



**M.C.E Uganda**

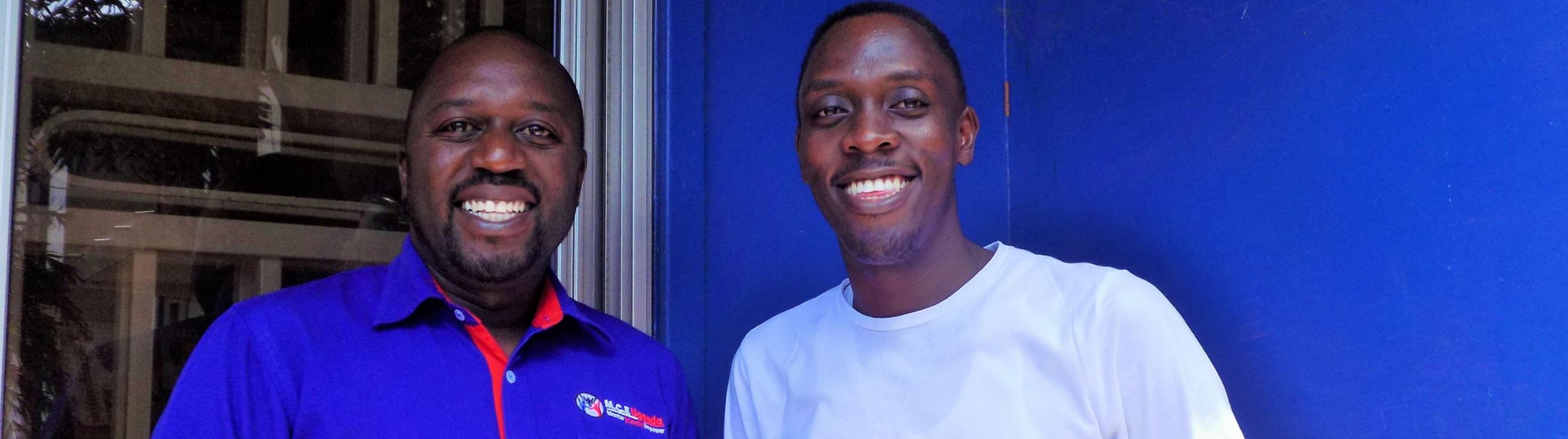
Mentor | Coach | Empower

"Youth Entrepreneurship & Employability"

# 2018 ANNUAL PERFORMANCE REPORT







## Founders Statement

Dear partners, friends and well-wishers,

The youth we work with, like Susan, Damalie and Ahia on page 11, 12 and 13, inspire us to continue enabling young people to engage in productive employment.

2018 has been another big year for MCE Uganda.

- We grew our reach to impact 2,043 youth in 2018;
- We refined our program strategy for scale;
- We strengthened our systems to support rapid scale;
- We developed our 2018 – 2020 strategic plan and scale plan;
- We partnered for learning with the UNESCO Chair “Lifelong Learning, Youth and Work”;
- We refined our messaging and brand.

We succeeded because we worked as a team. Not just the staff at MCE Uganda, but with the 1,283 out of school youth and the 760 youth at 21 vocational schools. We worked as a team with local and global advisors that shared their experience and best practice. We partnered with champions whose generous donations facilitated growth and impact in this pivotal year.

We hope that you continue to be inspired through this annual report.

**Thank you all for co-creating this impact.**

James Katumba S  
Executive Director  
Acumen Fellow 2017

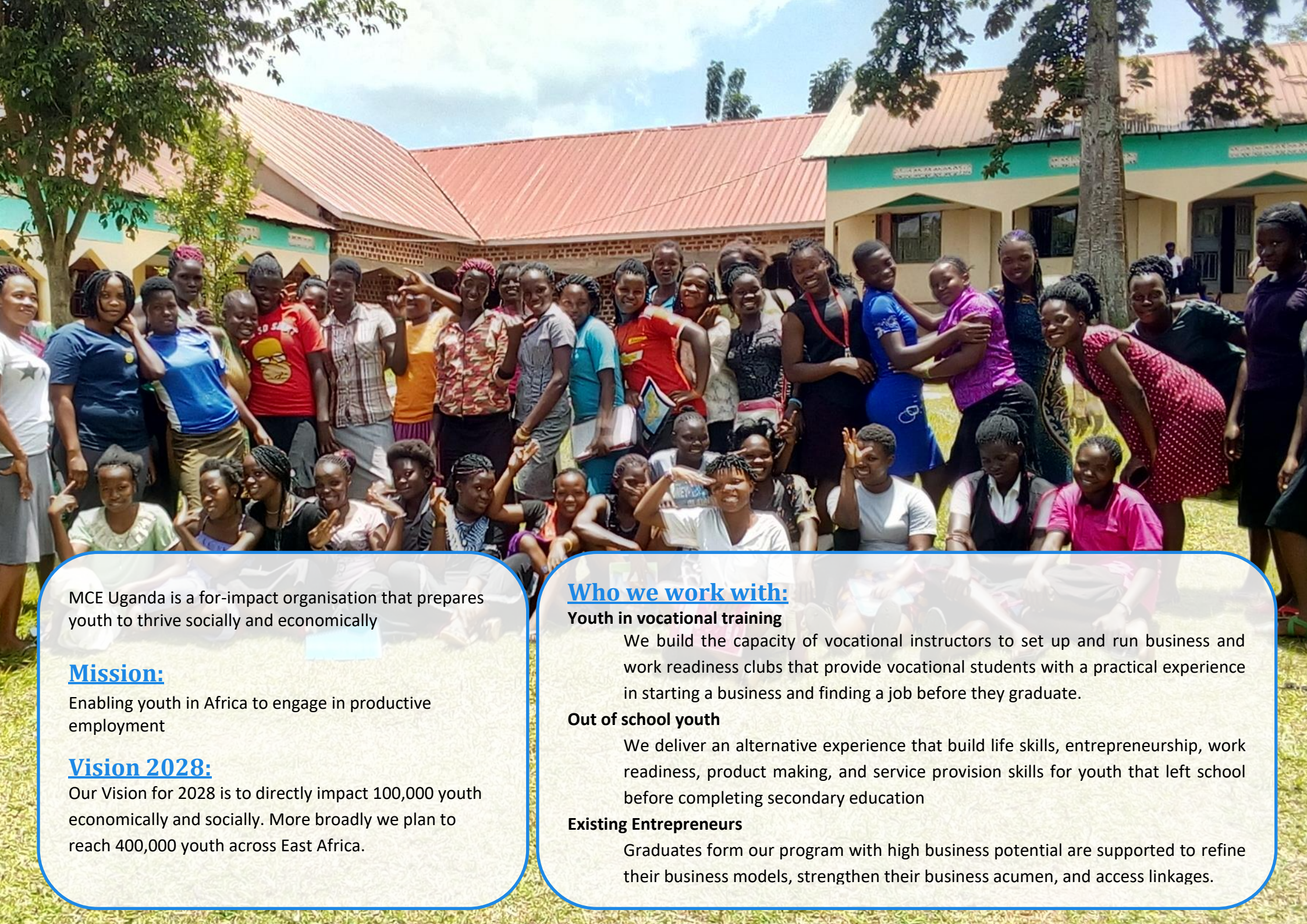
Solomon Kayiwa M  
Director of Operations  
Africa Visionary Fellow 2018



RE-BRANDING TO →







MCE Uganda is a for-impact organisation that prepares youth to thrive socially and economically

### **Mission:**

Enabling youth in Africa to engage in productive employment

### **Vision 2028:**

Our Vision for 2028 is to directly impact 100,000 youth economically and socially. More broadly we plan to reach 400,000 youth across East Africa.

### **Who we work with:**

#### **Youth in vocational training**

We build the capacity of vocational instructors to set up and run business and work readiness clubs that provide vocational students with a practical experience in starting a business and finding a job before they graduate.

#### **Out of school youth**

We deliver an alternative experience that build life skills, entrepreneurship, work readiness, product making, and service provision skills for youth that left school before completing secondary education

#### **Existing Entrepreneurs**

Graduates from our program with high business potential are supported to refine their business models, strengthen their business acumen, and access linkages.



The background image shows a group of young people in a vocational school workshop. Several students are wearing bright yellow-green t-shirts. One student in the foreground is wearing a black jacket with colorful footprints. They are gathered around a table, looking at a piece of blue fabric. The room has posters on the wall and various items on the table, including a beaded bag.

## YOUTH IN VOCATIONAL SCHOOL 2017 IMPACT HIGHLIGHTS

Graduates: 384 youth



49%



51%

### Economic Opportunity

49% in employment

34% started business

08% re-enrolled in school



# YOUTH IN VOCATIONAL SCHOOL

## 2018 IMPLEMENTATION HIGHLIGHTS

### ENROLLMENT

760 youth



400 Group mentoring  
100 1on1 mentoring sessions  
20 Civic engagement activities  
34 Business visits  
06 Employment visits

21 Vocational Schools  
21 Vocational Instructors  
15 Days training for instructors  
189 Instructor 1on1 meetings  
16 + Learning labs per institute  
336 + Learning labs delivered

Youth Economic Opportunities  
while still in school  
59 Group businesses  
60 Individual businesses  
33 In employment:

## 2018: Additional Highlights

### Partnership with Vocational Training Institutes (VTI):

Time and effort was invested in visiting partner VTIs. We successfully engaged VTI principals in meetings geared towards evaluation of the program, renewal of partnerships and marketing the program to new potential partners. We successfully worked with over 21 vocational instructors at 21 vocational schools.

### Refresher and induction training of vocational instructors:

The team planned and conducted refresher trainings for instructors in the North and Central regions. 9 vocational institutes were represented by 10 instructors. The training focused on redefining the implementation strategy, peer to peer feedback support, recommendations for improvement and recapping modules.

### Monitoring and evaluation surveys:

Baseline surveys were collected in February. Endline survey collection for the participants was completed by mid-December. Data entry, cleaning and analysis is on-going. We expect to have a report by end of March and to conduct post program survey in July 2019

### Partnership with Teach a Man to fish:

We launched a partnership with Teach a Man to Fish and had our partner vocational institutions participate in **The School Enterprise Challenge**: a program that guides and supports teachers and students step by step to plan and set up real businesses in school. This provided incredible business experience especially refining of business ideas and pitching ideas.

### Bigger Better Youth Competitions:

We held VTI business competitions in the respective communities where youth group businesses at each institute competed against each other and the winners were selected to participate at regional competitions. 20 youth from 4 institutes progressed to the final Youth Entrepreneurship Awards that was officiated by the National Youth Female Member of Parliament and Ministry of Education officials in December.





**Business Club: The Candy Stars group.**

A group of 11 youth from Jimmy Ssekasi vocational institute successfully created a business and saving group known as The Candy Stars. Musa, their group leader shared that the session that motivated them to start was the “Generate viable business idea” session

With a contribution of \$1 and 4 cents from each member, they started baking cookies with capital of \$15 and 4 cents. They shared that in the first month of business their market was within their campus, later on they started supplying to retail shops in the surrounding community. Currently they earn an average income of \$52 in a month. The group has future plans of expanding into fruit juice production.



# OUT OF SCHOOL YOUTH 2017 IMPACT HIGHLIGHTS

Graduates: **627** youth



69%



31%

**55%:** Graduates reported having an economic opportunity

**250%:** Increase in business start-up

**152%:** Increase in youth earning a monthly income

**154%:** Increase in youth saving some money





# OUT OF SCHOOL YOUTH 2018 IMPLEMENTATION HIGHLIGHTS

## ENROLLMENT

**1,283** youth



**32** learning groups

**05** Districts

**>96** villages

**08** Community Mentor Fellows

**20+** learning labs per group

Over **640** learning labs  
delivered

**1,146**

Participated in product  
making and service provision  
skills training

**562**

Participated in civic  
engagement activities

**3,298** Follow Up Visits

1on1 mentoring sessions **1,758**

Home visits: **1,243**

Business visits: **154**

Employment visits: **087**

Group mentoring: **056**

**38** business and employment  
linkages

**596** youth benefited from  
linkages

**29** Savings and Internal Lending  
Groups with **489** members

*Small Beginnings, Big Dreams*



## 2018: Additional Highlights

**Community Mentor Fellows:** After piloting community mentors in 2017, we have continued engaging young community based volunteers (Community Mentor Fellows). These implement the program in conjunction with Program Facilitators. Calls for applications for Community Mentor Fellows were shared via community public spaces, worship houses, email and social media sites. A total of 24 candidates applied, 19 candidates were shortlisted and interviewed. 8 were selected.

### **Integrating out of school youth programming with vocational schools programming:**

Community Mentor Fellows in Mukono and Gulu worked with eight vocational schools to build relationships that out of school youth can tap into non formal certification.

**End line Survey:** Endline survey collection for the youth on cohort 5 was completed by mid-December. A total of 1,227 end line forms were filled out. Data entry, cleaning and analysis is on-going. We expect to have a report by end of March and to conduct post program survey in July 2019.

**KYDA partnership:** We partnered with an existing organisations called Kawempe Youth Development Association( KYDA) which provides a range of services such as skills training counselling, care and psychosocial support to HIV positive children, vulnerable children and youth. 98% of these youth are out of school girls living with HIV/AIDS who live in the slums of Kawempe, Bwaise and Matuuga. We recruited 78 Youths in two groups . One at KYDA headquarters in Kawempe and another in Matuuga at St. Francis Catholic Church.

**Bigger Better Youth Competitions:** These started with mobilizing youth with business to participate at unit level competitions. This means that all youth with business at each unit competed against each other and the winners from the unit level were selected to participate at regional competitions. Regional competitions for Mukono/Kampala learning units held at NAWEC health centre and Gulu. 32 youth were progressed to the final Youth Entrepreneurs Award that was officiated by the National Youth Female Member of Parliament and Ministry of Education officials.





### Enterprise Rising Star: Meet Susan Akello

Susan, a former victim of the LRA rebel insurgency in northern Uganda is amazing and enthusiastic young lady. Susan's attempts to start and manage a business were futile until when she joined the program. During the "Business idea generation and validation" exercise she came up with an idea of setting up an innovative food restaurant in her community.

Susan has since set up "Butterfly Restaurant" earning a daily profit of \$8. She recently was selected as the MCE entrepreneur of the year and selected by Enterprise Uganda to share her story at the Global Entrepreneurship Week as one of the young promising business starters.



## GRADUATES INCUBATOR

### 2018 IMPLEMENTATION HIGHLIGHTS

The **Incubator** is a post program that provides additional support to graduates to further grow their small businesses. The program transforms small youth owned businesses into growth firms.

**Damalie** (in the photo) enrolled in the incubator program after she started a fashion business known as Harmony Fashion & Designs. From \$0 income Damalie now earns \$47 profit a month and plans to buy a second sewing machine given the increase in her clientele."

#### ENROLLMENT

20 youth



60%



40%

**280** 1on1 mentoring sessions

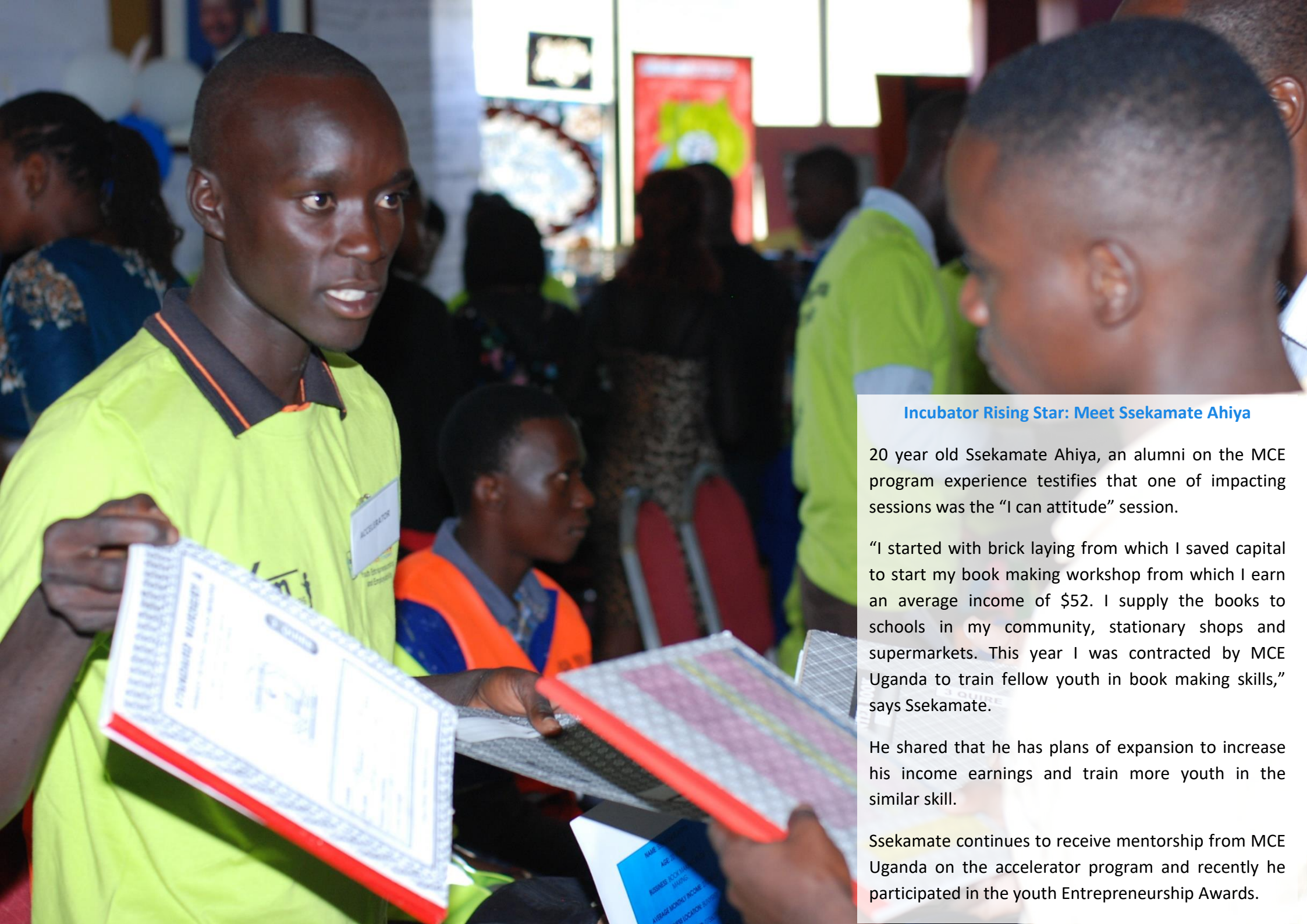
**16** 1 on 1 per each youth

**25** linkages

**19** youth in business

**01** youth in employment





### Incubator Rising Star: Meet Ssekamate Ahiya

20 year old Ssekamate Ahiya, an alumni on the MCE program experience testifies that one of impacting sessions was the “I can attitude” session.

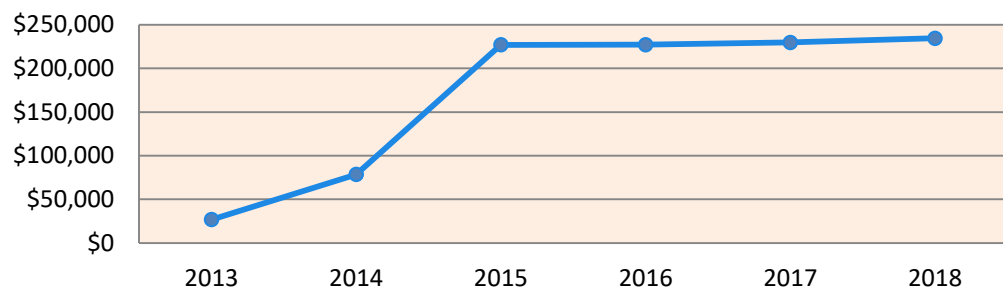
“I started with brick laying from which I saved capital to start my book making workshop from which I earn an average income of \$52. I supply the books to schools in my community, stationary shops and supermarkets. This year I was contracted by MCE Uganda to train fellow youth in book making skills,” says Ssekamate.

He shared that he has plans of expansion to increase his income earnings and train more youth in the similar skill.

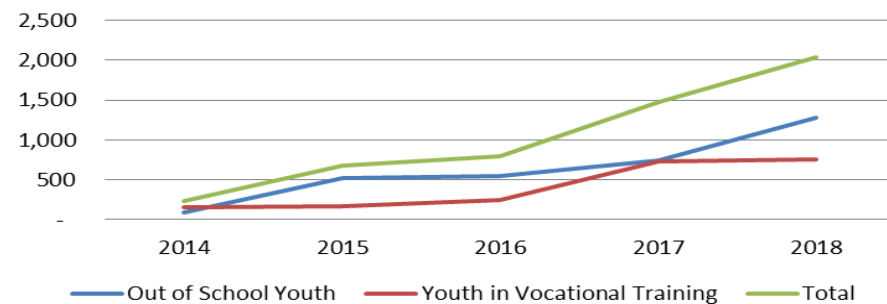
Ssekamate continues to receive mentorship from MCE Uganda on the accelerator program and recently he participated in the youth Entrepreneurship Awards.



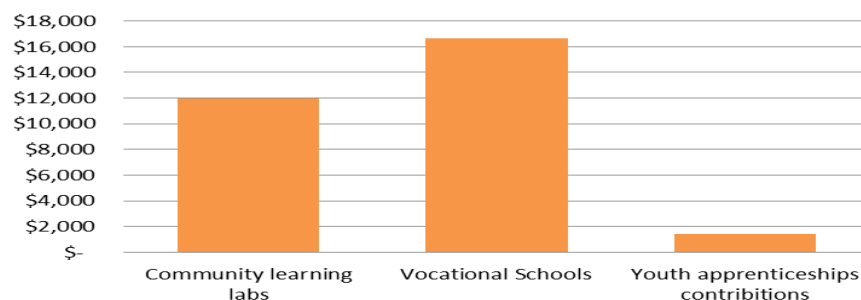
## Revenue By Year



## Youth per Year



## Local Contributions



## 2018 Allies

### Funding Partners

Segal Family Foundation  
 Issroff Family Foundation  
 Komo Learning centres  
 Anonymous

### 501(c)(3) Fiscal Sponsor

One World Children's Fund

### Capacity Building Partners

Issroff Family Foundation  
 Africa Visionary Fellowship  
 Opportunity Collaboration  
 Suddes Group – For Impact  
 Acumen Fellows Program  
 UNESCO Chair-*Lifelong Learning, Youth & Work*

## Program Partners

Nama Wellness Centre	Gulu Local Government	UN-ILO: Start and Improve Your Business Program
Rockies Group	Mukono Local Government	UN-ILO: Get Ahead for Women In Enterprise Program
Kawempe Youth Development Association	AFFCAD	

## Partner Vocational Schools

St. Monica Girl's TC	Lugogo Voc Tech Institute	Meeting Point VTC	Fountainhead TI	Akalo Progressive
ST Cecilia Domestic Science TC	Namulanda Tech Institute	COWA Centenary VTC	Albeko VTC	Abia Memorial VTI
Ulrika Institute of Home Econ.	Future Prospect Tech Inst	COWA Kireka VTC	Good Choice TVET	St. John Paul II VTI
DJRA Comprehensive Voc Sch	Nelkoo Voc Tech Institute	Mirembe Girls VTC	St. Victors T&VI	Vision For Africa
Jimmy Sekasi Business Inst.	St. Josephs Tech School	St John Bosco Tech TC	Gulu Community VS	Shoreline VTI
St. Parde Pio Integrated Skills TC	Namatoba Tech Institute	Truth Voc & Tech Inst	Unity Technical Sch	





## Our Team

### Leadership Team:

**Rita Kisitu** – Finance & Administration Coordinator

**Solomon Kayiwa Mugambe** – Director of Operations

**Barbara Atukunda** – Head of Programs

**James Katumba** – Executive Director

**17** fulltime staff

**21** vocational instructors

**08** community mentor fellows

**94%** below age 35    **53%** Female

### Governing Board:

1. **Mrs. Doris Mitti:** Communications Consultant - CELA Consults. **Previously:** Regional Communications Officer - Aga Khan Development Network in East Africa; Manager Corporate Affairs – Uganda Free Zones Authority **Other:** Rotarian
2. **Mrs. Irene Mutumba:** Founder & Country Director - Private Enterprise Development Network (PEDN) **Other:** Ashoka Fellow, Aflatoun partner Uganda
3. **Mr. Matovu William:** Country Director at Heifer International Uganda

### Advisory Board:

1. **Ms. Jacqueline Rotman** - Founder/Board Chair at Everybody Dance Now. Formerly Executive Director at SparkSF and Associate Consultant at Bridgespan New York.
2. **Mr. Antoine Chiquet** – Co-founder Komo Learning Centres. Global citizen
3. **Ms. Alice Ndagire** – Co-founder Alibeth Consults. Formerly Youth Ambassador for Uganda to the African Union and secretary for the African Union Youth Entrepreneurship Network.
4. **Mr. Joseph Quaderer** – First Vice President and Private Banker – Morgan Stanley Private Bank New York. Formerly Business Director at Educate!,
5. **Mr. Samuel James Kibanga** – Development Consultant. Formerly Executive Director of Katalemwa Cheshire Home for rehabilitation services and Executive Director National Forum of People Living with HIV/AIDS Networks in Uganda.





# **M.C.E Uganda**

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"Youth Entrepreneurship & Employability"

## **Meet Irene Nabwire– Community Mentor Fellow**

Irene, a graduate from the out of school youth program shared her experience as a community mentor fellow.

“Being a community mentor fellow has enabled me support fellow youth as well as helped me start a business and given me more ideas. I have learnt what I never got in school, given me a position in my community and now every youth comes to me to consult on both business and social aspects. I am glad to say that I have helped youth change positively in my community.”

The community mentor fellowship is a yearlong opportunity for outstanding young people like Irene to gain work experience and build leadership skills. Community mentor fellows work closely with program facilitators in program implementation.





### [Meet Matilda Nakanwagi: Vocational Instructor:](#)

Matilda is a passionate vocational instructor implementing at St. Padre Pio Integrated Skills Training Centre.

Before MCE Uganda partnered with St. Padre Pio, youth had no business initiatives despite entrepreneurship being on the curriculum.

“The MCE program experience is unique and offers a practical experience for the youth which is amazing! The instructor capacity building trainings and team building events have improved my facilitation skills for action based learning of entrepreneurship and work readiness soft skills. The experience is an eye opener and a challenge for me but this has also yielded better results for me and my vocational students.”

Works with vocational instructors like Matilda enables MCE Uganda tap into existing vocational education structures and to contribute to systemic change.

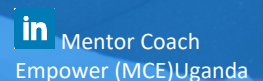




Rebranding to



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