



# PROJECT IMPLEMENTATION SUPPORT CONSULTANCY

## EXCERPT SUMMARY REPORT FOR HANDOVER MEETING

YOUNG AFRICA WORKS PROGRAMME;  
EQUITY BANK

PRESENTATION BY:  **QUAD TEE**

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# ABOUT THE CONSULTANCY

Quad Tee Corporation was onboarded on 1st August 2022 to support Equity Bank implement the Young Africa Works (YAW) program through technical support at the bank. One of the key goals was to support the program adopt project management strategies tailored to the needs and abilities of youth and women enterprises in Uganda, whilst considering: contractual obligations derived by the bank proposal and deed of guarantee; bank policies and processes; as well as the wider program ecosystem.

Under this engagement, Quad Tee offered real-time project implementation support in areas that are essential in accelerating the implementation and scaling impact of the Young Africa Works program at Equity Bank. Most notable were support services in product and portfolio development, setting up a structure for the program loan guarantee fund, adaptive management, review of the monitoring, evaluation and learning activities, and institutional capacity building.

The objective of the consultancy was to setup the program scale in terms of reach and impact within the remaining program window. The embedded project support approach involved working closely with the Equity Bank teams on current business offerings, positioning in the market, collaborating with other program partners, and based on current market knowledge, making recommendations on strategies or approaches to ensure delivery at scale, yet looking at sustainability. To this end, Quad Tee reviewed existing program structures, systems, and policies in place, and identified gaps and areas of improvement.

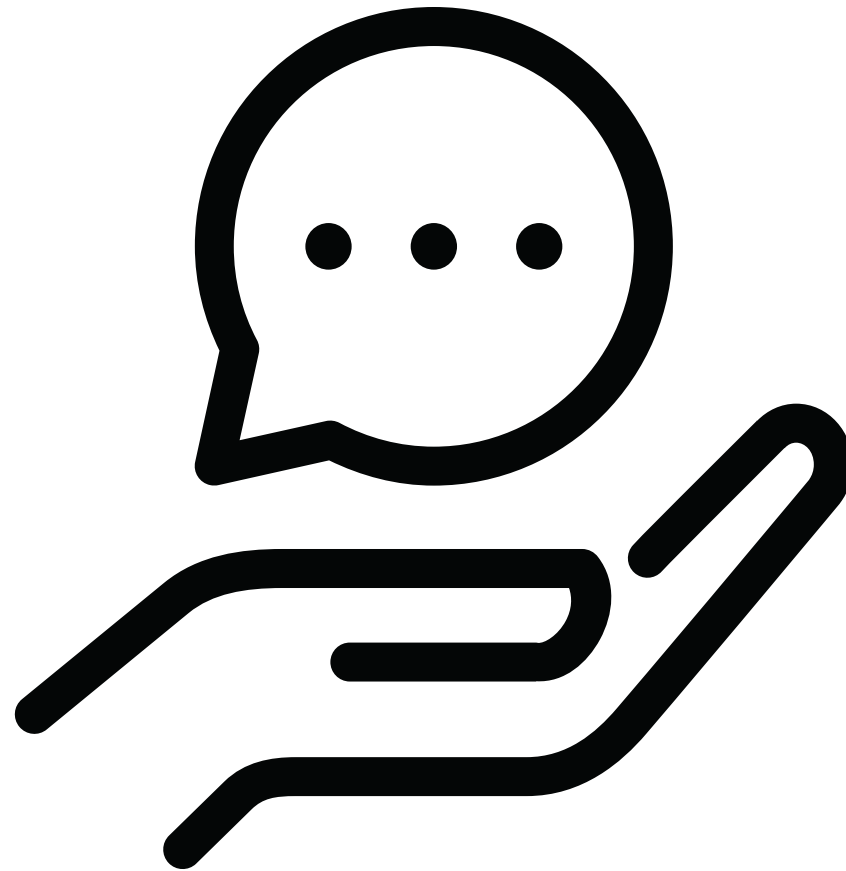
Through the co-creation approach, results and key shifts that emphasise better lending decisions to youth and women were realised, including improvements in the performance and utilisation of the Credit Guarantee Facility. Through a "learning by doing" approach, Quad Tee helped enhance linkages and collaboration with other program partners through a structured approach. Some of the team's results are highlighted in the following slides.

# TIMELINES

**START DATE: AUGUST 2022; ONE-MONTH INCEPTION PERIOD**

**END DATE: 16TH APRIL 2023;**

**ONE-MONTH HANDOVER PERIOD FROM 20TH MARCH 2023**



Team deployed and Roles Adopted:

- Paul Kweheria; Chief of Party
- Ronald Musisi; Portfolio Manager

Extra Support -

- Daniel Musoke; Monitoring and Evaluation Advisor
- Anna Thorne; Reporting and Communications Associate

# TIMELINES

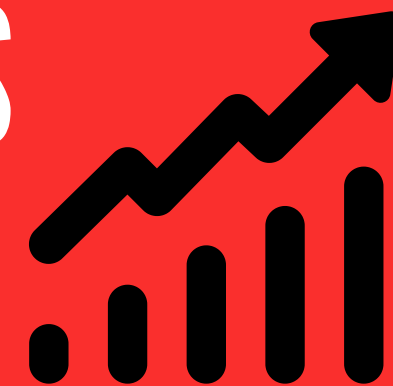
After seven months of solid embedded technical assistance towards the project implementation support that resulted in significant achievements (noted below and in this report), Equity Bank and Mastercard Foundation communicated their decision to phase out the consultancy support from Quad Tee to allow more ownership from the Bank team now that it is fully constituted with a substantial Program manager. The Bank expressed its appreciation to the Quad Tee team for the significant achievements made during the last 7 months of the Program implementation support that have given value and impact. Among the areas the Bank expressed appreciation included:

- Setting up loan loss claim structure under the guarantee which enabled the Bank to commence processing of loan claims.
- Expansion of the products under the Program which includes youth SME up to 40M under micro and piloting SME financing above 40Mn such as Kyankwanzi Sacco loan.
- Review and validation of the monitoring and evaluation processes as well as ably representing the Bank among external Program stakeholders.
- Supporting with setting up the Program administrative structure which has helped convert a higher portfolio for the Program.

Our team, therefore, embarked on the handover process and has developed this report to act as a status update and guidance to the incoming internal team, led by the Program Manager, that will be leading the Young Africa Works Program implementation at Equity Bank from April 2023. The report enumerates the status of workstreams under our Terms of Reference and also incorporates details of various workstreams of support activities and their statuses.

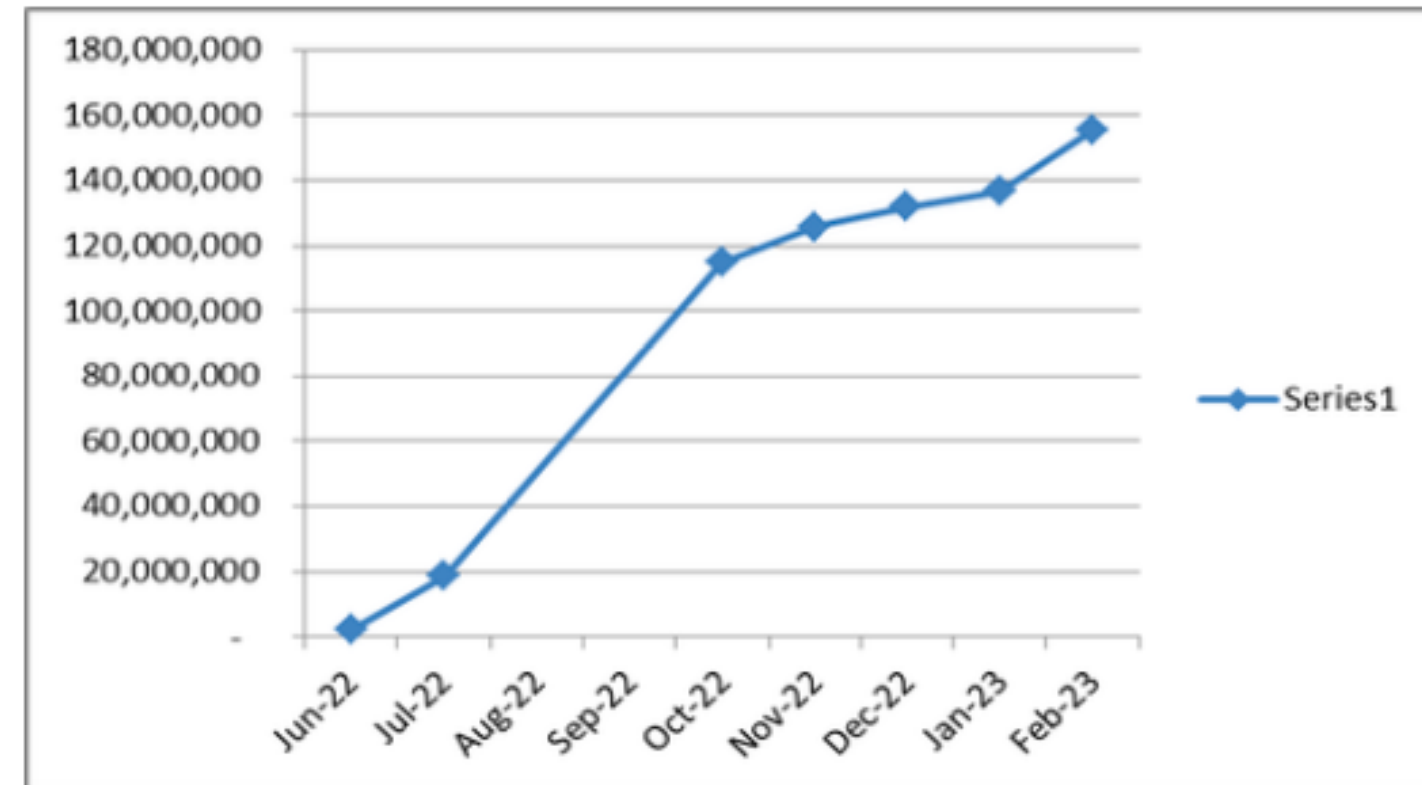
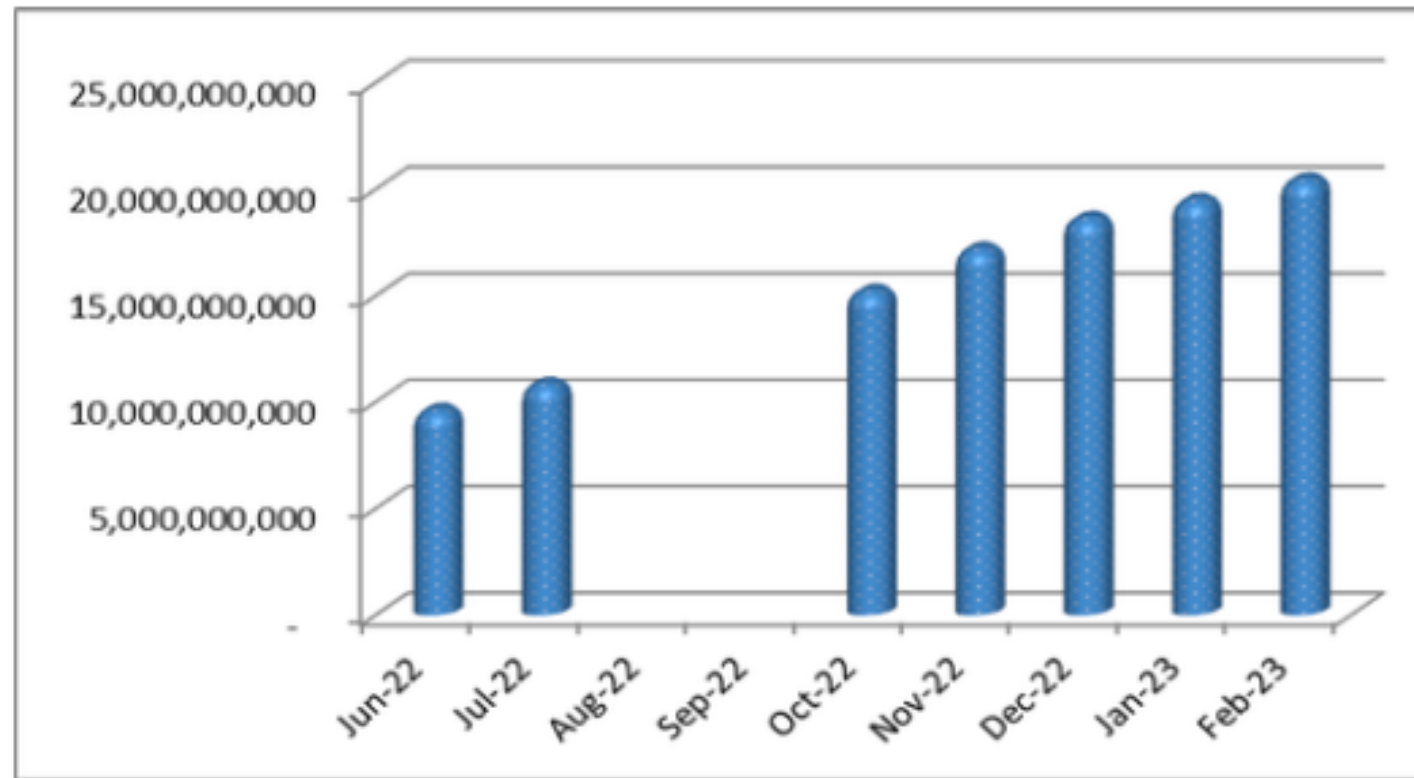
We take this opportunity to sincerely thank Equity Bank Uganda and the Mastercard Foundation, for giving Quad Tee the opportunity to support the implementation of the Young Africa Works Program as we all seek to positively impact the lives of young people in Uganda. We are proud of our achievements and carry with us various lessons and experiences

**SOME CHANGES IN PORGRAM METRICS  
SINCE QUAD TEE SUPPORT**



# PORTFOLIO GROWTH

**GROWTH MOVEMENT OF LOAN PORTFOLIO BY VALUE; INDIVIDUAL YOUTHS VALUE GROWTH TO REFUGEE VSLA LOANS**



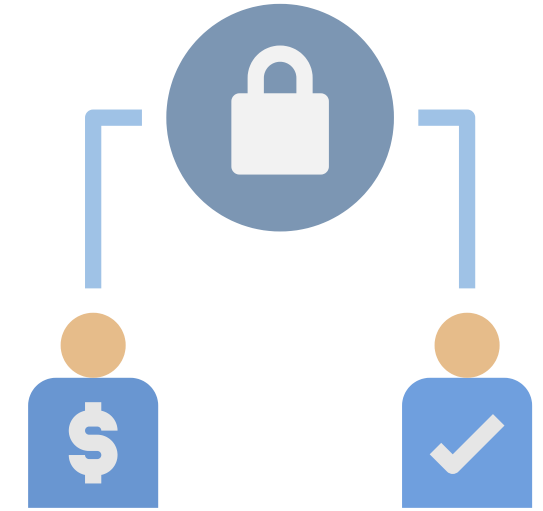
\* missing months of August and Sept due to data challenges

**QUAD TEE COMMENCED SUPPORT AT A TIME THE BANK WAS CHANGING IT'S MICRO SEGMENT STRUCTURE (WHICH SUPPORTED ACCOUNTABILITY AT BRANCHES) AND WE PROVIDED CRITICAL RESOURCE COVER AGE AS KEY PROGRAM STAFF TRANSITIONED TO OTHER ROLES**

**QUAD TEE ALSO HELPED ESTABLISH THE CREDIT GUARANTEE ESCROW ACCOUNT AND THE PROCESSING OF THE FIRST TWO BATCHES OF THE LOAN LOSS CLAIMS. SEE NEXT SLIDE**

# CREDIT GUARANTEE FUND

- ✓ REVIEW AND RE-ALIGNMENT OF THE PROGRAM DEED OF GUARANTEE
- ✓ ESTABLISHMENT OF ESCROW ACCOUNT - FOR CREDIT GUARANTEE FUND
- ✓ DEVELOPMENT OF CREDIT LOSS CLAIM GUIDELINES
- ✓ DEBT WORK OUT - HISTORICAL LEAD FIRM DEBTS - INSPIRE AFRICA AND NFT CONSULT
- ✓ PROCESSING OF FIRST TWO BATCHES OF CREDIT LOSS CLAIMS FOR YOUTH LOANS



Approved Claims against Credit Guarantee Fund	Outstanding Loan Balance UGX	Approved Fund Writeoff UGX
Inspire Africa Coffee Lead Firm	1,725,000,000.00	1,035,000,000.00
NFT Consult Lead Firm	416,592,725.00	249,955,635.00
1st Batch Youth Loans	53,348,265.00	32,008,959.00
NFT Consult Lead Firm 2nd Batch	647,048,275.00	388,228,965.00
2nd batch Youth Loans	79,315,815.90	47,589,489.54
	<b>2,921,305,080.90</b>	<b>1,752,783,048.54</b>



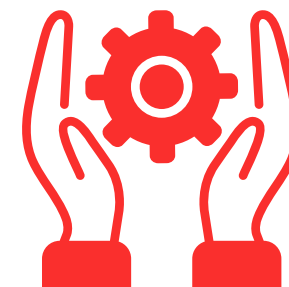
# CREDIT GUARANTEE FUND LEARNINGS

Some of the learnings and recommendations for the Credit Guarantee Fund:

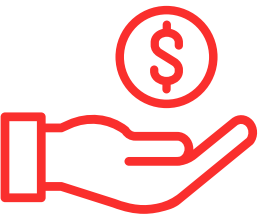
- Need for 'Skin in the Game' especially for SME enterprises either in the form of Shareholder or participant contribution percentage is necessary. A gradual approach to be adopted while financing businesses with new business ideas. Preference should ideally be given to more tested, disruptive models in the operator's typical line of business, to encourage shareholders to finance expansion into new business lines.
- The Credit Guarantee fund's existence should not be mentioned to MSME loan applicants
- Regular monitoring of the financed MSMEs to identify and address risks and opportunities to Program goals. Implement an appropriate enterprise development support model for financed MSMEs.
- Assess the Programs' strategy of startup / idea financing -and what (if any) interventions are to be executed; assess whether thought leadership or policy related; or whether Program can finance this, and under what circumstances.
- The events that have happened have provided a clearer process of activation of the guarantee to any SMEs that could be even in the future guaranteed by the Program, ensuring no change to the objectives/goals of the YAW Program.
- Need to set guiding principles of lead firm financing to avoid program over financing / double tapping and ensure a greater percentage of benefit goes to young people.

# PROGRAMME CO-ORDINATION & ADMINISTRATION

- **SUPPORT FOR THE ESTABLISHMENT OF THE INCLUSIVE FINANCE COMMUNITY OF PRACTICE (COP)**
- **DEVELOPMENT OF TERMS OF REFERENCE FOR THE COP**
- **PROGRAM REPRESENTATION AND COORDINATION WITH OTHER YOUNG AFRICA WORKS PARTNERS**
- **DEVELOPMENT OF NEW PROGRAM STRUCTURE WITH REALIGNED POSITIONS OF FINANCIAL LITERACY, REFUGEE OFFICERS AND MONITORING AND EVALUATION ROLES**
- **SUPPORT WITH RECRUITMENT OF REALIGNED POSITIONS (SOME CLOSED)**
- **SUPPORT WITH PROGRAM QUARTERLY REPORTS FOR Q1 AND Q2 YEAR 3**
- **SUPPORT IN THE DEVELOPMENT OF YEAR 3 SCHEDULE C**



# PRODUCTS UNDER PROGRAM



1ST AUGUST 2022 (START OF CONSULTANCY)

16TH APRIL 2023 (END OF CONSULTANCY)

**1** MICRO YOUTH LOAN <5M



**1** MICRO YOUTH LOAN <5M

**2** YOUTH SME LOAN 5M-40M

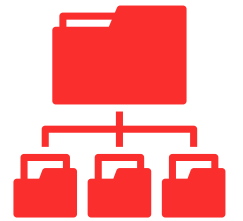
**3** SME LOAN >40M

- Supported the development of the product papers.
- Development of initial sector papers for the SME pilot e.g. SACCO Writeup.
- Development of the SME Finance Strategy.
- Development of the Enterprise Development Support Plan (Final Draft); including the BDS approach based on a strengthened internal bank team.
- Our team also supported the bank in exploring options to provide digital finance to young people, through budgetary allocation in Schedule C and prospects under SME approach on anchors

# MONITORING AND LEARNING SUPPORT



Establishment of MEL data repository, speaking to programme outputs and income numbers.



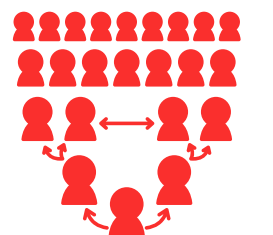
Expansion of MEL trackers to include value-for-money measurement, risk monitoring and update, and internal system change trackers.



Quality assurance of programme research agenda to effectively answer outcome and impact requirements.



Programme impact multipliers; i.e, the program outreach & job creation multiplier.



# MARKETING & COMMUNICATIONS SUPPORT



- X5** IMPACT STORIES COLLECTED FROM THE FIELD
- X2** IMPACT STORIES EDITED FOR THE BANK
- X1** COMMUNICATIONS STRATEGY CURATED
- X1** GO TO MARKET STRATEGY DEVELOPED FOR THE YOUTH SME LOAN PRODUCT

# REFERENCE REPORTS

- **DETAILED PROGRAM SUPPORT HANDOVER REPORT - DATED APRIL 2023**
- **QUAD TEE INCEPTION REPORT**
- **MONTHLY REPORTS (OCTOBER 2022, NOVEMBER 2022, JANUARY 2023),**
- **SME FINANCE AND ENTERPRISE GROWTH STRATEGY, YOUTH SME PRODUCT PAPER**
- **FINANCE (PIPELINE WRITE-UPS, CHECKLISTS AND SECTOR BRIEF SACCO AND COFFEE)**
- **MONITORING, EVALAUTION AND LEARNING (MEL) DATABASES VALIDATED & RISK REGISTER**
- **BI WEEKLY TRACKER**





# THANK YOU



[HTTPS://LINKTR.EE/QUAD.TEE](https://linktr.ee/quad.tee)

**PAUL KWEHERIA; MANAGING CONSULTANT**