

SIPA Capstone Spring 2019



Designing a Monitoring and Evaluation (M&E) Framework for an Entrepreneurship Development Initiative for Youth in Uganda

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INTRODUCTION

This report presents the findings of a Capstone project undertaken by a team of graduate students in the School of International and Public Affairs at Columbia University. The objective of the project was to develop a monitoring and evaluation system for Kyusa, a non-profit organization based in Kampala, Uganda. Kyusa addresses youth unemployment through entrepreneurship by equipping individuals with the skills necessary to start a venture.

The project draws on a review of existing literature from international organizations namely, The World Bank, United National Development Program, Aspen Network of Development Entrepreneurs, etc. It also draws on the Monitoring and Evaluation practices of organizations, similar to Kyusa, taking part in entrepreneurial education and training programs. Furthermore, to identify the organizational and participant characteristics and program context, a field visit to the Kyusa office and training center in Kampala, Uganda, was undertaken. During the visit the team conducted a review of existing Kyusa documents and M&E practices, observed training activities, conducted interviews with the staff, program participants, alumni, donors and facilitated a theory of change workshop.

Drawing from the findings of the study, the report proposes a monitoring and evaluation framework that includes an impact objective and a theory of change with a set of four outcomes:

- Increased self-efficacy
- Increased social responsibility
- Increased business acumen and
- Increased organizational performance

Separate indicators were developed to measure each of the four outcomes for three Kyusa programs: business start-up, business accelerator (for-profit), and business accelerator (social enterprise). The team prepared pre- and post- surveys with a proposed timeline for data collection and a Microsoft Excel-based tool and dashboard that assists Kyusa in the collection and analysis of the data. The latter is an especially important aspect of the project as it will assist Kyusa in attracting and recruiting candidates, improve programming, support expansion to new locations, and increase funding opportunities. The report also includes a user manual for the tool and dashboard, to enable Kyusa to understand and implement the tool effectively.

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UGANDA CONTEXT

Amidst a population of about 43 million, Uganda is one of the poorest nations in the world with 41.7% of its population living on less than \$1.90 a day¹. With a large agricultural industry and 84%² of its citizens living in rural areas, many Ugandans do not have alternate employment options as agriculture dominates the region with a overwhelming majority of the nation's GDP coming from agriculture. Educational attainment is one of the largest inhibitors of economic diversification, and socio-economic mobility, caused by systemic issues, have historically plagued the country. This includes, but is not limited to: the road network, railroads, communication system, corruption, poverty, healthcare, etc.

With declining infrastructure, many Ugandans are unable to travel freely throughout the country. This leads to increased costs on poverty-stricken families that need to provide transportation for their children to attend school. Often, the opportunity costs are too high, and children are led to work alongside their parents for supplemental income. This results in a slipping slope effect as multi-factor productivity is partially dependent on an increase in education. Therefore, a lack of educational attainment will intensify the significant issues that have historically held the country back.

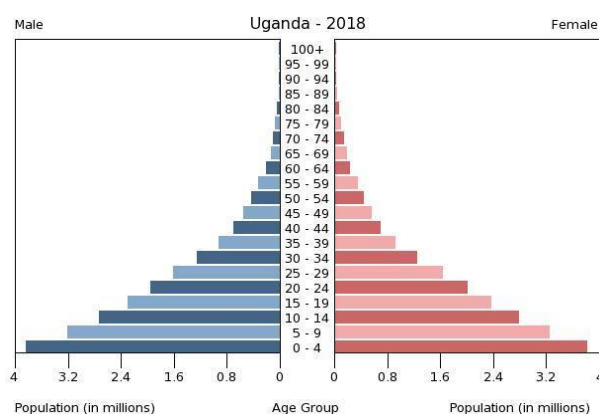


Figure 1: Age Breakdown in Uganda (UNESCO)

Unlike other nations, Uganda is unique when it comes to their national age structure. As shown through the graph on the left, Uganda has a large population of youth-- in fact, the largest in the world. The age breakdown in Uganda is as follows:

- 1.) 0-14 years: 47.84%
- 2.) 15-24 years: 21.04%
- 3.) 25-54 years: 26.52%
- 4.) 55-64 years: 2.64%
- 5.) 65 years and over: 1.96%

¹Poverty headcount ratio at \$1.90 a day (2011 PPP) (% of population). (n.d.). Retrieved from <https://data.worldbank.org/indicator/SI.POV.DDAY?locations=UG>

² Enabling poor rural people to overcome poverty in Uganda. (2019). Retrieved from <https://web.archive.org/web/20150924033202/http://www.ifad.org/operations/projects/regions/Pf/factsheets/uganda.pdf>

Alongside a struggling economy, lack of education, weakening infrastructure, and 83% youth unemployment³, Uganda faces significant obstacles in its path toward economic prosperity. Having a median age of 15.9, Uganda faces future concerns as its youth primary to tertiary life expectancy is a mere 10 years⁴; leaving them out of school and often without employment. Additionally, this large youth population cannot be funneled into the agricultural sector as it is already oversaturated. Employment needs to occur in other sectors outside of agriculture and one way forward, it seems, is through the country's entrepreneurship ecosystem.

ABOUT THE ORGANIZATION

Founded by Noeline Kirabo in 2014, Kyusa is a nonprofit organization based out of Kampala, Uganda that focuses on entrepreneurship. The organization's mission is to empower vulnerable youth in urban slums and rural communities to become employable, by developing passion driven sustainable careers. Kyusa recognizes the issues that prevent economic success within Uganda. Therefore, they assist individuals through entrepreneurship training programs in an attempt to find creative solutions to the country's problems. By using innovation to spur economic growth, Kyusa is tapping into the creative mindset of the youth population in order to build a better and brighter future for the nation.

Kyusa works with individuals between the ages of 15 and 25 years that do not have the financial resources necessary to attend school. What is required, on part of the participants, are basic English literacy, a passion for entrepreneurship, and a strong desire to use what they learn in order to build sustainable careers within the community. In order for Kyusa to teach the community entrepreneurial skills, they offer several trainings of which include the Business Startup program and the Business Accelerator program.

The business startup program assists Kyusa participants who develop a passion for entrepreneurship, regardless of whether they have a concrete business idea or a formal plan to launch their business. On the other hand, the Business Accelerator program is geared toward entrepreneurs that have either already completed the Business Startup program and are seeking additional resources or, have preliminarily established their venture and are hoping to scale up their business. The Business Accelerator Program is two-pronged; the first focuses on ventures that are for-profit and the second focuses on social enterprises. Although the training is similar, the end objective for each program may vary.

Through these programs, Kyusa participants learn through case studies, group discussions, lectures, field trips, mentoring, and apprenticeships. By the end of the program, participants

³ Kyusa Uganda – Raising Generations of Change Agents. (2019). Retrieved from <https://kyusa.org/>

⁴ Africa :: Uganda — The World Factbook - Central Intelligence Agency. (2019). Retrieved from <https://www.cia.gov/library/publications/the-world-factbook/geos/ug.html>

are equipped with a plan for their business, company logo, social media profile, resume, cover letter, personal biography, etc.

Kyusa has trained close to 1,000 Ugandans as they approach their 50th training session and have attracted participants from several industries including: fashion, meat processing, construction, education, farming, and textiles.

OBJECTIVE OF THE STUDY

Our Capstone Team's task was to build a Monitoring and Evaluation System (M&E) for Kyusa. Based upon our review of existing literature of best practices (*e.g.*, the World Bank and ActKnowledge) we sought to build an M&E system with supporting tools to create value for Kyusa. These tools include infrastructure for data management, programmatic pre- and post-surveys, and a revised Theory of Change. The M&E system and its corresponding tools will allow the organization to track, organize, input, and visualize data related to its participants and programming. Through the digital platform and training, Kyusa can now consolidate existing data, incorporate new data, and create archives as their programs grow and expand.

Once the M&E tool is in place, it will serve to inform Kyusa staff and various other stakeholders on critical insights including, but not limited to, average income of its participants before and after a program, the number of businesses successfully started upon completion of a plan, and the overall success of each cohort over time. We envision these metrics as checkpoints on the outcomes to be the value created through the M&E system.

Through the implementation of the M&E tool, Kyusa will meet the following organizational objectives. First, Kyusa will reach the goal of improved programming. Since its inception in 2014, Kyusa has built upon its offerings through the addition of new classes and workshops. However, before the development of the M&E system, the organization did not track programmatic outcomes that would be conducive for further analysis. Our first objective was to create a tool that provided the infrastructure for collecting data unique to the indicators specific to Kyusa's needs.

Our second objective is to harbor data to be used in the future production of reports to secure funding and potentially expand the organization. Kyusa is gaining prominence as a non-profit assisting youth in Kampala; therefore, the opportunity to expand to other parts of Uganda is possible and very likely. The data that will be input into the M&E tool will allow the organization to capture data specific to growth and development, and unique points of success which may be appealing to funders.

However, we are mindful only to collect data that will be useful for the organization's efficiency and efficacy. Therefore, we will further outline how we worked with the organization to narrow down indicators and outcomes used as categories for the specific data to be collected in the section titled Theory of Change. Our M&E system was developed ex-post as many cohorts have already cycled through without proper documentation. However, this intervention will be used ex-ante for future cohorts beginning in April of 2019.

Our deliverables to Kyusa include the M&E framework and the creation of a dashboard within the system. The dashboard will process new, additional data and, in turn, produce graphs, charts, and summaries based on what Kyusa chooses to analyze. We will also submit a tutorial video to Kyusa highlighting how to use the dashboard. The organization has discretion in selecting which data to analyze and when.

METHODOLOGY

The Monitoring & Evaluation tool and framework presented in this report will allow Kyusa to readily track, analyze and visualize the data they are collecting on participants, alumni and partners of the organization. The SIPA Capstone team's work comprised of primarily 1) understanding the entrepreneurship ecosystem context in which Kyusa operates 2) conducting desk research around best practices for M&E systems utilized by nascent, growing nonprofits, and 3) evaluating the best fit data management system for Kyusa. Throughout the process, we remained in constant communication and engagement with the organization's director, Noeline Kirabo; our advisor, Muhammad Nurul Alam; and other key mentors and advisors.

Literature Review

The team set forth by conducting a thorough literature review on M&E best practices, particularly in the entrepreneurship training & development field. The desk research drew from reports and articles produced by relevant research institutions and multilateral organizations (*e.g.*, United Nations Development Programme, The World Bank, International Federation of Red Cross and Red Crescent Societies, The Aspen Network of Development Entrepreneurs (ANDE)). The literature emphasized that entrepreneurship training encompassed the inculcating of specific mindsets and skills associated with entrepreneurship, as well as seeking to impact key entrepreneurship outcomes. A World Bank study in particular highlighted business acumen and personal attitudes as the most important factors in determining success and failure of an entrepreneur.⁵

⁵ Robb, A., Valerio, A., & Parton, B. (Eds.). (2014). *Entrepreneurship education and training: insights from Ghana, Kenya, and Mozambique*. The World Bank.

We also profiled other larger organizations who share Kyusa's mission, and conduct similar entrepreneurship training programs, including Village Enterprise, Development Alternatives, BRAC and Spark. Program success by these organizations was gauged through a variety of indicators such as number of enterprises formed, revenue generated, increased personal savings, jobs created, as well as survival rate of startups. To supplement the findings, the team also spoke with external stakeholders, such as MIT D-Lab and The Global Livingston Institute, to better understand their perspective on Kyusa's work, and their expected outcomes from their programming. This research, combined with the findings from the literature review, was used to benchmark Kyusa, and to source concrete indicators that were standardized across environments, geared towards enabling measurement and growth among entrepreneurship training programs globally.

Organizational Learning

Armed with the wealth of knowledge around the diverse set of Monitoring & Evaluation tools, as well as the landscape of measurement standards globally, the team began preliminary and secondary research on Kyusa, firstly through interactions with the founder, Noeline Kirabo. It was important to obtain a clear picture of the program's investments, activities, and outputs, including the purpose the tool would serve, in order to appropriately begin narrowing scope on the best tool for the organization. Additionally, it was important to evaluate the ways in which Kyusa defined success and the current data collection systems in place to measure its impact. After extensive desk review of all program related materials, such as existing surveys, marketing materials, course materials, and within the constraint of available information, we conducted a preliminary SWOT analysis. To prepare for field trip the team mapped stakeholders crucial to Kyusa and identified the the categories and numbers of individuals we wanted to interact with and interview during our time in Kampala. We selected stakeholders with various levels of interactions with the organization, including participants, alumni, partners, mentors, and staff. This led us to a proposal that best fit the needs of the organization and our determination of the project scope, that included data to be collected during our time in Kampala, Uganda.

The Field Trip

The team set out to Kampala, Uganda for one week of field work, mainly to conduct a series of workshops, interview stakeholders, and collect data. Through conversations with staff, we had additionally designed a training on Microsoft Excel, for the team to develop a comfort with the tools we were exploring. The Microsoft Excel workshop served to increase the capacity of the staff, in preparation for the proposed tool. The most critical aspect of the field work was the two-day long Theory of Change workshop. This workshop was a participatory approach to developing a clear organizational strategy, validating important aspects of the

Logic Model, and laying the foundation for the set forth M&E system. It was crucial in helping the team create a succinct impact objective, as well as relevant indicators that would therefore be utilized in setting metrics for data collection. The team also conducted numerous stakeholder interviews while on-site. During our exercises, the team interviewed close to 15 stakeholders, to gather as much information on all the possible methods in which Kyusa was creating impact on the entrepreneurship ecosystem within local communities. While on the ground, these workshops served as instrumental elements of the process to design the necessary framework.

Designing the Tool

Using all the data and findings captured thus far, our team finalized the important aspects of Kyusa's Logic Model and captured the full range of impact. Through careful analysis, and in partnership with Kyusa staff, we developed a set of indicators that require monitoring in order to have an effective results and accountability system for the organization. Our team selected these indicators by systematically dissecting the relationship between Kyusa's direct outcomes and desired impact, leading them to the corresponding societal changes as captured from each stakeholder. The indicators were designed to provide both qualitative and quantitative information on the most prevalent outcomes resulting from Kyusa's programming. They can also serve as a baseline set of information that can be further fine-tuned as increased iterations of the assessment are performed, and more information is uncovered on what aspects of the program have had the most success.

The Monitoring & Evaluation tool we have thus designed and present here in this report is ready to be implemented by Kyusa for the next phase of its operations. The premise of this Excel-based system allows for the digitization of data, to easily visualize and analyze the data collected. Additionally, the framework allows for the standardization of collection measures through the timely instructed surveys we have created. The information collected through the surveys will complement the inputs needed for the Excel-based database. We are confident this will be a continuous means of tracking Kyusa's desired outcomes, to better capture successes and analyze trends. The tool can be customized to fit different cohorts, different programming, and different areas in which the organization will operate in the future.

STAKEHOLDER ANALYSIS

In order to thoroughly understand all aspects of Kyusa's work, and to evaluate all perspectives when it came to Kyusa's impact, the team conducted 12 interviews on-site. These involved a diverse set of stakeholders, including five participants, five alumni, one partners, and four staffs.

Key findings from interviews by stakeholder group are as follows:

Participants

Most participants expect to get concrete and hands-on knowledge about the business, though without a clear perception of the content that will be covered in the class. Lack of access to capital appears repetitively in multiple interviews, as participants mentioned their desire to access to funds in the following ways: connecting to cohorts or mentors who are potential investors; relating to students or mentors with information about potential investments; Kyusa offering capital or similar opportunities. One expected finding during interviews is that participants notably emphasized the emotional support and acknowledgment of their value from Kyusa, citing these as the biggest gain from the training.

Alumni

Alumni tend to highlight financial management and marketing skills as two areas in which they received great help from Kyusa. They appreciated that Noeline herself was mentoring the majority of alumni. She offered her support around accessing information, and providing solutions to practical business challenges. Lack of access to capital was again mentioned clearly as a notable demand from alumni, but they also understood this was beyond Kyusa's capability. Alumni also revealed that the two-week accelerator course is too packed for students to comprehend the concepts and utilize them; thus, notes and inquiry are heavily relied upon.

Partners

Partners expect Kyusa to deliver rich classes that can equip students with skills to develop businesses and raise them up from unemployment and economic insecurity. Kyusa's current tracking system allows them to follow up with participants after the program to gather data, and ensure their investments align with their desired outcomes. Qualitative data, including success stories are perceived just as compelling as quantitative data.

Kyusa & Staff

During the field trip, we observed thoroughly on Kyusa's interventions. Kyusa performed various entrepreneurial courses, involving self-value identification, business idea evolvment, introduction to skills including marketing, bookkeeping, etc. Staff acknowledged that due to limitations on the duration of the program, courses tend to be overpacked, and skills that require accumulative study, notably bookkeeping, and accounting, are generally poorly

comprehended by students. They also pointed out that Kyusa is moving fast among programs and cohorts while lacking opportunities to reflect and adjust.

In conclusion, Kyusa's delivery of business training, and establishment of an welcoming community supporting entrepreneurial innovations satisfies the major expectation from its participants and partners. But among the skills they introduced, accounting and bookkeeping remains unsettled and unclear to the participants. Furthermore, considerable number of participants and alumni mentioned their desire for Kyusa to offer more accessibility to funds, or connection to funds through its cohort and mentore, which is apparently unsolved and not prioritized by Kyusa.

THEORY OF CHANGE

One of the main functions of developing a Theory of Change (TOC) is to support an organization in developing clear aims and strategies, and explore whether their intended impact is supported by evidence. Outlining a TOC helps dissect the particular challenges the organization is tackling and why the performed activities will lead to the desired outcomes. It was an essential element to constructing Kyusa's Monitoring and Evaluation framework, since it allowed for the development of indicators tied to the organization's proposed outcomes. It can be shown in many forms, and for Kyusa, we decided to display this in a Logic Model. Since Kyusa did not have a system yet in place, developing a TOC was a crucial first step.

Key elements of Kyusa's Theory of Change

The five key elements of a TOC framework are as follows:

- **Impact** relates to the long term, the aspirational transformation brought about directly or indirectly by the organization also involving external factors and stakeholders acting beyond the organization's accountability boundaries.
- **Outcomes** are intended results of the activities, which may represent a change in a group of people, organizations, or places targeted by the organization.
- **Outputs** are products, services, or facilities that result instantly from an organization or project's activities.
- **Activities** are what the organization actually does (project activities) and constitute the proposed intervention.
- **Inputs** are the resources that go into a project, including the budget, the amount of staff time required, and the relationships with other organizations.

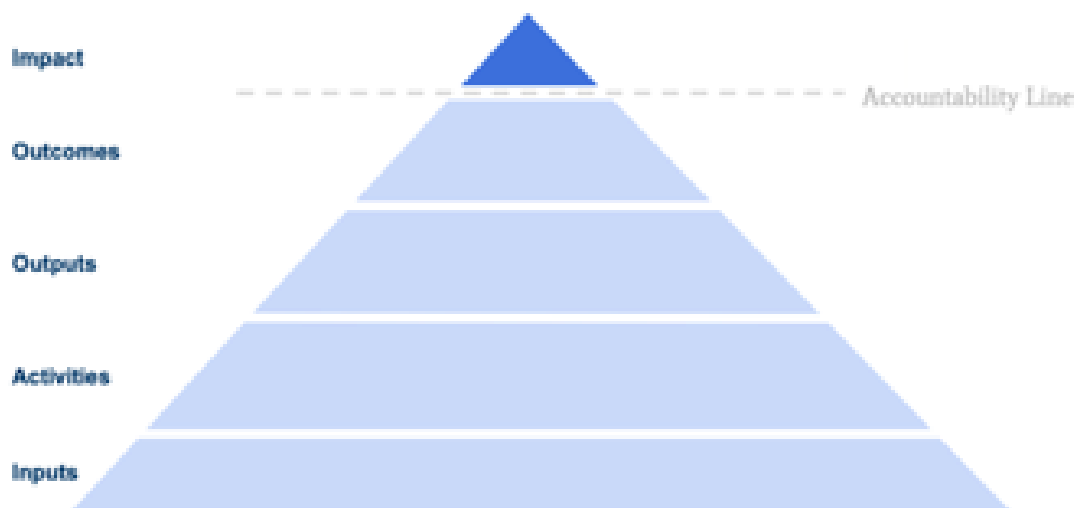


Figure 2: Logic Model Framework

Considering the suggested framework, the team aimed to collaborate with Kyusa to develop a completed Logic Model, encompassing elements of organizational nature as well as program-specific outcomes.

The Process

Thus, the Capstone team designed a two-day TOC workshop, designed to be an inclusive and participatory approach, involving multiple diverse stakeholders around the table. The Capstone team and the Kyusa team gathered for two half-day sessions. The workshop was designed to complete three main activities: creating an impact statement, outlining outcomes, and linking Kyusa's activities to those outlined outcomes. These activities were intended to spark discussion and engagement, while also guide Kyusa in defining their mission, activities, and intended outcomes.

Kyusa had been working on the development of a TOC since early 2018, when it started the process of identifying key components of the logic model as described below:

“If youth are supported to gain relevant skills that can help them become entrepreneurs or employees, then youth will be empowered and unemployment will be reduced leading to a sustainable future”

The goal of the first activity was to create the first version of a succinct impact statement, to then work our way down the Logic Model. The teams were in consensus that this was necessary, since the organization's strategy had shifted (away from entrepreneurship to unemployment) and its business training programs had expanded, to fit the new desired focus. We wanted Kyusa's new impact statement to incorporate these new features and have evolved

with the organization. The activity involved passing out sticky notes to all participants, and having them write down their perceived answer to this question:

“What is Kyusa's programs ultimate aspiration, their respective main long-term impact (objective)?”

We intentionally had each individual write on a sticky note, so that we could collect the answers at the end and share with the group, to foster discussion. Through open discussion, we believed the Kyusa team would come to a mutually agreeable consensus that would encompass all different viewpoints around Kyusa’s intended long-term impact. We were able to develop an impact statement that was clear, concise, measurable and reasonable, with an ‘action’, ‘target population’, and ‘impact’ component respectively.

Impact Statement: Empowering youth to establish passion-driven businesses in order to increase employment opportunities.

The second and third activities involved outlining a cohesive and exhaustive list of all the intended outcomes from Kyusa’s programming, then proceeding to gather consensus on each outcome and the respective program it is a result of.

The team was able to gain a clear set of outcomes that were directly linked to Kyusa’s programming. The outcomes were subsequently organized into four larger categories. They take into account the fact that Kyusa’s focus is not limited to creating enterprises but also on improving skills and changing attitudes. Therefore, along with conventional measures, such as business performance, the outcomes also include improvements in self-efficacy and entrepreneurial mindset.

Four main outcomes:

- **Increased self-efficacy**
Entrepreneurial self-efficacy is an individual’s belief in their capabilities to attain goals and control the positive and negative cognitions that an entrepreneur has during the process of starting-up a business⁶.
- **Increased social responsibility**
Social responsibility refers to an individual’s willingness to contribute towards improving the quality of life of their families, employers, the local community and society at large.
- **Increased business acumen**

⁶ Drnovsek, M., Wincent, J., & Cardon, M. S. (2010). Entrepreneurial self-efficacy and business start-up: Developing a multi-dimensional definition. *International Journal of Entrepreneurial Behaviour & Research*

Business acumen is an individual's competencies, knowledge, and technical skills required to establish and manage a business⁷.

- **Increased and/or accelerated business performance**

Business performance refers explicitly to how indicators of a venture's performance have changed as a result of an intervention (e.g., higher profits, increased sales, greater employment of others, higher survival rates)⁸.

The three activities were critical for multiple reasons. First, it allowed team members to work together to achieve a shared understanding of Kyusa's programming and goals. A common understanding of how the organization's activities are related to the intended results can make projects more effective and bring awareness and a sense of ownership among all staff members. Second, it helps staff identify and open up 'black boxes' in thinking by make assumptions explicit and thinking about the evidence that could support them. The Kyusa team was able to engage in strategic reflection to develop their objectives and identify the criteria that represent success to the organization and its projects.

The TOC workshop supported the teams in starting to think about what elements of Kyusa's programming can and should be measured, allowing the organization to effectively execute against designing the forthcoming M&E framework. However, Kyusa was made aware that the TOC is not a static process and should be constantly improved and adapted according to the organization's strategy and development.

Kyusa's Theory of Change

⁷ Valerio, A., Parton, B., & Robb, A. (2014). *Entrepreneurship education and training programs around the world: dimensions for success*. The World Bank.

⁸ *ibid*



Kyusa's Theory of Change (Narrative)

Theory of change is the foundation of a right-fit monitoring and evaluation strategy⁹. It above theory of change represents the hypothesis developed during the TOC workshop regarding how the planned activities will contribute to achieving the desired results for the organisation¹⁰. The arrows between each of the five terms form linkages between each stage in the results chain.

- Inputs - The human, financial and material capital Kyusa utilizes
- Activities - The specific actions Kyusa undertakes
- Outputs - The direct result of Kyusa's activities
- Outcome - The intermediate effect of the activities on Kyusa graduates
- Impact - Kyusa's ultimate social purpose; systemic and fundamental changes in the target population. Impact is typically outside control of the organization.

Based on all of the steps conducted above (literature review, primary research, workshops, etc), the team arrived at a final succinct impact statement and main outcomes for Kyusa.

From TOC to M&E

As Kyusa's TOC defines the structural links through which the main activities lead to the intended outcomes, the Monitoring and Evaluation system (M&E) defines a tangible process of performance assessment guided through objective indicators, anchored in the TOC. Moreover, the monitoring component concerns whether Kyusa is performing the actions it intended to or not, and also the progress on which it is aiming to achieve the intended results. The evaluation component complements the monitoring process by providing a rigorous assessment process to verify if the intervention is generating the expected results. A results-based M&E system simply focuses on Kyusa's inputs, activities, outputs, as well as outcomes. In other words, it focuses on the elements of the TOC under Kyusa's accountability line.

⁹ Guiding Your Program to Build a Theory of Change(Feb 2016), Innovations for Poverty Action, Goldilocks Deep Dive

¹⁰ Defining theories of change (Jan 2012), Care International UK

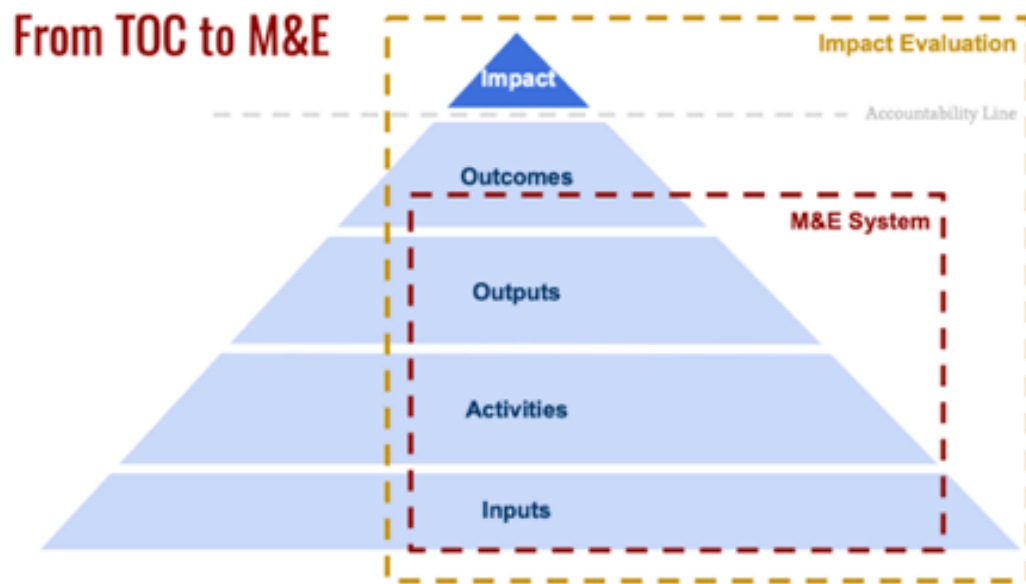


Figure 3: Illustration of where an M&E system fits with the TOC framework.¹¹

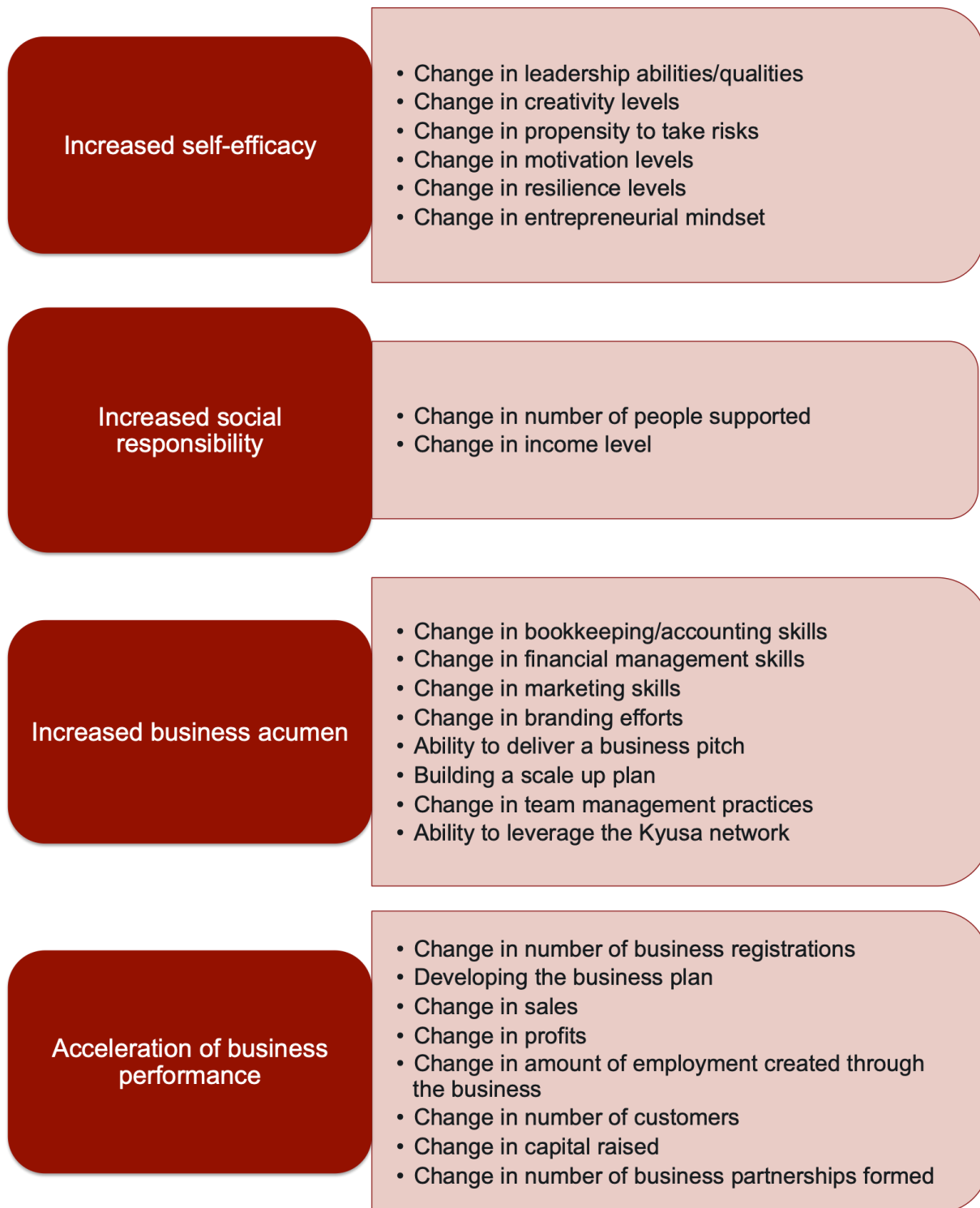
¹¹ New Philanthropy Capital (2014) - "Creating your theory of change"

INDICATORS

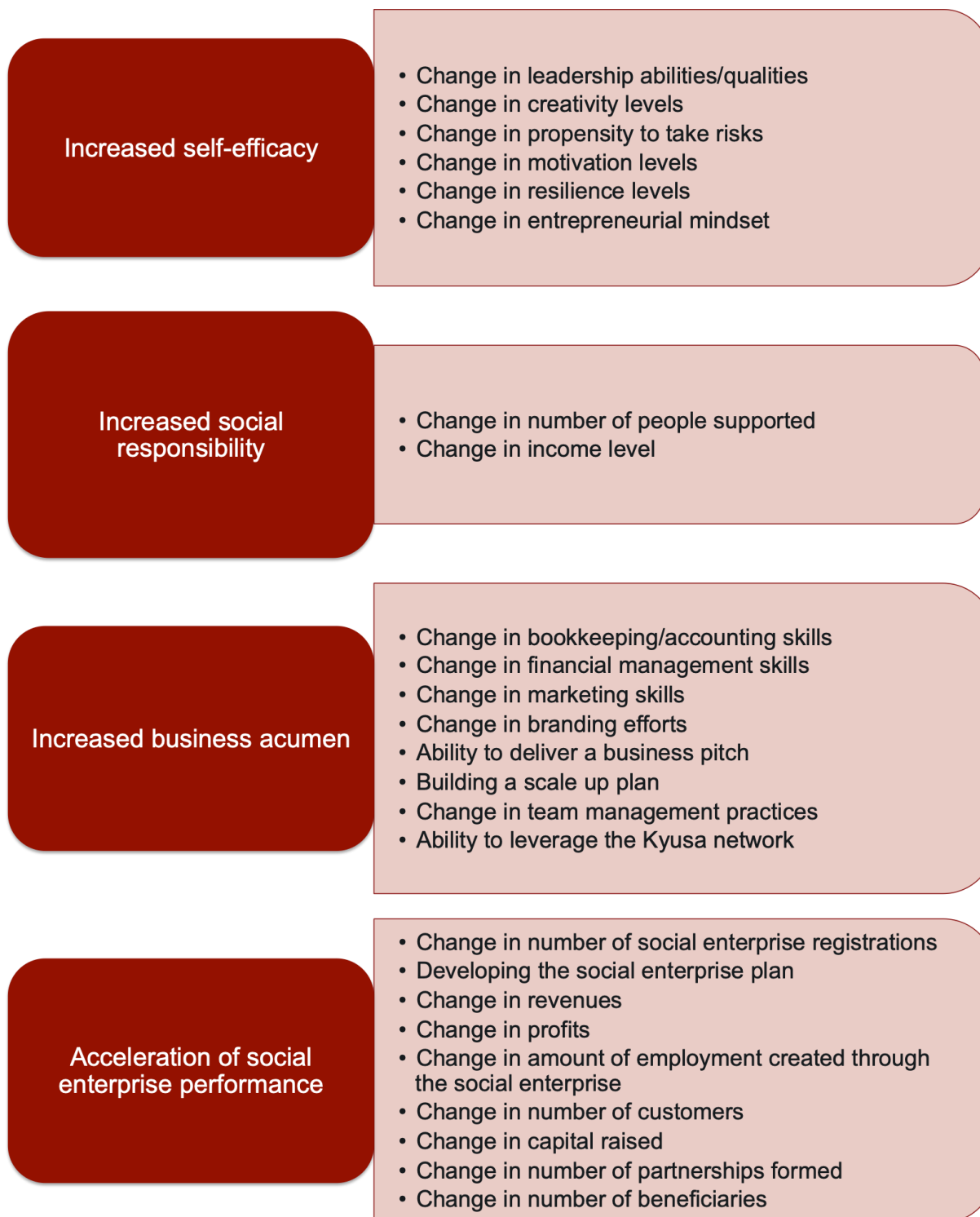
Business Start-Up

Increased self-efficacy	<ul style="list-style-type: none"> • Change in leadership abilities/qualities • Change in creativity levels • Change in propensity to take risks • Change in motivation levels • Change in resilience levels • Change in entrepreneurial mindset
Increased social responsibility	<ul style="list-style-type: none"> • Change in number of people supported • Change in income level
Increased business acumen	<ul style="list-style-type: none"> • Change in bookkeeping/accounting skills • Change in financial management skills • Change in marketing skills • Change in branding efforts • Leveraging up the network
Initiation of business start-up	<ul style="list-style-type: none"> • Change in number of businesses started • Change in number of business registrations • Creating a business model

Accelerator - For-Profit



Accelerator - Social Enterprise



After careful analysis and input from Kyusa's staff, we strategized and agreed upon SMART indicators (specific, measurable, attributable, realistic, targeted) that were best fit to measure each particular outcome. The indicators were then further narrowed down into those that Kyusa would be able to measure. The process for prioritizing the indicators relied on 4 main criteria: whether it was within Kyusa's sphere of influence, if it was important to the mission, if it wasn't too costly to measure, and if there was certainty that the data would be available. Since a large basis of the measurement strategy includes interviews and surveys, the team was confident that the right questions would lead to the right data. The next step of the process involved shaping the selected indicators into questions that Kyusa could integrate into the new survey and tracking system, leading us into the first crucial aspect of the M&E framework: standardizing data collection measures through tailored and calculated surveys.

The Monitoring & Evaluation Tool

Data Collection

Kyusa will collect information for the M&E system through the use of surveys. Collected information will be manually entered into the M&E tool. Surveys were designed for the following three programs: business start-up, business accelerator (for-profit), and business accelerator (social enterprise). Participants will be informed that surveys are a part of Kyusa's efforts to track data and participant information.

The survey questions ask questions specific to the indicators, and the questions are posed to elicit a response that is either a fill-in-the-blank, rank-choice, or binary. As students can cycle through multiple iterations of programming, each survey begins by asking the participant if he or she has completed a training program with Kyusa before. A pre- and post- survey was created for each program, totaling the creation of six surveys. Pre surveys are to be completed in-person by the participant on the first day of the respective program. Post surveys are to be administered six months from the participant's day of completion from the program, and one year from the participant's day of completion from the program. The timing of the follow ups were selected based on the nature of the questions being asked in the post survey. Post surveys will be completed by Kyusa staff and facilitated either through the phone or in-person. Any information that is missing from the pre-survey should be filled in at this time. Information should be documented on the hard copy and then later input into the M&E tool in case data needs to be cross-checked or revisited in the future. Surveys are distributed as hard copies on the first day of each class. All survey responses, pre- and post-, are to be recorded in the M&E tool in a timely manner.

As the purpose of the surveys are to collect data specific to the metrics that Kyusa wishes to track, we do not look at the survival rate of businesses. The six and twelve month follow ups

will allow Kyusa staff to gauge the health of the business at the time of the follow up, however survival will not be explicitly tracked. Instead, nuances of survival such as changes income and potential addition or removal of staff members will lend insight to Kyusa on how well their participant's business is doing. Examples of our surveys are included in the Appendix.

The M&E Dashboard

The M&E Dashboard is a dynamic and live mechanism that allows Kyusa to track the outcomes, translating program data into performance indicators. While diagnosing Kyusa's database and needs for data, the capstone team and Kyusa leadership agreed on starting the development of the M&E system with a revision of Kyusa's internal control processes and tools. Therefore, the first task of the project was to develop a consolidated Excel database containing information about every entrepreneur that attended Kyusa's business training programs. Additionally, the instruments used to capture information of program participants, in particular pre- and post- surveys, were redesigned in order to reflect the outcomes and respective indicators defined previously in the project and a specific routine and milestones of data collection were defined for each program. Lastly, the consolidated excel database was used as backend information to generate reports and analysis capable of providing the intended data insights for program management.

The M&E tool and dashboard were created using Microsoft Excel. The reasons for this are the following. First, all laptops at Kyusa already have Microsoft Office installed. The staff is familiar with using Microsoft Office, specifically Microsoft Excel. Second, Microsoft Office does not require an internet connection to operate. Kyusa's location prevents it from having strong and consistent Internet access. We did not want to run the risk of data not being saved, or data being lost, due to a connectivity issue. Third, there were not additional costs because Microsoft Excel was already installed on the computers. It did not seem realistic to pay for software that could perform the same task as Microsoft Excel. The caveat of not using web-based software for the dashboard is that only one person will be able to edit the document at a time. New versions will consistently need to be saved. Kyusa was made aware of this, and have assigned one staff member to input data into the dashboard. Nevertheless, while today the Microsoft Excel is definitely the best alternative, in the future the organization should consider expanding its IT capacity, so that an online dashboard and surveys are implemented, allowing the organization to enhance its data management processes while expanding operations.

The M&E tool allows Kyusa to analyze data (filtering dates and programs) in two main perspectives, Outcomes and Organizational development, each of them containing a database linked to an analytical dashboard. The Outcomes database and dashboard allow the organization to track the indicators aligned to the TOC, while the Organizational tabs measure how the organization has expanded training programs, partnership, and training staff.

- *Outcomes Database*¹²: divided into four main categories of data, it should be updated every time a new cohort starts or during follow up activities (which vary according to the training program).

- *Personal & Organizational*: identification of course participants, respective businesses and contact information
- *Academic*: information of courses attended and academic management (enrollment, graduation, and attrition)
- *Pre and Post Surveys sections*: outcomes indicators measured through surveys (prior to attending the course, upon completion and follow up – from 6 months on after completion of the program)
- *Results*: comparison and analysis of outcomes indicators according to pre and post-survey responses

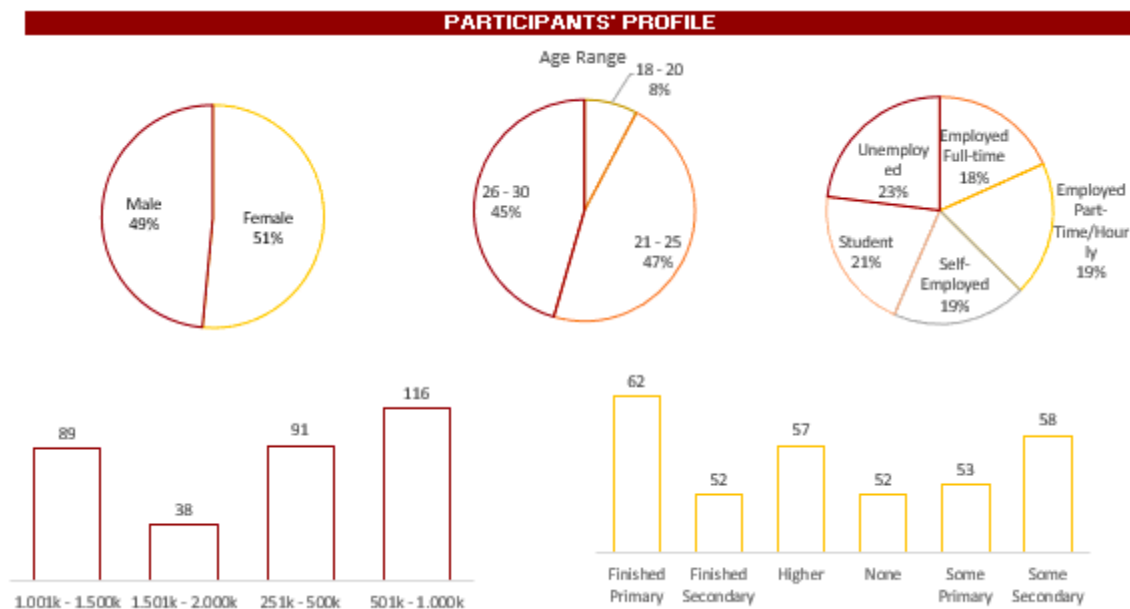
- *Outcomes Dashboard*¹³: structured in general metrics applied to all programs and in specific indicators per training type.

- All main programs:
 - Participants profile (gender, age, income range, employment status, industry)
 - The average change in income, business ownership, and registration, number of individuals supported, attrition rate per program
- Specific for Business Startup:
 - Change in skills (entrepreneurial, Bookkeeping & Accounting Skills) and business idea.
- Specific for Accelerator Programs (For-Profit and Social Entrepreneurship)
 - Financial records, potential to scale, change in revenues and profits
- Specific for Accelerator Social Entrepreneurship:
 - Change in the number of beneficiaries

¹² See appendix for detailed fields of data

¹³ See appendix for detailed fields of data

Image 1 - Screenshot exemplifying the Outcomes dashboard (with fictional data)



Organizational Database¹⁴: consolidates relevant information to track operational growth, it should also be updated at every new cohort starting or during new institutional milestones (such as new partnerships established to sponsor cohorts).

- Program description: name, date, location of training
- Staff: cohort coordinator (Kyusa staff), trainer name and contact information
- Partners: partner organization name, contact information and sponsorship value
- Data retrieved from Outcomes database: number of participants per cohort, graduation and retention rates

Organizational Dashboard¹⁵: main indicators to track organizational development

- Cohorts offered per year (consolidated or breakdown per program)
- The scale of training: number of participants registered, concluded and freshmen (which excludes dual-degrees that might complete more than one program with Kyusa)
- Partners: total partners, cohorts sponsored per year, total sponsorship raised.

¹⁴ See appendix for detailed fields of data

¹⁵ See appendix for detailed fields of data

- Graduation and attrition rate averages (consolidated all programs)
- Geographic expansion (number new districts and total consolidated districts, cohorts offered per district)
- Staff: number of internal and external trainers

Implementation of the M&E tool

In order to prepare all staff members on using the M&E tool, we conducted a training on data analysis and visualization during our field visit in Uganda. Kyusa staff were split up into two levels based on comfort level with data and Microsoft Excel. We used existing survey data that Kyusa collected and already input into the platform as a way of showing the team members how information should be correctly transposed and validated.

Additionally, our team put together an M&E handbook and supplementary video to better equip Kyusa in using the M&E tool. The handbook contains explanations of what each category means (*i.e.*, participant ID number). The video is a live recording of our team using the M&E framework. Through a voiceover, we narrate each step and conduct a step-by-step run through of inputting data into the M&E system and isolating certain data to synthesize. We also created a mock dashboard that produces graphs and visuals; we review how to manipulate the dashboard to produce relevant visualizations.

Lastly, a summer intern from Columbia SIPA will be joining Kyusa in June of 2019 as a part of MIT D-Lab. Prior to her first day, we will train her on the framework we built and review best practices/compliance to ensure that surveys are being completed and that data is being inputted in a timely manner. One of the main features of the summer intern should be to train Kyusa's staff to use the M&E tool, increasing the organization's IT capacity. As previously mentioned, as the organization grows, in the future it should consider eventually transitioning to online data collection as a next phase when the current tool is well set into place.

All in all, the resources provided will ensure that Kyusa can implement the M&E tool and start to develop a relevant database to track the indicators that represent the TOC outcomes and organizational development.

CONCLUSION AND RECOMMENDATIONS

A tailored M&E system is the first step toward Kyusa's growth and development as a non-profit organization. The M&E tool is a sustainable means of targeting and measuring outcomes; it will also strengthen Kyusa's culture of evidence and enhance its knowledge management

practice. While deciding how to create our tool, we understood that we needed to develop a framework that is easy to understand and adaptable to an organization's changing needs. Additionally, the M&E system should be practical, to incentivize the organization to continue using it for outcomes tracking.

However, disciplined use of the M&E tools requires commitment, and we advise that Kyusa institutionalize these processes in the coming years. We also encourage the organization to periodically reflect upon and update the content of the TOC, as it is a dynamic tool. Our goal is for Kyusa to implement these immediate changes to achieve its vision of scaling and creating impact throughout Uganda.

APPENDIX

- Appendix I: Stakeholder Interview Guide
- Appendix II: Sample surveys
- Appendix III: M&E Tool (Screenshots)

Appendix I: Stakeholder Interview Guide

Interview Script for Partners

Before we begin this interview, I want to thank you for agreeing to meet with us. Your participation means a lot and will help us explore and further understand Kyusa. We are graduate students at Columbia University and all information will be used for the benefit of Kyusa. This interview will be between 30 and 45 minutes, and your identity will be kept confidential. An alias will be associated with this interview as a means of protecting your identity. If you have any questions, don't hesitate to ask. And with this, let's get started.

<p>Interview Questions</p>	<p>Introductory Question:</p> <ol style="list-style-type: none"> 1) Tell me about your organization and how you learned about Kyusa. <p>Key Questions:</p> <ol style="list-style-type: none"> 1) Why did you partner with Kyusa? 2) Do you feel like using Kyusa is worth your investment? 3) How long have you been working with Kyusa? 4) Where do you feel Kyusa is making the most impact? 5) How does Kyusa participants differ from non-Kyusa participants? 6) What quality or outcome do you look into when evaluating whether the partnership is successful? <p>Follow-up Questions:</p>
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	<ol style="list-style-type: none"> 1) What do you look for in a venture to fund? 2) What are your expectations of Kyusa? <p>Closing Question:</p> <ol style="list-style-type: none"> 1) Is there anything else you want us to know?
Interviewer's Notes	<ol style="list-style-type: none"> 1) Interviewee's gender and age? 2) How long was the interview? 3) List the questions that you were not able to ask. 4) Which question was the interviewee most interested in? 5) What is the interviewee's attitude towards the interview? 6) Any other observations?

Interview Script for Program Staff

Interview Questions	<p>Introductory Question:</p> <ol style="list-style-type: none"> 1) How long have you been working here? 2) What is your role here at Kyusa? Describe your job and daily work. 3) What have been your biggest challenges in your work? <p>Key Questions:</p> <p>What do you think are the key learning from the business startup program?</p> <ol style="list-style-type: none"> a.) What aspect of business does it help the most? <ol style="list-style-type: none"> 1) What do you think are the key learning from the accelerator program? 2) Tell us about the general feedback received from program participants. 3) Have you been surprised by any particular elements of the students during training? 4) What factors at Kyusa do you think are most vital to its success? <ol style="list-style-type: none"> a) How do you know they are the most critical factors? b) What do you think Kyusa does best? 5) What do you think are Kyusa's biggest barriers for success? <ol style="list-style-type: none"> a) What do you think Kyusa could do better?
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	<ol style="list-style-type: none"> 6) As an alumni, why did you choose to apply? 7) How do you market Kyusa and what are the ways in which you drive individuals to apply? 8) Is there anything else you want us to know about Kyusa?
Interviewee Demographic Info	<ol style="list-style-type: none"> 1) Interviewee's gender and age. 2) How long was the interview? 3) List the questions that you were not able to ask. 4) Which question was the interviewee most interested in? 5) What is the interviewee's attitude towards the interview? 6) Any other observations?

Interview Script for Participants

Interview Questions	<p>Introductory Question:</p> <ol style="list-style-type: none"> 1) How do you see entrepreneurship? 2) What are your passions and what are your business aspirations? <p>Key Questions:</p> <ol style="list-style-type: none"> 1) Would you like to work for yourself or for someone else? <ol style="list-style-type: none"> a) Has Kyusa helped shaped this point of view? 2) What factors influenced your decision to apply for Kyusa? 3) Have there been any "ah ha" moments during your time as a participant? 4) Does your current level of employment satisfy you, or is there more you wish you could do? 5) What are your career aspirations? 6) How have your career aspirations influenced your time at Kyusa so far? 7) What elements at Kyusa do you feel are most vital to your success?
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	<p>8) How do you feel Kyusa will impact you in the future?</p> <p>Follow-up Questions:</p> <ol style="list-style-type: none"> 1) Are there similar programs like Kyusa around? <ol style="list-style-type: none"> a) If so, why Kyusa? <p>Closing Question:</p> <ol style="list-style-type: none"> 1) What would you like to see different at Kyusa? 2) Is there anything else you want us to know about Kyusa? 3) Please tell me about your family background and your role within your family.
<p>Interviewer's Notes</p>	<ol style="list-style-type: none"> 1) Interviewee's gender and age 2) How long was the interview? 3) List the questions that you were not able to ask. 4) Which question was the interviewee most interested in? 5) What is the interviewee's attitude towards the interview? 6) Any other observations?

Interview Script for Alumni

<p>Interview Questions</p>	<p>Introductory Question:</p> <ol style="list-style-type: none"> 1) Why did you join Kyusa? 2) Please tell us about your experience in Kyusa. <p>Key Questions:</p> <ol style="list-style-type: none"> 1) What did you expect to gain when you first joined Kyusa? 2) What did you gain from Kyusa? 3) Was there anything important you envisioned but did not get from Kyusa? 4) What are doing now? What did you do before Kyusa? <ol style="list-style-type: none"> a) How is Kyusa related to the change? 5) What kind of challenges did you face ?
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	<p>a) Did you go to Kyusa for assistance?</p> <p>6) Did you have access to finance?</p> <p>7) Did you received practical help from the mentors?</p> <p>8) What do you think mentors should do?</p> <p>a) Are you currently a mentor? Why or why not?</p> <p>9) Name 3 things Kyusa did right.</p> <p>10) Name 3 things Kyusa should have done better?</p> <p>11) If Kyusa did not exist, how would this have impacted your life?</p> <p>Follow-up Questions:</p> <p>1) What other advices and suggestions you have for Kyusa?</p> <p>2) Please tell me about your family background and your role within your family.</p> <p>Closing Question:</p> <p>1) Is there anything else you want us to know about Kyusa?</p>
<p>Interviewer's Notes</p>	<p>1) Interviewee's gender and age</p> <p>2) How long was the interview?</p> <p>3) List the questions that you were not able to ask.</p> <p>4) Which question was the interviewee most interested in?</p> <p>5) What is the interviewee's attitude towards the interview?</p> <p>6) Any other observations?</p>

Appendix II: Sample Surveys



Pre-Program Survey | Business Startup Program

Please fill out all parts of this survey on your first day in the Business Startup Program

Part 1: Self Identification

Full Name (First, Last) _____

Gender _____ Date of Birth (DD/MM/YYYY) _____

Marital Status (check one):

Single **Married** **Divorced** **Widowed**

Mobile Phone Number _____

WhatsApp Number (put none if not on WhatsApp) _____

Email Address _____

District of Residence _____

Highest level of education completed (check one):

None **Some Primary** **Finished Primary** **Finished Secondary**
Graduate **Post-Graduate**


Post-Program Survey | Business Startup Program

Check-In Point **6 months** **12 months**
Part 1: Self Identification

Full Name (First, Last) _____

Gender _____ Date of Birth (DD/MM/YYYY) _____

Marital Status (check one):

Single **Married** **Divorced** **Widowed**

Mobile Phone Number _____

WhatsApp Number (put none if not on WhatsApp) _____

Email Address _____

District of Residence _____

Highest level of education completed (check one):

None **Some Primary** **Finished Primary** **Finished Secondary**
Graduate **Post-Graduate**

Pre- and post-surveys were created for all programs. This example showcases the surveys specifically for the Business Startup Program.

Appendix III: M&E Tool (Screenshots)




Organizational database - description

Tab	Category	Header	Description	Type of data	Possible values (if drop-down)
2A Org Data	Kyusa	Dashboard	Activates if a line will be considered in the dashboard	Dropdown	Yes - 1 ; No - 0
2A Org Data	Program Management	PID	Program Identification (PID) code for cohorts. It should be unique, each cohort gets one single ID	Hard input	It should be done in sequence, not possible to have the same PID for different cohorts
2A Org Data	Program Management	Program - Name	Name of the program	Hard input	
2A Org Data	Program Management	Program - Cohort Date	Date in which the cohort started	Dropdown	Dates (always starting on day 1 of the month)
2A Org Data	Program Management	Program - Location	Location in which the cohort was ran	Dropdown	Districts
2A Org Data	Program Management	Program - Kyusa Coordinator	Kyusa staff responsible for the cohort	Hard input	
2A Org Data	Program Management	Trainer type	If external (outsourced) or internal (Kyusa staff) trainer	Dropdown	external (outsourced) or internal (Kyusa staff)
2A Org Data	Program Management	Program - Trainer name	Trainer name	Hard input	
2A Org Data	Program Management	Program - Trainer e-mail	Trainer email	Hard input	
2A Org Data	Program Management	Program - Trainer cel number	Trainer number	Hard input	
2A Org Data	Program Management	Partner - Organization name	Sponsor organization name (if any)	Hard input	
2A Org Data	Program Management	Partner - Responsible Name	Name of the responsible staff in the partner organization	Hard input	
2A Org Data	Program Management	Partner - Responsible e-mail	Partner staff e-mail	Hard input	
2A Org Data	Program Management	Partner - Telephone number	Partner staff number	Hard input	
2A Org Data	Program Management	Partner - Sponsorship (UGX)	Ammount sponsored by the partner (UGX)	Hard input	
2A Org Data	Data from Outcomes Database	Participants - Registered	Number of participants registered - signed up for a program (automatically calculated from Outcomes Database)	Hard input	
2A Org Data	Data from Outcomes Database	Participants - Enrolled	Number of participants enrolled - currently attending the program (automatically calculated from Outcomes Database)	Hard input	
2A Org Data	Data from Outcomes Database	Participants - Concluded	Number of participants concluded - graduated from the program (automatically calculated from Outcomes Database)	Formula - do not change	Do not input values in cells with fomulas
2A Org Data	Data from Outcomes Database	Participants - Dropped-out	Number of participants dropped-out (automatically calculated from Outcomes Database)	Formula - do not change	Do not input values in cells with fomulas
2A Org Data	Data from Outcomes Database	Graduation Rate	Ratio: concluded / registered	Formula - do not change	Do not input values in cells with fomulas
2A Org Data	Data from Outcomes Database	Attrition rate	Ratio: drop-out / registered	Formula - do not change	Do not input values in cells with fomulas
2A Org Data	Data from Outcomes Database	Freshmen (that later graduated)	New participants (fist course ever at Kyusa) - used to avoid double counting of dual degrees	Formula - do not change	Do not input values in cells with fomulas

Outcomes Database - Description

Tab	Category	Header	Description	Type of data	Possible values (if drop-down)
1A Out Data	Kyusa	Dashboard	Activates if a line will display in the dashboard	Dropdown	Yes - 1 ; No - 0
1A Out Data	Kyusa	KID	Kyusa Identification (KID) code for participants. It should be unique, each participant gets one single ID code for all courses	Hard input	It should be done in sequence, prohibited to have the same KID for different participants
1A Out Data	Kyusa	First Enrollment	Date of first course attended at Kyusa	Dropdown	Dates (always starting on day 1 of the month)
1A Out Data	Kyusa	Last Update	Last date that the line was updated	Dropdown	Dates (always starting on day 1 of the month)
1A Out Data	Kyusa	Next Follow up	Date of next follow up with the participant	Dropdown	Dates (always starting on day 1 of the month)
1A Out Data	Personal	Student Name (First Last)	Participant's name	Hard input	
1A Out Data	Personal	E-mail	Participant's e-mail	Hard input	
1A Out Data	Personal	Mobile (Whatsapp)	Participant's mobile (whatsapp)	Hard input	
1A Out Data	Personal	Date of Birth	Participant's Date of birth	Dropdown	Dates (always starting on day 1 of the month)
1A Out Data	Personal	Home district	Participant's home district	Dropdown	District
1A Out Data	Personal	Sex	Participant's sex	Dropdown	Male ; Female
1A Out Data	Personal	Education	Participant's level of education	Dropdown	Different levels of education
1A Out Data	Personal	Marital Status	Participant's marital status	Dropdown	Different marital status
1A Out Data	Personal	Employment status	Participant's employment status	Dropdown	Different status of employment
1A Out Data	Organizational	Organization Name	Participant's organization name	Hard input	
1A Out Data	Organizational	Organization District	District in which Participant's organization is located	Dropdown	District
1A Out Data	Organizational	Area of work / Industry			Dates (always starting on day 1 of the month)
1A Out Data	Academic	Start-up - Cohort Date	Date in which the participant started the Start-up Program	Dropdown	Dates (always starting on day 1 of the month)
1A Out Data	Academic	Start-up - Status	Academic status of the participant in the Start-up Program	Dropdown	Registered (signed up for the course), Enrolled (participating in the course), Concluded (graduated), Drop-Out
1A Out Data	Academic	AC/FP - Cohort Date	Date in which the participant started the Accelerator For-Profit Program	Dropdown	Dates (always starting on day 1 of the month)
1A Out Data	Academic	AC/FP- Status	Academic status of the participant in the Accelerator For-Profit Program	Dropdown	Registered (signed up for the course), Enrolled (participating in the course), Concluded (graduated), Drop-Out
1A Out Data	Academic	AC/SE - Cohort Date	Date in which the participant started the Accelerator Social Entrepreneurship Program	Dropdown	Dates (always starting on day 1 of the month)
1A Out Data	Academic	AC/SE - Status	Academic status of the participant in the Accelerator Social Entrepreneurship Program	Dropdown	Registered (signed up for the course), Enrolled (participating in the course), Concluded (graduated), Drop-Out
1A Out Data	Academic	Other 1 - Program Name	Name of other program the participant attended	Dropdown	Existing programs - add more in Data validation tab
1A Out Data	Academic	Other 1 - Cohort Date	Date in which the participant started the Other Program	Dropdown	Dates (always starting on day 1 of the month)
1A Out Data	Academic	Other 1 - Status	Academic status of the participant in the Other Program	Dropdown	Registered (signed up for the course), Enrolled (participating in the course), Concluded (graduated), Drop-Out
1A Out Data	Academic	Other 2 - Program Name	Name of second other program the participant attended	Dropdown	Existing programs - add more in Data validation tab
1A Out Data	Academic	Other 2 - Cohort Date	Date in which the participant started the second other Program	Dropdown	Dates (always starting on day 1 of the month)
1A Out Data	Academic	Other 2 - Status	Academic status of the participant in the second Other Program	Dropdown	Registered (signed up for the course), Enrolled (participating in the course), Concluded (graduated), Drop-Out
1A Out Data	Pre-survey	PRE - Avg Mon. Income (UGX)	Average monthly income	Hard input	
1A Out Data	Pre-survey	PRE - Own a Business	If participant owns a business	Dropdown	1-Yes ; 2-No
1A Out Data	Pre-survey	PRE - Business Registration	If participant has a registered business	Dropdown	1-Yes ; 2-No
1A Out Data	Pre-survey	PRE - Business Plan	If participant has a business plan	Dropdown	1-Yes ; 2-No
1A Out Data	Pre-survey	PRE/BS - Business Logo	Business Start-up: If participant has a business logo	Dropdown	1-Yes ; 2-No
1A Out Data	Pre-survey	PRE - # Individuals Supported	Number of individuals supported by the participant (I.e. family members, direct dependents)	Hard input	
1A Out Data	Pre-survey	PRE/BS - Bookkeeping & Accounting skills	Participant's perception about her bookkeeping and accounting skills	Dropdown	5-max ; 1-min
1A Out Data	Pre-survey	PRE/BS - Entrepren. skills	Participant's perception about her entrepreneurial skills	Dropdown	5-max ; 1-min
1A Out Data	Pre-survey	PRE/BS - Business Idea	If participant has a business idea	Dropdown	1-Yes ; 2-No
1A Out Data	Pre-survey	PRE/AC - Financial records	If participant keeps financial records	Dropdown	1-Yes ; 2-No
1A Out Data	Pre-survey	PRE/AC - Revenues (UGX)	Average monthly revenues of the participant business	Hard input	
1A Out Data	Pre-survey	PRE/AC - Profit (UGX)	Average monthly profits of the participant business	Hard input	
1A Out Data	Pre-survey	PRE/AC - # People Employed	Number of people employed by the participant	Hard input	
1A Out Data	Pre-survey	PRE/AC - Potential to Scale up	Participant's perception about her business potential to scale	Dropdown	5-max ; 1-min
1A Out Data	Pre-survey	PRE/AC SE - # of beneficiaries	Number of people that directly benefit from the participant's social venture	Hard input	
1A Out Data	Post-survey	POST - Avg Mon. Income (UGX)	Average monthly income	Hard input	
1A Out Data	Post-survey	POST - Own a Business	If participant owns a business	Dropdown	1-Yes ; 2-No
1A Out Data	Post-survey	POST - Business Registration	If participant has a registered business	Dropdown	1-Yes ; 2-No
1A Out Data	Post-survey	POST - Business Plan	If participant has a business plan	Dropdown	1-Yes ; 2-No
1A Out Data	Post-survey	POST - Business Logo	If participant has a business logo	Dropdown	1-Yes ; 2-No
1A Out Data	Post-survey	POST - # Individuals Supported	Number of individuals supported by the participant (I.e. family members, direct dependents)	Hard input	
1A Out Data	Post-survey	POST/BS - Bookkeeping & Accounting skills	Participant's perception about her bookkeeping and accounting skills	Dropdown	5-max ; 1-min
1A Out Data	Post-survey	POST/BS - Entrepren. skills	Participant's perception about her entrepreneurial skills	Dropdown	5-max ; 1-min
1A Out Data	Post-survey	POST/BS - Business Idea	If participant has a business idea	Dropdown	1-Yes ; 2-No
1A Out Data	Post-survey	POST/AC - Financial records	If participant keeps financial records	Dropdown	1-Yes ; 2-No
1A Out Data	Post-survey	POST/AC - Revenues (UGX)	Average monthly revenues of the participant business	Hard input	
1A Out Data	Post-survey	POST/AC - Profit (UGX)	Average monthly profits of the participant business	Hard input	
1A Out Data	Post-survey	POST/AC - # People employed	Number of people employed by the participant	Hard input	
1A Out Data	Post-survey	POST/AC - Potential to Scale up	Participant's perception about her business potential to scale	Dropdown	5-max ; 1-min
1A Out Data	Post-survey	POST/AC - Capital raised (UGX)	Total capital raised since the completion of the program	Hard input	
1A Out Data	Post-survey	POST/AC - Partnerships	If new partnerships established after the completion of the program	Dropdown	1-Yes ; 2-No
1A Out Data	Post-survey	POST/AC SE - # of beneficiaries	Number of people that directly benefit from the participant's social venture	Hard input	

Organizational dashboard (mock data)



ORGANIZATION DASHBOARD

Start date: Jan-19

End date: Dec-25

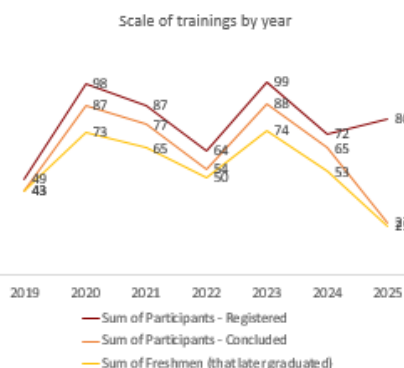
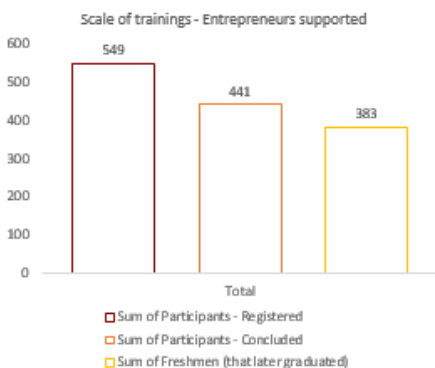
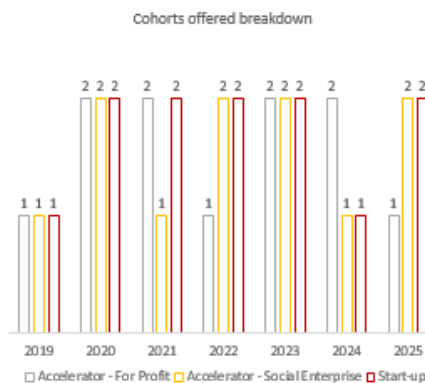
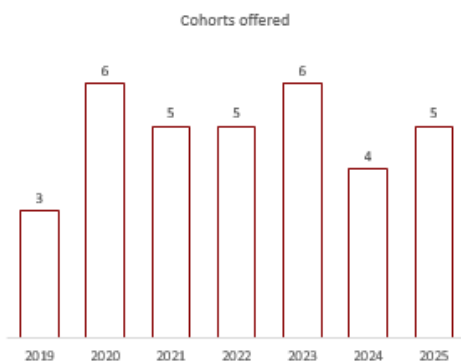
● Business Start-up

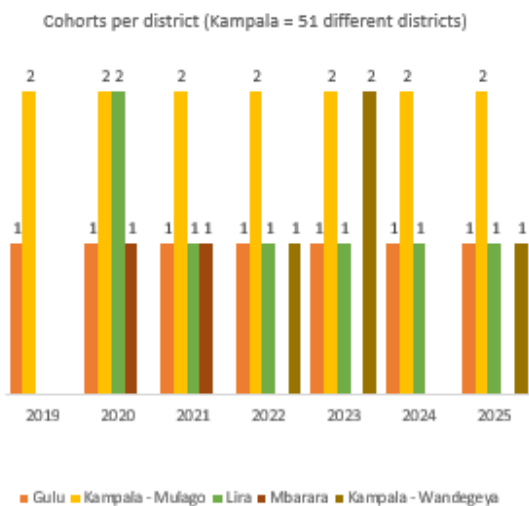
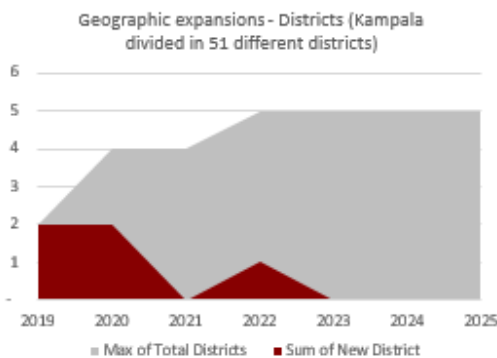
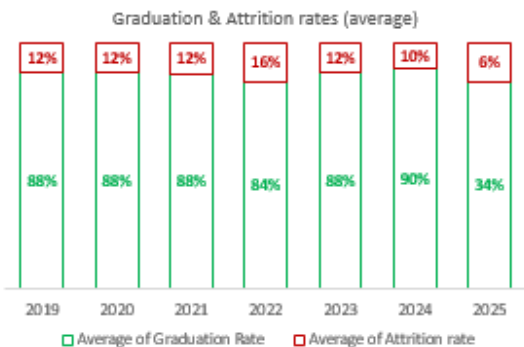
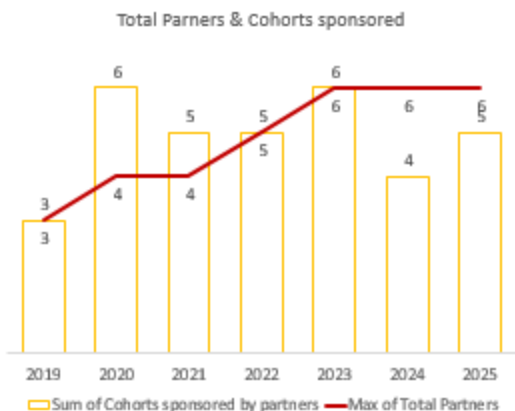
● Accelerator For Profit

● Accelerator Social Enterprise


Update Analysis

PROGRAMS PROFILE





Outcomes dashboard (mock data)



OUTCOMES DASHBOARD

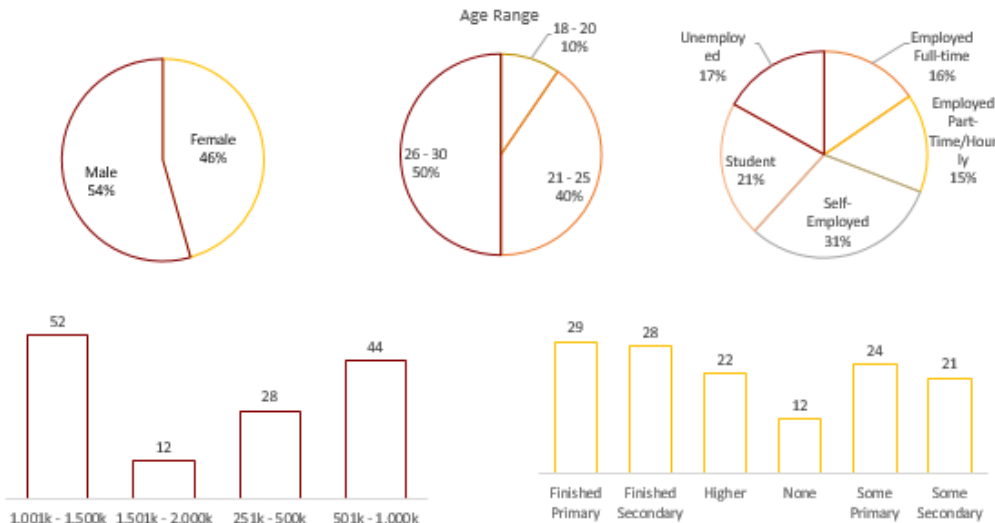
● Business Start-up
● Accelerator For Profit
● Accelerator Social Enterprise

art date: **Jan-19**

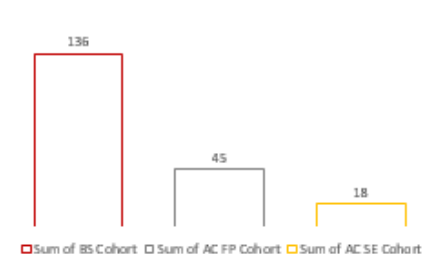
end date: **Dec-25**

Update
Analysis

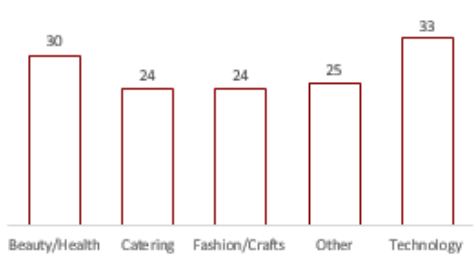
PARTICIPANTS' PROFILE



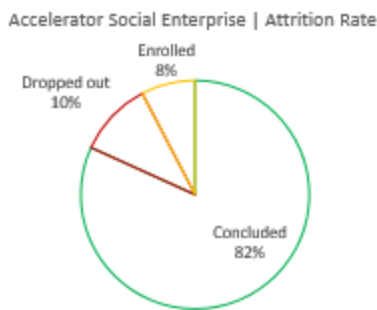
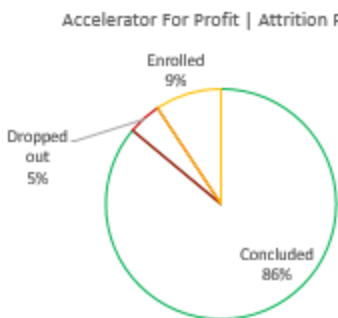
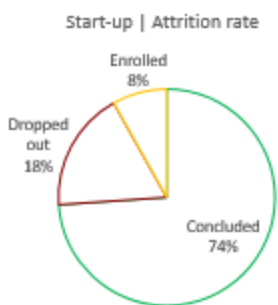
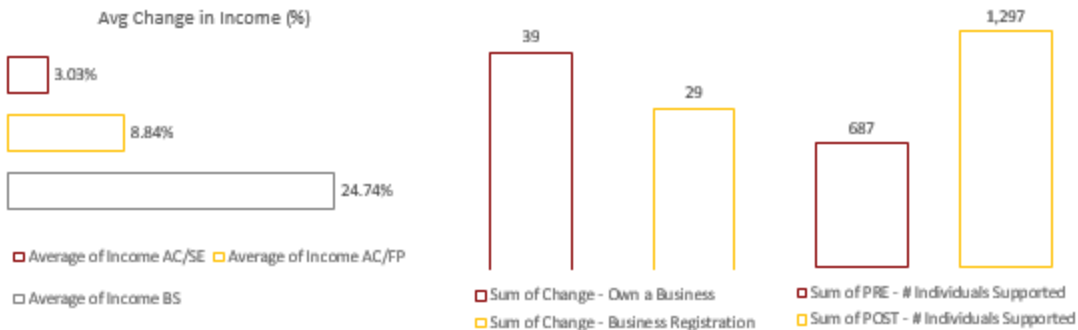
PARTICIPANTS PER COURSE



INDUSTRIES | AREAS OF WORK

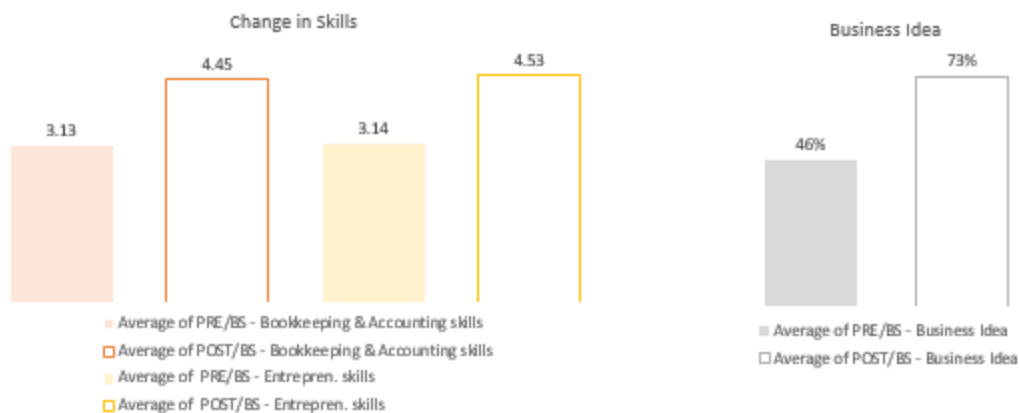


INDICATORS | ALL PROGRAMS

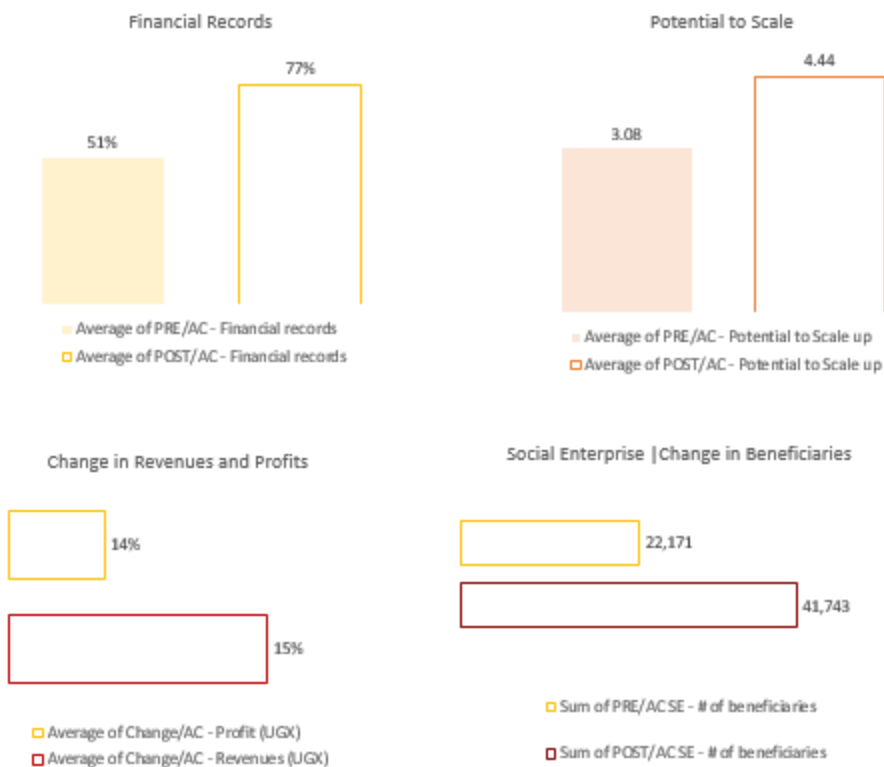


1

INDICATORS | BUSINESS START-UP



INDICATORS | BUSINESS ACCELERATOR



Kiyusa Dashboard Handbook

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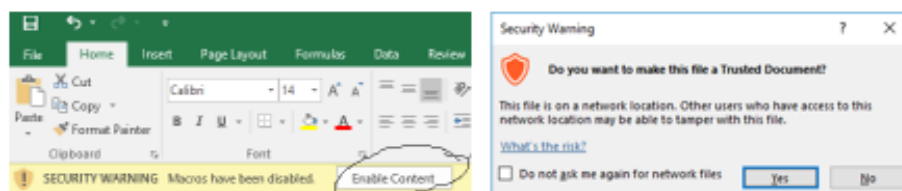
- 1 - Opening the file
- 2 - Saving a file
- 3 - Main tabs
- 4 - Deep dive Tab 1A: Outcomes Database
- 5 - Deep dive Tab 1B: Organizational Database
- 6 - Deep dive Tab 3: Outcomes Dashboard
- 7 - Deep dive Tab 4: Organizational Dashboard

1. Opening the File

In order to improve calculations, this file uses a macro (automated calculation process) and therefore differs from the simple excel file. It's saved as a .xlsm file (Excel Macro-Enabled Workbook). The icon of a .xlsm file contains an exclamation mark (!), as presented in the example below:



Once the .xlsm is opened, Excel pops up two security boxes to be authorized:



2. Saving the file

To save a file, it is important to keep track of the excel versions. Therefore, it's preferable to use "Save as", as a (Excel Macro-Enabled Workbook) under: *File >> Save As >> Selected Location*. In order to keep track of the versions, we suggest naming the file starting with

Additional Photos of Field Trip:

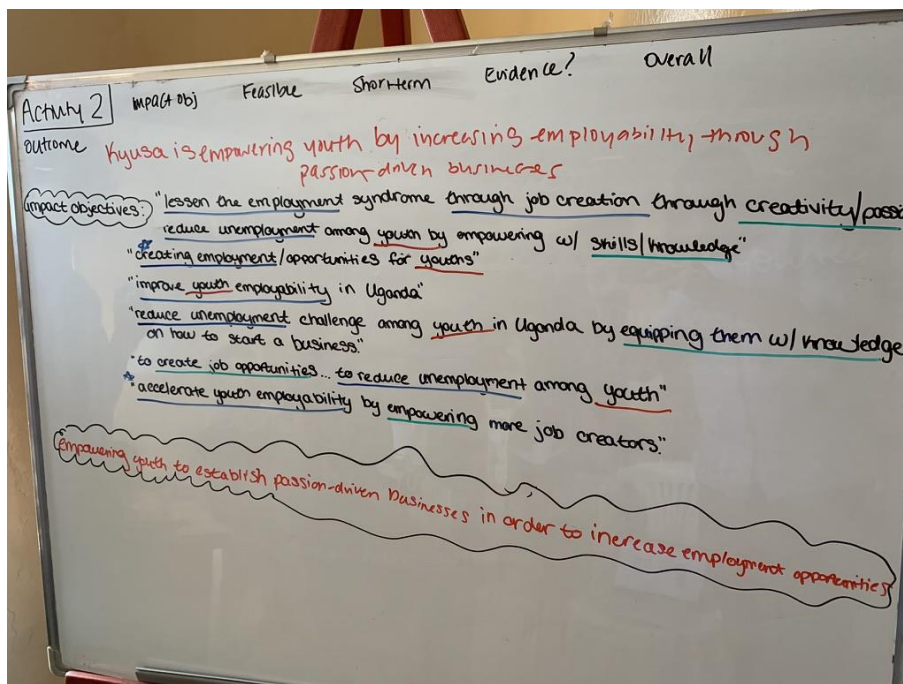


Figure 1: Activity 1 - Creating the Impact Objective Statement

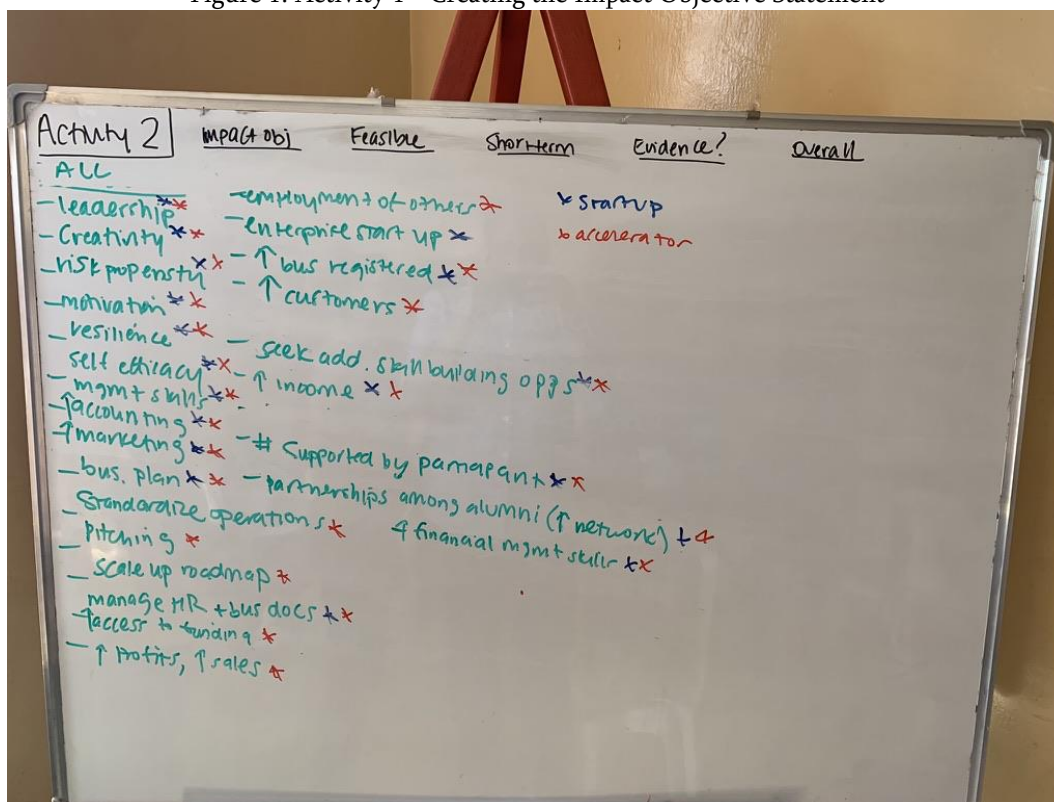


Figure 2: Activity 2 & 3 - List of all intended outcomes from Kyusa's programming, organized by program.



Photo 1: Participants involved in the Theory of Change workshop.



Photo 2: Staff during the Microsoft Excel Workshop



Photo 3: SIPA Capstone team posed with Kyusa team on the final day of Field Trip