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TERMINAL EVALUATION OF UNDEF FUNDED PROJECT "UGANDA'S YOUTH CIVIL SOCIETY EMPOWERMENT PROJECT" (UDF UGA 07 157)

EVALUATION REPORT

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LIST OF ACRONYMS AND ABBREVIATIONS

CSOsOvil Society OrganizationsCDDCommunity Demand DrivenFGD:FGD:FOCUS group discussionMDGsMillennium Development GoalsIP:Implementing partnerKi:Key InformantM&E:Monitoring and EvaluationUYONETUganda Youth networkUNDEF:United Nations Democracy FundUNDF:VaADSNational Agricultural Advisory ServicesSACCO:Savings and Credit CooperativesDANIDA:Democratic Governance Thematic Trust Fund	MDGs IP KI M&E UYONET UNDEF UNDP NAADS SACCO DANIDA	Community Demand Driven Focus group discussion Millennium Development Goals Implementing partner Key Informant Monitoring and Evaluation Uganda Youth network United Nations Democracy Fund United Nations Development Programme National Agricultural Advisory Services Savings and Oredit Cooperatives Danish International Development Agency
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ACKNOWLEDGEMENTS

I am greatly indebted to the United Nations Development Programme (UNDP) which commissioned this evaluation on behalf of UNDEF. Staff of UNDP and Uganda Youth Network (UYONET) for the invaluable support provided towards the execution of this assignment.

by the Ugaa Zigaa Zinva 7rt

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UYONET, improved networking among youth groups and leaders, and skills building among youth who are implementing economic interventions and formation of income generating groups by youth leaders to support fellow youth.

Sustainability

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There are many youth without necessary education and relevant skills for gainful employment. Training in Uganda /(re)-7(lercentk74Td (2Tj /TT2 1 Tf -0.0014 Tc 0.225 715 0 82 1 Tf 0)to

population in the development and governa8gOrTT1f

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- f Objectivity (impartial/non partisan);
- f Consensus building;
- f Respect for and appreciation of diversity;
- *f* Effective participation (of both the membership and programme beneficiaries and partners);
- f Universality of humanity (that human beings deserve their equal worth irrespective of race or creed).

1.4 "Uganda

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CHAPTER TWO

2.0 EVALUATION APPROACH/METHODOLOGY

2.1 Technical Approach

The approach to the assignment was participatory in nature involving consultations with key stakeholders at all stages. This involved engaging the stakeholders through interactive meetings to articulate the key evaluation issues. Feedback was sought from key stakeholders at every stage of the assignment. The interview methods were interactive so as to facilitate the learning process through dialogue. Active and passive qualitative data collection methodologies were employed during the evaluation. The active data collection approach was via documents review and use of data generated from the project reports.

2.2 Geographical Scope

The project implementation covered the districts of Kampala, Tororo, Busia, Kamuli, Pader, Arua, Apac, Kaliro, Masindi, and Kayunga. However, the geographical scope of the evaluation covered the project districts of Kampala, Tororo, Kamuli, Pader, Masindi, and Kayunga. The selection of the six districts was purposive based on the following criteria; Geographical representation, socio economic factors such as economic occupation of the population, population mobility and available time and resources. Specifically, Kampala represented urban area, Pader represented the greater North but also is a post conflict district, Masindi represented the Western, while Tororo and Kamuli represented the Eastern Region and Kayuga represented the central region.

2.3 Study Population

Study population consisted of beneficiaries of the project who included youth led CSOs leaders that participated in capacity building trainings implemented by the project. The evaluation further interfaced with staff of UYONET based at the Kampala Offices as well as UYONET district focal persons in the five districts of Kayunga, Pader, Masindi, Kamuli, and Tororo. For divergence of views, respondents also included local Council leaders; Local Youth Council leaders, and Local Government officials responsible for youth programme and were associated with the project were interviewed. The evaluation also reached out a

were

This evaluation used multiple sources of evidence to obtain a comprehensive and in depth understanding of complex, diverse and multiple phenomena of the project. The results obtained from the different approaches were triangulated to provide a more rigorous and accurate analysis thus leading to accurate inferences. The data collection tool used for each variable is as shown in Annex II of the report.

Mainly qualitative data collection methodologies were employed in addition to photography of relevant sceneries. Data collection tools were designed to enable the consultant collect data from the respondents.

- a) Review of relevant documents: Documents were reviewed in order to obtain a comprehensive understanding of the project goal and objectives. These included but were not limited to:
 - f UNDEF Project Evaluation Guidelines, First Round
 - f UNDEF/UYONET Project document, January 2009
 - f Project Annual Work plan Budget Sheet 2009 & 2010
 - f Project quarterly work plans
 - f Activity and training reports
 - f Project Final Narrative Report
 - *f* A review of the project's result framework to evaluate status of implementation of key project outcomes was conducted. It also provided data on appropriateness of project concept and design, effectiveness, efficiency, relevancy and impact of the projects.

The outcome of the review provided a wider understanding of the project and this information was used in harmonization with the data collected from the field. The desk review also facilitated generation of an inventory of issues that needed further investigations/ verifications in the field.

- b) Key informant interviews with relevant staff of UYONET, Youth Leaders of the CSOs as well as UNDP and other key identified target respondents were conducted.
 - *f* The consultant interacted with staff of the Governance Programme at UNDP Country Office. Programme Specialist, and the Programme Assistant were purv and were

coordinators based in the five Districts. They provided perspectives of the community based project focal perspectives in the per1.89iuC1 Tf 0sou001 ght -36 -1.22 Td (based)/C27Tj /C2

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3.4 Effectiveness of the Project Implementation Process:

3.4.1 Introduction

Effectiveness of an intervention is a measure of how well the planned

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project. This is further supported by the review of the project results framework that was conducted by the consultant; all set activities had been accomplished as per set targets.

Participation of young people in political leadership so as to register increased visibility in number and impact of youth in decision making was achieved. On further analysis of this achievement, the consultant makes note that whereas visibility in number can confidently be rated as a registered success of the project; impact of the visibility may prove more difficult to rate. However documented in this report are resultant effects or changes that can be directly attributed to the project and based on this it will be assumed that increased visibility did have an impact on youth in decision making.

Further, findings reveal a significant role played by the trainings and sensitization in increasing the capacity, interest and inspired more youth to participate in the political process. The project did not only facilitate increased numbers of youth expressing an interest to join politics or continue in politics, but als2_11Tf0Tc1.3/C2_1ef0.uTf0Tc3.590Td000330c6j/TT11Tf2.595f00033j2Aof2200033j

The evaluation also explored with

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Table 1. Dro	iact Cast Catagoria	s & Disbursements	(2000 2011)	١.
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Cost category	Amount disbursed	Actual project cost	Utilization rate
Staff and other	26,076.47	26,076.47	100%
personnel expenses			
Travel on official	53,748.81	53,748.81	100%
business			
Contractual services	54,629.54	54,629.54	100%
Fellowships, grants,	55990.16	55990.16	100%
andiothersi			
Operating expenses	24716.53	24716.53	100%
Acquisitions	12,635.68	12,635.68	100% ⁻ U

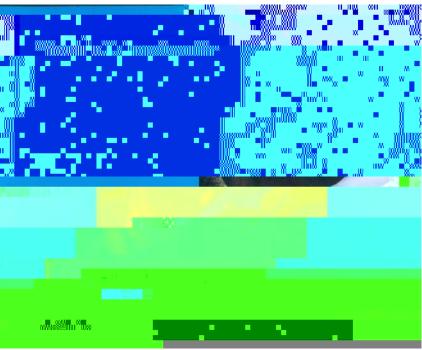
100%

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The evaluator learnt that UYONET provided the platform for mobilization of the youth and its partner organizations to contribute to the development of the National Youth Manifesto that highlighted a set of key minimum demands by young people for presentation to the next elected Government in 2011. Key issues include among others; unemployment among young

people, health, education, and participation in decision making. Youth issues formed the core of the political campaign ahead of the 2011 general elections and informed^{*} most party manifestos. Indeed the Government has in the 2011/2012 national budget allocated UGX 44.5 billion for youth employment and job creation. One can therefore, conclude that the lobbying and engagement skills gained by youth leaders are starting to bear fruits since the manifesto of



the ruling party NRM manifesto 2011 – 2016 is employment and job creation particularly for youth and moreover this was one of the key issue of the national youth manifesto.

Findings indicate that youth at various levels are aware of their roles and responsibilities in multiparty politics. By consensus the respondents agreed that more youth were increasingly becoming aware of the influence and contribution they have in the national politics and economic processes. The youth were now attending district budget conferences and this has helped them advocate with local governments to focus on youth concerns. All the youth leaders that the consultant interviewed noted that there were more youth willing to either 033/TT11Tf0.0003.

The evaluation revealed that institutional capacity of UYONET for effective project delivery was built. The project interventions made a contribution in infrastructural development of secretariat through streamlining the organization's operations to ensure adherence to minimum standards and corporate governance. For instance the secretariat was able to register with NSSF, URA and put in place administrative instruments such as procurement policy, transport policy as well as reviewed current policies including the Financial and Human resource manuals. The built internal capacity and working environment enabled project staff to /C2Td(1f0T0602Tc0\$10005T.\$j/aAT11TfaGy)]TJ C2_Tf0Tc0.5401TdenTT11Tf0.0005Tc0.490Td(in)TnrTd(110005T

Impact of the project can be further highlighted by the case study below:

John Basalirwa, District Councillor, Kamuli says, that before the project interventions implemented by UYONET, I was chairperson for District Youth Council and I would rate my self as " good" in terms of conducting council business, but I must say that after the training I can now rate myself as "excellent". As a leader I was able to gain more knowledge in leadership, lobbying and advocacy and was exposed. The project helped me get elected as a directly

elected district councillor. The skills gained facilitated me in organizing a winning campaign, communicate well with the electorate and lobby for support from friends. I was able to get free transport and posters sponsored by my friends. My running for this post was tough. I run under the NRM ticket at primaries and defeated two candidates who again stood as independents candidates, in addition, there was an FDC candidate. I stood firm, used the skills

and knowledge I had picked from the trainings and managed to convince the electorate and finally emerged the winner with a difference of 1220 votes with the run up. When I joined the council I was selected as the Secretary for Works and I should tell you that this one of the powerful portfolios. I have used my knowledge to bring and mobilize youth together to engaged the district leadership to prioritize youth needs.

ic since majority are not employed."

The evaluation noted some strategies which are likely to contribute towards project sustainability and these include;

- *f* Capacity of UYONET to attract funding to continue with project activities. The project strengthened UYONET secretariat institutional systems and technical capacity to carry similar actions. This has positioned UYONET to leverage more funding and indeed more partners have since come on board and these include; International Republican Institute (IRI), British Council, and Fredrich Ebert Foundation. These partners are largely supporting operationalization of the Youth Manifesto and continued youth mobilization and networking. The interventions that were implemented under this project have already been integrated in other on going and future programmes for sustainability.
- f Expansion in membership: The evaluation noted that by beginning of the project, UYONET had a membership of only 11 members and today, this number stands at 38. This growth has created more opportunities for networking and this is expected to further facilitate coordination and advocacy platform for youth in the country. In addition, the capacity built among the youth leaders and CSOs 10112(Ad..0002TcTf0w)06(m)Tj/C5o11Tf0

Summarized

".....UYONET would train 1 4 members of the partner CSO in luxurious hotels in Masindi on a full board basis, where as those trained were expected to train others at CSO level, no money was given to at least buy a meal for trainees............" Director Asiimwe, Dramagroup.

f The demand for the project interventions was very high and yet the funding limited. The innervations could not bring more youth to participate and yet they required the capacity. The participating youth CSOs expected funding in form of capital for their initiated income generation activities which the project could not provide. This created a lot of anxiety among the groups. According members in the focus groups felt that the project did good trainings in managing income and self help projects however they were not given any income generating project at group levels."

".....yes we were trained in IGA management.....so what when we do not have any proj

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- 8. UYONET mainly target educated youth leaders and could target more of those in rural communities and develop programmes for them. When youth are exposed early to leadership issues may have far reaching positive impacts in society.
- 9. Have a follow up project to focus on post elections and the promises made by various leaders regarding youth concerns. The project should have a follow up and exit strategy that is fully articulated and know to beneficiaries. UYONET should integrate the project outcomes into on going institutitional interventions.
- 10. UYONET should institutionalize the youth forum initiated in some districts like Tororo during the project period as a platform for consultations and feedback among youth in Uganda and can b11Tf0.00092Td2.915/C2, 11Tf0Tc1.535s

ANNEX I: LIST OF Name	F PERSONS Sex	S INTERVIEWED Designation	Contact
UNDP Skiran Devera	M	Programme Specialist	0773167766
John Mpande	M	Programme Assistant	0772964233
UYONET Kampala Off	fices		
Mr Emmanuel Kitamirike		Executive Director	0754140029
Mr.Ronald Otim National Partners	М	Programme Manager	0772 972226
Mr. Job Kijja	M	NGO Forum	0782931062
Mr. Orispy Kaheru	M	CEDU ⁻	0772332747
Joseph Munyangabo	M	Programmes Officer, International Republican Institute	
Mr. Joseph Akwakao	M	Former Chairperson, Uganda Youth Council	0772340364
Tororo District			
Charles Waziri	M	Former' Youth' Officer Principle'	0774482422
Patrick Odoi	M	Youth Officer	0772998753/0701998753
Fred Onyango	M	Chairperson, District Youth	
· · · - · O - · - · · - · ·	в. <i>д</i>	Council	fonyango@yahoo.com
Juma Seyyid	M	Editor in Chief, Rock Mambo Radio	0752594693/0776594693 jseyyid@yahoo.com
Focus Group Respond	Jents, Tor	oro District	
Slivia Etaati	F	Accountant, Community Vision	
Francis Opaye	M	Programme Voluteer	·
Immaculate Owino	F	Programme Administrative Officer	
Walter Okello	M	Assistant Project Officer	
Isaac Orono	NØ7(9980)	Xadm@67Td(Orono)Tj/C2_11Tf0Tc2	2.590TdQ003/P&MCD89IP&MCD81BDC/TT11

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Name	Sex	Designation Initiative, Uganda	Contact
Godfrey Atelu	M		0779374906
Kayunga District			
Wasswa Patrick	M	Kayunga Youth Network (KAYONET)	0772 528791 kayonet47@yahoo.com
Mubialiwo David	M	Kayunga District Youth Council	0782 474395
Wafana Yahaya	M	Kangulumira Youth Development	0776 230395
Mr. Edward Mukasa	M	District Youth Councilor	0773115293
Kamuli District			
Basalirwa John	M	Kamuli District Youth Council	0782 774061
Sam Bamwole	M	Speaker, Kamuli Local Council	0782507710 [°]
David Magada		Labour officer & Former CDO	0772982464
Peter A. Oweny	M	Gender Focal Officer & former Youth Officer	0712306721
Zowena Nabirye	F	CDO in charge of Functional Adult Education	0772398431

Name	Sex	Designation	Contact
Ayesiga Julian	F [.]	Female District Youth Councilor,	
		Masindi Local Council	
Mugabi Badru	M	Councilor (Secretary for finance	
		and former youth councilor)	
Ibrahim Nasur	M	CAO's Office (Former Youth	
		Chairperson	
Focus Group Respond	lents, Mas	sindi District	
Isingoma Augusti	M	Asiimwe Drama Group	
Atugonza Ayson	F [.]	Asiimwe Drama Group	

Kiza JC/TT11Tf0.00JC/TT1s0Td99945594.5399933cm/Im7DoQBT/P4MCID13BDC/TT11Tf0.0005Tc12001272582

ANNEX II: DATA COLLECTION TOOLS

PROJECTS'REVIEW CHECKLIST

1.0. GENERAL INFORMATION Respondent: Designation: Date of review:

2.0: ACHIEVEMENTS AGAINST SET OBJECTIVES & IMPACT OF PROJECT

- 2.1 Review work plan to rate extent of achievement of objectives document objectives/activities in work plan, take into account measurable indicators and document status of achievement.
- 2.1.1 Establish the planned results areas with targets
- 2.2 Review if achievements are in line with project objectives and document any diversions
- 3.0. PROJECT CONCEPT AND DESIGN
- 3.1 Review project grant agreements with UNDP/UNDEF,

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13. What aspects of the project interventions could you recommend for replication? What are the sustainability possibilities of these interventions after UNDEF funding? (Probeif the KI was to implement the project all over

ANNEX V: KEY INFORMANT INTERVIEW SCHEDULEC2.8400010.98512/1991Tf0.0027Tc00.8032.52507

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ANNEX VIII: FGD GUIDE

- 1. What interventions have you received from Youth Empowerment project? (Probe for activities provided as per the objectives of the project).
- 2. Can you name any benefits that you, your families or the community has got as a result of the interventions provided by this Youth Empowerment project? (Probe for any impacts whether positive/negative, intended/un intended, in the short and long term).
- 3. Can you say these services met your expectations? (Probe extent to which the services provided met the needs of the community and aspects of relevancy)
- 4. What comments can you make on the strategy used by Youth Empowerment project to run this project? (Probe beneficiaries perception of appropriateness of project concept and design)
 - a. IEC materials: relvancy and usability
 - b. Radio messages and spots
 - c. Use of workshops/meetings
- 5. What challenges/constraints can you identify as beneficiaries of the interventions provided by the project?"
- 6. What do you think are the prospects of sustainability or replication of these project interventions? (Alsoprobe for best practices and lesson searnt)
- 7. Do you have suggestions for improvement?

Thank you

Evaluation them	е	Key questions/issues Method	
Effectiveness: a	achievement	x To what extent have the project's objectives. Key	
of projects a	against set	been reached? informan	it i
objectives		x To what extent was the project interview	/S [`]
		implemented as envisaged by the project Focus gr	oups
		document? If not, why not? discussio	n
		x Were the project activities adequate to Documer	nt
		realize the objectives? review	
		x What has the project achieved? Where it Observat	ion
		failed to meet the outputs identified in the Review project document, why was this?	ΡÌ, ΡÝĐ
		x Have any significant developments taken place since the project started, if so, Pex61ain 0003 Tc -T	c 45 -1.22 Td (Doc
		how they affected the project goal and activities and evaluate the impact on the project?	

ANNEX X: Matrix summarizing themes and methods of data collection

Evaluation theme	Key questions/issues	Method
	effect? How? Why? Please provide examplesx Have the needs of project beneficiaries been met by the project? If not, why not?	
Sustainability issues	 x To what extent has the project established processes and systems that are likely to support the continued implementation of the project? x Are the involved parties willing and able to continue the project activities on their own (where applicable)? x Are the project outcomes likely to be sustainable? If not, why not? Which remedial actions would have been good to take? 	Key informant interviews Focus groups
Project concept and design	 x Was the project design appropriate? If not, why not? x Was the project, including its finances, human resources, monitoring, and oversight and support managed efficiently? x What was the role played by the implementing agency(ies) and, where applicable, the executing agency in leveraging resources, internal or external, and expanding partnerships with other actors to support and expand this project? x Assess the appropriateness of current formal and informal communication channels between national stakeholders, implementing and executing agencies and UNDEF staff, including recommendations for improvement 	Key informant interviews Focus groups Review checklist

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		1	
		with 300 participants	
		was convened to	
		consult the youth on	
		the 'Uganda' they	
		desire' ahead of the	
		2011 general	
		elections.(political	
		accountability was	
		the advocacy issues)	
		UYONET and its	
		partner organizations	
		coordinated the	
		development of the	
		National Youth	
		Manifesto as a set of	
		key minimum	
		demands for	
		presentation to the	
		next elected	
		Government in 2011.	
		A National Youth	
		Conference - the first	
		of its kind in Uganda	
		with 367 participants	
		from across the	
		country was held to	
		validate the National	
		Youth Manifesto	
3. Youth and	10 Media activities.	UYONET/Project	media cuttings
other		media strategy	available at the
stakeholders	•	developed	Secretariat
sensitized on their		Supplements in	
involvement in		national news papers	Media Strategy
the on going		were run on ongoing	document available"
MDG [°] initiatives [°]		MDG initiatives and	
		involvement of the	
I			

October 2011

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Procurement and transport policies developed and are being used.

	Meetings were held	The district officials,
and project technical	including project	field focal person in
support provided	inception meetings	interview with the
	with district officials	consultant reported
	and partners	that this was indeed
	Technical support	true."
	was provided by the	
	Project staff and	
	UNDP"	
Periodic reports prepared	Progress reports were	Copies of the
	preparediandi	reportsiwere
	submittedioni	verified by the
	schedule	consultant at
		UYONET offices
Certified financial statement	Audit was undertaken	Available at UYONE
~ <i>(</i> () 1 1 1 1 1 1	Done	Relevant
Statt salaries paid		
Staff salaries paid		
Statt salaries paid		accountability documents and
Statt salaries paid		accountability
		accountability documents and records available
Staff salaries paid	•	accountability documents and
	·	accountability documents and records available
·	•	accountability documents and records available
	· ·	accountability documents and records available
	· · · · · · · · · · · · · · · · · · ·	accountability documents and records available

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in terms of policies, the

In addition to the above, the evaluation will also: Analyze the challenges to the project success

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peer education programming for in Sub Saharan Africa, 3rd to 8th November 2007 at Park Villa Hotel in Bungoma, Kenya.....

- x Documentation of best Practices under GOU/UNFPA 2000 2005 Programme, Population Secretariat, January 2006.
- x Knowledge, Attitudes and Practices of Ugandan Men regarding Gender, HIV/AIDS and Family Health Issues, September 2005. Findings used to design HIV/AIDS prevention Youth programme (YEAH), funded by

framework with targets for the EAC regional strategic plan, annual Work plan and Budget for 2009 and Procurement Plan for the HIV and AIDS Unit. Organized and facilitated three regional meetings with participation of stakeholders from East African Community Partner States, and International AIDS Partners and Ovil society. These forums have come up with strong recommenda AIDS for EAC Member States to harmonize their HIV and AIDS monitoring and evaluation of UNDP supported HIV/AIDS projects and integrated HIV/AIDS in UNDP Uganda CPR and Poverty reduction interventions. Supervised and managed HIV/AIDS programmes and budgets supported by UNDP.

Bharam has over twelve years of practical experience and in depth knowledge of human rights based approaches to good governance, Reproductive Health and HIV/AIDS programme design, gender, planning, implementation, management, monitoring and evaluation and coordination at regional, national and community levels. He has knowledge of "broad range of HIV and AIDS" and development issues at global, regional and national level."

As Executive Director of coordination institution for Qvil Society, has provided the strategic leadership to CSOs engaged in HIV and AIDS in the Country including building strategic partnerships with public sector at national and district level. Developed two year joint Project together wit

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