



**Alternative Livelihoods for
Youth Affected and Infected
by HIV & AIDS through Skill
Development and Youth
Volunteering**

Project Evaluation

(Final Report)

January 2013

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1. Introduction and Objective

1.1. Introduction

Mary Joy Development Association (MJDA) is a nongovernmental, non religious, non political and non-profit making organization operating within Ethiopia. The organization is registered with the Ethiopian Charities and Societies Agency and is guided by its vision to see a poverty free, empowered and healthy society. MJDA was established in 1994 with a mission of working towards empowering vulnerable and underserved community groups through integrated development programs. So far, the organization has been working to make target communities become HIV/AIDs competent and improve their livelihood. Accordingly, MJDA has been working through integrated urban development programs in collaboration with different international NGOs, government institutions and community-based organizations to improve the health and living conditions of some of the poorest people in its operational sites.

MJDA began its operation in one of the then outskirts of Addis Ababa which is called Asko and gradually extended its implementation areas to Kolfie-Keranio, Gulelle and Yeka sub-cities of Addis Ababa and 11 towns of the Southern Nations, Nationalities and People Regional State (SNNPR) that cover a total of 63 kebeles.

The major program thematic areas of MJDA revolve livelihood enhancement, organizational capacity building, and resource mobilization. The livelihood enhancement program includes education, primary health, economic strengthening, and environment protection. The cross-cutting issues on which the organization works are: capacity building of community, stakeholders and institutions; reproductive health; HIV & AIDS; gender and disability and child protection mainstreaming. The main target groups of the community are vulnerable children, women and unemployed youth.

In the past two years, MJDA has been implementing a UNDP/UNV-sponsored project entitled "Alternative **Livelihoods for Youth Affected and Infected by HIV & AIDS through Skill Development and Youth Volunteering**". The project was

implemented in 9 woredas of Gulele (1, 3, 7 and 10) and Kolfe-Keranyo (10, 11, 13, 14 and 15) Sub-cities from July 2010 to December 31, 2012. The general objective of the project was to contribute to the improvement of the quality of life of youth affected and infected by HIV/AIDS in the target woredas.

With the project coming to an end on December 31, 2012, Encore Employment, Training & Consultancy Services Plc was commissioned by MJDA to conduct the evaluation of the project. This report relates to the evaluation conducted by the consultants during the period of November and December 2012.

1.2. Objective and Scope of Evaluation

The objective of the consultancy service was to conduct a terminal evaluation of the project on the basis of the technical proposal submitted by the consultants and approved by the Client.

After providing a short overview of the intervention logic underlying the project, the report explains the methodology used during the evaluation and proceeds to the reporting of the findings of the Consultants. The findings are organized under the conventional themes that are normally covered during such evaluations and assess the project from the perspective of its relevance, effectiveness, efficiency, impact and sustainability. The report also identifies and discusses some of the best practices and lessons that should be learned from the project.

2. The Intervention Logic

The literature indicates that poverty contributes to HIV and HIV contributes to poverty suggesting that the causation is bi-directional. On the one hand, poverty fosters the spread of the illness and on the other, the illness increases poverty of affected people. The Livelihood project apparently tries to address the problem of poverty created by HIV/AIDS.

Even though it is not explicitly stated in the project document, the intervention is obviously informed by a change vision that broadly defines the process of change which is expected to take place on the beneficiary group. The process involves identifying youth infected or affected by HIV/AIDS and transforming their livelihood through skills development and youth volunteering. A more detailed view of the underlying theory of change of the livelihood component of the project is presented schematically in the following diagram:

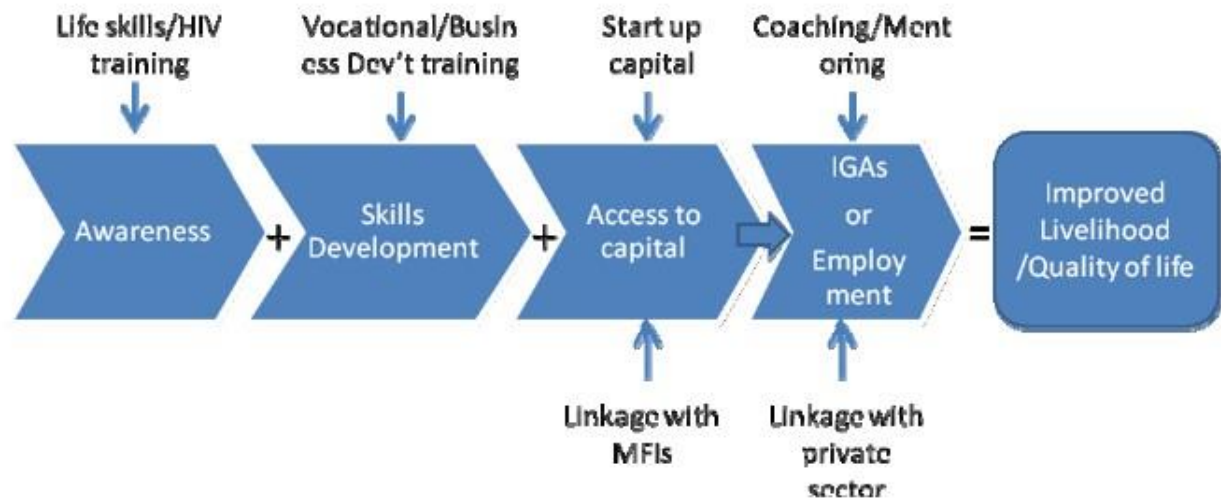


Figure 1: The intervention logic of the livelihood component of the project

In addition to the livelihood component, the project was also supplemented by a component which promotes volunteerism among the youth. According to the project document, this volunteerism component is what makes the project unique.

However, the rationale for the bundling of this component with the livelihood component was not explained at length in the project document which simply states that this component is expected to produce multiplier effects in the long run by strengthening local community and private sector participation and volunteerism.

3. Methodology

3.1. Data Collection Methods and Tools

A combination of both quantitative and qualitative methods was used for undertaking the evaluation. These included document review, interview, Focus Group Discussions (FGD), and physical observation as described below:

- a. **Document Review:** pertinent documents supplied by the project office within MJDA were reviewed. These include the project document, baseline data document, periodic progress reports, annual project progress reports, monitoring reports, and review meeting reports
- b. **Interviews:** In-depth interviews were conducted with project staff, beneficiaries, and representatives of pertinent offices as shown in the Table 1 below.

Table 1- Respondents for the Interviews

Respondent	Number	Remark
Project staff	3	<ul style="list-style-type: none">• MJDA Project Advisor• Project coordinator• UNV Project Manager
Youth beneficiaries	10	5 Gulele and 5 Kolfe-Keranyo
Representatives from:		
o Children, Women & Youth Offices (sub-city and Woreda level)	4	Head of CWY
o MFIs (woreda level)		
o Iddirs	2	Accountants from each Sub-city
o BoFED	2	1 from each Sub-city
Peer Mothers	1	
	2	1 from each Sub-city

- c. **Focus Group Discussion (FGD):** Two FGDs were conducted with the youth beneficiaries. (1 in each sub-city).
- d. **Questionnaire:** A Survey questionnaire was prepared to be administered on 30 randomly selected youth beneficiaries from both the Kolfe-Kerayo and Gulele target Woredas. The main purpose of the survey was to assess the changes observed in the livelihood and economic status of the youth after the implementation of the project. Twenty nine of the randomly selected beneficiaries appeared and filled out the questionnaires in the presence of the consultants.
- e. **Physical Observation (Field Visit):** The field work took 5 consecutive full working days to collect data and information from the various sources and to visit sample IGA ventures of beneficiaries in both Kolfe-Keranyo and Gulele Sub-cities

Data/information collection instruments were developed and used for collecting the necessary data and information. The instruments used in the field work are presented in the Table 2 below.

Table 2 - Data Collection Instruments Used

Data Collection Tool	Respondents
Project staff interview questions	Project staff
Beneficiaries questionnaire	Beneficiaries
Beneficiary interview questions	Beneficiaries
IGA visit guide	Beneficiaries
Focus Group Discussion guide	Beneficiaries
Organizational stakeholders interview questions	Children, Women & Youth Office, MFIs, CBOs, BoFED

The information gathered through the survey questionnaire were encoded and processed and analyzed using the SPSS Software.

3.2. Sampling

A simple random sampling approach was used to select respondents for the survey questionnaire and for the FGDs. The total number of youth beneficiaries as reported by the project office was 165 (84 provided with start-up capital, 71 provided with TVET training and 10 provided with both start-up capital and TVET training). Thus, the sampling frame was these three categories of youth beneficiaries. The Consultants randomly selected the beneficiaries from each of these categories and the project office facilitated the meetings between the consultants and the selected individuals.

The number and gender mix of the selected respondents is summarized in Table 3 below.

Table 3 - Number of Participants in the Youth Interview, Questionnaire and FGD

	Male	Female	Total
Interview	4	6	10
Survey Questionnaire	14	15	29
FGD	7	14	21
Total	25	35	60
Percentage	42%	58%	

4. Findings

4.1. Project Relevance

4.1.1. Socio-economic Perspective of Target Areas

According to a survey conducted by CSA in 2011, the total urban population of Ethiopia was estimated at 13,093,359. The survey puts the overall urban unemployment rate at 18% with the unemployment rate for women standing at a relatively higher level (25.3%) compared to 11.4% for men. The same survey puts the unemployment rate for youth (aged 15-29 years) in urban areas at 23.7% (female 30.3% and male 16.5%).

According to this Survey, Addis Ababa registered an overall unemployment rate of 25.1%, which was the highest rate of unemployment compared to all regions in the Country (male 17.3% and female 33.7%).

The Alternative Livelihood for Youth affected and infected by HIV/AIDS through Skills Development and Youth Volunteering was implemented in two sub cities of Addis Ababa (Kolfé-Keranyo and Gulele) with the intention of contributing to the improvement of the quality of life of youth affected and infected by HIV & AIDS.

According to some reports, perhaps with the exception of Yeka and Akaki-Kaliti sub-cities, the two sub-cities have the highest number of poor people residing in Addis Ababa. For example, according to a study conducted by UN Habitat, close to 60% of the population in Kolfé-Keranyo was classified as very poor, near poor or poor (see graph below).

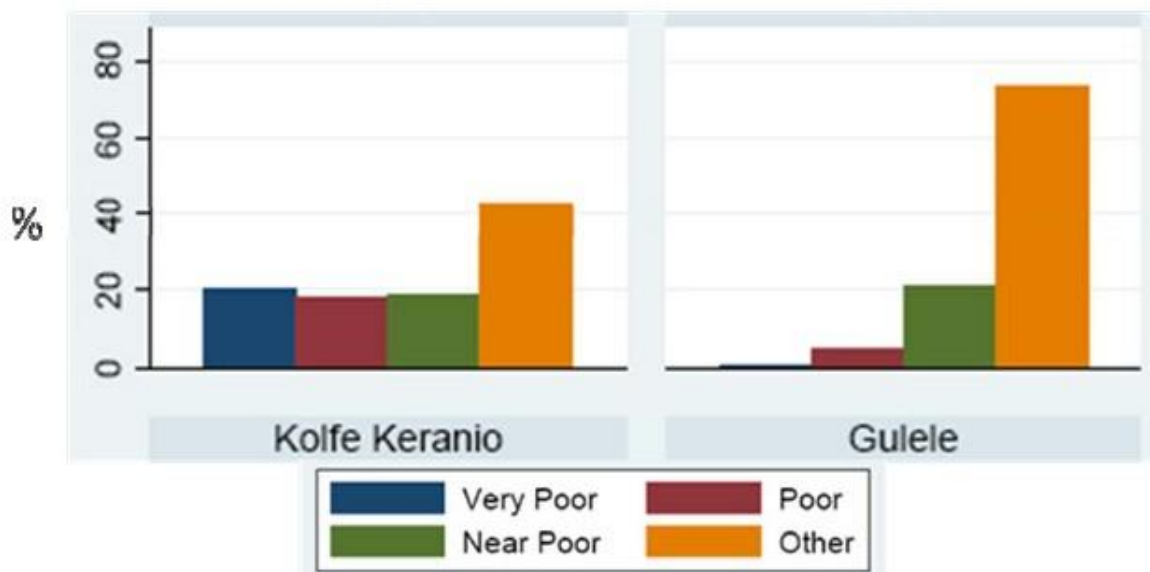


Figure 2 - The degree of poverty in Kolfe Keranyo and Gulele Sub-cities

Source: UN Habitat, Cities & Citizens Series, Urban Iniquities in Three Cities: Addis Ababa, Casablanca, Lagos (2003)

The over concentration of poor households in the two sub-cities can be explained by the fact that similar to most big cities of the world, the unemployed and economically marginalized segments of the population tend to concentrate and converge on specific localities of the City. Addis Ababa continues to be an economic magnet attracting a persistent influx of people from the regions; and it is observed that most migrants from rural areas often settle in the sub cities on the outskirts of the City because they are attracted by cheaper accommodation and the better potential to earn a living from the informal sector.

Some of the features of the two sub-cities where the project has been operating are presented in the following boxes.

Kolfe-Keranyo sub-city

Kolfe-Keraniyo sub-city has the largest population of Addis Ababa, 476,089 in 2012, accounting for 16% of the City's population. Based on the proportion of youth out of the total population using the 2007 Census as a basis (42.5%), the youth population is estimated at 202,338.

Economic activities: The inhabitants of Kolfe-Keranyo Sub-city are engaged in various types of economic activities. A detailed socio-economic study conducted in 2006* in Kolfe sub-city indicated a variety of activities undertaken by community members - street vending, sale of second-hand clothes, petty trade in variety of consumer commodities, brokerage, commercial sex, embroidery and spinning, farming, trading business, daily labor, begging etc.

HIV/AIDS:

Prior studies (2006)* indicate that the number of orphans in the sub-city has been increasing due to death of parents due to HIV/AIDS or tuberculosis. At the time of the Project design the number of persons living with HIV was estimated at 20,000, some of whom were being supported by WFP and NGOs operating in the sub city.

*Tekola, B., Tefalet, D. et al. Ethiopian Urban Studies, Kolfe Area, 2006

The specific localities within which the livelihood project was operating in the Kolfe-Keranyo sub-city are populated by families and individuals who have internally migrated seeking cheaper accommodation and anonymity when the HIV pandemic was at its highest peak and the stigma and discrimination associated with HIV/AIDS was most severe. Some are migrants from rural areas who have come to the city hoping for better economic opportunities but remain stuck at the lowest rungs of the urban economy. Most families in the area live in shacks illegally built on very marginal land which lacks even the most basic amenities.

Gullele Sub-city

The projected population of Gulelie sub-city is 297,073 people in 2012. It is the 5th populous sub-city of Addis Ababa. Based on the youth rate determined using the 2007 Census (42.5%), the youth population (aged 15-29) is estimated at 126,256. The sub city is characterized by unemployment, high prevalence of HIV&AIDS, and OVCs.

Economic activities: Members of the community are engaged in various Activities such as "Shema" work, daily labor, firewood collection and sale, pottery, "gullit" and road-side petty trade etc.

HIV/AIDS: Information obtained from the Sub-city indicates that there were an estimated of 20,000 people living with HIV/AIDS in the Sub-city in 2003 E.C. This was about 6.7% of the total population and 9.5% of the total people living with HIV/AIDS in the Addis Ababa. There were also an estimated of 17,226 orphan and vulnerable children in the Sub-city in 2003 E.C.

The Gulele sub-city, specially the specific areas in which the project operated, has similar features as Kolfe-keranyo. This area also attracts a lot of migrants (including very young children) from the SNNP region who come in search of work in the traditional cloth weaving (Shema) industry. These children often end up working under exploitative conditions and remain stuck in low paying jobs.

It is, therefore, possible to conclude that the localities in which the livelihood project operated are definitely some of the areas within Addis Ababa that deserve the attention of donors and charities working on the improvement of the quality of life of the population. Additional statistics that supports the decision to target the two sub cities are presented in Table 4 below.

Table 4 - Socio-economic Indicators for Kolfe Keranyo and Gulele Sub-cities

	Socio-economic Indicator	Kolfe-keranyo	Gulele
1	Percentage of female-headed households	23.7	44.8
2	Percentage of Children aged 6-17 not attending school	41.5	20.9
3	Percentage of households sharing toilets	43.2	70.6
4	Percentage of households without electricity connection	13.1	5.8

Source: UN Habitat, Cities & Citizens Series, Urban Iniquities in Three Cities: Addis Ababa, Casablanca, Lagos (2003)

In light of the forgoing observations regarding poverty levels in the two sub-cities, it is fair to conclude that the project's decision to target beneficiaries within the two sub-cities was appropriate and relevant.

4.1.2. Government Policies and Priorities Perspective

The relevance of the project can also be evaluated from the perspective of its contribution to the government's general poverty reduction policy through the creation of employment opportunities for the youth and the effort to address the impact of HIV/AIDS through volunteerism and broad-based community participation. In this respect, the focus of the project on youth affected and infected by HIV/AIDS and providing them with vocational skills to make them economically productive citizens contributes to the government's effort to reduce poverty and address the needs of vulnerable groups. In this sense the project also contributes (though at a small scale) to the effort of the Government to achieve the Millennium Development Goals 1 and 6 related to the reduction of poverty and HIV/AIDS as well as to the realization of the Growth and Transformation Plan.

4.1.3. Beneficiaries' Perspective

The project's relevance and significance would be even more pronounced when seen from the perspective of the beneficiaries some of whom indicated that they were at the point of desperation and hopelessness before they joined the project. Some indicated that they were working on casual work, hanging out

aimlessly in their neighborhood, and were victims of addictive behaviors (khat chewing, drinking etc.) These individuals were generally at the lowest ebb of their life before “they were rescued by the project” – to use their own expression. Those who received TVET training stated that they would never have dreamt of getting the training as their families could not afford the tuition fees and other costs associated with the training. Therefore, it is easy to conclude that, had it not been for the support they received from the project, these individuals would still be roaming the streets with little hope to improve their economic status.

The general conclusion is that the livelihood project was a relevant intervention when it is viewed in the context of the macro-environment (the high level of poverty in the two sub-cities, the Government’s youth policy and strategy to address youth unemployment by focusing on vocational training and micro-enterprises) as well as the desperate economic position of the beneficiaries before the project. It was also a relevant intervention in that it tried to mitigate the poverty experienced by individuals and families affected by HIV/AIDS.

With the positive changes that have taken place in the fight against HIV/AIDS after the introduction of ART, the focus has progressively shifted from providing home-based care to patients to that of improving the economic status of affected households. The households and individuals who became beneficiaries of the project were selected through a participatory process involving community institutions (such as Iddirs and peer mothers) and government institutions and were obviously among those which are economically marginalized and most deserving. The survey on 29 randomly selected beneficiaries for example indicated that 86% have either siblings or their own children. On average the sampled beneficiaries had 2.6 siblings (some as large as 7) indicating a potentially high family responsibility and economic burden on their shoulders.

The Consultants also examined the strategy used by the project to address the problem of youth unemployment in the target woredas. The following general strategies were adopted by the project:

- Undertaking of a baseline survey before the project started so that the project design will be informed on the needs of the youth and their status before the intervention;
- Use of multiple community-level groups and stakeholders to identify and select vulnerable and unemployed youth in the target Woredas;
- Provision of life skill, business development and vocational skill trainings aimed at developing the personality, business and vocational skills of the target group – a holistic approach which increases the chance of success of the project;
- Facilitating employment or IGA start-up through provision of start-up capital with controls over its proper use
- Periodic follow-up and joint review and planning meetings to address problems and find remedial solutions.

The Consultants view was that these strategies of the project were appropriate and relevant for addressing the problem of youth unemployment.

However, an important strategy that has not been given due attention during project implementation was the creation of market linkages to the IGA operators. This could probably be explained by the fact that the timeframe of the project was too short and did not allow consideration of such issues that come after the establishment of the IGAs.

4.1.4. Perspectives of MJDA

Since its establishment, MJDA has been working on integrated urban development programs in collaboration with different international NGOs, government institutions, community-based organizations and volunteers. Even though it was not in a formalized way, MJDA was nevertheless managing around 5000 volunteers before the launching of UNV/UNDP project. The project,

therefore, was relevant in the sense that it provided the organization with an opportunity to formalize and systematize its volunteer mobilization and management system.

4.2. Effectiveness

Generally, effectiveness can be assessed by the extent to which the project has realized its outputs and objectives are met. In the context of the livelihood project, effectiveness can be assessed by:

- Adherence to implementation schedule
- Comparing the activities actually performed with planned activities,
- Examining whether or not the project interventions have addressed the needs of the targeted groups,
Level of utilization of existing community and government structures (iddirs, woreda admin etc), and
- The extent of stakeholders involvement in the project.
-

4.2.1. Adherence to Implementation Schedule

The funding agreement between MJDA and UNV/UNDP was signed in July 2010 with the project having a planned duration of 2 years (July 1, 2010 to June 30, 2012). However, the project suffered from a number of delays and had to contend with a number of obstacles associated with the signing of the agreement between MJDA and the government offices that have the legal

mandate to sign project agreements. While these delays did not completely prevent MJDA from going ahead with the implementation of the project, the circumstance under which the project agreement was signed has not been helpful in keeping a smooth relationship between MJDA and the relevant government offices.

For understandable reasons, the Addis Ababa BoFED office indicated that it will start counting the implementation period of 2 years from the date of the signing of the project agreement with it which - as indicated in the project timeline below – took place long after the 2 year funding agreement was signed with UNV/UNDP.

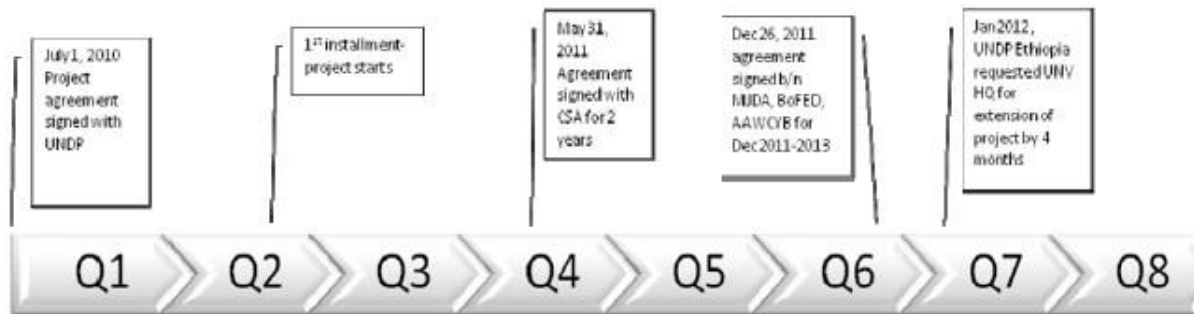


Figure 3 - Important milestones in the life of the project

The donor, on its side, has been operating on the assumption (which is also understandable) that the project will be completed according to the original timetable - with an extension up to December 31, 2012 to make up for the delay in releasing the first installment of the fund.

This has now created a problem with BoFED which insists that the project has yet some more time to cover before it can be terminated. On the other hand the donor plans to stick to the original timetable with an extension of just 6 months.

Looking beyond the immediate effects of these administrative obstacles, it will be justifiable to ask whether these delays and uncertainties have adversely affected the rhythm and quality of the work of the project. Delays and uncertainties - whether they are caused by administrative obstacles or the delayed releases of funds - can have adverse impact on the pace and quality of project work. Delays naturally create backlogs and put pressure on project staff who must make up for lost time and meet time-bound targets.

In order to assess whether there are indications that the delays may have caused such adverse effects (through over-concentration of activities and budget expenditures in a relatively short period of time), the actual expenditures of the project were graphed against the original timeline of the

project.

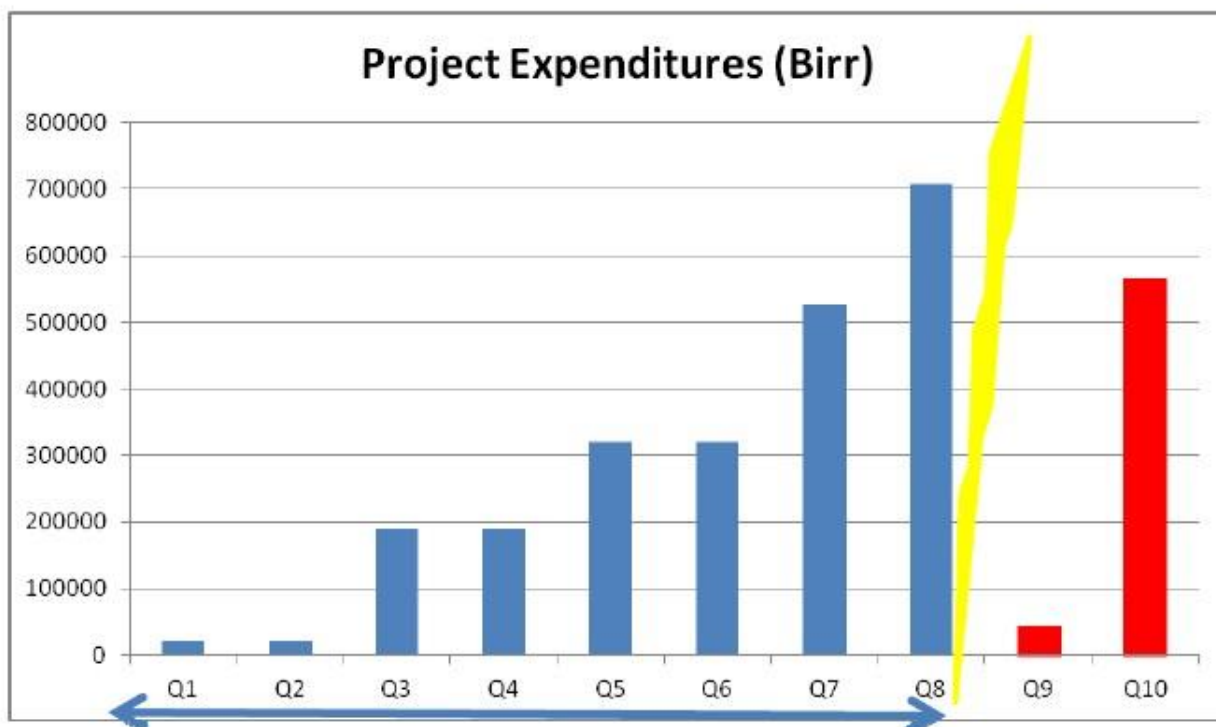


Figure 4 - Actual project expenditures during the life of the project

Note: The expenditures for Q1 to Q6 are averages derived from the 6 month expenditure reports.

From the graph, it is possible to observe that some 24% of the project's expenditure occurred in the 8th quarter which could be indicative of a heightened level of activity towards the closure of the project. The result of the exercise also shows that some 21% of the total expenditures of the project will occur in the 9th and 10th quarters (outside the original timeline indicated by the blue line).

While it is difficult to measure the impact of such delays and backlogs on the quality of work accomplished by a project and its staff, it is quite reasonable to assume that quality of work can suffer when activities have to be rushed to make up for lost time. In the case of the livelihood project, for example, it was noted that there were some beneficiaries who are still in training and have yet to graduate at the time of this terminal evaluation which indicates that there was not sufficient time to complete some critical project activities.

The project staff and other MJDA staff interviewed by the Consultants indicated that part of the explanation was the delay in the release of funds by the funding organization and the initial delays in the selection of beneficiaries by the Woredas.

4.2.2. Achievement of planned activities

The project had one General Objective/Goal and 2 Specific Objectives. Objective 1 (with 17 planned activities) relates to the improvement of the socio-economic status of youth beneficiaries. Objective 2 was associated with

capacity building of MJDA and the promotion of volunteerism and had a total of 11 planned activities. Table 5 below presents the accomplishment status of the planned project activities:

Table 5 - Status of Project Activities at the time of Final Evaluation

Specific Objectives	No. of Planned Activities	No. of Activities Done	Remark
Objective 1 - Youth beneficiary activities	17	17	All activities completed by Dec 31, 2012
Objective 2: Capacity Building and Volunteerism activities:			
MJDA Capacity Building Activities	4	4	Fully done
Volunteerism activities	7	7	All activities completed by December 31, 2012

The initial project plan was to identify and support 100 youth beneficiaries who are affected/infected by HIV/AIDS from the 9 target woredas of Kolfe-Keranyo and Gulele Sub-cities and improve their socio-economic status. By the end of the project period, however, a total of 165 beneficiaries were provided with support indicating that the actual number exceeded the plan by 65% (See Table 6 below. The achievement is summarized as follows:

Table 6 - Comparison of Planned and Actual Physical Performance

	Plan/Target (number)			Actual (number)			Achievement (%)
	Male	Female	Total	Male	Female	Total	
Number of youth beneficiaries enrolled in the project from the two Sub-cities	40 40%	60 (60%)	100	77 46.7%	88 53.3%	165	165%
Provision of business and vocational training	40 40%	60 60%	100	89 47%	100 53%	189*	189%
Number of youth who received start-up capital ¹	24 40%	36 60%	60	48 51%	46 49%	94	157%

* Some were dropped by the project during the subsequent screening during the training period

In all three aspects, the actual number of beneficiaries who enrolled and received service from the project exceeded the plan. This can be taken as a sign of success especially in light of the large number of young and unemployed youth in the City and the target sub-cities. On the other hand, the planned gender distribution of beneficiaries was not achieved. The overall actual gender distribution turned out to be 53% female and 47% male, which is slightly lower than the planned gender mix. In light of the relatively high unemployment rate for females in Addis Ababa (male 17.3 and female 33.7 in 2011), maintaining the planned gender mix (40/60) would have been desirable and more appropriate. However, the explanation provided to the consultants indicated that this was not due to an oversight or lack of effort from side of the project staff. Rather it was related to the fact that, because of the disproportionately high burden they bear when it comes to running their family, not many women were keen to register in the project.

The services that were provided by the project included skills training, provision of training materials and allowances, arranging linkages with micro-finance institutions, experience sharing visits as well as providing start-up capital to those who will start individual or group IGAs.

¹ The total start-up capital provided to beneficiaries amounted to Birr 532,000 while budget was Birr 300,000. The overspending of Birr 232,000 can be attributed mainly to the increase in the number of beneficiaries enrolled.

The returns from the survey questionnaire administered during the terminal evaluation indicated a very high level of satisfaction of beneficiaries with the services provided to them by the project. See Fig 5 below:

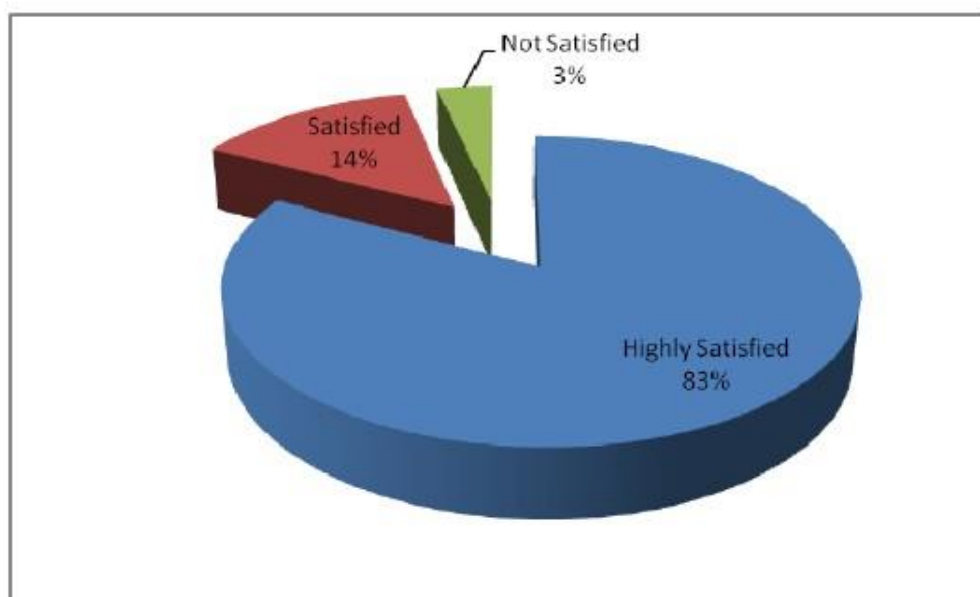


Figure 5 - Satisfaction rates of beneficiaries with project services

The following table presents the status of the 165 youth beneficiaries of the project at the time of the terminal evaluation:

Table 7 - Status of Youth Beneficiaries at the time of Evaluation

	Gulele	Kolfe- Keranyo	Total	%
Individual IGA Operators	22	18	40	24%
Group IGA Operators	10	34	44	27%
Employed	8	20	28	17%
Waiting to start group IGA	10	0	10	6%
On training	15	22	37	22%
On apprenticeship	2	2	4	2%
Discontinued IGA (drop out)	0	1	1	1%
Searching for Job	0	1	1	1%
Total	67	98	165	100%

As presented in the above table, 112 of the 165 (68%) of the beneficiaries were either engaged in income generating activities or working as hired employees at the time of the terminal evaluation of the project. The records also showed that 8 beneficiaries enrolled in the project dropped out during the project life.

Out of the 29 individuals who have already graduated from TVET and were seeking employment, 28 have already secured a job which shows a success rate of 97%. This encouraging outcome was attributed to the strong linkage which was forged with the private sector by the project. Given this track record it would also be reasonable to assume that those who are still in training will also have a good chance of landing a job as well.

The project document did not state any quota for the two target Sub-cities or Woredas. However, the actual distribution shows that 41% of the beneficiaries were from Gulele and 59% from Kolfe- Keranyo. In any case, the higher youth intake from the Kolfe-Keranyo Sub-city may be justified in light of the larger population and consequently larger youth population in the Sub-city. Thus, it can be said that the project was effective in drawing an equitable number of beneficiaries from the two target Sub-cities.

Twenty eight of the youth beneficiaries (61%) are currently employed and work as taxi drivers (5) and hairdressers (23). Since the baseline condition indicates that beneficiaries had no skill or regular employment at the initiation of the project, it can be concluded that their employment status changed because of the marketable skills they acquired through the project. Thus, the project can be said to have been effective in improving the vocational and business development skills of the target beneficiaries – and hence their capacity to earn a living through self-employment or employment.

The 2nd Specific Objective of the project relates to capacity development of MJDA and its partners on the mobilization and management of youth volunteers and the promotion of volunteerism to mitigate the impact of HIV & AIDS and poverty. With regard to capacity building, there were 4 activities aimed at enhancing MJDA's capacity in the area of mobilization and management of volunteers. The activities focused on training, experience sharing, and reviewing and developing procedures. Budgets were allocated for 3 of the 4 activities but the fourth activity (review of procedures, financial management, etc,) was not allocated any budget because it was considered to be part of the responsibility of the UNV staff.

Reports show that all the activities planned under the objective were performed: MJDA staff and representatives of its partner organizations were trained on volunteer solicitation and management as well as on fund raising and local resource mobilization. Furthermore, a volunteer management guideline was prepared and implemented for MJDA in English and then translated to Amharic.. A comparison of the plan and actual performance of the first three capacity building activities is presented in the table below.

Table 8 - Plan and Actual Performance of Sample Capacity Building Activities

No	Planned Project Activities	Unit Measure	Plan		Actual Performance				Remark
					Physical				
			Phy	Financial	MF Total	Financial			
3.1.1	Organize volunteer solicitation training Train community	# of participants	259,821		1892716,978				108% physical achievement and 173% financial utilization
3.1.2	volunteers ... on community mobilization and local fundraising Run sessions to share experiences	# of Participants	25	60,887	7	4	11	65,579	44% physical achievement and 108% financial utilization
3.1.3	and twin programs	# of participants	100	11,977					Activity organized and performed by UNV Ethiopia Office. Duplication of activity avoided

In the case of the first two activities, gender balance was skewed towards male participants and actual financial utilizations were very high.

Overall, the Consultants believe that MJDA staff have gained useful insights from the above capacity building activities and learned some useful lessons from their close association with the project. Thus, it can be concluded that the 2nd specific objective of the project associated with the capacity enhancement of MJDA and its partner organizations has been realized.

The other aspect of the second objective relates to the promotion of volunteerism. This included activities intended to raise the awareness of community members about the role of youth volunteerism in the mitigation of the impact of HIV & AIDS and poverty. Over 12 events and programs with a main focus on volunteerism were undertaken (training, workshop/meetings, radio broadcast, IEC/BCC, IYV and, recognition and certification event, etc). All these events had volunteerism as their main theme (awareness, promotion, solicitation, recognition, importance,



networking etc.). The project's volunteerism related activities addressed diverse groups – MJDA staff, the youth, officials from government structures, volunteers, school community, radio audience, peer mothers, individuals from the private sector, etc.

A total of 150 volunteers were mobilized by the project in the areas of environmental cleaning, home-based care for orphans and elders as well as awareness creation regarding HIV prevention and the role of volunteerism. The project reportedly reached approximately 6,000 community members and 12 million people addressed through 12 radio programs of 30 minutes duration each.

Annex 4 presents a summary of the events undertaken with regard to the promotion of volunteerism.

4.2.3. Leveraging project activities through community and government structures

The success of projects that address social and economic problems that are deeply embedded within the society (such as unemployment and HIV/AIDS), in part depends on how effectively they leverage their effort on existing community and government structures and resources.

When seen from this perspective, the livelihood project has made significant effort to put grassroots community institutions on board and effectively utilized their service to promote the objectives of the project. The project has been able to effectively exploit the services of Iddirs and peer mothers during the beneficiary identification and selection process. It has also involved these institutions during follow-up and the regular monitoring and evaluation process which creates a sense of ownership and concern within the community. The

opinions expressed by members of these community organizations during the interviews indicated that they valued the periodic consultation they make with the project staff.

Similarly, the project has been working closely with relevant government sector offices such as the Women, Children and Youth Affairs (WCYA) offices at both the Woreda and Sub-city levels as well as the Addis Ababa Bureau of Finance and Economic Development (BoFED). However, the involvement of other government offices which have been identified as stakeholders in the original project document was either negligible or very marginal (see next section).

4.2.4. Stakeholders' Involvement

A number of stakeholders were anticipated to participate in the implementation of the project. The main stakeholders within the government structure included AABoFED, WYC Affairs Bureaus and offices, health offices at Sub-city and woreda level, and MSED offices at sub-city and woreda level. Others were community groups (iddirs, peer mothers groups, youth & women forums). The roles of these stakeholders in the project were clearly specified in the Project Document.

The project has been conducting regular review meetings with the stakeholders to discuss on the progress of the project (Minutes Oct. 2011, Jan. 2012, April 2012 and Nov 2012). Parties invited to such meetings included representative from WCY, MFI, woreda administration, health office, training and education coordination office, Iddirs, youth and women associations, peer mother groups, and direct beneficiaries. As indicated earlier, some of the stakeholders from within the Government structure were very active in their involvement during the implementation of the project, particularly, the WCY Affairs offices at the Sub-city and woreda level. However, the woreda level MSED Office which could have played critical support to the project - particularly in the form of finding market linkages and facilitating working spaces for IGA operators - had no visible involvement during the implementation of the project². Similarly, the involvement of the woreda administration and the health offices were marginal.

² According to the project document, the role of the MESD Office (sub city and woreda level) in the project was to providing technical and financial support, following up of IGAs, sharing IGAs best practices and successes, and facilitating referral linkages to the beneficiaries.

The interviews with project staff indicated that project stakeholders (especially government offices) seldom react to invitations to come and get involved in project related activities. Therefore, they have been using a more proactive approach where the project staff go to the stakeholders and engage them at their office instead of expecting them to come and get involved. This approach seems to have worked very well, especially with the WCYA office both at the woreda and sub-city levels. On the other hand, it seems that the project did not succeed in bringing the MSED and health offices fully on board like the other government stakeholders.

4.2.5. Involvement of UNV staff

A distinctive nature of the project was that it blended together two components together: a livelihood improvement component and a volunteerism promotion component. Yet another feature of the project was the placement of UNV volunteers to oversee/support the implementation of the project activities.

The observation of the consultants was that the project was uniquely privileged because it had the full and undivided attention of the three UNV staff. It had also a vehicle which was exclusively used by the project. This undivided attention of the UNV staff on the project produced visible and positive results such as a markedly detailed documentation and data base; regular and meticulously prepared reports; effective and frequent engagement of stakeholders; intimate and personal knowledge of individual beneficiaries (including names, addresses, family status etc) by project staff etc.

While some of the staff interviewed by the consultants indicated that the impact of the UNV staff could have been even larger had the project been fully integrated (organizationally and resource wise) with the other activities of MJDA, it was obvious that, even without this integration, the presence of the UNV staff within the project has made significant contributions beyond the immediate borders and scope of the project.

For example the development of the Volunteer Management Guideline for MJDA owes its existence to the involvement of UNV staff. The Guideline describes the volunteer management process from recruitment to graduation. Interviews with project and other staff suggested that MJDA is probably one of the pioneers with this kind work in the whole Country.

The UNV staff (the two livelihood project staff) were also members of the Organizational Development Committee of MJDA which was formed to develop an action plan for change in response to the organizational assessment conducted by Save the Children Denmark. In addition to these, the UNV staff was also credited for introducing the practice of conducting baseline surveys before the implementation of projects and the development of database systems for projects. The exemplary nature of the livelihood project database system was something to which the consultants can personally attest because of their firsthand experience during their search for information for this evaluation.

The UNV staffs have also been working on networking activities with such organization as VSO, UN women and the Spanish Cooperation Office. It was also reported to the consultants, that the staff have been involved in the documentation of success stories for all MJDA projects and 20 such stories were documented and were uploaded on the organization's website.

The forgoing contributions will be definitely organizational resources that will be left behind by the project and can endure beyond the limited lifetime of the project.

At the programming level, however, some of the project staff expressed the opinion that the volunteerism component could have been a separate project in its own right instead of being bundled with the livelihood component. While this programming concern would be worth considering in the future, the immediate conclusion was that the involvement of UNV staff in the project had contributed to the effectiveness of the implementation and had positive spillover effects on the organizational capacity building effort of MJDA.

4.2.6. Project Monitoring

According to the Project Document³, monitoring the progress of the project was to be undertaken by different stakeholders (AABoFED, WCY Affairs offices, and Health Offices at sub-city level) and project staff internally. BoFED was expected to monitor the progress based on quarterly and annual reports while project staff would be responsible for day-to-day follow-up and monitoring.

It was noted that quarterly reports were provided to BoFED in 2012 following the submission of the Gap report for the period July to December 2011. Similarly, annual and periodic reports were submitted to UNDP/UNV.

Review of sample field visit reports by the Consultants indicated that the project staff had been conducting monthly field visits to monitor the TVET centers and the IGAs. Visit of TVET centers was done to determine the status of trainees, check their attendances, and supervise the quality and delivery of the trainings. Field visits of IGAs focused on monitoring how the IGA operators were doing, to follow up on their savings, obtain feedback on the problems/challenges they faced, and provide them with practical advices for

their problems.

The monthly field visits conducted were also discussed in the Quarterly Review Meetings with beneficiaries. In one of the Quarterly Review Meetings with beneficiaries (January 19, 2012), the strengths and weaknesses of the TVET centers were discussed and appropriate plans were formulated. The WCY Affairs Offices were involved in both the monthly field visits and the quarterly review meetings, as facilitators or participants.

The progress of the project and the problems/challenges it encountered had also been discussed in the Quarterly Review Meetings with stakeholders, including a charting of future course of action.

³ Project Document sent to BoFED, December 2011

Our observation indicates that project follow-up and monitoring had been conducted at different levels – field visits at the grass root level, quarterly review meetings with beneficiaries, and quarterly review meetings with stakeholders. It appears that, based on our review of sample field visit and review meeting reports, project follow up and monitoring have been carried out to a satisfactory level.

4.3. Efficiency

Efficiency relates to the relationship of inputs and outputs. It shows how efficiently the resources have been utilized to achieve the target output.

The resources utilized in the project include financial, human, and material resources. The total financial resource at the disposal of the project was Birr 2,866,133, as provided by the Client, which was slightly higher than the initial budget of Birr 2,806,750 stated in the Project Document. The project also had 4 full time staff (a Project Coordinator, Small Scale Enterprise Specialist, HIV & Gender Specialist and a driver) and 1 MJDA staff (community worker) who allocated 20% of her time to the project. The project also had double-cabin vehicle (UN-plated) at its exclusive disposal.

4.3.1. Project Cost Efficiency

A sample of 21 project activities was analyzed in order to assess the project cost efficiency (see Annex 2). The analysis indicated that unit costs for certain activities were higher than the planned unit costs. The overall picture, however, indicates a favorable efficiency variance. Some resource rationalization and cost saving measures had been observed, such as use of the allocated budget to serve a larger number of beneficiaries, which helped to reduce unit costs and financial savings realized by undertaking certain activities by project staff at no charge. For example, project/UNV staff was delivering trainings (business, etc.) to beneficiaries as a cost saving strategy.

Financial resources saved from certain activities were apparently put into use for other activities for which the allocated budgets were insufficient or some

additional spending had to be availed as necessary. Such reallocation decisions are believed to have been done with a view to providing better services to the project's direct beneficiaries. The consultants view is that such flexibility allowed the project to achieve a more rational and effective utilization of the financial resources at its disposal. For example, savings from other activities

have been used to increase the number of youth beneficiaries or provide additional financial support to IGA operators to boost their working capital.

In another case, fund transfer from one activity to another somewhat different activity was also observed. For example for Activity 3.2.1 (volunteerism promotion program on media), 2 events were planned for a total budget of Birr 75,986 (Birr 37,993 per event). The actual spending was Birr 127,000, which resulted in an overspending of Birr 51,014. The excess was covered out of the unutilized amount from Activity 3.2.5 (training session for community groups, beneficiaries and their families on the impact of HIV&AIDS, ARV adherence, GBV and the role of volunteers to fight against stigma and discrimination). The unutilized fund was used to reinforce promotion of volunteerism as part of the celebration of the International Volunteers Day.

Generally, the consultants feel that such flexibility in the allocation of resources should be acceptable as long as the fund transfer from one activity to another is based on justifiable and rational reasons and is applied through transparent and acceptable financial management procedures.

The utilization of financial resource of the project was also assessed in relation to the number of youth beneficiaries served by the project. The assessment indicates that the average actual expenditure per beneficiary was lower than the budgeted amount. This was clearly an outcome of the larger number of beneficiaries who received benefits from the project as compared to the planned number.

	Plan	Actual
Project direct budget for activities related to the youth beneficiaries # (Specific Objective 1)	1,459,687	1,537,279
Youth beneficiaries	100	165
Average amount per beneficiary	14,597	9,317

#. 13 activities were considered (excluding activities 2.1, 2.2, 2.4 and 2.5 for which budgets had not been allocated or the budget was used for other activities)

Though both the actual expenditure and number of beneficiaries were higher than the planned figures, the increase in the number of beneficiaries far

outweighed the increase in the budget which resulted in a lower average budget figure per beneficiary.

4.3.2. Administrative Cost Efficiency

Another dimension examined in the efficiency analysis was assessing the efficiency of the project in the light of the 30/70 criteria set in the Charities and Societies Proclamation and comparing the planned and the actual administrative cost per beneficiary. Table 9 below presents the analysis.

Table 9 - Administrative Cost Efficiency Analysis

		Plan	Actual
1	Total Direct Project Costs	Br. 2,073,710	Br. 2,117,572
2	Administrative Overheads:		
	• Reviewing training centers and trainees and developing supervision, monitoring and evaluation manual (including quarterly meetings)	59,400	28,431
	• Facilitating external auditing		
	• Computer networking and maintenance	72,000	76,360
	• Utilities (telephone bill ,telephone line, mobile card	23,558	25,747
	,internet bill, water and electricity	64,731	72,089
	• Vehicle maintenance and running cost (lubricants, fuel etc)		
	• Vehicle insurance	293,118	301,651
	• Other administrative costs related to operational expenses (10% of total)	19,677	11,401
	Sub-total	259,939	232,878
	Total Project Cost (excusing salaries of UNV staff)		
		792,423	748,557
		2,866,133	2,866,129
4	Number of youth beneficiaries enrolled	100	165
	Administrative Cost Analysis:		
5	Admin cost percentage (30/70 Criteria)	28%	26%
6	Average cost per beneficiary (Birr)	7,924	4,537

The analysis indicates that, overall, the utilization of administration costs, as assessed by the two indicators shows a favorable result. As indicated in the table, the administrative cost percentage was within the limits of the 30/70 criteria.

4.4. Sustainability

4.4.1. Financial Sustainability of IGAs

At the time of the terminal evaluation of the project, there were 5 cooperative type and 40 individually operated IGAs established under the umbrella of the project. However, the IGAs have been in operation only for a short period of time with very few exceeding one year. It is therefore clear that the income generating businesses established by beneficiaries are, at present, in the early stages of business development.

Since the IGAs have not established a firm foothold and still face a number challenges – competition, space rental cost increase, capital inadequacy, unsuitable business location, few customers/buyers, rising cost of inputs/commodities, etc. - it would be difficult to forecast how many of them will survive and become financially sustainable in the long run. The project has definitely provided the beneficiaries with a badly needed impetus through its training programs and start-up capital but how many of the IGAs will survive and become financially sustainable in the long run is simply impossible to tell at this early stage.

In any case, the factors that will determine the survival and financial sustainability of the IGAs will revolve on a number of factors including their ability to forge strong market linkages, achieve economies of scale, obtain working space, manage conflicts and maintain harmony within groups. These would be particularly critical in the case of the cooperative type of businesses which have a promising but risky structure.

On the other hand the challenges that individual IGAs will face include the risk of temporary suspension or discontinuance of their IGAs when they get sick for some length of time. In such events income from business may completely dry up and the size of capital can gradually decline if part of it is used for financing consumption during extended periods of illness or similar hardship.

In any case, the Consultants believe that some more work will be needed before the IGAs could be set on a sustainable growth trajectory. This additional support can be provided by MJDA even after the official termination of the project. The work should focus on:

- **Support on creation of market linkages for feasible IGAs:** The cooperative IGAs are all good candidates for market linkages. From the individual IGAs those which could be feasible for market linkages include tailoring, embroidery, selling traditional food stuff ("Baltina" products), injera, and shoes.
- **Support in formation of group IGAs for beneficiaries still in training:** It might be more beneficial if individual IGA operators who plan to operate similar businesses are encouraged to form groups to operate group IGAs. Even though the establishment of group IGAs should be a voluntary decision of the members, it should be noted that these forms of IGAs could bring synergy to the group – manpower, finance, - and can facilitate access to government support.

4.4.2. Institutional sustainability - Looking beyond the project period

The original project document did not explicitly state the exit strategy that will be followed when the project reaches termination. However, at the time of this evaluation, it was observed that preparations are underway to handover the project work to a committee made up of stakeholders at the woreda level so that project activities that go beyond the official date of termination will have adequate ownership in the future.

This effort to transfer the project to a recognizable group will help to establish institutional sustainability. and will be particularly important when seen from the perspective of the 51 beneficiaries who are still in training or apprenticeship and are waiting to get some more support like those before them. Even for those who have already established their IGAs, institutional continuity will be

important if post-start-up follow up and backstopping services (such as advice and conflict resolution) are to be provided.

4.5. Impact

Impact assessment in its strictest sense focuses on the measurement of any longstanding changes observed in the well-being of the target beneficiaries after the termination of the project.

In the context of the project at hand, however, a word of caution would be in order before an attempt is made to evaluate its impact at this time. First of all, the project had a very brief life and barely little time had elapsed since project activities were completed when this evaluation was undertaken. In fact, some

activities were still going on at the time of the evaluation. Furthermore, only a short period of time has elapsed since the establishment of the individual IGAs and cooperatives and it is premature to say whether or not they will be sustainable and will create a lasting impact on the lives of the beneficiaries.

In light of these observations, it is clear that the attempt to assess the impact of the project suffers from lack of sufficient empirical evidence – particularly with regards to the financial sustainability of the IGAs. On the other hand, the aspects of the project that deal with the development of skills of the target groups would be more amenable when it comes to measuring their impact (or at least making an informed guess). The technical skills and attitudinal shifts achieved by beneficiaries are life time changes that can be expected to be enduring long after the completion of the project. With this as a caveat, the consultants attempted to assess whether there are early indications that suggest whether the project is likely to leave a lasting impact on the life of beneficiaries. The following sections discuss the findings.

4.5.1. Change in Quality of Life of Beneficiaries

In spite of the obvious challenges associated with the attempt to measure the impact of the project on the life of beneficiaries at such an early stage, a modest exercise was undertaken by the consultants to assess the opinion of the beneficiaries regarding the changes that have taken place in their life since

they joined the project. A survey questionnaire designed for this purpose was filled out and analyzed to assess whether there are indications of an improvement in the quality of life of the respondents. Twenty nine youth (14 male and 15 female) appeared and filled the questionnaire.

The composition of the group in terms of their current occupation showed that 4 were individual IGA operators, 11 group IGA operators, 8 employed and 6 still on training. All were within the age of 19-30 inclusive. Twenty five of them indicated that they have children or siblings.

While some were not able to respond to some of the questions addressing changes in the quality of their life (either because they are still in training or looking for employment) others were able to provide information on how they look at the improvements in their life since they enrolled in the project. Responses to some of the questions and statements in the questionnaire are summarized below:

Question/Statement	Response		
	Improved	Declined	Not changed
Income after enrollment in the program	13 (52%)	1 (4%)	11 (44%)
General feeling of financial security	20 ((74%)	1 (4%)	6 (22%)
Ability of family to eat better	17 (65%)	1 (4%)	8 (31%)
Ability to afford better housing	8 (30%)	1 (4%)	18 (67%)
Family's capacity to afford medical costs	11 (44%)	3 (12%)	11 (44%)
Family's saving capacity	13 (52%)	3 (12%)	9 (36%)
Communication and integration with the rest of the community	25 (93%)	0 (0%)	2 (7%)

As indicated earlier, some of the respondents were unable to answer the questions because some are still in training and have not yet started earning income from their skills. Even when it comes to those who managed to answer the questions, the results should be interpreted with caution before strong conclusions are made about the impact of the project on the life of

beneficiaries. For example, the inflation rate in recent years (particularly the inflation rate on food items) has been quite high and has eroded the purchasing power of households. One should, therefore, look beyond the immediate responses of the beneficiaries before making any strong conclusions. For example, if respondents answer that their capacity to eat better has not changed, it cannot be immediately concluded that the project has not made any contribution in this respect. It is quite possible that the positive contribution of the project may have been offset by the high rate of inflation leaving the individual on the same standard of living as before the project. In such a situation, concluding that the project has not contributed anything to those who say their ability to afford something has not changed (or even declined) would be hasty because it is imaginable that the beneficiary would have been worse-off had it not been for the project's contribution to their income.

As far as the impact of the project on those who took the various training programs offered under the project but have not yet started using their skills is concerned, it is only possible to make informed predictions of their chance to improve the quality of their life. The interviews with some of the members of this group indicated that some have a very realistic expectation to earn significant amounts of income when they finish their training. This was particularly true in the case of those who are training as heavy machine operators. During an interview with the consultants, they indicated that they expect an entry-level salary of Br 3,000 per month and gradually move up to Br 10,000 or more after gaining some work experience. While this may be exceptional and specific to the field of the training, other beneficiaries also share the same type of enthusiasm.

The total number of beneficiaries of the project was reported to be 165. The beneficiaries are at different status. 51 of the 165 beneficiaries (31%) are yet at the waiting, apprenticeship, and training phase. The changes that have occurred on these beneficiaries as a result of the project intervention are limited to personal capacity development and behavioral/attitudinal change through the trainings they took in the project. At this stage, it will not be reasonable to expect noticeable changes in their quality of life.

84 beneficiaries (51%) are currently operating IGAs (40 individually and 44 in 6 co-operatives). In the Survey conducted for the evaluation, 15 respondents who are currently operating IGAs (4 individually and 11 in groups) were among those who filled out the questionnaire. Six of them have been operating for a period less than 6 months, 7 of them for 6-12 months and 1 of them for over 12 months. That is, 93% of them have operated for one year or less. Five of the 6 group IGA have been in operation for a period of only 6 to 11 months. The short period of time for which the IGAs have been in operation further strengthen the need for a very cautious interpretation of the issues surrounding the impact of the project at this point in time.

Most beneficiaries stated that the trainings brought some changes in their lives - their knowledge and skill has improved; that they are engaged in an occupation in which they are trained; that the training gave them hope to move forward; that they now interact with many people in the community (social integration), etc. Those involved in IGA activities also reported that they have improved their skills in entrepreneurship.

The information gathered during visits to some of the IGA operators disclosed the following facts:

- a. One of the cooperative IGAs (Poultry) was still at the waiting for chicks to in order start operation. Thus, the members have not yet started generating income.

- b. Five of the cooperative IGAs which have started operation (mushroom, wood work, hairdressing, and leather products) are still at the infant stage. They are just 6 to 11 months old and their businesses have not yet achieved a firm foothold. The wood work and leather cooperatives face intense competition and market linkages problems. Whatever profit they generate, they are very likely to use it to increase their working capital and for purchase of machinery and equipment in the short run. In the meantime it is encouraging to see that they are getting salaries far better than they use to earn before.

Over all, the IGA operators (individual or group) are, indeed, in a better position when compared to their prior status, i.e., prior to their enrollment in the livelihood project. The project has elevated them to some higher level. Though it is still premature to conclude that the project has brought a permanent change in their lives, those who are already engaged in IGA activities apparently have a relatively higher level of satisfaction regarding the contribution that the project has made to their lives.

The responses of the 24 respondents who rated the contribution of the project to the improvement in their life and economic status, for example, showed the following overall result.

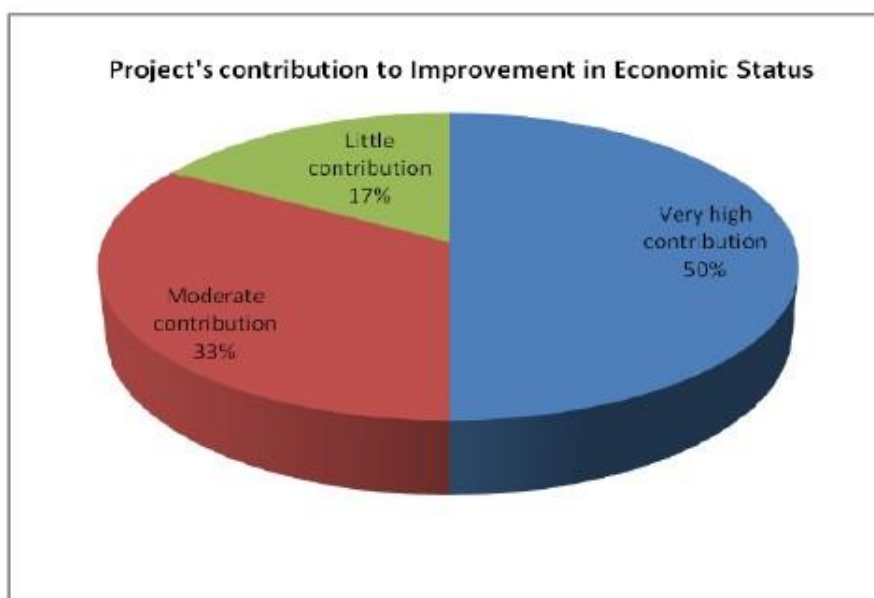


Figure 6: Response on Project's Contribution in Improving Economic Status

A cross tabulation of the current status of respondents against the rating further showed the following:

	Rating of Project's Contribution to Improvement in Economic Status			Total
	Very high contribution	Moderate contribution	Little contribution	
Operating an Individual IGA	2	2	0	4
Participating in Group IGA	5	5	0	10
Employed	4	1	2	7
Still in training	1	0	2	3
Total	12	8	4	24

The table shows that all the 14 respondents (100%) currently involved in individual or group IGAs rate the project as having a moderate to very high contribution in the improvement of their economic status. On the other hand, a relatively lower proportion of those who are employed (5 out of 7) rated the

project's contribution as high or moderate. For understandable reasons, the rating of those who are still in training is lowest.

With regards to those who are currently earning a living through employment in other organizations (17%) the observation is that most have been able to improve their monthly income (in nominal terms). Out of the 9 salaried beneficiaries included in the survey for whom complete information could be obtained, 7 have managed to improve their salaries (though in nominal terms) since they enrolled in the project.

Monthly Salary Before project	Current Monthly Salary				Total
	300.00	500.00	600.00	1200.00	
300.00	1		2		3
325.00			1		1
400.00		1	1	1	3
450.00				1	1
500.00		1			1

On the other hand, it was noted that all of them are employed on a temporarily/contract basis. In spite of the uncertainty associated with contract employment, the project has benefited this group of beneficiaries as well and has allowed them to join the skilled labor market. Of course their continued employment in a particular business establishment may be uncertain (because of business failures, closures etc). As a result they may face temporary unemployment between jobs but they can always find another employer - especially after they accumulate sufficient work experience.

4.5.2. Attitudinal Changes

There are indications which show that the project interventions contributed to a positive change in the attitudes of the beneficiaries. In fact, it appears that this could be the most likely area where the project may have left a lasting impact in the lives of the beneficiaries.

When answering some of the forward looking questions included in the survey questionnaire, respondents reflected matured and positive thinking. For example when asked about the vision they have for the coming 10 years of their life, some produced responses which reflected that they have been deliberating on the ideas for quite some time. A sample of these responses is provided in the following box.

- To open my own beauty salon: to study related skills and expand my work; to employ others who are unemployed
- To improve my work; build my own factory; provide employment opportunity to other youth
- To educate my child in a good school, support my brothers to succeed, support my mother and get involved in voluntary work
- I have a dream of being a businessman and I'm sure I will make it; I will leave my Kebele house and build my own home; I will create employment opportunities for others
- I plan to get my 4th grade driving license in 2 years and 5th grade in 5 years; hope to support 1 or 2 orphans with their school fees
- To find an innovative business idea and implement it; work on charity (like MJDA) and eliminate begging, help create a healthy and beautiful living environment
- To have a peaceful and well off family with a stable source of income (I'm fed up with being poor!)

Coming from a group of young people who admitted that they were desperate and hopeless when they were approached by the project, these inspired statements are indeed very encouraging and indicative of the transformation that must have taken in their attitude towards life and their self image.

The trainings they took in the project (life skills, BD, TVET), their participations in the beneficiary and stakeholders meetings, the advice, follow-up and encouragement given to them by the project office, and their deployment in

IGAs or employment have most likely contributed to their thoughts to be able to express such noble visions and plans. It can, therefore, be concluded that the project has set the beneficiaries on the path of positive attitudinal changes that will be invaluable in their future life.

4.5.3. Integration with the Community

93% of the respondents of the survey questionnaire administered during the evaluation reported that their social integration with the community has improved since they became beneficiaries of the project.

By virtue of their occupation, those who are operating IGAs are now interacting with diverse groups in the community: persons at their work environment, customers, suppliers, government structures, other project stakeholders, etc. The project also appears to have created a venue for the project beneficiaries to form friendship among themselves, establish more networks within their community, interact with saving institutions, seek the support and assistance of community groups and government institutions with confidence and assertiveness. Thus, their social interaction with community members and institutions has expanded after the project. It appears that they have freed themselves from fear of integration with the community because of their association with HIV/AIDS.

4.6. Best practices

4.6.1. Database Management, Documentation & Reporting

The project has created its own beneficiary database management system using MS ACCESS database software. The details of each beneficiary are captured in the system. This made data accumulation, processing, retrieval and reporting of project data and information much more convenient and timely.

4.6.2. Volunteer Management System

The Livelihood project staff participated in the development of volunteer management guideline for MJDA. The Guideline describes the volunteer management process from recruitment to graduation. It was validated by MJDA Board and finally approved in February 2011. This would be one of the most important legacies of the project.

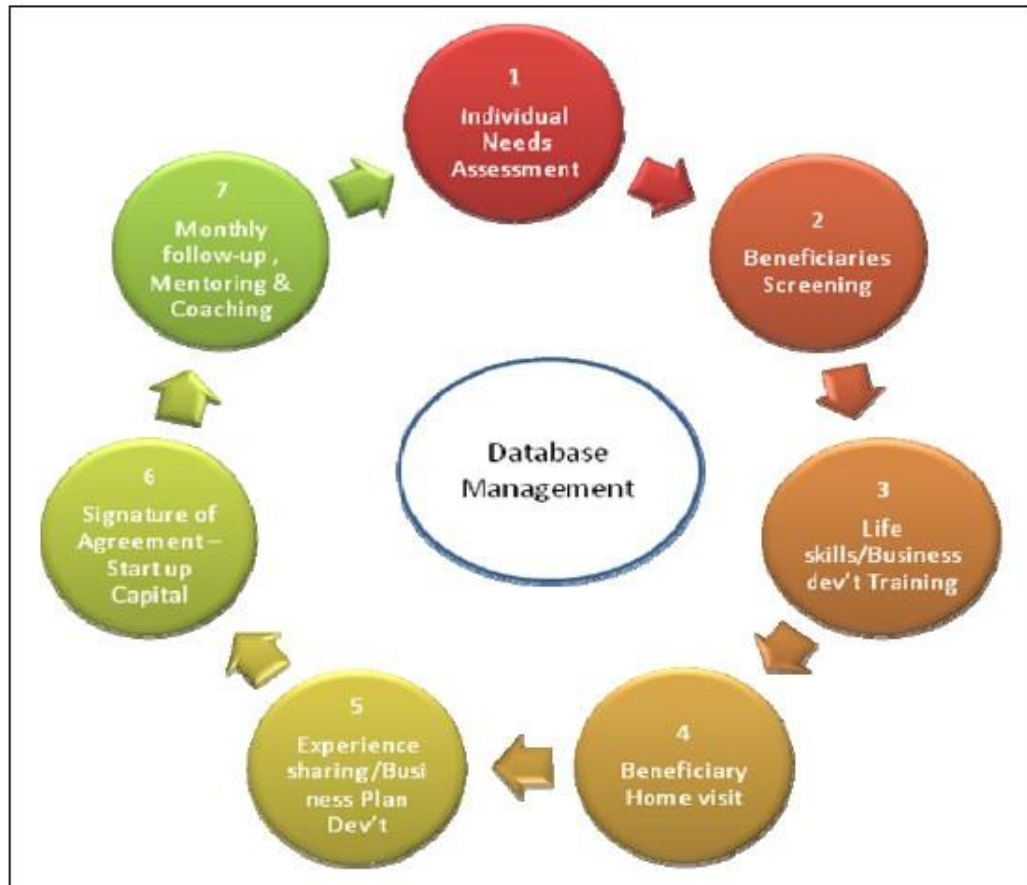
4.6.3. IGA design

The project document stated the beneficiary selection criteria and laid down the steps to be followed in the selection process. The target beneficiaries were identified to be youth within the age range of 15 - 29 who are affected by HIV/AIDS. Women, especially poor single mothers, were singled out as targets for income generation interventions. The specific criteria were set in a discussion forum with pertinent stakeholders.

The plan to conduct the selection of beneficiaries through the Woreda WCY Affairs Office was abandoned in favor of a more grassroots approach where Iddirs will play a more active role at the initial selection phase. This slight shift in approach has definitely contributed to proper targeting and identification of the most deserving individuals because the Iddirs are the institutions which are closest to the life of the people and have an intimate knowledge of the economic status of each family in their area. A two-stage screening/selection process was adopted to select beneficiaries of the Project – selection/screening by the local stakeholders using the criteria provided to them (initial pre-selection) and final screening and selection at the Project Office. Stakeholders interviewed during the field work disclosed that the selection was made with proper involvement of various stakeholders

Beneficiary selection through the involvement of relevant local stakeholders (WCY office, woreda administration, CBOs (Iddirs), MFI, peer mothers, youth/women association, etc) is very instrumental in avoiding possible leakages during the selection of beneficiaries. This provides a built-in check and balance system to ensure that the selected beneficiaries are indeed the

ones that deserve enrollment in the project. The rigors of the process followed during in the beneficiary selection process and subsequent stages leading to the formation of IGAs would be one of the best practices that can be cited in favor of the project. The process has been identified as an example of best practice of in one of the project reports to the donor and is reproduced below.



The practice of directly depositing the start-up capital of beneficiaries in their accounts at the Woreda saving and loan institution was also a sound mechanism for minimizing possible financial misuse. For group IGA operators, the account is opened in the name of the co-operative and the photos of the three authorized signatures were attached to the saving book. A feature of managing the saving accounts is that, any withdrawal from the account had to be authorized in writing by the project office.

4.6.4. Working with community institutions and Government structures

Another best practice was the implementation of project activities with the involvement of community institutions, groups and government structures. The participation of pertinent stakeholders in the implementation of the project had a number of distinct advantages including: internalization of the project goals by community members and easing access to various types of support from pertinent government organs such as WCY, BoFED, MSED and MFI offices.

4.7. Lessons learned

- i. Group IGAs are easier to form when members already have some prior experience/skill in the type of business and know each other very well

In spite of the obvious benefits of working in groups by pooling resources and talents, experience shows that there is a deep-rooted preference for self operated IGAs. The experience of the consultants with similar projects indicates a strong tendency among beneficiaries to go it alone when it comes to the choice of the form of IGA ownership. While this general pattern also applies to the livelihood project, there were some encouraging signs that group IGAs can still be within the choice set of beneficiaries provided that certain conditions are met.

A closer look at the dynamics which led the members of the two group IGAs visited by the consultants (the leather shoe sole makers and wood workers) to form the group IGAs indicate that:

- Most (if not all) of the members had some experience working for others in the same type of business before they enrolled in the project;
- Some already knew each other and additional social bonding was developed while they were in training (the members of the leather

shoe sole makers reported that they originally came from two different kebeles but each group from the kebeles intimately knew each other before they joined the project. A similar level of social bonding was also reported among the mushroom producing group).

These two features seem to have eased the formation of the group operated IGAs. When some members of the group are already familiar with the dynamics of the business to be formed, confidence within the group would generally be high and the entry into the business easier. Similarly, social bonding (created either through prior social interactions or because of

friendships formed during training) can have both short-term and long-term effects on group IGAs. In the short-run it eases the business formation process and in the long-run it will be critical for managing conflicts and maintaining group harmony.

ii. The youth are best placed to inspire and empower other youth

Unleashing the potentials of the youth requires tact, an ability to talk in their own language, and being sensitive to the needs at their age. However well-intentioned they maybe, advice coming from individuals who project the image of a condescending teacher will not work with the youth.

The observation was that the project staff had a very close and comfortable relationship with the beneficiaries indicating the need to staff such projects with relatively young people who can easily empathize with the group whose behavior they are trying to influence.

iii. Balancing the benefits of full organizational integration against immediate project implementation benefits

Though the project was technically under MJDA, for all practical purposes it appeared that the full responsibility to implement the project was left to the project staff.

Senior staff of MJDA admitted that, by and large, they left the details of the implementation process and reporting related to the project to the UNV staff. This could have been a result of their work pressure and wide span of attention on numerous projects. As a result, the project seems to have been implemented as an independent activity with little integration to the overall MJDA project management process. While this arrangement can be expected to have some obvious project management benefits (ex. faster response times to emerging implementation problems) it could easily create the feeling that the project is an island of efficiency with little to share with the rest of the host organization. This feeling could be particularly dysfunctional if the resource boundaries between the project and the host organization are strictly enforced.

Annex

1. Comparison of Planned and Actual Performance

Act. No.	Activities	Unit Measure	Physical Performance						Financial Performance			Remark
			Plan	Actual		%		Female %	Budget (Birr)	Actual Expend. (Birr)	Utiliz'n (%)	
1.1	Conduct project familiarization and partnership building workshop (1 day) for representatives of community groups and stakeholders Conduct baseline survey on youth livelihood	# of participants	60	302	335	388%		38%	10,253	35,429	53%	
1.2	Form and organize community and front line government implementing partners	Study doc.	1			1	100%		70,363	34,223	49%	
1.3	Conduct training on skills and techniques of need assessment Conduct training need assessment of identified skill trainees using participatory tools like PRA (Participatory Rural Appraisal)	# of participants	20	6	4	10	50%	40%	9,248	5,363	58%	Agreed to create 2 committees, one at each Sub-city of 5 members
1.4	Identify potential training providing institutions, sub contract them and effect tuition fee for the newly selected trainees to training centers (100 trainees*300/month*12 months)	# of participants	120	79	120	199	166%	60%	4,740	4,267	90%	
1.5	Conduct pre-training orientation/vocational guidance & counseling to trainees (50	# of trainees	100	39	48	87	87%	55%	268,286	283,900	106%	81 trainees completed training + 6 drop out throughout the process
1.6		# of participants	120	50	70	120	100%	58%	16,277	60,076	369%	Resources allocated from activity 1.1.12

⁴ Budget figures were obtained from the project office and reflect revised amounts.

Act. No.	Activities	Unit Measure	Physical Performance						Financial Performance			Remark
			Plan	Actual			%	Female %	Budget (Birr)	Actual Expend. (Birr)	Utiliz'n (%)	
				MFT	Total	Achvd						
	birr/person* 1 day session).											(Business Training-BT). BT is delivered by project personnel and Life Skills Training requires expert consultants.
1.7	Provide trainees with the material and financial support required during and after the training:	# of trainees	100	77	49	126	126%	39%	397,467	474,332	119%	
1.8	Quarterly Monitoring of the Trainees and training process	# of trainees	100			164	164%		8,785	20,776	236%	Outstanding budget allocated from Activity 3.2.6. since it also refers to Monitoring and Evaluation
1.9	Facilitate graduation ceremony to graduate and awards to model and performed graduates	# of trainees	100			124	124%		44,123	38,370	87%	
2.1	Organize events with the participation of the private sector to generate employment opportunities and market linkages	# of participants	200						15,000	-	0%	Agreed to do one to one lobby approach with private sector since it is difficult to get them all together in a venue. Also it is more effective for them to committee to support the youth Activity done during Quarterly meetings. Budget
2.2	support the youth to identify working places to create business groups for the youth	Lump sum	2						18,825	-	0%	

Act. No.	Activities	Unit Measure	Physical Performance						Financial Performance			Remark
			Plan	Actual			Female %	Actual Budget (Birr)	Actual Expend. (Birr)	Utiliz'n (%)		
				MFT	Total	Achvd %						
2.3	setting up IGAs Business Development Training including entrepreneurship for 5 days	# of trainees	100	53	55	108	108%	51%	93,988	49,185	52%	not needed UNV staff delivered training to reduce cost and allocate it to the Life Skills Training which required expert consultants. Activity out of scope of the project since the ETEM department at Mary Joy organizes this kind of events
2.4	Conduct Fund Raising activities to support the set up of IGAs and to expand existing IGAs	Events	2						-	-		Activity accomplishment throughout the project
2.5	Establish a rigorous mechanism to access loan through linkages with MFI to support the youth setting up of their IGAs	-	0						-	-		
2.6	Set up monitoring mechanisms to follow up IGA and trainees performance at work (including quarterly meetings with participants) Provide business start-up capital	Meetings	8			8	100%		17,777	19,013	107%	
2.7	for 60% of the trained youth Organize an event to share experiences and best practices after the launch of IGA's	# of trainees	60	48	46	94	157%	49%	498,973	532,000	107%	
2.8	Sub-total organize voluntary solicitation, organization and management	# of participants	100	48	46	94	94%	49%	19,407	10,346	53%	
3.1.1	3 days training for Mary Joy and implementing partners	# of participants	25	18	9	27	108%	33%	9,821	16,978	173%	Budget allocated from activity3.1.3. to improve quality training since promotion of
									1,493,512	1,537,279	103%	

Act. No.	Activities	Unit Measure	Physical Performance						Financial Performance			Remark
			Plan	Actual			Female %	Actual Budget (Birr)	Actual Expend. (Birr)	Utiliz'n (%)		
				MFT	Total	Achvd %						
												volunteerism is found critical
3.1.2	Train community volunteers and implementing partners including Mary Joy staff on community mobilization and local fundraising (4 days training) Run sessions to share	# of Participants	25	7	4	11	44%	36%	60,887	65,579	108%	Low attendance of stakeholders invited to training
3.1.3	experiences and twin programs between UNVs, the local NGO and other stakeholders/partners who promote volunteerism Review and develop procedures	# of participants	100						11,977	-	0%	Activity organized by UNV Ethiopia Office. Not reason for duplication
3.1.4	for general oversight, financial management, youth volunteering, reporting and so on with the aim to develop the capacity of Mary Joy as agreed with UNV/UNDP in the MoU Sub-total Organize volunteerism promotional programs on media	-	0									Project offered capacity building for MJDA in different areas as demanded
									82,685	82,557	100%	
3.2.1		Event	2			12			75,986	127,271	167%	Budget increased from activity 3.2.2. and 3.2.5. in order to reinforce promotion of volunteerism as part of the celebration of the 10 th anniversary of International Volunteers Day Activity organized once after
3.2.2	Organize recognition and certification events for volunteers to inspire motivate and renew their commitment	# of volunteers	200	108	86	197	99%	44%	126,648	107,213	85%	awareness creation, training and mobilization

Act. No.	Activities	Unit Measure	Physical Performance						Financial Performance			Remark
			Plan	Actual			Female %	Budget (Birr)	Actual Expend. (Birr)	Utiliz'n (%)		
				MFT	Total	Achvd %						
												of volunteers
3.2.3	organize the celebration of volunteer day and the international youth day with patterns organizations	Event	4			4	100%		45,348	51,305	113%	
3.2.4	Produce and disseminate IEC/BCC materials bearing messages on promotion of youth volunteerism, the role of Private-Community-Public Partnership, the role of volunteer community groups and their major contributions Conduct training session for community groups, beneficiaries and their families on the impact of HIV&AIDS, ARV adherence, GBV and the role of volunteers to fight against stigma and discrimination	Lump sum	2			2	100%		151,831	157,746	104%	
3.2.5	Sharing experience with Project Participants family members and stakeholders in order to improve engagement of youth in volunteerism activities	# of participants	160	56	48	102	64%	47%	68,655	33,410	49%	Low attendance rate. All 164 trainees called for training
3.2.6	Sharing experience with other UNV/UNDP projects that promote youth volunteerism (2 sessions)	# of participants	200	60	40	100	50%	40%	29,045	20,791	72%	Low attendance rate of stakeholders
3.2.7	Sub-total	participant	60						-			Activity organized by UNV Ethiopia Bureau
	Total											
	Administrative Costs:											
	Review/Develop training centers and trainees supervision,								497,513	497,736	100%	
	monitoring and evaluation manual (including quarterly meetings)								2,073,710	2,117,572	102%	
1									59,400	28,431	48%	

Act. No.	Activities	Unit Measure	Physical Performance					Financial Performance			Remark
			Plan	Actual			Female %	Budget (Birr)	Actual (Birr)	Utiliz'n (%)	
				MFT	Total	Achvd %					
2	Facilitate external auditing							72,000	76,360	106%	
3	Computers networking and maintenance							23,558	25,747	109%	
4	Utilities (telephone bill ,telephone line, mobile card ,internet bill, water and electricity, computers networking and maintenance Vehicle maintenance and							64,731	72,089	111%	
5	running cost (Lubricants, fuel etc) Vehicle insurance							293,118	301,651	103%	
6	Other administrative cost related to operational expenses (10% of total)							19,677	11,401	58%	
7	Total							259,939	232,878	90%	
	Grand Total							792,423	748,557	94%	
								2,866,133	2,866,130	100%	

2. Project Cost Efficiency Analysis - Sample Activities

Act · No.	Activities	Unit	Plan		Actual		Unit Costs (UC)		Actual Physical performance at PUC# 9,057	Cost Efficiency (Inefficiency)
			Phy	Budget	Phy	Expenditures	Plan	Actual		
1.1	Conduct project familiarization and partnership building workshop (1 day) for representatives of community groups and stakeholders Conduct baseline survey on youth	# of participants	60	10,253	53	5,429	171	102		3,628
1.2	livelihood Form and organize community and front	Study doc.	1	70,363	1	34,223	70,363	34,223	70,363	36,140
1.3	line government implementing partners committee and provide a 2 days training on skills and techniques of need assessment Conduct training need assessment of identified skill trainees using participatory	# of participants	20	9,248	10	5,363	462	536	4,624	(739)
1.4	tools like PRA (Participatory Rural Appraisal) Identify potential training providing institutions, sub contract them and effect tuition fee for the newly selected trainees	# of participants	120	4,740	199	4,267	40	21	7,861	3,594
1.5	to training centers (100 trainees*300/month*12 months) Conduct pre-training orientation/vocational guidance & counseling to trainees (50 birr/person* 1 day session). Provide trainees with the material and	# of trainees	100	268,286	87	283,900	2,683	3,263	233,409	(50,491)
1.6	financial support required during and after the training: Quarterly Monitoring of the Trainees and	# of participants	120	16,277	120	60,076	136	501	16,277	(43,799)
1.7	training process	# of trainees	100	397,467	126	474,332	3,975	3,765	500,808	26,477
1.8		# of trainees	100	8,785	164	20,776	88	127	14,407	(6,368)

Act - No.	Activities	Unit	Plan		Actual		Unit Costs (UC)		Actual Physical performance at PUC#	Cost Efficiency (Inefficiency)
			Phy	Budget	Phy	Expenditures	Plan	Actual		
1.9	Facilitate graduation ceremony to graduate and awards to model and performed graduates Business Development Training including entrepreneurship for 5 days Set up monitoring mechanisms to follow up	# of trainees	100	44,123	124	38,370	441	309	54,713	16,343
2.3	IGA and trainees performance at work (including quarterly meetings with participants) Provide business start-up capital for 60% of the trained youth	# of trainees	100	93,988	108	49,185	940	455	101,507	52,322
2.6	Organize an event to share experiences and best practices after the launch of IGA's	Meetings	8	17,777	8	19,013	2,222	2,377	17,777	(1,236)
2.7		# of trainees	60	498,973	94	532,000	8,316	5,660	781,724	249,724
2.8		# of participants	100	19,407	94	10,346	194	110	18,243	7,896
	Sub-total			1,459,687		1,537,279			1,830,769	293,490
3.1.1	organize voluntary solicitation, organization and management 3 days training for Mary Joy and implementing partners Train community volunteers and implementing partners including Mary Joy staff on community mobilization and local fundraising (4 days training) Organize volunteerism promotional programs on media	# of participants	25	9,821	27	16,978	393	629	10,607	(6,371)
3.1.2	Organize recognition and certification events for volunteers to inspire motivate and renew their commitment organize the celebration of volunteer day and the international youth day with patterns organizations	# of Participants	25	60,887	11	65,579	2,435	5,962	26,790	(38,789)
3.2.1	Produce and disseminate IEC/BCC	Event	2	75,986	12	127,271	37,993	10,606	455,916	328,645
3.2.2		# of volunteers	200	126,648	197	107,213	633	544	124,748	17,535
3.2.3		Event	4	45,348	4	51,305	11,337	12,826	45,348	(5,957)
3.2.		Lump	2	151,831	2		75,916	78,873	151,831	(5,915)

Act - No.	Activities	Unit	Plan		Actual		Unit Costs (UC)		Actual Physical performa nce at PUC#	Cost Efficiency (Inefficie ncy)
			Phy	Budget	Phy	Expenditu res	Plan	Actual		
4	materials bearing messages on promotion of youth volunteerism, the role of Private-Community-Public Partnership, the role of volunteer community groups and their major contributions Conduct training session for community groups, beneficiaries and their families on the impact of HIV&AIDS, ARV adherence, GBV and the role of volunteers to fight against stigma and discrimination Sharing experience with Project Participants family members and stakeholders in order to improve engagement of youth in volunteerism activities	sum				157,746				
3.2. 5		# of participa nts	160	68,655	102	33,410	429	328	43,768	10,358
3.2. 6		# of participa nts	200	29,045	100	20,791	145	208	14,523	(6,269)
	Sub-total									
	Total									
				568,221		580,293			873,530	293,237
				2,027,908		2,117,572			2,704,300	586,727

#. PUC = Planned Unit Cost

3. List of Project Beneficiaries at the time of Project Evaluation

A. Gulele Sub-city

No	Name of Beneficiary	Sex	Woreda	Beneficiary Category	Current Status	IGA/Employment/ Training Type	Individ/ Group	Start-up Capital Provided (Birr)	Additional Support provided
1	Abal Kibret	M	7	Startup Capital	Operates group IGA	Mushroom production	G	5,600	
2	Abeba Kebede	F	10	TVET	On training	Food preparation			
3	Abebech Tadesse	F	1	Startup Capital	Waiting for chicks	Poultry	G	5,600	
4	Alganesh Bitew	F	7	Startup Capital	Started trading business		I	5,000	2,000
5	Almaz Abera	M	7	Startup Capital	Started trading business		I	5,000	2,000
6	Aregash Niguse	F	1	Startup Capital	Started trading business	Weaving	I	5,000	
7	Asnakech Argaw	F	7	Startup Capital	Started trading business	Bread and Injera Selling	I	5,000	
8	Ayantü Taba	F	10	Startup Capital	Started trading business	Selling potato chips	I	5,000	
9	Ayifokiru Maru	M	7	Startup Capital	Operates group IGA	Selling vegetables	I	5,000	
10	Aziza Teman	F	10	TVET	On apprenticeship	Mushroom production	G	5,000	
11	Behunegn Tilahun	M	10	TVET	On training	Food preparation			
12	Belaynesh Alemu	F	3	TVET	On training	Heavy machinery			
13	Besufikad Yilima	M	7	Startup Capital	Operates group IGA	Food preparation			
14	Birhanu Tesfaye	M	3	Startup Capital	Started trading business	Mushroom production			
15	Birkei Sisay	F	7	TVET	Employed	Selling clothes	G	5,000	
16	Biruk Solomon	M	7	Startup Capital	Operates group IGA	hair dressing saloon	I	5,000	
17	Cherinet Tefera	M	10	TVET	On training	Mushroom production			
18	Elias Merga	M	10	TVET	On training	Heavy machinery			
19	Emebet Getye	F	1	Startup Capital	Waiting for chicks	Heavy machinery	G	5,000	
20	Emebet Tsegaye	F	1	Startup Capital	Started trading business	Poultry			
21	Endale Zewedu	M	7	Startup Capital	Operates group IGA	Bread and Injera Shop			
22	Eshetu Silesis	M	1	Startup Capital	Started trading business	Mushroom production			
23	Etaferaw Ankei	F	1	TVET+ Capital	Started trading business	Selling shoe	G	5,000	
24	Etalem Zewidu	F	7	Startup Capital	Operates group IGA	Tailoring	I	5,000	
25	Fanose Muche	F	1	Startup Capital	Started trading business	Mushroom production	G	5,000	
26	Habtam Ayenew	F	1	Startup Capital	Waiting for chicks	Soft drink and juice	I	5,000	
27	Habtam Demisse	F	3	Startup Capital	Started trading business	Poultry	I	5,000	
						Selling "Sambusa" and	G	5,000	
							I		
							G		2,000
							I	5,000	
								5,000	

No	Name of Beneficiary	Sex	Woreda	Beneficiary Category	Current Status	IGA/Employment/ Training Type	Individ/ Group	Start-up Capital Provided (Birr)	Additional Support provided
						potato chips			
28	Hana Alemu	F	1	Startup Capital	Waiting for chicks	Poultry	G	5,000	
29	Hana Eshetu	F	7	TVET	Employed	Hair dressing saloon			
30	Hargewoyen Amare	F	10	TVET	On training	Food preparation			
31	Johanes Teklu	M	7	TVET	On training	Heavy machinery			
32	Kalkidan H/Michael	M	7	Startup	Operates group IGA	Mushroom production			
33	Kibire Taye	F	10	Startup Capital	Started trading business	Tailoring	G	5,000	
34	Lemlem Gizachew	F	10	TVET Capital	On training	Food preparation	I	5,000	
35	Mekedes Debebe	F	1	Startup	Waiting for chicks	Poultry			
36	Melese Demeke	M	7	Startup	Operates group IGA	Mushroom production	G	5,000	
37	Melikamnesh Getahum	F	7	Startup Capital	Started trading business	Weaving	G	5,000	
	Meseret Merawi			Capital			I	5,000	2,000
	Meseret W/Mikael								
38	Meskerem T/Berhane	F	7	TVET	Employed	Hair dressing saloon			
39	Mestawet Negusse	F	3	TVET	Employed	Hair dressing saloon			
40	Netsanet Begale	F	7	TVET	On training	Food preparation			
41	Rahel Abate	F	3	TVET	Employed	Hair dressing saloon			
42	Samirawit	F	10	TVET	On training	mobile maintenance			
43	Mengistu/Nigusie	F	1	Startup Capital	Waiting for chicks	Poultry			
44	Sefinesh Wondir	F	3	TVET	Employed	Hair dressing saloon	G		
	Selamawit Shibiru								
	Selamawit Tamirat								
	Shibire Chewaka								
45	Simenesh Endrias	F	1	Startup Capital	Started trading business	Selling Injera and bread	I	5,000	
46	Sisay Misganaw	F	7	Startup Capital	Started trading business	Selling Injera and bread	I	5,000	
47	Tenaye Demeke	F	1	TVET+ Capital	Started trading business	Tailoring	I	5,000	2,000
48	Tesfaye Kidane	F	10	Startup Capital	Started trading business	Selling vegetable	I	5,000	2,000
49	Tibebe Solomon	F	7	TVET	On training	Food preparation			
50	Tigist leykun	M	7	Startup Capital	Started trading business	Selling shoes			
51	Tigist Nida	F	7	Startup Capital	Started trading business	Selling vegetable	I	5,000	
52	Tilahun Mola	M	10	TVET	On training	Heavy machinery	I	5,000	2,000
53		M	3	TVET	On training	Heavy machinery			
54		F	7	TVET	On training	Food preparation			
55		F	7	Startup Capital	Started trading business	Tailoring			
56		M	10	TVET	On training	Heavy machinery			
							I	5,000	2,000

No	Name of Beneficiary	Sex	Woreda	Beneficiary Category	Current Status	IGA/Employment/ Training Type	Indiv/ Group	Start-up Capital Provided (Birr)	Additional Support provided
57	Tirunesh Worku	F	1	Startup Capital	Waiting for chicks	Poultry	G	5,000	
58	Tsega Bogale	F	7	Startup Capital	Operates group IGA	Mushroom production	G	5,000	
59	Tsigereda Berhel	F	1	TVET+ Capital	Started trading business	Tailoring	I	5,000	
60	Wondesen Mekonin	M	7	TVET	Employed	Taxi Driver			
61	Worke Getu	F	1	Startup Capital	Waiting for chicks	Poultry			
62	Yayneabeba Shimelis	F	10	TVET	On apprenticeship	Food preparation	G	5,000	
63	Yihune Sisay	M	1	Startup Capital	Waiting for chicks	Poultry			
64	Yitayal Mekonin	M	7	Startup Capital	Operates group IGA	Mushroom production	G	5,000	
65	Zemen Solomon	F	1	Startup Capital	Waiting for chicks	Poultry	G	5,000	
66	Zenebech Girefe	F	3	Startup Capital	Started trading business	Repairing clothes	G	5,000	
67	Zerihun Geta	M	1	TVET	Employed	taxi Driver	I	5,000	
Total									2,000
								201,200	18,000

B. Kolfe-Keranyo Sub-city

No	Name of Beneficiary	Sex	Woreda	Beneficiary Category	Current Status	IGA/Employment/ Training Type	Indiv/ Group	Start-up Capital Provided (Birr)	Additional Support provided
1	Abdi Ahmed	M	13	Startup Capital	Operates group IGA	Wood work (furniture)	G	5,000	
2	Abel Matias	M	10	TVET+ Capital	Started trading business	Mobile phone maintenance	I	5,000	Equipment
3	Abdelahimid Abidukadir Abiga Berihe	M	13	Startup Capital	Operates group IGA	Wood work (furniture)	G		Equipment
4	Abirham Legesse	F	11	Startup Capital	Started trading business	Selling clothes	I	5,000	2.000
5	Adane Gebre	M	10	TVET	On training	Heavy machinery			
6	Alem Terefe	M	10	TVET+ Capital	Operates group IGA	Hairdressing	G	5,000	Equipment
7	Alemtehay Diro	F	10	Startup Capital	Started trading business	Injera baking and sale	I	5,000	2.000
8	Ametu-Sadik	F	15	Startup Capital	Operates group IGA	Leather product production	G	5,000	Equipment
9	Amir Tesfaye	F	11	Startup Capital	Started trading business	Shop	I	5,000	
10		M	11	TVET	Searching job	Mobile maintenance			

11	Anteneh Getachew	M	13	TVET	On training	Heavy machinery			
12	Aselefech Wercho	F	13	TVET	Employed	Hair dressing saloon			
13	Ashenafi Aysa	M	15	TVET	On training	Driving license			
14	Ashenafi Baysa	M	14	TVET	Employed	taxi Driver			
15	Asnakech Asefa	F	14	Startup Capital	Started trading business	Selling chips			
16	Ayalnesh Gesese	F	15	Startup Capital	Started trading business	Selling secondhand clothes	I	5,000	
17	Banchigize Melaku	F	10	Startup Capital	Started trading business	Selling Injera and bread	I	5,000	2.000
18	Bereket Nadow	M	10	TVET	Employed	Hair dressing saloon	I	5,000	2.000
19	Betelehem Tesfaye	F	15	TVET	Employed	Hair dressing saloon			
20	Beza Fiseha	F	14	TVET	Employed	Hair dressing saloon			
21	Beza Tefera	F	15	Startup Capital	Started trading business	Embroidery			
22	Biniam Abera	M	15	TVET	Employed	Driver			
23	Biniam Edea Dereba	M	14	TVET	On training	Driving training	I	5,000	2.000
24	Biniam Teklu	M	12	TVET	On training	Heavy machinery training			
25	Bizuayehu Mola	F	14	TVET	Employed	Hair dressing saloon			
26	Daniel Seboqa	M	15	Startup Capital	Operates group IGA	Leather product production			
27	Desta Mada	F	13	TVET+ Capital	Operate group IGA	Hairdressing			
28	Elisabeth Fikadu	F	14	TVET	Employed	Hair dressing saloon			
29	Ephram Diniku	M	14	Startup Capital	Operates group IGA	Leather product production	G	5,000	Equipment
30	Esayas W/Amaniel	M	10	TVET+ Capital	Operate group IGA	Hairdressing	G	5,000	Equipment
31	Feyisel Budiru	M	11	Startup Capital	Operates group IGA	Wood work (furniture)			
32	Fikralem Seyifu	M	10	TVET	On training	Heavy machinery			
33	Fikiru Mengistu	M	14	Startup Capital	Operates group IGA	Leather product production	G	5,000	Equipment
34	Firehiwot	F	10	TVET	On training	Food preparation	G	5,000	Equipment
	G/Egziabeher						G	5,000	Equipment
	Fitsum Sisay								
	Fitumnesh Mesfin								
	Fuad Nursafa						G	5,000	Equipment
	Habib Legeso								
	Habtamu Meberatu								
35	Habtom G/Michale	M	13	TVET	On training	Heavy machinery			
36	Hailu Tsegaye	F	14	TVET	On training	Food preparation			
37	Hiwot Chalhisa	M	13	Startup Capital	Started trading business	Video rental	I	5,000	
38	Jafar Grezimu	M	11	Startup Capital	Operates group IGA	Wood work (furniture)	G	5,000	Equipment
39	Kamid Hussein	M	11	Startup Capital	Operates group IGA	Wood work (furniture)	G	5,000	Equipment
40	Kidist Birhanu	M	10	TVET	On training	Heavy machinery			
41		M	11	TVET	Employed	Hair dressing salon			
42		F	10	TVET	Discontinued her work	Drop out			
43		M	14	Startup Capital	Operates group IGA	Leather product production			
44		M	13	Startup Capital	Operates group IGA	Wood work (furniture)			
45		F	13	Startup Capital	Started trading business	Small shop	G	5,000	Equipment
							G	5,000	Equipment
							I	5,000	2.000

46	Kidist Tesfaye	F	15	TVET	On training	Food preparation			
47	Mabere Melige	F	11	TVET	Employed	Hair dressing saloon			
48	Mamush Abdu	M	13	Startup Capital	Operates group IGA	Wood work (furniture)	G	5,000	Equipment
49	Meaza Degu	F	10	TVET	Employed	Hair dressing saloon			
50	Mekubil Ahimed	M	11	Startup Capital	Operates group IGA	Wood work (furniture)			
51	Mesele Tadesse	M	11	Startup Capital	Operates group IGA	Wood work (furniture)	G	5,000	Equipment
52	Meselu Tekle	F	13	TVET	Employed	Hair dressing saloon	G	5,000	Equipment
53	Meseret Geremew	F	13	Startup Capital	Operates group IGA	Wood work (furniture)			
54	Meseret Kasa	F	15	TVET	Employed	Hair dressing saloon			
55	Metasebya Eshete	M	13	Startup Capital	Operates group IGA	Wood work (furniture)	G	5,000	Equipment
56	Meuba Bedru	F	15	Startup Capital	Operates group IGA	Leather product production			
57	Mikias Fekadu	M	14	TVET	On training	Driving training	G	5,000	Equipment
58	Mikias Simegnew	M	10	TVET+ Capital	Started trading business	Mobile phone repair	G	5,000	Equipment
59	Mintesinot Huruma	M	10	TVET	On training	Heavy machinery			
60	Mitike Buzayehu	F	14	TVET	Employed	Hair dressing saloon			
61	Mujaid Abafite	M	11	Startup Capital	Operates group IGA	Wood work (furniture)	I	5,000	
62	Mulatu Zelelew	M	14	Startup Capital	Operates group IGA	Leather product production			
63	Mulatua Legese	F	14	TVET	On training	Mobile maintenance			
64	Mulu Lema Beru	F	15	Startup Capital	Operates group IGA	Leather product production	G	5,000	Equipment
65	Mulumbet Worku	F	14	TVET	On training	Food preparation	G	5,000	Equipment
66	Nathnael Jemal	M	13	TVET	On training	Heavy machinery			
67	Nigist Gudeta	F	13	TVET	Employed	Hair dressing saloon			
68	Nureidin Ormengo	M	11	Startup Capital	Operates group IGA	Wood work (furniture)	G	5,000	Equipment
69	Roman Teketelew	F	15	TVET	Employed	Hair dressing saloon			
70	Ruth Muluyelet	F	14	Startup Capital	Started trading business	Selling secondhand clothes			
71	Samuel Negussie	M	13	Startup Capital	Operates group IGA	Wood work (furniture)			
72	Sara Gudisa	F	15	TVET	On apprenticeship	Food preparation			
73	Seid Jemal	M	13	Startup Capital	Operates group IGA	Wood work (furniture)	G	5,000	Equipment
74	Selman Tola	M	11	Startup Capital	Started trading business	Selling clothes			
75	Serkalem Worku	F	13	TVET	On training	Food preparation	I	5,000	2,000
76	Sintayehu Endale	F	13	Startup Capital	Started trading business	Tailoring	G	5,000	Equipment
77	Solomon Mengistu	M	13	Startup Capital	Operates group IGA	Wood work (furniture)			
78	Taddelu Geze	F	13	Startup Capital	Started trading business	Traditional food items			
						"Baltina"	G	5,000	Equipment
						Taxi driver	I	5,000	
							I	5,000	2,000
							G	5,000	Equipment
							I	5,000	
t	Tamarat Tadele	M	13	TVET	Employed				

80	Tariku Terefe	M	14	TVET	On training	Driving license			
81	Temesgen Berhei	M	13	TVET+ Capital	Operates group IGA	Hairdressing	G	5,000	Equipment
82	Tewodros Arebo	M	10	TVET	On training	Heavy machinery			
83	Tigist Kebede	F	13	TVET	Employed	Hair dressing salon			
84	Tigist Shitaye	F	14	Startup Capital	Started trading business	Selling vegetable			
85	Tigist Sintayehu	F	10	TVET	on trainig	Mobile maintenance	I	5000	2.000
86	Tigist Tenaw	F	13	TVET	On training	Road construction			
87	Toffik Yemam	M	11	Startup Capital	Operating group IGA	Wood work (furniture)			
88	Tofik Lalo	M	14	TVET	On training	Driving license	G	5,000	Equipment
89	Tofik Mukemil	M	13	Startup Capital	Operating group IGA	Wood work (furniture)			
90	Tsiga Hanna Nega	F	15	TVET	On Apprenticeship	Food preparation			
91	Wondmeneh Abdisa	M	15	TVET	Employed	Hair dressing saloon	G	5,000	Equipment
92	Wubeshet Abreham	M	14	Startup Capital	Operating group IGA	Leather product production			
	Debela								
	Yidnenachew Tigistu						G	5,000	Equipment
	Yishak Hussein								
	Zelalem Bekele								
93	Zerehun	M	13	TVET+ Capital	Started trading business	Mobile maintenance	I	5,000	2.000
94	Ayemachew	M	15	Startup Capital	Started trading business	Selling shoes	I	5000	2.000
95	Zeyba Jamal	M	11	Startup Capital	Operating group IGA	Wood work (furniture)	G	5,000	Equipment
96	Zeyinu Abidela	M	15	Startup Capital	Operating group IGA	Leather product production	G	5,000	Equipment
	Total								
97		F	11	TVET	Employed	Hair dressing saloon			
98		M	11	Startup Capital	Operating group IGA	Wood work (furniture)	G	5,000	Equipment
								260,000	22,000

4. Events Undertaken under the Voluntarism Component

No	Events	Focus on	Participants/Audience
1	Voluntary solicitation, organization and management training	<ul style="list-style-type: none"> • The concept of volunteerism • Value of effective volunteer management • Launching the Volunteer Management System/Guidelines of MJDA Promotion of youth volunteerism,	Mary Joy staff members, officials from the WCY Affairs office at sub city and woreda level and volunteers.
2	Workshop to engage the national media to promote youth volunteerism,		Media professionals
3	Radio broadcast radio program	National volunteerism, recognition of volunteers contribution; sharing best experiences	FANA 98.1 FM radio audience/community
4	IEC/BCE (newsletter, caps, notebooks, posters and leaflets bearing messages to promote volunteerism	Voluntarism (promotion, recognition, and solicitation)	Volunteers, CBOs, Government institutions, private sector and the school community
5	Recognition and certification event	Recognition and certificate awarding for volunteers' contributions and awareness creation	Volunteer (artists, models, promoters, journalist, writers, painters, community workers, university and college teachers, high school students and individuals from the private sector)
6	Meetings on promotion of youth volunteerism at school level	Awareness and promotion of youth voluntarism at schools	Teachers, school managers and students
7	Workshop	Promote volunteerism and celebrate IYV.	Representatives of schools and students
8	Celebration of International Youth Day	Create community awareness specifically among the youth about youth volunteerism in HIV&AIDS care and support	UNV team, KKWCY office and youth of the 10 woredas
9	Celebration of Volunteers Day	<ul style="list-style-type: none"> • Environmental Cleaning, • Awareness creation and promotion of voluntarism, • Home-base care for PLHIV and the elderly Volunteerism Awareness Creation Create network among members of youth	<ul style="list-style-type: none"> • Youth • Students • Volunteers, youth, WCY officials and peer mothers
10	Celebration of World Disability Day	Create network among members of youth associations and professional associations to	
11	Workshop with youth and professionals associations	promote volunteerism Volunteerism in Ethiopia	• Members of youth and professional associations
12	Photo exhibition and talk show		• Kolfe Keranyo and Gullelle community members

5. Success Case Stories

Alternative Livelihoods Project for Youth Infected and Affected by HIV&AIDS

The Case of Banchigize Melak

A deprived single mother, Banchigize Melak was born in 1986 in Gojam (specifically at Debreworkmariam around Bichena). Banchigize was not lucky enough to live with her parents. Her parents died while she was 2 years old and she was forced to grow up with her abusive aunt. When she reached eight years old, a woman brought her to Addis Ababa and started living with a relative of the woman as a house maid.

Life in Addis was not easy for Banchigize since the work was too much for her and could not bear it. Afterwards, she moved into her uncle's house and she continued working as a housemaid and was unable to go to school. Everything got worse when her uncle accepted a marriage request for her. She got married and became pregnant very soon. Not long after, she got divorced. Afterwards, she got married again and had a second child, but they separated soon since her partner had a legal wife and children. She believes that her second husband infected her with HIV.

It happened that Banchigize found herself alone, infected with HIV, and raising two children (one of them HIV positive) without a permanent income and totally desperate. The only solution to feed her children was begging. As she said, "I used to go far away to beg in order not to be noticed by my neighbors. That was the only option I had to feed my children".



While struggling to live in this way, she went to Woreda 14 Women, Children and Youth office to ask for support. At this time, Mary Joy Development Association in collaboration with the Women, Children and Youth office were recruiting youth affected and/or infected by HIV/AIDS for the Alternative Livelihood Program funded by UNDP/UNV.

After completing the need assessment, Banchigize was selected for the program. She took life skills, business development and health training. Immediately, she engaged herself in income generating activity - baking and selling Injera. The program opened an account for her at the Addis Loan and Saving Institution with a total amount of 5,600 Birr as a startup capital. She used 2,500 Birr to buy kitchen materials and other inputs and started the IGA.

Banchigize can now cover her house rent of 250 birr per month at Asko Addisu Sefer from her small scale enterprise. Moreover, she was making a monthly profit of 500 Birr. Luckily, now she can feed her children properly. She explained the change in her life like this:

"Now I can give my children Injera baked by their mother out of the income earned from the IGA, not with money collected by begging. I feel so proud and confident enough to be able to send my older child to school properly. Last year, when my child asked me to buy him a pencil I could not afford it and I had to let him on the street to beg for it. But now I even started buying him some teaching aids and materials..."

Banchigize is very grateful for the support she got from Mary Joy and now with bright outlook she started Equib to add up on her initial capital. In order to expand her Injera business, she had some ideas as she said: "I need to open a shop and distribute Injera for different hotels. I know I will not slide back afterwards. Mary Joy did not only help me in providing money but also strength my spirit of work by giving me different useful trainings".

THE CASE OF RUTH MULUYELET

A 23-year young mother, Ruth Muluyelet, used to strive with life by engaging on daily labor jobs so as to raise her kid. Ruth's mother died while she was an infant and her father gave her for tuition to her mother's relatives. After completing 9th grade, she left her relatives home at Gulele Sub-city in Addis Ababa (where she was born) and moved to Asko to live with her friends. While living with her friends, she met someone and got married. However, their marriage did not stay long and her husband left her while she was pregnant and married another person.



Ruth found that she was HIV positive when she went to the health clinic for anti natal care. With feelings of anger, loneliness and betrayed by her husband, she strived to live and gave birth to HIV negative baby. Her struggle for life continued for four years until she got support from Mary Joy Development Association.

As she said:

“When the Women, Children and Youth officer referred me to Mary Joy, I was not expecting to get such kind of support at all. But thanks to God I took different trainings such as life skill, HIV&AIDS, positive living and basic business skills that helped me to work strongly on my bakery”.

Now, with the seed money of 5.600 Birr she got from Mary Joy she opened a bakery with an initial capital of 1.500 Birr. Currently, she is saving 50 Birr per month and started Ekub (collective saving) for 150 per month. She told this on her words as follows:

“Now I feel so proud and encouraged and I do not feel lonely and have no anxiety at all. Now I am able to cover my house rent, Birr 200 per month, and my shop rent Birr 150/month regularly. From the profit of the bakery business, Birr 200/month, I feed myself and my child. I am not only waiting the profit from the sale of bread, I also sale plastic bags and coffee plates”.

Compassionate enough to others, Ruth supports one of her relatives, a 10-year old HIV positive girl who has nowhere to go. Above all, she also care for an HIV-positive young woman who has a nerve problem and who is now under Mary Joy Alternative Livelihood Support program. As she said, "now the lady's health is very good and with the business startup capital she got from Mary Joy she is selling food items. I am helping her until she totally regain her strength, confidence and until her business becomes profitable and she can live by herself"

Ruth never want to stop here, she has a dream of having her own bakery. With happiness on her face she expressed her dream like this: "I used to be afraid that I might die. Now I am not afraid of death, I feel so hopeful and with God's help I believe I can have my own bakery and teach my child up to college".

6. List of Youth Beneficiaries in Focus Group Discussions

A. Kolfe-Keranyo Sub-city

No	Name	Woreda
1	Mulu lemma	14
2	Mulatu Zelelew	14
3	Betelehem Tesfaye	14
4	Beza Fisseha	15
5	Mulumbet Worku	14
6	Serkalem Worku	13
7	Fitsum Sisay	13
8	Samuel Nigussie	
9	Fitsumnesh Mefin	
10	Firehiwot G/Egziabhere	
11	Anteneh Getachew	14
12	Meselu Tekle	10
13	Abraham Legess	14
14	Tewodros Arebo	13
15	Sara Gudissa	10
		10
		15

B. Gulele Sub-city

No	Name	Woreda
1	Tigist Nida	7
2	Samrawit Mengistu	3
3	Meseret W/Michael	3
4	Emebet Tsegaye	1
5	Rahel Abate	1
6	Melese Demeke	7
7	Behonegn Tilahun	10
8	Cherinet Tefera	10
9	Haftam ayenew	1