iii. Optimal use of natural capital;
- iv. Lastly, undertaking a socially inclusive growth that improves food and nutritional security.

In particular, the programme targets youth and women to develop their skills and equip them with the relevant technology, increasing their productivity. For the informal sector workers, "*Juakalis*" the programme builds their capacities by providing green technologies, information and training, business startup kits, and exposure tours, yet it is the most critical sector for the economy. For instance, the apprenticeship and volunteer program supports the provision of essential employable skills to both educated and non-educated youth. Furthermore, the programme targets the right audience, focusing on marginalised categories, including people with disabilities, women, and youth, who primarily work in the informal sector.

Effectiveness: Overall, the implementation progress for all pillars was far behind schedule, with just four of the seven pillars registering some results. The programme reached 4,432 out one million planned Juakali beneficiaries with business startup kits; 237 (55% women) graduate volunteers were supported through the apprenticeship and graduate volunteer component hosted in 39 host institutions, trained 250 individuals on the Songhai Model, set up the Songhai Model incubation centre in Mpigi out of a planned 30 to be established, conducted two feasibility studies for the establishment of a business shelter and for replicating the Songhai model in Karamoja and reached out to seven groups with an innovation grant worth UGX 70m. Additionally, the programme

distributed 666 assorted business startup kits to 277 Jua Kali groups in Busoga, Kampala, Wakiso, Buikwe, and Mpigi districts; trained 348 individuals in operations and maintenance. The critical sector supported included textile and tailoring, metal fabrication, agro-processing, and ICT.

Furthermore, results from the tracer survey with beneficiaries showed that seventy per cent of the graduates were currently employed after graduation and were majorly employed in the agriculture, health and social work, and administration sectors. Stakeholder interviews revealed that at programme inception, there appears to have been an ambitious plan to create one million jobs over the five years by implementing the seven pillars described earlier. Overall, progress in these pillars has been slower than initially anticipated, and so have the resulting employment effects, graduate placement rates and increase in labour productivity.

Efficiency: At the design and conceptualisation stage, the MOGLSD extensively involved partners at the national level through a series of meetings to formulate the programme concept. Key partners involved include GIZ, UNDP, Ministry of Finance, Ministry of Education and Sports, and Enabel. However, the ministry of local Government, a critical implementing partner at the district level, was not engaged in the consultations at any stage. As a result, the programme had a total budget of UGX 500 billion spread over five years, with pillar 1 (Support to Juakalis) and pillar 3 (establishment of business shelters) allocated the lion's share of the budget at 34 and 29 per cent, respectively. However, the Government, through direct support, provided funding for only pillar 1 (Support to Juakalis) with UNDP fully financing pillar 4 (adoption of the Songhai model) and jointly financing pillar 2 (the apprenticeship and volunteer component) with International Labour Organisation (ILO). Thus, the funding levels were too low to significantly achieve the planned programme results.

For instance, at the implementation stage, a national steering committee composed of other government ministries, agencies, and other development partners was set up to coordinate and provide oversight. This was never implemented. Likewise, the technical

committee comprised of different stakeholders was never formed. Instead, internal MOGLSD staff and a few UNDP staff participated in programme review meetings. At the district level, no coordination mechanisms were established.

Reports on the monitoring and supervision of beneficiaries at the district level were mixed with the district local government staff, indicating little or no monitoring and supervision visits by programme staff. On the other hand, the national-level programme staff showed regular supervision and monitoring of the beneficiaries. In addition, there were no clear guidelines and protocols for the selection and monitoring of Juakali beneficiaries enrolled in the programme for standardised support. Instead, the MOGLSD staff conducted the selection without proper engagement of the district teams.

Sustainability: A review of reports and interviews with key informants shows limited success in building stronger partnerships at both national and district levels. The apprenticeship and graduate volunteer component attempted to engage partners and stakeholders through routine review meetings and other forums but focused on the progress and results of the scheme. However, support and management of the apprenticeship and graduate scheme were mainly implemented by UNDP-seconded staff. It is unclear whether the MOGLSD staff played a significant role during the scheme's implementation. In the absence of the programme and particularly UNDP and ILO support, it is unlikely that implementation of the apprenticeship and graduate volunteer scheme will continue.

On the other hand, the Juakali and Songhai components were implemented parallelly with limited involvement of other development partners and the beneficiary respective district local governments. In the absence of precise coordination mechanisms at the district level, any gains made at the district level to Juakali beneficiaries are doubtful to be sustainable post-implementation. Furthermore, government funding contributions to all the three implemented pillars were insufficient to sustain or replace programme investments. This applies particularly to investments in equipment for the Juakali and the apprenticeship and volunteer components. Currently, UNDP, a significant funder

for the programme, is non-committal of the continued funding, seriously jeopardising the results gained. Without sufficient funding, the MOGLSD will be handicapped in implementing these pillars.

Key Recommendations

Strengthen the monitoring, evaluation, research, and learning system for the programme: The programme should thus develop more robust MERL systems with an explicit theory of change, which will be vital for the impact evaluation of the programme. Furthermore, the MERL system should be accompanied by staff recruitment.

Integrate business development services for the beneficiaries: Efforts to enhance the sustainability of results gained beyond the provision of startup kits should be undertaken in developing a business development services component based on community social and economic needs targeting all beneficiaries.

Strengthening quality assurance systems for the programme: Results indicated limited quality assurance mechanisms to ensure efficient results. Only the apprenticeship and graduate volunteer scheme had better quality assurance mechanisms. The establishment of precise quality assurance mechanisms, including clear selection criteria, training manuals, supervision checklists, guidelines, protocols, etc., should be developed for the various components and pillars of the programme.

Development of a clear resource mobilisation strategy at the design stage: based on the lessons learnt, in the new design, there should be a deliberate effort to design and implement a clear resource mobilisation strategy, including but not limited to lobbying at the highest level of government inclusion of funds in budgets, lobbying the budget committee for resources, engaging various potential donors who are willing building on the existing will to fund the programme interventions.

Expansion to other regions with revised focus areas: In particular, the focus should be placed on expanding the support to the informal sector with the integration of the business shelter component, the graduate volunteer programme, and adoption of the Songhai model. Along these, there should be a clear and deliberate plan to integrate green technologies and skills for each component and a clear linkage to the NDP III natural resources and human capital development broader objectives and expanded to other districts.

Tailoring the Songhai training model to Uganda context: The training curriculum and approach was not well tailored for the Uganda context to achieve maximum results and relevance. Therefore, there will be a need to carefully review the existing curriculum using the lessons learnt so far to adopt it to the Ugandan context during the expansion phase.

Benchmarking with other countries: Benchmarking in countries like Zambia, which implemented a successful Green Jobs Programme that was highly inclusive and had closer collaboration and engagement with the private sector to create jobs and increase productivity, will be an excellent option.

Establishing stronger partnerships and collaboration mechanisms: During the next phase, beyond planning, there should be a deliberate effort from the start to develop functional partnership and coordination mechanisms for sustainable and efficient achievement of results. In particular, there should be strong engagement with the private sector, the Directorate of Industrial Training, other government programs implementing similar interventions, and the respective district local governments.

0.1. INTRODUCTION

1.1 Brief description of the Employment status

Uganda's population has continued to grow over time. It increased from 9.5 million in 1969 to 42.6 million in 2020, representing an average annual growth rate of 3.0 per cent between 2002 and 2020, with the highest proportion of Uganda's population being young (under 18 years). The total population in employment is estimated at 9.1 million people, of whom 46 per cent are females. Overall, the employed population constitutes 48 per cent of the working-age population. The percentage of females is 39.7%, with seventy-three per cent of women aged 15-49 currently employed. The proportion of women currently employed increases steadily with age, doubling between age 15-19 (48%) and age 45-49 (98%) (*2017 Statistical Abstract, Uganda Bureau of Statistics*)

The majority (84%) of currently married women aged 15-49 are employed. However, among those used, proportions of women (21%) are not paid for their work, 48% of employed women are more likely to be paid in cash only, and 28% of employed women are more likely to be paid with a mix of cash and in-kind compensation (*2016/2017 Uganda National Household Survey*).

According to ILO statistics of 2017, less than half of the youth population has completed school (9.4 per cent) or is attending school (33.3 per cent). There is a slight increase in youth share with no education or leaving education before completion (51.3 per cent in 2013 to 57.3 per cent in 2015), with higher percentages for young women than men. Statistics show a strong correlation between the levels of education and a young person's labour market transition — the higher the educational attainment, the more likely a young person was to complete their labour market transition to stable and satisfactory employment. (*International Labour Organization, 2017 Statistical Abstract*)

Youth in Uganda show solid preferences for finding future work in modern sector occupations, such as professionals, technicians, and associate professionals. However, the shares of youth working as professionals remained very low (3.3 per cent), thus signalling a labour market mismatch. The youth unemployment rate has increased from 5.0 to 6.5 per cent, with rates higher among young women and youth in urban areas. The length of unemployment among youth tends to be long, whereby 38.8 per cent of unemployed youth looks for work for longer than one year. In 2015, 70% of youth remained in vulnerable employment as own-account workers (43.1 per cent) or unpaid family workers (27.7 per cent). At the same time, almost 78.4 per cent of youth in paid employment were engaged without a written contract. Agriculture, although the minor contributor to gross domestic product (GDP), continued to absorb the most significant portion of Uganda's young workers (57.2 per cent), followed by service sector activities (32.1 per cent) and industry (10.9 per cent). Another challenge that the youth face, according to the ILO Statistics 2017, is the low rate of utilisation of youth labour, with 67.9 per cent in 2015 up from 62.7 per cent in 2013. Underutilised labour potential comprised 48.9 per cent of the youth population in irregular employment (either in self-employment or paid work with contract duration less than 12 months), 14.7 per cent unemployed, and 4.2 per cent inactive non-students. Finally, the low quality of jobs remains a solid hindrance to the country's productive transformation. (*International Labour Organization, 2017 Statistical Abstract*).

Recent studies report that the youth attribute their poverty to lack of employable skills, lack of productive resources (land and capital and credit, entrepreneurship), lack of apprenticeship and or internship schemes, gender discrimination, and a negative attitude towards agriculture. Despite the UPE and the affirmative action for women in tertiary institutions, many young people are still illiterate, rural-based, lack vocational and artisan skills. In their prime, working-age and energetic youth are redundant, underemployed, unemployed, and vulnerable to manipulations. A growing proportion of youth who cannot find gainful employment poses a severe threat to social and political

stability. It also represents a significant waste of available human resources capable of contributing to economic growth. This human resource must be better utilised.

1.2 Labour productivity in Uganda

A country's ability to achieve economic growth and improve living standards over time depends almost entirely on raising its output per worker. Improved labour productivity is the key to generating more and better-quality jobs, better remuneration, and wealth. It is about increasing value in what is produced by working in more effective and efficient ways. Increased labour productivity is reflected in leadership and management, skills and knowledge, technology and innovation, work organisation, workplace culture, networks, and collaboration and measurement. (*National Labour Force survey 2017*).

Uganda's labour productivity, which currently stands at USD 5,018, is amongst the lowest in East Africa due to inadequate skills, negative attitude to work, poor managerial practices, and poor working conditions. Uganda beats Rwanda and South Sudan, which stand at USD 4,224 and 4,465, respectively, using the 2019 purchasing power parity. Tanzania and Kenya lead the pack at USD 6,498 and 7,188, respectively. The State of Uganda Population Report 2018 revealed that one Kenyan worker does the same task as six Ugandan workers. For one Tanzanian worker, it takes four Ugandans to do the same job. Comparative studies for Uganda, India, and China show that value-added per worker in Uganda is 68% lower than India and 96% lower than in China. The world's highest labour productivity per person was USD 65,480 in the United States, followed by China (USD 58,605) and Ireland (USD 56,701). There is a need for Government to emphasise improving productivity and public value in the services, to align everyone in the workplace and entrepreneurs towards value addition, increased productivity, and better performance. (*East Africa Economic Outlook 2019 African Development Bank*).

1.3 Employment and Labour policy framework

Over the past decade, recognition has grown of the social dimension of climate

change. One crucial aspect is how climate change impacts jobs directly, for example, through increased heat stress on outdoor workers or because of more frequent floods or droughts in agricultural regions. In addition, policies for green growth affect the labour market in various ways, with specific jobs being lost (e.g. in coal mining) and new employment being created elsewhere, like in renewable energy. In this context, Governments should ensure that climate action does not harm but instead benefit the workforce in adapting to climate change and the transition to a green economy. Like many other countries, Uganda has reflected on its best strategy of Green Growth. In December 2017, the Government of Uganda formally adopted the Green Growth Development Strategy (GGDS). The underlying analysis estimates that investing in green economic opportunities can generate an additional 10% GDP by 2040 and create up to 4 million more jobs than a conventional economic development strategy whilst reducing GHG emissions considerably. However, such positive outcomes for current and future participants in the labour market gains will not be achieved without a deliberate employment policy that emphasises skills development, retraining, and green entrepreneurship development.

A recent review of skills for green jobs in Uganda commissioned by the ILO in 2018 found considerable efforts underway to provide skills for green jobs, notably in agriculture. It also acknowledges the Government's efforts to implement the National Strategy and Action Plan to strengthen human resources and skills to advance green, low-emission, and climate-resilient development (2013-2022). However, the report argues that much more needs to be done across the educational system were the expectations of additional green jobs to materialise.

The Youth Development Policy: The Uganda National Youth Policy is premised on the need to address a range of challenges that the youth face in the development process and harness their potential to contribute to national development. It provides a basis for holistic integration and inclusion of the youth in Uganda's development. It also reflects the Government's preparedness to meet the youth's needs, interests, and

aspirations in line with the constitution's regional and international obligations that the country ascribes to. Furthermore, the Policy reiterates the commitment of the entire Government to multi-sectorial and systematic youth programming to provide quality services. It further provides a framework for all stakeholders to empower the youth to utilise their potential by taking advantage of the available opportunities.

NDP III's overarching goal of the Human Capital Development programme is to increase productivity, inclusiveness, and wellbeing of the population through accelerating better and strategic investment in people. Given this goal, the programme targets to increase the proportion of the labour force transitioning into gainful employment and enterprise development. Objective 2 of human capital development is to transform education and training to labour market demands. Two critical interventions under this objective are mainstreaming a Dual Training System and accelerating training for urgently needed skills in strategic growth areas. This will bring a skilled, entrepreneurial, and productive labour force.

The National Employment Policy for Uganda, 2011 affirms that the youth attribute their poverty to a lack of apprenticeship and internship schemes. Lack of vocational and artisan skills is seen as a significant barrier. The objective of the employment policy is to promote employment skills development, training and apprenticeships, and or internships, especially for the youth. Apprenticeships are also critical in improving operating skills in the informal sector, which is dominant in the country. The Policy also provides employment-friendly and skill-enhancing trade-based training for youth and life skills. It also emphasises employment and self-employment-friendly training and that all training should be consistent with the demand for a skilled workforce in the marketplace.

The National Green Growth Strategy: The Uganda Green Growth Development strategy seeks to operationalise the tenets of a green economy as espoused in the Uganda Vision 2040 and the NDP III and covers 15 years. The objectives of the Green Growth Development Strategy are:

- Enhance Uganda's economic growth while creating new opportunities for decent employment.
- Support a low-emissions economic growth pathway integrating resource use efficiency, climate resilience, disaster risk reduction, and optimal use of natural capital;
- Undertake a socially inclusive growth that improves food and nutritional security;
- Put an enabling institutional, governance, financing framework to operationalise an optimal green growth development strategy.

The Greater Kampala Metropolitan Local Economic Growth Strategy: This strategy provides options and interventions to unlock and harness the Greater Kampala Metropolitan Area's socio-economic potential to drive Uganda's economic transformation. Specifically, concerning labour and productivity, the strategy focuses on three key intervention areas, namely:

- a) Development of Artisan parks and workspaces and markets for street vendors
- b) Development of business engagement centres, incubation, and job centres for the youth
- c) Cluster Competitiveness Program Strengthening existing clusters and attracting further enterprise investment

The Business Technical and Vocational Education Training Act 2008 repealed the

Industrial Training Act (1972) and provided formal enterprise-based training, including apprenticeship training and skills upgrading courses. In addition, the Act established the Uganda Vocational Qualifications Framework. It also includes the establishment of a Training Levy.

1.4 GREEN GROWTH.

Over the past decade, recognition has grown of the social dimension of climate change. One crucial aspect is how climate change impacts jobs directly, for example, through increased heat stress on outdoor workers or because of more frequent floods or droughts in agricultural regions. In addition, policies for green growth affect the labour market in various ways, with specific jobs being lost (e.g. in coal mining) and new employment being created elsewhere, like in renewable energy. In this context, Governments should ensure that climate action does not harm but instead benefit the workforce in adapting to climate change and the transition to a green economy. Like many other countries, Uganda has reflected on its best strategy of Green Growth. In December 2017, the Government of Uganda formally adopted the Green Growth Development Strategy (GGDS). The underlying analysis estimates that investing in green economic opportunities can generate an additional 10% GDP by 2040 and create up to 4 million more jobs than a conventional economic development strategy whilst reducing GHG emissions considerably.

A proactive approach is required to develop and deliver accessible, affordable programmes for youth to advance their skills and stimulate entrepreneurship in the green economy. Therefore, the role of the Ministry of Education and Sports (and others, such as Ministry of Gender, Labour and Social Development, Ministry of Agriculture, Animal Industry and Fisheries, Ministry of Tourism, Wildlife and Antiquities) and the articulation of such training systems as part of the Strategy for Skilling Uganda are critical. (Skills for Green Jobs in Uganda, 2018, ILO.

1.5 Green Jobs

Jobs are green when they help reduce negative environmental impact and promote safety and health at work, ultimately leading to environmentally, economically, and socially sustainable enterprises and economies. More precisely, green jobs are decent jobs when, among others, they:

- i. promote safety and health at work (e.g. hygiene and safe systems of work measures, among others);
- ii. improve energy and raw materials efficiency (e.g. energy-saving stoves, solar power projects; improved storage facilities and recycling of waste materials back into industrial products like plastics, paper, wood, metal, and industrial water efficiency that looks at water withdrawals and water consumption, among others);
- iii. minimise waste and industrial pollution (e.g. projects on industrial cleaner technology mechanisms, waste collection, transport and disposal, recycling, among others); and
- iv. Protect and restore ecosystems (e.g. tree planting projects and eco-tourism projects).
- v. Green jobs and the Promotion of the green economy are pivotal for achieving sustainable social-economic development.

Countries including Uganda are developing policies and implementing strategies to improve working conditions, reduce emissions, develop more efficient energy scenarios, and improve waste management. As a result, a broader policy plan for green jobs and fair labour market practices that reduce poverty is emerging in most developed and developing countries. This has far-reaching consequences for quality standards of living.

1.5.1 Green Entrepreneurship

Green enterprise involves the greening of existing enterprises, focusing on the production process and the Promotion of green enterprises in producing environmental goods and services. On the one hand, green enterprise development relates to the output in the form of green products or services. In contrast, on the other, it relates to greening the process of economic activity. Both types of green enterprises generate green jobs. Green entrepreneurship is about developing innovative business solutions to environmental challenges that are economically viable and socially empowering in the field of productive, circular, and sharing economies. MSMEs in Uganda (as in most developing nations) are at the heart of economic activity and at the core of the paradigm shift needed to achieve sustainable development. Their production processes are dependent directly on the environment as a provider of resources and ecosystem services. Employing most of Uganda's workforce, MSMEs are the primary driver of employment and wealth creation. Enterprises are thus at the interface of environmental and social challenges. Indeed, workplaces' social, economic, and environmental dimensions are inseparable. Green enterprise development addresses these challenges by focusing on sustainable development and green jobs creation.

Green jobs are decent jobs that help reduce negative environmental impact and promote safety and health at work, ultimately leading to environmentally, economically, and socially sustainable enterprises and economies. More precisely, green jobs are decent when, among others, they: promote safety and health at work (good working conditions), improve energy and raw materials efficiency, minimise waste and industrial pollution and protect and restore ecosystems.

1.6 The Green Jobs Programme

The Green Jobs programme aims to create green and decent employment, enhance labour productivity, and reduce poverty. The programme targets both educated and

uneducated women and youth to reduce the high levels of unemployment among educated and uneducated through three objectives.

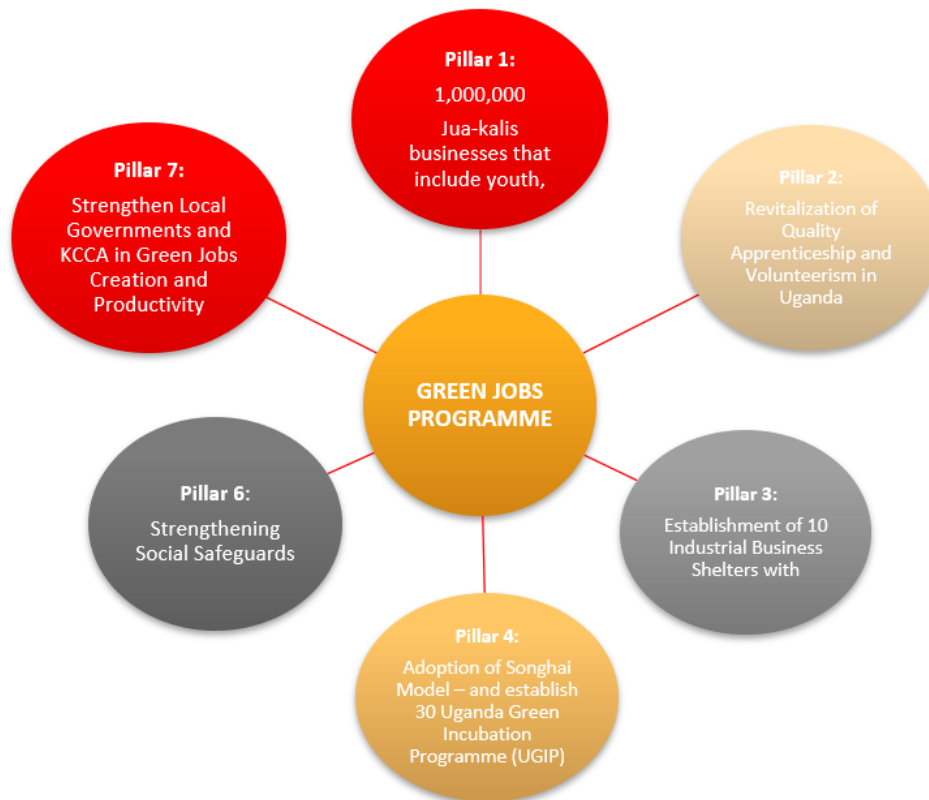
Programme Objective 1: Promotion of workplace re-skilling and skilling for educated and uneducated

Programme Objective 2: Promotion of resources efficiency and social safeguards at workplaces

Programme Objective 3: Enhancement for the productivity of workers and enterprises

The programme targets both educated and uneducated working-age populations, particularly women and youth. The components of the programme are; (i) Informal sector (Juakalis) support (ii) Revitalisation of quality apprenticeship and volunteerism in Uganda (iii) Establishment of Industrial Business Shelters with Common-user Facilities (iv) Support the adoption of Songhai model- Green Incubation Centres (v) Strengthening Social Safeguards (vi) Promotion of Decent/Green Jobs Abroad and (vii) strengthening Local Governments and KCCA in Green Jobs Creation and Labour Productivity Enhancement.

Figure 1: Promotion of Green Jobs Programme Pillars



1.7 Purpose of the Process evaluation

The overall purpose of the evaluation was to assess whether or not the "Promotion of Green Jobs Programme" is working, what is/isn't working, how, why, and how it can be strengthened. The specific objectives include:

- i. To determine the appropriateness of the programme provisions, whether its objectives were met, the efficiency of delivery strategies, impact, and the sustainability programme.
- ii. To assess programme implementation fidelity, quality, and effectiveness of the management modalities.
- iii. To document the lessons learned emerging from a synthesis of significant challenges affecting aspects of the programme performance.
- iv. To stipulate the recommended priority areas for action, highlight areas for further research and impact evaluation.

The process evaluation scope focused on the implementation process and the institutional, management, and support systems across the programme cycle. The evaluation assessed:

- All the seven pillars of the programme
- The programme's performance in terms of attainment of programme objectives, intermediate effects, and ultimate changes attributable to the programme concerning approaches used to design and organise programme execution.

2.0. METHODOLOGY

2.1 Data collection Methods

2.1.1 Key Informant Interviews (KIIs).

This involved interviews with the programme stakeholders such as representatives from local leadership, local governments, and the line ministries and relevant stakeholders as guided by the Office of the Prime Minister (OPM) and the MOGLSD. Some of the meetings were conducted using Zoom, Google Meet, Microsoft Teams, and phone due to the challenges ushered in by COVID-19 restrictions. KIIs were aimed at getting in depth opinions about the implementation mechanisms and progress of the programme. Respondents were sampled to be included in the process evaluation study using a mixture of purposive and stratified sampling approaches based on the organisations, agencies, ministries, and development partners engaged in the programme. Based on the logistics available, pillars, and evaluation objectives, 40 key informants (18 at the national/policy level and 22 at the district/implementation level) were included in the sample. Table 1 below details which category was reached by level. A detailed list of key informant interviews is attached in appendix 1.

The research instrument for the KII focused on drawing insights regarding the implementation challenges, processes, results, coordination efforts, and capacity improvement concerning improving employment and labour productivity. The key thematic areas of inquiry examine resources (technical capacity and financial allocation), coordination and partnership, relevance, effectiveness, efficiency, support services, and implementation processes for the programme. Detailed questions can be found in appendix II.

Table 1: Promotion of Green Jobs Programme Pillars

Key informant interviews		
Level	Persons	Rationale
National (Policy and oversight)	Commissioner BTVET-MOES, Director Industrial Training-MoES; Manager Inclusive Green Growth Project-UNDP; National Programme Coordinator Green Jobs Programme; MOGLSD Desk Officer at MOFPED; PS MOGLSD; National Manager Green Jobs Programme; Secretary National Youth Council; Executive Director, NPA, GIZ, Enabel, and UNDP.	This group comprises a multi-disciplinary team responsible for policy formulation concerning labour productivity and employment services in Uganda
National implementation Level	Employers of apprenticeship and volunteers; Managers of youth and women skills centres, beneficiaries of the apprenticeship programme.	Responsible for implementation of activities at the national level
District Implementation level	District Labour Officer (4), District Community development Officers (4), leaders of Juakali group (10), KCCA representative, Songhai model representative (4), District production officer (1).	Responsible for the implementation of activities at the district and community levels. Also include leaders of beneficiaries.

2.1.2 Focus Group Discussion (FGD)

FGDs were used as one of the qualitative data collection methods in the process evaluation. The FGDs targeted primary beneficiaries of the Green Jobs Programme, where a mix of youth, women, and people with disabilities was included in the study. FGDS were organised following MoH COVID-19 standard operating procedure and guidelines.

Using a mix of purposive and stratified sampling approaches based on the key pillars, we sampled FGD respondents to be included in the process evaluation. We carefully selected the FGD participants to ensure a representation of the programme's beneficiaries. 12 FGDs – 2 in each of the six districts visited during the data collection phase. The final set of FGDs was agreed upon with the OPM and MOGLSD. The goal of the FGDs was to get an insight into the programme's contribution in creating employment opportunities for the beneficiaries and increasing labour productivity. The FGD participants comprised

male and female respondents who benefited from the programme interventions. Each group included 6-8 participants, translating to a total sample size of 96 respondents.

The FGD instrument covered aspects such as skills and knowledge gained from the programme interventions, quality of training, instructor knowledge and skills, satisfaction at the workplace, employment status, their career aspirations, application of skills gained from training programs, health and safety at the current workplace, coaching and mentoring at the workplace, soft skills gained, changes in income status, materials, and equipment at the training venues. We will also explore areas of socio-economic empowerment among programme beneficiaries. A sample questionnaire is attached in the appendix.

Table 2: Focus Group Discussions held

District	Name of Group
Jinja	Good Saloon Group
	Jinja Black Smith
Kamuli	Ekitone Bugaiga Group
	Magidu Computer and Graphics training centre
Iganga	Igulusa Youth Group
	Nambale Agri-business Group
Buikwe	God cares development Group
	Basoka Kwavula women's group
Wakiso	Blessed tailors' group
	Smarch Investments Ltd

2.1.2 Graduate Volunteer Interviews

Interviews were held with graduate volunteers who had benefited from the programme since its inception. The graduate interviews targeted primary beneficiaries of the Green Jobs Programme who benefited from the apprenticeship and graduate volunteer

component between 2018 and 2020. These were conducted through phone interviews. As a result, 100 out of the 237 volunteers were included in the tracer study. Details of the volunteers are discussed in the findings section.

2.2 Process Evaluation Design

Following the improved version of the Organization for Economic Co-operation and Development (OECD) and Development Assistance Committee (DAC) evaluation criteria, a mixed-method approach was adopted to address the objectives of the assignment. Critical evaluation criteria used in the study included:

Relevance: To what extent is the programme meets the national priorities concerning employment and livelihoods, including supporting complementary policies targeting the same actors and beneficiaries?

Effectiveness: To what extent has the programme achieved its objectives, including the time to which lives of the beneficiaries have been improved in line with the programme outcomes and impacts at micro, meso, and macro levels?

Efficiency: To what extent did the approach in implementing the Green Jobs Programme register savings and reduced wastage of resources?

Sustainability: To what extent will the programme's results and benefits likely continue post-implementation?

Impact: To what extent have the interventions programme generated changes or effects, including those resulting from the programme activities, and directly/indirectly impacted the local social, economic, environmental, and other development indicators?

Synergy/Coherence: How effective was the synergy among implementing partners and stakeholders for the Green job programme?

2.3 Quality Assurance Process to ensure data quality

The team leader held daily tele-meetings with the field data collection team to review the data collection process, check data completeness and resolve any logistical or methodological issues that the teams would be facing. In addition, the Team Lead and associate consultants made spot-checks to the field data collection team while still in the field to ensure they were following the agreed-upon guidelines. The validation meetings with the national M&E technical committee also served as a mechanism to validate some of the information provided by the respondents from the field data collection. For the FGDs, KIIs, and site assessment surveys, the following steps were undertaken to ensure the quality of data:

- Regular meetings with field staff and field team lead to identify and resolve issues encountered in locating respondents, contacting respondents, and conducting the interview;
- Field observations of interviewers to ensure that sampling, recruitment, and interview administration procedures are being followed;
- Reviewed data regularly to identify any problems in programming or instrument administration.

3.0 ANALYSIS AND FINDINGS

Overall, the programme implemented though not entirely, four of the seven pillars of the programme. The pillars implemented include 1, 2, 4, and 6. In addition, pillar six was implemented through MOGLSD other interventions.

3.1 Analysis and Findings-Relevance

This section assesses the relevance of the Promotion of the Green Jobs programme. A key question to determine the programme's applicability was, "To what extent does the programme meet *the national priorities concerning employment and labour productivity*". In addition, the section addresses the question of whether the programme responded to changes in employment and labour productivity while at the same time integrating Green Growth aspects. The analysis in this section draws on findings of MOGLSD programme documentation and monitoring data, and interviews with stakeholders involved in programme delivery at the national and district level.

Overall, the programme objectives and planned interventions are relevant and aligned with the objectives of the NDP II relating to employment and labour productivity, the national employment policy, and the Uganda Green Growth Development strategy. Specifically, for NDP II, the programme contributes to the human development objective by supporting non-formal skills providers, increasing entrepreneurship skills development for women and mentoring girls, and improving skills the quality and relevance of skills development. Furthermore, for NPD II, the programme is aligned to the objectives of strengthening the private sector competitiveness through the support of the private sector in technical and entrepreneurial skills and aligned to the NDP II objective of enhancement of sustainable Land Management Practices (SLM); promotion time and labour-saving technologies targeting women farmers. The programme is also well aligned with the national employment policy by creating a revolving fund to facilitate

Ugandans seeking employment abroad and developing guidelines for the private sector, contributing to the objective of externalisation of labour.

For the Uganda Green Growth Development Strategy, the programme is well-aligned with three objectives of enhancing Uganda's economic growth while creating new opportunities for decent employment; supporting a low-emissions economic growth pathway by integrating resource use efficiency, climate resilience, disaster risk reduction, and optimal use of natural capital; and lastly undertaking a socially inclusive growth that improves food and nutritional security. Precisely, pillars 1 and 4 of the programme align well with these objectives.

3.1.1 Relevancy to the needs and priorities of the country

During the evaluation process, respondents were asked if the programme was relevant to the country's needs and current context. Results indicate that the programme is relevant to the country's needs. In particular, the programme targets youth and women to enhance their skills development and equip them with the appropriate technology, increasing their productivity. For the informal sector workers, "*Juakalis*", the programme builds their capacities by providing green technologies, information and training, business startup kits, and exposure tours. They are the most critical sector of the economy. This, in turn, provides an avenue for creating jobs businesses and transforms them from the informal into the formal sector. Training and giving beneficiaries green technology restores the environment. For instance, the apprenticeship and volunteer program supports soft critical skills to both educated and non-educated youth, which are essential employable skills. The skills provided by the program include teamwork, anger management, critical thinking, communication, general work ethics, and problem-solving. The creation of business shelters with common user facilities and experienced artisans is well aligned to create more job opportunities for youth and women through improving competitiveness and production in key sectors. The business centers also serve as breeding grounds for innovations among young people, thus contributing to new products on the market.

Business shelters are vital in enhancing skills development, equipping youth with the relevant technology, increasing their productivity.

The seven pillars of the Promotion of green jobs programme are aligned with crucial country priorities in the NDP II, the employment policy, and the national green growth development strategy as follows:

Pillar 1: Support to one million informal sectors individuals (Juakalis): The overall goal of the pillar is to create one million Juakali jobs and businesses through the provision of green technologies, information and training, business startup kits, and exposure tours. The pillar is aligned to the NDP II, the national employment policy, and the National Green Growth Development Strategy. In particular, the NDP II has interventions that support young people, particularly women, to transition from the informal to the formal sector through improved access to training and business development services; encourages youth to form associations, set up youth centres, and supports the retooling of the youth. The NPDII also supports establishing climate innovation centres to support investment in industries producing and adopting green technologies.

Pillar 2: Revitalise quality apprenticeship and Volunteerism in Uganda: The goal is to enrol educated and uneducated young people in both informal and formal apprenticeship and volunteer programs in the major sectors of the economy (Agriculture, hospitality, tourism, construction, and manufacturing) in both the public and private sectors. This pillar is well aligned with NDP II and the national employment policy objectives, whose overarching goal is to provide employable skills critical for the country's socio-economic transformation. For NDP II, in particular, the pillar is aligned and contributes to minimising the poor work readiness skills among young people entering the labour market for the first time. For the employment policy, for instance, the pillar contributes to providing incentives to the private sector to impart skills to young people through work-based training programs, attachments, mentoring, and apprenticeships. Results from interviews with the beneficiaries indicate that 70% of the beneficiaries of the

apprenticeship program found the skills and knowledge gained from the programme to be relevant to the needs of their current job tasks. Secondly, close to three quarters (73%) of the beneficiaries would recommend the program to their friends.

Pillar 3: Establish ten industrial business shelters with common user facilities: The major goal is to provide workplace shelters to unemployed persons who lack places of work and access modern equipment and plant with international trainers in one shared facility in KCCA and other urban LGs. The pillar aligns with the NDP II trade and industry objective of increasing private sector competitiveness through technical and entrepreneurial skills development interventions. Regarding the national employment policy, this pillar is aligned with establishing a productivity centre to enhance productivity improvement approaches, including work ethics and production technologies for the private sector. The pillar also supports increasing equitable access to appropriate skills training at all levels, including the marginalised, women and girls.

Pillar 4: Support the Songhai Model's adoption by creating 30 incubations centres. The Songhai model is an integrated system that reduces poverty, youth unemployment, and food insecurity by strengthening communities' technical and organisational capacities to produce efficiently and sustainably, focusing on creating more and better-quality food for a growing population sustainably. This pillar is aligned to NDP II, the national employment policy, and the National Green Growth Development Strategy for Uganda. The Green Growth strategy aims at supporting the low emission economic growth pathway by integrating resource use efficiency, climate resilience, and optimal use of natural capital. Under the NDP II, the pillar is well aligned to increasing agricultural production and productivity through sustainable land use and management practices. It is also aligned to increase the sustainable use of the environment and natural resources in the NDP II.

Pillar 5: Promotion of Green and Decent employment abroad: Overall goal is to establish a revolving credit fund with a commercial bank that will lend money at a low-interest rate to the potential workforce who have got green and decent jobs abroad and pay after starting work abroad. This pillar is aligned to the externalisation of labour objective of the Uganda Employment Policy through the creation of a revolving fund to facilitate Ugandans seeking employment abroad and the development of guidelines for the private sector. It is also aligned with the Green Growth Development Strategy, which aims to enhance Uganda's economic growth by creating new opportunities for decent employment.

Pillar 6: Strengthening social safeguards: This pillar focuses on strengthening community engagement and participation, child protection measures, gender equality, labour influx management, occupational safety, and health in infrastructure development projects. The pillar is well aligned with the NDP II and the national employment policy objectives of promoting compliance with occupational safety and health standards in the private and public sector workplaces.

Pillar 7: Strengthen local Government and KCCA in Green Jobs creation and productivity enhancement: Overall goal is to train, tool, and retool the staff at the local governments (including KCCA) and establish functional Regional and District Job Centres in the creation of Green Jobs. The pillar is aligned to NDP II, the employment policy, and the national green growth strategy. In particular, it contributes to the human development objective by supporting non-formal skills providers, increasing the entrepreneurship skills development for women, and mentoring girls for NPD II.

As discussed above, it is clear that all the seven pillars and three objectives of the Green Jobs programme are aligned to the key national-level policy and development plans. Furthermore, the programme targets the right audience as it focuses on marginalised categories, including people with disabilities, women, and youth, who are mostly working in the informal sector. However, it should be noted here that well as the programme at

the design stage is very relevant to the country's needs and priorities, the targets were not met due to funding gaps for the programme.

3.2 Analysis and Findings– Effectiveness

The Promotion of Green Jobs Programme's overall goal is to reduce the high levels of unemployment among the educated and uneducated, focusing on women and youth. The goal was to be achieved through three key objectives of workplace re-skilling and skilling, Promotion of resources efficiency and social safeguards at the workplace, and enhancement of the productivity of workers and enterprises. Furthermore, seven key pillars were designed through which the three primary objectives are to be achieved, which will be discussed later in the findings. To frame our analysis and results relating to the effectiveness of activities, this section begins with an overview of the programme's progress before assessing the effectiveness of each of the seven pillars. This section then explores the approach to targeting and examines the overall contribution of programme interventions to creating jobs and labour productivity. The analysis draws on programme monitoring data provided by the programme implementation unit and data from interviews held with key informants and programme beneficiaries sampled at the national level and across six districts. To assess the effectiveness of the programme key question asked was *"to what extent has the programme achieved its objectives, results and including the extent to which lives of the beneficiaries have been improved in line with the programme outcomes?"*

Overall, the Evaluation Team found out that the implementation progress for all pillars was far behind schedule, with just four of the seven pillars registering some results. Overall, the programme reached 4,432 Juakali beneficiaries with business startup kits, training in operations and maintenance; 237 beneficiaries through the apprenticeship and volunteerism component, trained 250 individuals on the Songhai Model, set up

one incubation centre for the Songhai Model, conducted two feasibility studies for the establishment of a business shelter and for replicating the Songhai model in Karamoja. The following sub-section details progress for each pillar in terms of output achieved:

Pillar 1: Support to one million informal sector individuals (Juakalis): Implementation of the pillar commenced in 2016/17 through the purchase and provision of assorted business startup kits and not in 2015/16 as planned. Over the period under review, 4,432 beneficiaries out of a scheduled 1 million were reached through 666 assorted business startup kits, training in operations and maintenance, financial management, and SACCO formation and management to 277 groups. Business startup kits distributed included sewing machines, hairdressing and cutting assorted equipment, electric ovens, computers, car washing machines, animal feed mill machines, maize milling machines, and metal fabrication machines. Furthermore, seven youth and women groups benefited from a UGX 70 million UNDP innovation grant to support their initiatives. It is worth noting that whereas as the plan was to reach the Juakali countrywide, for the period under review, beneficiaries from Busoga, Kampala, Wakiso, Buikwe, and Mpigi districts benefited from the 666 business startup kits distributed by the programme. The key sectors supported included textile and tailoring, metal fabrication, agro-processing, and Information, Communication Technology (ICT). Activities not implemented include supporting exposure tours for the beneficiaries, certification and accreditation, provision of green technologies, and training in health and safety.

Results from the key informant and focus group discussions with beneficiaries were mixed regarding the program's effectiveness. Overall, there was agreement that the reach and depth in achieving results for pillar one were very narrow based on the target set to reach out to one million Juakalis. Secondly, whereas there were plans to provide essential business management skills in operation and maintenance to the beneficiaries, interviews with beneficiaries provided no evidence of training in procedures and maintenance; instead, they were advised to look around for people with expertise to install

the equipment, including training them. To date, the equipment has not been put to use. For many of the beneficiary groups, the number of equipment provided to the groups was insufficient for the number of group members to earn minimal income. Coupled with the limited number of equipment, training in the use of the equipment was provided to the beneficiary groups. Thirdly, there was a plan to integrate green technologies and skills among the Juakali beneficiaries to create environmentally sustainable jobs. Results from the beneficiaries indicate the contrary as no single group received thorough training and equipment in green technology. Still, there was instead a mention of planting trees and not throwing plastic bottles all over to litter the environment. Furthermore, we found no evidence of integrating green technologies and skills among Juakali beneficiaries in the training manual, selection criteria, supervision reports, and supervision checklists. Some of the responses below support the findings highlighted here:

"We received a machine and were told to find people who know how to set it up and operate it. We have not yet started using our machine," **FDG participant Nambale Iganga**

"No, it has not because very few people have benefitted from the programme, the whole project has not achieved what it was intended to achieve, so the government has to reorganise and restructure the Programme," **District Community Development Officer, Jinja**

"Initially, we were fifty-two members, but we are two hundred and twenty members with only two sewing machines given to us, and they are not enough for all members. We were given the machines without any pieces of training and no startup capital," **FGD participant Jinja**

"We are seven members, and we were given only one computer without other accessories like printers, scanners other computer centre equipment. No additional services were given to us, for instance, training and machine maintenance," **FGD participant Iganga**

"There were no facilitators, in the first place, that came to train us on anything concerning green technology. We just heard about it when the equipment was handed over to us. When they hinted at collecting plastic bottles together instead of throwing them everywhere and planting trees was encouraged," **FGD Participant Buikwe District**

"Because no training was offered to run the business, we are utilising the knowledge and skills we already possess to a smaller extent because the is competition is stiff and most of us cannot cope with salons offer better services since they are highly-skilled," **FGD participant Jinja**

Pillar 2: Revitalise quality apprenticeship and Volunteerism in Uganda: Implementation of the pillar commenced in 2018/19 by enrolling the first cohort of volunteers and not in 2015/16 as planned 237 (55% women); graduate volunteers have been supported in apprenticeship and graduate volunteer component who was hosted in 39 host institutions. Cohort 1 of 2018 comprised 96 individuals, cohort 2 with 109, and cohort 3 of 2020 had the lowest at just 25 individuals. See figure 2 below. The tracer survey with beneficiaries showed that seventy per cent of the graduates were currently employed after graduation and were majorly employed in the agriculture, health and social work, and administration sectors. They were least likely to be engaged in the energy, construction, and manufacturing sectors. Furthermore, there was evidence of the apprenticeship beneficiaries neither placed nor

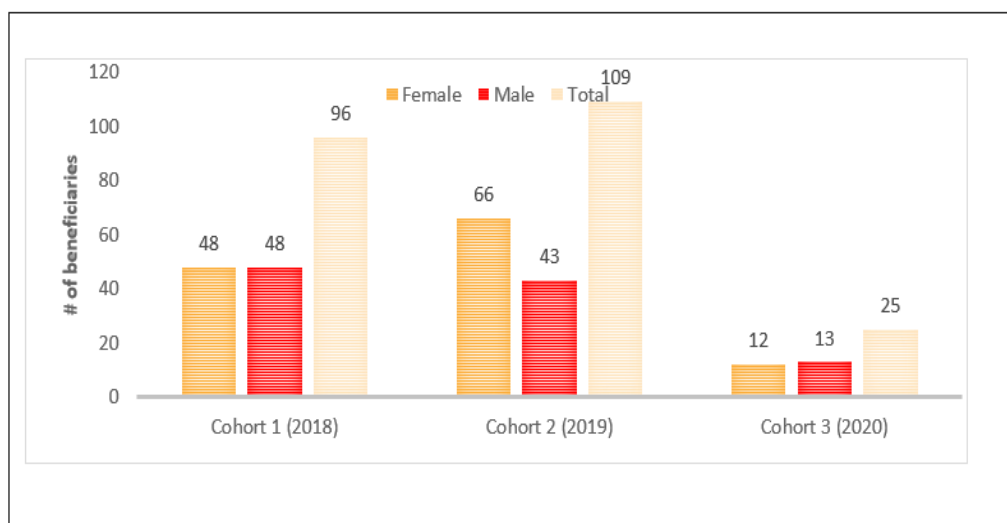


Figure 3: Graduate volunteers have been supported in apprenticeship and graduate volunteer component who were hosted in 39 host institutions

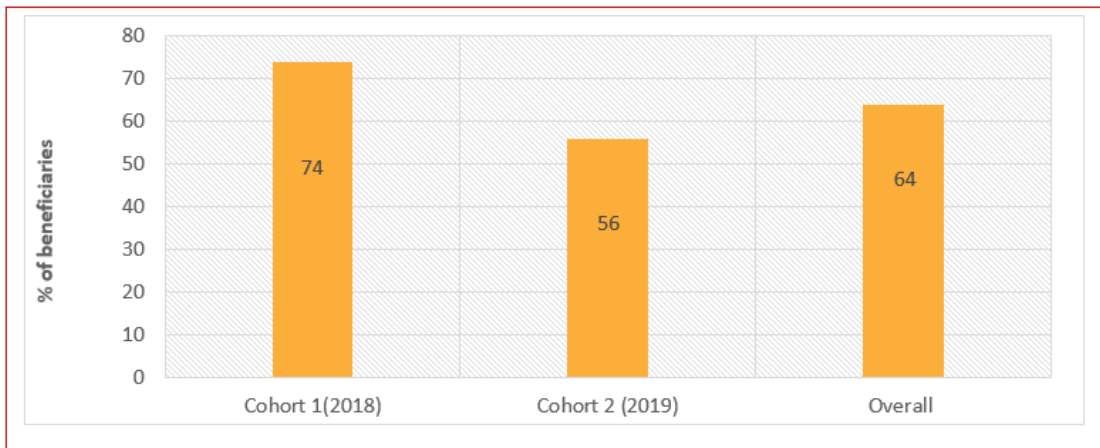


Figure 2: Graduate volunteers have been supported in apprenticeship and graduate volunteer component who were hosted in 39 host institutions

employed in the hospitality and tourism industry for the period under review. Additionally, a national work-based learning policy to promote and strengthen workplace-based Learning for graduates and non-graduates for improved employability and productivity was developed and has not been approved and operationalised.

Interviews from the key informants for the implementers, host institution staff, and the beneficiaries show very positive results for the apprenticeship program. Overall, there was an observed sharp increase in the level of knowledge and skills for graduates enrolled in the program over the period under review, especially the soft skills required for employment. Essential skills gained include teamwork, timekeeping, communication skills, report writing, people management, interpersonal skills, and phone and email communication skills.

As a result of the skills gained through the programme, most of the beneficiaries were absorbed either by the host institution or other organisations that required human resources. Results from the tracer survey indicated that 64 per cent of all beneficiaries were employed at the time of the interview. Those in cohort 1 are more likely to be employed, with almost three quarters (74%) currently employed than 56% for cohort 2. There was no difference in the percentage of beneficiaries employed among female and male beneficiaries. All of those in cohort 3 were still under the apprenticeship program at the time of the interview. Beneficiaries were primarily employed in the administration and social work (27%), agriculture (14%), and health sectors (14%). They were least likely to be employed in the ICT sector. See Figure 3 and Figure 4.

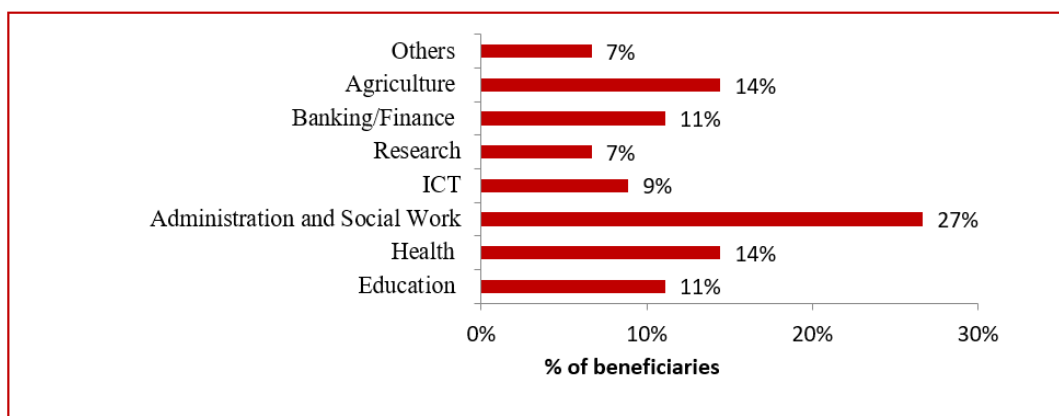


Figure 4: Percentage distribution of apprenticeship and graduate scheme beneficiaries currently employed by sector.

Whereas the apprenticeship and volunteer scheme made great strides in achieving results, there observed shortcomings to be a practical component fully. For instance, well as the plan was to target both educated and uneducated, the scheme targeted only those with a university degree, leaving out those educated with less than a degree and the uneducated. Secondly, there was no evidence of reaching out to beneficiaries in the hospitality and tourism industry which was the primary target for the programme. Instead, there is just a plan to reach out to the hospitality and tourism industry, which is yet to be operationalised.

"He has been exposed into doing many things, practice evaluation every month so over and above them coming to do the internship role, they are oriented into the job, and they are taken on to start doing work that is commensurate to the role that they are under,"

Apprentice Employer, Baylor Uganda.

"The graduate volunteer scheme, like I told you, needs to capture the different categories of people so that we are not only focusing on the lucky ones exposed to higher levels of Learning. Those who stopped in senior four could want a certain opportunity to graduate. If they express the need and meet the criteria, they should be considered, and we should lower it a bit down,"

Apprentice Employer, SNV Uganda.

"Yes, for instance, one of the main goals of Uganda Volunteer Scheme was to increase youth transition into employment. At National Planning Authority, all those that we gave apprenticeship, we transited them, they are now fully employed staff at National Planning Authority. That means the objective of introducing transition was achieved. There was a component of skills development, and they were developing skills at that time,"

Apprenticeship Employer National Planning Authority.

"I think the greatest extent because now I know how to keep time. I know how to deal with people and work together as a team. Do things to make sure I beat the deadline. I am here to make sure I deliver the boss's work. Hmm",

Beneficiary Graduate Volunteer Scheme.

"She learnt administrative skills, like, handling clients. She also learnt Risk Management because our department deals with risk. She learnt that. She also learnt analytical skills because I had to show several things on how to scrutinise and decide that would not cause the organisation to lose funds. Interpersonal skills!"

Employer World Vision Uganda

"Yes. It is great. It is the most amazing thing that has happened to me. And I learnt so much, I have learnt so much from it and I gained a lot. So yes, I would recommend it. I suggested one, and she went to UN Women. So she was placed there, and

"The only thing I learnt there, let me not take away technical work, but the only thing I learnt there were managing people's expectations, those are things you don't attain at the university. Like people skills, like when someone talks to you like this how do you respond to this kind of email, how to respond to an office phone call, and the social people skills like communicating to your colleague, you are not supposed to eat at your desk, those kinds of things, they look small, but they are essential," **Beneficiary Graduate Volunteer Scheme.**

Pillar 3: Establish ten industrial business shelters with common user facilities: Only one activity has been implemented under this pillar. A feasibility study for establishing industrial business shelters in KCCA was conducted.

Pillar 4: Support the adoption of the Songhai Model by creating 30 incubation centres: Of the thirty planned incubation centres to be established across the country to replicate the Songhai Model, only one centre was selected for the period under review. Additionally, 250 individuals were trained in the Songhai model. Other activities accomplished included the establishment of a road network covering 10 kilometres; construction of 8 accommodation units; construction of a production unit on 20 acres comprising of barns, kraals, fish ponds, poultry houses, pigsties, and a composite processing unit. Additionally, the program supplied a tractor, hatchery, an irrigation system, and a generator to the facility. However, implementation of the Songhai model has been very slow, only commencing in 2018/19 with funding from UNDP, and yet only one centre at Kampiringisa and no other centre of the planned 30 centres. These findings are supported by the quotes below from respondents.

Organic food from Songhai: *"I have benefited from purchasing food from the green jobs*

project in Kampiringisa. And I find them tastier, healthier and the feeling that they are free of pesticides and herbicides makes me and I have promoted them to other people" **KI respondent**

On slow implementation of the programme: "I think the rollout has been a little slow; I think we should have popularised this program beyond the pilot at Kampiringisa because I think Uganda needs these green jobs intervention. At worst, we should have had regional offices or regional intervention. Yes, I know we've popularised this. We've had people visit the centre at Kampiringisa, and there is a graduate scheme and placements. It is still a drop; the beneficiaries are still very few. But one of the non-organic and green jobs should have rolled out across the country by now. Yes, it is an excellent idea, but it is taking longer to be rolled out," **KI respondent**

"Songhai model is good, go to Kampiringisa and see the production and methods of production, it meets the objectives, but in my view, we should popularise it as much as possible because it is the best the country can have, it should be taken to most parts of the country so that different households can start using it," **KI respondent**

"When you look at the Juakali program, they are facilitating them to go and create activities of their own has been very instrumental. But also, the proportion of sustainable and smart agriculture bearing in mind I think about 68% of Ugandans are involved in agriculture directly. Still, I think every Ugandan is directly or indirectly involved in agriculture in one way or another. Ad I think in the region, we still stand a chance of producing for the region; I think Uganda has the lion's share of fertile land for agriculture in East Africa. So yes, it can contribute," **KI respondent**

Pillar 5: Promotion of Green and/or Decent employment abroad: No activity was implemented for this pillar due to the Government's low funding.

Pillar 6: Strengthening social safeguards: Whereas this was a pillar planned are under the Promotion of Green Jobs programme, the implementation of aspects for this pillar was under the mainstream ministry plans and activities. In particular, interventions implemented under this pillar for the period under review included assessment of 529 workplaces for compliance with occupational health and safety guidelines, training of 6 organisations and 30 district planners on occupational health and safety, and designing and operationalising the occupational health and safety management information system.

Pillar 7: Strengthen local Government and KCCA in green job creation and productivity enhancement: Overall goal is to train, tool, and retool the staff at the local governments (including KCCA) and establish functional Regional and District Job Centres in the creation of Green Jobs. Due to the non-availability of funding, no activity was implemented under this pillar.

"I think we set the bar so high. It was based definitely on the population, on the needs of the Ugandans, but I think it was bound not to be achieved,"

3.2.1 Contribution to job creation and labour productivity

The intended programme outcome is that Ugandan uneducated and educated young men and women supported by the programme gain employment and increase their labour productivity. Progress towards the outcome is measured by the number of young people getting into work and the number of new jobs created due to the programme interventions. Stakeholder interviews revealed that at programme inception, there appears to have been an ambitious plan to create one million jobs over the five years by implementing the seven pillars described earlier. Overall, progress in this pillar has been very slow than initially expected, and so have the resulting employment effects, graduate placement rates and increase in labour productivity. However, the groundwork

of supporting the Juakali informal sector, the graduate apprenticeship and volunteer scheme, and the adoption of the Songhai model has been set. It should pay off in the coming years. Therefore, progress towards the ambitious programme targets is highly dependent on increased funding and intensified implementation of programme activities that prove that they can create additional new jobs.

Without a solid quantitative evaluation designed to establish a realistic counterfactual, it is unclear what would have happened in the absence of the programme and whether those jobs created and increased productivity would have happened without the programme. Instead, a proxy method based on key informant interviews with stakeholders has been used to establish if the programme has made any progress towards increasing employment and labour productivity. The significant limitation of this methodology is that it requires the strong assumption that any changes in the employment status of individuals in the programme are due to the programme. This strong assumption is unrealistic and makes it difficult to make claims about causality with confidence. An evaluation technique such as using a difference-in-difference methodology, although more costly, would provide much more confidence that the jobs created and increased productivity is the result of the programme.

Based on the review of records and the interviews, 4,432 beneficiaries of the informal sector “Juakali” component was moved into employment and are now productive, providing several products and services ranging from internet cafes, car washing, metal fabrication agro-processing, and tailoring. Among the apprenticeship and graduate volunteer scheme beneficiaries, at least 64% of the beneficiaries are currently employed and receiving a decent income due to the programme. Additionally, they gained employable skills like teamwork, interpersonal skills, communication, ICT, and report writing to secure jobs or be retained by the host institutions. Furthermore, the 250 beneficiaries of the Songhai model have created their jobs and are engaged in organic farming, producing organic products for the market. Despite these small gains, the

journey to creating the one million jobs over the five years and having an impact at the population level is enormous. For instance, just 4432 Juakalis were reached with startup kits out of a planned one million.

Additionally, some groups did not get the complete set of equipment due to logistical challenges in delivering the equipment. Training in business skills and operating and maintaining the kits was also not conducted. The 237 apprenticeship is small compared to the number of graduates getting out of university annually. These findings are supported by the quotes below:

“Yes, it’s true. As a result of the program, they have advanced their IT skills by assuming that they are in line with their career (along the IT direction). I can easily say that they have advanced their IT skills because they have learnt a lot of new skills, new tools, and new techniques of doing things,” **Baylor Uganda**

“The only way I can summarize all this programme is that it an excellent program but not only in the labour force but the entire social sector. The only challenge is that it has remained small because the beneficiaries have remained few when looking at the informal sector. So the Juakali graduate volunteer scheme has been quite small, but to a large extent, I think this program has met its objectives,” **National Women’s Council representative.**

“Yes, after getting trained here at the model and learning different farming types, I have gone ahead to make own farm and practice the farming methods we teach here which are about the green Job programme,” **Songhai Model Beneficiary**

“Ah, like under the graduate volunteer scheme, you can see their productivity levels has been increasing from how they come into the scheme and the time they are moving out. The youth that was given equipment in different parts of the country have led to increased production of certain essential goods, those that are for example in tailoring, those that

are in milling, probably some of them have contributed the food that we consumed during Covid through Office of the Prime Minister, perhaps even these masks who knows. So yes, there is a high potential of skilling labour productivity.” **Manager Inclusive Green Growth Program UNDP,**

“However, the rate at which jobs are being created I still very low because people are unable to purchase some of this equipment on their own to start their businesses,” **FGD Participant Kamuli**

“We are utilizing the knowledge and skills we already possess to a larger extent because we even get orders to make school uniforms which is a good thing, but the problem is that equipment is few, and this limits most members from being productive, and some don’t even show up at the workshop,” **FGD participant Wakiso**

“When you look at the Juakali program, they are facilitating them to go and create activities of their own has been very instrumental. But also, the proportion of sustainable and smart agriculture bearing in mind I think about 68% of Ugandans are involved in agriculture directly. Still, I think every Ugandan is directly or indirectly involved in agriculture in one way or another. Ad I think in the region, we still stand a chance of producing for the region; I think Uganda has the lion’s share of fertile land for agriculture in East Africa. So yes, it can contribute,” **Chairperson Women’s Council**

3.3 Analysis and Findings – Efficiency

3.3.1 Programme fidelity and management structure

Management and implementation of the Promotion of Green Jobs Programme were underpinned by the programme document that defined the specific programme implementation and management structure from the national, district, and community levels. The programme strategy was conceived to be implemented through the national steering committee at the national level chaired by the MOGLSD Permanent Secretary.

It was responsible for multi-sectoral coordination, policy guidance, and oversight. The MOGLSD was the primary recipient and accountable for overall programme coordination, implementation, budgeting, and reporting. The composition of the national steering committee included the MOGLSD, Ministry of Finance Planning and Economic Development, Ministry of Water and Environment, Ministry of Education and Sports, Ministry of Local Government, Ministry of Trade, Industry and Cooperatives, Office of the Prime Minister, Office of the President, Federation of Uganda Employers, COFTU, National organization of Trade Unions, ILO, and select development partners. The steering committee was expected to meet quarterly. Supporting the steering committee at the national level was the technical committee. At the district level was the district programme steering committee. Lastly, at the community level was the CSO/Service provider selected by MOGLSD. For the day-to-day implementation and management of the programme and support to both the national steering and technical committees was the National Programme Coordination Unit which provided the platform for integrating the programme processes within the overall social development sector, including ensuring information sharing and feedback between stakeholders on issues of the programme processes. Table 2 below provides a summary of the proposed and actual implementation modalities at the different levels based on findings from the process evaluation:

Table 3: Implementation modalities of the programme

Level	Planned Strategy	Findings
National Programme Steering Committee	MOGLSD as the secretariat, chaired by the PS MOGLSD and composed of six sectoral ministries, Federation of Uganda Employers, COFTU, National organization of Trade Unions, ILO, and select development partners. The steering committee was expected to meet quarterly.	The steering committee is not yet in place. Currently, implementation is only through MOGLSD as the sole implementer.
National Programme Technical working Committees	The programme planned to establish six technical working committees to support the implementation and monitoring of each of the pillars. The committees are then supported by a team of technical staff which include: Green Skills Specialist, Research Fellow, Green Entrepreneurship Specialist, Training Officer, M&E Specialist, Social Safeguards Specialist, F&A Officer, Communications Officer, Community Outreach Officer, M&E Officer, Legal Officer, Social Safeguards - Labour Support Officer, Communications Assistant, and Legal Assistant.	Current staffing comprises four technical officers: the national programme coordinator, the M & M&E Officer, and Green Skills Specialist [Ask Enoch for other staff]. Based on interviews, the programme has set no technical committee. However, monthly programme staff meetings are held to discuss the progress of implemented pillars.
District/City Programme Steering Committee	A District/City Green Jobs Programme Steering Committee was the primary mechanism for coordinating programme activities at the district level chaired by the Chief Administrative Officer (CAO), Town Clerk (TC), our Executive Director supported by select district-level technical staff. The District/City Steering Committee meets semi-annually to review critical issues with programme implementation.	The programme has a presence in 16 districts spread in the Central and Busoga regions. However, no district steering committee is presently based on interviews with district staff. Instead, implementation is done directly by MOGLSD.
CSO/Community level	The MOGLSD shall competitively contract service providers to provide job creation and rights at work interventions at household and community levels. They will also submit quarterly progress activity reports to the District/City Programme focal persons based on their work plans and budgets.	No service providers have been contracted to provide the services as stipulated in the plans.

3.3.2 Partnerships and collaboration with the private sector and other agencies

At the design and conceptualization stage, the MOGLSD extensively involved partners at the national level through a series of meetings to formulate the programme concept. Key partners involved include GIZ, UNDP, Ministry of Finance, Ministry of Education and Sports, and Enabel. However, it should be noted that the ministry of local government, a critical implementing partner at the district level, was not engaged in the consultations either at the implementation or design stage. Likewise, the district local governments reported little or no involvement at the design and implementation stages. As a result, coordination and partnership mechanisms for the programme at the implementation stage have been reported for only three of the seven pillars implemented under review. As described in the earlier sections, the pillars that were implemented and for which findings on partnerships and coordination mechanisms at the implementation stage are reported to include: Pillar 1 (support to 1 Million Juakalis); Pillar 2 (Support to the apprenticeship and volunteerism in Uganda) and pillar 4 (Adoption of the Songhai Model).

For instance, at the implementation stage, whereas a national steering committee composed of other government ministries, agencies, and other development partners was meant to be set up to coordinate and provide oversight of the programme implementation, this was never implemented by the program. Likewise, the technical committee comprised of different stakeholders was never formed. Instead, internal MOGLSD staff and a few UNDP staff participated in programme review meetings.

For the apprenticeship and graduate volunteer scheme, a coordination mechanism comprised the Uganda Private Sector Foundation, federation with Uganda Employers, MOGLSD, UNDP, ILO, and National Organization of Trade Unions (NOTU) representing trade unions, among others. The role of this committee was to provide overall oversight of the scheme, review selection criteria, monitor the implementation progress, and approve routine reports for the scheme. In addition, this committee met every quarter to assess and evaluate the scheme, discuss any challenges and successes attained, and mechanisms of improving performance.

For the implementation of pillar 1 (support to Juakalis), coordination and involvement of the district staff were mixed as most of the district staff interviewed reported minimal participation in the implementation of the program. The district steering committees responsible for the coordination and implementation at the district level were not set up as planned, leading to poor coordination mechanisms of the programme at the district level. The district-level staff involved only selected beneficiaries, albeit with no clear selection criteria provided and distribution of business start-up kits to the beneficiaries. This points to a lack of proper coordination and implementation guidelines by the programme implementation and management team at the district level. In practice, all activity implementation, development of procedures, if any, selection of beneficiaries, reporting, and supervision of beneficiary groups were conducted by MOGLSD headquarters staff with little involvement and engagement with the district teams. Similar findings were observed with the implementation of the Songhai model. These findings are supported by the quotes below from the district staff interviews:

“Yes. Most of those projects or programs, you find there’s a meeting; there’s a technical working group; there’s a steering committee; and as far as I know – nothing like that was there,” **MOGLSD Desk Officer, MFPED.**

“There was no coordination because we were not even involved in implementing the programme. Most people here at the district don’t know anything called green jobs,” **District Community Development Officer (Iganga District Local Government)**

“I participated in identifying the women (prostitutes), giving the equipment to the different group, but I didn’t participate in the training and mentoring as well as the reporting,” **District Community Development Officer (Buikwe District Local Government)**

“We have not given any support towards the implementation of this program since we were almost not involved at all by the ministry,” **District Labour Officer, Buikwe District Local Government**

“As a district, we didn’t participate much in the Green Jobs Programme because we were just instructed to do a few things like supervising the beneficiaries, but it was not even easy since there was no funding for that activity given to us by the Ministry of Gender Labour and Social Development,” District Labour Officer, Jinja District Local Government.

“There was no support given to us to participate in that activity as I told you, we were not involved in the process right from the planning stage. Apart from giving beneficiaries startup kits, nothing else was added to ensure the Programme runs smoothly,” District Community Development Officer, Jinja District Local Government.

3.3.3 Financing of the programme

The Promotion of Green Jobs Programme had a total budget of UGX 500 billion spread over five years. Regarding the pillars, pillar 1 (Support to Juakalis) and pillar 3 (establishment of business shelters) were allocated the lion’s share of the budget at 34 and 29 per cent respectively of the total programme budget. On the other hand, pillar six (support to safety and social safeguards at the workplace) was allocated the least of just two bn UGX over the programme period. At the planning stage, it was envisaged that the bulk of the programme financing would come from the direct support of the Government of Uganda with the additional backing from Official Development Assistance (ODA) from bilateral and multilateral aid agencies, including UNDP and ILO. Figures 5 and 6 show the planned budget and pillar over the five-year programme.

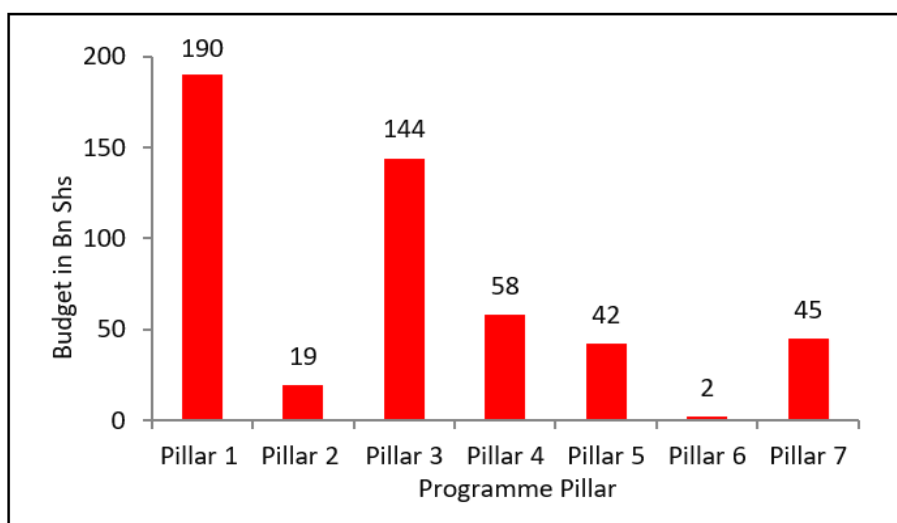


Figure 5: Promotion of Green Jobs Programme budget in Billion Uganda shillings

However, findings from the evaluation indicate that the government, through direct support, provided funding for only pillar 1 (Support to Juakalis) with UNDP fully financing pillar 4 (adoption of the Songhai model) and jointly financing pillar 2 (the apprenticeship and volunteer component) with ILO. As a result, the government of Uganda, over the period under review, provided total funding of UGX 6 billion, while UNDP and ILO financed up to a tune of UGX 8 billion for the programme. Specifically, United Nations Development Programme was critical in supporting the programme's foundation, providing up to UGX 8 billion in funding. Overall, the budget shortfall for the programme over the period under review was UGX 484 billion, severely affecting the achievement of the programme results.

The only problem was the program never received funding to support the implementation

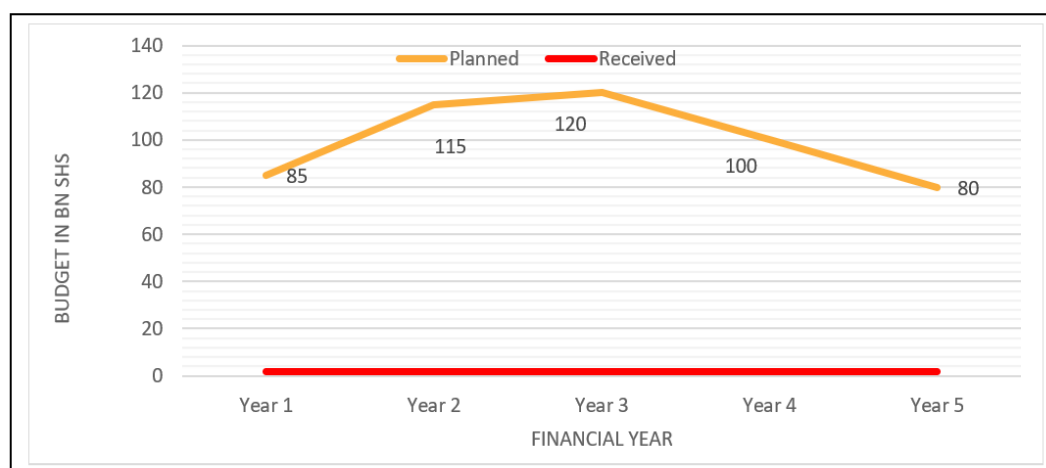


Figure 6: Programme annual budget in billion Uganda shillings and releases by year.

of the various pillars. We were lucky that UNDP came in to support the volunteers' scheme because it was only from the funding of the UNDP that we implemented. If the government does not come out to provide funding for different pillars, we had a very serious pillar on research, and no research was undertaken from the start of the scheme. The main issue is cabinet approved, but there was no appropriate funding to support the apprenticeship."

We've been asking that question! Maybe, the issue is 'funding'. Did they have the funds? If you have a plan that is not implemented, the common challenge is 'funds. They had a good heart. The concept was clear-how the common-user facilities will be done-but the equipment (because it needs equipment and infrastructure) ...But then, the question is: "To what extent will it be done?"

No, I don't think; as I mentioned at the onset, it was peanuts, and many people have asked for volunteers, and we have failed to send them because of a lack of money to facilitate them. The budget has not been sufficient

But there is a problem: we are given resources within the youth livelihood programme; we are not within the green jobs programme. So now you see that confusion, the youth people

within the youth livelihood program are supported, they are given vehicles, they are given allowance while here we are not. So, they end up demoralized because the support is not there.

3.3.4 Monitoring and evaluation, reporting mechanisms

The programme does not have a standalone monitoring and evaluation plan but rather a monitoring and evaluation matrix with a list of programme indicators. The matrix also describes the means of verification, the baseline, the target at the end of the programme, and a list of assumptions. The indicators included in the matrix do not use a result-based monitoring and evaluation approach with a precise results chain. Secondly, the indicators are not SMART, ambiguous, have no clear targets, and are difficult to measure within the programme timeframe. For this reason, it has been challenging to measure the program's effectiveness using the current set of indicators. Coupled with this, the programme at the design stage did not develop a theory of change explaining how the interventions are undertaken will contribute to a chain of results that later lead to the intended or observed changes at the population level. Key informants reechoed this at different levels.

Reporting mechanism

At the design stage, it was envisaged that at the district level, there would be a district steering committee supported by a technical officer who would be responsible for the day-to-day implementation of all planned activities at the district level. These would, in turn, compile reports and forward them to the programme coordination and management unit based at MOGLSD. With the support of the Monitoring and Evaluation Officer and the national programme coordinator, the programme management and coordination unit compile quarterly and annual progress reports and share with the national steering committee, which had the oversight role. However, the interviews' findings at the national and district levels indicate that there was no proper reporting mechanism and

structures established at both the district and at the coordination and management unit level. Reporting at the district level was the responsibility of the coordination and management unit staff, who would travel directly to the districts to gather data. At the programme management unit level, data and reports are compiled by the monitoring and evaluation specialist supported by the national programme coordinator.

For the Apprenticeship and graduate volunteer programme, the responsibility of overall monitoring and evaluation lay in the scheme coordination committee composed of various stakeholders. The committee held quarterly meetings to assess the scheme's progress and discuss any challenges and successes. The meeting also discussed improving the scheme's performance based on results achieved. In addition, the beneficiaries compiled monthly reports reviewed by the host institution focal person and shared them with UNDP and MOGLSD programme coordination unit. The technical comprised of UNDP and MOGLSD also made routine visits to the beneficiaries at the host institution to check on how they are progressing with the placement and discuss any challenges they are facing.

3.3.5 Quality assurance measures

For efficient implementation of the programme, inbuilt quality assurance mechanisms are a requisite. The data collection process and desk review asked whether the programme had quality assurance mechanisms and tools in place. Although for pillars 1 and 4, quality assurance measures were instituted at the design stage, there was a miss-match at the implementation level. For instance, the district technical committees were charged with overall supervision and monitoring of activity implementation at the district level, but this was never the case. Reports by district local government staff indicate little or no monitoring and/or supervision visits were conducted for the beneficiaries.

On the contrary, the national-level programme staff interviewed indicate regular supervision and monitoring of the beneficiaries. However, results also showed no clear guidelines and protocols for selecting and monitoring Juakali beneficiaries enrolled in

the programme for standardized support. Instead, the MOGLSD staff conducted the selection without proper engagement of the district teams.

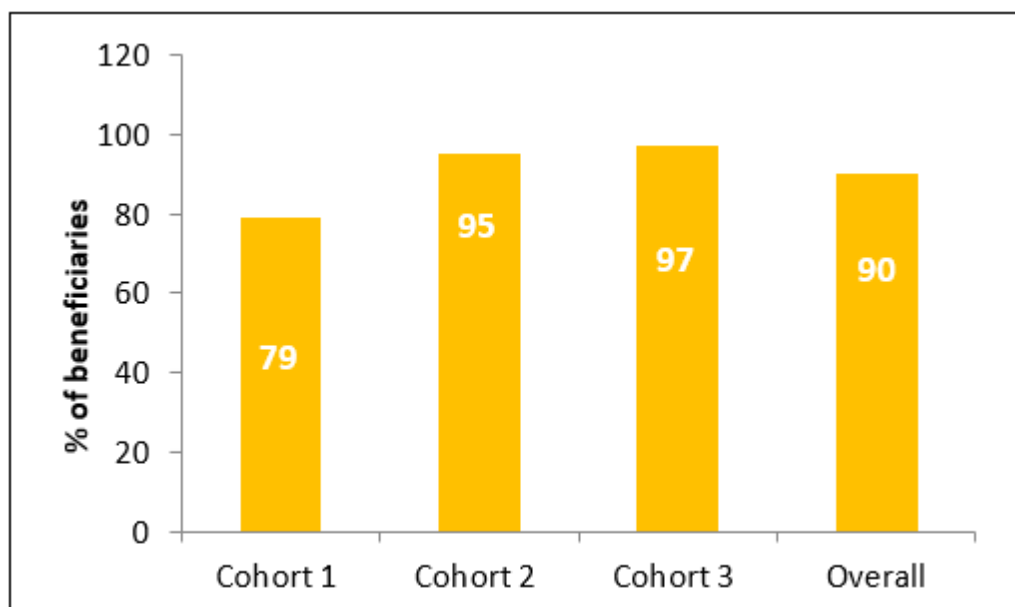


Figure 8: Percentage distribution of apprenticeship and graduate scheme beneficiaries who report satisfaction in coaching and mentoring by cohort.

“Apart from startup kits inform of two sewing machines, there I nothing else that we got from the government. There was nothing like training given to us, no capital and materials among others so we could say our needs were not met to enable us to sustain the project even in future nut we will try to improvise for ourselves as group members,” **FGD participant**

Kamuli

Pillar 2, which implements the revitalization of the apprenticeship and graduate volunteer component through the support of UNDP, set up clear monitoring tools and selection criteria. For instance, every quarter, the programme team visits beneficiaries at host institutions with the help of standardized supervision checklists. The goal of the supervision visit was to check on the beneficiaries how they are faring in the placements,

discuss any challenges they are facing with the institutions they are attached to, inspect the workplaces to ensure they conform to the occupational health and safety standards as well as discuss any best practices that would be replicated to other host institutions. Beyond the supervision visits, the majority (90%) of the beneficiaries reported receiving sufficient coaching and mentoring from their host institutions, probably due to the excellent orientation of the host institution supervisors conducted before sending volunteers. Graduate volunteers in later cohorts of 2019 and 2020 were more likely to report receiving sufficient coaching and mentoring than their counterparts in the first cohort of 2018.

Additionally, the beneficiaries and host institutions compiled monthly reports shared with the secretariat through the host institution programme focal person. This resulted in achieving high retention and employment rates for the graduates given the skills and knowledge gained through the programme. See figure and quotes below

“We didn’t provide any support really because this program, from the beginning, looked like beneficiaries were supposed to operate on their own as long they had got a startup kit”
CAO, Kamuli District Local Government

“Yes, yes, as I told you, the steering committee has been meeting, departmental meetings have been held then the steering committee looks at that, and almost every quarter that has been a presentation on the green jobs” National Programme Coordinator.

“They would do the random checks on institutions hosting volunteers to find out how they were fairing; they would inspect the places to see if they met standards like health. They would also ask for half-year reports from the institutions to find out how the program is fairing,” **National Planning Authority Graduate Volunteer Supervisor**

3.4 Analysis and Findings: Sustainability

This section assesses how programme activities and interventions are sustainable post-

implementation. The section addresses the evaluation question: What is the likelihood of the programme's results being sustained after programme closure? Including examining evidence of replication and pathways to scalability and how the programme's potential for reaching sustainability and scale compares to approaches that focus on more systemic changes (e.g. improving stakeholder capacity, supporting overall, strengthening employability training centres of excellence, improving the capacity of district staff to implement the programs, among others, etc.).

Strengthening Partnership and Collaboration for sustainability: At the design and conceptualization stage, the programme had to operate through existing government structures while at the same time working with non-state actors and the private sector to deliver programme interventions. The implementation arrangements were intended to provide a framework for organising close involvement from Governments and links to national strategies and developments to strengthen employment and labour productivity programs. Importantly, it aimed to organise collaboration between governments and the private sector more structured and focused than other government programmes. However, a review of reports and interviews with key informants show that there has been limited success in building stronger partnerships at both national and district levels. The apprenticeship and graduate volunteer component attempted to engage partners and stakeholders through routine review meetings and other forums but focused on the progress and results of the scheme. UNDP seconded staff mainly implemented support and management of the apprenticeship and graduate scheme. It is unclear whether the MOGLSD staff played a major role during the scheme's implementation. In the absence of the programme and particularly UNDP and ILO support, it is unlikely that implementation of the apprenticeship and graduate volunteer scheme will continue.

On the other hand, the JuaKali and Songhai components were implemented in a parallel way with limited involvement of other development partners and the beneficiary respective district local governments. As mentioned earlier, district steering committees

were meant to be responsible for the day-to-day implementation of the support to the Juakali pillar, including selection and identification of beneficiaries, albeit with technical support and oversight from the MOGLSD headquarters staff. However, these were never set up. As a result, any gains made at the district level to Juakali beneficiaries are doubtful to be sustainable post-implementation.

Unclear sources for continued funding: Government funding contribution to all the three implemented pillars was insufficient to sustain or replace programme investments. This applies particularly to investments in equipment for the Juakali and the apprenticeship and volunteer components. Currently, a major donor for pillars 2 (revitalization of the apprenticeship and graduate volunteers) and 4 (adoption of the Songhai Model), UNDP is non-committal of the continued funding, seriously jeopardizing the results gained continued investments for these two pillars in the absence of funds. Without sufficient funding, the MOGLSD will be handicapped in implementing these pillars.

4.0 Lessons Learned, Challenges and Recommendations

4.1 Lessons Learned

- Failure to create quality partnerships with CSOs, private sector, and district local governments inhibits the ability of the programme to achieve results and stakeholder buy-in: Results from the interviews appear to say that the programme, especially the support to the informal sector “JuaKali” component underestimated the role played by the CSOs, the private sector and the respective district local governments. This resulted in underachievement of results, especially at the higher level. Beneficiaries were not supervised regularly; equipment maintenance was poor, training was not provided, leading to collapse and malfunctioning of most equipment distributed to the beneficiaries. This affected the labour productivity of most beneficiaries.
- Regular supervision and monitoring enhance programme fidelity, reach, and success, especially among beneficiaries. The apprenticeship and graduate volunteer scheme established robust support mechanisms for the beneficiaries. This led to a successful program with higher satisfaction and employment levels among the beneficiaries. The host institutions also gained a productive labour force, which was a major gap before the program.
- Staffing limitation led to the thin presence of the programme in the implementation districts: The programme management and coordination unit were not fully staffed, leading to a thin presence of staff at the districts where the programme was to be rolled out. Staff, therefore, had minimal interaction with both the district staff and programme beneficiaries.
- Work-based learning significantly improves productivity among educated beneficiaries: Fresh graduates who went through the apprenticeship and graduate volunteer scheme gained employable skills beyond their degree certificates and were

highly sought after by their employers due to the work-based learning model adopted by the programme.

- The district steering committees can be better utilised: District teams would benefit if there were more frequent and extensive sharing of information between district teams and from steering committees. They would also benefit from further strategic guidance on building partnerships and target appropriate beneficiaries more likely to improve their productivity with skills and equipment received from the program.
- Programme design delinked from financing planning led to the underachievement of results
- The political will to roll out planned intervention is highly linked to the success of the program

4.2 Key challenges

Inadequate funds to roll out the programme interventions largely contributed to the underachievement of planned results. The planned overall programme budget over the five years was GX 500 billion. However, only UGX 10 billion (approximately 2 per cent of the overall programme budget) was allocated over the programme, leading to most interventions not being implemented. For instance, the feasibility for the Songhai pilot model recommended USD 9million to execute the pilot model activities fully, yet Government and UNDP mobilized approximately USD 2million.

Access to finance was a challenge for beneficiaries. There were no MoUs nor linkages with some micro-finance institutions to facilitate the beneficiaries with access to basic finance through friendly soft products. As a result, beneficiaries, especially those for the Juakali and Songhai, had difficulties accessing basic finance for operations as finance institutions were reluctant to provide such soft loans without the classic collateral security. Furthermore, the programme had no plan nor follow-up mechanism for financial support to the beneficiaries after receipt of start-up kits.

Lack of proper coordination mechanisms at the district level inhibited higher-level results, especially for the Songhai and informal sector beneficiaries.

The limited number of programme staff seriously affected the achievement of results and implementation of the interventions leading to a fragile programme's presence at the community and district level.

4.3 Recommendations

Strengthening the monitoring, evaluation, research, and learning system: At the design stage, no theory of change was developed, indicators developed were not SMART, and no clear MERL framework or plan was in place for the programme. Along with the programme's implementation, there were fragmented, mainly excel-based databases for collation of data leading to difficulty accessing vital data during the process evaluation. The programme should thus develop stronger MERL systems with a clear theory of change, which will be vital for the impact evaluation of the programme. In addition, the MERL system should be accompanied by staff recruitment for its operationalization.

Integrate business development services for the beneficiaries: Most of the beneficiaries for both the Songhai and informal sector reported a lack of crucial skills provided by the programme for the continuity and sustainability of the business. Therefore, efforts to enhance the sustainability of results gained beyond the provision of startup kits should be undertaken in developing a business development services component based on community social and economic needs targeting all beneficiaries.

Strengthening quality assurance systems for the programme: results indicated limited quality assurance mechanisms to ensure efficient results achievement. Only the apprenticeship and graduate volunteer scheme had better quality assurance mechanisms. The establishment of precise quality assurance mechanisms, including clear selection

criteria, training manuals, supervision checklists, guidelines, protocols, etc., need to be developed for the various components and pillars of the programme.

Design and implement tracer studies for beneficiaries of the apprenticeship and graduate volunteer scheme: Whereas there were observable results and changes among the beneficiaries of the GVS, tracer studies to follow up beneficiaries two years post-implementation or graduation should be developed to measure clear outcomes and impact of the scheme in terms of creating a pool of employable and skills young people.

Ensure the timely establishment of a Programme Management and Unit: One of the key reasons for low achievement for results was the limited number of staff and late recruitment process. Therefore, in the next phase, proper planning should ensure that a programme management unit is established and the right skills staff are employed to kick start the implementation of programme interventions working, along with the various steering committees.

Development of a clear resource mobilization strategy at the design stage: the design of the current programme was highly dependent on government funding for the implementation of interventions with little emphasis on other resource mobilization strategies, leading to a very late start of execution. At a later stage, other donors had to be sought to support some of the pillars. In the new design, there should be a deliberate effort to design and implement a clear resource mobilization strategy including but not limited to lobbying at the highest level of government inclusion of funds in budgets, lobbying the budget committee for resources, engaging various potential donors who are willing building on the existing will to fund the programme interventions.

Creating linkages with financial institutions: Beneficiaries, especially those for the Juakali and Songhai model, had difficulty accessing basic credit facilities for operations as finance institutions were reluctant to provide such soft loans without the classic

collateral security. We thus recommend that the programme reviews this and includes a component that links the beneficiaries to financial institutions that can offer soft loans for running of their businesses in addition to providing business development services.

Expansion to other regions with revised focus areas: Results indicated a thin presence in terms of the technical and geographical scope of the programme. It is thus recommended that for the next phase, the programme focuses on critical aspects that would significantly improve skilling and tooling for increased productivity and employment. In particular, the focus should be placed on expanding the support to the informal sector with the integration of the business shelter component, the graduate volunteer programme, and the adoption of the Songhai model. Along these, there should be a clear and deliberate plan to integrate green technologies and skills for each component and a clear linkage to the NDP III natural resources and human capital development broader objectives. Coupled with this, the program should be rolled out to the whole country on a phased approach to create further employment opportunities and the benefits that accrue from it.

Tailoring the Songhai training model to Uganda context: The Songhai model is an excellent component in creating employment and, most importantly, implementing sustainable agricultural practices by creating new jobs for the young people. Results showed that the training curriculum and approach were not well tailored for the Uganda context to achieve maximum results and relevance. There will be a need to carefully review the existing curriculum using the lessons learnt so far to adopt it to the Ugandan context during the expansion phase. [Include the finance piece of the Songhai model being expensive]

Benchmarking with other countries: Benchmarking in countries which have advanced, not necessarily the developed countries but maybe have best practices in countries where we are near, those that are ahead of us. An excellent example is Zambia,

which implemented a Green Jobs Programme that was highly inclusive and had closer collaboration and engagement with the private sector to create jobs and increase productivity.

Establishing stronger partnerships and collaboration mechanisms: There were vital elements of establishing partnerships mechanisms at all levels using various forums during the programme conceptualisation and design. However, there was no evidence of this during the evaluation. For instance, no functional steering committees were established, and districts were not fully engaged in the implementation. Therefore, during the next phase, beyond planning, there should be a deliberate effort to develop functional partnership and linkages mechanisms for sustainable and efficient achievement of results. In particular, there should be strong engagement with the private sector, the Directorate of Industrial training, other government programs implementing similar interventions, and the respective district local governments.

Thorough review to redesign the program with realistic targets and results-focused on green technology and business toolkits for high yield SMEs. Focus on the uneducated who make up the bulk of young people for the apprenticeship scheme. In addition, there should be an emphasis on the O&M of the equipment provided to the beneficiaries.

Full impact assessment after the second phase of the program will be more focused as minimal implementation happened during the first phase for which the evaluation was focused.

Reduce the pillars and have them as separate projects under the programme to reduce the burden for effectiveness.

Appendix 1: Respondents for Key informant Interviews

INSTITUTION	PERSON INTERVIEWED	CONTACTS
NATIONAL LEVEL INTERVIEWS		
Ministry of Gender Labour and Social Development	National program manager Green Job Program	0702836594
Directorate of Industrial Training	Executive Director	0701464239
Manager inclusive Green Growth project (UNDP)	Finance and administrator	Hannibal.wandibba@MOGLSD.go.ug
Ministry of Gender, Labour and Social Development-Ministry of finance planning and economic development	Desk officer	0703260397
GIZ	National technical advisor	0789816194/zkanssiime@yahoo.com
Uganda Business Technical Vocational Education and Training (BTVET)	Commissioner	0774463085
Enabel.	National technical advisor	Ham.lukulwe@enabel.be
National Youth council	Secretary	hamwadapinto@gmail.com
Ministry of Gender, Labour and Social Development	National program manager GJP	0702836594
National Women's Centre	Executive secretary	mwijukac@yahoo.com
Uganda Green Incubation program(UGIP)-UNDP	Program Manager	0782344072

National Planning Authority	Senior planner-Manpower planning	0774648967
Employer of apprenticeship.	World Vision International	0703276933/sarah_nashiwondo@wvi.org
Employer of apprenticeship.	Baylor-Uganda	0779205918/mkakande@baylor-uganda.org
Employer of apprenticeship.	The Judiciary	0700922588/jacobsgwom@gmail.com
Employer of apprenticeship.	SNV Netherlands Development Organization	pomach@snv.org
Volunteer scheme beneficiary	SNV Netherlands Development Organization	ochenronald@gmail.com
Volunteer scheme beneficiary	Baylor-Uganda	0771602795
Volunteer scheme beneficiary	Ministry of Gender, Labour and Social Development	Karungimaurine992@gmail.com
Volunteer scheme beneficiary	World Vision International	0758270030/agodlive@gmail.com
Volunteer scheme beneficiary	The Judiciary	0784748136
Volunteer scheme beneficiary	Hima cement	waidhiramulushid@gmail.com
DISTRICT LEVEL INTERVIEWS		
Wakiso	Chief Administrative Officer	
Wakiso	District Community Development Officer	
Buikwe district	District Community Development Officer	
Mpigi district	District Labor officer	
Mpigi district	District production officer	
Iganga	Chief Administrative Officer	
Iganga	District Community Development Officer	
Jinja	Chief Administrative Officer	
Jinja	District Community Development Officer	
Kamuli	Chief Administrative Officer	
Kamuli	District Community Development Officer	0772982464

Appendix 2: Evaluation Data collection tools

PROCESS EVALUATION OF THE PROMOTION OF GREEN JOBS

PROGRAMME

FOCUS GROUP DISCUSSION GUIDE-BENEFICIARIES

This tool will be used to conduct group interviews with programme beneficiaries to study their opinions, perceptions, and experiences with the programme.

District	
Name of group	
Name of the Moderator	
Name of the note taker	
Number of discussants	
FGD start time	
FGD end time	

Introduction

Good morning/afternoon/evening.

Hello, our names are _____. We are here on behalf of the Office of the Prime Minister and Ministry of Gender, Labour and Social Development to conduct a study for the process evaluation of the Government's Promotion of Green Jobs Programme in Uganda. The overall **objective** of the process evaluation is to assess whether or not the Programme is working, what is/isn't working, how, why, and how it can be strengthened.

You have been invited to the focus group because we believe that you have the knowledge, experiences, and perspectives that we need to learn more about. During the **discussion**, we will ask you questions about employment opportunities, your experiences with the programme, benefits from the programme, and challenges and recommendations about employment and labour productivity in your area among young people. We will be **recording** your responses but will not record any identifying information for the research, and all data will be strictly **confidential**.

We also request all participants to keep the focus group discussion confidential. However, we can't control what others say, so we also remind everyone not to share anything they don't want others to know.

Participating in this study is entirely **voluntary**. If you are uncomfortable with being a part of this discussion, you are free to opt-out now or during the discussion. You can also choose not to answer any of the questions you are uncomfortable with. Please stop us at any time during the interview if you have questions or concerns.

During this meeting, we would like to record the discussion and take written notes. The recording and notes are only to help us remember everything that we "hear." Only people working on this study will ever hear any of the recordings or read the notes we take. Does anyone have any objections to being recorded? I anticipate that this discussion will last not more than one hour. Is there anyone who can't stay for this time?

The following rules shall apply in the group:

- There are no silly questions, answers, or comments.
- Everyone's opinion counts.
- All information is to be kept confidential.
- Do not judge other participants' responses.
- Respect each other, and try to talk one at a time.
- Relax.
- Speak loudly.
- Cell phones should be put on silent mode.
- Don't hesitate to ask if you don't understand the question

Are there any questions before we begin?

Instructions for the Facilitator:

Proceed to ask the questions listed below while ensuring that all participants are involved throughout the discussion. The Notetaker should be able to record the responses in a notebook.

Guiding questions

- 1) Before we get started, tell me a bit about the general life in this community.
How long have you lived in this community?

- 2) What do you think are the key socio-economic problems among youth, women, and PWDs in this community? *Probe for issues around job opportunities, income-generating activities, skills enhancement, investment opportunities, and vocational skills opportunities.*

- 3) When young people like you are unemployed, in which ways do they cope? *Probe for what people engage in when they are unemployed*

- 4) How many of you are beneficiaries of the Jua Kali and/or Songhai Model under the Green Jobs Programme in the last five years? *(For those who directly benefited, probe for the specific services and equipment received)*

- 5) What are the categories of Juakali beneficiaries *(probe for how did they got to know about the program and the process of selection)*

- 6) Over the last 5 years, do you think there has been a change in the proportion of unemployed people accessing or creating jobs as a result of the Green Jobs Programme interventions? If yes probe for changes specific to the jobs they have received.
 - a) New Juakali jobs
 - b) Own businesses created

- 7) What specific services did you receive as a beneficiary of the Jua Kali and/or Songhai Model program over the past two years?
Probe for
 - *Start-up business kits; Certification and Accreditation; Tours/exchange visits*

- *Any green technologies offered; Training in health and safety; Business skills training and;*
- *Whether their needs were met*
- *Participation in the selection of their equipment or other necessities.*

8) Do your trainers and facilitators integrate any elements of green technologies during the training?

Probe for the following

Integrating health and safety at the workplace; Recycling of waste products; Cleaner energy projects; Tree planting projects; Eco-tourism projects
Energy-saving stoves, solar power, improved storage facilities, etc

9) Over the last 5 years, using a scale of 1-5 (1 very poor and 5 excellent), how would you rate the skills and knowledge received from Juakali and/or Songhai model programs as a result of the Green Jobs Programme? *Rate for the following:*

- *Start-up kits;*
- *Training instructors and their skills (including the sufficiency of the training duration);*
- *Training and reference materials;*
- *Accreditation courses;*
- *Internship and apprenticeship opportunities and Mentoring and support*

10) To what extent are you or your colleagues utilizing the knowledge and skills acquired during training and skills development for the Jua kali and/or Songhai model programme? (Discuss and probe)

11) In your view, what should be done to improve on Green Jobs Programme to increase employment and labour productivity among youth, women, and PWDs?

Probe for the business skills and training, operations and management, the equipment given e.g metal works and fabrication equipment, milling machines, Electric ovens, saloon equipment, sewing machines, and others)

12. As beneficiaries of the Jua kali and/or Songhai model programme, what are the major

challenges and constraints you face in meeting your aspirations?

13. Any other general comments that you have about the program?

THANK THE RESPONDENTS FOR THEIR TIME

PROCESS EVALUATION OF THE PROMOTION OF GREEN JOBS PROGRAMME

Key Informant Interview Guide for National level respondents

This instrument will be administered to respondents at the national level responsible for the design, policy formulation, implementation, monitoring, and reporting of the programme at the national level.

Informed Consent

Hello, my name is _____. We are here on behalf of the Office of the Prime Minister and Ministry of Gender, Labour and Social Development to conduct a study for the process evaluation of the Government's Promotion of Green Jobs Programme in Uganda. The overall **objective** of the process evaluation is to assess whether or not the Programme is working, what is/isn't working, how, why, and how it can be strengthened. As a key stakeholder, your input is important, and we would appreciate your uninterrupted availability for this interview. The information that you will share will be used to synthesize study findings and recommendations. We will be **recording** your responses but will not record any identifying information for the research and all data will be strictly **confidential**.

I would like to ask you questions about roles and responsibilities, partnerships and coordination efforts, monitoring and evaluation, effectiveness, efficiency, and sustainability among others concerning the Promotion of the Green Jobs Programme.

Participating in this study is completely **voluntary**. If you are uncomfortable with being a part of this discussion, you are free to opt-out now or at any time during the discussion. You can also choose not to answer any of the questions that make you feel uncomfortable. Please stop us at any time during the interview if you have questions or concerns.

Would you like to participate in the study? Yes: No:
.....

TO BE FILLED BY THE INTERVIEWER

Date:

Location of the Interview:

Name of the Institution:

Name of the Respondent:

Designation of the Respondent:

Mobile Number of the Respondent (*optional*):

Email id:

Based on the information provided, kindly provide written answers to the following questions:

A. ICEBREAKERS

1. What do you know about the Promotion of Green Jobs programme?

FOR THE INTERVIEWER, PROBE ON:

- a. *Goal and Objectives of the programme*
 - b. *Key strategies implemented under the programme*
 - c. *What has worked and has not worked*
 - d. *Beneficiaries and selection processes*
2. What is your role in the ministry/agency?

Probe for the role in the Promotion of Green Jobs Programme?

B. ROLE OF MINISTRY/AGENCY

3. What kind of support has your ministry/agency provided towards the design and implementation of the Promotion of Green Jobs programme?

FOR THE INTERVIEWER, PROBE ON:

- a. *Key activities in – supervising beneficiaries,*
- b. *selection of beneficiaries, policy formulation, resources allocation, and planning in terms of labour productivity and employment.*
- c. *training and mentoring,*
- d. *reporting and overall coordination*

C. PARTICIPATION IN THE DESIGN OF THE PROGRAM

4. Before the design and implementation of the programme, were you/your organization was consulted and if yes, were the consultations extensive/participatory and accorded enough time?

Probe for:

- *Whether a needs assessment for the programme conducted (if yes, provide evidence)*
 - *their level of involvement and participation in all stages/phases of the programme*
5. To what extent was the private sector and civil society involved in the design and implementation of the Promotion of the Green Jobs Programme?

Probe for the consultative processes used (design workshops, sharing concepts, programme design committees, composition, etc)

6. How best can the next phase of the Green Jobs Programme be designed to successfully engage, involve, and collaborate with other players about green jobs, employment, and labour productivity?

Programme Relevance (means uniqueness, alignment with other

programmes/policies, its contribution to the national objectives of youth employment, productivity, and skilling Uganda among others)

7. In your opinion, do you think that the Promotion of the Green Jobs Programme is relevant to achieving the national goals of reducing unemployment and increasing the productivity of the young people in Uganda?

Probe for:

- (a) *Capacity and skills enhancement for the uneducated and educated young people*
- (b) *Creation of job centres and business shelters;*
- (b) *Increased productivity among youth;*
- (c) *Increase in the number of people who get accredited and certified in the various fields supported by the programme;*
- (d) *Proportion of people creating own jobs and overall competitiveness;*

For each ask respondent to provide reasons

8. From your experience or opinion, are there any aspects of the programme that should be considered or modified such that the programme meets the current and future needs of Uganda concerning employment and labour productivity?

Probe for examples of the priorities

PROGRAMME EFFECTIVENESS

9. Provide a summary of the progress of implementation of the seven (7) pillars, including their components in the table below

Table 1: Progress of implementation

10. What are the major reasons the pillars and/or components were not implemented

or partially implemented?

11. In your opinion, were the objectives of the programme clear, realistic, and likely to be achieved within the established schedule and with the allocated resources (including human resources, job centers)?

Probe reasons for response.

FOR THE INTERVIEWER, PROBE ON:

Probe for implementation of all the pillars, including full implementation of all the pillars

What has worked well and what has not worked well

Note: *Some of the key output included the creation of 1,000,000 Juakali businesses, creation of 10 business shelters and 30 incubation centres, KCCA and LG supported in green jobs and labour productivity, creating green/decent jobs abroad, among others.*

12. What are the major factors that may have promoted or inhibited the achievement of the expected results of the programme?

13. What difference would have been made if all the seven pillars of the programme were fully implemented?

A. Programme EFFICIENCY

14. Is the programme implementation efficiency in line with the international and national norms and standards?

15. Rate the timeliness of the implementation of the Green Jobs Programme and highlight the factors that might have resulted in delays in implementation of the programme and propose the mitigation measures for future programmes

16. How is the implementation arrangement/programme structures contributed to the efficient/non-efficient implementation of the programme (Comment on the overall coordination and partnership mechanisms during the design and implementation stage)

- a) *Implementation arrangements/structure (Chair and the representatives)*
- b) *Coordination meetings and the steering committee meetings*
- c) *Synergies among the implementation agencies (identifying their roles and responsibilities towards the successful implementation of the programme)*
- d) *Joint monitoring and reporting of the programme*

17. Please comment on the following and how they contributed to the efficiency in the implementation of the project

- a) Access to programme related information by the stakeholder's/target beneficiaries
- b) The application process for the targeted beneficiaries (how easy was one able to enrol onto the programme?)
- c) Comment on the enrolment criteria adopted to vet the successful beneficiaries of the programme

18. Has the budget allocation for the programme been sufficient to support the execution of planned interventions for all the seven pillars in the past five years? *Probe for the reason why?*

FOR THE INTERVIEWER, PROBE ON:

Adequacy of the budget allocated to programme as planned over the past five years

Funding cycle and mechanism

*Reasons government advances for allocating fewer funds than budgeted for
How the programme implements activities with fewer funds (Coping
mechanisms).*

Only asked if pillars were (partially) implemented

19. Apart from Government, Is there any other funding agency/partner that provides funding for the programme?

FOR THE INTERVIEWER, PROBE ON:

Linkages with other organizations/programs

Multitasking among programme staff

Leveraging on other resources, facilities, and tools

20. What internal quality assurance activities did the MOGLSD undertake to improve the overall efficiency of the programme?

PROBE FOR:

- a. *Regular reviews and meetings*
- b. *Supportive supervision*
- c. *Training and capacity building*
- d. *Beneficiary feedback interviews*
- e. *Provision of protocols and guidelines*

21. How adequate are the reporting and monitoring systems for the programme?

FOR THE INTERVIEWER, PROBE ON:

- a. *Utilization of data for management decision making;*
- b. *If in-house, the capacity of staff to collect and report is present*
- c. *Current challenges or gaps for collecting and reporting on data.*
- e. *Appropriateness of the current indicators in reporting results and linkages
with districts*

22. Please comment on the following about the staff at the regional office:

- a. Technical competency of the programme staff,
- b. Adequacy of staff

23. In your opinion, what actions should the designers and implementers of the Promotion of Green Jobs Programme take to enhance the efficiency of the programme?

Programme Sustainability

24. To what extent has the programme been integrated into other government national structures programmes, including seeking funds from other sources? *Probe for inclusion of programme interventions and components in existing government programme and structures*

25. In your opinion, what aspects of the programme are likely to continue beyond the programme funding period?

Probe for reasons for each of the responses provided.

General Questions

26. What are the major challenges and constraints faced during the design, implementation, monitoring, and reporting of the Green Jobs Programme?

27. In your opinion, what measures should be taken to address these constraints?

LESSONS LEARNED AND BEST PRACTICES

28. Based on your experiences, what are the lessons learned and key best practices that can be used to improve the Green Jobs Programme to achieve its intended objectives?

CLOSING QUESTION

29. Is there anything that we did not ask but in your view is significant, please do share?

PROCESS EVALUATION OF THE PROMOTION OF GREEN JOBS PROGRAMME

Key Informant Interview Guide for District level technical staff

This instrument will be administered to respondents at the district level responsible for the implementation, monitoring, and evaluation of the programme at the district level. The tool will be used to interview the district labour officers, Community Development Officers, District Production officers among others.

Informed Consent

Hello, my name is _____. We are here on behalf of the Office of the Prime Minister and Ministry of Gender, Labour and Social Development to conduct a study for the process evaluation of the Government's Promotion of Green Jobs Programme in Uganda. The overall **objective** of the process evaluation is to assess whether or not the Programme is working, what is/isn't working, how, why, and how it can be strengthened. As a key stakeholder, your input is important, and we would appreciate your uninterrupted availability for this interview. The information that you will share will be used to synthesize study findings and recommendations. We will be **recording** your responses but will not record any identifying information for the research and all data will be strictly **confidential**.

I would like to ask you questions about roles and responsibilities, partnerships and coordination efforts, monitoring and evaluation, effectiveness, efficiency, and sustainability among others concerning the Promotion of the Green Jobs Programme.

Participating in this study is completely **voluntary**. If you are uncomfortable with being a part of this discussion, you are free to opt-out now or at any time during the discussion.

You can also choose not to answer any of the questions that make you feel uncomfortable.

Please stop us at any time during the interview if you have questions or concerns.

Would you like to participate in the study? Yes: No:

.....

TO BE FILLED BY THE INTERVIEWER

Date:

Location of the Interview:

Name of the Institution:

Name of the Respondent:

Designation of the Respondent:

Mobile Number of the Respondent (*optional*):

Email id:

Based on the information provided, kindly provide written answers to the following questions:

D. ICEBREAKERS

30. What do you know about the Promotion of Green Jobs programme?

FOR THE INTERVIEWER, PROBE ON:

- e. *Goal and Objectives of the programme*
- f. *Key strategies implemented under the programme*
- g. *What has worked and has not worked*
- h. *Beneficiaries and selection processes*

31. What is your role in the district?

Probe for the role in the Promotion of Green Jobs Programme?

E. ROLE OF DISTRICT

32. What kind of support has your district provided towards the implementation of the Promotion of Green Jobs programme in the district?

FOR THE INTERVIEWER, PROBE ON:

- e. *Key activities in – supervising beneficiaries,*
- f. *selection of beneficiaries,*
- g. *training and mentoring,*
- h. *reporting and overall coordination*

33. In your view, how has the support you receive from MOGLSD enabled the district to successfully implement the planned activities?

34. To what extent has the district coordinated with MOGLSD in the design, implementation, monitoring, and reporting of the programme?

PROBE for:

Involvement of district in the selection of beneficiaries

Monitoring and reporting of the programme results

Design of criteria for equipment and tools

Training, mentoring, and capacity building for the programme

F. PARTICIPATION IN THE DESIGN OF THE PROGRAM

35. Before the design and implementation of the programme, were you/ the district consulted, and if yes, were the consultations extensive/participatory and accorded enough time?

Probe for:

- o *Whether a needs assessment for the programme conducted (if yes, provide evidence)*
- o *Their level of involvement and participation in all stages/phases of the programme*
- o *Involvement of the private sector*
- o *The consultative processes used (design workshops, sharing concepts, programme design committees, composition, etc)*

36. How best can the next phase of the Green Jobs Programme be designed to

successfully engage, involve, and collaborate with other players concerning green jobs, employment, and labour productivity?

Programme Relevance (means uniqueness, alignment with other programmes/policies, its contribution to the national objectives of youth employment, productivity, and skilling Uganda among others)

37. In your opinion, do you think that implementation of the Promotion of the Green Jobs Programme has contributed to:

- (a) Enhancement of the overall capacity and skills for the uneducated and educated beneficiaries through the creation of job centres and business shelters;
- (b) Overall reduction in the unemployment and low productivity among youth;
- (c) Increase in the number of people who get accredited and certified in the various fields supported by the programme;
- (d) Proportion of people creating own jobs and overall competitiveness?

38. In your opinion, do you think that the Promotion of the Green Jobs Programme is relevant to achieving the national goals of reducing unemployment and increasing the productivity of the young people in Uganda?

39. From your experience or opinion, are there any aspects of the programme that should be considered or modified such that the programme meets the current and future needs of Uganda concerning employment and labour productivity?

Probe for examples

PROGRAMME EFFECTIVENESS

40. In your opinion, were the objectives of the programme clear, realistic, and likely to

be achieved within the established schedule and with the allocated resources (including human resources, job centers)?

Probe reasons for response.

FOR THE INTERVIEWER, PROBE ON:

Probe for implementation of all the pillars, including full implementation of all the pillars

What has worked well and what has not worked well

Note: *Some of the key output included the creation of 1,000,000 Juakali businesses, the creation of 30 business shelters and 30 incubation centres, KCCA and LG supported in green jobs and labour productivity, creating green/decent jobs abroad among others.*

41. What difference would have been made if the seven pillars of the programme were fully implemented?

PROGRAMME EFFICIENCY

42. Has the budget allocation for the programme been sufficient to support the execution of planned interventions for all the seven pillars in the past five years within the district? *Probe for the reason why?*

FOR THE INTERVIEWER, PROBE ON:

Adequacy of the budget allocated to implement activities over the past five years

How the district implements activities with fewer funds (Coping mechanisms).

43. Please comment on the following about the current staff at the Project Implementation Unit at MOGLSD in terms of the following:

a. *Technical competency*

- b. *Adequacy of the staff*
- c. *The efficiency of the staff in terms of supporting the implementation of the program*

44. In your opinion, what actions should the designers and implementers of the Promotion of Green Jobs Programme take to enhance the efficiency of the programme?

Programme Sustainability

45. To what extent has the programme been integrated into other government national structures, programmes, including seeking funds from other sources at the district level? *Probe for inclusion of programme interventions and components in existing government programme and structures at the district level*

46. In your opinion, what aspects of the programme at the district level are likely to continue beyond the programme funding period?

Probe for reasons for each of the responses provided.

General Questions

47. What are the major challenges and constraints faced during the design, implementation, monitoring, and reporting of the Green Jobs Programme at the district level?

48. In your opinion, what measures should be taken to address these constraints?

LESSONS LEARNED AND BEST PRACTICES

49. Based on your experiences, what are the lessons learned and key best practices that can be used to improve the Green Jobs Programme to achieve its intended objectives?

CLOSING QUESTION

50. Is there anything that we did not ask but in your view is significant, please do share?

PROCESS EVALUATION OF THE PROMOTION OF GREEN JOBS PROGRAMME

FOCUS GROUP DISCUSSION GUIDE-BENEFICIARIES

This tool will be used to conduct group interviews with programme beneficiaries to study their opinions, perceptions, and experiences with the programme.

District	
Name of group	
Name of the Moderator	
Name of the note taker	
Number of discussants	
FGD start time	
FGD end time	

Introduction

Good morning/afternoon/evening.

Hello, our names are _____. We are here on behalf of the Office of the Prime Minister and Ministry of Gender, Labour and Social Development to conduct a study for the process evaluation of the Government's Promotion of Green Jobs Programme in Uganda. The overall **objective** of the process evaluation is to assess whether or not the Programme is working, what is/isn't working, how, why, and how it can be strengthened.

You have been invited to the focus group because we believe that you have the knowledge, experiences, and perspectives that we need to learn more about. During the **discussion**, we will ask you questions about employment opportunities, your experiences with the programme, benefits from the programme as well as challenges and recommendations about employment and labour productivity in your area among young people. We will be **recording** your responses but will not record any identifying information for the research and all data will be strictly **confidential**.

We also request all participants to keep the focus group discussion confidential. However, we can't control what others say, so we also remind everyone not to share anything they don't want others to know.

Participating in this study is completely **voluntary**. If you are uncomfortable with being a part of this discussion, you are free to opt-out now or at any time during the discussion. You can also choose not to answer any of the questions you are uncomfortable with. Please stop us at any time during the interview if you have questions or concerns.

During this meeting, we would like to record the discussion and take written notes. The recording and notes are only to help us remember everything that we "hear." Only people who are working on this study will ever hear any of the recordings or read the notes we take. Does anyone have any objections to being recorded? I anticipate that this discussion will last not more than one hour. Is there anyone who can't stay for this time?

The following rules shall apply in the group:

- There are no silly questions, answers, or comments.
- Everyone's opinion counts.
- All information is to be kept confidential.
- Do not judge other participants' responses.
- Respect each other, and try to talk one at a time.
- Relax.
- Speak loudly.
- Cell phones should be put on silent mode.
- Don't hesitate to ask if you don't understand the question

Are there any questions before we begin?

Instructions for the Facilitator:

Proceed to ask the questions listed below while ensuring that all participants are involved throughout the discussion. The Notetaker should be able to record the responses in a notebook.

Guiding questions

- 12) Before we get started, tell me a little bit about the general life in this community. How long have you lived in this community?
- 13) What do you think are the key socio-economic problems among youth, women, and PWDs in this community? *Probe for issues around job opportunities, income-generating activities, skills enhancement, investment opportunities, and vocational skills opportunities.*
- 14) When young people like you are unemployed, in which ways do they cope? *Probe for what people engage in when they are unemployed*
- 15) How many of you are beneficiaries of the Jua Kali and/or Songhai Model under the Green Jobs Programme in the last five years? *(For those who directly benefited, probe for the specific services and equipment received)*
- 16) What are the categories of Juakali beneficiaries *(probe for how did they got to know about the program and the process of selection)*
- 17) Over the last 5 years, do you think there has been a change in the proportion of unemployed people accessing or creating jobs as a result of the Green Jobs Programme interventions? If yes probe for changes specific to the jobs they have received.
- a) New Juakali jobs
 - b) Own businesses created
- 18) What specific services did you receive as a beneficiary of the Jua Kali and/or Songhai Model program over the past two years?
- Probe for

- *Start-up business kits; Certification and Accreditation; Tours/exchange visits*
- *Any green technologies offered; Training in health and safety; Business skills training and;*
- *Whether their needs were met*
- *Participation in the selection of their equipment or other necessities.*

19) Do your trainers and facilitators integrate any elements of green technologies during the training?

Probe for the following

Integrating health and safety at the workplace; Recycling of waste products; Cleaner energy projects; Tree planting projects; Eco-tourism projects
Energy-saving stoves, solar power, improved storage facilities, etc

20) Over the last 5 years, using a scale of 1-5 (1 very poor and 5 excellent), how would you rate the skills and knowledge received from Juakali and/or Songhai model programs as a result of the Green Jobs Programme? *Rate for the following:*

- *Start-up kits;*
- *Training instructors and their skills (including the sufficiency of the training duration);*
- *Training and reference materials;*
- *Accreditation courses;*
- *Internship and apprenticeship opportunities and Mentoring and support*

21) To what extent are you or your colleagues utilizing the knowledge and skills acquired during training and skills development for the Jua kali and/or Songhai model programme? (Discuss and probe)

22) In your view, what should be done to improve on Green Jobs Programme to increase employment and labour productivity among youth, women, and PWDs?

Probe for the business skills and training, operations and management, the equipment given e.g metal works and fabrication equipment, milling machines, Electric ovens, saloon equipment, sewing machines, and others)

12. As beneficiaries of the Jua kali and/or Songhai model programme, what are the major challenges and constraints you face in meeting your aspirations?

13. Any other general comments that you have about the programme?

THANK THE RESPONDENTS FOR THEIR TIME

PROCESS EVALUATION OF THE PROMOTION OF GREEN JOBS PROGRAMME

Key Informant Interview Guide for Group Leaders

This instrument will be administered to respondents who are group leaders of beneficiary groups at the district level.

Informed Consent

Hello, my name is _____. We are here on behalf of the Office of the Prime Minister and Ministry of Gender, Labour and Social Development to conduct a study for the process evaluation of the Government's Promotion of Green Jobs Programme in Uganda. The overall **objective** of the process evaluation is to assess whether or not the Programme is working, what is/isn't working, how, why, and how it can be strengthened. As a key stakeholder, your input is important, and we would appreciate your uninterrupted availability for this interview. The information that you will share will be used to synthesize study findings and recommendations. We will be **recording** your responses but will not record any identifying information for the research and all data will be strictly **confidential**.

I would like to ask you questions about roles, support from MOGLSD, benefits from the programme, challenges, services received, and sustainability among others concerning the Promotion of the Green Jobs Programme.

Participating in this study is completely **voluntary**. If you are uncomfortable with being a part of this discussion, you are free to opt-out now or at any time during the discussion. You can also choose not to answer any of the questions that make you feel uncomfortable. Please stop us at any time during the interview if you have questions or concerns.

Would you like to participate in the study? Yes: No:
.....

TO BE FILLED BY THE INTERVIEWER

Date:

Name of the Group:

Subcounty of group:

Name of the Respondent:

Title of the Respondent:

Mobile Number of the Respondent (*optional*):

Email id:

Are there any questions before we begin?

Guiding questions

23) Before we get started, tell me a little bit about the general life in this community.

How long have you lived in this community?

24) What do you think are the key socio-economic problems among youth, women, and PWDs in this community? *Probe for issues around job opportunities, income-generating activities, skills enhancement, investment opportunities, and vocational skills opportunities.*

25) When young people in this community are unemployed, in which ways do they cope? *Probe for what young people engage in when they are unemployed*

26) Did your group benefit from the Jua Kali and/or Songhai Model under the Green Jobs Programme in the last five years? *(For those who directly benefited, probe for the specific services and equipment received over the past five years)*

27) Over the last 5 years, do you think there has been a change in the proportion of unemployed people accessing or creating jobs as a result of the Green Jobs Programme interventions? If yes probe for changes specific to the jobs they have received.

a) New Juakali jobs

b) Own businesses created

28) What specific services did you receive as a beneficiary of the Jua Kali and/or Songhai Model program over the past two years?

Probe for

- *Start-up business kits; Certification and Accreditation; Tours/exchange visits*
- *Any green technologies offered; Training in health and safety; Business skills training and;*
- *Whether their needs were met*
- *Participation in the selection of their equipment or other necessities.*
- *Mentoring and support*
- *Operations and maintenance of equipment and tools provided*

Probe for whether this support has improved their overall knowledge and skills as well as income

29) Do your trainers and facilitators integrate any elements of green technologies during the training?

Probe for the following

Integrating health and safety at the workplace; Recycling of waste products; Cleaner energy projects; Tree planting projects; Eco-tourism projects

Energy-saving stoves, solar power, improved storage facilities, etc

30) Over the last 5 years, using a scale of 1-5 (1 very poor and 5 excellent), how would you rate the skills and knowledge received from Juakali and/or Songhai model programs as a result of the Green Jobs Programme? *Rate for the following*

- *Start-up kits;*
- *Training instructors and their skills (including the sufficiency of the training duration);*
- *Training and reference materials;*
- *Accreditation courses;*

- *Internship and apprenticeship opportunities and Mentoring and support*

31) To what extent are you or your colleagues utilizing the knowledge and skills acquired as a beneficiary of the Jua kali and/or Songhai model programme? (Discuss and probe)

32) What recommendations would you suggest to improve on Green Jobs Programme to increase employment and labour productivity among youth, women, and PWDs?

Probe for the business skills and training, operations and management, the equipment given e.g metal works and fabrication equipment, milling machines, Electric ovens, saloon equipment, sewing machines, and others)

12. As beneficiaries of the Jua kali and/or Songhai model programme, what are the major challenges and constraints you face in meeting your aspirations?

13. Any other general comments that you have about the programme?

THANK THE RESPONDENTS FOR THEIR TIME

PROCESS EVALUATION OF THE PROMOTION OF GREEN JOBS PROGRAMME

Key Informant Interview Guide for Apprenticeship and graduate volunteer

Key informant Guide

Dear Sir/Madam;

Good Morning/Afternoon. I am _____. I am part of a team of researchers from the Office of the Prime Minister and the Ministry of Gender Labour and Social Development. We are conducting a study among graduates from the national apprenticeship and graduate volunteer scheme implemented by the Ministry of Gender labour and social development.

As a beneficiary of the apprenticeship programme, your input is important, and we would appreciate your uninterrupted availability for this interview. The information that you will share will be used to synthesize study findings and recommendations. We will be **recording** your responses but will not record any identifying information for the research and all data will be strictly **confidential**.

I would like to ask you questions about roles and responsibilities, partnerships and coordination efforts, monitoring and evaluation, human resources among others for the Promotion of the Green Jobs Programme.

Participating in this study is completely **voluntary**. If you are uncomfortable with being a part of this discussion, you are free to opt-out now or at any time during the discussion. You can also choose not to answer any of the questions that make you feel uncomfortable. Please stop us at any time during the interview if you have questions or concerns.

Would you like to participate in the study? Yes: No:
.....

TO BE FILLED BY THE INTERVIEWER

Date:

Name of the Institution attached to:

Name of the Respondent:

Designation of the Respondent:

Mobile Number of the Respondent (*optional*):

Email id:

1. Before we start, tell me a little bit about yourself in terms of where you are residing and what you are doing at the moment?
2. Have you been part of the graduate volunteer trainee?

Probe for

The year/cohort

Name of the employer

Year completed the apprenticeship programme

3. How did you learn about the apprenticeship and volunteer programme implemented by MOGLSD?

Probe for

How they were selected

How they got to know about the program

Any knowledge about the selection criteria

4. On a typical day, what tasks were you/are you currently performing at the organization /company during your apprenticeship?
5. In your opinion, do you think you received sufficient coaching and mentoring from your direct supervisor as you went along with your duties? (Discuss and probe for reasons why)?

6. On a scale of 1 to 5, how would you rate the safety of your working environment while you were at the apprenticeship program? (Discuss and probe)
(1-very bad, 2-bad 3-fairly good 4-good 5-excellent)
7. To what extent are you utilizing the knowledge and skills you acquired during the apprenticeship programme at your current job. *Probe for integrating the skills in their current/future jobs*
8. On a scale of 1-5, are you currently and/or were you satisfied with your placement?
(1-not at all, 2-somewhat 3-fairly satisfied 4-satisfied 5-very satisfied)
9. If not satisfied (1&2), what are the key issues that should be changed for future apprenticeships and volunteers?
10. What are your career aspirations/goals? *Probe for whether the apprenticeship and volunteer meets/met their career aspirations?* (Discuss and probe)
11. What aspects of the apprenticeship and volunteer graduate program did/do you like most and why? Probe for the reason why they like the aspects mentioned
12. Would you recommend the apprenticeship and graduate volunteer scheme to a friend, colleague, or relative? *Probe for reasons for the answer provided*
13. Which additional aspects would you recommend be added to the apprenticeship and graduate volunteer scheme to make the graduates

more marketable, employable, and skilled?

14. What are the major challenges you faced during your apprenticeship placement over the period? How best can those challenges be overcome in future apprenticeship programmes?

15. What specific recommendations can you give in improving future apprenticeship program (*Probe for recommendations for both the employer and MOGLSD*)

Apprenticeship and graduate volunteer structures Questionnaire
SURVEY AMONG GRADUATES OF THE GRADUATE VOLUNTEER PROGRAM

Dear Sir/Madam;

Good Morning/Afternoon. I am _____. I am part of a team of researchers from the Office of the Prime Minister and the ministry of gender labour and social development. We are conducting a study among graduates from the national apprenticeship and graduate volunteer scheme implemented by the Ministry of Gender labour and social development.

The data obtained will assist the ministry of gender labour and social development to effectively formulate and implement similar programmes in future. You are kindly requested to spare some few minutes to help complete the survey tool. All information obtained will be treated with utmost confidentiality.

SECTION A: PERSONAL INFORMATION

1. Name of graduate trainee:.....
2. Gender a. Female b. Male
3. Telephone contact(s)
4. E-mail contact(s):.....
5. Cohort: 1. Cohort 1 2. Cohort 2 3. Cohort 3
6. Year completed apprenticeship:

SECTION B: EMPLOYMENT HISTORY

7. Are u currently employed?
 - a. Formally Employed
 - b. Internship/apprenticeship
 - c. Not Employed
 - d. Never Been employed
 - e. Self employed (If response is c, d and e, please go to question 10)

9. Name of employer:

10. What were/are the terms of employment?

- a) Permanent/Full Time b) Part Time
 c) Self employed d) Family Business
 e) Temporary **(Skip to question 13 if NOT self employed)**

A	Agriculture	b)	Research	c)	Judiciary
d)	Water and Sanitation	e)	ICT	f)	Manufacturing
g)	Finance/Banking/ Audit/Accounts	h)	Hotels / Tourism/ Hospitality	i)	Social Work
j)	Health	k)	Mining	l)	Public Administration
m)	Higher/Tertiary education	n)	Trade	o)	Construction
p)	Primary education	q)	Transport	r)	Energy/ Electricity/ Petroleum/Gas
s)	Secondary education	t)	Insurance	u)	Religious
v)	Security	w)	Local Government	x)	Telecom
Y	<i>Other (specify)</i>				

11. In what sector would you classify the activities of your employer?

13. Is your current job related to your field of study/discipline?

- a. Yes b. No **(If Yes Skip to question 29)**

14. (If No to question 13), why did you change your career?

- a. Lack of career progression b. Poor remuneration
 c. Poor working conditions d. Inappropriate skills
 e. Limited opportunities in my career
 f. Other (***please specify***).....

15. On a typical working day, what key tasks/activities do people like you perform at your various workplaces?

SECTION C: SKILLS ACQUISITION, QUALITY OF TRAINING AND

c. Recommend with adjustments

d. Not Recommend

21a. Provide reasons for your answer in 17 above

.....
.....
.....

22. Which additional aspects would you recommend to be added to the apprenticeship and graduate volunteer scheme to make the graduates more marketable, employable and skilled?

a..... b..... c.....
..... d.....

THANK YOU

End Interview

