



**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

CSOs	Civil Society Organizations
CDD	Community Demand Driven
FGD	: Focus group discussion
MDGs	Millennium Development Goals
IP	: Implementing partner
KI	: Key Informant
M&E	: Monitoring and Evaluation
UYONET	Uganda Youth network
UNDEF	: United Nations Democracy Fund
UNDP	: United Nations Development Programme
NAADS	National Agricultural Advisory Services
SACCO	: Savings and Credit Cooperatives
DANIDA	: Danish International Development Agency
DGTTF	: Democratic Governance Thematic Trust Fund

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Consultant

EXECUTIVE SUMMARY

Like most countries, Uganda's overall goal is socio-economic development of its citizens. Thus, the country has had a Poverty Eradication Action Plan (1997 to 2008) that has been replaced by National Development Plan (2010/11-2014/15) against which plans were drawn and resources are allocated based on a Medium Term Expenditure Framework. For the last five years, Uganda has been undergoing both political and socio-economic transitions. The political transition is mainly concerned with the re-establishment and consolidation of multi-party democracy. The socio-economic transition entails a number of macro and micro economic issues, at the centre of which is the attainment of the Millennium Development Goals (MDGs) and poverty reduction. The on-going political and economic transitions have put new demands on the country's institutions, legal regime and socio-political culture. Political and economic transformations are core focus areas of this plan singling out unemployment mainly among youth.

Despite the fact that Uganda has posted impressive economic growth averaging about 7% over the past 25 years, and political instruments to ensure affirmative action for youth including women and people with disabilities being in place to ensure their representation in political decision-making, economic growth rate has not been sufficient to create enough employment opportunities to absorb the increasing number of youth seeking employment and young peoples' participation in political processes is still unacceptably low. The low participation of the youth in decision-making is mainly due to a number of factors including the following; lack of leadership and management skills; organizational regulatory barriers and impediments; low resource allocation to Youth councils, low resource allocation to Youth Programmes, lack of linkages between Youth Councils and key sectors at the district and at national level, to ensure increased awareness of the operations of sectors by the Council members and finally empower them to demand for services.

It was against the above context that United Nations Democracy Fund (UNDEF) funded this project which was initiated and implemented by UYONET with United Nations Development Programme (UNDP) Uganda Country Office as an executing agency. The project aimed at building on this recognition by using existing empowerment initiatives in the country to increase the visibility and to capture the voices of the young population in the development and governance discourse through meaningful youth engagement with government and other stakeholders.

The Youth empowerment project was implemented over two year's period with a budget of USD 225,525 with the following specific objectives; to advocate for enabling legal, social and governance framework that promotes young people's participation in good governance and development processes, build the capacity of youth CSOs to enable them to effectively participate in Uganda's political and socio-economic transformation, sensitize the youth and other key stakeholders about youth concerns and involvement in Uganda's MDG initiatives and

build institutional capacity of UYONET to implement the "Uganda Youth Civil Society Empowerment Project" and other youth related initiatives.

Following the end of the project which directly targeted 40 youth led/youth focused CSOs and their membership and 200 youth leaders in 10 districts of Kampala, Tororo, Busia, Kamuli, Pader, Arua, Apac, Kaliro, Masindi, and Kayunga, UNDP commissioned a terminal project evaluation. Terminal evaluation was conducted with the main aim of taking stock of achievements made and documentation of lessons learnt. The feedback from this evaluation would provide learning and determine whether the implementation model used in the project can be replicated in similar settings in future.

A predominantly qualitative methodology was utilized to undertake this evaluation involving consultations with key stakeholders at all stages. Mainly employed were qualitative data collection methodologies and these included; review of relevant documents to provide comprehensive understanding of the project, key informant interviews with key informants purposively chosen for their knowledge or participation in the project and focus group discussions to explore the viewpoints of the beneficiaries of the project. While the project implementation covered ten districts of Kampala, Tororo, Busia, Kamuli, Pader, Arua, Apac, Kaliro, Masindi, and Kayunga, the geographical scope of the evaluation covered only six 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.

Study population consisted of beneficiaries of the project who included youth led CSOs leaders that participated in capacity building trainings, staff of UYONET secretariat, UYONET district focal persons, local Council leaders; Local Youth Council leaders, Local Government officials responsible for youth programmes, officials of youth network organizations at national level, some development partners who are supporting youth interventions in the country, and UNDP staff. Limiting to the evaluation findings however, was few youth beneficiaries that had participated in all activities and had knowledge of what were objectives and activities of the project. Again there was a challenge of reaching out to some of the selected national level respondents due to busy schedule.

Main findings of the evaluation: **the project design and implementation** though rated as satisfactory had a few challenges. UNDEF appointing UNDP as the executing agency was strategic in that UNDP has a Country Office in Uganda and it was therefore able to monitor the execution of the Project; which it competently did. However, UNDP should probably have been involved in the micro-assessment of the implementing partners' right from the beginning and their input into the project documents could have been even more relevant. As revealed by the evaluation findings, in the process of UNDP aligning its role in the Project to its Country mandate, delays in release of funds occurred and this affected project implementation timelines.

The evaluation revealed that the choice of UYONET as an implementing partner was spot on given its national mandate as youth umbrella coordination body. UYONET was primarily formed to provide and constitute a forum for consultation on proposed legislation and government policies with the aim of advocating for policies which are pro-youth. The project therefore was implemented by the right institution with institutional framework, and UYONET's choice of targeting youth focused CSOs at this district level meant that the strategy would enhance sustainability of the interventions and was appropriate.

An analysis of risks and assumptions revealed that assumptions had held true and the risks had been minimized during implementation of the project and thus had not affected the project outputs and results. The general consensus among the respondents was that the **project was relevant**, at both national and district level and it did meet the expectations of the beneficiaries. Its timing was good; as the country was preparing for the elections and this facilitated and better prepared the youth for elections held in the first quarter of 2011 throughout the country.

In all the key informant interviews held, the respondents were able to clearly mention the activities they had been involved in. In addition, during the FGD the participants were able to enlist the topics covered during the trainings. According to the evaluation team, the beneficiaries' ability to enlist activities of the project is an indication that the set activities of the project were indeed implemented with target population. 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. On triangulation of information collected from varying sources, there was a clear indication that the **project had been effective**; set objectives and targets were achieved.

Measures of efficiency considered included; project performance, workforce, project cost categories and disbursements, financial management, time and technical support. On this evaluation criterion, the evaluation team pronounced itself and states that the entire project implementation and management was carried out in a professional and efficient manner and this significantly contributed to the observed outputs and results of the project.

The **project registered intended and un-intended impacts /changes /results**. Among the intended project intended impacts /changes /results was increased number and visibility of youth leaders and meaningful participation by youth in election and subsequent number of elected leaders, increased awareness and confidence of youth to participate in politics, initiation of income activities and lobbying of local government to support the youth income activities. Furthermore, lobbying and advocacy created more space for youth participation in political processes at national level, bridged the gap between youth leaders and government departments at national and district levels and institutional capacity of UYONET was built. Key un-intended impacts /changes /results of the project to note were; membership expansion of

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 aspects of the project include Knowledge and skills passed to youth leaders during the trainings. Accrued benefits of the project also include confidence built among youth leaders, improved attitude of youth towards search and job creation, participating in politics and sustained knowledge base that will continue to stimulate debates in the community about political and economic agendas in this country.

Sustainability strategies in place include; competence of UYONET and visibility to attract additional funding, built internal capacity and partnerships by UYONET with Youth CSOs across districts, local governments, line ministries and youth NGOs at national level as well as development partners.

Key lessons learnt include: need to have a balance between upstream and downstream capacity building interventions; despite of difference in social inclinations and political ideologies, with relevant structures and approaches, youth can be mobilized to dialogue and build consensus on common needs of young people during political processes irrespective of their political affiliations. The participation in governance processes provides entry venue for youths' participation in economic processes.

Supporting institutions with relevant and wide mandates provides an opportunity for future sustainability of the results. There is a need to continue focusing on youth concerns and issues as part of the governance agenda in the country especially building their awareness and skills.

Main challenge encountered: 2 years was a very short time frame and funding was not enough to address the high expectations of youth. The project was thus implemented under stress to meet set timelines.

Overall, the evaluation consultant concludes that the project design and implementation process was appropriate; the project was completely effective, efficient, had the desired outputs /changes, was relevant in the local, national and country context and has aspects that will be sustained.

From the evaluation; the following are recommended for improving future and current efforts on youth participation in political and economic processes:

1. UNDEF should involve UNDP as an executing agency from the first principles of planning, design and implementation of similar projects. This eases UNDP's role of an oversight agency of project activities. For instance the initial assessment (HACT) of the implementing partner should be undertaken in earlier stages of planning to avoid the delay in release of funds that results in delayed implementation.

2. To further facilitate and improve cross learning process among youth leaders, UYONET and Governments should carry out exchange visits to share experiences with other youth leaders and organizations across districts that have had successful engagement and participation in political and economic processes in their respective areas.
3. The youth empowerment project implemented in Uganda can be rated as a successful program that can be shared by UNDEF with implementing partner focusing on youth outside Uganda and it can be considered for replication.
4. UNDEF/UNDP could consider providing funding for periods longer than two years. Project implemented within two year periods often pose a challenge to accurately attribute impact to. It is also very challenging for implementing partners to competently implement projects within one year period.
5. There is a need for UNDP to continue focusing on youth issues as part of the governance agenda in the country. Youth participation in governance provides them with an entry to their participation in economic processes.
6. UYONET when implementing similar projects should re-focus coverage of activities. It could focus its activities in few districts. This will enable the program to reach more youth in the districts. It will increase intensity of project activities in the areas of operations and scale up to other districts can be done when the projects has been effectively and successfully accomplished.
7. There is need for Government to provide communities with civic education as one of its obligations to its people, so as to raise level of awareness of the population about political and legislative matters; this would empower them to hold their leaders accountable.
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 fully articulates and is known to beneficiaries. UYONET should integrate the project outcomes into on-going institutional interventions.
10. UYONET should institutionalize of youth forum initiated in some districts like Tororo during the project period as a platform for consultations and feedback among the

youth. These forums can be utilized by other partners to enhance young peoples programming and information sharing.

CHAPTER ONE

1.0 INTRODUCTION AND BACKGROUND

This Report is the final deliverable of the Terms of Reference (TOR) and service contract for the terminal Evaluation of "Uganda Youth Civil Society Empowerment Project- UDF-UGA-07-157" implemented by UYONET for a period of 2 years. The report is presented in four chapters, namely; Chapter one presents the background and context of the project, Chapter two, the Evaluation Approach covers the evaluation methodology applied", Chapter three presents the Findings of the evaluation, lessons learnt and challenges documented and Chapter four outlines Conclusions and Recommendations.

1.1 National Context

For the last five years, Uganda has been undergoing both political and socio-economic transitions. The political transition is mainly concerned with the re-establishment and consolidation of multi-party democracy. The socio-economic transition entails a number of macro and micro economic issues, at the centre of which is the attainment of the Millennium Development Goals (MDGs) and poverty reduction. The on-going political and economic transitions have put new demands on the country's institutions, legal regime and socio-political culture.

The population of Uganda is currently estimated at about 30.7 million people (Uganda National Health Survey 2009/10) with 77% of the population aged 30 years and below. Eighty Five percent of the youth live in rural areas with only 15% living in urban areas. The vast majority of the urban youth 61% are in the central region. In Uganda, teenage pregnancy stands at 25% and is one of the highest in the world. The maternal mortality rate is still unacceptably high at 435 per 100,000 live births. Youthful mothers share a disproportionate burden of maternal mortality. Early teenage pregnancies also remarkably contribute to high fertility because they occur early in youth's reproductive life.

1.1.1 Poverty, Employment and Productivity

Despite the fact that Uganda has posted impressive economic growth averaging about 7% over the past 25 years, this economic growth rate has not been sufficient to create enough employment opportunities to absorb the increasing number of youth seeking employment. The youth form 47.7% of the total labour force but majority are unemployed due to the country's high level of unemployment (UNHS 2009/2010). Poverty and unemployment among the youth continues to be a major problem in Uganda. Uganda has the world's highest youth unemployment, in addition to having the youngest population in the world. Unemployed youth aged between 15 to 24 constitute 83% of the unemployed population in Uganda (World Bank report: African Development indicators 2008/09).

There are many youth without necessary education and relevant skills for gainful employment. Training in Uganda remains principally unrelated to the labour market needs. Youth often lack access to labour market services undermining their ability to secure decent and productive work. For those who have basic skills, the preference for skilled manpower further erodes their opportunities to access the labour market services. The major causes of these problems include but not limited to;

- Lack of employable skills;
- Lack of access to resources like land and capital;
- Lack of focus by the existing programmes on the informal sector and agriculture;
- Overemphasis on experience and lack of apprenticeship schemes;
- Negative attitudes by the Youth towards work especially in agriculture;
- Lack of a comprehensive Employment Policy;
- Negative cultural attitudes such as gender discrimination.
- Increase in youth population as well as high fertility rate, not in tandem with the increase in job creation.

1.1.2 Youth, Participation and Decision Making

Anecdotal evidence shows that youth involvement and participation in leadership and decision making continues to be minimal. Despite the existence of representatives in parliament and other lower decision making levels, youth still express concern that their voices are not heard and they are still left out in all major decision making process in their communities. Even though the National Youth Council Act was enacted in 1993 as a platform to organize youth into a unified body to participate in the development process, they participation is still unacceptably low. The low participation of the youth in decision-making is mainly due to:

- Lack of leadership and management skills;
- Organizational regulatory barriers and impediments;
- Low resource allocation to Youth councils.
- Low resource allocation to Youth Programmes.
- Lack of linkages between Youth Councils and key sectors at the district and at national level, to ensure increased awareness of the operations of sectors by the Council members and finally empower them to demand for services.

It was against the above context that United Nations Democracy Fund (UNDEF) funded this project which was initiated and implemented by UYONET with United Nations Development Programme (UNDP) Uganda Country Office as an executing agency.

This project which was initiated to build on this recognition by using existing empowerment initiatives in the country to increase the visibility and to capture the voices of the young

population in the development and governance discourse. Citizen participation is now much more needed in the governance and development processes of the country than ever before. There is no doubt that the success of the above much needed transformation will only be achieved through strong institutions and active citizen participation. Civil Society Organizations (CSOs) are at the centre of these institutions while the youth are the pillars to citizen empowerment and participation.

1.2 UNDEF and UNDP

1.2.1 UNDEF:

UNDEF is a Trust Fund established through voluntary contributions from Member States, under the authority of the Secretary-General. UNDEF is guided by its Advisory Board, which includes representatives of Member States, eminent academics and global civil society leaders. Thus, participation in the activities of UNDEF bestows prestige to all its stakeholders and signifies for its beneficiaries a high level of political commitment to democratic values. UNDEF's primary purpose is to strengthen the voice of civil society and ensure the participation of all groups in democratic practices. The Fund complements current UN efforts to strengthen and expand democracy worldwide and funds projects that enhance democratic dialogue and support for constitutional processes, civil society empowerment, including the empowerment of women, civic education and voter registration, citizen's access to information, participation rights and the rule of law in support of civil society and transparency and integrity.

UNDEF finances projects primarily carried out by civil society organizations as well as independent constitutional bodies, regional and international organizations. UNDEF aims to support action-oriented projects to bring about measurable and tangible improvements in democracy and human rights on the ground, thereby translating the concept of "democracy" into practical solutions for people to have their voices and choices heard.

1.2.2 UNDP:

The United Nations Development Programme (UNDP) is the United Nations' global development network, advocating for change and connecting countries to knowledge, expertise, and resources to help people build a better life. The Programme works in 166 countries to generate solutions to national and global development challenges.

The organization's main goal is to help developing countries build their own national capacities to achieve sustainable human development, using its global network to help the UN system and its partners raise awareness on and track development.

For over 30 years, UNDP has provided support to Uganda through various programmes. These include; Democratic Governance, Poverty Reduction and Conflict Prevention & Recovery. Specifically, between 2006 - 2010, the Governance Programme focused interventions on the following areas:

- Democratization
- Respect, Protection and Promotion of Human Rights and Equity
- Transparency and Accountability
- Decentralization
- Mainstreaming HIV/AIDS in national planning frameworks and in local urban authorities

1.3 Uganda Youth Network

UYONET was primarily formed to provide and constitute a forum for consultation on proposed legislation and government policies with the aim of advocating for policies which are pro-youth. UYONET is a registered national serving NGO that seeks to work with all registered civil society organizations dealing with youth. UYONET seeks to redefine the role of the youth in nation building by enhancing the visibility of the young people in policy and governance processes in Uganda.

UYONET has a vision is “an empowered youth population that fully participates in the governance and development processes of Uganda and the world at large.”

UYONET’s mission statement is: “to build and sustain a vibrant organization that promotes meaningful youth participation in the good governance and development processes of Uganda and the world through networking and creating synergies”

UYONET’s objectives include:

1. To enhance the skills of the youth/youth organizations through capacity building and training; to mobilize and rally the Ugandan youth to push forward their minimum Agenda;
2. To sensitize the youth about their social, economic, and civic rights and responsibilities;
3. To provide a forum for the youth to share ideas, knowledge, information and best practices on issues affecting their generation;
4. To build the capacity of UYONET to enable it handle its mandate; networking with other like minded organizations, locally and internationally;
5. To lobby and advocate for the youth agenda through friendly legislations, policies and programmes

UYONET’s core values are in line with its vision and mission. UYONET continues to premise its management, activities/programmes and relationship with other organizations and individuals on the 6 core values:

- Transparency and accountability;

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

1.4 "Uganda Youth Civil Society Empowerment Project".

"Uganda Youth Civil Society Empowerment Project" implemented by UYONET aimed at increasing young peoples' contribution to the country's on-going democratization and development processes through meaningful youth engagement with government and other stakeholders. Active, free and meaningful youth involvement in governance and development has immense benefits for the youth and the country at large. This was largely premised on the fact that the youth are generally considered to be the most poor in Uganda, the most vulnerable to HIV/AIDS, conflicts and environmental degradation. Focused youth participation is a resource for accelerating development and the reverse is true for inhibiting development. The specific project objectives included:

- (i) Advocating for enabling legal, social and governance framework that promotes young people's participation in good governance and development processes.
- (ii) Building the capacity of youth CSOs to enable them to effectively participate in Uganda's political and socio-economic transformation.
- (iii) Sensitizing the youth and other key stakeholders about youth concerns and involvement in Uganda's MDG initiatives.
- (iv) Build institutional capacity of UYONET to implement the "Uganda Youth Civil Society Empowerment Project"

The ultimate outcome of the project was to increase the young people's visibility and voices in the good governance and development processes, and increasing their meaningful engagement with government and other stakeholders. The project aimed at targeting directly 40 youth led/youth focused CSOs and their membership and 200 youth leaders in 10 districts of Kampala, Tororo, Busia, Kamuli, Pader, Arua, Apac, Kaliro, Masindi, and Kayunga and was implemented in a period of two years from January 2009 and December 2010, with a total budget of USD 250,000.

1.5 Evaluation Objectives and Questions

Following the end of the support to the "Uganda Youth Civil Society Empowerment Project" by UNDEF, terminal evaluation was conducted with the main aim of taking stock of achievements made and documentation of lessons learnt. The feedback from this evaluation would provide learning and determine whether the implementation model used in the project can be replicated in similar settings in future.

Specifically the evaluation addressed questions in relation to effectiveness, relevance, sustainability, impact, project design and efficiency. In detail, it answered the following questions:

- a) **Relevance:** What was the degree to which the project was justified? Was it appropriate to the needs and the situation at the national level?
- b) **Efficiency:** What was the overall project performance? What were the outputs in relation to the inputs? Was the financial management and implementation timetable appropriate?
- c) **Project concept and design:** What was the appropriateness of the executing modality and managerial arrangements of the project?
- d) **Effectiveness of the project:** Were the intended objectives achieved?
- e) **Impact:** What were the positive or negative, intended or un-intended impacts/effects/changes attributable to the project?
- f) **Sustainability:** What are the prospects of sustainability? What sustainability strategies were put in place? Are there possibilities of replication of particular projects interventions after UNDEF support?

In addition to the above, the evaluation:

- Analyzed the challenges to the project success and lessons learned and highlighted the lessons learnt from the project results, the process followed and provided recommendations that are required for refining further UNDEF's future project support.
- Analyzed the overall impact of the projects in targeting gender and marginalized groups and the good practices/success stories.

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 to youth leadership, and officials of youth network organizations at national level and some development partners who are supporting youth interventions in the country. UNDP staff were purposively sampled based on their knowledge and participation in the project. List of respondents interviewed is attached as **Annex I** of the report.

2.4 Data Collection Methods and Tools

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:

- UNDEF Project Evaluation Guidelines, First Round
- UNDEF/UYONET Project document, January 2009
- Project Annual Work plan Budget Sheet 2009 & 2010
- Project quarterly work plans
- Activity and training reports
- Project Final Narrative Report
- 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.

- The consultant interacted with staff of the Governance Programme at UNDP Country Office. Programme Specialist, and the Programme Assistant were purposively identified as key informants because of their knowledge of the Youth Empowerment Project. UNDP Country Office coordinated the UNDEF funds and thus the need to interface with the aforementioned UNDP staff.
- Key informants purposively sampled from UYONET Kampala offices based on their knowledge and involvement in the project was the Executive Secretary/ Director and Programme Officer. Interviews were conducted with leaders of the CSOs implementing partners in Pader, Masindi, Kamuli, Kayunga, and Tororo as well as the five district

coordinators based in the five Districts. They provided perspectives of the community based project focal persons.

The consultant also sought the views of local Council leaders; Local Youth Council leaders. The district political leadership interviewed provided insight of the project from the local leaders' perspective. These shared their views on the challenges, good practices of the youth CSOs working in the area of youth empowerment; lessons learnt, and contributed to generation of recommendations on improving youth programmes.

c) Focus group discussions: Group interviews or FGDs were conducted with target groups of selected Youth CSO representatives. Data were collected on actual benefits accruing to target populations from the interventions/activities implemented by the UYONET in responding to youth needs in governance and economic processes as well as the limitations. FGD discussions were held with youth leaders in Pader, five (1) in Tororo, (2) Kamuli (1) and Masindi (1).

Attached as Annex III of the report is a matrix summarizing themes and methods of data collection used. In addressing the evaluation questions, the consultant had to provide answers to the evaluation themes and key questions/issues outlined in the Annex. Also detailed are the methods that the consultant deemed necessary for collection of the required data to answer the evaluation themes and questions highlighted.

2.5 The Process of Data Collection: The process of data collection was implemented under three major phases; (i) a desk review, (ii) field visits to districts, and (iii) consultations at national level

Phase I

During Phase 1, the Consultant reviewed key project documents and existing youth related policies and guidelines such as the Youth Council Act, Draft Youth Policy, project documents and agreements with the donor to provide a basis for the evaluation of the project interventions map the various areas of interventions including geographical coverage.

Phase 2

Phase 2 involved field visits to conduct in-depth interviews at district level. Group discussions were conducted during this phase with selected beneficiaries in participating youth CSOs **Annex I** for the list of study participants.

Phase 3

District level consultations were followed by national level consultations—i.e., with stakeholders and actors at the national level. This phase involved face to face interviews and telephone responses. **Annex I**

2.6 Data Management and Analysis

Content analysis was used to analyze qualitative data on the basis of emerging themes and sub-themes in line with the study objectives. Descriptive summaries and quotes were captured and used in the report. Trend analysis of all the FGDs and interviews for each topic was useful in identifying the major issues for each of the study themes and sub-themes. A summary of results was used to formulate conclusions and make relevant recommendations. Case stories were transcribed and reported verbatim.

2.7 Ethical Consideration

The evaluation consultant adhered to ethical guidelines in the execution of the evaluation. Verbal informed consent was sought from the respondents before the interview. Explanations were provided to respondents regarding likely benefits, rights, obligations and confidentiality of data collected.

2.8 Pre-Evaluation Consultations

Pre-evaluation meetings were held with the UNDP staff, the UYONET Project staff. The meetings focused the Inception Report and served as a means for strengthening ownership of the evaluation process and outputs by the stakeholders.

2.9 Limitations to Evaluation Findings

During data collection, it turned out we could not get enough respondents that participated in all activities. In order to have more youth reached with the interventions, participating CSOs would select different youth to participate in different activities and this proved difficult for evaluation since there were few youth beneficiaries that had participated in all activities and had knowledge of what were objectives and activities of the project. While the respondents were very much aware some of the activities they participated in during project implementation, they were unable to stretch their imagination to recall all interventions. This means that the data collector had to spend much more time explaining objectives of the project and attempting to link the activities they could have participated in, in bid to solicit the required information. The implication here may be that in some cases the evaluator could unintentionally have provided lead answers to the issues being discussed with the respondents.

It was difficult in getting appointments with representatives to some of the selected key informants at the national level allegedly due to having hectic schedules. A few responded by telephone, while some number did not respond even after sending constant reminders.

CHAPTER THREE

3.0 FINDINGS

3.1 Introduction

The findings have been presented according to the review objectives as specified in the terms of reference for the project evaluation. The evaluation addresses questions in relation to relevance, efficiency, effectiveness, project design, impacts/changes and sustainability. The answers provided to the evaluation questions are discussed under each element of the terms of reference.

3.2 Project Design and Implementation

The executing agency for the project was United Nations Development Programme (UNDP), while the implementing partner was UYONET. As an executing agency, UNDP was responsible for the overall management of the project; it provided technical guidance to the implementing partner and had the mandate to conduct monitoring and evaluation. According to the evaluation findings UNDP was able to deliver on its mandate. Despite UNDEF assessing and identifying UYONET as a worthy organization to receive UNDEF funding; UNDP re-assessed UYONET through HACT and it was only when it was satisfied that indeed it met the criteria to receive funding from a UN agency were the funds released. This however, caused delays in release of funds.

In the consultant's opinion, the arrangement by UNDEF appointing UNDP as the executing agency was strategic in that UNDP has a Country Office in Uganda and it was therefore able to monitor the execution of the Project and this they were competently able to do.

3.2.1 Analysis of Project Risks/Assumptions

This project was designed along one overall objective and some assumptions upon which the analyses in the internal and external environments were premised. A number of contextual changes occurred from the time the project was conceived to the time this evaluation was conducted as reflected in the findings hereunder. At project design, there were assumptions made and these included; mistrust and lack of cooperation from the participants, especially the political leaders and youth CSOs and these would affect the project implementation. It is against these assumptions that the evaluation did take into consideration as discussed below:

Project Risks/Assumptions:

- a) **Mistrust and lack of cooperation from the participants:** The anticipated mistrust and cooperation among the youth leaders was at its minimum. The evaluation consultant was

able to meet with various youth leaders in all the districts. There was also working relationship between the youth leaders and the district local governments.

- b) The political environment will be conducive and UYONET's work will not be mistaken for partisan work advocating for a particular party: UYONET was careful not to be identified as advocating for any particular party. Youth from different political parties participated in the project interventions.

3.3 Relevancy

In establishing project relevance, the initial rationale was analyzed in relation to the challenges faced by the beneficiaries at that time and the changes created by the interventions. The project was intended to advocate for enabling legal, social and governance framework that promotes young people's participation in good governance and development processes both at national and the district levels. It was further supposed to build the capacity of youth CSOs to enable them to effectively participate in Uganda's political and socio-economic transformation, sensitize the youth and other key stakeholders about youth concerns and involvement in Uganda's MDG initiatives as well as build institutional capacity of UYONET to implement youth related interventions. All these interventions were expected to result in improved young people's visibility and voices in the good governance and development processes, and increased meaningful engagement with government and other stakeholders.

With the project interventions, a number of achievements have been documented as elaborated in the subsequent sections of this report which point to the relevance of the project among the intended beneficiaries. Some of the pointers to project relevance included improved youth participation in just concluded national and lower level political elections, initiation of income generation activities, participation in national level processes such as development of draft youth policy, increased access to information, improved coordination and learning among youth CSOs across districts among others. UYONET secretariat has been strengthened to effectively coordinate Youth focused Civil Society Organizations engaged in the youth programmes at national and district levels. However, there are still critical institutional and logistical gaps which hamper the flow of strategic information from the national secretariat to the youth CSOs, linking the youth CSOs to potential donors that would support them in income generation activities that need to be addressed.

The consultant explored with respondents if the project had indeed increased capacity of the UYONET to effectively engage the government and other stakeholders, one of the key informant had this to say *"a national dialogue with 300 beyond the earlier targeted 200 participants was convened to consult the youth on the 'Uganda they desire' ahead of the 2011 general elections, this was successful because it influenced the agenda of most political parties and candidates that were participating in elections, too me this was one of the successes of the project"*. **UYONET Secretariat Staff.**

The general consensus among the respondents was that the project was relevant and it did meet the expectations of the beneficiaries. Majority of the respondents felt the project was needed among the youth to build their capacity. It created a foundation for the youth to stand for political leadership and participation in the elections at various levels. Some youth were able to compete within their political parties' primary elections and later in the general national elections that were concluded in first quarter of 2011. The targeted youth beneficiaries were prepared through improving their knowledge on their roles and responsibilities in political and economic processes. With knowledge gained, they were not only in position to hold their leaders accountable and demand for services such as income generation interventions but also engage in elections.

The findings reflect concurrence among the evaluation respondents that the project interventions were relevant because it was implemented at the time when the youth needed it. It was noted from discussions with respondents that previous elections were characterized by a lot of fighting among the youth, demand for facilitation from aspiring candidates, setting up of youth brigades to support individual parties or candidates. These would result into violence and conflict among youth. The evaluation however, established that with the project interventions through the training on the rule of law that was facilitated by experienced facilitators; there was change of attitude and behaviour among the youth towards the benefits of elections and hence the last elections were peaceful and the youth demands during campaigns focused on development issues such as unemployment. Where disagreement was noted, it would be resolved peacefully through negotiations as opposed to force and fighting.

However, the evaluation team notes that as this initiative mainly reached the youth in selected CSOs and at district level and yet more youth were left out, there is even greater need for youth at lower levels to receive trainings and sensitization so as to create a critical mass of young people who are aware of their roles and responsibilities as far as political and economic participation processes are concerned.

3.4 Effectiveness of the Project Implementation Process:

3.4.1 Introduction

Effectiveness of an intervention is a measure of how well the planned activities were carried out. An intervention can be described as effective if it meets with established objectives including the required needs of the user producing quality standards that have been specified to satisfy the needs. It should be able to integrate within the existing organizational system structures and processes with sufficient flexibility; in addition to responding to the changes in the environment in which the system will operate.

3.4.2 Analysis of Achievement of Expected Results

The evaluation team explored the understanding of the of the project beneficiaries to enlist activities that had been implemented under the project. In all the key informant interviews and FGDs held, the respondents were able to clearly mention the activities they had been involved in. The youth leaders and councilors mentioned the capacity building trainings, sensitization workshops, exchange visits they had attended/or participated in and they were able to articulate the topics and facilitators of various trainings. The consultant further explored with them if the project had indeed increased number and visibility of youth leaders and one of the key informant had this to say:

"Of course, it increased number and visibility of youth leaders, in Kamuli for instance we have 20 Councilors out of 26 are youth and half of the sub-county chairpersons including the Kamuli Town Council Mayor are youth" Speaker Kamuli District Local Council.

When asked if the trainings had made an impact on their performance in politics, most youth councilors interviewed reported that after the trainings and exchange visits they had their knowledge and confidence improved and has facilitated their ability to articulate their points of view during the meetings.

"As the chair of the youth council, I am a product of competences built by the project" Tororo District Youth Council Chairperson.

During the Focus group discussions with the CSO implementing partners, members were able to mention the topics covered during the trainings on participation of young people in political processes, and project planning and management. These included; role of youth in leadership, qualities of a good leader and the roles and responsibilities of a citizen in elections. Under project planning and management, the focus group participants and key informants were able to list the topics discussed such as; identification of good project, book keeping and records and marketing strategies.

According to the consultant, the beneficiaries' ability to enlist activities of the project is an indication that the set activities of the project were indeed implemented as planned by the

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 also provided an opportunity through experience sharing and learning among the youth across the districts of the project implementation. It's the consultant's conclusion, that the project objective on building the capacity of youth CSOs and leaders to enable them to effectively participate in Uganda's political and socio-economic transformation was achieved. However, it should be noted that this is a result at output level and it can only be projected as progressed towards intended outcome/impact.

The project objective to sensitize the youth and other key stakeholders about youth concerns and involvement in Uganda's MDG initiatives was a challenge to achieve. The communities were mainly illiterate and they could not read or write; this hindered their ability to actually comprehend issues of MDGs and this required a lot of trainings that were not planned. The consultant can thus conclude that the achievement of this objective was not complete; the project set the ground for this objective to be achieved by disseminating some IEC materials on MDGs.

Mentioned as key to the achievement of the project objectives were the following factors;

- The commitment of the project CSOs implementers in the districts in partnership with district focal persons. These facilitated the mobilization of the trainees and made linkages with district Community Based Services, Youth office and Youth Councils.
- UYONET established partnership with CSOs and Local Government departments. This strategy helped in coordination of activities and dissemination of information to beneficiaries, but also establishing sustainable linkages with on going local government interventions such as NAADS and CDD. UYONET was cognizant of the fact that the community based organizations and youth councils were in a better position to mobilize the youth to participant in project activities; they were in touch with the local community, they could communicate easily to the youth in their respective local languages, and they were readily available when needed.

The evaluation also explored with respondents the appropriateness of the strategies used. The respondents mentioned the following were strategies used.

IEC Materials especially the MDGs brochures and posters were used.

According to the respondents of both the FGD and the key informants, some of the IEC were irrelevant and heightened expectations in youth group. For instance,

"..... the widely distributed project pin up does not make sense to the lay people in the villages the IECs were generally not localized to the audience in this district for instance....." ED RDP

All the IEC used were written in English and few were distributed in project area. With the high levels of illiteracy in most of the communities where the project was implemented their impact

was minimal or not present at all.



However most of the informants who could read and write English indicated that the IEC were very helpful in terms of providing ideas and information which the youth would later use at budget conferences and planning meetings as on had this to say:

".....much as the IEC were not produced in local dialect, they helped

some of us to use the information in the day to day work of advocating and lobbying for youth programs.....the youth manifesto for me was a very good and useful IEC material." Youth councilor Pader.

b) Radio Talk shows and Spot Messages

In all the districts the talk-shows were well conducted and spot messages aimed at increasing youth participation and empowerment were run. The talk shows were conducted by selected youth in the different communities with support of technical persons from the district.

However in some districts informants were concerned that most of the talk shows were attended by youth from some few CSOs and was a little not involving the rest of the youth equally. In order, the timing of the talk show seemed unrealistic as 10am in the morning does

not get majority of youth listening to the radio, it was also noted that in Pader district youth airtime would be used for other programs not necessarily targeting the youth.

c) Workshops and Seminars

- Informants revealed that the workshops and the seminars were appropriate for delivering the information to the select youth, UYONET involved good trainers, reputable leaders and the environment where the trainings were conducted was good. Use of the experienced facilitators in key areas of governance and rule of law, project planning and management enabled the participants to get information from experts on governance.
- However much as the trainings were seen as an appropriate method of passing on skills, few youth were trained from the CSOs (3-4), limited days for the training (1-3 days) and yet the trainings involved a lot of content. Moreover, according to respondents, there was language barrier since most of the training was being delivered in English and yet some participants from grass root youth CSOs had low academic levels. In addition respondents noted that there was no deliberate way of the trained few to cascade the training downwards.

".....the trainings were good, good speakers/trainers, a lot of content and yet few days were given to train yet some members from the partner CSOs are not as fast and need more time....." **Secretary Finance, Masindi District.**

- d) Exchange visits to other parts of Uganda such as the visit to Western Uganda, based Millennium Villages. This enhanced the ability of the participants that were trained in project planning and management to have the practical experience on some of the income generations activities.

3.5 Efficiency

3.5.1 Introduction

Efficiency of an intervention is the determinant or a ratio of the out puts from a process activity in relation to the resource inputs, as measured by the volume of output achieved for the input used. The intervention can be described as efficient if all stages, maturity, delivery, initiation and implementation are accomplished within the constraints identified at its beginning, in terms of workforce, cost, time and objectives. This evaluation analyzed the duration of implementation of the projects, the human resources requirements, the cost and the set objective over the project periods.

3.5.2 Measure of Efficiency

Project Implementation Duration

The project was implemented within the planned period. From the evaluation, it was evident that although all activities were implemented during the project period, duration was not sufficient in delivering on the desired objectives because it had small reach as compared to the youth demands/needs.

Project performance: All planned activities under each objective were implemented. In the opinion of the evaluation team, it is commendable that UYONET was able to accomplish activities set in the results framework within the project period. This is an indication of its ability to absorb funds and its competence to carry out projects.

Human Resources for Implementing the Projects:

In terms of organizational leadership, activity implementation and financial management, the number human resource required to implement the project at UYONET secretariat was sufficient in number and skills to implement the planned interventions. There were 7 staff on the project that included; Executive Director, 1- project manager, 2 project officers, 1 project assistant, 1 administration and 1- finance staff that supported the project. These were supported by district focal persons who managed coordination at the district level. From the evaluation, the skills and competencies of the human resource cannot be underestimated given the achievements documented despite of some the challenges like late release of funds in the last part of the year.

Cost: The total project cost was \$250,000 contributed by UNDEF. However, a total of \$ 227,797.19 USG was disbursed to UYONET by UNDP and the balance was to be utilized by UNDEF and UNDP to facilitate the execution of the project. The quotation below illustrates this assertion;

"The funding we got from UNDEF through UNDP was adequate to enable us implement the project activities...however, sometimes disbursements were delayed but we managed to do our best in the circumstances" One of the staff at UYONET Secretariat.

However, a review of the financial data collected from the annual reports and the UNDP financial database showed that the project had performed at 100% of their disbursed funds.

That notwithstanding, one of the KI mentioned that though the funds were in line with what they set out to do but this was far below UYONET's mandate as a national coordinating and networking platform. The funds were enough for their capacity though not enough in terms of UYONET's mandate as noted by a respondent from UYONET Secretariat.

Table 1: Project Cost Categories & Disbursements (2009-2011)

Cost category	Amount disbursed	Actual project cost	Utilization rate
Staff and other personnel expenses	26,076.47	26,076.47	100%
Travel on official business	53,748.81	53,748.81	100%
Contractual services	54,629.54	54,629.54	100%
Fellowships, grants, and others	55990.16	55990.16	100%
Operating expenses	24716.53	24716.53	100%
Acquisitions	12,635.68	12,635.68	100%
Programme Costs	00	00	00
Total	225,525	227,797.19	100%

Source: UNDP CDR

Financial Management: Project funds were transmitted by UNDEF to UNDP who then granted it to UYONET. The project funds were banked onto UYONET bank account and handled by the organization's Accountant in accordance to laid down financial regulations of UYONET. For implementation of activities at the districts, UYONET secretariat directly supported the implementation process and ensured accountability of these funds. Activity reports were prepared as expected on completion of designated activities.

The Executive Director had mandate to give overall guidance to the project and monitor project activities and use of funds. The project team at the secretariat held quarterly meetings and received progress reports. The Board of Directors for UYONET provided oversight function to the project. Interviews with various project respondents agreed that UNDP undertook its role well. UNDP was able to execute its execution role of this project. The evaluation team found out that specifically UNDP was able to execute its role in reviewing and facilitating the approval of work plans and budgets and ensured disbursement of funds to implementing partner and reviewing accountabilities from the IP, as well as overall submission of annual and quarterly progress reports to UNDEF.

Technical Support: To promote efficiency of the project UNDP on behalf of UNDEF provided technical support to the project by way of guidance in design and review of annual and quarterly plans, design and finalization of project documents, orientation on financial reporting and participation in project activities such as site visits to project implementation sites. Particularly, quarterly review meeting provided a platform for UYONET to learn from other Implementing Partners and getting feedback from UNDP. The support also included one-on-one coaching.

The UYONET also mentioned that not only did they get technical support, but also they were able to get administrative and logistical support in procurement from UNDP in a timely manner. The evaluation consultant can thus pronounce himself on this evaluation criterion and state that the entire project implementation and management was carried out in a professional and efficient manner. This significantly contributed to the observed results of the project.

3.6 Impact

3.6.1 Introduction

The Goal of the project was to increase young people's meaningful participation in and contribution to Uganda's on-going democratization and development process. In assessing project impacts, the evaluation mainly relied on information provided by the respondents since at project design level; there were no explicit measures of impacts. The significant changes as elaborated by the beneficiaries were construed to reflect project impacts as discussed hereunder in form of positive or negative, intended or un-intended changes attributable to the project.

3.6.2 Project intended impacts /changes /results:

At district level, 200 young people drawn from the participating 40 youth CSOs were trained in policy and institutional framework for youth participation in governance and development, advocacy, lobbying and communications skills, report writing, resource mobilization, utilization and accountability, project planning and management, youth networking and partnerships, transformative leadership and good governance and National development plan using the MDG initiatives in Uganda.

The evaluation findings indicate that respondents **were able to report greater participation by youth in political processes**. More young people registered during elections than before as voters but also as candidates for various political positions. All the youth Council leaders and local government officials in all districts reported that they were actually registering greater participation and interest from the young people not only for political participation but also economic processes. Furthermore, more young people have initiated income generation activities but also their demand for these services from local government has increased. To substantiate the above, the key informants had this to say:

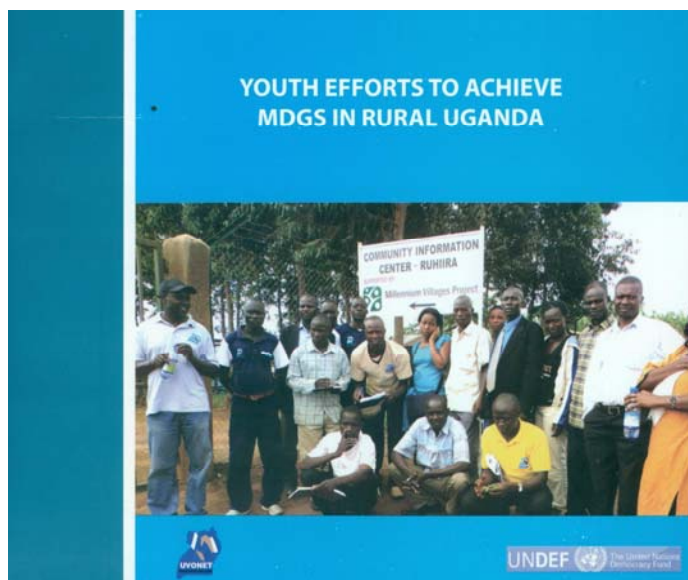
"the lobbying skills acquired by the young people enabled the chair of the youth council to lobby and have the 2010 National Youth day held in Kamuli, it was fully organized by the youth leadership in the district" Former Youth Officer and Current Gender Focal Person Kamuli District. In addition, more young people contested for political leadership. "One 2nd year Makerere University girl who used to take notes in all consultative and training meetings stood for elections and is now the counselor for Makerere in Kawempe Division" Key informant, International Republican Institute.

Key informants from both local governments and participating youth groups acknowledged that with regard to engaging in economic processes, there are more young people who are now accessing the income generation activities than before the project interventions. They attributed this to the trainings and skills building in project planning and management implemented by the project.

"we have Youth Development SACCO that is Kamuli Integrated Youth SACCO which have lobbied the district and are accessing the Community Demand Driven (CDD) funds in their respective Sub-Counties" Former District Community Development Officer and currently the Labour Officer, Kamuli District.

"My brother this training was an eye opener for most of us as young people, personally, I began a piggery farm after the training and experience sharing", Tororo Youth Council Chairperson.

Evaluation established that the project employed various strategies that played an instrumental role in improving the capacity and knowledge of the participating youth leaders and CSOs. One of the successful strategies used was undertaking both local and international study tours. It was noted that 40 youths selected from the participating CSOs toured the UN millennium village in Ruhira, Isingiro district as well as model districts that have successfully implemented the Government supported 'National Agricultural Advisory Services' (NAADS). The tour exposed the youth to innovativeness and effective channels of benefiting from district level government programmes. At the UN millennium village, Youths were able to understand what the MDG meant in practical terms. The evaluation identified that subsequent to these local study, tours, participating youth groups in some districts like Kamuli, Masindi and Pader have initiated income generating activities to enhance their livelihoods and generate an extra income for their well being. The expression from the FGD respondent, Kamuli districts illustrates this;



"As far as I am concerned my visit to Western Uganda in Kabalore in particular was very useful. As a group when I came back, we started our piggery project from what we had learnt from the study tours. We built the shelter and using the lobbying skills studied during workshops, we approached Plan Uganda for piglets, and this is how we started".

In addition, the team of UYONET secretariat visited Canada and as such a partnership with Youth Challenge International, a volunteer year programme was developed and each year UYONET gets a volunteer fully funded by CIDA. The availability of this volunteer with international experience has enabled UYONET to improve its resource centre which is currently equipped with necessary reading materials, equipment and internet services.

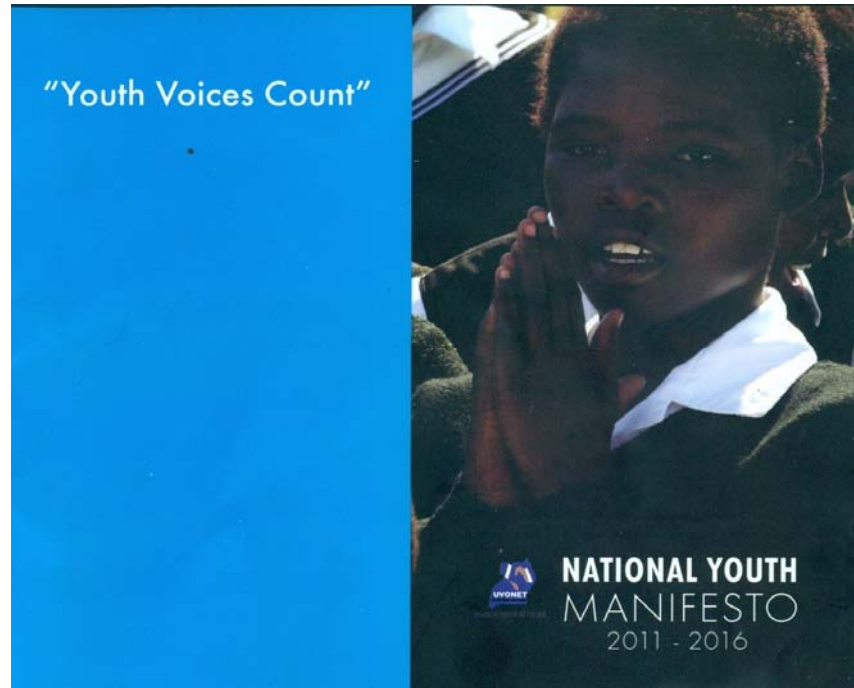
However, the achievement of this result can only be documented as reported by the respondents to the evaluation; any further analysis by the consultant of the quality of capacity built by the project would not be possible. However, credit should be given to UYONET for enhancing the capacity of youth leaders to advocate for youth participation in political and economic processes.

As a national level network, under this project, UYONET was expected to undertake lobbying and advocacy aiming at creating more space for youth participation in political processes. From the evaluation, we noted that UYONET led the team of youth CSOs in lobbying various government bodies to allow meaningful involvement of youth in political processes.

"We successfully petitioned the Electoral Commission to extend the voters registration and update exercise to allow more young people turning 18 years to register and be eligible to vote in the 2011 general elections. The exercise was extended by a further 10 days from the earlier on set deadline of June 4 to June 14, 2010. This was one of our land marks because, we were able to cause this extension that allowed about 4.3 million more people to get to the electoral register of which 70% were young people that had just turned 18 years".
Executive Director, UYONET.

The evaluation established that the project was able to bridge a gap between most youth leaders and organization and the government departments such as Ministry of Gender, Labour and Social Development. This not only provided an opportunity for youth to engage with government but also gave the young people a space for negotiations. For instance, UYONET was able to petition Government through the Ministry of Gender, Labour and Social Development to fast track the amendment of the National Youth Council Act that puts in place the National Youth Councils that subsequently constitute the electoral colleges for Youth Members of Parliament. The National Youth Council Act was amended in May 2010 and has been ascended to by the President. Having an enabling law in place provided an opportunity for youth elections to take place where many young people were able to participate not only as aspiring candidates but also as an electorate. It should be noted that without this law, the youth council could not be held for over ten years.

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 aspire for leadership positions or their attitude towards self employment vis-avis the search for white collar jobs had changed.

“Majority of the youth have now embraced the self employment and job creation campaign compared to before, we have seen more youth start some income generation activities and even when they call in during the media talk shows, the emphasis is what can we do to add value as opposed the government has not provided employment for most of us” KI Editor in Chief, Rock Mambo Radio, Tororo.

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 efficiently and effectively prepare both narrative and financial reporting to the donor.

The findings indicate that, the project didn't only facilitate internal capacity building but also enabled the UYONET to build strategic alliances with national coalitions and alliances and thereby strengthened its visibility on the ground in the areas of youth empowerment. For instance, UYONET is currently a member of the National NGO forum and Citizens Coalition for Electoral Democracy. The coalition did champion the citizens' engagement during elections and continues to monitor and engage leadership in the country after elections. In addition, the capacity built enhanced the UYONET ability to leverage more resources for youth interventions. In 2010, for instance, two more partners came on board and these are DANIDA and DGTTF.

The findings further indicate that intervention results have become a benchmark not only in Uganda but across the Continent. UYONET has shared their experiences with other youth organization. For instance, in Dec 2010, it was invited by the Nigerian youth to share with them Ugandan youth manifesto process and provided support to Nigerian Youth to start a similar process.

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. In council I speak out, youths' voices should be heard because we have a lot of knowledge to share. I hope more partners will come on board to support such trainings and reach more youth in rural areas to engage not only in political processes but also economic since majority are not employed.

3.6.3 Project Un-intended Impacts /Changes /Results

While the main purpose of the project was mobilizing youth to engage in political processes, the project interventions also under took skills building in project management and planning. This resulted in additional changes in the targeted communities.

Participating Youth CSOs members have been linked to both financial and technical resource centres where some have benefited in terms of information sharing. For instance, **AGAALIAWAMU FARMERS & TRADERS ASSOCIATION** was linked to Plan Uganda and been supported with Piggery to supplement their Banana growing project. All these point to how

important this project has been in improving UYONET and Youth CSOs performance and the need to continue efforts in this direction.



In addition, the evaluation revealed that there was improvement in records keeping among the Youth CSOs. Youth trained were able to record their inputs and income of their income generation activities. Majority of the CSOs were using their acquired proposal writing skills to generate competitive applications for funding on their own. From the findings, one can conclude

that the trained youth were able to increasingly engage the local authorities to demand for income generation activities but also engage and aspire for leadership positions in their respective districts.

Furthermore, UYONET through advocacy initiatives successfully brought together different Youth programmes related CSOs providers and Youth leaders to a talking table and both local and national recognition has been won. For instance, UYONET successfully petitioned the Electoral Commission to extend the voters registration and update exercise to allow more young people turning 18 years to register and be eligible to vote in the 2011 general elections. The exercise was extended by a further 10 days from the earlier on set deadline of June 4 to June 14, 2010. In addition, UYONET petitioned Government through the Ministry of Gender, Labour and Social Development to fast track the amendment of the National Youth Council Act that puts in place the National Youth Councils that subsequently constitute the electoral colleges for Youth Members of Parliament. The National Youth Council Act was amended in May 2010 and has been ascended to by the President.

Unintended changes by the project can be further highlighted by the case study below:

Ms. Immaculate Awino, Community Vision, NGO, Tororo

Ms. Awino is one of the youth beneficiaries of the UYONET trainings. I participated in the training organized by UYONET. I was over whelmed, I didn't really know much in relation to youth thing. When I was invited and saw the objectives of the training were in relation to political participation and elections, I wondered how the election training is going to help me as a youth. However, when that component of economic empowerment came in then I knew I was in the right place. The first training in economic empowerment really changed my life, that's sharing of experiences was done. I wanted to go in for poultry, but then it needed more capital; even though the eggs and chicken were on high demand the costs could not be met. So I went in for something I could really meet.

Before the training I had started goat rearing with one goat but now I have 5 goats. During the training, some participants told us that they started with one chicken and now had over 100 chickens. Having heard from the participants, I looked at this situation; I thought that instead of rearing goats, I should expand my crop production. I had already begun with one acre of land under bean production and I decided to hire more land.



Last year I hired 4 acres and planted ground nuts and I got around 20 bags, besides the ground nuts I had 2 acres of cassava. Then this year I decided to plant more, and then I hired more land and planted beans so I am estimating to get at least 10 bags from beans. I have also planted simsim and Soya beans mixed in ground nuts and I expect to harvest around 23 bags of ground nuts. I am again estimating to get 10 bags of beans, groundnuts plus the maize. The beans are intercropped with the maize. From the training and sharing I gained

management skills. I can now sit and balance and know what have I spent, what I expect, I can now do proper booking keeping, projections and forecasting of what my profit is.

In the family am the eldest, I take responsibility four of my siblings; they are all in secondary school. My father passed away and mother cannot afford on her own. My siblings have learnt

from me and every Saturdays we spend time together in the gardens. They don't wait for me to say let's go; they just find themselves in the garden. My work has inspired them to go to the garden also. It's from this produce that we sell and get their school fees, none of them has been sent away for school fees because the money is available. With more side income, I am not scared when the salary takes long to come. Because as NGOs employees, we depend on projects if you have a side income you do not really feel that effect.

It has transformed my life, there is less stress. Some times that produce is sold when I still have the money from previous season on my account, you have 17 bags each at 70,000 shillings is about 1.2m, may be you spend around 500,000shs in the cultivation and ploughing back. The rest is saved. I am now involved in 5 Village Saving & Loans Associations plus saving in the bank. The money is banked on my account I can use that money to buy what I want.

I think to me, such training should really be brought to the communities more frequently, because some people are just poor because they do not know. I believe no one should be poor, if you use the knowledge you have you. There are youth out there who have land but they don't have the knowledge and they do not know what to do. The use of the people who are directly engaged in those economic activities can really change one's attitude. I suggest that in future, UYONET should support exchange and sharing visits among youth who have running income generation activities.

3.7 Sustainability

Explored was the sustainability of project benefits and development effects after the project completion and ending of funding by UNDEF. The respondents were able to identify components of the project that could be sustained:

- e) Knowledge and skills passed to youth leaders during the trainings: The youth leaders interviewed emphasized that the knowledge gained was theirs for keeps and it was something they could continue to use in their political and economic initiatives. Communities that benefited from the awareness and skills building reported that they were empowered with skills. In the FGDs, it was clearly stated that this knowledge is and were already utilizing it in the community.
- f) Accrued benefits of the project to include confidence built among youth leaders, improved attitude of youth towards search and job creation, participating in politics and sustained knowledge base that will continue to stimulate debates in the community about political and economic agendas in this country.

3.7.1 Sustainability Strategies

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

- **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.
- **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 including their profile will be used to seek for more support form other partners including Local Governments in order to sustain their interventions. It should be noted that in some districts like Kamuli and Tororo, some youth groups have already accessed funding for their IGAs from on-going government programmes like CDD and NAADS.
- **Knowledge and skills:** The evaluation revealed that the project implemented a number of knowledge and skills building interventions and youth leaders are already utilizing these skills. Capacity building of youth in advocacy, lobbying, project planning are very strong components of sustainable skills building efforts. These skills in advocacy and lobbying will facilitate the youths' engagement with leaders and partners in more transparent approach. This will promote continued collaboration and cooperation for service delivery and participation of youth in political and economic processes.
- **Participation of youth in leadership:** More youth are leadership positions at both national and district level as revealed by the evaluation. Their participation in decision making in local councils is expected to continuously influence the way government leaders develop and implement the policies. With more number of youth joining in will drive the development agenda that is more youth needs sensitive and oriented.
- **Income generation Activities:** During the project implementation, a number of youth groups initiated some income generation activities. With the knowledge generating by the capacity building interventions, the youth implementing these IGA will be able to sustain them.

3.8 Lessons Learnt

Summarized below are lessons learnt from the project that can be applied in similar settings in future:

- It important to have a balance between upstream and downstream capacity building interventions. Although more youth live in rural communities and require more focus, they need to be supported by strong policy dialogue and knowledge sharing work at the national level.
- Supporting institutions with relevant and wide mandates provides an opportunity for future sustainability of the results. UNYONET being an umbrella organization has a number of comparative advantages, including its networking mandate, to provide sustained platform and support to youth organization for continued advocacy and engagement and advocacy. These key attributes can be very useful in enhancing its coordination role between government, youth organizations/leaders and other partners;
- Despite of difference in social inclinations and political ideologies, with relevant structures and approaches, youth can be mobilized to dialogue and build consensus on common needs of young people during political processes irrespective of their political affiliations.
- The participation in governance processes provides an entry point for youths' participation in economic processes.

3.9 Challenges Encountered in Project Implementation

The respondents interviewed enumerated various challenges which affected implementation of the project interventions as indicated below;

- Two years is a very short time frame for a project that was to build the capacity of youth and also change their attitudes towards participation in political processes which have for long been dominated by older population. The project was thus implemented under stress to meet set timelines. The reported delay in release of funds was further aggravated by transitional changes at UNDP including lack of focal person to the project during transition affected timely Implementation of the project and as such a no cost extension had to be requested in order to complete the implementation of the activities.
- The project was implemented in ten districts; this was a very wide coverage and it affected quality of interventions. The trainings were also limited to a number of people in the groups say 3 to 4 members of each group and for a limited time. Whereas those participants trained were expected roll down the trainings to the rest of the members in groups and CSOs, the CSOs were not facilitated to conduct such trainings at group/CSO level.

".....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 Asimwe, Drama group.

- 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 projects to manage...in my own opinion this should have been complimented with an IGA from UYONET to begin with....." member FGD Asimwe MDD

CHAPTER FOUR

4.0 CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the conclusion and recommendations arising from the evaluation findings. The recommendations are made in light of the challenges and sustainability facilitating factors that have been identified in this evaluation.

4.1 Conclusion:

It can thus be concluded that:

- The project addressed the problem for which it was designed. It was able to increase the visibility of youth needs in the country and built the capacity of the youth to participate in the democratic process of the country through trainings and awareness created by the project. The executing modalities of the project as laid down by UNDEF with UNDP as an executing agency and UYONET the implementing partner was strategic but it can still be improved as indicated in the recommendations.
- The intended objectives and outputs of the youth empowerment project as outlined in the project document were achieved, both by way of implementation targets and intended results/effects. The project activities as set were adequate to realize the outputs and they contributed to the measure of effectiveness of the project.
- The project was in line with defined needs of the beneficiaries. It can thus be said that it was justified and relevant in both the Country context as well as the context of the executing agency UNDP's and the implementing partner UYONET. The project contributed to the governance programme objectives of the UNDP Country programme. It was also relevant and in line with the strategic objectives of UYONET as a national youth umbrella organization and thus rightly placed the youth needs on the national agenda.
- The project did not only register intended changes but it also registered un-intended impacts/changes and all changes documented were generally positive. The project changes had a multiplier effect in society and provided some opportunities that shall be sustained after the expiry of the project.
- Key sustainable aspects of the project are knowledge gained by the target beneficiaries. Although continuation of activities will not be possible without additional funding, knowledge as a sustainable benefit in society with its multiplier effect cannot be under estimated.

- Overall, the evaluation consultant concludes that the project design and implementation process was appropriate but could have been better; the project was completely effective, efficient, had the desired outputs /changes, was relevant in the local, national and country context and has aspects that will be sustained.

4.2 Recommendations for Future Improvements:

1. UNDEF in its choice of UNDP as an executing agency should involve UNDP from the first principles of planning, design and implementation of similar projects. This eases UNDP's role of an oversight agency of project activities. For instance the initial micro-assessment (HACT) of the implementing partner should be undertaken in earlier stages of planning to avoid the delay in release of funds that results in delayed implementation.
2. To further facilitate and improve cross learning process among youth leaders, UYONET and Governments should carry out exchange visits to share experiences with other youth leaders and organizations across districts that have had successful engagement and participation in political and economic processes in their respective areas.
3. The youth empowerment project implemented in Uganda can be rated as a successful program that can be shared by UNDEF with implementing partner focusing on youth outside Uganda and it can be considered for replication.
4. UNDEF/UNDP could consider providing funding for periods longer than two years. Project implemented within two year periods often pose a challenge to accurately attribute impact to. It is also very challenging for implementing partners to competently implement projects within one year period.
5. There is a need for UNDP to continue focusing on youth issues as part of the governance agenda in the country. Youth participation in governance provides them with an entry to their participation in economic processes.
6. UYONET when implementing similar projects should re-focus coverage of activities. It could focus its activities in few districts. This will enable the program to reach more youth in the districts. It will increase intensity of project activities in the areas of operations and scale up to other districts can be done when the projects has been effectively and successfully accomplished.
7. There is need for Government to provide communities with civic education as one of its obligations to its people, so as to raise level of awareness of the population about political and legislative matters; this would empower them to hold their leaders accountable.

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 institutional 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 be utilized by other partners to enhance young peoples programming and information sharing.

ANNEX I: LIST OF PERSONS INTERVIEWED

Name	Sex	Designation	Contact
UNDP			
Skiran Devera	M	Programme Specialist	0773167766
John Mpande	M	Programme Assistant	0772964233
UYONET Kampala Offices			
Mr Emmanuel Kitamirike	M	Executive Director	0754140029
Mr. Ronald Otim	M	Programme Manager	0772-972226
National Partners			
Mr. Job Kijja	M	NGO Forum	0782931062
Mr. Crispy Kaheru	M	CEDU	0772332747
Joseph Munyangabo	M	Programmes International Institute Officer, Republican	0774140892
Mr. Joseph Akwakao	M	Former Chairperson, Uganda Youth Council	0772340364
Tororo District			
Charles Waziri	M	Former Youth Officer-Principle CDO	0774482422
Patrick Odoi	M	Youth Officer	0772998753/0701998753
Fred Onyango	M	Chairperson, District Youth Council	0782635218/0703823436 fonyango@yahoo.com
Juma Seyyid	M	Editor in Chief, Rock Mambo Radio	0752594693/0776594693 jseyyid@yahoo.com
Focus Group Respondents, Tororo District			
Silivia Etaati	F	Accountant, Community Vision	
Francis Opaye	M	Programme Voluteer	
Immaculate Owino	F	Programme Administrative Officer	
Walter Okello	M	Assistant Project Officer	
Isaac Orono	M	Community Mobilizer, Youth Initiative, Uganda	0783309467/0703819828
Abraham Emongoluk	M	Group Member, Youth Initiative, Uganda	0785336385
Eric Omaset	M	Group Member, Youth Initiative, Uganda	0773628357
Zakayo Egget	M	Group Member, Youth	0779103900

Name	Sex	Designation	Contact
		Initiative, Uganda	
Godfrey Atelu	M	Group Member, Youth Initiative, Uganda	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 Association	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. Olweny	M	Gender Focal Officer & former Youth Officer	0712306721
Zowena Nabirye	F	CDO- in-charge of Functional Adult Education	0772398431
Leo Merewoma	M	Community Development Officer	0772614540
Balinaine Peter		Chairperson, Namwenda Development and Support Association	0752 353504
Ngobi Daniel	M	Chairperson, Wakiwulo Agali Awamu	0772 877657
Joseph Kisame	M	Chairperson, Wankole Intergrated Development Association formerly Wankole AIDS and Orphans Support Group	0782554031
Balinaine Peter	M	Chairperson, Namwenda Development and Support Association	0752 353504
Focus Group Respondents, Kamuli District			
Joanita Abenayo	F	Wakiwulo Agali Awamu	

Name	Sex	Designation	Contact
Fred Kakaire	M	Wakiwulo Agali Awamu	
Alex Wambuga	M	Wakiwulo Agali Awamu	
Samwuel Bagenda	M	Namwenda Development and Support Association	0752819104
Mugweri Zakariya	M	Namwenda Development and Support Association	0754999772
Pader District			
Mr. Gilbert Odero	M	Program Coordinator, Pader Media Club	Mr. Gilbert Odero
Oweka John	M	District Speaker (Former youth council chairperson - Pader)	
Okello Patrick	M	Coordinator , Purber Youth group Patongo	
John Bosco Omara	M	Chairperson, Pur ber Youth Group - Adilang	
Okech Churchill Ricky	M	Vice Chairperson, Kwo Yelo Youth group	
Hellen Acen	F	Female Youth Councilor & Deputy District Speaker, Pader	
Ray Okwi	M	Councilor, Pader, Local Council	
Focus Group Respondents, Pader District			
Margret Akid	F	Purber Youth group Patongo	
Kidega Denis	M	Purber Youth group Patongo	
Ojok Charles	M		
Odera Lungino	M	Purber Youth group Patongo	
Masindi District			
Anthony Masaki	M	Chair Person, Kigumba Super Actors	
Asiimwe Frank	M	Director, Asiimwe Drama Group	
Kenneth Nkumiro	M	Executive Director, RDP	

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 Respondents, Masindi District			
Isingoma Augusti	M	Asiimwe Drama Group	
Atugonza Ayson	F	Asiimwe Drama Group	
Kiiza Joyce	F	Asiimwe Drama Group	
Businge Ali	M	Asiimwe Drama Group	
Alinaitwe Joan	F	Asiimwe Drama Group	
Mugaba Rahma	F	Asiimwe Drama Group	
Byegaraza Adam	M	Asiimwe Drama Group	

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, establish compliance to the agreements.

3.2 Document project implementation strategy used. Analyze appropriateness, effectiveness and possible alternatives.

3.3 Managerial arrangements:

- Personnel of the Implementing partner
- Presence of a board of directors/management committee
- Financial accounting arrangements; separation of financial powers
- Disbursement of funds for project activities
- Procedures for accounting for funds received
- Monitoring and evaluation (M&E) activities of the project
 - Compliance to reporting requirements
 - External support supervision visits received from UNDP Country Office/Representatives of UNDEF

4.0 SUSTAINABILITY & RELEVANCY

4.1 Review processes and systems in place to enhance sustainability; document.

4.2 Review the channels/types of information communication materials used.

REVIEWER'S COMMENTS:

ANNEX IV: KEY INFORMANT INTERVIEW SCHEDULE (A)

(Staff of implementing partners)

1. Background information
 - a) IP name
 - b) Respondent's name & Designation
2. In your opinion has the project achieved its objectives? Can you highlight some of your major achievements? What factors facilitated these major achievements? **(Probe for achievement of intended outcomes).**
3. What has been the project's contribution to the lives of your beneficiaries either directly or indirectly and the community in which they live? **(Probe for intended and unintended impacts on gender and marginalized groups)**
4. Please gauge with examples the relevancy of this project. Was the project justified and appropriate in your opinion?
5. The resources inputted in this project, did they deliver the expected results? **(Probe for optimal use of availed resources in view of deliverables of the project)**
6. In your opinion did the project meet the needs/expectations of the beneficiaries? Please substantiate your answer with examples/scenarios.
7. The strategy used to implement the project, was it the most appropriate? **(Explore communication channels/types used. Also explore their relevancy & usability)**
8. To what extent did the project establish processes and systems that are likely to support the continued implementation of the project?
9. Were the involved parties willing and able to continue the project activities on their own **(Probe for partnerships built)?**
10. Are the project outcomes likely to be sustainable? If not, why not? Which remedial actions would have been good to take?
11. What challenges/constraints did you face in implementing this project?
12. What lessons can you report on? Are there any good practices/success stories that you can highlight?

13. What aspects of the project interventions could you recommend for replication? What are the sustainability possibilities of these interventions after UNDEF funding? ***(Probe if the KI was to implement the project all over again, what could they focus on?)***
14. Do you have any recommendations for improvement of future funding from UNDEF?

Thank the Key Informant (KI)

ANNEX V: KEY INFORMANT INTERVIEW SCHEDULE (B)
(Staff of UNDP)

1. Background information
 - a) Respondent's name & Designation
2. In your opinion did the projects achieve their objectives? Can you highlight some of their major achievements? What factors facilitated these major achievements? **(Probe for achievement of intended outcomes).**
3. Please gauge with examples the relevancy of these projects. Were the projects justified and appropriate in your opinion?
4. The resources inputted in these projects, did they deliver the expected results? **(Probe for optimal use of availed resources in view of deliverables of the project)**
5. In your opinion did the projects meet the needs/expectations of the beneficiaries? Please substantiate your answer with examples/scenarios.
6. What type of technical support did UNDP/UNDEF give to the implementing partners?
7. The strategy used to implement the projects, were they the most appropriate? **(Explore communication channels/types used. Also explore their relevancy & usability)**
8. To what extent did the projects establish processes and systems that are likely to support the continued implementation of the project interventions?
9. Are the project outcomes likely to be sustainable? If not, why not? Which remedial actions would have been good to take?
10. What challenges/constraints did you face in implementing these projects?
11. What lessons can you report on? Are there any good practices/success stories that you can highlight?
12. Drawing from the lessons you learnt, if UNDP was to support implementation of similar projects, what would you focus on?
13. Do you have any recommendations for improvement of future funding from UNDEF?

Thank the Key Informant (KI)

ANNEX VI: KEY INFORMANT INTERVIEW SCHEDULE (C)
(National level- Youth Leaders, MPs, Party Youth Leaders)

1. Background information: Respondent's name & Designation
2. What activities/interventions of the Youth Empowerment project can you mention?
3. Can you say that your awareness/competence in decision making has been improved as a result of interventions of the Youth Empowerment project? (**Probe for result areas: Able to analyse proposed legislation and gather information, Can analyse existing policies, Can analyse plans and budgets**)
4. What changes/impacts in your leadership role can you attribute to the interventions of the Youth Empowerment project?
5. Did the project meet your needs/expectations? (**Explore answers given**)
6. Were the project strategies used appropriate?
 - a. IEC materials: relevancy and usability
 - b. Radio messages and spots
 - c. Use of workshops/meetings
7. What aspects of these project interventions do you think will be sustained after UYONET project interventions?
8. Are there lessons you have learnt that you could like to share with us?
9. In your opinion what could have been done better under this project?
10. Any other comments

ANNEX VII: KEY INFORMANT INTERVIEW SCHEDULE (D)

(Local Government Officials)

1. Background information: Respondent's name & Designation
2. What interventions of the Youth Empowerment project can you mention?
3. Can you say that your capacity to promote youth empowerment advocacy has been enhanced by the interventions of the Youth Empowerment project? (**Probe for result areas: Youth empowerment issues, advocacy and lobbying skills, conducting community dialogue**)
4. What changes/impacts in your role as local government officials can you attribute to the interventions of Youth Empowerment project?
5. Did the project meet your needs/expectations? (**Explore answers given**)
6. Were the project strategies used appropriate?
 - a. IEC materials: relevancy and usability
 - b. Radio messages and spots
 - c. Use of workshops/meetings
7. What aspects of these project interventions do you think will be sustained after UYONET project interventions?
8. Are there lessons you have learnt that you could like to share with us?
9. In your opinion what could have been done better under this project?
10. Any other comments

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? **(Also probe for best practices and lessons learnt)**
7. Do you have suggestions for improvement?

Thank you

ANNEX IX: CASE SERIES: INTERVIEW GUIDE

1. Situation before the intervention
2. Benefits from the project
 - Ask for mention of services received
 - Probe for benefits to individual/family and community
3. Impact/changes attributable to project
 - Establish transformations in lives/situation after intervention
 - Seek for whether needs were met and consequences of this
4. Ask for mention of desired vis-avis received report/recommendations

Thank you

ANNEX X: Matrix summarizing themes and methods of data collection

Evaluation theme	Key questions/issues	Method
Effectiveness: achievement of projects against set objectives	<ul style="list-style-type: none"> • To what extent have the project's objectives been reached? • To what extent was the project implemented as envisaged by the project document? If not, why not? • Were the project activities adequate to realize the objectives? • What has the project achieved? Where it failed to meet the outputs identified in the project document, why was this? • Have any significant developments taken place since the project started, if so, explain how they affected the project goal and activities and evaluate the impact on the project? 	Key informant interviews Focus groups discussion Document review Observation Review checklist
Relevancy	<ul style="list-style-type: none"> • Were the objectives of the project in line with defined needs and priorities? • Should another project strategy have been preferred rather than the one implemented to better reflect those needs and priorities? Why? • Were risks appropriately identified by the projects? How appropriate are/were the strategies developed to deal with identified risks? 	Key informant interviews Focus group discussion Document review
Efficiency attained in implementation	<ul style="list-style-type: none"> • An analysis of overall project performance will be done. • Outputs achieved vis-à-vis inputs 	Key informant interviews Review checklist
Impact of the project	<ul style="list-style-type: none"> • To what extent has/have the realization of the project objective(s) had an impact on the specific problem the project aimed to address and on the targeted beneficiaries? • To what extent the project has caused and is likely to cause changes and effects, positive and negative, foreseen and unforeseen, on society? • Is the project likely to have a catalytic 	Key informant interviews Focus groups Case series

Evaluation theme	Key questions/issues	Method
	effect? How? Why? Please provide examples <ul style="list-style-type: none"> • Have the needs of project beneficiaries been met by the project? If not, why not? 	
Sustainability issues	<ul style="list-style-type: none"> • To what extent has the project established processes and systems that are likely to support the continued implementation of the project? • Are the involved parties willing and able to continue the project activities on their own (where applicable)? • 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	<ul style="list-style-type: none"> • Was the project design appropriate? If not, why not? • Was the project, including its finances, human resources, monitoring, and oversight and support managed efficiently? • 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? • 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

ANNEX XI: ACHIEVEMENT OF PROJECT SET TARGETS

Intended outcome: *To increase the young people’s visibility and voices in the good governance and development processes, and increasing their meaningful engagement with government and other stakeholders.*

Outcome Indicator	Planned key activity & targets	Achievement of results	Comments
1. Strengthened the capacity of youth CSOs and leaders to meaningfully participate in the on-going governance and development initiatives	40 youth Organizations strengthened.	40 CSOs mapped	Target set was to engage 40 youth led organizations with 200 members during the project interventions
	200 youth leaders from the above organizations trained.	200 young people drawn from 40 youth CSOs trained in key skills gaps including lobby and advocacy, legal and institutional awareness for civic engagement.	
2. Carry out lobby and advocacy aimed at creating an enabling framework for youth participation.	1. At least 250 Government/media and other stakeholders sensitized on youth participation issues.	250 participants sensitized	Meeting notes were available at the secretariat
	2. At least 5 advocacy issues identified and introduced to local governments and other	Successfully petitioned the Electoral Commission to extend the voters	Meeting and workshop reports available to UYONET

	<p>stakeholders.</p>	<p>registration and update exercise to allow more young people turning 18 years to register and be eligible to vote in the 2011 general elections. The exercise was extended by a further 10 days from the earlier on set deadline of June 4 to June 14, 2010 (Youth participation was the advocacy issues)</p> <p>Petitioned Government through the Ministry of Gender, Labour and Social Development to fast track the amendment of the National Youth Council Act that puts in place the National Youth Councils. The National Youth Council Act was amended in May 2010 and has been ascended to by the President.</p> <p>(Representative democracy was the advocacy issue)</p> <p>A national dialogue</p>	<p>Secretariat</p>
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		<p>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</p>	
<p>3. Youth and other stakeholders sensitized on their involvement in the on-going MDG initiatives</p>	<p>10 Media activities.</p>	<p>UYONET/Project media strategy developed Supplements in national news papers were run on ongoing MDG initiatives and involvement of the</p>	<p>media cuttings available at the Secretariat Media Strategy document available</p>

		youth, 22 radio talk shows across the country were held on MDG related discussions	
	10,000 documents/brochures/other materials on MDG distributed in the 5 project districts.	Different sets of IEC materials to publicize the project but also disseminate information on the MDGs developed. 1500 posters, 10,000 fliers, 15 banners, 100 project charts, 250 T-shirts printed. Received 15,000 MDG fliers from UNDP.	Materials were disseminated to youth and other stakeholders at district level
4. Strengthened Institutional Capacity of UYONET for effective project delivery	The project runs as per the work plan and meets its objectives within the agreed budget allocations.- <ul style="list-style-type: none"> • Project reports • Project staff and participants effectively participating 	UYONET in 2009 established a youth resource centre at the secretariat and equipped it with ICT as reading materials in the areas of youth empowerment, governance, development and human rights.	The consultant verified this with activity reports on file and policy documents at UYONET Kampala offices Youth Centre operational at the Secretariat

	Procurement and transport policies developed and are being used.	
Coordination meetings held and project technical support provided	Meetings were held including project inception meetings with district officials and partners Technical support was provided by the Project staff and UNDP	The district officials, field focal person in interview with the consultant reported that this was indeed true.
Periodic reports prepared	Progress reports were prepared and submitted on schedule	Copies of the reports were verified by the consultant at UYONET offices
Certified financial statement prepared	Audit was undertaken	Available at UYONET
Staff salaries paid	Done	Relevant accountability documents and records available

ANNEX XII: TERMS OF REFERENCE

TERMINAL PROJECT EVALUATION - UGANDA'S YOUTH CIVIL SOCIETY EMPOWERMENT PROJECT- UGANDAN NATIONALS ONLY

Location :	Kampala, UGANDA
Application Deadline :	17-May-11
Additional Category	Democratic Governance
Type of Contract :	Individual Contract
Post Level :	National Consultant
Languages Required :	English
Starting Date (date when the selected candidate is expected to start)	: 01-Jun-2011
Duration of Initial Contract :	25 working days
Expected Duration of Assignment :	25 working days

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Background

Uganda is currently undergoing both political and socio-economic transitions. The political transition is mainly concerned with the re-establishment and consolidation of multi-party democracy. The socio-economic transition entails a number of macro and micro economic issues, at the centre of which is the attainment of the Millennium Development Goals (MDGs) and poverty reduction. The on-going political and economic transitions have put new demands on the country's institutions, legal regime and socio-political culture.

And yet even with this on-going political and social transition, the 2007 MDG Country Assessment report notices that Uganda is very likely to miss out on most of the targets. This is partly due to the low levels of stakeholders' involvement. Citizen participation is now much more needed in the governance and development processes of the country than ever before. There is no doubt that the success of the above much needed transitions will only be achieved through strong institutions and active citizen participation. Civil Society Organizations (CSOs) are at the centre of these institutions while the youth are the pillars to citizen empowerment and participation. Uganda has the youngest population in the world with those aged 0 – 30 years making up 78.6% of the total population (UBOS Reports). The energy, numbers and intellect of this group can be enhanced to accelerate development or ignored to retard it. Interestingly, the young people are the greatest beneficiaries of good governance and the MDGs. They are also the worst victims bad governance and its impact like failure to achieve the MDGs (5 of which directly target the young people).

Uganda has made some headway in streamlining youth participation in development especially

in terms of policies, the legal framework and recognition of the youth as a special interest group. This project was initiated to build on this recognition by using existing empowerment initiatives in the country to increase the visibility and to capture the voices of the young population in the development and governance discourse. The project focused on increasing meaningful youth engagement with government and other stakeholders. Active, free and meaningful youth involvement in governance and development has immense benefits for the youth and the country at large. The youth are, for instance, generally considered to be the most poor in Uganda, the most vulnerable to HIV/AIDS, conflicts and environmental degradation. Focused youth participation is a resource for accelerating development and the reverse is true for inhibiting development.

Scope of the Evaluation:

The evaluation will cover project design, implementation, project results, resource utilization; issues of sustainability, lessons learnt and intended results of the project. The evaluation will cover the time period July 2009 to March 2011 when the project was operational. The geographic coverage of the evaluation will cover the project area of implementation namely Kampala, Tororo, Busia, Kamuli, Pader, Arua, Apac, Kaliro, Masindi, and Kayunga. The target population for the evaluation will be the local communities, local leadership including the district youth councils and participating youth CSO.

Objectives of the evaluation:

The evaluation will address questions in relation to Effectiveness, Relevance, Sustainability, Project design and Efficiency as well as impact. . In detail, it will look at:

Relevance: This will assess the degree to which the project was justified and relevant given the country context and appropriate to the needs and the situation at the national and global level. The extent to which the project objectives and performance continue to remain germane(useful) to the country needs;

Efficiency: This will be the analysis of the overall project performance, the outputs in relation to the inputs, and management arrangements for implementation of the project. Assessment of how economically the project converted inputs into outputs;

Effectiveness of the project: Did the project achieve the intended objectives? This will be a review of the activities, outputs and outcomes as detailed in the project document. The evaluation will assess the achievement of indicators and review the work plan, planned duration and budget of the project.

Impact: the evaluation will assess the impact of the project (both positive and negative) on the society and the effects. The changes in people's lives intended or unintended to which project interventions can be shown to have contributed.

Sustainability: What is the prospect of the sustainability of and replicability of the project interventions after UNDEF support? The likelihood of continued, long-term benefits from the project's interventions.

In addition to the above, the evaluation will also:

Analyze the challenges to the project success and lessons learned from managing them;
Highlight the lessons learnt from the projects; the results achieved, the process followed and the recommendations that may be required for refining further UNDEF's future project support;

Analyze the overall impact of the projects in targeting gender and marginalized groups;

Analysis of the good practices/success stories if any;

Analyze the added value of UNDEF funding;

Impact of institutional and management arrangements on programme achievements.

ANNEX XIII: CURRICULUM VITAE

Consultant's Curriculum Vitae:

Mr. Namanya Bharam

P.O Box 21771 Kampala- Uganda

Tel: +256-77-2-463143;

Email: bharam_namanya@yahoo.com

Personal Detail

Nationality: Ugandan

Date of Birth: 21st June 1966

Marital Status: Married

Personal Profile

Bharam Namanya is a self-motivated, result-oriented and transparent team player, with good inter-personal communication skills and with values to protect. He has accomplished number tasks during his professional career. Bharam possesses knowledge and skills in leadership and management, programming, strategic thinking and planning, monitoring and evaluation; policy analysis, budgeting, budget management and sector wide approaches and frameworks. He has wide experience in areas of public health, reproductive health, HIV/AIDS, gender, and social-cultural issues, governance issues, community development work, and other social sector programmes, as well as capacity building of civil society organizations. I also have demonstrable evidence of having successfully scaled up HIV and AIDS Interventions through increased resource mobilization to support new initiatives at national level. Bharam is a person of self-initiative, has the ability to take up challenges, is a good team leader, reliable, and is always part of the solution in any given task and has potential to achieve the organizational and personal development goals. He is knowledgeable of the governance issues including social accountability and development challenges in Uganda and the region.

Career Objectives

To be able to bring positive social change in the lives people who are in need.

Research and evaluations Conducted

- Team leader;: End of program Evaluation – UNDP/UNDEF funded projects: UCOBA Human rights – children and women project , Soroti and Kumi districts (June 2010) and Grassroots Women Leaders in Democracy (GWLD) Project implemented by Forum for Women in Democracy (FOWODE), UNDP, May 2010.
- Mid-term evaluation of SIMAVI –Netherlands Reproductive Health and HIV/AIDS supported interventions in Uganda and Kenya, 2007 and facilitated review of the changing trends of

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

- Documentation of best Practices under GOU/UNFPA 2000-2005 Programme, Population Secretariat, January 2006.
- 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 USAID.
- Situation analysis of current status of operationalization of Adolescent Sexual and Reproductive Health Policy in Uganda, Uganda Reproductive Health Advocacy Network (URHAN) December 2005.

Consultancies supervised:

- End of Project Evaluation of Uganda Network of AIDS Service Organizations (UNASO): "Strengthening Coordination of HIV and AIDS Organizations in Uganda" funded by Civil Society Fund : January 2011
- Baseline Survey: Access to anti retroviral treatment (ART) in Uganda, December 2010, Funded by Oxfam GB
- End of Programme Evaluation of Uganda Network of AIDS Service Organizations (UNASO) Grant Management Scheme for Capacity Building to NGOs/CBOs funded by the American Jewish World Service Project: January 2010.
- Assessment of access to treatment, care and prevention services by HIV and AIDS infected people in districts of Kabarole and Kasese, March 2010,
- Macro-economic assessment of impact of HIV/AIDS in Uganda, 2007-2008
- Assessment of Local Governments' capacity in mainstreaming of HIV and AIDS, 2008.
- Assessment HIV and AIDS mainstreaming in Sectors and Local Government Budget Framework Papers FY 20008/09 (November 2008 to Jan 2009)
- Development of National Guidelines on HIV/AIDS mainstreaming in planning and budgeting processes at national and districts level, 2007.
- Development of National HIV and AIDS Mainstreaming Policy, 2008 Review and documentation of National laws and Policies related to Adolescent ASRH in Uganda 2002, conducted by Paradigm Consult Ltd, Kampala.
- Attitudes of Cultural Leaders towards cultural practices that expose Adolescents to teenage pregnancies, early marriages and HIV/AIDS in three Kingdoms of Tooro, Bunyoro and Busoga, 2002/2003.
- Policy Makers' knowledge, attitudes and Practices related to ASRH policies/laws and their allocation of resources to ASRH interventions, 2003, conducted by MISR.
- Documentation of Perspectives on Islamic tenets related to Adolescent Sexual and Reproductive Health, March 2003, conducted by Uganda Muslim Supreme Council.
- Media coverage of adolescent sexual and reproductive health in Uganda, 2003, conducted by Department of Mass Communication, Makerere University.

Paper authored and presented:

- The State of Uganda Population Report 2007: Internal Migration and Displacement; Development Implications for Reproductive Health Access, Human Rights with a focus on Northern Uganda
- The State of Uganda Population Report 2003: Situation of Adolescent Reproductive Health in Uganda.
- International Conference on AIDS and STIs in Africa (ICASA) 2003, Nairobi: Partnership with faith based institutions in HIV/AIDS prevention among young people,
- American Public Health Association 131st Annual Meeting & Exposition in San Francisco, CA 2003: Partnership with male cultural leaders for ASRH, Family Planning and prevention of HIV infection among young people. A case of Uganda.

Qualifications:

1997: Makerere University, Kampala, Uganda: M.A (Demography)

1996: Makerere University, Kampala, Uganda: P.G.D (Demography)

1993: Makerere University, Kampala, Uganda B.A (Sociology) Upper Second

Additional Training:

- Planning for HIV/AIDS in Sub-Saharan Africa, Health Economics, HIV/AIDS & Research Division (HEARD), University of Kwa -zulu-Natal, 2006
- Monitoring and Evaluation, Health Economics, HIV/AIDS & Research Division (HEARD), University of Kwazulu-Natal, 2006
- Human Rights-Based Approach to Programming, UNFPA, 2005
- Evidence-based Program management, September 2002, UNFPA, Kampala.
- Effective rapid presentation skills building for population, reproductive health and development, Policy II Project, 2001, Entebbe
- Trainer of trainers: Advocacy for population development and reproductive health, 2000, Jinja

Work Experience:

Executive Director: (November 2009 to date): Uganda Network of AIDS Service Organizations (UNASO): Providing overall leadership to coordination of CSO engaged in HIV and AIDS in Uganda. Responsible for management and delivery of the UNASO mandate and strategic plan objectives.

EAC/UNAIDS HIV and AIDS Advisor- Short term assignment (May 2009 to November 2009) East African Community.

Provided technical assistance to EAC Secretariat in the establishment of the EAC HIV and AIDS Unit and operationalization of EAC Regional HIV and AIDS Multisectoral Strategic Plan.

Revised the EAC Regional HIV and AIDS Multisectoral Strategic Plan to include the mobile population and Most at Risk Population (MARPS) as targets for the plan. Developed the result

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 Civil society. These forums have come up with strong recommendations for EAC Member States to harmonize their HIV and AIDS responses.

HIV/AIDS Programme Analyst (February 2006 to April 2009): United Nations Development Programme (UNDP)

Institutional capacity building for coordination of HIV/AIDS response: Provided technical assistance to Public sector (Uganda AIDS Commission, Ministries of Finance, Planning, and Economic Development, Gender, Labour and Social Development, Agriculture, Works, National Planning Authority, ministry of Local Government) and CSO including PHAs to mainstream HIV/AIDS in planning and budgeting process.

Developed one year programme (USD 620,000) on supporting the Ministry of Finance, Planning and Economic development and Uganda AIDS Commission to establish systems of tracking resources for HIV/AIDS in the Country. The system would ensure that sources, disbursements and utilization by recipients are tracked.

Developed and managed two year Project (USD 600,000) to support Ministry of Finance, Planning and Economic development and Uganda AIDS Commission undertake Macro-economic assessment of HIV and AIDS Impact in Uganda. The timely study has been instrumental in positioning HIV as a developmental issue and not just health. It has provided empirical HIV and AIDS information to feed into the National Development Plan (NDP) being developed whose theme is Growth Employment and Prosperity for all.

Policy and Programme Development: Supported Parliament of Uganda, Uganda Law Reform Commission and Uganda AIDS Commission and Ministry of Finance, Planning and Economic Development to develop AIDS Bill and national HIV/AIDS Mainstreaming Policy and guidelines. Developed a project to support Ministry of Local Government in building capacity for conflict affected districts in eastern Ugandan on planning and integration of HIV/AIDS in emergency response. Built capacity of six districts of Teso region in mainstreaming HIV and AIDS in development Planning and budgeting.

Provided technical assistance to AMICAALL to develop five year strategic plan on HIV/AIDS and work place policies on HIV/AIDS for urban centers in Uganda. As a member of technical working groups represented UNDP and contributed to evaluation of the 2001/06 National HIV/AIDS Strategic Framework and development NSP 2007/08-2011/12.

Provided technical support to the evaluation of PEAP in relation to HIV/AIDS and also supported development of issues paper on HIV/AIDS to inform the on going process of developing the National Development Plan (NDP). As focal point person for all UNDP HIV/AIDS supported projects, provided technical assistance to policy and program design, implementation and

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.

Partnerships: Represented UNDP and participated actively in the development partners and donors' coordination meetings including Joint UN HIV/AIDS programme of support and regional meeting on HIV/AIDS mainstreaming in PRSPs. Together with UNDP regional Service Centre based in Johannesburg, provided technical assistance to the East African Community member States on HIV/AIDS mainstreaming in deployment planning at sectoral and national level. I have facilitated two regional training workshops (August 2007 in Arusha and June 2008 in Entebbe).

Program Technical Officer, Policy & Advocacy (2001 to March 2005) African Youth Alliance Project (AYA), UNFPA

Designed, implemented and managed the Advocacy Component of AYA Project, provided technical and financial assistance to 10 sub-projects at national, district and community levels. Developed advocacy action plans and M&E frameworks to track project changes, developed communication strategies based on baseline survey, trained 10 sub project staff in advocacy, budgeting, resource mobilization and reporting, documented best practices and shared with stakeholders in media, conferences and seminars and managed and supervised 20 staff implementing the project. Designed Faith-based institutions partnership policy and advocacy strategy for ASRH and family planning, this partnership resulted into integration of ASRH faith institutional plans, harmonization of canon law on age of marriage with Uganda constitution 1995 and development of curriculum for teaching colleges. In addition, organised, coordinated and managed evaluation and supervision missions for the Projects.

National Program Officer (April 1999 to Dec. 2000), United Nations Population Fund (UNFPA) Country Office:

Conducted appraisals for Country Programs and Sub-programs to ensure consistency with national and sectoral policies and available resources, developed, implemented and managed technical assistance plan for sub-projects, supervised research consultants, monitored and conducted annual program reviews for advocacy and PDS projects. In addition, organised, coordinated and managed evaluation and supervision missions for the Projects

Part-Time Lecturer, Makerere University (2000-July, 2001, 2007)

Lectured and examined post graduate students at the Institute of Statistics and Applied Economics, Institute of Public Health and Department of Social Worker in population and development areas

National Program Officer, Population Secretariat, Ministry of Finance, Planning and Economic Development (August, 1997 –April, 999)

Coordinated and monitored national and CSO responses on population and development, prepared work plans, budgets and program reports, Monitored budget expenditures and worked with district population officers to achieve programs objectives.

KEY ACHIEVEMENTS:

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 a broad range of HIV and AIDS and development issues at global, regional and national level.

As Executive Director of coordination institution for Civil 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 with National Forum of Persons living with HIV-NAFOPHANU and the Uganda Network on Law, Ethics and HIV/AIDS- UGANET on "Strengthening Advocacy and Networking at district and lower levels for Improved HIV and AIDS Response" worth 3,600,000,000/= UGX that has been successfully concluded and awarded. The project focuses on Advocacy and networking with a major focus on strengthening capacity of CSOs and district networks to provide oversight in service delivery through monitoring at district and community levels in 36 districts. This is to be funded by Civil Society Fund. This project has clear result framework that is aligned to the national HIV and AIDS Strategic Plan and NDP.

He has worked with Multilateral (UN), Regional and National Organizations in collaboration with Multilateral (UN), Bilateral Organizations and Public sectors, Civil Society and Faith-Based Organizations. He has hands on experience in programme design management, monitoring and evaluation. Has 10 years experience working with UN funded projects at national and district levels.

As Program Analyst, at UNDP, provided technical assistance to the designing, implementation and monitoring and evaluation of 4 year UNDP supported HIV/AIDS projects implemented by both Public Sector and CSOs including Uniformed Forces. As a Programme Technical Officer at UNFPA, designed, implemented and evaluated a five year national and community level Advocacy Program for Adolescent and Sexual and Reproductive Health including HIV/AIDS and Family Planning programs, which involved 10 implementing partners in 20 districts with an annual budget of 1.5 million USD.

Initiated new interventions at policy and programme level including provision of data and information to inform programme design and implementation. Through networking and partnership building, I have mobilized resources to scale up HIV and AIDS interventions at national level. I provided strategic leadership to the organizations I have worked for to ensure that they realize their vision, mission and objectives through effective utilization of their human, financial and material resources.

Key Skills and Competences

- Very good knowledge of the project cycle—from project conception, design, appraisal, negotiation, implementation, to monitoring and evaluation;
- Development of resource mobilization, fund raising and advocacy plans;

- Programme coordination and management;
- Logistics and supplies procurement and management;
- Development of Institutional Strategic Plans;
- Preparation of Annual Budget and work plans;
- Financial management;
- Staff recruitment, training and development and supervision (human resource development);
- Planning and organization of training programmes, conferences and seminars;
- Report writing, speech writing and delivery, editorial work, news reporting and working with the media

Technical Skills:

- Proficient in use of statistical packages such as EPINFO, SPSS,
- International Computer Driving License (ICDL) including Operating Systems
- Excellent management, teamwork, leadership, and analytical and creative skills
- Completed Prince2 course.

Other competencies

Language Proficiency:

Language	Writing	Speaking	Reading
English	Excellent	Excellent	Excellent

References

- Dr. Stanley Sonoiya Principal Health Officer, East African Community (EAC) – Arusha, Tanzania.
Contact info: +255 27 2504253/8, stanley.sonoiya@eachq.org
- Sam Ibanda Former UNDP Assistant Representative,
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