

Youth Enterprise With Innovation in Nigeria – *YouWiN!*

Final Program Report

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1 Background

According to estimates from the World Bank, half of Sub-Saharan Africa's population is now under the age of 25, and as many as 11 million young Africans are expected to join the labor market every year for the next decade. As such, creating millions of productive, well-paying jobs will be vital to boosting economic growth, significantly cut poverty, and create shared prosperity on the continent. In Nigeria, the unemployment rate is particularly high and rising, with 20.6 percent of the population (approx. 20 million people), currently unemployed and 80 percent of the unemployed are between the ages of 15 to 44 (National Bureau of Statistics). Access to finance is one of the major challenges faced by Nigerian enterprises, but businesses owned by young people are most severely affected, largely due to their inability to provide collateral to secure funding from credit institutions (World Bank's Enterprise Survey, 2010).

Entrepreneurship and small businesses are crucial to job creation and economic development. In recognition of this, the Federal Government of Nigeria created the Youth Enterprise with Innovation in Nigeria (YouWiN!) program in fulfilment of President Goodluck Jonathan's 2011 budget speech promise. The program was launched on September 11, 2011 when the 1st edition was flagged off by the President. This report covers the period September 2011 through August 2014 – a period that spans the first two editions and part (the competition phase) of the 3rd edition of YouWiN!.

2 Objectives of YouWiN!

The overall objective of YouWiN! is to create jobs by stimulating entrepreneurship among Nigerian youth. The specific objectives as defined at the start of the program are to:

- i. Attract promising ideas and innovations from young entrepreneurial Nigerians;
- ii. Provide business startup or expansion grants of between N1 million and N10 million for the most promising entrepreneurs;
- iii. Provide training in small business management, business plan development and access to finance to aspiring youth entrepreneurs spread across all geo-political zones in Nigeria each year;

- iv. Generate 80,000 to 110,000 new direct and indirect jobs through the intended 3 annual cycles of the program;
- v. Facilitate access to a wide business and professional network and improve visibility for entrepreneurs on the program.

The program is being monitored against a set of key performance indicators that are in line with its objectives:

- i. 1,200 youth entrepreneurs supported to start or expand their business concepts each year (3,600 over three years).
- ii. 1,800 - 2,000 additional businesses started or expanded by youth trained but not directly funded by YouWiN!
- iii. 80,000 to 110,000 sustainable new direct and indirect jobs created for Nigerian youth over three years.
- iv. At least 18,000 aspiring youth entrepreneurs trained in business management, business planning and access to finance (6,000 each year).
- v. 1,200 entrepreneurs participating in the program established mentoring relationships with local business leaders and experts in their communities.

3 Implementation of YouWiN!

3.1 Program Coordination

The YouWiN! program is domiciled primarily in the Ministry of Finance, under the supervision of the Coordinating Minister of the Economy and Honorable Minister of Finance (CME/HMF), Dr. Ngozi Okonjo-Iweala. The CME/HMF sets the overall program vision and goals, while execution and day to day operations are carried out by the program secretariat headed by the Special Assistant to the CME/HMF, Dr. Supo Olusi. Dr. Olusi is supported by a team of consultants in the secretariat.

3.2 Role of partners

Several government, private sector and development institution partners are involved in the YouWiN! Program. A quick rundown of roles of the government partners is as follows:

- i. The Federal Ministry of Youth has undertaken social mobilization and awareness creation among Nigerian youth for the program, through road shows, rallies and social media campaigns.
- ii. The Federal Ministry of Women Affairs and Social Development played a key role in the mobilization of women for participation in the second edition of YouWiN! which targeted women entrepreneurs only.
- iii. The Federal Ministry of Communication Technology promotes integration into YouWiN! supported businesses by providing awardees with websites for their businesses.
- iv. The Small and Medium Enterprises Development Agency of Nigeria (SMEDAN) provides first layer of post award monitoring for grant recipients to monitor compliance with the terms of their grant award.
- v. Corporate Affairs Commission (CAC) provides a dedicated desk for expedited registration of business names for YouWiN! Grant recipients.
- vi. Other agencies like the National Agency for Drug Administration and Control (NAFDAC) and Standards Organization of Nigeria (SON) have also provided targeted support for YouWiN! Awardees on an as-needed basis.

A number of international development and private sector partners also contribute to YouWiN!:

- i. UK Department for International Development (DFID) has provided funding for key aspects of the program through its Policy Development Facility including support for the web platform for managing the program, funding for the program secretariat, engagement of international consultants to mark 1st and 2nd stage submissions, and for post award training boot camps. In addition, DFID has provided direct input and technical assistance for YouWiN! directly through DFID and Policy Development Facility (PDF) staff.

- ii. The World Bank has also provided direct technical assistance through its personnel and funded the Enterprise Development Center of the Pan Atlantic University (EDC) to provide pre-award training for 6,000 candidates who qualify for 2nd stage each year.
- iii. The Enterprise Development Center of the Pan Atlantic University (EDC), with funding from the World Bank, marks the concept notes and business plans to shortlist the best candidates in the 1st and 2nd stage competitions. A UK-based institution, Plymouth Business School, funded by DFID, provides Quality Assurance for the marking of entries and pre-award training of candidates.

3.3 Program implementation

The main component of YouWiN! is an annual business plan competition (BPC), the first of which was launched in September 2011. The BPC is open to Nigerian citizens from all geopolitical zones, who are aged 18-45 years, and have a promising new business idea or expansion plans for an existing small business that would result in creation of jobs. Each competition follows a process of multiple stages that ends with a final selection of 1,200 award winners spread across the country to receive financial and technical support to grow their businesses.

Two editions of the BPC have been conducted resulting in the emergence of 2,400 winners who are growing their businesses and are creating jobs. As of September 2014, the pre-award phase of the third edition (YouWiN! 3) had culminated, at the request of the Nigeria President, in selection of 1,500 grant winners. Winners receive grants of between N1m and N10m each to start up or expand their small business ideas.

Each cycle of YouWiN! is implemented in two phases: pre-award or competition phase; and post award or funds disbursement phase. In addition to the core activities in the two phases, the program provides other forms of support for both awardees and non-awardees, including product exhibitions, access to finance trainings and networking events.

3.4 Pre-award or Competition phase

Pre-launch preparation – In the weeks preceding the official launch of each annual cycle of YouWiN!, the secretariat undertakes sensitization of eligible Nigerians through road shows across the country and media advertisements. In addition, a comprehensive review of the processes and tools of the program is carried out to identify lessons learned and make changes as appropriate. Parameters are defined for the competition including eligibility criteria (particularly age and gender).

YouWiN! Website (www.youwin.org.ng): Prior to launch of YouWiN! 1, a website was developed to serve as the platform for the program. The site includes a front end (public user interface) where notices and timelines are shared with the general public, a registration database that stores bio data of all individuals who have registered on the platform; a competition database that stores all the submitted concept notes and business plans and the marks awarded by markers; a marking platform for the markers to access and mark the de-identified concept notes and business plans; a monitoring platform that contains the disbursement and monitoring information on awardees. Prior to launch of each cycle, the website is reviewed for readiness for the competition. Where it is deemed necessary based on previous cycle experience, updates are made to the public front end (user interface), marking platform, candidate registration platform, and/or the awardee database or monitoring platform.

1st stage competition (concept notes submission) – Due to the high prioritization accorded YouWiN! by the government, each edition is flagged off at a high profile ceremony personally performed by President Goodluck Jonathan. Immediately following the flag off, the online application platform is opened and starts to receive 1st stage submissions, using a concept note template, which lasts between 6 and 8 weeks.

Selection of 2nd stage qualifiers - Following completion of stage 1 applications, an international 3rd party engaged by the World Bank (Enterprise Development Center of the Pan Atlantic University, EDC/PAU) marks the concept notes using a marking scheme that has been co-developed and pre-agreed with the program secretariat and Plymouth Business School (PBS)

in the UK. (PBS also provides Quality Assurance for the marking of 1st and 2nd stage applications, and the pre-award trainings). Following the marking, 6,000 2nd stage qualifiers are selected from the pool primarily based on the scores but also factoring in geographic representation. To achieve this, the following selection algorithm is implemented by Aptivate, the UK-based vendor that manages the IT platform:

- i. All 1st stage applicants are ranked by total concept note scores.
- ii. The highest scoring 1,500 are selected to qualify for 2nd stage on National Merit.
- iii. The remaining applicants are then categorized by geo-political zone. The top scoring 750 in each of the 6 zones are then selected as Zonal Merit qualifiers, to make a total of 6,000.

Pre-2nd stage training: The results of the 1st stage competition are disseminated in national dailies and on the YouWiN! program website. The 6,000 2nd stage qualifiers are invited to regional pre-2nd stage trainings which occur in venues across the country, all facilitated by EDC. The trainings cover business plan development and SME management, finance, marketing and operations. During the training, biometric data is also collected from each candidate to facilitate validation of identity later in the process.

2nd stage (business plan) applications – the 6,000 trained qualifiers are invited to submit full business plans using a standard template, with financial details during the 2nd stage of the competition. This phase lasts 4 to 6 weeks. The submitted business plans are again scored by EDC and top performers are selected as ‘finalists’ from among whom eventual winners emerge. The number of finalists has varied from cycle to cycle as detailed in table 4 below.

Award winner selection - Final selection of award winners from among the finalist pool is done by Panels of SME experts that include entrepreneurs with local knowledge and experience, academics and professionals. The actual role of the Panelists changed slightly from cycle to cycle as explained in table 4 below. The Panelists selection events culminated in 1,200 provisional winners in each of cycles 1 and 2 and 1,500 winners in cycle 3. At this stage, the complete list of provisional award winners is published in daily newspapers and on the YouWiN! Website to inform the public, and the awardees are officially notified via email and SMS.

3.5 Post award or funds disbursement phase

The selection of *provisional* award winners kicks off the post award support phase of each cycle. This phase includes the determination of award ceilings and tranche schedules, validation of awardees, signing of legal agreements with Federal Ministry of Finance, disbursement of grant funds, post award monitoring, post award training and mentoring of awardees.

Determination of award ceilings and tranche schedules – Following selection of provisional award winners, an independent consultant, Growbridge Advisors, appointed through DFID support, reviews business plans to determine appropriate award ceilings (between N1 million and N10 million) that would meet the business requirements of each awardee for 12 months. In addition, a tranche schedule is proposed based on best estimates of cash flow needs of the business. As a policy, the initial tranche is limited to no more than 10-20% of total funds to limit the impact of any early defaulters. Each year a number of business plans have been identified at this stage as non-viable and either replaced or recommended for additional monitoring/mentoring.

Awardee validation and legal agreement signing – All provisional award winners are brought to a central validation event where their age, identity and business claims (for existing businesses) are verified. Each year, a few awardees have been disqualified at this stage and replaced with the next highest scoring candidate from their geo-political zone. The matching of replacement candidates by zone is to ensure that the already publicized distribution of award winners by zone is preserved.

Awardee monitoring and disbursement of funds – Following finalization of the award winner list at validation / legal agreement signing, the secretariat moves into the funds disbursement phase. A robust monitoring program that involves 2 layers of monitors is implemented as part of the post award phase. Internal monitors from the Small and Medium Enterprises Development Agency (SMEDAN) and external monitors- consultants supported by DFID are deployed to support the awardees in the implementation of their business ideas and expansion plans for a period of one year. The role of these monitors is to validate the achievement of milestones and

business goals for each instalment (tranche) by the winners. All monitoring activities are coordinated by the secretariat.

While tranches 2 to 4 are disbursed based on achievement of business and job creation milestones as judged by the monitors and the secretariat, an awardee has to satisfy a number of administrative requirements to qualify for the first tranche:

- a. Participate in a validation exercise as described above.
- b. Register their businesses with the Corporate Affairs Commission (CAC). For award winners who did not have registered businesses, the YouWiN! Secretariat facilitates the registration of a Business Name or Limited Liability Company with the CAC.
- c. Sign legal agreement with the Federal Ministry of Finance. Each awardee signed a legal agreement that guided the execution of the awardee's grant.
- d. Open a corporate account with assigned partner banks for their region. A total of 8 partner banks namely Access Bank, Bank of Industry, Diamond Bank, GTBank, Skye Bank, Stanbic IBTC, United Bank for Africa and Zenith Bank act as custodian banks through which the funds are being disbursed to awardees.

Through the first three cycles, the list of partner banks was kept the same except for a rotation of geo-political zone coverage at the beginning of the third cycle. The banks were responsible for holding the grant funds and disbursing to each awardee upon the secretariat's instruction and FMFM approval. Although there were a few hitches in the beginning with delays in bank account openings and inconsistent requirements from different banks for awardees to operate a corporate account, the issues were resolved fairly quickly and disbursement from banks was mostly hitch-free.

Mentoring – All winners are invited to participate in a mentoring program that is hands-on, continuous and enhances their chances of success as entrepreneurs. Mentors made up of seasoned local entrepreneurs and business managers provide one-on-one mentoring for awardees on a volunteer basis for one year. Each mentor is required to commit up to 2 hours per month per mentee for a minimum of one year on the program, and participates in a 1 day induction/on-boarding event at the start of the program. Mentors establish on-going business relationships and guide young entrepreneurs in day to day operations and management of business risks. In

addition, mentors are responsible for referring their mentees to a wide range of appropriate resources that are available for growing their businesses and also provide periodic feedback to the *YouWiN!* Secretariat on the performance and support needs of assigned mentees. While the goal is to enrol all awardees in the mentoring, pairing is on an opt-in basis and based on availability of mentors.

Post award training – All winners receive additional training that builds on the skills learned during the stage 2 sessions. This post award training is a 2 phase intensive business boot camp which covers topics including business planning and management, entrepreneurship, marketing, finance and accounting, operations, strategy and communication (including business writing and public speaking).

4 Review of YouWiN! 1

4.1 Pre-Award Phase

The maiden edition of the *YouWiN!* Business Plan Competition was formally launched on October 11, 2011 by President Goodluck Jonathan at a ceremony which was aired live on national TV networks and widely publicized in the print media. Sensitization and publicity for the competition was done all over the country, with road shows carried out in every geopolitical zone by the Federal Ministry of Youth Development. Additional road shows and other events were held in different states of the country, targeting areas with large numbers of eligible youth. Small and Medium Enterprise outreach events were also held in Lagos and Aba. Advertisements were aired on different television and radio stations around the country and published in major newspapers.

A total of 23,821 Stage 1 applications – concept notes were submitted through the YouWiN! website (www.youwin.org.ng) from October 11 through to November 25, 2011. Entries were evaluated by the Enterprise Development Center of the Pan African University. “Blind” scoring was adopted to increase impartiality of the process. A combination of EDC faculty members and successful entrepreneurs within the EDC network participated in the evaluation while Plymouth Business School, provided Quality Assurance for the process.

At the end of the 1st stage, 6000 applicants were selected based on their scores and were invited to attend training in the 6 geo-political zones of the country. 5,406 candidates attended the pre-stage 2 trainings in 11 centers between from December 6 – 20, 2011 in all the geopolitical zones. The 4 day trainings centered on starting and managing small and medium scale enterprises also taught participants how to write proper business plans. The training was provided by EDC and supported by Plymouth Business School.

Following the training, qualifying applicants again submitted their 2nd stage plans online, only through the website (www.youwin.org.ng). The website was opened for the submission of second stage business plans from December 19, 2011 and was closed on January 22, 2012.

Stage 2 applications were evaluated by EDC and Quality Assurance was provided by the UK Plymouth Business School. At the end of the evaluation, the best 2,400 plans were identified as finalists. To select the final 1,200 winners, the following algorithm was used:

- Top 300 scorers were selected as National Merit Winners.
- Zonal Panelists selected reviewed the top applications to identify best 30 from each zone (total of 180).
- Another 720 were selected from the 6 geopolitical zones using a stratified random selection approach while ensuring a minimum of 120 winners per zone to the extent possible. The algorithm for the selection of the 720 zonal merit winners was developed by a World Bank consultant.

During this process, a few candidates were disqualified and subsequently substituted with the next highest scorer from the respective zone due to age or non-attendance at the zonal training sessions.

After this process, a panel comprising seasoned local entrepreneurs and business leaders from the 6 geo-political zones of the country were convened in Lagos from Friday February 10 – Sunday, February 12, 2012 to validate the selection process. To do this, they reviewed the top 3 existing and new businesses (selected from among the national merit winners). Panelists also reviewed the top 60 entries within their zone and identified the best 30 as zonal merit award winners. In addition they also nominated the Presidential Award Winners for each zone. The Presidential Award Winners were validated by the secretariat and the Federal Ministry of Finance (FMF) during a series of visits to their businesses.

An Award Ceremony was held at the State House where the President formally presented the 1,200 Provisional Award Winners and presented special Presidential awards to 6 outstanding awardees (top candidates from each zone) on April 12, 2012.

4.1.1 Profile of YouWiN! 1 Winners

The list of 1,200 Provisional Winners or Awardees was published on March 19, 2012 in widely circulated dailies and on the *YouWiN!* website. These provisional awardees were selected from each geo-political zone and operate in 23 major sectors. The distribution of winners by zone and sector are shown in Figures 1 and 2 below.

Figure 1: Distribution of YouWiN! 1 Winners by Zone

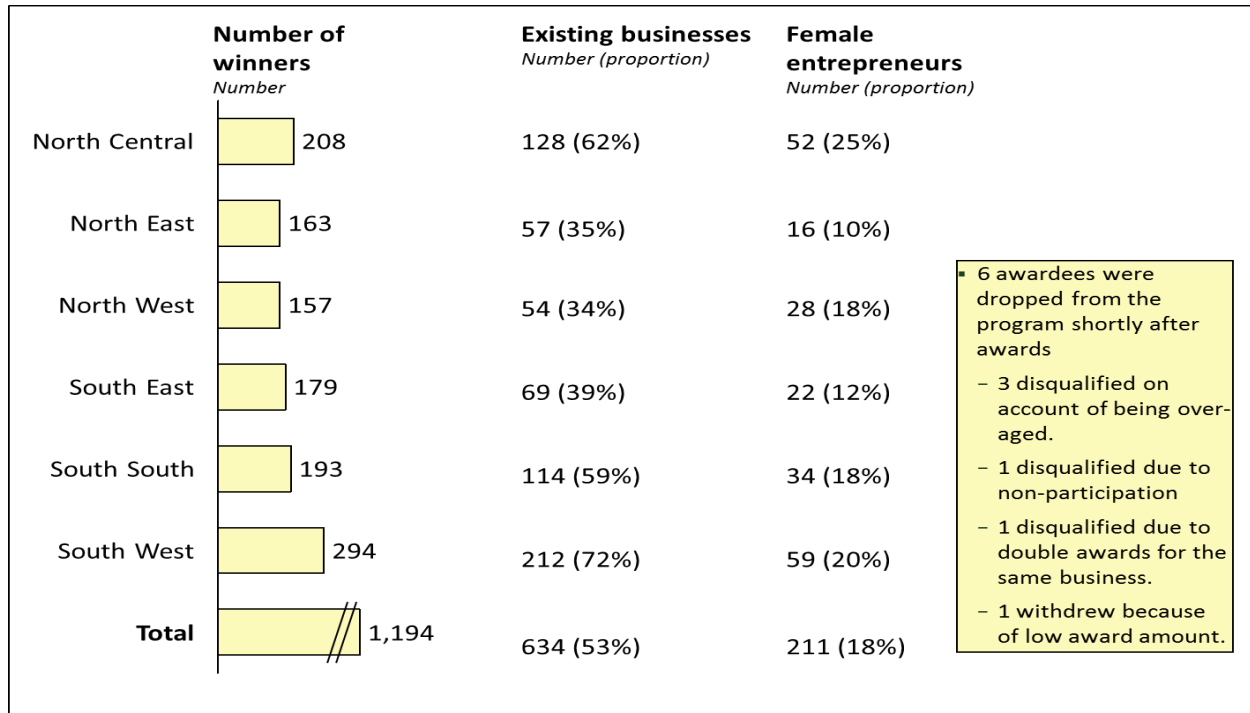
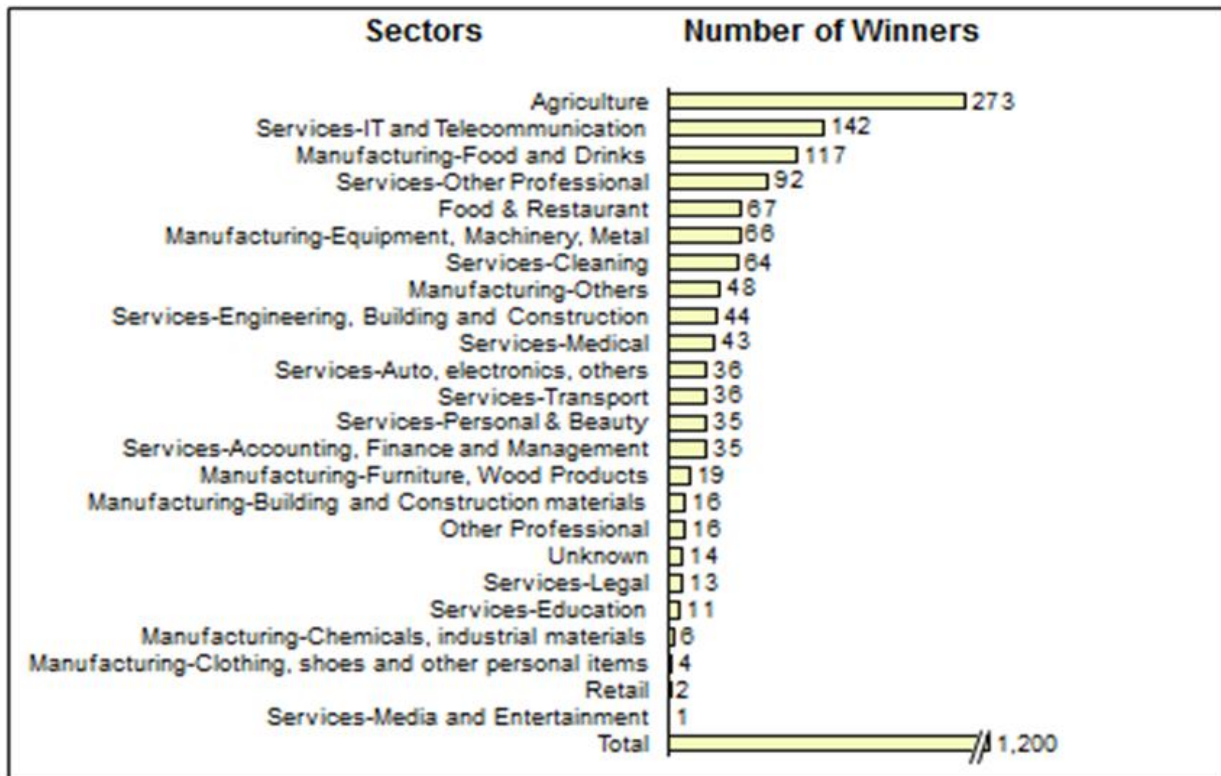


Figure 2: Distribution of YouWiN! 1 Winners by Sector



4.2 Post-Award Phase

The winners of the 1st edition of YouWiN! were supported for 18 months (June 2012 to December 2013) to either start or expand their businesses through funds disbursement, participation in comprehensive training, monitoring and mentoring programs coordinated by the secretariat. These post award activities were concluded in January 2014.

YouWiN! 1 winners were awarded grants of between N1m and N10m each. The award amount for each awardee was determined by the UK based Growbridge Advisors who assessed each business and recommended disbursement schedules for the awardees. The award grants were broken into 4 tranches to mitigate risk and also enable the tracking and benchmarking of business milestones before disbursement. Table 1 shows the amount and approximate proportion of each tranche.

Table 1: Distribution of YouWiN! 1 Grant Funds

Tranches	Amount	Approximate proportion of each tranche
Tranche 1	1,295,427,308	10%
Tranche 2	3,536,662,965	40%
Tranche 3	2,199,924,475	25%
Tranche 4	2,291,685,257	25%
Total Award	9,323,700,005	100%

A total of N9,323,700,005.00 (nine billion three hundred and twenty three million, seven hundred and five thousand naira) only was awarded to *YouWiN!* 1 awardees. The disbursement of approximately 10% as tranche 1 was meant to cover initial setup or expansion costs before the release of the subsequent tranches for capital and operating expenses. This also allowed for proper monitoring and evaluation of the execution of funds by award winners. However, exceptions were made for some awardees in the Agriculture sector to enable the planting of crops before the end of the rainy season.

4.2.1 Funds Disbursement

Disbursement of tranche 1 funds began on June 28, 2012 with the release of payment to the first batch of awardees through the partner banks. During *YouWiN!* 1, there were significant delays

in the planned timelines for disbursement of funds due largely to bureaucratic approval processes in the Federal Ministry of Finance. This informed revisions to the processes and an improvement in subsequent cycles. Awardees received their grant funds in batches as they became eligible for each tranche. Monitors from SMEDAN and the UK School for Start-ups validated the achievement of their business milestones prior to the release of each tranche. Businesses that were not performing were flagged for the secretariat’s attention. Special monitoring visits were conducted in October and November 2013 to businesses that were flagged by monitors as non-performing after which the disqualification of 25 awardees who had reached different stages of tranche disbursement (table 2) was recommended and implemented. The program secretariat has communicated the change of status to the disqualified awardees and is liaising with the Federal Ministry of Finance to follow up with the refund of disbursed funds. Table 3 shows the amounts disbursed in each tranche and the account balances.

Table 2: Status of YouWiN! 1 grant payments as at February 28, 2014 (YouWiN! 1 close-out)

Tranches	T1	T2	T3	T4	Total
No. of awardees paid	1,194	1,186	1,175	1,168	N/A
No. of awardees disqualified	5	13	24	31	N/A
No. of awardees withdrawn	1	1	1	1	N/A
Total no. of awardees	1200	1200	1200	1200	N/A

Table 3: Funds disbursed and account balances as at close-out of YouWiN! 1 program on February 28, 2014

Tranches	T1	T2	T3	T4	Total
Total grant funds	1,295,427,308	3,536,662,965	2,199,924,475	2,291,685,257	9,323,700,004
Amount disbursed	1,294,827,308	3,509,342,961	2,171,226,228	2,249,778,689	9,225,175,185
Balance of funds	600,000	27,320,004	28,698,247	41,906,568	98,524,819

4.2.2 Training

Awardees attended 2 rounds of 2- day intensive training on entrepreneurship skills for each zone in 2012. The first round of trainings took place between June 14th and July 20th 2012 in 4 locations around the country. They were taught entrepreneurial and small business management skills that built on the training they received during the stage 2 phase of the competition. Awardees attended the second round of trainings in November 5th to 30th, 2012. The training was led by School For Startups, funded by DFID.

4.2.3 Monitoring

The Small and Medium Enterprises Agency of Nigeria – SMEDAN (internal monitors) and the UK School for Startups (external monitors) collaborated with the secretariat to monitor the growth of awardee businesses. The monitoring program composed 2 cycles of visits from both monitors who validated the achievement of milestones prior to the disbursement of each tranche. Both monitors submitted reports for visits to each awardee on the YouWiN! monitoring website (<https://winners.youwin.org.ng>). This enabled the secretariat to track ‘problem awardees’ – those who had challenges with their businesses for additional technical support and those who were not executing their business plans as agreed in their legal agreements.

4.2.4 Mentoring

A total of 281 volunteer Mentors made up of seasoned local entrepreneurs and business managers provided one-on-one mentoring for 722 YouWiN! 1 awardees on the program.

4.2.5 Website Development

The Federal Ministry of Communication Technology developed websites for 531 awardees in 2013. These website were developed to help boost the visibility of the growing businesses. Figure 3 shows the distribution of websites developed by business sector and zone. A survey was conducted in November 2013 to determine the level of usefulness of the websites to the awardees. Results of the survey responded by 149 of the 531 awardees show that 85% (127) of the awardees felt that the websites were useful and would enhance their businesses.

Figure 3. Websites developed for 531 YouWiN! 1 awardees

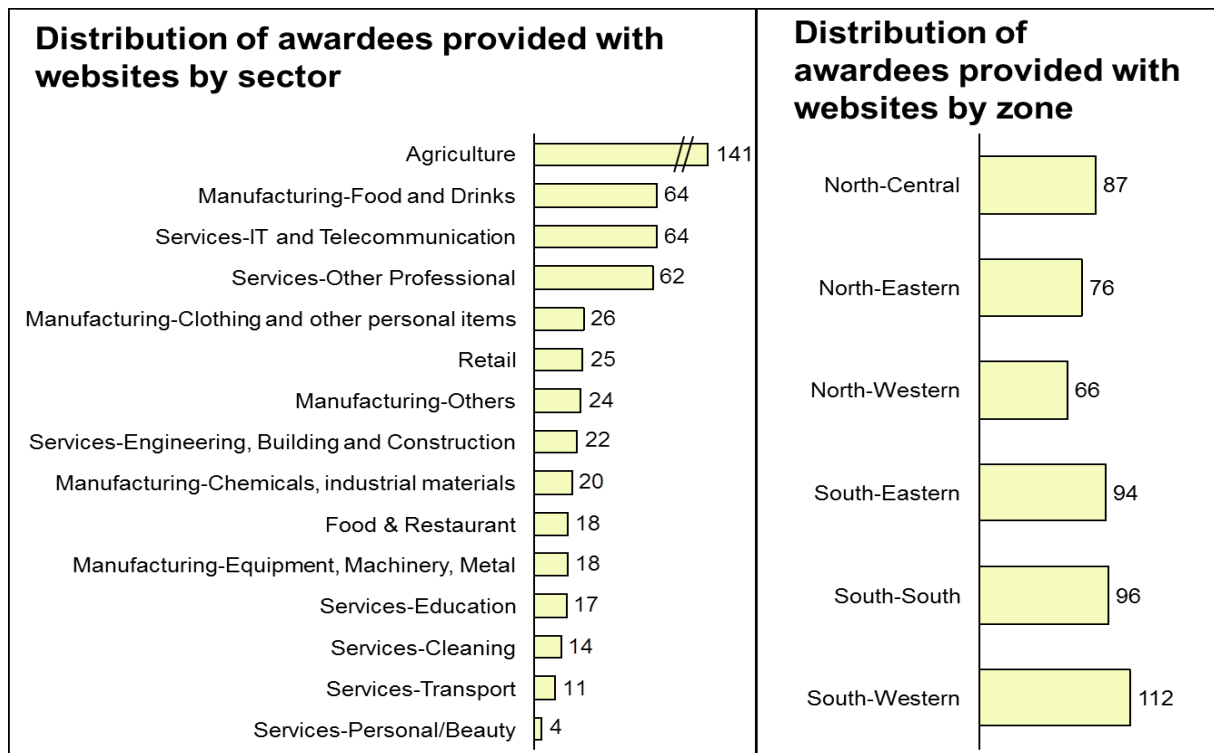


Table 4. Comparison of key aspects and results of YouWiN! 1, 2 and 3.

	YouWiN! 1	YouWiN! 2	YouWiN! 3
Pre-award phase			
Eligible candidates	All Nigerians aged 18-40	Women aged 18-45	All Nigerians aged 18-45
Launch date	October 11, 2011	September 3, 2012	November 25, 2013
1st stage application closing date	November 25, 2011 (7 weeks)	October 28, 2012 (8 weeks)	February 14, 2014 (12 weeks)
1st stage qualifiers	23,821	64,971	113,899
1st stage training dates	December 6-20, 2011	February 18 – March 1, 2013	January 20, 2015 – February 06, 2015
1st stage training events	11	12	14
2nd stage qualifiers	6,000	6,000	6,000
2nd stage application dates	December 19, 2011 – January 22, 2012. (5 weeks)	March 02, 2013 – March 25, 2013 (3 weeks)	May 4 – June 1, 2014 (4 weeks)
2nd stage applications	4,517	5,406	5,451
Role of Panelists	<ul style="list-style-type: none"> i. Review of applications from 60 borderline applicants per zone to select the 30 that would receive awards. ii. Selection of overall best candidate per zone to receive Presidential award. 	<ul style="list-style-type: none"> i. Review of applications from 60 borderline applicants per zone to select the 30 that would receive awards. ii. Selection of overall best candidate per zone to receive Presidential award. 	<ul style="list-style-type: none"> i. Interviewed all 2,250 finalists to identify top 1,500 candidates to receive provisional awards. (See lessons learned section for more details about this change)
Provisional winner selection algorithm	<ul style="list-style-type: none"> i. Top 300 scorers nationally selected as National Merit Winners. ii. Best 30 within each zone selected by Panelists as Zonal Winners. iii. 720 additional (~120 per zone) selected using a stratified random approach developed by the World Bank. 	<ul style="list-style-type: none"> i. Top 300 scorers nationally selected as National Merit Winners ii. Top 150 per zone selected as Zonal Winners. 	<ul style="list-style-type: none"> i. Top 600 scorers nationally selected as National Merit Winners. ii. Top 150 per zone selected as Zonal Winners.

	YouWiN! 1	YouWiN! 2	YouWiN! 3
Provisional winner list clean up	71 business plans selected for awards by EDC were determined to be poor quality by Growbridge. Because no better candidates were found among the remaining pool of applicants, they were announced as award winners and earmarked for special monitoring and support by the program.	Based on the experience in YouWiN! 1, the scoring template was significantly improved to better discern truly promising candidates. Despite that, 32 candidates already selected as winners were found to be of inadequate quality and were again placed in an intense monitoring support program.	All selected candidates were determined to be fundable in YouWiN! 3.
No. of provisional award winners	1,200	1,200	1,500
Distribution of provisional winners by zone ¹	NC – 208 NE - 163 NW - 157 SE - 179 SS - 193 SW – 294	NC – 227 NE - 167 NW- 157 SE - 175 SS - 198 SW - 292	NC – 216 NE - 210 NW - 226 SE - 289 SS - 328 SW - 231
Distribution of provisional winners by gender	Male – 989 (82%) Female – 211 (18%)	Female – (100%)	Male – (62%) Female – (38%)
Distribution of provisional winners by type of business	New: 566 (47%) Existing: 634 (53%)	New: 511 (43%) Existing: 689 (57%)	New: 937 (62%) Existing: 565 (38%)
Top 5 sectors of award winners	Agriculture (273) IT and telecommunications services (142) Food and drinks manufacturing (117) Other professional services (92) Media and entertainment services (67)	Agriculture (298) Food and restaurant services (155) Education services (143) Food and drinks manufacturing (93) Health services (65)	Agriculture (456) Foods and Drinks manufacturing (147) Education (106) Clothing, shoes and other personal items (93) Food and restaurant (81)

	YouWiN! 1	YouWiN! 2	YouWiN! 3
Post award phase			
Validation outcomes	Total disqualified (not replaced): 6 Reasons: <ul style="list-style-type: none"> • Overaged: 3 • Double award: 1 • No show: 1 • Withdrawal from program: 1 	Total disqualified (replaced): 2 Reasons: <ul style="list-style-type: none"> • Age falsification: 1 • Impersonation: 1 	Total disqualified (replaced): 27 Reasons: <ul style="list-style-type: none"> • No show: 22 • Double award: 1 • Impersonation: 3 • Deceased: 1
Award ceiling determination	Out sourced to UK based Growbridge Advisors. Where recommended amounts were determined to be inadequate for the business by secretariat, the maximum amount was awarded.	Out sourced to UK based Growbridge Advisors and then reviewed by secretariat	Recommended by Panelists during Panel interviews. Growbridge Advisors will provide Quality Assurance for the Panelist recommendations
Total grant award amounts	N 9,323,700,000	N 10, 073,000,000	N 11,290,781,260
Mean grant amount	N 7,795,736	N8,393,800	N7,527,188
Median grant amount	N 9,000,000	N 8,500,000	N 8,000,000
No. of tranches	4	3	3
Internal monitoring	SMEDAN	SMEDAN	SMEDAN
External monitoring	Independent monitors contracted by School for Startups	Independent monitors contracted by Growbridge Advisors	Planned as monitors contracted by World Bank funded Growth and Employment Program (GEM) but by February 2015 not yet finalised
Mentoring participation	725 awardees paired with mentors.	958 awardees paired with mentors.	782 awardees paired with mentors.
Business status as of August 31, 2014	<ul style="list-style-type: none"> • Active: 1,111 • Disqualified: 31 • Failed: 56² • Withdrawn: 1 • Deceased: 1 	<ul style="list-style-type: none"> • Active:1,194 • Disqualified: 4 • Failed: 0 • Withdrawn: 1 • Deceased: 1 	N/A
Total jobs created (as of Aug 31, 2014)	11,037	9,924	N/A

	YouWiN! 1	YouWiN! 2	YouWiN! 3
Breakdown of jobs created by zone	NC 2,339 (21%) NE 1,717 (16%) NW 1,910 (17%) SE 1,840 (17%) SS 2,115 (19%) SW 3,239 (29%)	NC 1,607 (16%) NE 1,215 (12%) NW 1,352 (14%) SE 1,597 (16%) SS 1,598 (16%) SW 2,555 (26%)	N/A

- i. 6 winners were dropped at validation and not replaced.
- ii. 15 of the failed businesses were confirmed to have defaulted

5 Review of YouWiN! 2

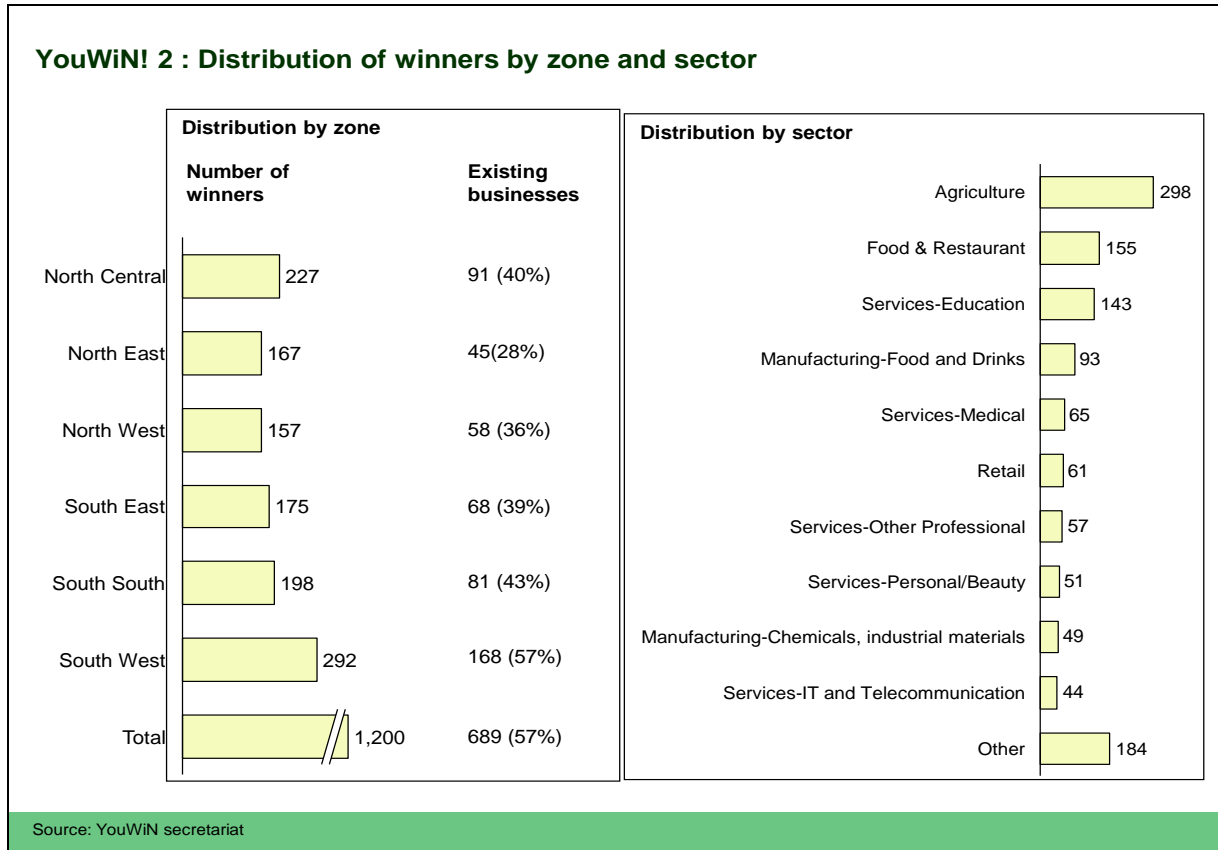
With only 18% of YouWiN! 1 winners being women, the secretariat commissioned an independent survey (with funding from DFID) to understand the reasons for the low female participation. One of the major findings of that survey was that mixed competitions do not always offer women a ‘safe’ space to express themselves within Nigeria’s socio-cultural context. This finding informed the decision of the government to launch YouWiN! 2 that targeted only women, called *YouWiN! Women*.

5.1 Pre-Award Phase

YouWiN! Women was kicked off by the President on September 3, 2012 and was open only to women. To be eligible, women needed to be 18-45 years old and possess a post secondary qualification. The Federal Ministry of Women Affairs and Social Development played a key role in mobilizing women across the country to participate in the competition. At the start of YouWiN! Women, a major revision was done to the application templates on the website (both 1st and 2nd cycles) based on lessons from YouWiN! 1 with the aim of better standardizing submissions through more specific questions and enforced word limits. Over the 7 weeks that the 1st stage application was open, a total of 64,971 concept notes were submitted, a remarkable increase from YouWiN! 1 which recorded less than 24,000 applications. These were again assessed by EDC and the top 6,000 selected as stage 2 qualifiers. In February 2013, the 2nd stage qualifiers received their training in 12 events held across the country.

2nd stage applications for YouWiN! 2 were accepted from March 2, 2013 – March 25, 2013. Again there was an increase in the number of 2nd stage submissions (5,406 for YouWiN! Women compared to 4,517 for YouWiN! 1). Entries were marked by EDC, with PBS providing Quality Assurance. The 1,200 award winners were selected based on the revised algorithm described in table 4 above.

Figure 4. Profile of YouWiN! women winners.



5.2 Post-Award Phase

Following the YouWiN! 1 experience, the secretariat determined disbursement of four tranches was too tedious to manage and took too long to fit well within the annual cycles, and a decision was made to reduce disbursement tranches to three for YouWiN! 2 onwards.

As with YouWiN! 1, winners were awarded grants of between N1m and N10m each, determined by Growbridge Advisors who assessed each business and recommended disbursement schedules for the awardees. To reduce approval and disbursement delays experienced in YouWiN! 1, a standardized monthly cycle for monitoring and approvals was developed and introduced by the program secretariat with input from PDF, which helped streamline the approval process and reduce delays. A total of N10,073,000,000. (ten billion and seventy three million naira) only was awarded to YouWiN! 2 awardees. YouWiN! 2 awardees began receiving tranche 1 in June

2013, tranche 2 in October 2013 and tranche 3 in February 2013. As of August 31, 2014, the status of funds disbursement is as shown in table 5 below:

Table 5: Status of YouWiN! 2 grant payments as at August 31, 2014

Tranches	T1	T2	T3
No. of awardees paid	1,200	1,167	545
No. of awardees disqualified	-	-	4
No. of awardees withdrawn	-	-	2 ¹
No. pending payment	-	33	649
Total no. of awardees	1200	1200	1200

1. 1 awardee withdrew while another was deceased.

YouWiN! 2 awardees also all participated in a post award bootcamp training facilitated by Growbridge Associates with support of local industry experts.

6 Review of YouWiN! 3

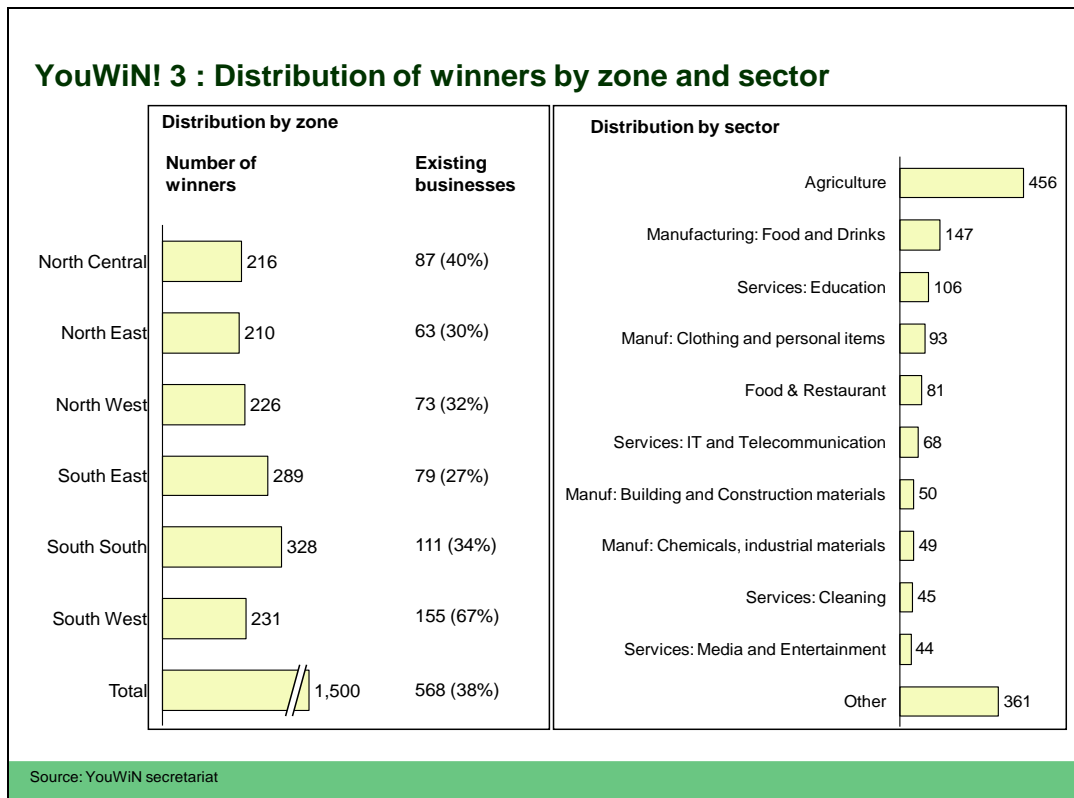
Following a successful YouWiN! 2, The President launched YouWiN! 3 on November 25, 2013. The 3rd edition of the program targets male and female entrepreneurs between the ages of 18-45 years. Details of the key elements are highlighted in table 4 above.

A number of important changes were made to YouWiN! 3 that should be mentioned –

- a. ***Increase in number of awardees.*** In order to expand the impact that YouWiN! program is having, the government decided to increase the number of grant recipients from 1,200 per year in the first two cycles to 1,500 per year in the third cycle.
- b. ***Changes in awardee selection approach.*** Also, in response to repeated occurrences of suspected impersonation and award winners not being adequately familiar with their businesses despite having submitted winning applications, the secretariat decided to implement 100% in-person finalist candidate interviews in YouWiN! 3.

All 2,250 finalists (selected based on business plan scores out of the 5,451 stage 2 applicants) were required to hold in-person interviews with expert panels. Based on the interviews, 1,500 were chosen as winners. The Panelists flagged 30 businesses for close monitoring to ensure compliance and maximize likelihood of success.

Figure 6. Profile of YouWiN! 3 award winners.



As of August 2014, YouWiN! 3 awardees were yet to commence post award activities.

7 Program challenges and lessons learnt in implementation

The YouWiN! program secretariat experienced a number of challenges that necessitated adjustments to the implementation approach as the program evolved. Many of these were fairly simple to resolve once identified, however, a few of the more important ones are listed in table 6 below.

Table 6. Challenges encountered in the implementation of YouWiN!

#	Challenges	Implications for subsequent editions of YouWiN!
A	Application processes and tools	
	Performance of the local IT firm that initially managed the YouWiN! application platform presented several capability and data security concerns.	The Federal Ministry of Finance worked with DFID to engage a UK-based IT consultancy, Aptivate, to manage the IT components of YouWiN!
	Very flexible application template in YouWiN! 1 resulted on highly varied applications with no standardization that were difficult to compare.	Standardized templates were developed and rolled out to include specific questions and word limits and a fairly prescriptive financial template. The templates continue to be updated upon review of the experience from each cycle.
B	Mobilizing applicants for YouWiN!	
	With YouWiN! 1, initial enrolment was poor due to widespread skepticism for government programs by the youth population.	The project team adopted targeted advocacy strategies through road shows and events targeting different segments of the target group including students, National Youth Corps members and existing businesses.
	Female participation in YouWiN 1 was low, with only ~15 percent of stage 1 entries from female applicants.	The project management team engaged a consultant to conduct a series of Focus Group Discussions that has informed the design of subsequent iterations of YouWiN!
C	Awardee selection	
	In YouWiN! 1, scores were assigned for job creation proportional to the number of proposed jobs created. This made some otherwise poor plans to wrongly earn high scores.	Job creation scores were re-evaluated for YouWiN! 2 to better reward reasonableness and be a true sliding scale versus and almost all-or-none criterion.
	In YouWiN! 1, a fairly complex multi-staged process was adopted for winner selection. The randomization of a significant sub-group of finalists resulted in several awardees being selected from the randomized pool who had poor quality business plans.	The selection process was simplified to minimize the negative impact of the randomization, with the secretariat and World Bank providing QA for a simpler algorithm implemented by Aptivate.
D	Post award management	
	In YouWiN! 1, many awardees sought to relocate their businesses to other states and geopolitical zones. This puts the originally disseminated geographic distribution of YouWiN! businesses at risk.	The legal agreement was revised to only allow relocation on marital grounds, or otherwise as approved by the secretariat.

	Many awardees ran into business partnership squabbles that affected their business performance, particularly in YouWiN! 2.	A clause was included in the legal agreements that required YouWiN! awardees to have controlling stake in any partnerships and sole control of the YouWiN! business account.
		Revised guidelines were developed to guide Growbridge's award ceiling determination such that tranche funding aligns better with the realities of each business plan: <ul style="list-style-type: none"> • Tranche 1 should be tied to implementation of a specific activity in the business plan and should be no more than 20% of total award. • Tranche 2 should be substantial enough that, in combination with tranche 1, it is adequate to commence business operations / production. • Tranche 3 should be significant enough to incentivize awardees to remain compliant through the end of the program.
	Bureaucratic processes in the FMF caused significant delays in the approval of funds for awardees which led to frustration and agitation among them.	The secretariat switched to disbursing funds in batches (within tranches) as awardees became ready. This meant that some tranches are disbursed in batches of up to 12 groups of awardees. The secretariat also processed the approval of tranches in advance of the actual payment to reduce the amount of time awardees had to wait for disbursement after approval.
	Many awardees complained about the unclear relationship between their tranches and actual business plan activities in response to the Growbridge determined award ceilings and disbursement schedules.	The secretariat had to adjust the size of tranche 1 for Agriculture sector awardees (up to 30%) as the initial recommendations did not work for them.
	A number of YouWiN! 1 & 2 awardees were found to be cheating the program by presenting businesses that belonged to others as theirs and/or diverting the YouWiN! funds to other inappropriate uses.	The secretariat commenced unscheduled visits such that the awardees did not prepare or 'stage' a presentation as they might have to monitors. During the visits, specific evidence showing ownership and staffing of the businesses was requested.

8 Overview of secretariat function

The project secretariat, as previously discussed, was responsible for the day to day operations of YouWiN! and staffed by consultants. Seven secretariat members were supported by DFID as follows: Dr. Muyi Aina, Mr. Akubo Adegbe, Ms. Sekyen Niyang Ajao, Mr. Ken Onwuliri, Ms. Snow Ogunjimi, Ms. Nanko Lannap and Ms. Woka Phillips.

A summary of the activities of the secretariat through August 2014 is outlined below, per the terms of reference.

8.1 Project activities carried out and progress towards achievement of outputs

8.1.1 Output 1: Project Secretariat fully staffed and functional

The secretariat was staffed by full time consultants and supported implementation of all aspects of the program including competition stages, post award management and general support to candidates and awardees. In addition, the secretariat served as a frontline source of information to external stakeholders on YouWiN!

Between July 2102 (when the project secretariat awardee support center began keeping track of communications data), a total of **14,549** phone calls were handled. Of these, **8,897** were called and **5,652** were received. During the same period, **259, 379** emails were handled, **14,502** emails were received and **244,877** mails were sent out. A total of **101,086** SMS messages were handled, **1,877** SMS messages were received and **99,209** SMS messages were sent out. A detailed breakdown by month of these calls, emails and SMS messages is attached as **Appendix 1**. Emails and calls received mostly were for inquiries by awardees or entrants in the competition seeking to clarify information regarding their program or their participation. Communication outwards (email, SMS and calls) served mostly for the secretariat to notify candidates and awardees of program announcements such as training dates and venues, competition results, or to respond to inquiries.

8.1.2 Output 2: Clear project implementation plan that is agreeable to FMF and its partners, and is updated periodically as necessary.

The implementation of YouWiN! was guided by a workplan that was updated regularly as needed. The current version of the workplan is attached to this report as **Appendix 2**.

8.1.3 Output 3: YouWiN! program executed in a well coordinated and timely manner

- i. YouWiN! 1 was successfully implemented from start to close-out, with results as previously discussed in this report.
- ii. YouWiN! Women was ongoing as of August 2014 with disbursement of funds in progress. **Appendix 3** shows the status of funds disbursement as of August.

- iii. YouWiN! 3 was also in process, with the competition phase having been concluded and preparations in gear to move to disbursement phase.

8.1.4 Output 4: Project Monitoring & Evaluation system developed and implemented to track, manage and report on achievement of program outcomes

Program monitoring and evaluation is via two main mechanisms. Through the web M&E platform, information is collected on job creation, business turnover, and overall business status. This data is uploaded on the platform by the field monitors (internal and external). Due to widespread inconsistencies in the data uploaded by the two sets of monitors, the secretariat began implementing quarterly job surveys to track primary impact of the YouWiN! Program. The current job creation information (as of August 2014) is discussed in section 5.3. Job creation data in the surveys is self reported by awardees with random validation of ~5 percent by the secretariat. In the reporting for each quarter, job numbers from the latest available previous quarter are brought forward for awardees who do not respond to the current quarter survey.

8.1.5 Output 5: Programme communication and reporting

The secretariat briefed the SA to the CME regularly during update meetings on YouWiN! Progress, who in turn briefed the CME as needed. The secretariat has continued to manage the front-end of the website with periodic contents and news updates to communicate with applicants and awardees. The YouWiN website, www.youwin.org.ng continues to be the main platform for interfacing with all awardees and candidates. The secretariat has maintained an online presence on facebook and twitter by putting up notifications and information about the YouWiN! Launch, application timelines and application process and have received responses from the same channels.

8.1.6 Achievement of project outcome

The main purpose indicators defined in the secretariat TOR were mostly achieved as of time of preparation of this report:

- i. *Ideas and innovations attracted under YouWiN!3 from up to 100,000 young entrepreneurial aspirants in Nigeria – by 14 February 2014. **113,899 concept note applications were received as of the 1st stage closing date of February 14, 2014.***
- ii. *6,000 aspiring youth entrepreneurs trained under YouWiN!3 in basic Small and Medium Enterprises (SME) management and business plan development – by April 2014: **6,000 2nd stage qualifiers trained in SME management and business plan development by EDC between January 20, 2014 and February 6, 2014.***
- iii. *1,200 most promising aspiring youth entrepreneurs selected for support during the third year of YouWiN! Implementation – by May 2014: **1,500 awardees were selected (number increased as directed by Mr. President and the CME/HMF) in July 2014.***
- iv. *Effectively managed equity grants of between 1 and 10 million naira provided to each YouWiN! Awardee by end of Quarter 1 for YouWiN! 2 and from Quarter 2, 2014 to Quarter 4, 2014 for YouWiN!3: **Grant disbursement currently ongoing to 1,500 YouWiN! 3 winners.***
- v. *A robust and effective business mentoring program to provide ongoing support and capacity building for YouWiN! Awardees further developed and implemented – developed by May 2014 and implemented Quarter 2 2014 to Quarter 4 2014: **Mentoring program currently ongoing for YouWiN! 3 award winners. As of time of preparing this report, 782 YouWiN! 3 awardees (~52%) have been paired with suitably matched YouWiN! Volunteer mentors.***
- vi. *50,000 jobs created over 3 years from enterprises supported during the YouWiN! BPC. As of end of quarter 3, 2014, total jobs created was ~20,000. **That number applied only to YouWiN! 1 &2 and is expected to rise as YouWiN! 3 awardees begin to create jobs. All businesses are also expected to increase their job numbers over the 5 year period of follow up to reach the target of 50,000 jobs.***

8.1.7 Post award management plan

One of the planned deliverables of the program secretariat is a Post Award Management Plan to guide YouWiN! 3 implementation that builds on lessons from the two earlier editions of YouWiN!. This was developed and incorporated into YouWiN! 3 implementation that is

included as appendix 4 to this report. The plan is currently guiding the post award implementation of YouWiN! 3.

8.1.8 Program sustainability

Two main interventions have been put in place to ensure that the impact of the program continues beyond the termination of the program in its current form. This is particularly important in view of the upcoming elections and transition in government:

- i. **Institutionalization of the program management structures to the Federal Ministry of Finance.** The YouWiN! Secretariat, which was hitherto managed by a private consulting firm, Solina Associates, was transitioned to Federal Ministry of Finance fully. A physical space was set up and the secretariat staff are somewhat integrated into the routine functioning of the FMF. Furthermore, payment of salaries for the secretariat consultants has been transferred to a World Bank facility to the Federal Government of Nigeria through the Growth and Employment in States (GEMS) project.

- ii. **Development of a ‘Post YouWiN’ support mechanism for awardees.** A Venture capital fund has been developed and is being rolled out by the Federal Ministry of Finance to provide further support for the most promising YouWiN! Awardees and other entrepreneurs in Nigeria.

8.2 Appendices

8.2.1 Appendix 1: YouWiN! Secretariat TOR

8.2.2 Appendix 2: Secretariat phone calls and email log

8.2.3 Appendix 3: Status of tranche disbursements

8.2.4 Appendix 4: YouWiN! 3 Implementation Guide