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PUBLICATION

PUB-012

PUBLICATIONS

Youth Skills, Jobs and Enterprise Practice Prospectus

Field evidence for skilling, decent work, small business growth and investment and export readiness

GROUND → DATA → INSIGHT → DECISION

TSV-PUB-012

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> **This prospectus explains what Tsavone Consulting's youth skills, jobs and enterprise practice does, who it serves and how it works. It covers labour market and TVET assessment, tracer studies, youth employment programme design and evaluation, enterprise diagnostics, incubator and accelerator support, investment readiness and export readiness for SMEs, with the deliverables clients receive, typical assignment types and how to engage us.**

About this publication

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1. About this prospectus

Tsavone Consulting is a Ugandan consulting firm that gathers reliable evidence on the ground and turns it into sound decisions, designs and systems. Youth skills, jobs and enterprise is one of our deep practices. This prospectus is for anyone who funds, designs, runs, regulates or invests through programmes for young people's skills and work, technical and vocational education and training (TVET), and small and growing businesses, and who needs evidence they can act on.

It describes the kinds of work we do and how we do it. It does not list past projects. Case studies with referees are available on request, and every proposal names the team for that assignment with CVs.

1.1 The practice at a glance

What we do	Labour market and skills gap assessments; graduate and trainee tracer studies; design, monitoring and evaluation of youth employment and skilling programmes; TVET institution and system assessments; enterprise diagnostics and business advisory; incubator and accelerator design and evaluation; investment readiness; export readiness and market entry for small and medium enterprises (SMEs); training and coaching
Who we serve	Development partners and donors, ministries, departments and agencies, local governments, TVET institutions and training providers, NGOs and foundations, incubators, accelerators and other enterprise support organisations (ESOs), employers and industry bodies, banks, SACCOs and impact investors, exporters and trade programmes

Where	All regions of Uganda, including towns and secondary cities, rural districts, the Albertine region and refugee-hosting districts; regional work across East Africa and the Great Lakes; international work by arrangement
How	Field-verified data from young people, employers, training providers and enterprises; trained and supervised enumerator teams; phone and in-person tracer methods; structured scoring tools; transparent analysis and tools handed over for continued use
Languages	Working fluency in English, Luganda and the Luo languages, with interpreters for other local languages

2. The problems we help with

Uganda has one of the youngest populations in the world, and every year a large new cohort of young people looks for work. Most end up working informally, often combining several activities. Government, development partners and companies invest heavily in skilling, start-up support and business development services. Policy is also moving: the TVET Act 2025, the expansion of skilling hubs and programmes such as the Parish Development Model and Emyooga change what young people and small businesses can access. Our clients usually come to us with one of the following problems. For the latest national indicators, see our Youth Skills and Jobs Barometer.

2.1 Training that does not match demand

Training providers often choose courses by what they can teach rather than what markets will pay for. We measure demand and supply side by side, by sector, occupation and location, so that curricula, intakes and funding follow real opportunities.

2.2 Programmes that cannot show what changed

Youth programmes often report trainees enrolled and kits distributed, but not whether participants are working, earning more or running viable businesses a year later. Results that count any activity as a job overstate success; results that count only formal wage jobs understate it. We design measures that fit how young Ugandans actually work, and we follow participants up properly.

2.3 Enterprise support that does not reach growth

Many incubators, accelerators and business development programmes deliver training and events, but struggle to select the right enterprises, diagnose what each one needs, sustain coaching and link firms to markets and finance. Funders want to know which models work and at what cost per enterprise, and we help design, assess and evaluate support with that in mind.

2.4 Finance that cannot find investable enterprises

Lenders, impact investors and challenge funds say they cannot find enough investable small businesses. Enterprises find their records and plans do not answer lenders' questions. We assess readiness honestly, show enterprises what to fix, and give funders an objective view before they commit.

2.5 Small firms that want to export but are not yet ready

Regional and continental markets, through the East African Community and the African Continental Free Trade Area (AfCFTA), open real opportunities for Ugandan SMEs. Buyers, however, expect consistent quality, certification, reliable volumes and, for some products, traceability. Many firms try to export

before they are ready, and lose money. We assess readiness, choose markets that fit, and build a realistic plan.

> **We are useful when the answer depends on what is actually happening for young people, in workplaces, in training institutions and inside small businesses, and when the client needs evidence that will stand up to a funder, a board, an auditor or a credit committee.**

3. Our services

The practice offers eight service lines. Each draws on Tsavone's core services in monitoring, evaluation and learning, field data and verification, assessments and studies, programme design and training, applied to youth, skills, jobs and enterprise questions.

Service line	What it covers	Typical clients
Labour market and skills gap assessment	Sector and occupation selection, employer surveys, youth and graduate surveys, informal sector and master craftsperson studies, training provider mapping, skills gap analysis and validation	Donors, ministries, local governments, programmes, industry bodies, oil and gas and infrastructure contractors
Tracer studies	Graduate and trainee tracer studies for TVET institutions, universities, skilling hubs, apprenticeship schemes and programmes, with response and representativeness reporting	Training institutions, ministries, programmes, foundations
Youth employment programme design, MEL and evaluation	Theories of change, targeting and selection, results frameworks, indicator sets, baselines, midlines and endlines, performance and impact evaluations, cost-effectiveness analysis	Donors, UN agencies, NGOs, government programmes
TVET institution and system assessment	Assessment of training providers against demand, curricula, instructor capacity, workshops and equipment, industry links, assessment and certification routes; TVET programme and policy reviews	Ministries, TVET institutions, development partners, skills funds
Enterprise diagnostics and business advisory	Six-dimension diagnostics across strategy, operations, marketing, finance, people and compliance; advisory plans; structured coaching; follow-up and results tracking	Programmes, ESOs, banks and SACCOs, corporate supplier development schemes
Incubator, accelerator and ESO support	Assessment of ESOs, programme design end to end, selection systems, curriculum and coaching models, cohort calendars, cost per enterprise, evaluation of enterprise support	ESOs, their funders, universities, corporate and donor programmes
Investment readiness	Weighted readiness scoring with deal-breakers, data room, financial model and pitch review, impact and ESG screen, readiness action plans and investor matching	Challenge funds, impact investors, banks, accelerators, enterprise programmes

Service line	What it covers	Typical clients
Export readiness and market entry for SMEs	Export readiness assessment, market screening and selection, buyer and standards requirements, price build-up, logistics and trade finance, export action plans	SMEs, cooperatives, trade programmes, export promotion and industry bodies

3.1 Training that leaves skills behind

Training is a full Tsavone service line. In this practice we offer the course Entrepreneurship and Business Planning for Young People, which takes young people from an idea to a tested business model, simple financials, a formalisation and finance plan and a pitch. We also deliver Export Readiness and Buyer Requirements, Financial Management for NGOs and SMEs, training of trainers for instructors and business coaches, and coaching and mentoring for programme teams. Details are in our Training Catalogue, available at www.tsavone.com/publications.

3.2 What we do not do

- We do not run our own incubator, accelerator, fund or job placement agency, and we do not compete with the ESOs we assess or partner with.
- We take no equity, revenue share, warrants or success fees in any enterprise we support, assess or evaluate, and we accept no referral or finder's fee from any investor or lender.
- We prepare firms for standards and certification; accredited bodies certify. We do not broker, trade or clear goods.
- We do not certify trainees or accredit training providers. Those roles belong to the national assessment and accreditation bodies.
- We never evaluate a programme, or assess an enterprise for an investor, where we helped design, deliver or advise the same work.

4. Methods and tools

Our methods are written down and maintained in Tsavone's Method Series and toolkits, so every team applies the same standard. The methods we use most in this practice are summarised here.

4.1 Labour market assessment

We start by choosing sectors and occupations with a transparent scoring sheet, so the study looks where jobs are likely to be. Demand comes from a structured employer survey, including informal enterprises and master craftspeople, not only registered firms. Supply comes from a youth and graduate survey and a review of training providers. We combine these with national sources such as UBOS labour force and business data, and compare skills demanded with skills supplied, occupation by occupation. Our labour market toolkit provides the questionnaires, guides and table shells.

4.2 Measuring work as young people experience it

We use a labour force module adapted from the ILO and UBOS approach, so results compare with national figures where definitions match. We record all the work a young person does, including self-employment and farming, and report employment, unemployment, NEET, informality and decent work indicators separately, so that no single headline hides what is happening.

4.3 Tracer studies

Tracer studies follow graduates or trainees at fixed points, usually 6 and 12 months after completion, by phone with in-person follow-up. We report response rates and how respondents differ from non-respondents. A tracer result without a representativeness check is not reported as a population figure.

4.4 Programme design and evaluation

For design, we test the theory of change against labour market evidence and check overlaps with national schemes. For evaluation, we use the OECD-DAC criteria as a frame and choose designs that fit the question and the data: quasi-experimental designs such as difference-in-differences or matching where comparison data exist, and contribution analysis or process tracing where they do not. Sample sizes and power are stated in the inception report.

4.5 Enterprise diagnostics

We assess each enterprise with a structured scoring framework across strategy, operations, marketing, finance, people and compliance, combining an owner interview, site observation and record checks. Scores roll up into an Enterprise Health Index, with evidence notes for each score. The diagnosis leads to an advisory plan with a few priority actions, agreed with the owner, and a follow-up schedule to track change.

4.6 Investment readiness

Readiness is scored with a weighted rubric across business model, market, team, governance, financials, impact, legal compliance and ESG, with deal-breakers that override the score. Each enterprise receives a readiness action plan. Where a client asks for investor matching, we match on stated investor criteria, disclose any relationship and share enterprise data only with the enterprise's written consent.

4.7 Export readiness and market entry

We assess a firm or cooperative against an export readiness questionnaire, screen candidate markets, map buyer and standards requirements, build up the export price, and check logistics and trade finance. Where products fall under the EU Deforestation Regulation or similar due diligence rules, we include a readiness check and confirm the current rules on the day of use. The output is an export action plan with costs and timelines.

5. Working with young people

Most of the people we interview in this practice are young, and some are under 18. Many are looking for work and may hope that taking part will lead to a job, a grant or a place on a programme. That creates a power imbalance we manage deliberately.

Commitment	What it means in practice
Honest consent	We explain who we are, why we are there and what will happen with the information, and we say clearly that taking part does not affect selection, benefits or support.
Minors	Interviews with people under 18 follow our safeguarding rules, with parental or guardian consent and the young person's own assent, in safe, visible settings.

Commitment	What it means in practice
Inclusion	Samples and tools are designed to reach young women, young people with disabilities, refugees and out-of-school youth, and results are disaggregated where numbers allow.
Data protection	Phone numbers and other tracing details are personal data under the Data Protection and Privacy Act 2019. They are used only for the stated purpose and deleted or returned as agreed.
Enterprise confidentiality	Business accounts, plans and diagnostic scores belong to the enterprise. We share them with funders or investors only on the agreed basis and with written consent.

6. What clients get

Every assignment produces deliverables agreed in writing at contract stage. Typical deliverables in this practice include:

Deliverable	What it contains
Inception report	Final questions, method, sample, tools, analysis plan, workplan, risks, ethics and safeguarding arrangements, agreed before fieldwork
Analytical report	Findings as found, with the strength of evidence stated for each key finding, and practical recommendations ranked by priority and feasibility
Labour market and skills maps	Demand and supply by sector, occupation and location, with a prioritised list of courses or trades to expand, adapt or close
Enterprise scorecards and plans	Diagnostic and readiness scores with evidence notes, individual advisory or readiness action plans, and a cohort summary for the programme
Decision tools	Indicator reference sheets, tracer and follow-up instruments, scoring frameworks, financial model reviews, export action plans and dashboards that the client's team can keep using
Validation workshop	A facilitated session with employers, training providers, young people and officials to test findings and refine recommendations
Handover and follow-up	A handover session on tools and data, and a follow-up check after delivery to see that the work is being used

> **We write for the person who has to make the decision. Reports open with what the evidence means for that decision, then show the evidence.**

7. How we work

Tsavone follows five steps on every assignment.

1. **Listen and scope.** We agree the questions, deliverables, dates, roles and assumptions in writing before work starts.

2. **Go to the ground.** We verify in the field with trained, supervised teams, back-checks and observed interviews, in workplaces, training institutions, markets and communities.
3. **Analyse honestly.** We report findings as found. Where evidence is weak, we say so; where sources conflict, we show the conflict.
4. **Build for use.** Every deliverable comes with the tools, templates and handover the client's team needs to keep using it.
5. **Stay accountable.** We follow up after delivery to check the work is being used, and we fix what is not working.

7.1 Working with your team

We agree a single point of contact on each side, report progress at agreed intervals, and raise problems early. Any change to scope, timing or budget is agreed in writing before it happens. Where your staff, instructors or coaches want to learn the methods, we build them into the field team, the analysis and the coaching.

7.2 Working alongside ESOs and programmes

Within someone else's programme, we work to its calendar and branding and avoid duplicating its services. The role we take, whether evaluator, designer, delivery partner or adviser, is agreed in writing at the start, together with what that role rules out later.

7.3 Project management

Assignments are led by certified project management professionals using PMI and PRINCE2 methods. Each has a written workplan, a risk register and a named quality reviewer who has not been part of the delivery team.

8. Sample assignment types

The table below describes the kinds of assignment this practice is set up to deliver. These are illustrations of scope and approach, not records of past projects.

Assignment type	Typical question	How we would approach it	Typical duration
Labour market assessment for programme design	Which sectors and occupations offer realistic work for young people in these districts, and what skills do they need?	Sector scoring, secondary data review, employer and informal enterprise survey, youth survey, training provider mapping, skills gap analysis, validation workshop	10 to 16 weeks
TVET graduate tracer study	What are graduates doing 6 or 12 months after completion, and which courses lead to work?	Tracing frame from institution records, phone survey with in-person follow-up, employer feedback module, representativeness check, course-level results	8 to 12 weeks per round
Evaluation of a skilling or start-up support programme	Did training, kits, grants or coaching lead to work and income, at what cost, and for whom?	OECD-DAC framework, mixed methods, outcome survey, case studies, cost-effectiveness analysis, management response workshop	10 to 16 weeks

Assignment type	Typical question	How we would approach it	Typical duration
Enterprise diagnostics for a cohort	What does each enterprise in the cohort need most, and how should support be tailored?	Intake, scored diagnostic and owner interview, site and record checks, Enterprise Health Index, advisory plans, cohort report	4 to 8 weeks for 20 to 60 enterprises
Incubator or accelerator review	Is this ESO selecting, supporting and graduating enterprises effectively, and what does it cost per enterprise?	ESO assessment score, document and data review, staff, coach and alumni interviews, follow-up survey of past cohorts, cost analysis, recommendations	6 to 10 weeks
Investment readiness assessment for a fund or challenge fund	Which applicants are ready for finance now, which could be with support, and which are not?	Weighted rubric with deal-breakers, data room and model review, impact and ESG screen, ranked shortlist, readiness action plans	3 to 8 weeks depending on pipeline size
Export readiness and market entry for SMEs	Which firms in a cohort are ready to export, to which markets, and what must each fix first?	Readiness questionnaire and site visit, market screening and scoring, requirements matrix, price build-up, buyer interviews, export action plans	4 to 10 weeks

Durations are indicative and depend on scope, sample size, number of districts, institutions or enterprises, and the academic or business calendar.

9. Who does the work and why Tsavone

Tsavone is a senior-led firm that scales through a vetted roster. The person who scopes your assignment leads it, and associates are named to you before they start.

Role	What they bring
Practice lead and team leader	Long experience designing, managing and evaluating development programmes, including livelihoods, agriculture and enterprise programmes, with international NGOs, research centres, bilateral agencies, government and the private sector. Leads scoping, method, analysis and client relationship.
Senior associates	Independent specialists in labour economics, education and TVET, enterprise development and business advisory, finance and investment, trade and export development, statistics, gender and inclusion, engaged for each assignment's needs
Business coaches and trainers	Experienced practitioners who deliver diagnostics, coaching and training to Tsavone's standards
Field supervisors and enumerators	Trained teams recruited in the regions where we work, speaking local languages, trained against Tsavone's enumerator manual and supervised daily
Partner firms	Joint-venture partners, sub-consultants or lead firms where an assignment needs capacity beyond our own, under written teaming agreements

We vet associates before they join our roster, brief every team on the assignment and our standards, and hold all of them to our Code of Business Conduct and Ethics.

9.1 Why Tsavone

Reason	What it means in practice
Jobs, skills and enterprise in one view	We look at young people, employers, training providers and enterprises together, so a skilling recommendation is tested against real demand and an enterprise plan against real markets.
Realistic measures of work	We measure informal work, self-employment and multiple activities properly, so results are neither inflated nor understated.
Independent by design	No equity, success fees or finder's fees, and no evaluation or assessment of work we helped design or deliver. Funders can rely on our scores.
Built to be used	Indicator sheets, tracer tools, scorecards and action plans are handed over in working form, with training for the people who will use them.

10. How to engage

Most assignments start with a short conversation. Tell us the decision you need to make, the timetable and any funder rules that apply. We will reply with how we would approach it, the team and a timeline.

10.1 Ways to work with us

Arrangement	Best for	How it is priced
Fixed-scope assignment	A defined study, evaluation, tracer round or assessment with clear deliverables	Lump sum against deliverables, or time-based against an agreed day budget
Framework or long-term agreement	Development partners, UN agencies, ministries and programmes with recurring needs	Pre-agreed day rates and call-off orders under the framework
Programme delivery partner	Diagnostics, business advisory or coaching for a cohort within a programme or ESO	Per enterprise, per cohort or per coaching day, as agreed
Subcontract or consortium	International firms, research institutes and larger tenders delivering in Uganda and the region	Roles, work share and fees set in a written teaming agreement

10.2 From first contact to contract

Step	What happens	Typical timing
1. Enquiry	You email info@tsavone.com or send terms of reference. Share any draft terms of reference, budget envelope and timing.	We reply promptly, in writing

Step	What happens	Typical timing
2. Scoping call	The Youth Skills and Jobs Practice Lead discusses the question, users of the evidence, timing, budget envelope and constraints.	At a time that suits you
3. Fit and independence check	We screen for conflicts of interest, including any earlier role with the same programme, ESO or enterprises, reputational risk and our own capacity.	Before any proposal
4. Proposal	A technical and financial proposal with named team, method, workplan, risks and a value-for-money statement.	To your timetable or the tender deadline
5. Contract and inception	We agree terms in writing, then deliver an inception report that fixes the method, tools and schedule before fieldwork.	Inception timing agreed in the contract

10.3 Fees

We quote transparent day rates for named people, itemised field costs and clear assumptions. We do not charge for scoping calls or for preparing a proposal in response to terms of reference. Where a client's budget cannot support the method a question needs we explain the trade-off and offer a smaller, honest design rather than a large design done thinly.

10.4 Contact

Email	info@tsavone.com
Web	www.tsavone.com
Main office	Martyrs Way, Ntinda, Kampala, Uganda
Registered office	Patiko Road, Iriaga Laliya, Iriaga Parish, Laroo-Pece Division, Gulu City
Postal address	P.O. Box 16113, Wandegeya, Kampala, Uganda
Confidential reporting	safeguarding@tsavone.com and integrity@tsavone.com

11. Our standards and related publications

Tsavone runs on a written library of policies, standard operating procedures, method guides and toolkits. Clients may request copies of the policies that matter to them during due diligence.

Commitment	What it means for you
Findings as found	We report what the evidence shows, including results the client hoped not to see. Weak evidence is labelled as weak.
Independence	We never evaluate or assess work we helped design or deliver for the same client, and we take no stake or fee from enterprises or investors.
Data protection	Personal and business data are collected on a stated lawful basis and handled under the Data Protection and Privacy Act 2019.

Commitment	What it means for you
Research ethics	Ethics screening, required clearances and informed consent are settled before data collection starts.
Safeguarding	Everyone we field is vetted, trained and bound by our Safeguarding Policy and Code of Conduct, with extra care for children and young people.
Integrity	No facilitation payments, no gifts that could influence an award or selection, no fabricated data. Sanctions and debarment screening of partners.
Quality review	Every major deliverable passes an independent quality review before it reaches you.
Complaints	You can raise a concern at any time and receive a written response.

11.1 Related publications

- Youth Skills and Jobs Barometer: www.tsavone.com/publications
- Agrifood Practice Prospectus: www.tsavone.com/publications
- Humanitarian and Displacement Research Practice Prospectus: www.tsavone.com/publications
- Training Catalogue: www.tsavone.com/publications
- All Tsavone publications and insights: www.tsavone.com

Detailed method guides and toolkits are shared with clients on request.

Annex A: Questions to settle before you commission youth, skills or enterprise work

Clients get better value when these questions are answered before terms of reference are finalised. We are happy to work through them with you at no charge.

Question	Why it matters
What decision will this evidence inform, and who will make it?	The decision shapes the questions, the level of precision needed and the format of the findings.
How will you define a job, a business and success?	Definitions of employment, self-employment, income and enterprise survival change results more than any other choice. Settle them before tools are written.
Who exactly is the target group?	Age band, location, education level, gender, disability, refugee status and whether participants are in or out of school all affect sampling and tools.
Is there a comparison group or earlier baseline?	This determines whether change can be attributed or only described.
Do you hold participants' contact details and consent to follow them up?	Tracer and follow-up studies depend on good contact records collected at enrolment.
Who will see enterprise data and scores?	Funders, investors and programmes may each want data. Agree the basis and the consent wording before the diagnostic starts.
What will happen after the report?	Knowing the next step helps us design tools and handover that will actually be used.

Annex B: Enquiry form

Complete this form, or simply email the same information to info@tsavone.com. We reply to every enquiry promptly.

Youth skills, jobs and enterprise practice enquiry

Field	Entry
Organisation name and type	
Contact person, role and email	
Programme, institution, enterprise cohort or sector concerned	
Type of work needed (labour market study, tracer, evaluation, TVET assessment, enterprise diagnostics, ESO review, investment readiness, export readiness, training)	
Target group (age band, location, other characteristics)	
Geographic scope (districts, regions, countries)	
The decision this work will inform	
Main questions to be answered	
Preferred start date and final deadline	
Budget envelope, if known (UGX or USD)	
Funder requirements we should know about	
Terms of reference attached (yes or no)	
How you heard about Tsavone	

TSAVONE
CONSULTING

Trusted evidence from the field.

Tsavone Consulting is a Ugandan consulting firm built around one capability: trusted field evidence. We reach the people and places a decision is about, collect data to a known quality, say what it shows and how sure we are, and give clients something they can act on.

Our methods work across sectors, with depth in agrifood, nature, climate and energy, youth skills and jobs, and humanitarian and displacement research. Rooted in Uganda, working worldwide.

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