

# YOUTH EMPOWERMENT THROUGH AGRICULTURE (YETA)

## FINAL EVALUATION REPORT

2015-2019

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## LIST OF ACRONYMS

<b>ASSP</b>	Agriculture Sector Strategic Plan	<b>PWDs</b>	People with Disabilities
<b>AYC</b>	African Youth Centre	<b>RAC</b>	Regional Advisory Committee
<b>CBSP</b>	Community Based Solutions Provider	<b>RFP</b>	Request for Proposal
<b>CV</b>	Curriculum Vitae	<b>SDIP</b>	Social Development Sector Investment Plan
<b>FAs</b>	Farmer Association	<b>SPSS</b>	Statistical Package for Social Sciences
<b>FAL</b>	Functional Adult Literacy	<b>SRH</b>	Sexual Reproductive Health
<b>FGDs</b>	Focus Group Discussion	<b>SSU</b>	Secondary Sampling Unit
<b>FP</b>	Family Planning	<b>STI</b>	Sexual Transmitted Infection
<b>GAP</b>	Good Agronomic Practices	<b>ToR</b>	Terms of Reference
<b>GEM</b>	Global Entrepreneurship Monitor	<b>UWEP</b>	Uganda Women Entrepreneurship Program
<b>GMR</b>	Global Multi Poverty Indicator	<b>VSLA</b>	Village Savings and Loans Association
<b>IMO</b>	Indigenous Micro Organisms	<b>YA</b>	Youth Association
<b>KII</b>	Key Informant Interview	<b>YETA</b>	Youth Empowerment Through Agriculture
<b>MAAIF</b>	Ministry of Agriculture, Animal Industries and Fisheries	<b>YLP</b>	Youth Livelihood Program
<b>MGLSD</b>	Ministry of Gender, Labour and Social Development		
<b>MoLG</b>	Ministry of Local Government		
<b>NCBA CLUSA</b>	National Cooperative Business Association CLUSA International		
<b>NDP</b>	National Development Plan		
<b>NGO</b>	Non-Governmental Organization		
<b>NUSAF</b>	Northern Uganda Social Action Fund		
<b>OWC</b>	Operation Wealth Creation		
<b>PHH</b>	Post-Harvest Handling		
<b>PO</b>	Parent Organization		
<b>PSN</b>	Persons with Special Needs		
<b>PSU</b>	Primary Sampling Unit		

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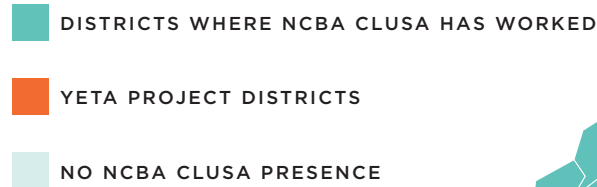
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# EXECUTIVE SUMMARY

## NCBA CLUSA'S PRESENCE IN UGANDA



## FINAL EVALUATION OVERVIEW

In partnership with the Mastercard Foundation, NCBA CLUSA implemented the five-year Youth Empowerment Through Agriculture (YETA) project in the districts of Masindi, Kiryandongo, Kole and Dokolo. YETA empowered youth ages 15-24 in these four districts to develop sustainable commercial enterprises through on- and off-farm agricultural businesses. During the project, NCBA CLUSA worked with a consortium of several partners including Reproductive Health Uganda (RHU), Youth Alive Uganda, Aflatoun, Making Cents International and a number of local financial partners. NCBA CLUSA also coordinated closely with the Youth Forward Learning Partnership, which included the Overseas Development Institute (ODI) and Development Research and Training (DRT).

## PROJECT OBJECTIVES

The goal of YETA was to develop sustainable commercial agriculture enterprises led by youth in North and Mid-Western Uganda. It aimed to create income-generating enterprises for 26,250 youth ages 15-24 within five years. Specifically, YETA's objectives were to establish and strengthen

youth associations (YAs), bolster the wellbeing and confidence of YA members through foundational skills, increase member access to financial services, and instill the technical and entrepreneurial proficiency critical to launching a business.

## FINAL EVALUATION PURPOSE AND SPECIFIC OBJECTIVES

The purpose of the final evaluation is to provide an independent assessment and analysis of the overall relevance, effectiveness, sustainability and the degree to which YETA has accomplished its objectives and goals as outlined in the results framework. The specific objectives of the final evaluation are to: 1.) assess the effectiveness of the project's performance in meeting the end of project activity and results targets; 2.) assess the relevance of project activities to the needs of the target population; 3.) assess the sustainability of the project by reviewing the capacity of youth, YAs and their enterprises to continue sustaining their profitably; and 4.) assess youth's current and future business stability as well as their businesses' viability and quality of market connections and document best practices and lessons learned.

## EVALUATION METHODOLOGY

The final evaluation adopted a mixed method approach using both quantitative and qualitative data to address the key parameters of the evaluation as stated in the terms of reference (TOR). The evaluation was conducted in the districts of Masindi, Kiryandongo, Kole and Dokolo and the target population comprised of parent associations, financial institutions, the private sector, district technical education and Community Development Departments and other extension staff, local government leaders, religious and cultural institutions, central and local government officials including MAAIF, MGLSD, Ministry of Trade, Ministry of Local Government (MoLG) and the Ministry of Health.

The quantitative aspect of the evaluation entailed a survey questionnaire that was administered to a sample size of 760 respondents. The sample was selected from the sampling frame of 26,250 targeted youth project participants using the statistically and widely acceptable sample size estimation technique by Krejcie and Morgan sample size estimation model.<sup>1</sup> The sample size was distributed over the operational area in the four districts based on the participant numbers by district, cohort, and sub-county. The sample frame for the survey was the lists of participants supported by the project in the target districts of Masindi, Kiryandongo, Kole and Dokolo. Each district was taken as a stratum and results were analyzed separately, while allowing for comparison across the stratum. A four-stage stratified random sampling was adopted with the first strata or Primary Sampling Unit (PSU) being the sub-county followed by the cohorts as the Secondary Sampling Unit (SSU) to ensure that youth from all cohorts were surveyed. The Tertiary Sampling Unit (TSU) was the Youth Associations and finally the individual youth participant.

Qualitative methods employed included key informant interviews (KIIs), focus group discussions (FGDs) and observation, as well as collection of case studies and success stories. Respondents for KIIs were drawn from NCBA CLUSA's staff, staff from partner organizations, relevant district technical staff,

district extension staff, local leaders such as Local Council 1 (LC1, LCIII, LCV), staff from relevant central government agencies and ministries, private sector partners, cooperatives enterprises, agro-dealers and input suppliers, agribusinesses, financial institutions and health facilities. Participants for FGDs on the other hand were drawn from Youth Association membership and other key stakeholders including Youth Monitoring, Evaluation and Learning Leaders (YMEs) and Peer Leaders (PLs).

In addition, a total of eight success stories were collected across the four districts. These were intended to enable the Evaluation Team to develop a deeper understanding of issues regarding the benefits of the project to participants as well as triangulate information derived from other sources. A total of 82 KIIs and 37 FGDs were conducted, and the success stories collected were disaggregated by district. The breakdown of number of participants in each of the FGDs and KII is provided in Annex 4.

## FINDINGS

### RELEVANCE

The YETA Project was well aligned with the country's national priority efforts aimed at addressing youth unemployment through skill building and economic empowerment as stipulated in Uganda's National Development Plan (NPDII) 2015/16-2019/20—particularly the Youth Livelihood Program (YLP) and the Uganda Women Entrepreneurship Programme (UWEP), the National Strategy for Youth Employment in Agriculture (2017), the National Agriculture Policy (2013), the Agriculture Sector Strategic Plan (ASSP 2015-2020), and the National Strategy for Youth Employment in Agriculture (2017). In addition, the project was consistent with the Public-Private Partnership Framework Policy (2010) and the National Public-Private Partnership Act; the Uganda Micro, Small and Medium Enterprise Policy (2015); the Social Development Sector Investment Plan (SDIP) II; the Youth Council and the National Youth Policy (2001); the Northern Uganda Social Action Fund Youth Opportunities Program; the National Health Policy; and the Adolescent Health Standards and Guidelines. The project also contributed to the attainment of the Skilling Uganda Strategic Plan (2012-2022), which provides a framework for youth engagement and employment.

<sup>1</sup> The Krejcie and Morgan model is a formula used to calculate the acceptable sample size of a statistical survey.



## EFFECTIVENESS

Evaluation findings indicate that a majority of project objectives and targets were attained. In some cases targets were surpassed. Below are YETA results summarized by each result area:

**RESULT 1: FORM AND STRENGTHEN YOUTH ASSOCIATIONS** Overall, the percentage of YA leaders with the knowledge and capacity to manage YAs rose from 6% to 86% by the end of the program; 97% of YA leaders received training in governance and leadership compared to 6% at baseline. Based on the final evaluation, 97% of youth reported knowing about the governance structure of their YAs and many youth had gained sufficient confidence to take on new roles and responsibilities beyond their groups—28% of YA members took up leadership positions in community and government structures. About 95% of YAs had established constitutions and all were registered with local authorities; YA members and leadership reported high satisfaction (84%), a greater ability to resolve conflicts in their YAs (84%), and better handling of YA finances transparently (81%). A majority (87%) of youth reported agricultural enterprises or activities as their main source of income compared to the baseline value at 54.9%. Comparatively, less progress was noted in terms of relatively fewer YAs accessing land for agricultural production (55%) under Result Area 1.

### RESULT 2: IMPROVE WELL-BEING AND CONFIDENCE THROUGH ENHANCED FOUNDATIONAL SKILLS

Notable achievements include a reduction of risky behaviors from 34.4% to 24% of youth; reduced youth engagement in early sex, sex with multiple partners or cross generational sex from 34% to 20% of youth; 77% of youth were provided knowledge and trained on SRH and family planning in line with the target of 76%; 83% of youth were provided education and counselling on the prevention of STIs or family planning services compared to the target of 76%; 87% of youth accessed mentoring services while 52% agreed that their level of confidence had increased. The role of youth Peer Leaders in achieving these results was quite important, as will be illustrated below. However, youth stated a high frequency of indulgence in sex with someone who was not regular partner or spouse (71% of females

and 68% of males). In addition, 37% reported indulgence in unprotected sex.

### RESULT 3: INCREASE ACCESS TO FINANCIAL SERVICES

Significant achievements were attained with regard to youth gaining increased access to information from financial service providers about available products and services—this rose from 9.9% to 67% by the end of the program (although this was below the target of 92%); the amount of youth saving in a formal or informal financial mechanism reached 124% of the target; the percentage of youth saving in VSLAs rose from 5.6% to 64%; and by the end of the program a high proportion of youth (72%) that felt they had learned how to plan their finances. However, only 10% of youth saved with formal banking institutions; and 46% reported low satisfaction with current financial services provided via the YETA project.

### RESULT 4: DEVELOP TECHNICAL AND ENTREPRENEURIAL SKILLS TO START AND MAINTAIN BUSINESSES

The project attained a number of achievements such as a high proportion of youth (98%) who had acquired knowledge and skills to start and maintain sustainable agricultural enterprises compared to 8.8% at baseline; a high proportion of youth (94%) reported engaging in an established agricultural enterprise; among these youth businesses, a solid majority achieved a reasonable rate of business survival<sup>2</sup> (85%), which was above the program's target (50%); roughly 51% of youth reported increased income from their agricultural enterprises established or employment compared to 11.5% at baseline; the percentage of youth reporting increased yields rose from 16.3% to 50%; the portion of youth satisfied with their current engagement in agricultural enterprises, business or employment increased from 8.8% to 38%; and a majority of the youth (92%) expressed a willingness to continue with their current employment over the next 3-5 years and beyond. Youth mentorship played a critical role in building the entrepreneurial skills of the youth and achieving these results, as will be explained further below. Notably, there was

<sup>2</sup> Business survival is calculated as the proportion of youth who undertook the same agricultural undertakings for the last 2 years. The NCBA CLUSA Monitoring guide however had defined business survival as being endurance over three months.

limited achievement in the portion of youth selling via their groups (11%).

With regard to the Mastercard Foundation Livelihood Indicators, significant achievements were noted. The percentage of youth with increased asset ownership rose from 8.7% to 45%, among other successful results.

It is also worth noting that YETA contributed to three improvements in the enabling environment for youth employment. These include the following: 1.) the pronouncement by the Ministry of Health to institute a youth health corner to be managed by youth medical workers, where possible; 2.) increased youth confidence to plan, seek and manage agricultural credit from commercial banks and microfinance institutions (MFIs) that develop special products for youth. This resulted in the creation of

youth products such as the 'Dembe' youth accounts, now adopted by other financial service providers and projects (e.g. Profira interventions); and 3.) risk reduction through the agricultural insurance support from GoU. No policies were developed, passed or reviewed as a result of YETA.

#### EFFICIENCY

Overall, the project was implemented in an efficient manner as exemplified by achieving and exceeding major targets by year four; flexibility in project implementation as exemplified by a number of modifications made in response to lessons learned and experiences during the course of project implementation; the provision of the necessary technical support in the form of regular supervision and monitoring, guidance and general backstopping by NCBA CLUSA staff at the project and management levels; low per capita participant

### SUMMARY TABLE OF YETA PROJECT ACHIEVEMENT

RESULT AREA	INDICATOR	BASELINE (2016)	TARGET (2019)	ATTAINMENT	% OF TARGET
Result Area 1: Youth Association are formed and strengthened	# of youths mobilized to form YAs (≥30% females)	0	26,250	27,130 (43% women)	103
	# of YAs formed and strengthened	0	750	813	108
	% YA leaders with knowledge and capacity to manage YAs	6.0%	na	86%	na
Result Area 2: Youth Associations members have improved well-being and confidence through enhanced foundational skills	% of youth involved in risky behavior	34.4%	8%	24%	39%
	% of youth empowered with knowledge on SRH and family planning to manage behavioral outcomes	89.3%	76%	77%	101
	% of youth with access to SRH family planning information and services	42.7%	76%	83%	109
Result Area 3: Youth Association members have increased access to financial information and services	% of youth who received information from a financial service provider about available products and services	9.9%	92%	67%	73
	% of youth saving in a formal or informal mechanism	na	15,000	18,663	124
Result Area 4: Youth Association members develop the technical and entrepreneurial skills to start and maintain their businesses	% of youths with knowledge and skills to start and maintain sustainable agricultural enterprises	8.8%	86%	98%	114
	% of youths reporting agricultural enterprises as a source of income	54.9%	75%	87%	116
	% of youths with an established agricultural enterprise	34.1 %	75%	94%	125
	Youth business survival rate as at end of project	NA	50%	85%	170
	% of youth with increased incomes from their agricultural enterprises or employment	11.5%	50%	51%	102
	% of youth with increased yields from their agricultural enterprises	16.3%	60%	50%	83



project investment for the YETA project established to be UGX 1,524,498, which is lower compared to similar projects in Northern Uganda; implementation of the project through close collaboration with the national government, district and sub-county local governments and the private sector (resulting significant in-kind contributions e.g. trainings, equipment, seeds and other resources toward the program); working through a consortium of local partners including Youth Alive Uganda (YAU) and Reproductive Health Uganda (RHU); excellent overall resource utilization as exemplified by a burn rate of approximately 95.62% of the budget by November 2019; and use of standard financial control measures to guide project implementation.

#### SUSTAINABILITY

The project has potential for sustainability. Among the sustainability mechanisms noted include:

establishing several coordination mechanisms and collaboration with the Central Government (IYET), regional level (RAC), district and sub-county local governments, and the private sector; linkages between youth and financial institutions; linkages and contracts between youth and buyers; youth adopting techniques (e.g. conservation farming), technologies (e.g. mobile money) and youth picking up health-seeking behaviors. The evaluation, however, revealed some threats to sustainability that include: vulnerability to climatic variations, pests and diseases; and market price fluctuations impacting youth enterprises. The routine turnover in government staff, who committed to supporting youth associations, and the loss of institutional memory among District officials are additional threats to sustainability.

#### THE MASTERCARD FOUNDATION LIVELIHOOD INDICATORS<sup>3</sup>

	INDICATOR	BASELINE (2016)	TARGET (2019)	ATTAINMENT	% OF TARGET
The Mastercard Foundation 1 <sup>4</sup>	% of youth with increased assets	8.7%	na	45%	417
	a) % of youth that own at least five or more productive assets such as; land, mobile phone, shop, bicycle, cattle, goats, chicken, m/cycle...	11.9%	na	26%	118
	b) % of youth that have saved at least UGX 100,000 (US\$30) with a Bank/MFI, SACCO/VSLA/etc.	5.6%	na	64%	1043
	c) # of youths with access to land to start & maintain agricultural enterprises	Na	300	15,147	>100
The Mastercard Foundation 2	% of youth with increased incomes from their agricultural enterprises or employment	11.5%	50%	51%	102
The Mastercard Foundation 3	Number of youth reached disaggregated by age, gender, education level,	0	26,250	27,130	103
The Mastercard Foundation 4	Number of youth who completed program		26,250	27,018	103
The Mastercard Foundation 5	Number of youths who have transitioned to other opportunities (other than agriculture) as a result of YETA project	na	na	30%	30
The Mastercard Foundation 6	Youth satisfaction with their [quality of] employment [employed and self-employed]	8.8%	60%	38%	63
The Mastercard Foundation 8	Number of Institutions engaged in the YETA project	8	na	16	200
The Mastercard Foundation 9	Improved enabling environment for youth employment [in agricultural related enterprises] – Namely agriculture insurance, access to micro finance and youth access to health services.	na	na	3	100
The Mastercard Foundation 10	Policies developed, passed or reviewed as result of YETA project awareness, intervention and evidence	0	0	0	0

<sup>3</sup> Some the Mastercard Foundation indicators doubled as project indicators and so were not repeated here

<sup>4</sup> Where no targets were set, performance was against baseline values

## LESSONS LEARNED AND KEY CHALLENGES:

### LESSONS LEARNED

1. Youth associations are important entry points for youth empowerment; they allow youth to test their ideas and learn important business skills through agricultural related enterprises and more readily benefit from non-agricultural interventions such as sexual reproductive health.
2. Group cohesiveness can be effectively attained if members are organized around common objectives and aspirations. In the case of YETA, the common objective was improving lives through agricultural business interventions. The fact that YA members were all out of school/school dropouts, lived in the same community and faced similar challenges also enhanced group cohesiveness. However, drawing YA membership from different villages and communities takes some time to attain cohesiveness for effective performance.
3. Youth empowerment is a process that requires systematic, incremental interventions that focus on meaningful participation and engagement rather than “quick fixes”. Active participation in youth empowerment program enabled them to develop problem-solving skills and gain a sense of ownership, independence and self-efficacy.
4. Youth empowerment is a multi-level construct consisting of practical life approaches and applications, social action processes, individual as well as collective outcomes. The YETA project demonstrated that in addition to focusing on individual youth, it is also important to engage other entities and structures that enhance youth knowledge and skills. These include parents, local leaders and extension staff.
5. The design of youth empowerment programs should entail careful selection of the target

participants and program partners in youth communities (e.g. parent mentors) for support to avoid high failure and dropout rate. Youth profiling should therefore precede program interventions.

6. Mentoring is critical to ensure requisite support, trust and encouragement for youth empowerment. The project expanded mentorship to include other actors such as the peer leaders, YMEL, project staff and district and sub-county level technical staff. However, it is imperative that mentors retreat to the background at a certain point during the empowerment process to enable the youth to become principal actors in this process.
7. Training young people in business enterprise development requires tailoring to their needs and focusing on improving skills and competencies. Organizing training in phases allows for reflection and review by both the trainers and trainees as well as maintaining harmony with other on-going commitments at individual and group levels.
8. The incorporation of community based voluntary services in the project demonstrated that youth are an important source of skills, energy, and creativity for local communities. The engagement of young people in local development efforts is an important aspect of community economic development and is mutually beneficial to both the youth and the community.
9. Project incubation kits were provided to youth groups in order to enhance their businesses and are a vital project contribution. However, a few inconsistencies in their management and access were observed. Therefore, it is important to establish a clear but simple reporting, handling cases and feedback mechanisms for immediate amicable

resolution. In many cases, such group assets could be used as group collateral to access additional resources when required. Making youth group assets known to stakeholders provides additional security besides increasing their utility and leverage.

10. Provision of youth-friendly services enhances access to SRH services and positive health-seeking behavior among youth, especially where it is integrated into the government and private sector health service delivery systems for sustainability.
11. Incorporation of foundation skills into youth empowerment programs, especially for school dropouts, is pertinent to bridging the gap between formal and informal life skills development. By developing a structured foundations skills guide, the project addressed the needs, which were not adequately provided in formal settings and in the wider society.
12. The transition from informal to formal banking status requires systematic graduation to allow for learning, confidence and trust building and should not be rushed.
13. Strengthening coordination mechanisms is important for enhancing synergy, information sharing and collaboration among stakeholders. The project supported establishment of IYET and RAC, which were instrumental in ensuring buy-in from the local government, CSO and private sector.

## KEY CHALLENGES

Largely, the YETA project implementation advanced well, however, the evaluation team noted the following key challenges which accounted for some of the observed shortfalls in achievement of intended results:

**LIMITED ACCESS TO LAND FOR YAs AND MEMBERS:** Most YAs and members engaged

in agricultural enterprises had to rent land at high costs, which effected the extent to which land improvements could be done and this effected yields and limiting expansion opportunities. There was competition for land access, especially in Masindi District due to the increased demand within the sugarcane industry. For example, on average, youth had to pay UGX 146,000 per acre per season.

**PRICE FLUCTUATIONS:** The wide changes in farm gate prices for some crop such as maize, soybean and sunflower left the youth uncertain regarding farm profits. For instance, price of maize during the last season to the evaluation ranged from UGX 600 - 1,000 in the project area.

**ADVERSE WEATHER CONDITIONS:** Adverse weather conditions including prolonged droughts, heavy rains and flooding in some areas lead to crop failure, higher disease incidences and post-harvest losses. The adverse weather also limited access during supervision of project activities by project staff, especially during heavy rains given that each region had only one vehicle and motorcycles for field work.

**POOR ACCESS ROADS:** Poor road conditions, especially in hard to reach areas in Masindi, affected both input supply and marketing of youth agricultural produce resulting in higher operational costs.

**LACK OF RELIABLE MARKETS:** Limited marketing coordination of agricultural produce for horticultural crops discouraged youth from profitably engaging in such enterprises.

**INADEQUATE ACCESS TO AGRICULTURAL FINANCE:** Although youth received training in financial literacy and business skills, access to finance remained a challenge due to limited capacity of youth to meet borrowing terms and conditions from banks. The key alternative sources of finance such as VSLAs and SACCOs could not adequately meet the financial needs of YAs and members.



## RECOMMENDATIONS

### RESULT AREA 1: YOUTH ASSOCIATIONS ARE FORMED AND STRENGTHENED

1. There is a need to strengthen advocacy skills among YA members to enable them to meaningfully and directly engage relevant government agencies and other actors on issues related to agricultural enterprise development.
2. Mechanisms should be established for replication of YETA's innovative technologies and practices such as the foundation skills and the IMO piggery management models both within and beyond the current districts.
3. In the future, project design should review age grouping to ensure narrower age ranges. For example, instead of groups with ages 15-25, trainings should consider three groups such as ages 15-17 and ages 18-24 to address the specific needs of different age brackets and to allow for better engagement, cohesion and participation.

### RESULT AREA 2: IMPROVED WELL-BEING AND CONFIDENCE THROUGH ENHANCED FOUNDATIONAL SKILLS

Youth associations have provided a unique entry point for adolescent SRH programming. The YETA project integrated adolescent SRH services into livelihood improvement programs and this practice should be scaled up by respective districts.

### RESULT AREA 3: INCREASED ACCESS OF YOUTH ASSOCIATION MEMBERS TO FINANCIAL SERVICES

1. A transition from informal to formal banking status should be systematically graduated to allow for learning, confidence and trust building rather than rushed.

2. NCBA CLUSA needs to strengthen VSLAs and support their federation into strong and vibrant SACCOs to enable them to monitor and supervise youth associations and support them in value addition. Support can also be provided in the form of infrastructure such as warehouses and other vital equipment to leverage their income and collateral base.

### RESULT AREA 4: TECHNICAL AND ENTREPRENEURIAL SKILLS TO LAUNCH YOUTH ASSOCIATION MEMBERS' BUSINESSES DEVELOPED

1. Youth should be supported to acquire either a Workers Practically Acquired Skills (PAS) (for all trainees who did not have any academic qualification and yet satisfy the course requirements) or a DIT Certificate for those who join with the requisite academic requirements and were able to satisfactorily pass the test. With the Workers PAS, trainee graduates are able to obtain employment in and outside Uganda.
2. NCBA CLUSA should further support YAs in understanding agricultural insurance in order to address the challenges associated with climate change such as floods, droughts, pests and diseases.
3. There is a need to coordinate and strengthen production and marketing of youth agricultural produce through ensuring adequate production of quality produce, postharvest handling, processing, and storage.
4. Expand the range of skills provided to youth to include apiary, bakery, hairdressing, carpentry, and others to complement agricultural enterprises and enhance interdependence.

5. Build capacity of youth by engaging in a complementary enterprise mix to enhance mutual and symbiotic businesses, which feed into each other and thus build synergies that reduce cost and enhance profits. Examples include livestock and poultry waste output that would feed into biogas production, the slurry provides manure for vegetable and other crops.

## GENERAL RECOMMENDATIONS

### PROJECT DESIGN

Project staffing structures need to be designed to ensure management can make effective decisions, respond to the needs of field staff, and support monitoring and reporting. In regard to policy advocacy it is recommended that both direct engagement (DRT/ODI approach) and grassroots (bottom-up) advocacy go alongside, but with specific budgets to support the advocacy process along the whole continuum, especially where specific project interests are not funded.

Regarding the challenges with access land, NCBA CLUSA should conduct desk-based and field validation studies to better understand the factors influencing youth land access and determinants to inform future programming. Supporting youth enterprises that are less land-based such as apiary, repair of agriculture tools and equipment, mushroom production, marketing, among others, would also help to reduce dependency on land access.

### PROJECT IMPLEMENTATION

1. NCBA CLUSA should develop strategies for sharing experiences on applying the Learn, Engage and Develop youth empowerment model with other like-minded organizations involved in youth empowerment programs. For example, a national symposium on the model can be organized as part of the phase-out strategy.

2. In future, NCBA CLUSA should unpack the Theory of Change and simplify it for easy interpretation and understanding by stakeholders for holistic uptake by all stakeholders.
3. The coordination mechanisms for enhancing synergy, information sharing and collaboration among stakeholders (IYET and RAC, which were instrumental in ensuring buy-in from local government, CSO and the private sector) should be maintained and strengthened.
4. Cascade advocacy observed at IYET down to the YA level for the articulation of policy and feedback to the government on youth related issues in agriculture. At the higher level, an emphasis on fostering policy and program developments on a sustainable basis is also recommended.
5. The Evaluation Team recommends that the YETA project scale up the project to cover broader geographical areas as well as deepen vertical integration, which should include supporting more YAs in forming primary cooperatives and subsequently into area cooperatives and SACCOs that would engage in higher level value chain development activities.
6. Regarding the challenges with access land, NCBA CLUSA should conduct desk-based and field validation studies to better understand the factors influencing youth land access and determinants to inform future programming. Supporting youth enterprises that are less land-based such as apiary, repair of agriculture tools and equipment, mushroom production, marketing, among others, would also help to reduce dependency on land access.

# INTRODUCTION AND BACKGROUND

## INTRODUCTION

This report is the result of a successful competitive bid awarded by the National Cooperative Business Association CLUSA International (NCBA CLUSA) to conduct a final evaluation of the Youth Empowerment Through Agriculture (YETA) project. The report provides the methodological approach to the assignment, findings and analyses and recommendations for improvements of similar future interventions or scaling up.

## BACKGROUND

The National Cooperative Business Association CLUSA International (NCBA CLUSA) is the oldest trade association for cooperative businesses in the United States and an international development organization. NCBA CLUSA provides cross-sector education, technical assistance, and advocacy that help cooperatives to thrive. For more than 100 years, NCBA CLUSA has sought to develop, advance and protect cooperative enterprises, highlighting the impact that cooperatives have in improving the lives of individuals and families. In the last 70 years, NCBA CLUSA has worked in over 100 countries in the areas of food security, agricultural development, strengthening of communities and farmer organizations, community-based health, natural resources management, and empowerment of smallholder farmers, women and youth.

In partnership with the Mastercard Foundation, NCBA CLUSA implemented the five-year Youth Empowerment Through Agriculture (YETA) project for youth ages 15-24 in the districts of Masindi, Kiryandongo, Kole and Dokolo. The goal of YETA was to facilitate youth in the four districts to develop sustainable commercial enterprises through on- and off-farm agricultural businesses. During the project, NCBA CLUSA worked with a consortium of several partners including Reproductive Health Uganda (RHU), Youth Alive

Uganda, Aflatoun, Making Cents International and a number of local financial partners. NCBA CLUSA also coordinated closely with the Youth Forward Learning Partnership, which included the Overseas Development Institute (ODI) and Development Research and Training (DRT). The YETA consortium brought together the unique skills, assets and experience of partners, combining extensive expertise in agriculture and agribusiness, conservation farming, youth development, youth skills training, financial services access, reproductive health, and community mobilization in order to engage and work with youth associations to build sustainable agricultural enterprises. It is against this background that NCBA CLUSA—in partnership with the Mastercard Foundation—sought and identified the services of ULINZI Innovations Consult to conduct the final evaluation of the YETA project.

## OBJECTIVES OF THE PROJECT

The four key objectives of the YETA project were to:

- Form and strengthen Youth Associations
- Improve well-being and confidence through enhanced foundational skills
- Increase access to financial services
- Develop technical and entrepreneurial skills to start and maintain businesses

## THEORY OF CHANGE

Prior to participating in the YETA program, a majority of youth in YETA intervention areas worked on small pieces of land provided by their parents or elders in their communities, without the necessary skills or finance to farm productively. With limited knowledge to effectively manage the little income generated, youth often did not know how to best invest their time and limited assets. Other challenges youth faced in agriculture included: low levels of productivity, lack of access to resources, and limited skills. These challenges were addressed

by facilitating the creation of a network of youth associations and cooperatives.

YETA's youth associations acted as a vehicle to address these obstacles by providing access to formal training and mentorship so that young people had the skills to produce more and invest better. YETA's core trainings covered governance, financial literacy, foundational skills and agriculture enterprise. Foundational skills trainings incorporated Sexual Reproductive Health (SRH) and family planning (FP). These trainings – along with others – were carried out over a six-month period and then followed by an incubation phase that included intensive youth mentorship for another 6 months by YETA staff, community elders and parents, private sector, and local government. The groups were encouraged to choose a mentor to support their group endeavors and form a village savings and loans association (VSLA) to save for their individual goals and group projects. Groups functioned as a means for empowering youth who have low levels of self-esteem and for demonstrating that change and better livelihoods are possible (i.e. diversified livelihoods). It was easier for groups to access resources – including

land, information, and concessionary loans – provided by government or other NGOs than it was for individuals.

#### **APPROPRIATENESS OF THE YETA YOUTH EMPOWERMENT MODEL**

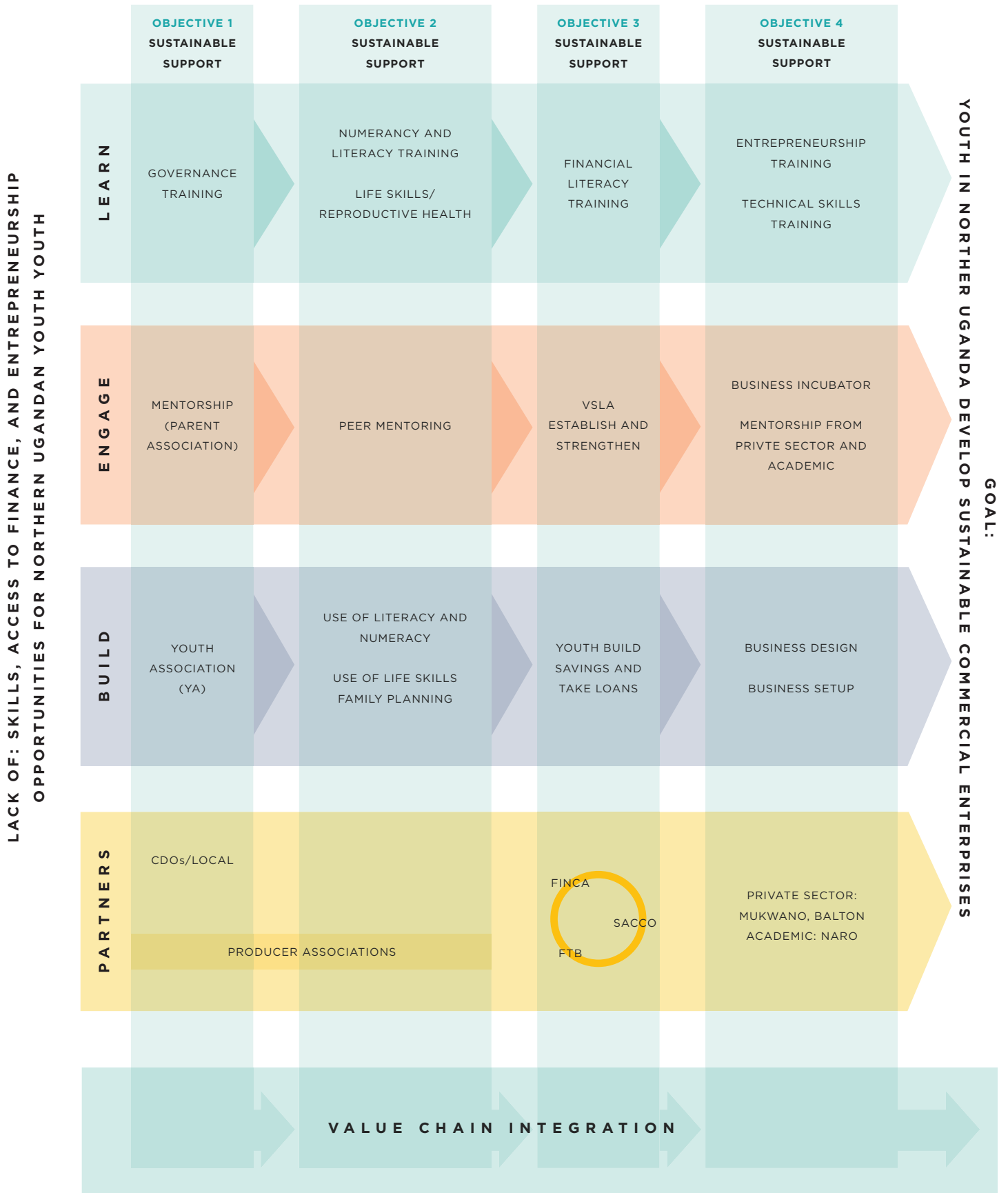
The Learn, Engage and Build (LEB) model enshrined in YETA's Theory of Change aligns with the adaptive learning approach that enables adjustments as a learner progresses through the various steps in the learning process. Adoption of this incremental approach to youth empowerment provides opportunities for learning and reflection, maximizes resource allocation and optimizes project implementation.

Using the LEB model, youth were trained in specific concepts that they could practice in everyday life (Learn), including agricultural enterprise selection, start-up and management; training YA members in entrepreneurship and contractual agreements; training in advanced agricultural production techniques and marketing skills; and the establishment of Community Based Solution Providers (CBSP), among others. Youth were





## YETA - THEORY OF CHANGE



mentored in the application of these concepts under close supervision (Engage), and then empowered to try the concept on their own (Build) through the supported incubation component, business registration and business and other social mentorship—all in a sequenced manner with community resource persons, CDO, private sector and producer organizations involved at each stage to create a sustainable support system.

Evaluation findings indicated that this model enabled the participants to apply knowledge and skills gained more quickly. The theoretical content of the training was quickly translated into action in the form of agricultural enterprises of the participants' choice under guidance and support from mentors and peer leaders. By integrating foundational skills with technical skills in agriculture, business, entrepreneurship and management, the model addressed the needs of youth in a holistic and sustainable manner—especially given the fact that these needs are inter-linked and multi-faceted. This package of interventions was a winning combination to engage youth comprehensively.

#### **PURPOSE AND OBJECTIVES OF THE FINAL EVALUATION**

The purpose of the end of project evaluation is to provide an independent assessment and analysis of the overall relevance, effectiveness, sustainability, and the degree to which YETA has accomplished its objectives and results as outlined in the results framework. The specific objectives of the final evaluation are to:

- Assess the relevance of the project activities to the needs of the target population and alignment with national, regional and global priorities
- Assess effectiveness in terms of project performance in meeting the end of project activity and results targets
- Assess the sustainability of the project by reviewing the capacity of youth, YAs, and their enterprises to continue sustaining their profitably
- Assess youth's current and future business stability as well as their businesses' viability and

quality of market connections

- Document best practices and lessons learned

#### **SCOPE OF THE ASSIGNMENT**

The assignment focused on youth ages 15-24, and the study population comprised of parents associations, financial institutions, the private sector, district technical education and Community Development Departments and other extension staff, local government leaders, religious and cultural institutions, central and local government officials including MAAIF, MGLSD, Ministry of Trade, Ministry of Local Government (MoLG) and the Ministry of Health. In addition, the evaluation parameters included goal achievement, relevance, effectiveness, efficiency, sustainability and impact, as well as lessons learnt and best practices.

The study population comprised of project participants, partners and stakeholders from all four districts of operation, namely: Masindi and Kiryandongo districts (Bunyoro sub region) in Mid-Western Uganda and Kole and Dokolo districts (Lango sub region) in Northern Uganda. Each sub region was taken as the stratum.

All views and opinions expressed in this report are those of the authors, who took the final decision on content, and do not necessarily represent the position or policy of the Mastercard Foundation, its Board of Directors, or its partners. This report does not represent a systematic investigation contributing to generalized knowledge, as such. Rather, it is a project-specific study assessing YETA in its context and surveyed YETA participants and key stakeholders.

# APPROACH AND METHODOLOGY

## GENERAL APPROACH

The evaluation was conducted with full engagement and collaboration of NCBA CLUSA, other partners involved in the project, project participants and key stakeholders. This was intended to instill a sense of ownership of the evaluation outcomes.

## STUDY DESIGN

The final evaluation was descriptive and cross-sectional in design, involving both quantitative and qualitative methods where the primary sources of information were a participant survey, focus group discussions, key informant interviews and success stories, along with secondary data sources that included a review of relevant literature and project documents, reports and reviews provided by the client. This design allowed for a combination of methods including triangulation of findings; complementarity and clarification of the results from various methods; and discovery of contradictions and inconsistencies in the evaluation findings in comparison to the baseline, annual project reports and other similar or relevant reports. The design also facilitated in-depth insight about the processes that led to project outcomes, as well as explained the linkages or mechanisms that contributed to cause changes in the lives of the target participants.

## SAMPLE SIZE DETERMINATION

Once the target number of participants from each of the four districts had been established, a statistically significant sample of respondents was selected using the Krejcie and Morgan (1970) sample size estimation model. This sample estimation model is illustrated at right:

KREJCIE AND MORGAN (1970) SAMPLE SIZE ESTIMATION MODEL WAS DEVELOPED USING THE FOLLOWING FORMULA:

$$S = \frac{Z^2 NP (1-P)}{Z^2 P (1-P) + d^2 (N-1)}$$

Where:

- $n$  = required sample size
- $Z^2$  = the table value of chi-square for one degree of freedom at the desired confidence level
- $N$  = the population size
- $P$  = the population proportion (assumed to be .50 since this would provide the maximum sample size)
- $d$  = the degree of accuracy (relative desired precision) expressed as a proportion (0.05) (for simple/systematic random sampling, use 5% precision in normal situations, 10% in some cases)

In order to account for differences in practices and ethnic origins in the project area, within a site population (these differences were between communities with and thus different etc.), the sample size was doubled. Similarly, a non-response rate of 10% was applied in order to increase the sample size to accommodate participants who could not be found or refused to respond.

Using the above sample size determination formula, and based on the target population of 26,250 direct participants, a sample size of 758<sup>9</sup> respondents was determined as sufficient to assess the extent to which intended and unintended project results were achieved with a 95% level of confidence and 0.05 margin of error.

The sample size of 760 was distributed over the operational area in the four districts based on the prorated participant distribution as shown in *Annex*

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5 <https://www.calculator.net/sample-size-calculator.html?type=1&cl=95&ci=3&pp=50&ps=26750&x=64&y=22>

1 a. The sample size was further segregated by cohort and sub-county to guide implementation and adherence to the above sample distribution. (*Annex 1 b and c*).

#### DESIGN OF DATA COLLECTION TOOLS

The Evaluation Team adapted the baseline evaluation data collection tools as agreed upon with additions of the end line OECD/DAC evaluation criteria to capture the final performance domains that offered relevant answers to the evaluation objectives and key questions as required by the TOR. This allowed for close comparison of all important indicator results as laid out in the YETA project log frame. While the questionnaire was in English, the research assistants were fluent in both English and the local languages of the participants, and read aloud the questions to the respondents at their homes.

#### DOCUMENTS REVIEW

The Evaluation Team reviewed and analyzed documents relevant to the YETA project, in addition to other relevant government policies and regulations. They also reviewed special studies carried out by other relevant agencies with the aim of gaining a better understanding of the assignment and gaining insight into the context in which the project was implemented. The documents reviewed are listed in *Annex 2*.

#### RECRUITMENT AND TRAINING OF RESEARCH ASSISTANTS

The consultants recruited from its pool of experienced enumerator base twelve enumerators from both Lango and Bunyoro sub regions and provided them with a two-day refresher training on principles and procedures of data collection focusing on the youth considerations and technicalities of the project components. The content of the training included background information (purpose, objectives and expected outcomes), data collection techniques, research ethics and rapport building, review of the contents of data collection tools, and terms and conditions of engagement. This was followed by field testing and final adjustments to the data collection tools.

#### SAMPLING PROCEDURE

The sample frame for the survey was the list of participants supported by the project in the

target districts of Masindi, Kiryandongo, Kole and Dokolo. Each district was taken as a stratum and results were analyzed separately, but allowed for comparison across the stratum. The consultants ensured that households surveyed were selected randomly with equal chance of selection. A four-stage stratified random sampling was adopted with the first strata or Primary Sampling Unit (PSU) being the sub-county followed by the cohorts as the Secondary Sampling Unit (SSU) in order to ensure that youth from all cohorts were surveyed. The Tertiary Sampling Unit (TSU) was the former Youth Associations and finally the individual youth participant. The distribution of the sample size between and within districts was prorated on the basis of participant size as provided by the client. The youth surveyed were selected beforehand using random numbers applied to the official participant list provided. This allowed for an equal probability for each household to be selected for the survey, in a completely independent way.

In order to arrive at a more accurate and representative sample, the Primary Sampling Unit (sub counties) was segmented into two dichotomies: high and low (referring to the level of responsiveness of youth in the sub counties to the four core project result areas). High responsiveness was defined as counties that scored 70% and above in the aggregate result areas while the low-medium response sub counties scored less than 70% in the aggregated result areas. These distinctions were addressed during the sampling process in order to arrive at a more representative overall result.

Sampling for participating sub counties was also conducted in accordance with the above information. Furthermore, sampling took into consideration the rural and urban balance. On the other hand, the sample for FGDs and KIIs were selected using purposeful sampling techniques as proposed in the TOR but with refinements based on discussions with the NCBA CLUSA team.

#### QUALITATIVE DATA COLLECTION METHODS

Qualitative methods included key informant interviews (KIIs), focus group discussions (FGDs) and observation, as well as the collection of case studies and success stories as described below:



### 1.) FOCUS GROUP DISCUSSIONS (FGDS)

Thirty-seven FGDs were conducted to capture the views, perceptions and expectations of the project participants regarding YETA's four objective areas (strengthening groups, life skills, access to and utilization of financial services and entrepreneurial skills). FGDs comprised of between 6-12 participants in order to enhance the participation of all participants, guarantee interesting discussion and ensure easy control of the group. Respondents for FGDs were drawn from Youth Association membership in such a way as to obtain various views from youth and other project stakeholders. FGD guides were developed and interviews were recorded and transcribed for the purposes of analysis and report production. The FGD guide is presented in *Annex 2*. The outcome of the FGDs was summarized and incorporated into the main report, in addition to a sample original script. Quotations from the recordings were also included to illustrate each of the themes.

### 2.) KEY INFORMANT INTERVIEWS

The study purposively interviewed people who were well acquainted with the project. Other individuals, such as knowledgeable retired civil servants, were also selected. Respondents for KII interviews were accessed through direct approach in offices, at their places of business or any other secure place agreed upon with the respondent. The outcome of key informant interviews was a summary by the themes and this was incorporated into the main report. Quotations from selected respondents were included for emphasis. KII respondents included:

- Staff from NCBA CLUSA and partner organizations
- Relevant district technical staff, district extension staff, staff from relevant central government agencies/ministries (MAAIF, MGLSD, Trade and MoLG)
- Local leaders such as Local Council 1 (LC1, LCIII, LCV)
- Health facilities staff
- Cooperatives
- Agro-dealers and input suppliers
- Agribusinesses and financial institutions

Key Informant Interview guides were also developed and discussed to facilitate systematic

collection of information from respondents. The list of KII and FGD is presented in *Annex 4*.

### 3.) CASE STUDIES/SUCCESS STORIES

Six case studies/success stories were collected from participants across the four districts. Each was analyzed in order to develop a deeper understanding of how the project impacted the participants. Case studies and success stories were also useful in triangulating information derived from other sources (FGDs, KIIs and documentary review).

### EVALUATION LIMITATIONS

1. Positive attrition of an estimated 30% was encountered. Many females had been married outside the localities, while many males had left the district in search of employment. Nonetheless, random replacements were made by substituting these youth with available group members on the list.
2. Locating and contacting the groups and participants took longer than expected. This could have been avoided if a participant database was regularly updated with phone contacts for members and mentors as well as group meeting GPS coordinates. The team used the contact list available to reach the groups with support from program staff.
3. Due to purposive and randomized sampling design, the participants were scattered throughout the project area. Consequently, long distances had to be covered to reach out to them as dictated by the evaluation design. The Evaluation Team followed the design diligently but met most youth at their regular meeting venues instead of their homes, which would have facilitated physical observation of the impact of the project on their lives. Nevertheless, attempts were made to verify some of the success stories in their homes.

# EVALUATION FINDINGS

## HOUSEHOLD DEMOGRAPHIC INFORMATION

### GENDER AND AGE DISTRIBUTION

In terms of sample size distribution of respondents by sex, 60% were male and 40% were female. By age, 0% (n=2) were below age 15, 2% (n=32) were ages 15-17,<sup>10</sup> 23% (n=132) were ages 18-20, 44% (n=260) were ages 21-24 and 27% (n=161) were above age 25.<sup>11</sup> Thus the project reached its intended age groups. It should be noted that sample selection at the group level was purely random, making the noticeably smaller sample size for the younger youth purely representative. Besides, it implies that by the start of the project, the upper age limit of the group was just 15 years while those who were 15 at the time of joining the group were likely to belong to Cohort 4, which was the last group to join the project in 2018.

### MARITAL STATUS AND RELATIONSHIP WITH HEAD OF HOUSEHOLD

Regarding the marital status of respondents, 61% of the youth were married, 33% single, 2% separated, 1% divorced and 1% cohabiting. None were widows or widowers. In terms of relationship to household head, 33% were husbands or wives, 31% were heads of households, 24% were sons, daughters or adopted children, 8% were mothers or fathers, 1% were sisters or brothers, 1% were brothers-in-law or sisters-in-law, 1% other relative and 0.3% sons-in-law or daughters-in-law. This implies the relevant target interviewees were reached.

### EDUCATION LEVEL AND PERSON WITH SPECIAL NEEDS STATUS (PSN)

With regard to education status of respondents, 61% had completed primary education, 29% secondary education and 5% certificate.<sup>12</sup> Three

percent had never attended school and 2% attended short-term training, while 1% had completed a diploma. In addition, 6% of the respondents were PSNs. A majority of the youth were literate and could therefore easily read, write and comprehend project intervention messages for adoption.

### COHORT

With regard to sample by cohorts, 41% were from Cohort 4, 29% from Cohort 3, 19% from Cohort 2 and 11% from Cohort 1, which were distributed proportionally.



<sup>10</sup> also referred to as younger youth

<sup>11</sup> also referred to as older youth

<sup>12</sup> Certificate here refers to paper qualification issued to candidates who sit for nationally approved courses including BTNET but not a diploma status. These may be attained regardless of primary or secondary school education. Short term training refers to skills education requiring less than a year of study..

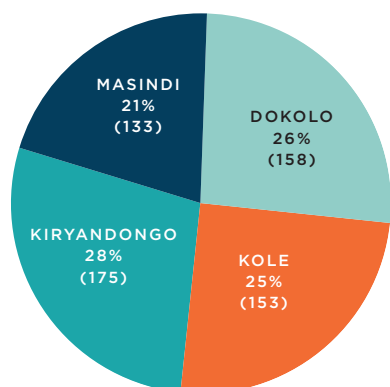
## RESIDENCE AND DISTRICT DISTRIBUTION

With regard to residence of respondents, 91% were from rural households, while 9% were from urban. Of these, 28% were from Kiryandongo, 26% from

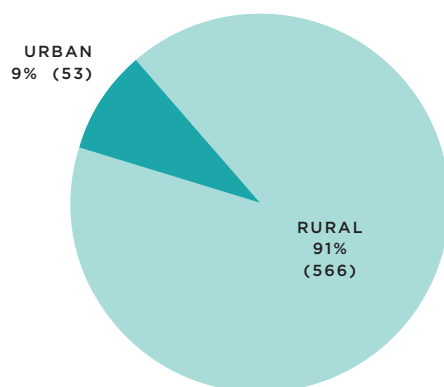
Dokolo, 25% from Kole and 21% from Masindi. The spread of the sample was prorated based on participant distribution in districts hence an indication of a representative sample.

**FIGURE 1: DISTRIBUTION OF RESPONDENTS**

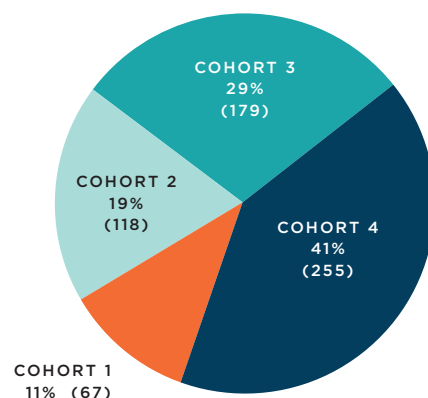
RESPONDENTS BY DISTRICT



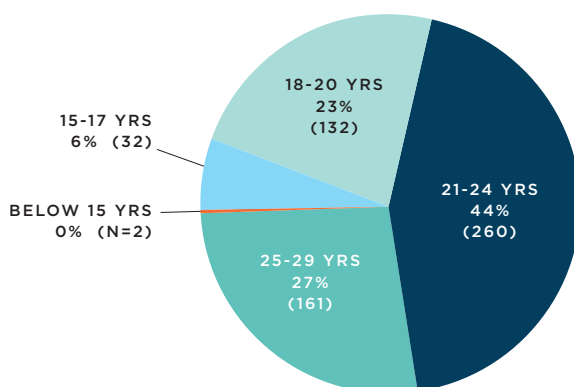
SAMPLE BY RESIDENCE



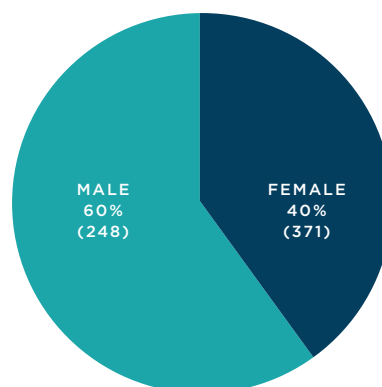
SAMPLE BY COHORT



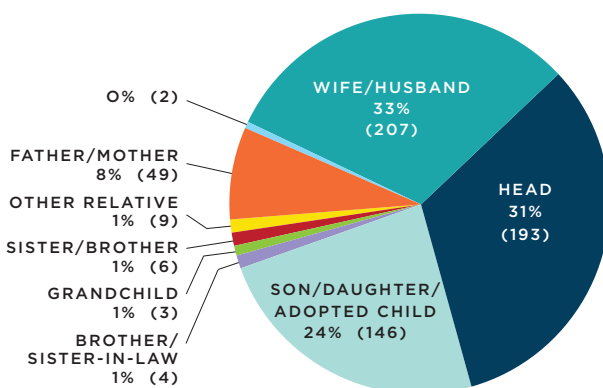
RESPONDENTS BY AGE GROUPS



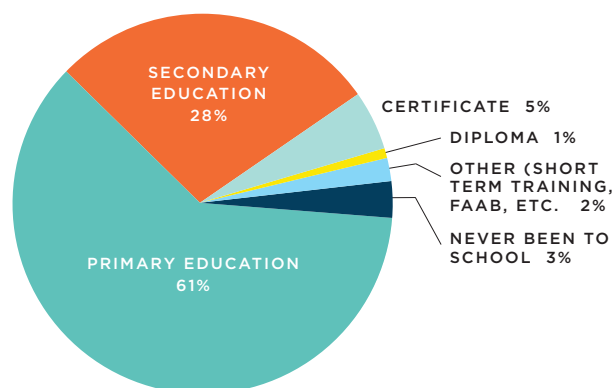
RESPONDENTS BY SEX



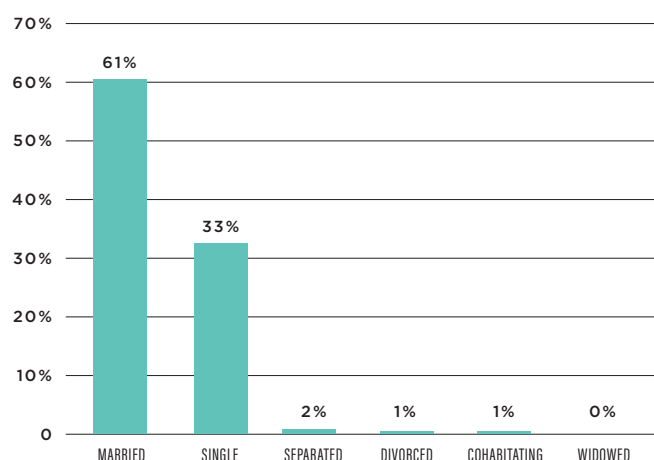
RELATION TO HOUSEHOLD HEAD



EDUCATION STATUS



SAMPLE DISTRIBUTION BY MARITAL STATUS



## RELEVANCE OF THE YETA PROJECT

The assessment on relevance and appropriateness was focused on establishing the extent to which project interventions aligned with the needs and priorities of the participants; were in step with national priorities, plans and policies; and consistent with the development goals and strategies of key partners. The relevance section further assessed the extent to which the approaches/methods were appropriate in the context of the target participants.

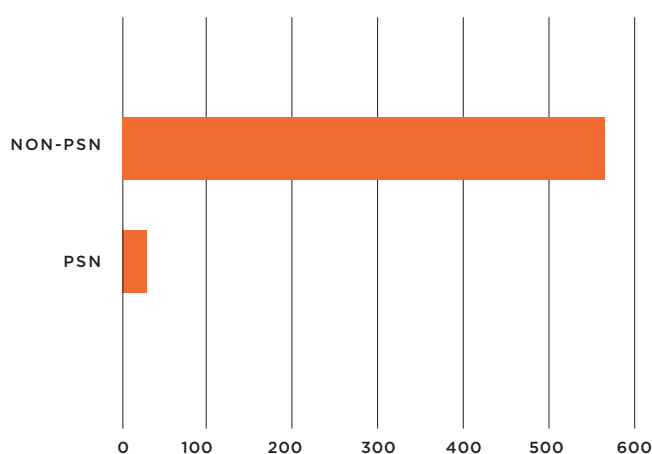
### ALIGNMENT WITH NATIONAL PRIORITIES, PLANS AND POLICIES

The YETA Project was aligned with the national priority to address youth unemployment through skilling and economic empowerment as stipulated in Uganda's National Development Plan (NPDII) 2015/16-2019/20. Specifically, the project was consistent with the government's Youth Livelihood Program (YLP), the Uganda Women Entrepreneurship Programme (UWEP), the Youth Entrepreneurship Program (YEP) and the Youth Venture Capital Fund.<sup>13</sup>

The project was further aligned with the National Strategy for Youth Employment in Agriculture (2017) that is implemented under four themes: 1.) ensure an enabling environment for youth employment in agriculture; 2.) support youth-

<sup>13</sup> Youth Venture Capital fund provides youth entrepreneurs with loans. The funding is provided by the Ugandan Government through Centenary Bank.

SAMPLE BY PERSON WITH SPECIAL NEEDS (PSN)



oriented agricultural extension; 3.) facilitate youth education and learning; and 4.) support youth entrepreneurship, including adaptation to and mitigation of agribusiness risk and uncertainties. It is also in line with the National Agriculture Policy (2013) as well as the Agriculture Sector Strategic Plan (ASSP 2015-2020). One of the key principles of the former is to achieve equity in agricultural growth by ensuring that agricultural interventions are balanced across all regions and agricultural zones, and between genders with a focus on parts of the country with specific needs and/or vulnerable or marginalized groups.

The project was consistent with the Public-Private Partnership Framework Policy (2010) and the National Public-Private Partnership Act (2015) that provided opportunities to leverage the private sector in support of youth agricultural enterprises. It was also in line with the Uganda Micro, Small and Medium Enterprise Policy (2015) whose second objective is "Enhance capacity building for entrepreneurship, vocational, business and industrial development skills" and whose strategic action is "Strengthen and expand entrepreneurship and small business management programs and their outreach especially among women, youth and people with disabilities (PWDs)." Further, YETA is also in line with the Social Development Sector Investment Plan (SDIP) II that aims to promote employment among marginalized groups (including youth) for social transformation.

Similarly, the project was consistent with the Youth Council and the National Youth Policy (2001)



that advocates for mobilization of resources to promote youth participation and integration in mainstream national development, the Northern Uganda Social Action Fund Youth Opportunities Program under the 3rd Northern Uganda Social Action Programme (NUSAF III), the National Health Policy and the National Adolescent Health Policy as well as the Adolescent Health Standards and Guidelines that all create avenues to provide youth-friendly sexual and reproductive health services. The project helped achieve the objectives under Skilling Uganda Strategic Plan 2012-2022, which provides a national framework for youth engagement and employment.

#### **CONFORMITY WITH DEVELOPMENT GOALS AND STRATEGIES OF MASTERCARD FOUNDATION AND NCBA CLUSA**

The project is in line with the Mastercard Foundation's strategy (2018-2030) *Young Africa Works*, which aims by 2030 to "enable 30 million young people in Africa to secure employment they see as dignified and fulfilling." The project is also consistent with NCBA CLUSA's vision of "a world where people are empowered to contribute to shared prosperity and well-being for themselves and future generations."

#### **ALIGNMENT TO GLOBAL PRIORITIES AND MANDATES**

YETA is aligned with the UN Youth Strategy (Youth 2030), especially its third priority: "Economic Empowerment through Decent Work - Support young people's greater access to decent work and productive employment." With regard to the UN's Sustainable Development Goals, the program is particularly consistent with the first (end poverty), second (zero hunger), third (good health and well-being), fifth (gender equality), eighth (decent work and economic growth), and seventeenth (partnerships for the goals).

#### **CONSISTENCE WITH REGIONAL PRIORITIES AND COMMITMENTS**

The YETA Project helped achieve The African Youth Charter (AYC) that was endorsed and adopted by the African Union Head of States and Governments

in Banjul in 2006 and to which Uganda is a signatory. The charter provides governments, youth, civil society and international partners with a framework that stipulates the rights, duties and freedoms of youth. It further emphasizes the constructive involvement of youth in the development agenda of Africa.

The project also complements the Malabo Declaration<sup>14</sup> on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods (2014) that has specific youth-related targets under its "Commitment to Halving Poverty by the Year 2025." At this declaration, heads of states acknowledged the need to create sufficient quality jobs that enable youth to enjoy decent livelihoods—an important part of their empowerment and sustainable development, particularly in light of demographic developments.

#### **ALIGNMENT TO PARTICIPANT NEEDS AND PRIORITIES**

YETA interventions responded to the priority needs of project participants as derived from the project's baseline study and situational analysis as well as the district development plans. Ugandan youth have low levels soft and technical skills and low financial literacy, and limited access to markets, finance, information and other resources, which YETA directly addressed. For example, among the challenges highlighted in the Kiryandongo District Local Government Development Plan (2015/2016-2019/2020) was youth underemployment and unemployment. The selected target group for project interventions was also appropriate. For instance, statistics from Dokolo District indicated that a total of 1,396 youth (3.8% of total population) were neither working nor in school.<sup>15</sup> In Masindi District 7.8%<sup>16</sup> of youth ages 18-30 were neither working nor in school. In addition, according to

14 The Malabo Declaration on Accelerated Agricultural Growth and Transformation for Shared Prosperity and Improved Livelihoods is a set of new goals showing a more targeted approach to achieve the agricultural vision for the continent which is shared prosperity and improved livelihoods. At the African Union Summit in Malabo, Equatorial Guinea in June 2014, Government and Heads of State adopted concrete agriculture goals to be attained by 2025. [https://www.resakss.org/sites/default/files/Malabo%20Declaration%20on%20Agriculture\\_2014\\_11%2026-.pdf](https://www.resakss.org/sites/default/files/Malabo%20Declaration%20on%20Agriculture_2014_11%2026-.pdf)

15 National Population and Housing Census, 2014, Dokolo District

16 National Population and Housing Census 2014: Area Specific Profiles

the Masindi District Development Plan (2015/16-2019/20), the district has limited institutions for skills development and a limited number of youth are enrolled in district institutions such as Kamurasi for teacher training, the Uganda Technical College Kyema and institutions outside the district such as Hoima and Lira Schools of Nursing. The district development plan further indicates that only a few youths had benefited from the government initiated Youth Livelihood Fund.<sup>17</sup>

## EFFECTIVENESS

Regarding assessment of the impact of the YETA project, the evaluation aimed to determine the impact project activities had on the program participants—both positive and negative—especially in relation to the expected results and strategic objectives; the extent to which target

<sup>17</sup> Masindi district local government five-year development plan 2015/2016 – 2019/2020.

groups (youth, processors, vendors, consumers, etc.) adopted YETA's recommended and implemented techniques that had economic and social benefits; and the extent to which the project reached beyond direct and targeted participants. It also sought to assess the unexpected outcomes that could have been due to the project. Table 1 provides a summary of indicators under the impact section of this evaluation.

## RESULT AREA 1: FORM AND STRENGTHEN YOUTH ASSOCIATIONS

Youth Associations (YAs) provide many advantages, not only for youth, but also for the entire community. For instance, YAs allow members to collectively and more effectively address challenges; help them gain self-confidence, self-efficacy and self-esteem; enhance their organizational and leadership skills; reduce their risk of becoming involved in risky behavior; and provide



## RESULT AREA 1 MAIN FINDINGS

- Youth enrolled into the program: 27,130, including 15,391 (57%) male and 11,739 (43%) female
- Youth who completed training: 26,018, including 14,794 (57%) male and 11,224 (43%) female
- Youth who transitioned into formal employment: 2,181, including 1,374 (63%) male and 807 (37%) female
- Youth who transitioned into self-employment business: 26,856, including 15,001 (56%) male and 11,855 (44%) female

opportunities for networking within their groups and with the wider community. *Table 2* summarizes the indicators that were assessed under Result 1.

Under Result 1, the key indicator was the knowledge and capacity of leaders to manage YAs. The Evaluation Team assessed the formation and strengthening of youth associations using a quantitative survey administered to YA members. The assessment was based on 10 indicators: 1.) knowledge about governance structures, 2.) satisfaction with the leadership of the YA, 3.) training of leaders on leadership and governance issues, 4.) conflict resolution, 5.) extent to which meetings were well conducted, 6.) existence of YA constitution, 7.) extent to which the constitution was referred to during meetings, 8.) transparency in handling of finances, 9.) access to land by the YA and 10.) registration of the YA by government.

Findings indicated that the overall score for responses across all 10 indicators was 86%, far exceeding the baseline value of 6%. Access to land, however, was rated low at 55% as indicated in *Figure 2* and thus has warranted additional conversation in the proceeding sections.

The following section of this report highlights findings on each specific assessment dimension in two dichotomies under i.) formation of groups and ii.) strengthening of groups.

### FORMATION OF YOUTH ASSOCIATIONS

KNOWLEDGE ABOUT GOVERNANCE STRUCTURES OF YAs  
Governance structures for youth associations are important because they determine the manner and extent to which roles, power and responsibilities are delegated, controlled and

**FIGURE 2: PARAMETERS FOR FORMATION AND STRENGTHENING OF YAs**





**TABLE 1: SUMMARY OF OUTCOME ATTAINMENT**

INDICATOR		BASELINE	TARGET	ATTAINMENT	PERFORMANCE
1	% of youth reporting agricultural enterprises as a source of income	54.9%	75%	87%	116%
	% of youth reporting main source of income as either crop farming, agricultural labor or livestock farming	54.8%	75%	85%	113%
	% of youth confirming to earn any income from agricultural enterprise	54.9%	75%	89%	119%
2	% of youth with an established agricultural enterprise	34.1 %	75%	94%	125%
3	Youth business survival rate at end of project	0 (na)	50%	85%	170%
4	% of youth with increased incomes from agricultural enterprises/employment	11.5%	50%	51%	102%
5	% of youth with increased yields from agricultural enterprises	16.3%	60%	50%	83%
6	Youth satisfaction with their quality of employment	9.2%	60%	38%	63%
(The Mastercard Foundation 7)	% of self-employed youth who are very satisfied with their agricultural enterprise or business (expressed by increase in income)	7.6%	60%	50%	83%
	% of employed youth who are very satisfied with their agricultural enterprise	10.7%	60%	24%	40%
	<b>Overall performance</b>				110%

**TABLE 2: SUMMARY OF RESULT 1 PERFORMANCE:  
YOUTH ASSOCIATIONS FORMED AND STRENGTHENED**

INDICATOR		BASELINE (2016)	TARGET (2019)	ATTAINMENT	% ATTAINED
1.1	# of youths mobilized to form YAs (>30% females)	0	26,250	28,048	107%
1.2	# of YAs formed and strengthened	0	750	813	108%
1.3	# of YAs registered and functional	na	375	813	217%
1.4	# of YA leaders trained YA principles and governance	0	2,250	2,164	96%
1.5	# of youths trained in YA principles and governance	0	26,250	26,021	99%
1.6	% YA leaders with knowledge and capacity to manage YAs	6.0%	na	86% <sup>17</sup>	14-Fold <sup>18</sup>

17 Estimated from sample survey

18 Implies the attainment was 14 times compared to baseline value



coordinated, as well as how information flows between the leadership and members. The Evaluation Team noted that the governance structure of YAs mainly comprised of the chairperson, secretary and treasurer.

Evaluation findings indicate that overall, a significant proportion (97%) of respondents knew about the governance structure of their YAs. Interviews with youth FGD participants revealed that they were well aware of the YA governance structure and could adequately articulate the roles and responsibilities of their leaders. It was further established that the roles and responsibilities of these executive members were clearly stipulated in the group constitution. These findings show a slight increase over the YETA Annual Survey 2017-2018, which indicated that 92% of the youth knew the leadership and governance structure of their groups.

Findings further show that a significant proportion of respondents (88%) indicated that YA meetings were conducted well and the Evaluation Team observed records of these meetings. Youth FGD participants reported that regular meetings were instrumental in keeping YA members together, as well as facilitating open discussion of issues that arose within the association. The evaluation further established the existence of participatory leadership in most YAs that was fostered through sub-committees such as the Project Committee, Savings Committee, Marketing Committee and Disciplinary Committee, among others. It was reported that clear terms of reference were developed for each of the committees and members reported on their activities during meetings.

#### TRAINING OF YA LEADERS

Regarding training of YA leaders on leadership principles, governance and cooperative issues, findings indicate that nearly all (97%) YA leaders were trained in governance and leadership compared to the baseline value of 6%. Training YA leaders was guided by the governance training manuals developed in collaboration with partners such as Making Cents International. Findings indicate that as a result of the training, leadership skills of YA leaders were enhanced as exemplified by their ability to keep members together and transform

YAs into bigger entities such as SACCOs and Primary Cooperatives. The training was also instrumental in guiding YAs to develop their constitutions, assign roles and responsibilities, clearly define the purpose and goals of the group, and effectively manage their activities.

Some YA leaders even assumed other leadership positions in government, religious and cultural institutions. By 2018, youth had gained confidence in their leadership skills and started taking on new leadership roles outside their groups. Project reports indicate that by the second quarter of 2018, 311 youth—28% of whom were female—had assumed leadership positions in churches, local governments and health center management committees as evidenced by the following quotes.

*"I am a 24-year-old... member and chairperson of Nyakakoma YA in Nyakakoma Village, Kiruli Parish, Pakanyi Sub-County in Masindi District. I was elected as chairperson of Local Council 1 of Nyakakoma Village during the recently concluded National LC1 elections. I am grateful to NCBA CLUSA who provided me with leadership skills."*  
– Bahimuka David, chairperson, LC1

*"Consequent to the leadership training from the YETA project, at 24 years, I vied for the position of chairperson in my Village (Bung) in Ilera Parish, Ayer Sub-County in Kileleshwa District and was elected because I was already practicing the skills I had acquired from the project in my YA and even beyond. I hope to develop further my leadership skills to one day become the LCIII Chairperson in my sub-county."*  
– Ogwang Bonny, member and YA chairperson.

Similarly, a YA member of Kidwera II Youth Group in Kidwera II village, Labongo Parish in Masindi district was elected secretary for LC1, while a member of Kusemererwa Youth Group in Kahara Village, Kyankende Parish in Kiryandongo District became the LC1 Assistant Secretary for Production.

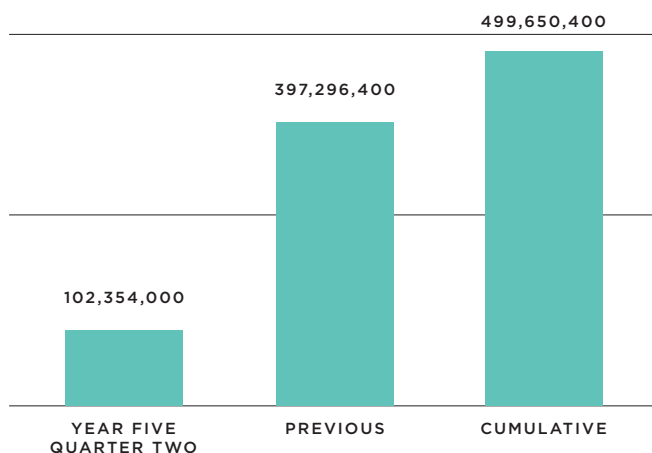
Selected church leaders were charged with training youth peer leaders to develop entrepreneurship skills, while other youth got involved in health center management and were responsible for ensuring that the local residents could access health services. They mobilized youth for mass

immunization and monitored health centers to ensure that supplies were put into the best possible use. These responsibilities align with a Ugandan law that states that the village executive committees<sup>18</sup>—comprised of the LC 1 Chairperson, council youth representatives and disability chairperson—shall: 1.) oversee the implementation of policies and decisions made by its council, 2.) serve as the communication channel between the government, the district or higher local council and the people in the area, 3.) assist in the maintenance of law, order and security, 4.) initiate, encourage, support and participate in self-help projects and 5.) mobilize people, material and technical assistance in relation to self-help projects.

Interviews with youth FGD respondents reveal that though youth leaders cascaded the training to other YA members through “step down” training, the effectiveness of knowledge transfer depended on the level of education and competency of individual trainers, detail and availability of training materials to facilitate the step down training, and follow-up support during the step down training. YETA staff was present during some of the cascade/step down trainings to monitor and support. This suggests the need to develop criteria for the selection of trainees that considers their quality, interest level and ability to engage and disseminate new knowledge and information to trainees.

18 These committees are a part of the local government structure at the village level.

**FIGURE 3: FUNDING FROM GOVERNMENT PROGRAMS TO YOUTH ASSOCIATIONS (UGX)**



**EXISTENCE AND USE OF YA CONSTITUTION**  
95% of the YAs had a constitution with clearly stipulated executive and member roles, responsibilities and obligations. About 85% of youth said that their constitution was always referred to during meetings. FGD participants further revealed that efforts were made to ensure that constitutional provisions were explained to all members in both English and local languages. One YA in Masindi District said their constitution was discussed at least three times a year. Some YAs reviewed and amended their constitutions to ensure that it met the needs and aspirations of their members. For instance, the Constitution of Kidwera II Youth Group in Masindi District was amended and the term of office for executive members reduced from three to two years in order to ensure that more members get the opportunity to assume positions of leadership at the executive level. Kijune United Youth Group has also amended its constitution to increase the share value from UGX 10,000 to 30,000 per week for some members who were interested in buying three shares per week.

Interviews with youth FGD participants revealed that group constitutions were referred to when making decisions on investment of funds generated from group projects, as well as disciplining errant members. For instance, it was reported that the constitution was used to guide the YA of Kijune United Youth Group in Kiryandongo District in using the savings generated from a group project to build a house to host YA business activities. Following the constitution, the group also imposed a penalty of UGX 10,000 for each monthly meeting missed by a member of the YA.

**REGISTRATION OF THE YOUTH ASSOCIATION**  
Findings indicate that all 813 YAs (100%) were registered by the government at both the sub-county and district levels. Findings further establish that as a result of formal registration, YAs were able to access support from the government through programs such as the Youth Livelihood Program (YLP) and Operation Wealth Creation (OWC) Program, as well as from other relevant development partners and formal financial institutions. For example, one ton of maize and bean seeds was provided to YAs by Masindi District

through OWC. By the time of this evaluation, a total of six YAs had benefited from YLP.

Project reports (second quarter 2019) indicate that local governments through the sub-county structures had and were likely to continue giving preference to YETA groups for government funding sources such as the YLP. YETA YAs that previously benefited from government funding exhibited discipline through on time loan repayment and good investments. Government support to YETA YAs had increased six-fold and is likely to continue as illustrated in *Figure 3*.

The support provided by the relevant district and sub-county officials in the registration of YAs was particularly noted by the Evaluation Team. For instance, Masindi District reduced YA registration fees from UGX 50,000 to UGX 20,000. In addition, it was reported that following a commitment from Regional Advisory Committee (RAC) members, fees for renewal of registration for YAs whose registration certificates had expired were waived by the districts of Masindi, Kiryandongo and Kole.

## STRENGTHENING YOUTH ASSOCIATIONS

### SATISFACTION WITH YA LEADERSHIP

The evaluation indicates that 84% of respondents were satisfied with YA leadership. This result was, however, slightly lower than findings from the YETA Annual Survey (2017-2018) that indicated 96% of youth were satisfied with the leadership of their YAs. Interviews with youth FGD respondents indicated that satisfaction with YA leadership was mainly attributed to enhanced ability of YA leaders to train the other youth on leadership and governance; enhancing youth access to SRH services; providing a link between the youth and the project, as well as other stakeholders such as local government and the private sector; providing support to other youth on management of agricultural enterprises; encouraging youth to save and acquire loans from VSLAs for expanding agricultural enterprises and transforming YAs into bigger entities like SACCOs and Primary Cooperatives; as well as enhancing group cohesiveness. Interviews with youth FGD participants further revealed that some YA leaders contributed to winning recognition awards for

exceptional performance in group savings as highlighted in the following quotation:

*“Good leadership has enabled us to be among the best five YAs in the Kiryandongo District and we also obtained the award for the best saving YA in 2018. Our YA saved UGX 8 million and UGX 16.5 million with the VSLA during the first and second year, respectively. The fact that only two members of our association have dropped out since we started the association in 2017 explains the good performance of our leadership.”*

– FGD respondent, Kijune United Joint Youth Association

Findings also indicate that decision-making in some cases posed a significant challenge to YA leadership, as cited in the following quotation:

*“When it comes to group enterprises, we face the challenge of decision making especially regarding sharing and [reinvesting] profits. For example, we sold our bull at UGX 1,920,000 (USD \$533) and some of us had an idea of adding up some extra money to buy three more bulls so that we can have two pairs of oxen. This suggestion has been rejected by some members and we have held several meetings on this issue without coming to a common agreement. Lack of common agreement regarding interests on both group and bank savings has also led to loss of UGX 600,000 (USD \$167) that we were supposed to get at the end of the financial year as annual interest.”*

– Kll youth association member, Kiryandongo District

### CONFLICT RESOLUTION

When asked whether conflicts among YA members were well resolved, most respondents (84%) said yes. Interviews with youth FGD respondents reveal that most conflicts were over allocation, use and distribution of resources. The most reported source of conflict was the use of the three bicycles allocated to the executive members (chairperson, secretary and treasurer), YMEL and peer leaders to facilitate official YA business. It was noted that some executive members turned the bicycles into their personal property. Similarly, conflicts were observed around custody and theft of VSLA cash boxes. Some YA members resolved such conflicts

by referring to the guidelines on use of YA facilities. In other cases, YAs sought the intervention of project staff, Parent Mentors, LCs and the police. Project reports indicate that the introduction of dispute resolution techniques such as Reflection Circles and the use of the Education for Life Model have helped reduce tensions within YAs that would otherwise have escalated into conflicts. Soft skills, such as negotiation, acquired by youth helped them resolve conflicts within their groups, but also helped reduce conflicts in their communities more broadly, as revealed in the respondent quotation below. Other benefits reported by youth as a result of YETA group strengthening are evidenced in the following quotations:

Respondent 1: *"The project has brought unity among the youth in our community whereby we work together as a team."*

Respondent 2: *"This project has helped reduce the conflict rate in this community especially in families, between children and parents."*

#### TRANSPARENCY IN MANAGING FINANCES

With regard to transparency in managing finances, 81% of respondents indicate that finances were transparently handled. Findings establish that the main source of finances for YAs included VSLAs, SACCOs, banks and government funding such as the Youth Livelihood Program, as well as family support. Interviews with youth FGD participants indicate that a number of measures were established to ensure transparency in management of finances. These included, among others, income and expenditure statements that were made and presented to YA members during monthly meetings and keeping expenditures within approved annual budgets. It was further established that the project provided training to YA leaders and members on financial literacy. This included training the chairpersons, treasurers and secretaries on record keeping, including financial records. These trainings enhanced the capacity of youth leaders to handle YA finances. In addition, it was reported that chairpersons, secretaries and treasurers were signatories to YA accounts and that monthly bank statements were collected and shared with YA members.

District officials interviewed expressed satisfaction with the transparency of YETA-supported YAs and noted that expanding the YETA model would put Youth Livelihood Funds to better, more accountable use. Their positive attitude toward YAs under YETA regarding the handling of funds has enhanced opportunities for YETA youth to access government funds.

#### YOUTH ACCESS TO LAND FOR AGRICULTURAL PRODUCTION

Interviews with FGD participants indicate that most YAs accessed land for agricultural enterprises by renting. However, renting costs were reported to be high, averaging UGX 146,000 per acre per season, thus constraining access.

Parent mentors helped youth access land for agriculture production - one in ten youth indicated that access to land was a benefit from mentorship. It was observed that YAs in urban setting had less access (51%) compared to rural YAs (56%). Similarly, access was highest in Dokolo (63%) and lowest in Kiryandongo (49%), which underscores baseline findings. This is again attributed to cheaper land in Lango Sub-Region compared to Bunyoro Region. Findings further showed that YA members on average cultivated 2.4 acres of assorted crops (e.g. maize, tomato, onion, soybean, sunflower, and simsim, among others). According to a recent report, average farm size in Uganda is 0.9 hectares (2.25 acres).<sup>19</sup>

According to documentary review findings,<sup>20</sup> some of the challenges faced by the youth in accessing land include unfavorable land tenure systems and customary practices; overreliance on inheritance, which limits choices in terms of timing, size, quality and location of land; undeveloped sales and rental markets; lack of resources to buy or rent land; inadequate access to information and lack of legal protection of land rights for youth; and lack of provision for youth in state-sponsored land redistribution programs. Addressing these challenges will require, in part, promoting non-land based agriculture enterprises such as poultry, apiary, mushroom growing, etc. It also requires

<sup>19</sup> Land Policy in Africa Conference, Addis Ababa, 2017 and Byamugisha F and Y.A.W Ansu, 2017

<sup>20</sup> ibid





Youth Association  
access to land.



Youth Leader Ogwang  
Bonny cascading training  
to youth group members.

supporting the youth to undertake advocacy campaigns on land tenure reforms and distribution, as well as raising awareness of land rights.

## RESULT AREA 2: IMPROVE WELL-BEING AND CONFIDENCE THROUGH ENHANCED FOUNDATIONAL SKILLS

### FOUNDATIONAL SKILLS

One of the key design components of the YETA project was to improve the wellbeing and confidence of the targeted youth association members. This was mainly achieved through youth acquiring the foundational and technical skills necessary to empower them to make informed decisions about SRH and other social behaviors that affect productive engagement in agriculture. This model used proven methodologies and focused on long-term engagement to deepen and broaden the skill sets of youth, integrating functional numeracy, literacy and life skills with specific technical skills in agriculture, business, entrepreneurship, planning and management, among others, to improve

youth livelihoods. *Table 3* provides a summary of indicators in Result Area 2 that were the focus of this evaluation.

### YOUTH INVOLVED IN RISKY BEHAVIOR

The YETA project sought to increase the ability of youth to make informed choices and decisions about Sexual and Reproductive Health (SRH) and Family Planning (FP) and other social behaviors that affect productivity by reducing their risky behaviors from 34.4% at baseline to a target of 8% by end of project. It was observed that significantly more males (27.8%) were still engaged in risky behavior compared to females (19.4%). This can be explained by the fact the females are usually under stricter oversight from parents and other family compared to their male counterparts.

Furthermore, risky behavior was significantly higher (at a 95% confidence level) among youth in rural households (23.2%) versus urban (16.7%). We can attribute this to better access to information in

**TABLE 3: SUMMARY OF INDICATORS IN RESULT AREA 2**

INDICATOR	BASELINE (2016)	TARGET (2019)	ATTAINMENT	% ATTAINED
<b>2.1 % of youth involved in risky<sup>21</sup> behavior</b>	34.4%	8%	24%	33%
% of youth that get involved in two or more of the five risky behaviors	33.6%	8%	18% (24%M, 10%F)	
% of youth have had sex with someone who is not their partner or spouse	35.2%	8%	30% (32% M, 29% F)	
<b>2.2 # of information (maps, assessment results and leaflets) on SRH services produced and shared with YAs</b>	0	4	4	100%
# of assessment information on SRH services produced and shared with YAs	0	1	1	
<b>2.3 # of YA leaders trained in foundation skills</b>	0	1,500	1,789	
<b>2.4 # of youths who received mentoring in foundation skills</b>	0	21,900	24,691	
<b>2.5 % of youth empowered with knowledge on SRH and family planning to manage behavioral outcomes</b>	89.3%	76%	77%	101%
% of youth who can mention at least two ways HIV or other STIs are transmitted from person to person	90.0%	76%	79%	
% of youth who can mention at least two ways HIV can be prevented	87.6%	76%	69%	
% of youth who can mention at least two ways of preventing early or unwanted pregnancy	90.3%	76%	83%	
<b>2.6 % of youth with access to SRH family planning information and services</b>	42.7%	76%	83%	109%
% of youth that have received education or counselling on prevention of STIs or FP services in the last 12 months	42.9%	76%	83%	
% of youth that have heard of any promotion or advocacy events around SRH or FP practices in the last 12 month	42.5%	76%	83%	

21 Risky behaviors refer to social behaviors that are likely to affect the socio-economic status and health of youth. These include early sexual involvement, risky sexual behavior, unsafe sex practices, drug use, smoking, gambling, etc.

urban areas compared to rural areas. In addition, rural areas face lower literacy rates. This implies the need to step up SRH in rural areas by, among other things, improving the availability of health center supplies in rural areas as cited in the following quotation:

*“Here at the HCIV (Health Centre Level 4) in Dokolo, we rarely run out of drugs and supplies for SRH. However, this may be happening at the lower HCII (Health Centre Level 2) as you have reported to me today. We have no mechanism to transfer our supplies to them as it is directly delivered from our headquarters.”*  
– Senior Nursing Officer, Dokolo

Findings suggest the need to review the supplies system to minimize shortfalls in health center inventories—especially at the lower health facility levels. Findings establish that more youth in Kiryandongo (26.7%) followed by Masindi (25.4%) were involved in risky behavior than in Dokolo (23.3%) and Kole (23.4%). This can be attributed to more urbanization in the former districts. Youth engagement in risky behavior was not significantly different across age groups except among the younger youth (ages 18-20) where it was 28.3%. It was found out that this age group was more sexually active having just entered early adulthood. This calls for more

focus of SRH interventions on this age group. In addition, a larger proportion of youth from the second cohort were engaged in risky behavior. Discussions with field-based staff revealed that Cohort 1 youth were largely recruited based on referrals from Community Development Officers (GoU sub-county based staff), whereas the recruitment of Cohort 2 youth were more from rural settings where SRH information had less penetrated. This explanation is supported by the observed higher prevalence (by 50%) of risky behavior indulgence in rural (23.4%) compared to urban (16.7%) households.

Despite some reduction in risky sexual behaviors, FGD with community leaders indicate that some youth still indulge in risky behaviors. When asked what risky behaviors or practices are exposing out-of-school youth ages 15-24 to HIV/AIDS and early or unwanted pregnancies despite YETA intervention, community leaders had this to say:

*"Youth here are involved in sex work whereby a girl agrees to have sex with a man just for a material thing or money so that she can get what she wants since her parents may not afford to provide, hence infection or unwanted pregnancies and in some cases youth may not protect themselves—especially when condoms run out of stock from health facilities."*

– Treasurer, LCIII, Dokolo

*"Youth here overdrink. This has resulted in some bad sexual life and lack of self-control leading to HIV infection and unwanted pregnancies among some youth—especially among youth who are not as active in the YETA groups."*

– Chairperson, LCIII, Dokolo

According to Figure 5, youth indulgence in unprotected sex (37%), sex with multiple partners (20%) and alcohol abuse (8%) were the highest risky behaviors observed and appear to be correlated, implying they should be addressed concurrently.

#### UNPROTECTED SEX

Youth involved in unprotected sex has fallen from 47% at baseline to 37%. It was observed that Dokolo District (46%) had the highest percentage of youth at risk of unprotected sex compared to 34%

in Kiryandongo, 33% in Kole and 33% in Masindi. Comparison across residence indicates that at baseline, rural areas were slightly more at risk (37%) compared to 34% for youth living in urban areas. Although significant, the risk showed little variation across age groups and cohorts.

Despite the above findings, only 5% of the youth (4% male and 5% female) perceived themselves to be at risk of contracting HIV. Among those who perceived themselves to be at risk of contracting HIV 75% (65% male and 91 female) mentioned that they were sexually active, while 39% (59% males and 9% female) indicated that they had multiple partners. Among those who perceived themselves not at risk of contracting HIV, when asked to count the times that they had sex with someone who was not their regular partner or spouse, 71% of the females said they had not, compared to 68% of males.

#### MULTIPLE SEX PARTNERS

The percentage of youth engaging in early sex, sex with multiple partners or cross-generational sex has fallen significantly from 34% to 20%. The difference between females and males was found to be negligible, while youth living in urban areas were found to be more at risk (23%), compared to rural areas (19%). It was, however, observed that risk to early sex, sex with multiple partners or cross-generational sex tended to increase with age—it was 9% among youth ages 15-17, 20% among youth ages 21-24 and 25-29 and 30% among youth ages 25-29. In addition, we observed that youth from Cohort 2 were at the greatest risk (25%) compared to the other cohorts (each of which averaged 19%). In terms of districts, Kole District had the highest percentage at-risk youth (25%), while Masindi District had the lowest (17%) for similar reasons as explained earlier.

#### USE OF EXCESSIVE ALCOHOL

Unlike other risks, use of excessive alcohol indicated no change, with the baseline and end line values holding steady at 8%. Alcohol consumption may have persisted due to the rampant marketing and sale of cheaper and smaller sachet packages that cost as little as UGX 500 shillings (USD \$0.14). Weak enforcement of laws regulating the use of alcohol during working hours of the day may have

FIGURE 4: YOUTH INVOLVED IN RISKY BEHAVIOR

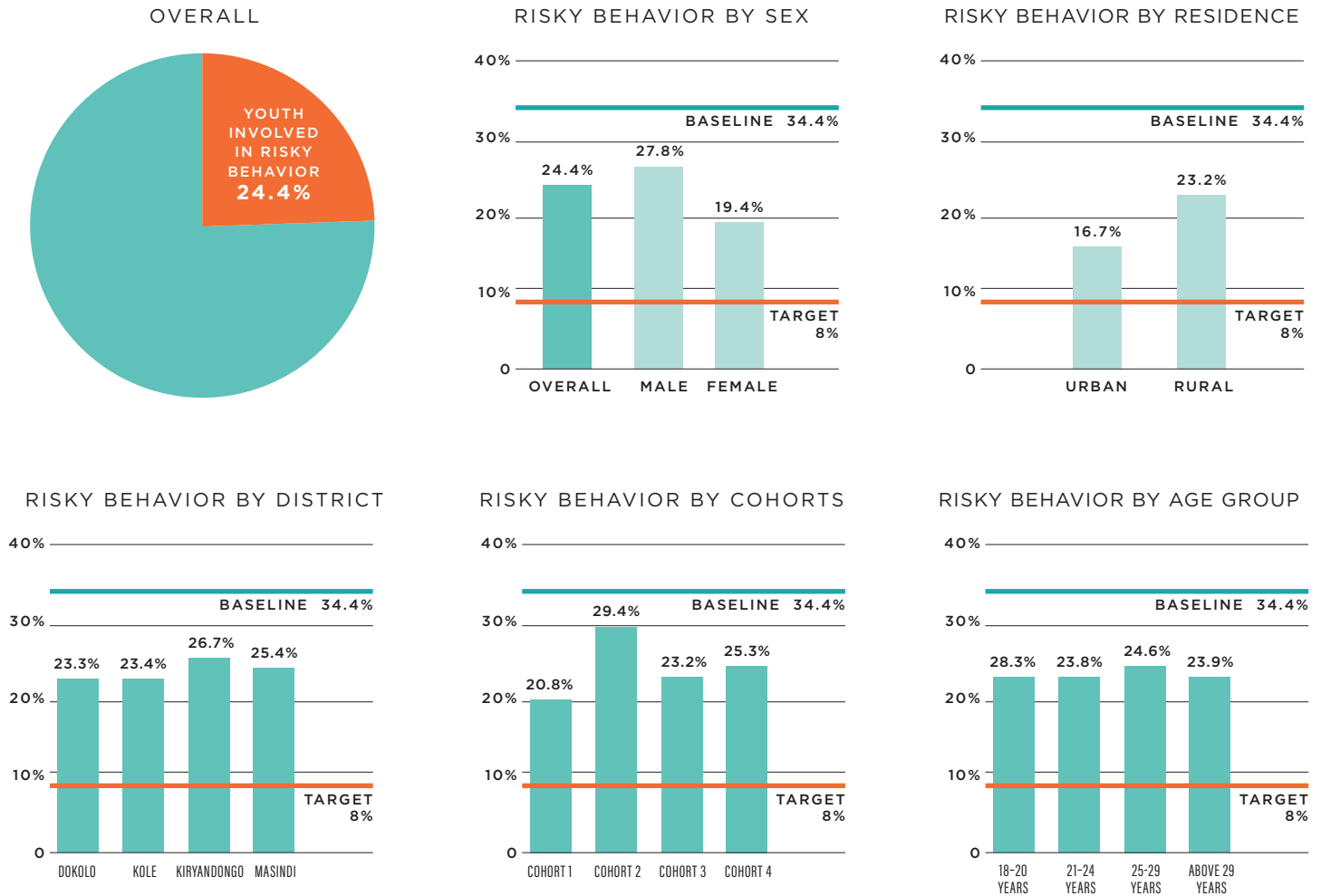
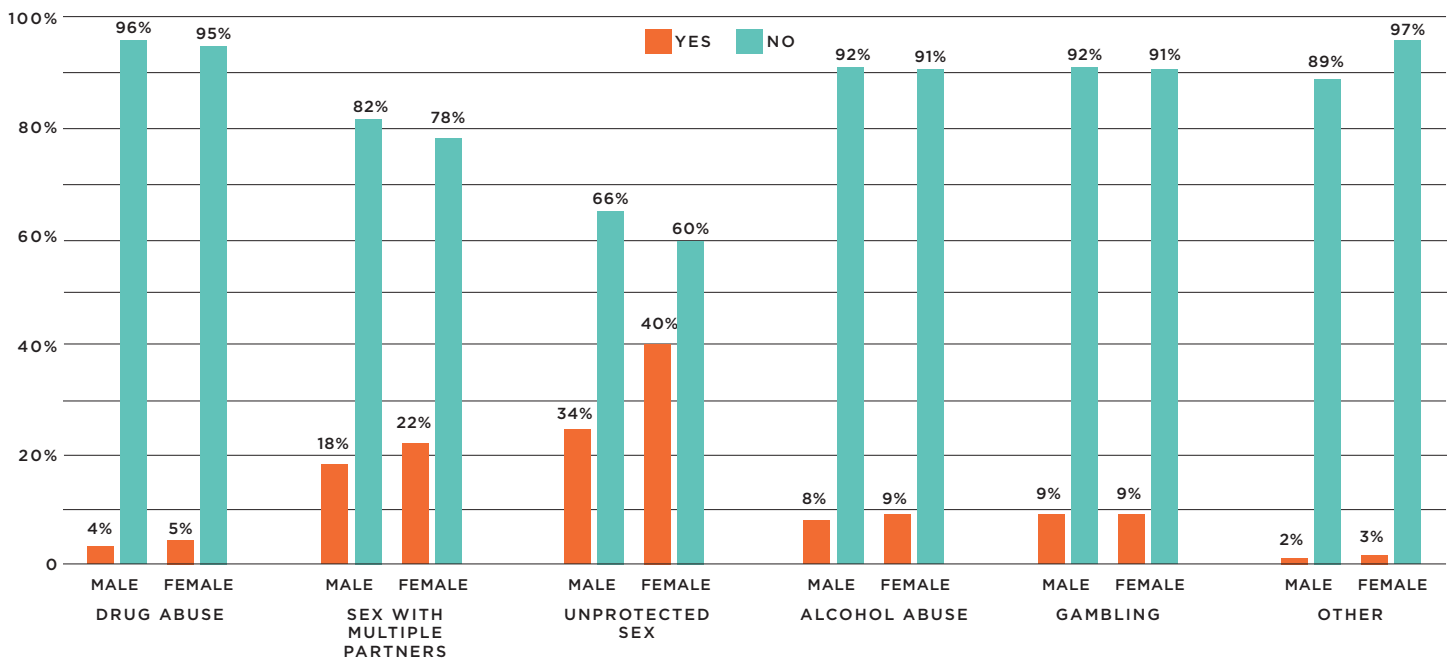


FIGURE 5: RISKY BEHAVIORS AMONG YOUTH





contributed as well. Use of excessive alcohol did not reveal any significant differences according to gender or residence (rural or urban), and there was no significant difference across districts either. Other risky behaviors exhibited by youth were drug abuse (5%) and gambling (9%).

#### YOUTH EMPOWERED WITH KNOWLEDGE ON SRH AND FAMILY PLANNING TO MANAGE BEHAVIORAL OUTCOMES

Young people ages 15-24 face a number of obstacles to obtaining sexual and reproductive health services. Research<sup>22</sup> shows that only a minority of sexually active adolescent women who have a sexually transmitted infection (STI) seek care in a health facility. Compared with older women, adolescents also tend to take longer to recognize their pregnancies and are more likely to have unsafe abortions. Pregnancy and childbirth continue to be a leading cause of death for adolescent girls ages 15-19. To address this, NCBA CLUSA through YETA worked in alliance with civil society organizations and government to improve and expand sexual health services that respond to the needs of their young clients. Partners included Youth Alive Uganda and RHU to empower youth

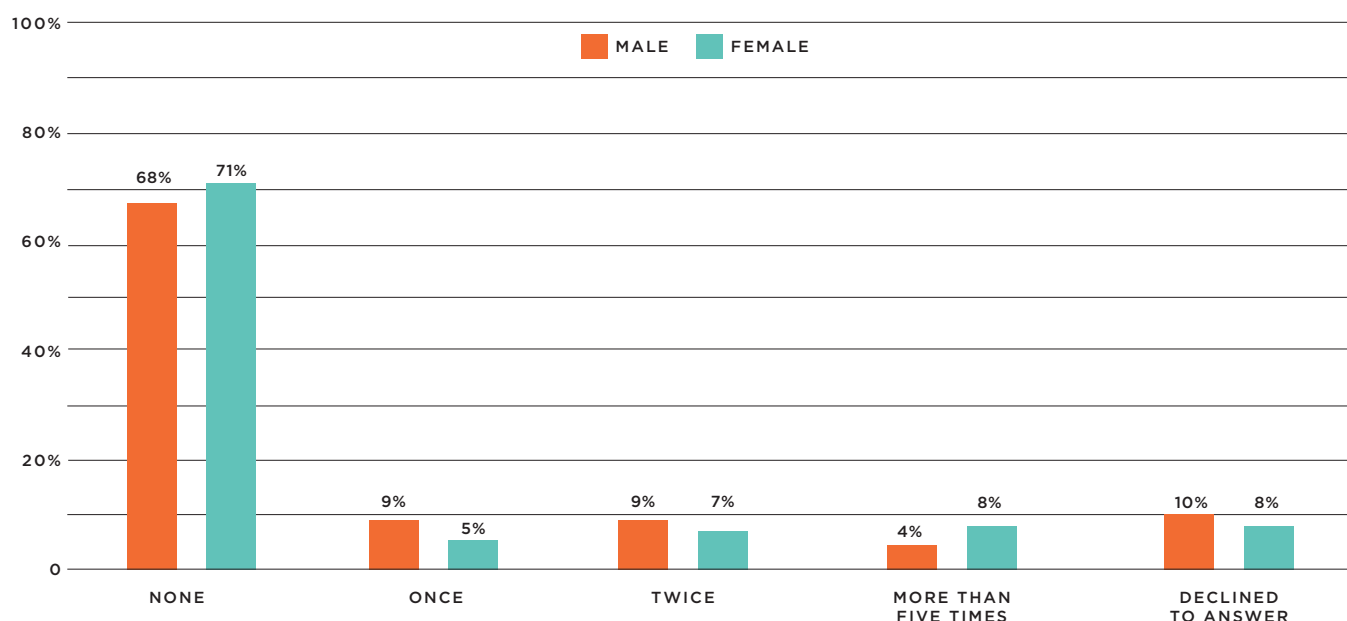
by increasing knowledge of and access to SRH and Family Planning information and services.

During the YETA project, knowledge of SRH and FP to manage behavioral outcomes was a compounded index consisting of 1.) youth who could mention at least two ways HIV or other STIs are transmitted from person to person, 2.) youth who could mention at least two ways HIV can be prevented and 3.) youth who could mention at least two ways of preventing early or unwanted pregnancy. Overall, evaluation findings established that 77% of youth have been empowered with knowledge on SRH and FP to manage behavioral outcomes, which aligns with the set target of 76%.<sup>23</sup> No difference in knowledge of SRH and FP was observed by sex. However, knowledge level was significantly higher among urban youth (82%) than among rural youth (77%), perhaps due to more frequent exposure to information. Similarly, knowledge level by district ranged between 78%-81% except for among youth in Dokolo District where it was lower, at 70%. When asked whether the current available sexual reproductive health services in your community are friendly, youth in Dokolo cited fear of side effects, saying FP could lead to

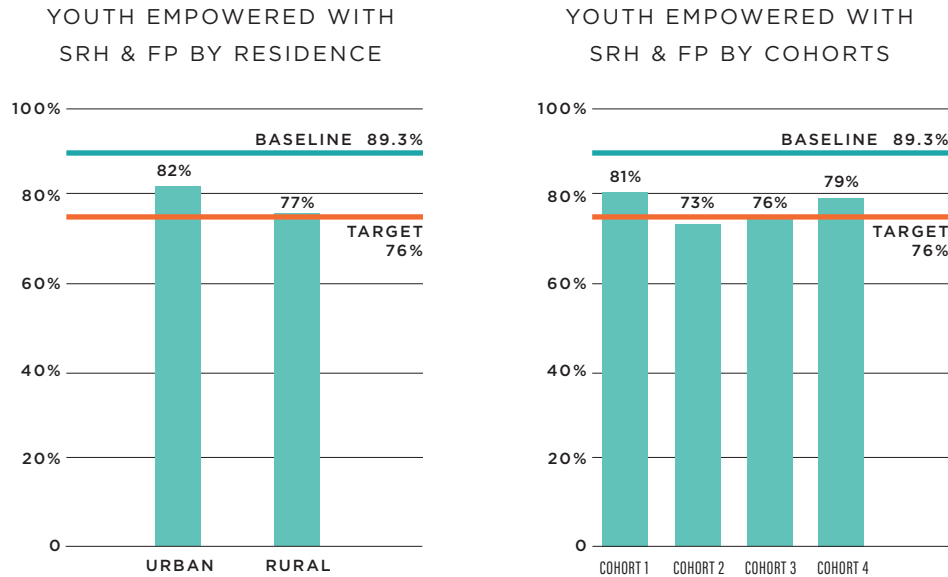
22 <https://plan-international.org/sexual-health/access-sexual-health-services>

23 It was observed that the baseline value of 89% being higher than the target of 68% could have been an oversight and so has not been compared.

**FIGURE 6: OCCURRENCE OF MULTIPLE SEX PARTNERS BY SEX OF RESPONDENT**



**FIGURE 7: YOUTH EMPOWERED WITH KNOWLEDGE ON SRH AND FP**



excessive bleeding, infertility and other outcomes as evident in the following quotation:

*"Youth need more training—especially women. We still have fear about the possible side effects of family planning. Some of us hear that FP can make some women and girls become infertile and over bleed. This has made many of our girls and women afraid to use it."*

– FGD community leaders, Adeknino Sub-County, Dokolo

Discussions with key informants revealed that peer leaders often initiated discussions with youth regarding SRH and FP services who subsequently refer their peers to health facilities.

### **YOUTH ACCESS TO SRH AND FAMILY PLANNING SERVICES**

Under YETA, reducing barriers to accessing SRH and FP services was computed using an equal compounded index (CI) comprising of the percentage of youth who received education or counselling on prevention of STIs or FP services and the percentage of youth who had heard of any promotion or advocacy events around SRH or FP within the last 12 months. The project supported access to SRH and FP through education and counselling on the prevention of STIs, FP services

and supporting partners' promotion and/or advocacy events around SRH and FP.

The evaluation survey established that overall, 83% of the youth with no disregard for sex (83% male, 84% female) had received education and counselling on the prevention of STIs or FP services within the last 12 months compared to 42.9% at baseline.

Survey results indicated no significant difference in youth access to SRH and FP except among youth ages 18-20. It was observed that among respondents ages 15-17, a lower proportion of youth (76%) had received some education or counselling on the prevention of STIs or FP services compared to an average of 84% among other age groups (see Figure 8). As already mentioned, this age group has just entered young adulthood and may be more sexually active, according to community leaders in Adeknino Sub-County. Thus, this age group will need special attention in future similar interventions.

### **SATISFACTION WITH SRH AND FP SERVICES**

Regarding satisfaction with SRH and FP services, 56% of the youth said they were happy with the services provided, while 34% were not. Kiryandongo District had the least percentage of dissatisfied youth (49%) compared to Dokolo (68%). Interviews revealed a variety of benefits youth gained in terms of SRH and FP (see quotations on the next page).

**FIGURE 8: YOUTH ACCESS TO SRH AND FAMILY PLANNING SERVICES**



*"Through provision of youth friendly services, the number of youth coming for sexual reproductive health services such as family planning, STI counselling, ante-natal and post-natal care has increased. This has reduced the number of teenage pregnancies and cases of STIs in the district. The youth now feel more comfortable to approach us for services and do not have to line up. On our part as health workers, the project has provided us skills in interacting with the youth in a friendly manner and the relationship and trust built between us and them has enabled us to serve them better."*

– KII Respondent, Health Worker, Masindi

*"The youth now feel more comfortable to seek health services and, most importantly, know that it's their right. Also, as a result of youth friendly services, there has been improvement in health-seeking behavior among the youth. For example, according to a health worker at Diima Health Centre II in Kiryandongo, syphilis, which used to be a big problem in this area, has significantly reduced because the youth who were mainly*

*affected by the disease now come openly to the health facilities for treatment. According to the health worker at this health facility, in a month, one can get only one case of this disease which was not previously the situation before this project."*

– KII Respondent, SRH Coordinator, Kiryandongo

#### YOUTH TRAINING IN FOUNDATION SKILLS

One of the central ways YETA improved the wellbeing and confidence of the targeted youth association members was through foundational and technical skills trainings. These were designed to empower youth to make informed decisions about SRH and other social behaviors that affect productive engagement in agriculture. Key activities to achieve this result included the selection and training of two peer leaders from each of the 813 YAs that were equipped with the skills to support their fellow youth, including referring them for health-related services with the support of RHU and Youth Alive. Following the TOT training of peer leaders, they in turn cascaded the training to YA members as is illustrated by the following quotations:

*“We were selected from the youth associations and trained for six days (two days per week for a period of three weeks). Our roles include sensitizing association members and other youth on sexual reproductive health, Family Planning, protection from HIV/STI including how to teach youth on condom use. We also deal with gender issues and also advise the young parents to take their children to school.”*

– Peer Leaders/YMEALs FGD, Kahara Village, Kiryandongo District

The role of the youth peer leader was reinforced by the project champions and parent mentors. Peer activity was also complemented with sports and Functional Adult Literacy<sup>24</sup> (FAL) interventions. In the following quotation, one youth explains how their life has changed as a result:

*“To me the most important outcome of the training was change in mind-set. We appreciated the need to plan, and be flexible rather than just living by chance. From the training, we obtained courage in leadership and this helped us venture into new initiatives that helped us gain independence. For example, on my part, I used to be dependent on my parents for my survival and sustenance. After the training, I got determined to get land, animals and capital to start a business. I started by renting one acre of land in Kijune Village; I then ventured into vegetable growing on half an acre in the swamp. I will be harvesting in early 2020.”*

– Youth, Kijune Village

#### YOUTH MENTORSHIP AND WELL-BEING

Parent mentors are reputable adult volunteers selected by YAs from their communities. Their roles included monitoring and supervising association activities and conducting follow-up on individual youth businesses—especially VSLAs receiving loans to help them avoid default or misuse borrowed funds. Other roles included counselling youth to avoid risky behaviors, as well as encouraging youth to stay in or return to school and resolve conflicts. From the evaluation, we observed that parent mentors played an important

role in complementing peer leaders, including helping YAs and members to sustain the groups, promoting marketing of YA products and ensuring minimal abuse of YA assets as indicated in the following quotation:

*“Other roles that we play as parent mentors include supporting the youth associations find better markets for their produce. For example, we support associations that link to better markets, link the associations to government programs such as the YLP, represent youth negotiating produce buyers for better prices, and lobby with district technocrats and political leaders to influence policies that promote youth.”*

– FGD, Parent Mentors, Kichwa Bugingo

Based on the evaluation findings, 87% of youth surveyed said they had received some form of mentorship, while only 13% had not. Of those who received mentorship, 80% said group mentoring was more helpful than individual mentoring. Project reports similarly indicate that Reflection Cycles worked better than individual mentorship. Some of the positive changes observed in the lives of youth by the parent mentors are illustrated in the following quotation:

*“Some of the changes we have seen in the lives of the youth include the reduction in abuse of alcohol, increase in the value of savings and subsequently the acquisition of productive assets—especially land. Many youth got attracted to farming after seeing peers benefit from engaging in enterprises and harvesting ‘big’ from farming. We also saw increased uptake of SRH services, exhibition of leadership skills, reduction of HIV related stigma and enrollment for FAL classes, among others.”*

– FGD, Parent Members, Kichwa Bugingo

Benefits youth reported from parent mentorship included enabling youth to gain an interest in agriculture (42%); embrace savings through better VSLA practices (42%); contribute to improved interpersonal and gender relationships (36%); change their attitudes and perceptions towards work (29%); acquire skills to build group cohesion and stability of their associations (25%); benefit from a mindset change toward better living (20%); and become more assertive, gain self-esteem and

24 The Functional Adult Literacy Program implemented by the Ugandan government with assistance from various NGOs, was designed to focus on linking literacy to people’s livelihoods and needs. It is an approach designed to impart reading, writing and numeracy skills among adults alongside other interventions.



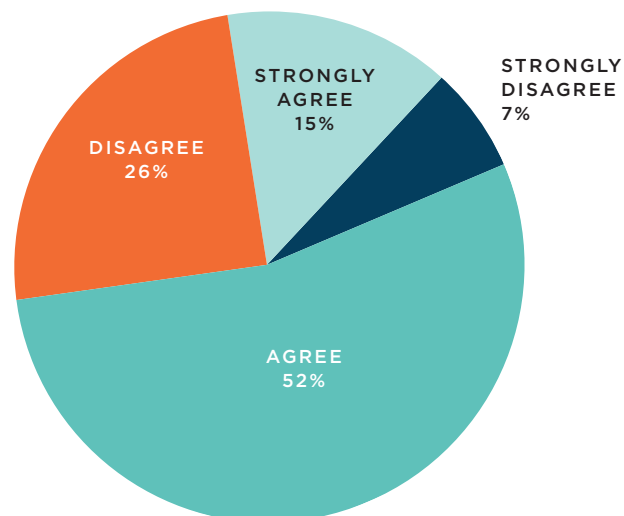
pursue self-discovery (20%), among others, as illustrated in *Figure 9*.

#### CONFIDENCE BUILDING AMONG YOUTH

To strengthen the assessment of YETA's foundation skills, the Evaluation Team measured the level of confidence among youth by using the Rosenberg Self-Esteem Scale that requires respondents to indicate their degree of agreement or disagreement to the following statements: on the whole, I am satisfied with myself; at times I feel I am not good at all; I feel I have a number of good qualities; I am able to do things as well as most people; I feel I do not have many things to be proud of; I certainly feel useless at times; I feel that I am a person of worth, at least on equal level with others; I wish I could have more respect for myself; All in all, I am inclined to feel that I am a failure; and I take a positive attitude towards myself.

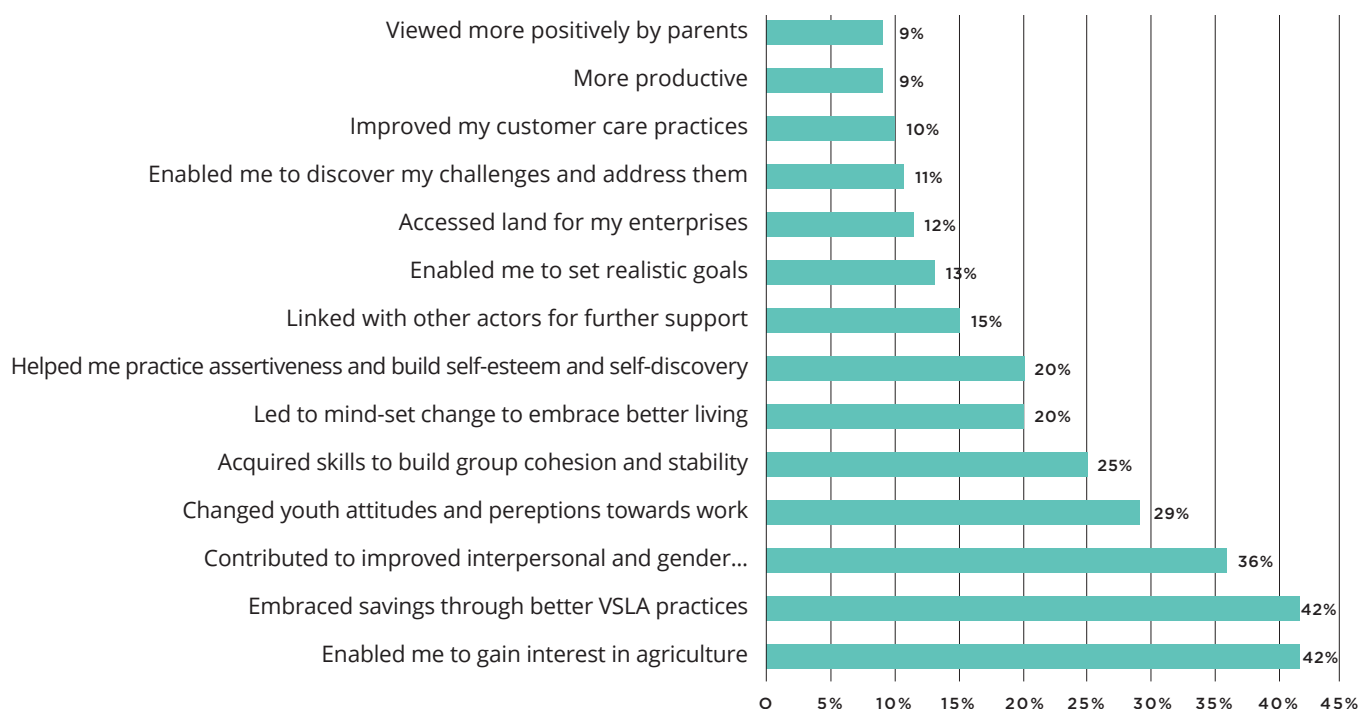
Most youth felt that they were able to do things as well as other people. They felt worthy and were satisfied with themselves (see *Figure 10*). A solid majority (67%) of youth either strongly agreed or agreed that their sense of confidence had increased. About 26% disagreed and 7% strongly disagreed with this statement. Among youth who showed agreement in satisfaction, most attributed this to the

**FIGURE 10: SENSE OF CONFIDENCE AMONG YOUTH**



creation of youth-friendly services at health facilities, specifically the establishment of referral cards for youth and youth corners (youth-friendly spaces) at health centers. Youth also noted the training of young health workers to attend to youth as another reason for this enhanced confidence. Importantly, this innovation is being scaled up by the government. However, about 33% of youth still indicated a low level of confidence. It should be realized that confidence building is a process and attainment may vary from person to person. It was, however,

**FIGURE 9: BENEFITS ACCRUED FROM MENTORSHIP TO YOUTH**



observed that the sense/level of confidence did not vary significantly across all parameters considered.

### RESULT AREA 3: INCREASED ACCESS TO FINANCIAL SERVICES

YETA worked to integrate financial literacy and access to finance into the project not only as a business strategy, but also as a long-term approach to household savings. In this regard, the project helped youth form their own Village Savings and Loan Associations (VSLAs) to allow them to practice savings and borrowing and also trained them on financial literacy. Once they adopted financial skills, the program linked youth to financial institutions and models that were viewed as suitable to their situations, including formal and informal financial sectors. In Lango sub-region, for example, the project linked YAs to Post Bank, DFCU and Equity Bank. Post Bank staff indicated that the project partnered with the financial institution to offer financial literacy training, support youth in agency

banking, and encourage them to take advantage of youth-friendly loan products such as the Youth Save Account, VSLA Group Accounts, VSLA Individual Accounts and mobile phone platform. *Table 4* summarizes indicators in Result Area 3 that were the focus of this evaluation.

#### YOUTH ACCESS TO INFORMATION FROM TO FINANCIAL SERVICE PROVIDERS

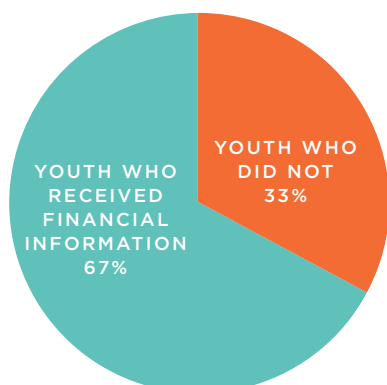
About 67% of youth received information from financial service providers about available products and services—far exceeding the baseline of 9.9% and indicating that the project has significantly contributed to youth accessing financial services. However, this result was below the project target of 92%. In terms of male and female youth accessing information, there was no significant differences, indicating that gender equity was addressed by the project. A significant difference by age groups was observed, showing that younger youth (ages 15-17) and older youth (age 25 and above) had received

TABLE 4: SUMMARY OF INDICATORS IN RESULT AREA 3

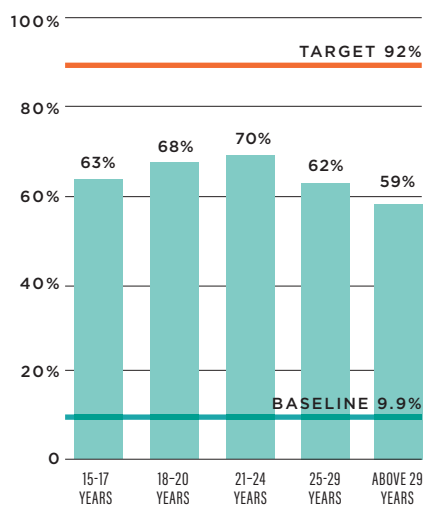
	INDICATOR	BASELINE	TARGET	ATTAINMENT	PERFORMANCE
3.1	a.) # of youth trained in financial literacy	0	26,250	21,652	82.5%
	b.) # of youth trained in VSLA methodology	0	26,250	19,449	74%
3.2	# of YAs VSLAs established or strengthened and functional	0	560	802	143%
3.3	At least one new financial product developed or modified by partner financial institutions for youth enterprises	0	2	3 (DFCU/Post Bank)	150%
3.4	<b>% of youth who received information from a financial service provider about available products and services</b>	9.9%	92%	67%	73%
	a.) % of youth who have received sensitization or training from a financial service provider about available products and services for youth in the last 12 months	7.1%	92%	67%	73%
	b.) % of youth who have heard of any promotion activities or events by a financial service provider about available products and services for youth enterprises in the last 12 months	12.6%	92%	67%	73%
3.5	<b># of youth saving (in a formal or informal mechanism)</b>	na	15,000	18,663	124%
3.6	# of youth who received a loan from a financial service provider	na	1,000	270	27%
	# of youth with active bank accounts and/or access to credit from formal financial institutions	na	3,000	3,013	100%
3.7	# of youth with access to land to start and maintain agricultural enterprises	na	300	270	90%

**FIGURE 11: YOUTH ACCESS TO INFORMATION FROM FINANCIAL SERVICE PROVIDERS**

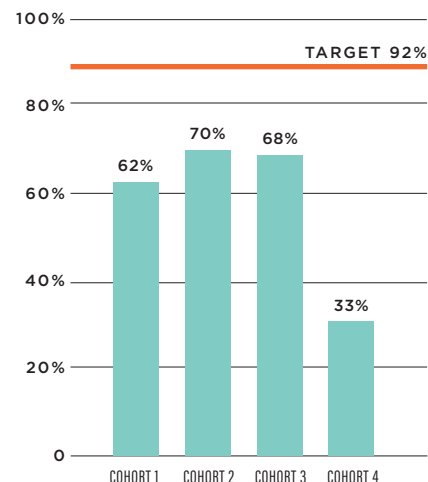
**YOUTH ACCESSING FINANCIAL INFORMATION**



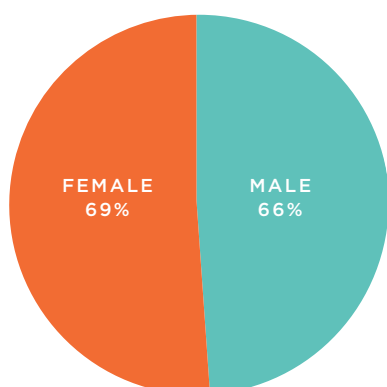
**YOUTH ACCESSING FINANCIAL INFORMATION BY AGE GROUP**



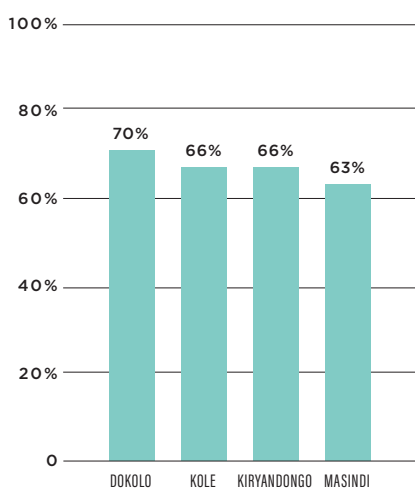
**% OF YOUTH WHO RECEIVED INFORMATION FROM A FINANCIAL SERVICE PROVIDER ABOUT AVAILABLE PRODUCTS AND SERVICES**



**YOUTH ACCESSING FINANCIAL INFORMATION BY GENDER**



**YOUTH ACCESSING FINANCIAL INFORMATION BY DISTRICT**



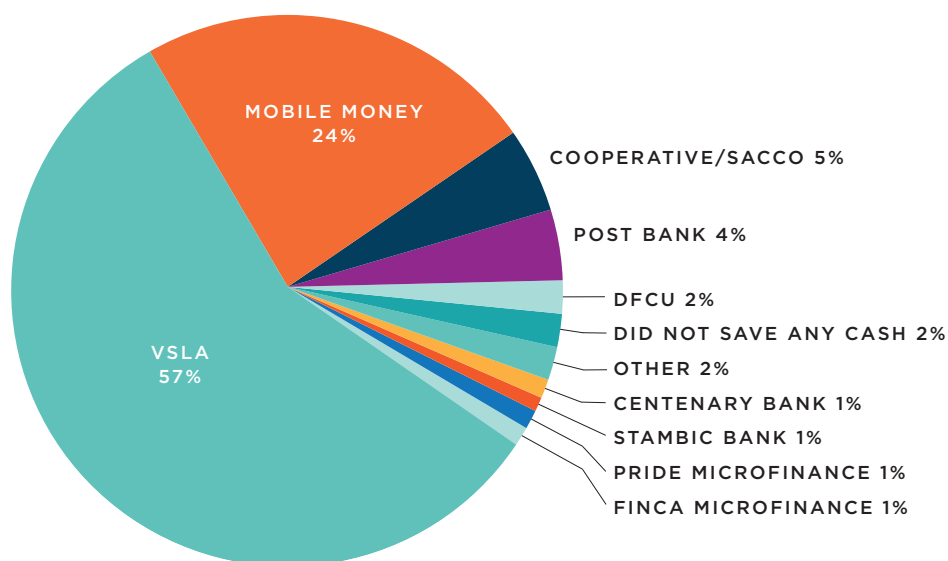
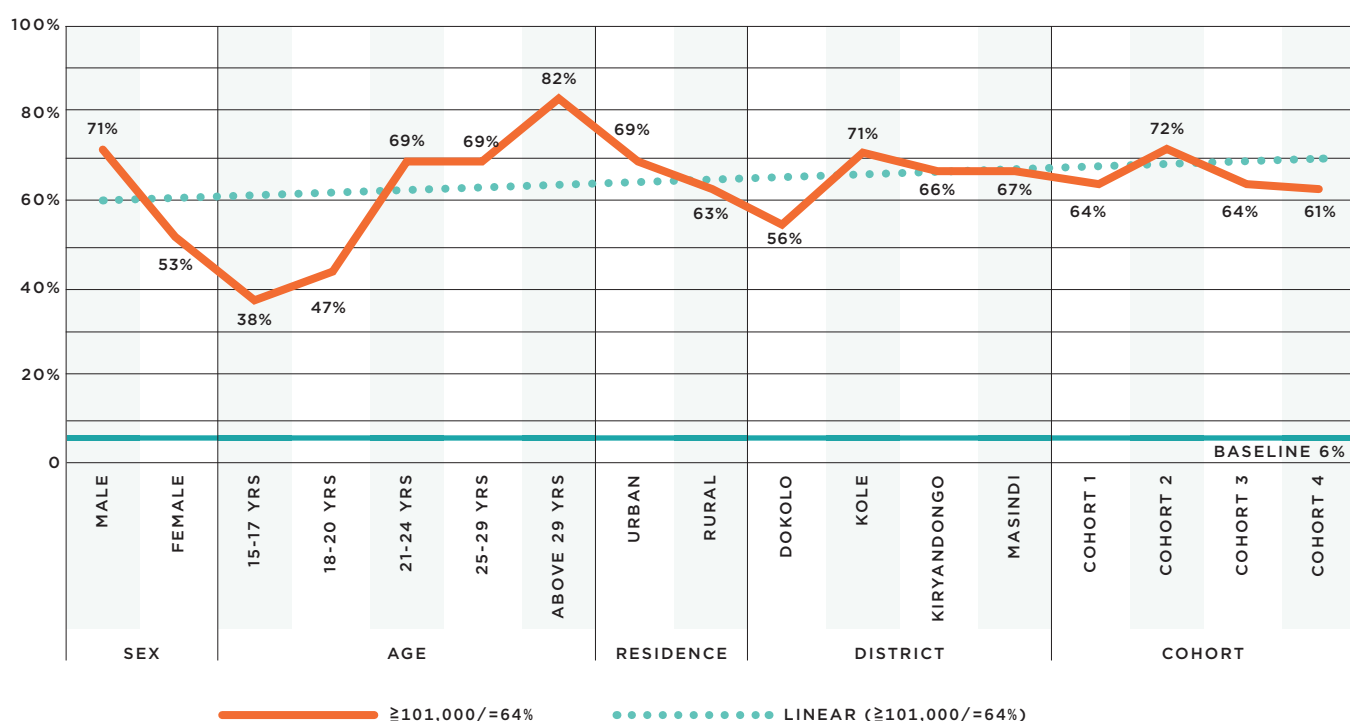
less information from a financial service provider about available products and services compared to other age groups. According to FGD findings, some of the youth reported to be less proactive in accessing financial information. This warrants further follow-up by the project and financial institutions. In terms of districts, there was greater access to financial information by youth in Dokolo (70%) compared to Masindi (63%). The other districts were within the overall average. In terms of cohorts, fewer youth in Cohort 4 accessed information. Further analysis is warranted to determine the

reasons for this outcome. Overall, 65% of youth (69% of males and 60% of females) owned a mobile phone and 61% had received or sent money using their phone within the last 12 months. A good number of youth were also using their phones to transact business by sending and receiving money.

#### FORMAL AND INFORMAL SAVING MECHANISMS FOR YOUTH

When asked whether the YETA project participants secured youth-owned accounts in which to save

**FIGURE 12: FORMAL AND INFORMAL SAVING MECHANISMS FOR YOUTH**





money, 69% said yes (both males and females). Regarding the amount of money saved with financial institutions, SACCOs and VSLAs within the past 12 months, 64% had saved more than UGX 100,000. This is well above the 5.6% baseline value (see *Figure 12*), indicating a growing savings culture among YETA participants. Higher percentages of youth from three districts—Kole (71%), Masindi (67%) and Kiryandongo (66%)—saved more than UGX 100,000 compared to just 56% of youth from Dokolo. The general trend in increased savings indicates the significant contribution of the YETA project in raising youth incomes, reducing poverty and building awareness of the importance of savings and investment.

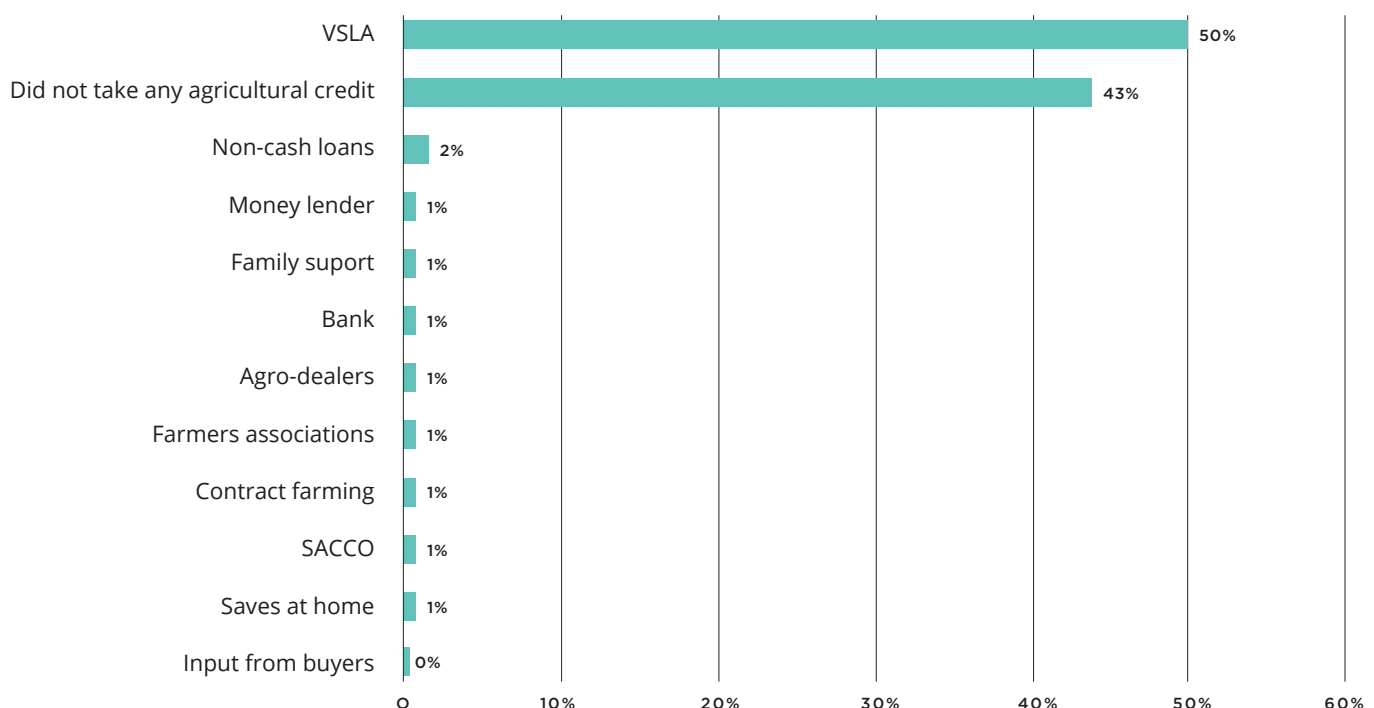
Evaluation findings established that the majority of youth saved their money through their VSLAs (57%) followed by mobile money accounts (24%) and cooperatives/SACCOs (5%). In comparison, 33% of the 2016/17 National Household Survey respondents indicated they were saving their money in homes and/or secret places, followed by 18% using VSLAs and only 8% using commercial banks as a saving mechanism. This trend suggests a great improvement in the savings culture among previously unbanked youth.

A small proportion (10%) of youth saved with formal banking institutions. Interviews with Post Bank staff in Lango indicated that the majority of youth still face challenges that limit their access to the formal banking sector including high illiteracy levels, immediate monetary expectations, fear of sharing information about their businesses, and remote areas where banking services are costly to access.

Financial linkage meetings between YAs and banks resulted in more youth opening up savings accounts with a number of financial institutions. Towards the end of the project, YETA records indicate that the cumulative number of individual accounts reached 3,131. Opening bank accounts gave youth access to other financial products, which will enable them to sustain their businesses. It is worth noting that financial institutions have started extending loans to YAs. As of this evaluation, 53 YAs had accessed bank loans worth UGX 148,065,000 (USD \$40,000) benefiting a total of 1,059 youth (542 males and 517 females).

Findings indicate that the formal banking sector has recognized the positive change in attitudes among youth towards agriculture and saving as seen in the following quotation:

**FIGURE 13: SOURCES OF AGRICULTURAL LOANS FOR YOUTH**



*“There is a tremendous shift from what we used to see among the youth in this region regarding attitudes to agricultural farming, business and saving. Majority of the youth would only be seen in towns doing cheap jobs for easy pay so as to get quick money to spend on drugs, alcohol, prostitution, etc. and far less on any development initiative and saving for the future. Today, we can testify as a banking sector that we now see increased deposits from individual youth and youth associations, youth coming closer and using/seeking for information on banking services and also reduced levels of redundancy and/or idleness.”*

– KII, Post Bank, Lira

As a result, YAs have opened accounts with banks including Post Bank, Equity Bank and DFCU that also offer youth-friendly products. For instance, 500 youth in Equity Bank’s Lira branch alone opened savings accounts (Equity Ordinary Accounts), all of which were still active at the time of this evaluation. This account type offers youth-friendly services such as zero monthly charges and lower interest rates on loans. A similar situation was noted by DFCU, which operates a youth-friendly accounts package called a “Dembe” account with zero monthly charges.

The assessment conducted on the YETA USSD Mobile Banking Pilot implemented collaboration with Post Bank indicated a number of findings. For instance, the mobile phone banking product introduced by Post Bank reduced transportation costs for youth by for 88%. In addition, 66% of the youth reported satisfaction with the USSD application, while 47% of youth reported that mobile banking met VSLA needs very well. However, it is important to note that Post Bank services with the YETA project were later suspended due to integrity compliance issues reported at the bank.

The YETA project aimed to increase the number of youths who seek loans from financial service providers for agricultural development. Only 1% of youth (which translates to about 270 youth) had taken loans from banks during the 12 months prior to the evaluation against the target of 1,000 youth. However, during this same time period, 50% indicated they had taken a loan from their VSLA

while 8% indicated they had done so via number of other non-bank informal sources (see Figure 13). About 43% had never taken any loan. Results indicate no significant difference between rural and urban setting, district, age difference, and gender and cohort in terms of loans.

When asked about the main reasons for acquiring the loans, majority (53%) indicated purchase of agricultural inputs, 12% for running business, and 10% paying of school fees, while smaller percentages indicated doing so for building a house, buying food, renting land, paying medical bills, and land preparation, among others. Results also indicate no difference by sex, age group, target districts and residence (rural/urban setting).

The Evaluation Team further sought to establish how youth participation in financial services had empowered them. The results indicated that a majority of respondents (72%) felt they had learned how to plan their finances, 40% reported benefitting from learning Productive Investment Cycles, 24% learned how to be more responsible at home, 22% became more focused on aspirations, 17% had reduced loan default, 16% acquired greater confidence to speak out and 12% accessed mobile phone banking and other products. Outcomes were relatively similar across sex, age categories, gender, district, and cohort parameters indicating a close correlation in perception of benefits derived from participation of youth in the project.

Finally, under Result Area 3, the respondents were asked to rank their satisfaction with the current financial services provided with support from YETA project. The responses indicated that 46% were very satisfied, 42% somehow satisfied, while 7% and 5% were somehow unsatisfied and not satisfied, respectively. No significant differences appeared across sex, age, residence, district and cohort parameters.

## RESULT AREA 4: DEVELOP THE TECHNICAL AND ENTREPRENEURIAL SKILLS TO START AND MAINTAIN BUSINESSES

Clearly, the role of agriculture and smallholder family farming in providing decent livelihood opportunities for rural youth in the years ahead will be an important one. The landscape surrounding agriculture has undergone significant changes in recent years. As rural and agricultural markets are transforming, with greater demand, more integrated supply chains, higher rural-urban connectivity and rapid growth in urban markets, new opportunities are emerging for young people to start up and run profitable agribusinesses (FAO, IFAD and WFP, 2015).<sup>25</sup> Similarly, according

to IDS study (2012),<sup>26</sup> small-scale agriculture is the developing world's single biggest source of employment and with the necessary support, it can offer a sustainable and productive alternative to the expansion of large-scale, capital-intensive, and labor-displacing corporate farming. Many youth have shunned farming given the low agricultural productivity rates, high risk of failure and the difficulties they see previous generations have faced. To support youth in taking advantage of opportunities in agriculture, however, they will need a range of agricultural, financial, and entrepreneurial skills as well as a broader environment with supportive youth-targeted policies and investments. YETA made significant progress in empowering youth obtain these skills

25 Developing the knowledge, skills and talent of youth to further food security and nutrition, 2016

26 Agriculture and the Generation Problem: Rural Youth, Employment and the Future of Farming. Institute of Development Studies, 2012

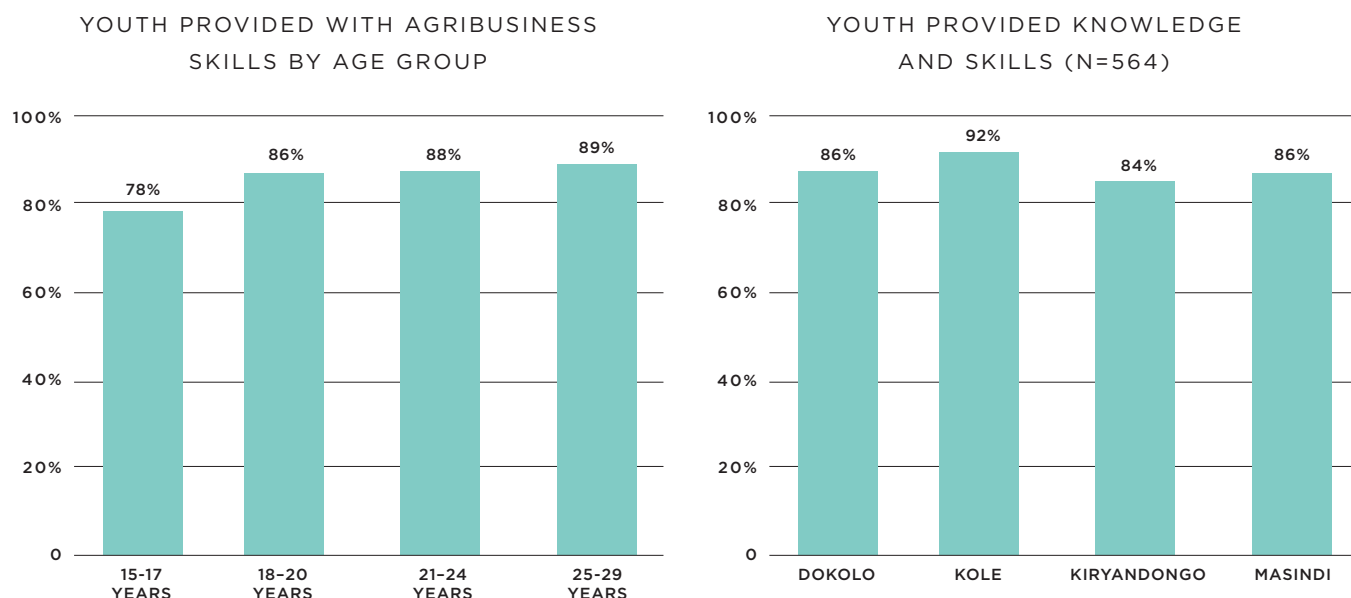
TABLE 5: SUMMARY OF INDICATORS IN RESULT AREA 4

INDICATOR		BASELINE (2016)	TARGET (2019)	ATTAINMENT	PERFORMANCE
4.1	<b>% of youth with knowledge and skills to start and maintain sustainable agricultural enterprises</b> (% of youth who have ever been trained in identifying and running a profitable agriculture enterprise, with emphasis on production, marketing or entrepreneurship development)	8.8%	86%	98% <sup>28</sup>	114%
The Mastercard Foundation 1	% of youth with increased assets	8.7%	na	45%	517% (5-fold)
	a) % of youth who own at least five or more productive assets	11.9%		26%	218%
	b) % of youth who have saved at least UGX 100,000 with a Bank/MFI, SACCO/VSLA/etc.	5.6%		64%	11-fold
4.2	a) # of youth trained in savings, financial and entrepreneurship skills	0	22,650	21,664 M (10,984) F (10,684)	96%
	b) # of youth trained in production, post-harvest handling and marketing skills	0	22,650	22,240 <sup>29</sup> M (12,577) F (9,663)	98%
4.3	# of youth with established Community Based Solution Providers (CBSPs)	0	300	6,469 M (3,716) F (2,753)	21-fold increase
4.4	# of YAs with signed agreements and are being mentored in agricultural enterprise start-up and management	0	750	813	108%
4.5	# of youth mentored by private sector in agricultural enterprise start-up and management	0	22,320	26,857	120%

28 Project Sample Survey

29 Source: Project reports, 2019

**FIGURE 14: PERFORMANCE IN YOUTH GAINING KNOWLEDGE AND SKILLS BY AGE AND DISTRICTS**

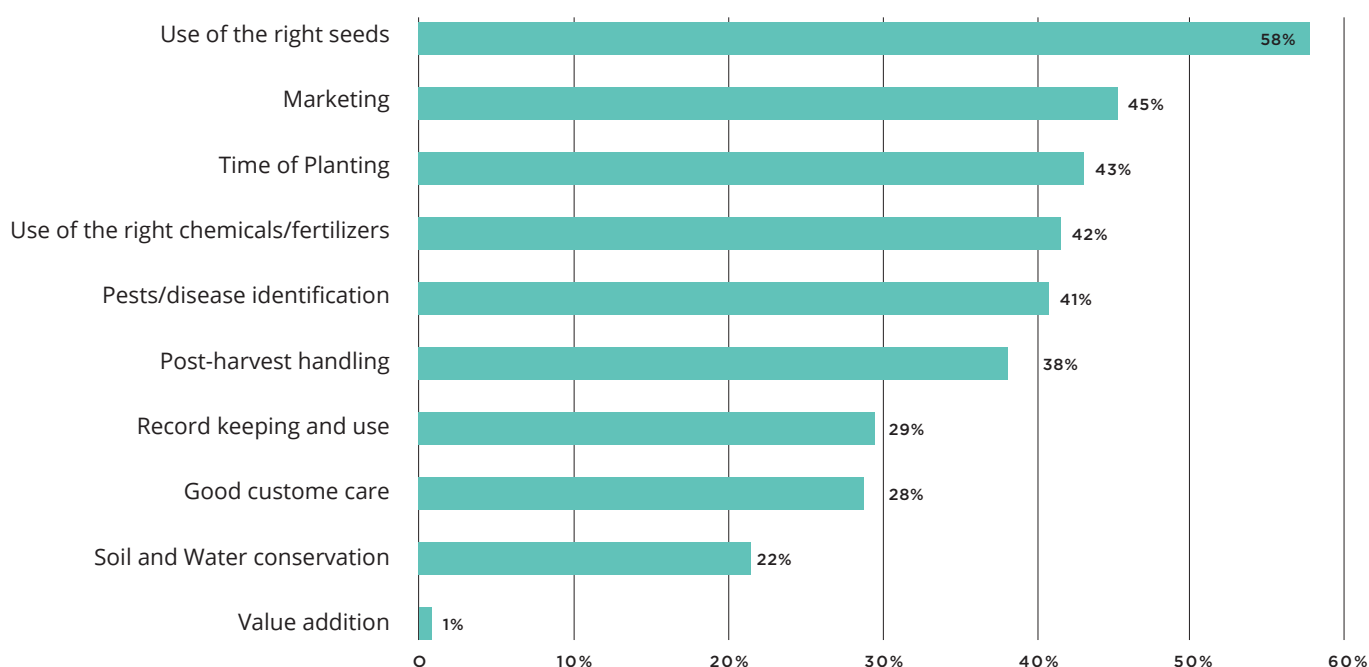


and apply them in agriculture, integrating them into markets as members of associations, primary cooperatives, as well as individual entrepreneurs.

Overall, by the end of the program, 98% of youth compared to 8.8% at baseline had acquired knowledge and skills to start and maintain sustainable agricultural enterprises – a significant achievement. In the opinion of the Evaluation

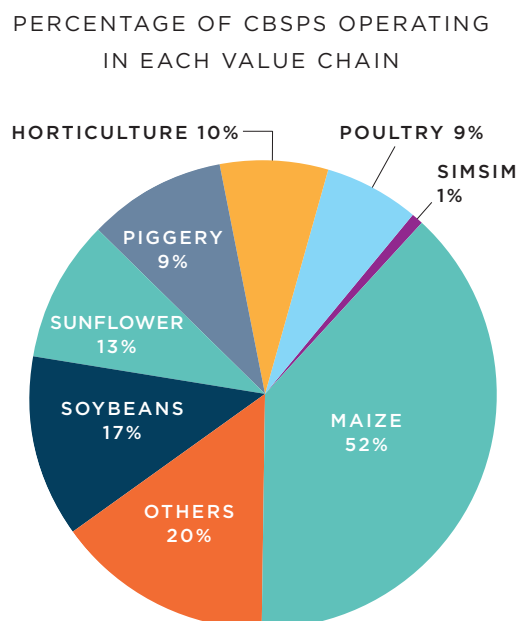
Team, this success was due to the youth-focused targeting and packaging of the project delivery mechanisms. It was observed that the acquisition of skills by males (89%) was slightly higher than among females (83%). There was no significant difference at the 95% Confidence Level both by sex and residence (rural and urban). That said, 91% of the participants were resided in a rural setting. In regard to districts, a higher proportion of youth

**FIGURE 15: AREAS OF TRAINING IN AGRO ENTERPRISE**





**FIGURE 16: SERVICE PROVISION BY VALUE CHAIN**



in Kole district reported skills acquisition (92%), whereas other districts ranged between 84%-86%. However, the younger youth (ages 15-17) reported significantly lower levels of knowledge and skills (78%) to start and maintain sustainable agricultural enterprise compared to other aged groups. With regard to cohorts, more youth from the second cohort had acquired significantly more skills (92%) compared to the first cohort which was lower (76%).

Regarding areas youth received training to start and maintain sustainable agricultural enterprises, the use of appropriate improved seeds (58%), marketing (45%), and timely planting (43%) were among the leading skills acquired by youth. However, value addition was mentioned least. This was, however, not an area of emphasis in the project. There were only minor variations in knowledge and skills acquisition by age, sex, cohorts, district or rural/urban residence. In addition to youth training in farming techniques and technologies (e.g. conservation farming), YETA responded to emerging gaps in markets by training Community Based Solutions Providers (CBSPs) to create additional youth employment and support agricultural value chains. For instance, during discussions with the District Community Development Officer (DCDO) of Kole district, it was

noted that farmers had limited access to veterinary services in the rural areas.

Accordingly, District Veterinary Officers (DVOs) trained interested youth in identifying animal diseases and providing basic treatments and referring where necessary while DVO staff provided oversight services. Youth were awarded para vet certificates and farmers are excited about their roles as CBSPs. Other services included input provision, land preparation, and spraying crops, among others. YETA helped to facilitate these trainings and offered some logistical support.

It was established that 36% of the youth confirmed they were CBSPs of whom 37% were females. The above finding indicates that many youths were involved in the CBSP component of the program, especially in the maize value chain. Notably, CBSPs provided services in all value chains covered by YETA, with the greatest participation in maize (52%) and least on simsim (1%). Project reports indicate 6,469 (3,716 male and 2,753 female) youth had established CBSP businesses which was above target of 300. The evaluation survey indicated that all respondents had received services from CBSP businesses reflecting a high level of impact from these youth-led business support services from their peers. *Figure 16* above shows areas of service provision and by value chain.

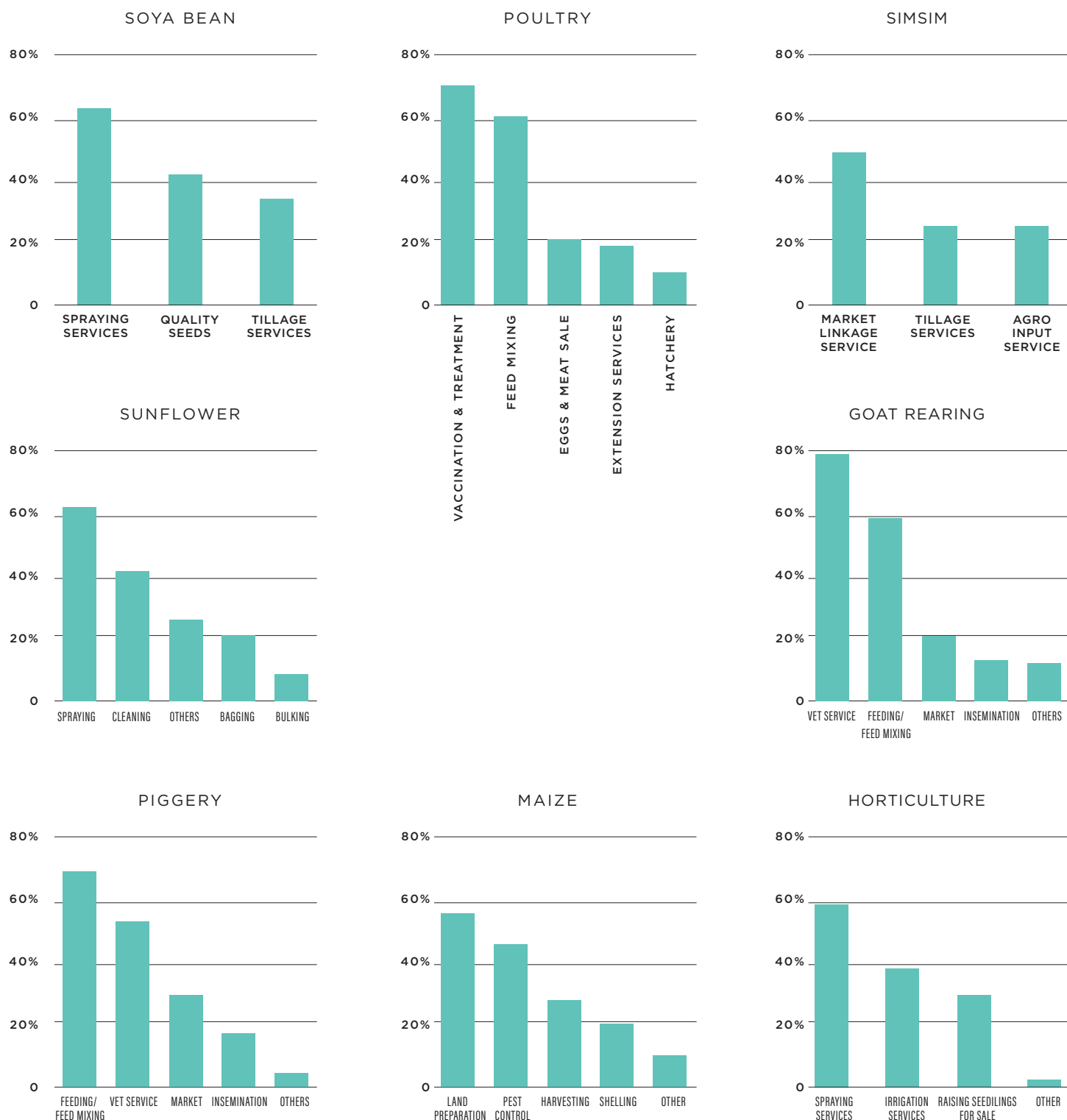
#### YOUTH COMMUNITY BASED SOLUTION PROVIDERS (CBSPs)

A high proportion (84%) of the trainings were through classroom mode accompanied by practical field training (23%) during incubation and demonstrations (15%). The most common services provided by CBSPs tended to be those which were considered complex for the ordinary farmers to handle which included: chemical spraying to manage crop and animal pests and diseases, provision of quality certified seeds, agro-vet services, land preparation / tillage with oxen, feed mixing and bulking and marketing as indicated in *Figure 17*. In addition, youth were engaged in providing voluntary community services such as cleaning public facilities e.g. water wells, health centres, and clearing community roads, among others.

Interviews with YETA project staff indicated that although there was a target of helping 300 youth become CBSPs, it was not anticipated that so many youth would enthusiastically seek CBSP opportunities. This factor combined with strong demand for CBSP services, resulted into

an overwhelming response of 6,469 youths participating in CBSPs which is a 21-fold increase. Such an initiative is ripe for scaling-up. Youth CBSPs were largely successful because there was local demand for their services, these activities provided additional income, and it was a way for them to

**FIGURE 17: DETAILS OF CBSP SERVICES BY VALUE CHAIN**



apply what they learned in their groups to new entrepreneurial ventures. This was an additional source of empowerment and livelihoods. Youth CBSPs could be an individual or a smaller group of youth working together.

#### ENGAGEMENT IN AGRICULTURAL ENTERPRISE ACTIVITIES AS A SOURCE OF INCOME FOR YOUTH

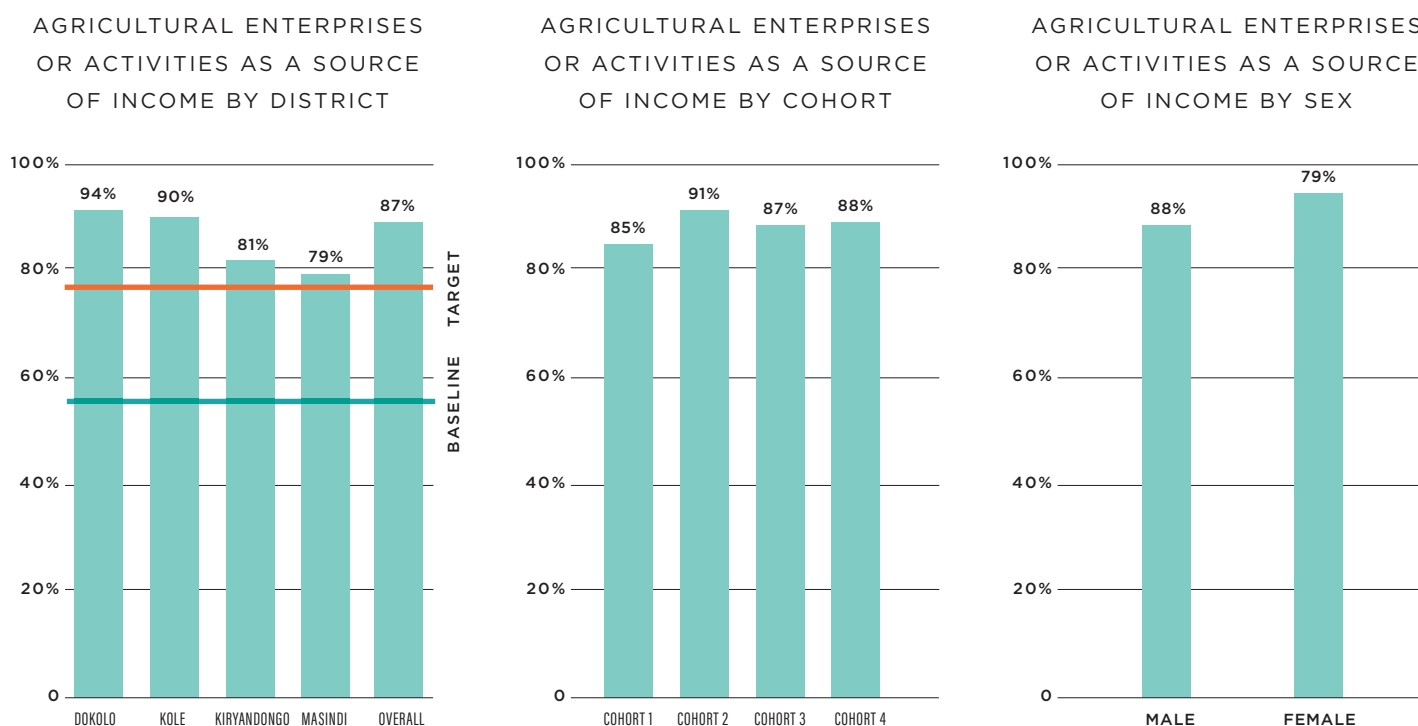
Evaluation findings established that 87%<sup>29</sup> of youth reported agricultural enterprises or activities as their main source of income. Income source was a compounded index computed from: i) % of youths reporting main source of income as either crop farming, agricultural labour, or livestock farming and ii) % of youths confirming to earn any income from agricultural enterprise or activities. This indicator performance is over and above the baseline value of 54.9% and target of 75% as illustrated in *Figure 18*. Youth reporting agricultural enterprises or activities as a main source of income varied by district with Dokolo and Kileleshwa posting 94% and 90%, respectively. These results were (95% Confidence level) higher than Kiryandongo (81%) and Masindi (79%). Similarly, more females reported incomes from agricultural

<sup>29</sup> Sum of 78% in crop, 4% in livestock and 3% in agricultural labor

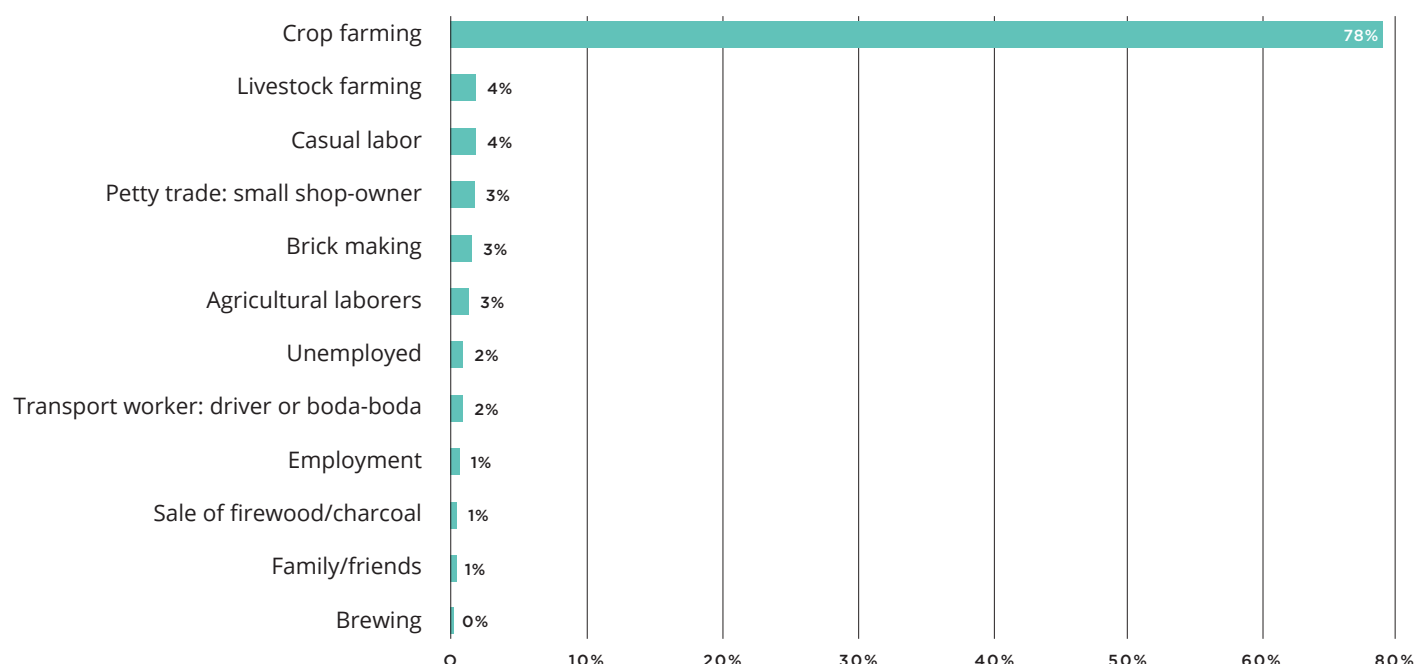
enterprises compared to their male youth counterparts. No significant differences were noted in source of incomes by age groups and residence. Younger youth reported earning incomes from agriculture compared to older youth. A slightly higher proportion of rural youth (90%) compared to urban youth (86%) reported the same. About 85% of the youth were engaged in agriculture with crop farming absorbing 78%, livestock 4%, casual labor 4%, petty trade 3%, and brick making 3%, as illustrated in *Figure 19*.

While most youth were self-employed, about 7% were employed in wage jobs and 3% in formal employment. However, 2% reported not receiving any income and were thus not employed, which was observed more among males of the younger age group (ages 15-17) in Kiryandongo district. Evaluation results indicated that younger male youth faced more challenges in obtaining employment and will require a different approach to supporting them. According to Focus Group Discussions, youth said they lacked the requisite experience and that there were only very few opportunities for them to gain experience. In future similar programmes, apprenticeship programmes can be in-built in order to equip youth with such needed experiences to younger youth.

**FIGURE 18: YOUTH ENGAGEMENT IN AGRICULTURAL ENTERPRISES AS A SOURCE OF INCOME**



**FIGURE 19: YOUTH ENGAGEMENT BY TYPE OF EMPLOYMENT**



**TABLE 6: GROSS MARGIN ANALYSES FOR SUPPORTED ENTERPRISES (UGX)**

Pigs (Masindi)	Soybean	Sunflower	Poultry	Maize	Veg (Onion*)	Veg (Tomato*)	Pigs (Kole)
320,272	481,544	787,076	787,076	1,056,193	1,031,302	1,544,607	2,021,168

Source: Project document – Research by Dr. Bernard Bashasha

Nevertheless, the evaluation team assessed the Gross Margin of supported agricultural enterprises in the last year of the project. All enterprises had a positive and a high Gross Margin as illustrated in *Table 6*, implying the innovations can be sustained (this assessment was conducted during the final Learning Year of YETA when trainings and major activities had ended).

#### ESTABLISHMENT OF YOUTH AGRICULTURAL ENTERPRISES

Majority of youth (94%) reported that they were engaged in and had established their agricultural enterprises or activity in the past 12 months prior to this evaluation survey. Slightly more female youths (96%) than male youths (92%) reported the same. Overall, 25,425 youths - representing 94% of the target population - established agricultural enterprises by the end of the project. This

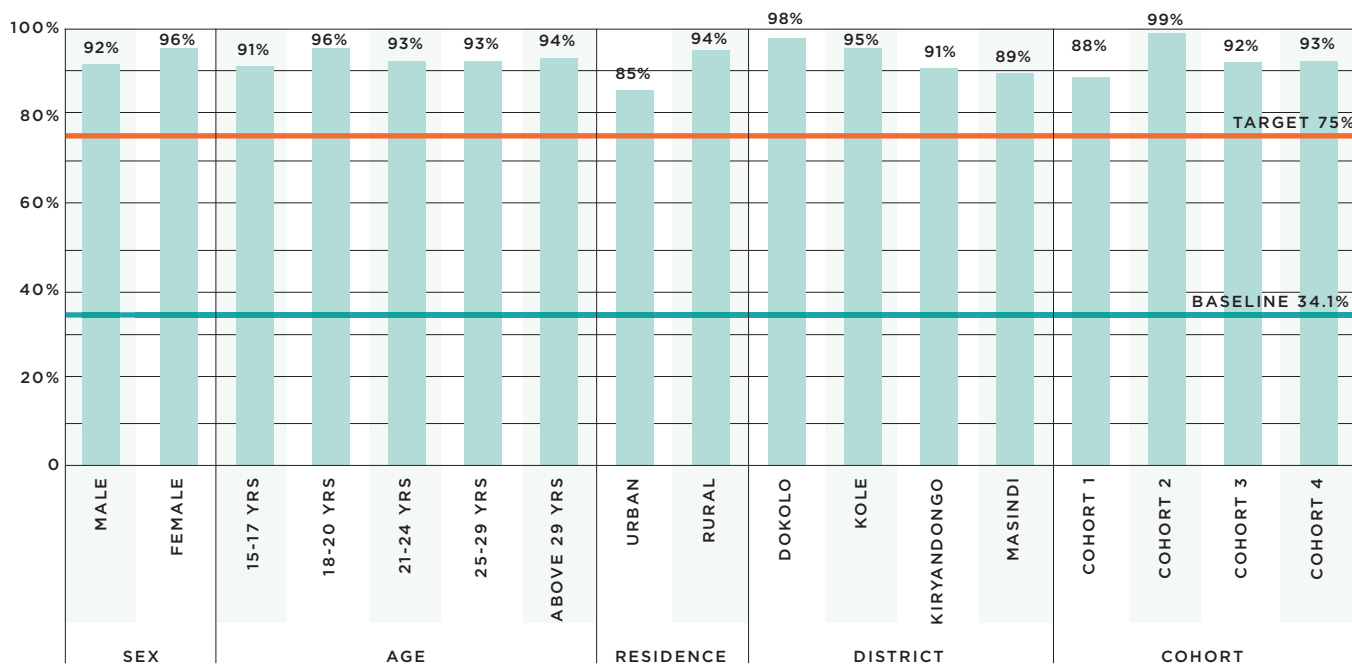
performance was well above the baseline value of 34.1% and target of 75%. There were no observable differences in establishment of businesses by sex, age and residence. However, there were slight differences by residence with a lower engagement in agriculture among urban youth (85%) compared to rural youth (94%). Cohort 2 was highly engaged in agriculture (99%) while other cohorts reported somewhat being less so, although they still represented a strong majority of youth in these other cohorts, as illustrated in *Figure 20, next page*.

#### INCREASE AGRICULTURAL ENTERPRISES OR EMPLOYMENT AS SOURCE OF INCOMES

Through the YA-based training and mentoring activities, it was postulated that youth would realize a 50% increase in incomes from agricultural enterprises or employment from a baseline value of 11.5%. Increased incomes are a function of adopting



**FIGURE 20: ESTABLISHMENT OF YOUTH AGRICULTURAL ENTERPRISES BY CATEGORY**

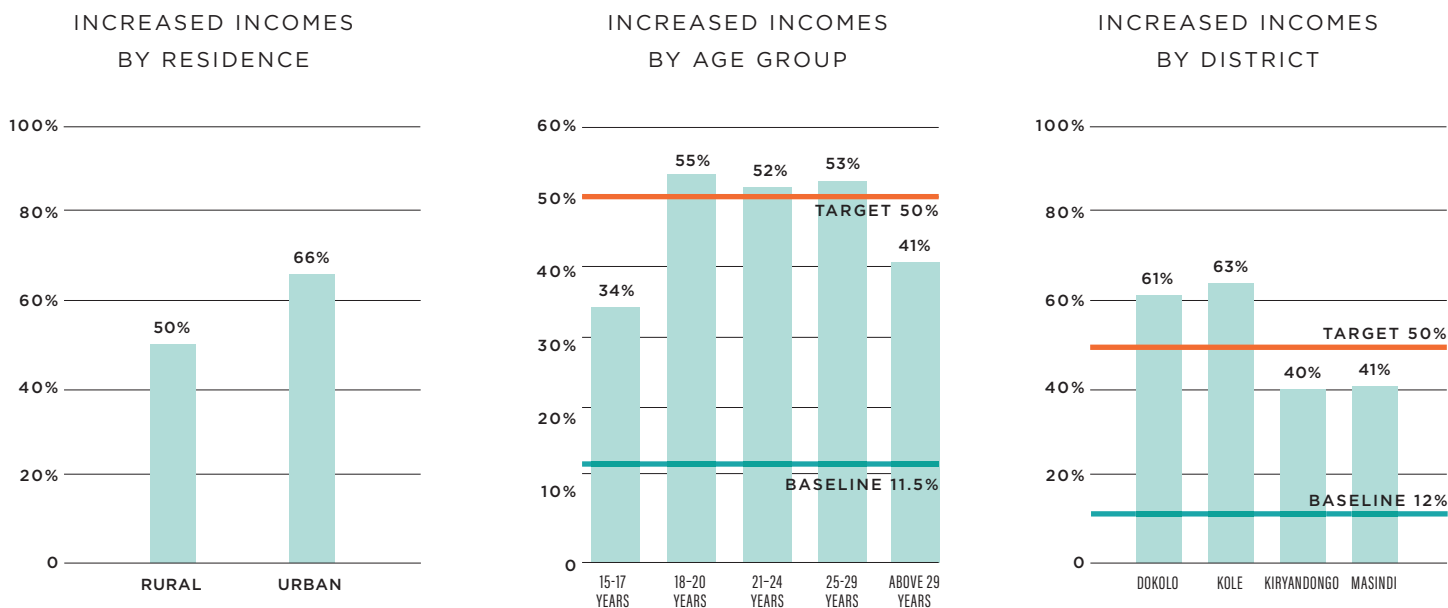


Good Agronomic Practices (GAP), post-harvest handling, and marketing skills, among others. Through the implementation and adoption of these income determinants, 51% of the youths reported an increase in income from their engagement in agricultural enterprises established or employment, just over the target. Kole and Dokolo districts

indicated strong results - 63% and 61% of youth reporting increased incomes, respectively. Fewer youth in Masindi and Kiryandongo districts reported increases as illustrated in *Figure 21*.

It was further observed that there was no significant difference in income generation between males

**FIGURE 21: YOUTH ENGAGEMENT IN AGRICULTURAL ENTERPRISES AS A SOURCE OF INCOME**

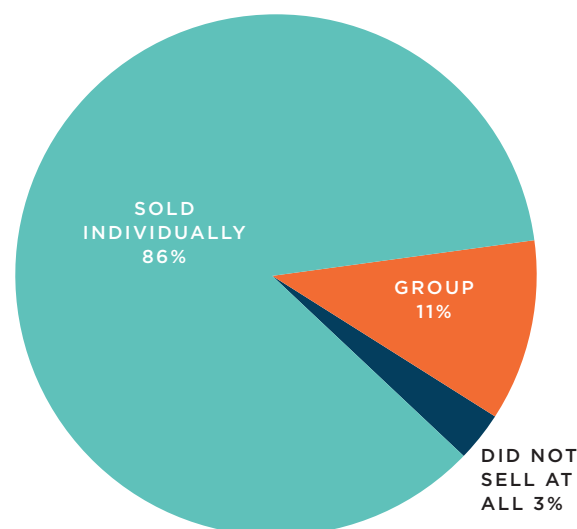


and females. More than half of youth ages 18-29 reported relatively greater increases in income compared to other youth age groups. Younger and older youth realized relatively less increases in incomes at 34% and 41%, respectively, as indicated in Figure 18. From the participant survey, it was established that the average household income from the last twelve months was UGX 846,621 which is nearly double the levels reported in the 2016/17 Uganda National Household Survey<sup>30</sup> showing Bunyoro and Lango at a monthly household income of UGX 468,000 and UGX 370,000 respectively. This suggests a significant increase in household income of participating youth that can be attributed to the YETA project.

It was established that although youth were trained to sell in groups in order to take advantage of bulking benefits, only 11% sold as groups. The majority 86% sold individually. Focus Group Discussions with youth indicated that prior to the YETA project, they were hardly involved in group marketing. Members of one YETA group in Kole district reported being very pleased to collectively sell their produce to Ngetta Tropical Holdings, an extension service provider and off-taker of sunflower for milling into edible oil products. In Masindi District, Kyatiri Young Farmers' Cooperative signed a contract with Masindi Seed Company to produce the Longe 5H maize variety. Overall, four YAs signed contracts with this agribusiness to multiply the soybean variety Maksoy 5N; youth and the agribusiness negotiated pre-determined prices above the market well before production. Their contracts were also open so they could sell their produce to any other buyer that could offer a higher price. These associations received seeds on credit, harvested 22.4 tons of soybean, and ultimately earned UGX 29,120,000 (USD \$ 7,870). Masindi Seed also helped YETA YAs to become seed multipliers because they were well organized and able to mobilize resources such as land suitable for seed multiplication.

Only 3% of youth surveyed said they had not sold any produce as illustrated in Figure 22. It was further established that to access better markets for youth agricultural products, many youth adopted post-harvest handling (43%), Good Agronomic Practices

**FIGURE 22: YOUTH APPROACHES TO MARKETING**



or GAP (25%), bulking (21%), open market sales (14%) and CBSP services (12%), among others. No significant differences were observed in marketing approaches except in Kole district where adoption of post-harvest handling (PHH) and GAP were lower. Overall, contract farming, sales through agents and bulk buyers, and membership to Youth-Led Primary Cooperatives was relatively low.

#### INCREASING YIELDS FROM AGRICULTURAL ENTERPRISES

According to the FAO, crop yield is the harvested production per unit of harvested area for crop products. There are a number of factors which contribute to sustained yield gains. These include fertilizer application, irrigation, increased soil tillage, and improved farming practices. However, a key driver in increasing yields is considered to be the adoption of improved varieties from plant breeding developments. Crop yields have been increasing the world over — growing exponentially in the recent times, as shown in Figure 23.

Increasing crop yield is one of the common denominators for increasing farmer incomes. The YETA project aimed to increase crop yields from a baseline value of 16.3% to 60%. In order to realize this, the project provided training to youth to improve their knowledge and skills in Good Agronomic Practices (GAP) so as to realize a profit.

30 UBOS 2016/17

FIGURE 23: CROP YIELDS FOR COMMON STAPLES IN UGANDA

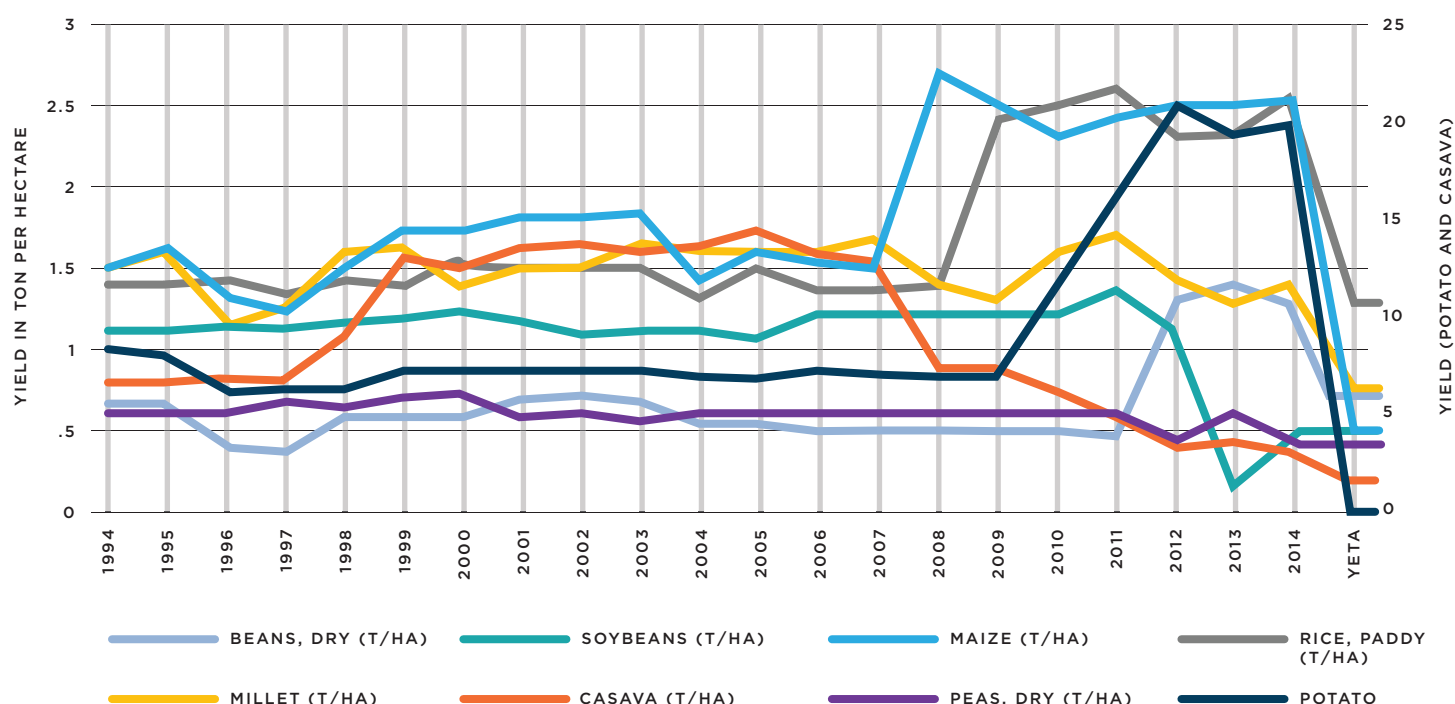
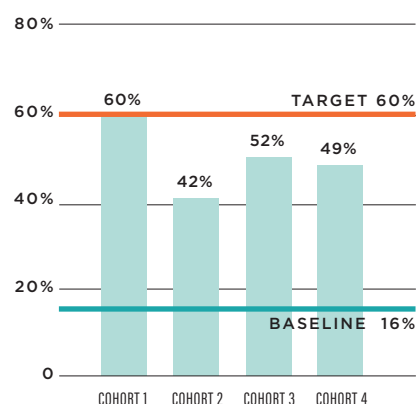
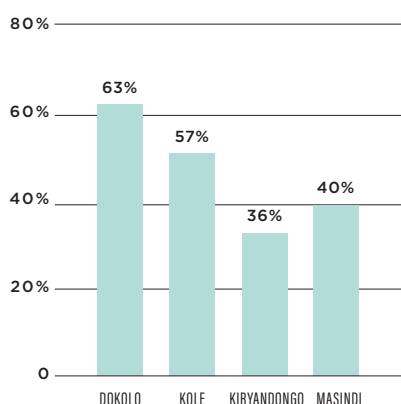


FIGURE 24: INCREASING YIELDS FROM AGRICULTURAL ENTERPRISES

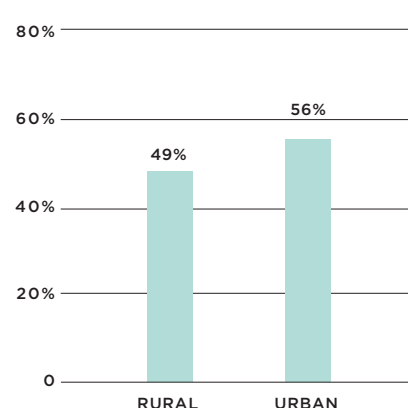
YOUTH EXPERIENCING INCREASED CROP YIELDS BY COHORT



YOUTH EXPERIENCING INCREASED CROP YIELDS BY DISTRICT



YOUTH EXPERIENCING INCREASED CROP YIELDS BY RESIDENCE



In addition, youth gained access to agronomic knowledge and skills from their mentors, extension services, private sector partners (e.g. trainings and demonstrations) and YETA trainings. We also linked them to agro-dealers and providers of improved seeds and other inputs to boost yields. The evaluation assessment established that as a result, an overall average of 50% of youth reported yield increases while only 6% reported no changes. This is below YETA's target but this is understandable

given the occurrence of weather changes and pests in the last two years prior to the assessment. <https://ourworldindata.org/crop-yields> (2017). Yield increases were not significantly different for male (51%) and female (49%) youth. Yields generally increased among older youth - 44% of youth ages 15-17; 46% of youth ages 18-20; 50% of youth ages 21-24; and 54% for youth ages 25-29 reported increased yields. The exception was youth ages 29 and older (50% of whom reported yield increases).

Yield increases varied by residence with urban youth realizing higher yields (56%) compared to their rural counterparts (49%). Correspondingly, yields varied by district with youth in Dokolo reporting the highest increase of 63% and least among youth in Kiryandongo (36%). Only a small proportion (6%) of the youth reported yields remaining the same.

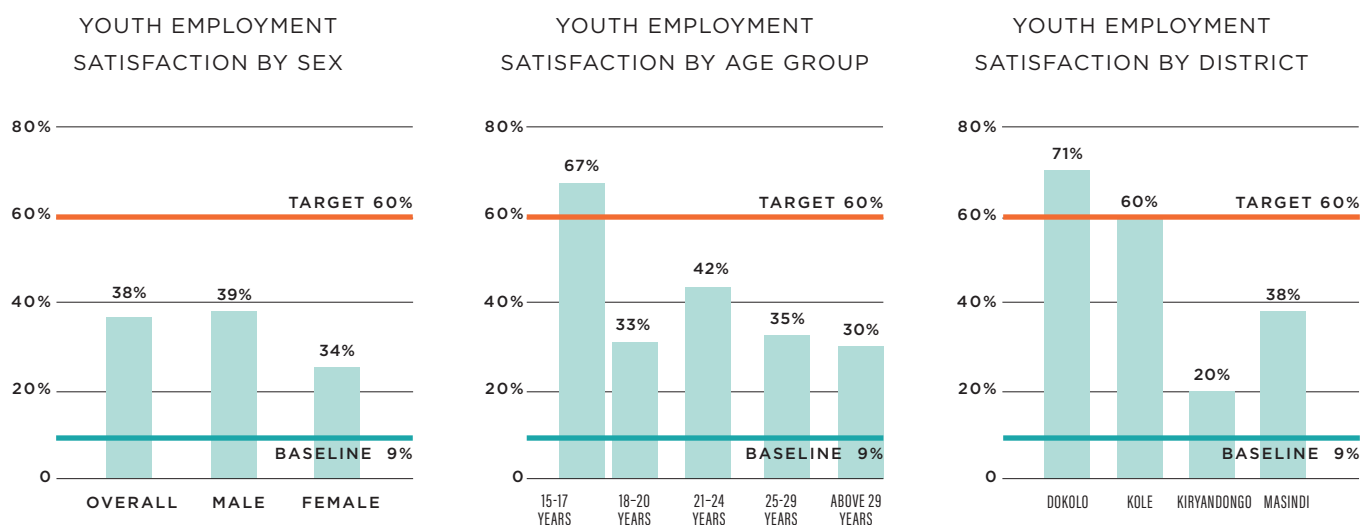
In terms of absolute yields, youth FGDs and case studies revealed increased yields realized by youths. However, these yields remain below both potential and yield averages given Ugandan conditions as depicted in the preceding *Figure 23*. This implies the need to step-up promotion and the adoption of GAP, reduce the unit cost of production, and lower barriers of entry into national and regional markets to help youth access incomes and profits. It should be noted that the cost of agricultural crop production in Uganda, like many third world countries, is higher thus making exports less attractive. For instance, the costs per kilogram of maize produced differs from costs per hectare largely because of yield differences. When viewed in terms of production cost per kilogram of maize then the large-scale farmers in Kenya together with smallholders in Uganda turn out to be the highest cost producers at \$0.12/Kg (USAID, 1996).<sup>31</sup>

31 M. Odhiambo P. Kristanson Kashangaki, Comparative Cost of Production Analysis in East Africa: Implications for Competitiveness and Comparative Advantage. Productive Sector Growth and Environment Division Office of Sustainable Development Bureau for Africa U.S. Agency for International Development.

## YOUTH SATISFACTION WITH THEIR EMPLOYMENT [SELF-EMPLOYED AND EMPLOYED]

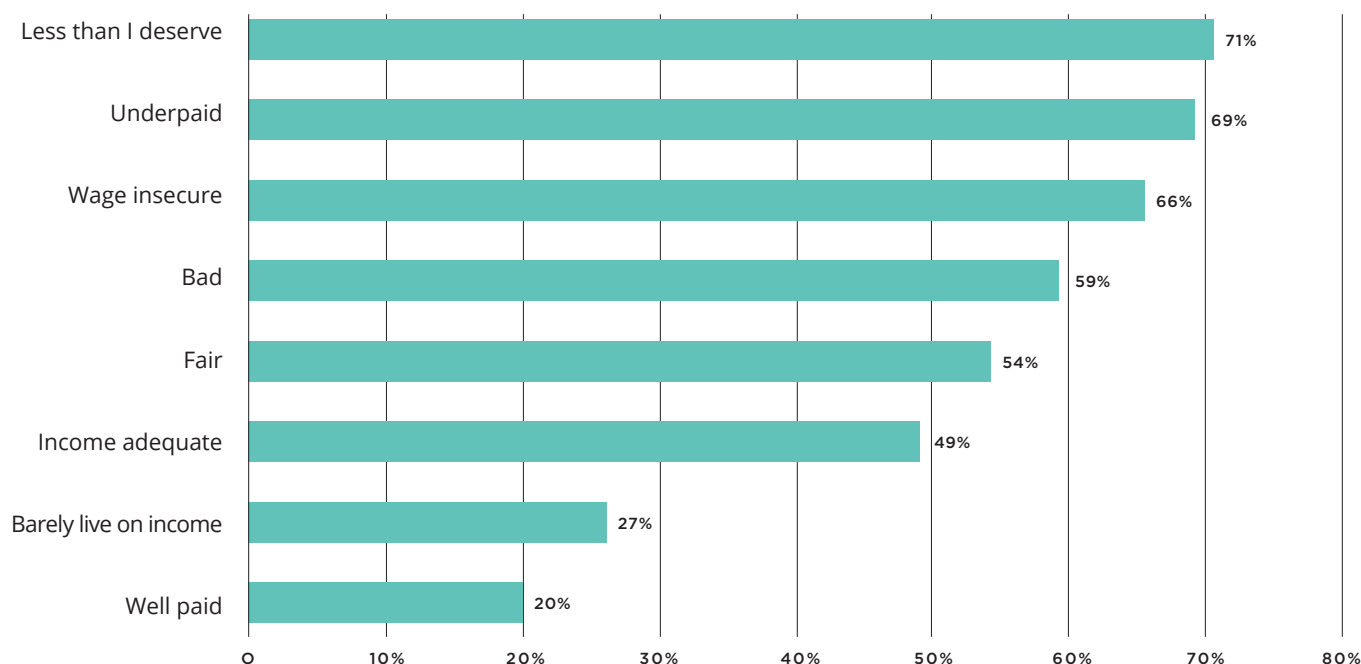
Satisfaction of employed youth was a compounded index derived from satisfactions from both agricultural enterprise or business engagement and employment on equal weighting. The YETA project has proved that through appropriate skills and information, youth can be engaged in agricultural enterprises to create employment and derive income. The assessment established that on average, 38% of the participating youth reported they were very satisfied with their current engagement in both agricultural enterprises or business and employment, which was a significant increase from baseline level of 8.8%. Although that number fell short of the project target of 60% as illustrated in *Figure 25*. Male youth reported more satisfaction (39%) than females by 5%. Younger youth were most satisfied with their current employment (67%) compared to other age groups, which can be explained by the fact that it was probably their first time employment. This may also be explained by the fact that older youth are more likely to have relatively more responsibilities and thus require more income to meet their dependents needs. Some factors negatively impacting overall youth satisfaction include crop pests and diseases, animal diseases, weather vagaries, fluctuating market prices for produce, and others.

FIGURE 25: YOUTH SATISFACTION WITH THEIR EMPLOYMENT





**FIGURE 26: PERCEPTION OF YOUTH TOWARDS WAGE PAY**



The participant survey findings indicated that 22% of youth reported that in the 12 months prior to this evaluation, income earned from their agricultural enterprise or business was similar to their expectations or a bit better. However, majority reported that incomes were disappointing (61%) and 17% said it was worse than expected for reasons earlier cited.

There was a mixed response regarding how youth felt about their employment wages. For instance, 20% said they were well paid, 49% said their pay was adequate, while 54% said their pay was 'fair.' However, many more youth cited unexpected outcomes with the majority (71%) saying wage was less than they deserved, 69% felt underpaid, and 66% felt wage insecure. About 59% reported wages were bad as illustrated in *Figure 26*. Notwithstanding the above observation, the majority of youths (92%) still affirmed willingness to continue with their current employment over the next 3-5 years and beyond. All youth surveyed attested to recommending this type of employment to other youths.

#### THE MASTERCARD LIVELIHOODS INDICATORS

The following sections of the final evaluation report provides an analysis of indicators that

were specifically of interest to the Mastercard Foundation. These include proportion of youth with increased assets, youth satisfaction with their employment, number of institutions engaged with the YETA project and policies developed, passed and reviewed as the result of the YETA project as summarized in *Table 7*.

#### ASSET OWNERSHIP BY YOUTH

A 2007 study by Blaise Gadanez and Kaushik Jayaram,<sup>32</sup> showed that net household assets contribute to the measurement of households' ability to weather (unexpected) economic downturns. The researchers contend that an asset is an item or property owned by a person or company, regarded as having value and available to meet debts, commitments, or legacies. It should be noted that productive assets can be used to leverage and generate income and the ability of youth to strengthen their investment position in the agricultural production processes. Increasing assets can be a catalyst to overcoming constraints that youth face as barriers to starting and expanding investments in agriculture. An increase in asset ownership by youth also reflects an improvement in

<sup>32</sup> "Measuring the financial position of the household sector"—a review, IFC Bulletin No 31: Irving Fisher Committee (2007a): Proceedings of the IFC Conference on vol 1, IFC Bulletins no 25, March.

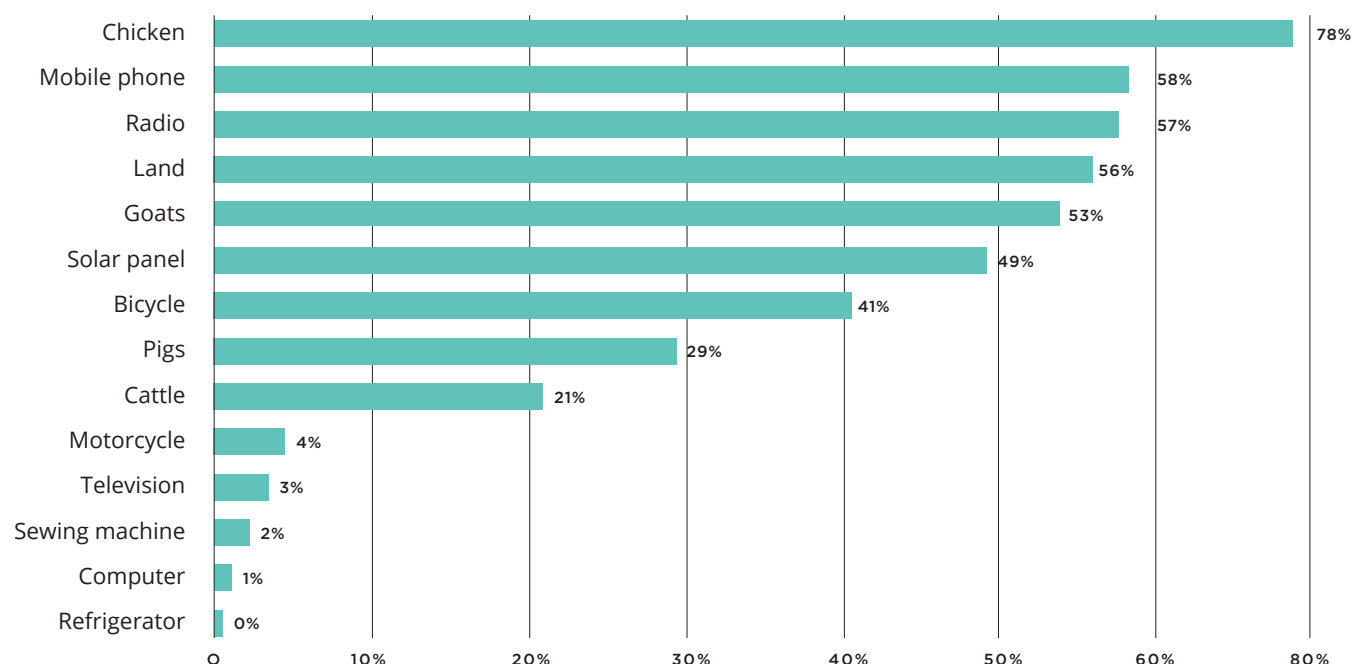
**TABLE 7: THE MASTERCARD FOUNDATION LIVELIHOOD INDICATORS**

	INDICATOR (2016)	BASELINE (2019)	TARGET	ATTAINMENT RATING	PERFORMANCE
The Mastercard Foundation 1	<b>% of youth with increased assets</b>	8.7%	na	45%	5-fold increase
	a) % of youth who own at least five or more productive assets and, mobilizer phone, shop, bicycle, cattle, goats, chicken, motorcycle...	11.9%	na	26%	218%
	b) % of youth who have saved at least UGX 100,000 with a Bank/MFI, SACCO/VSLA/etc.	5.6%	na	64%	11-fold increase
	c) # of youths with access to land to start & maintain agricultural enterprises	na	300	15,147	50-fold increase
The Mastercard Foundation 2	% of youth with increased incomes from their agricultural enterprises or employment	11.5%	50%	51%	102%
The Mastercard Foundation 3	Number of youth reached disaggregated by age, gender, education level	0	26,250	27,130	103%
The Mastercard Foundation 4	Number [ or %] of youth who completed program		26,250	27,018	103%
The Mastercard Foundation 5	Number of youths who have transitioned to other opportunities (other than agriculture) as a result of YETA project		na	30%	
The Mastercard Foundation 6	Youth satisfaction with their [quality of] employment [employed and self- employed]	8.8%	60%	38%	63%
The Mastercard Foundation 8	Number of Institutions engaged in the YETA project	8	na	16	200%
The Mastercard Foundation 9	Improved employment [in agricultural related enterprises] {agriculture insurance and access to micro finance}		na	3	
The Mastercard Foundation 10	Policies developed, passed or reviewed as result of YETA project awareness, intervention and evidence	0	0	0	

**FIGURE 27: ASSET OWNERSHIP BY YOUTH**



**FIGURE 28: TYPE OF ASSETS OWNED BY YOUTHS**



their livelihoods.

The Global Multi Poverty Indicator (GMPI) was used to arrive at changes in asset ownership by youth. The GMPI looks beyond income to understand how people experience poverty in multiple and simultaneous ways. It identifies how people are being left behind across three key indicators: health, education and standard of living, comprising 10 indicators<sup>33</sup> – one being deprivation of assets. Generally, people who experience deprivation in at least one third of these weighted indicators fall into the category of multi-dimensionally poor. For the purpose of this assessment, the Mastercard Foundation adapted the GMPI to expand deprivation to less than five as compared to one asset including: radio, TV, telephone, computer, animal/bird, bicycle, motorbike, refrigerator, land, sewing machine, and does not own a car or truck were considered deprived and thus not having increased assets. The overall index was compounded to include cash savings of at least UGX 100,000 by the time of final evaluation.

Findings established that overall, youth asset ownership increased to 45% from the baseline value of 8.7%, which represents an impressive five-fold increase. The increase in asset ownership

by youth more than doubled during the project implementation period while savings in excess of UGX 100,000 increased 11-fold. Regarding gender, asset ownership of five and above items was observed to be higher (51%) among male youth compared to female youth (36%). Ownership of productive assets was also observed to increase with age as illustrated in *Figure 27*. Ownership was significantly higher among urban (58%) compared to rural youth (44%). When comparing results by district, there was higher asset ownership in the Lango sub region (Dokolo and Kole) compared to the Bunyoro region (Masindi and Kiryandongo). There was also no significant difference in asset ownership by cohorts except that it was lower among youth in cohort 4.

Asset ownership was found to be closely associated with an increase in incomes, implying that youth should be encouraged and supported in building up their asset base gradually to secure sustainable growth and development. Assets also enhanced borrowing for growth as such assets provided solid collateral. However, asset accumulation should be done in such a way that allows for taking advantage of synergies. For instance, vegetable production would benefit from the compost produced from pig waste, while pigs would benefit from chicken dropping as feed ingredient.

<sup>33</sup> <http://hdr.undp.org/en/2018-MPI>

Notably, chicken was the common asset owned by youth (78%) followed by mobile phone (58%), radio (57%), land (56%) goats (53%), and solar panels (49%) as illustrated in Figure 28. Female youth, in particular ages 15-17 years in Kiryandongo district reported significantly lower access to ownership of assets.

#### ACCESS TO AND OWNERSHIP OF LAND

Land ownership and access to land as a productive asset was the fourth most commonly owned or accessed item (56%) by individual youths. Land access or ownership was not significantly different between sexes or cohorts.

Youth accessed land in multiple ways. About 58% of youth accessed land through inheritance. This was the leading way in which youth gained access to land. A majority (55%) stated that they secured access to land through their membership in their youth association. Almost an equal number (53%) reported accessing land by renting. Youth rented land at an average rate of UGX 146,077 per season per acre. This was a rate youth reported as being prohibitive since these funds were to be paid up front. Youth also accessed land through their mentors – about 12% reported doing so with their support. About 8% reported using family land, while 5% purchased land.

While YETA contributed to helping youth build up their assets, the degree to which youth utilized the benefits of asset ownership varied. For instance, 58% of youth had phones. Yet among these youth 61% reported they had never used it to send or receive money. At the same time 84% of the youth were cultivating 100% of their available land (1.6 acres).

At least three improvements to an enabling environment for youth employment [in agricultural related enterprises] were realized during project implementation. These included 1) the Ministry of Health instituting youth health corners to be managed by youth medical workers, where possible (greater access to SRH and FP was critical to youth pursuing health-seeking behaviors and succeeding in their agriculture businesses); 2) special products for youth designed by commercial banks and micro finance institutions (MFIs); and 3)

risk reduction through the agricultural insurance support from GoU.

Regarding the second improvement, the Post Bank, Opportunity Bank and DFCU reviewed their operations targeting youth and introduced youth-friendly packages (e.g. USSD Mobile Banking and Dembe accounts), which offered no or reduced operational costs for youth. Additionally, there was great appreciation from the formal banking sector about the positive change in attitudes among youth towards agriculture and saving.

#### EFFICIENCY OF NCBA CLUSA YETA APPROACH AND DELIVERY

The efficiency of the project was reviewed in the context of how internal and external factors influenced the ability of the project to meet expected results and targets; the extent to which project staffing, training activities and management structures were supportive to attain the project outcomes; the extent to which the project resource allocation to activities and geographic distribution supported the attainment of project outcomes; and the extent to which the consortium arrangement contributed to the achievement of intended project results.

#### PROJECT IMPLEMENTATION

The YETA project was implemented well within the stipulated time frame of five years from March 2015 to February 2020. Moreover, most of the targets were achieved or exceeded by year four of the program, indicating a high level of efficiency in planning and implementation by project management.

Modifications were made in the timing of training schedules, particularly in areas like Masindi where many youth association members were involved in sugarcane growing and fishing activities, which occur early in the morning and late at night respectively. The project made flexible training arrangements for weekends and late evenings in order to accomplish planned activities and meet youth demands. Another adjustment was noted in staffing at the district level after the program's December 2018 vehicle accident. The original four Youth Entrepreneurship Advisor positions



in each district was reduced to three since the project had less than one year remaining for implementation. The fact that program management was able to replace staff after suffering a significant loss of its team members due to the accident and then carry on the program to its completion is a testament to the programs effectiveness as well as dedication.

#### MANAGEMENT EFFICIENCY

Evaluation findings for the YETA project indicated that implementation was carried out by a competent team located both field and home offices in Uganda. At the home office level in Kampala, the project team included the Chief of Party (COP), Director Monitoring and Evaluation, Director Finance and Administration, Procurement and Logistics Officer, Accountant, Administrative Assistant/Receptionist, Drivers, and a Cleaner.

At the field level, in the two regions of Bunyoro and Lango, the project was headed by two Regional Coordinators (RCs) - one in each region. RCs were supported by Youth Entrepreneurship Advisors, Monitoring and Evaluation Officers and Office Assistants who took charge of logistics and administration, Drivers and Cleaners. At the field office level in Dokolo, Kole, Kiryandongo and Masindi, project implementation was by a team of four<sup>34</sup> Youth Entrepreneurship Advisors in each district, who executed the day to day project activities with youth and partners. Findings further showed that the NCBA CLUSA YETA home office provided the necessary technical support in the form of regular support supervision and monitoring, guidance, as well as general backstopping to the field teams. This support was instrumental in facilitating effective implementation of the project. Available information indicates that the human resource positions were all filled throughout the project implementation. The YETA project organogram is illustrated in *Annex 4*.

#### EFFECTIVENESS OF PROJECT DESIGN AND IMPACT ON IMPLEMENTATION EFFICIENCY

Discussions with key project staff indicated that

YETA project implementation was at first slow but picked up quickly. A deeper consideration revealed that although NCBA CLUSA had implemented similar projects in magnitude and scale in other countries and in Uganda, the original YETA project design slightly missed out on structural and human resource considerations. The original YETA project staffing structure was perceived as heavy at the mid-level (specifically 4-5 highly specialized advisors). According to project staff, this slowed down planning, decision making, monitoring follow-up, reporting, and responding to field issues. Some of the visible impacts were mentioned to have manifested in the duplication of activities, bogged information sharing and a build-up of participant and stakeholder fatigue (due to more challenging coordination).

After an assessment was conducted, program management took a number of direct actions to resolve these issues: a lightening of the project design structure; bringing field staff and management into the senior management team (bridging the gap between regional offices and HQ in Kampala); specialist advisory positions were redesigned to generalist positions with accompanying staff (assigned new job descriptions); and a concentration of staff in geographical jurisdictions (re-zoning) for more accountability and results attainment. These efforts resulted in clear lines of authority, rationalizing of the staffing structure, reducing middle management, creating less bureaucracy, allowing more direct “hands-on” support to youth associations, and a more cost-effective approach. In addition, the revision of staff salaries based on an employment survey conducted by the project led to a more competitive climate at par with other similar projects in the region. The project design restructuring brought about improved morale among staff and a speedy project implementation, which led to the observed and reported project successes outlined in this final evaluation.

Additionally, it was observed that the indicator on policy influencing was not achieved. According to the project design, this result area was the responsibility of DRT – the implementing partner in charge of learning and advocacy at the national level and contracted by Overseas Development

<sup>34</sup> This number was reduced to three after the motor accident in December 2018

Initiative (ODI) based in United Kingdom. This three-tier implementation approach seems to have been somewhat cumbersome to deal squarely influencing policy. Nevertheless, associated improvements were reported in the enabling environment, resulting in the Ministry of Health issuing a guideline to introduce youth health corners in all health facilities. The Ministry of Health also released a guideline to increase youth access to health services. Both guidelines imply that advocacy at the lower level was effective in initiating and creating changes.

In the future, it is recommended that future project designs pay attention to the human resource structuring in order to create a light project implementation structure that allows a more flexible room for planning, reporting and general implementation. Additionally, each project design should critically consider the state of the job market in order to provide a competitive edge for a high vigorous start. In regard to policy advocacy, it is recommended that a shorter link to advocacy be instituted and with stronger links to a grass-roots, a bottom up approach, but with specific budgets to support the advocacy process along the whole continuum.

#### VALUE FOR MONEY ASSESSMENT

Per capita participant/investment cost is one of the values for money indicators used to assess project efficiency. Comparison of per capita participant project investment for the YETA project was established to be UGX 1,524,498 which is low

compared to other similar youth empowerment interventions conducted in Northern Uganda<sup>35</sup> as illustrated in *Table 8* below.

#### PARTNERSHIP AND COORDINATION WITH GOVERNMENT, PRIVATE SECTOR AND CSOS

The evaluation revealed that, by design, the YETA project was implemented through close collaboration with the central government, district and sub-county local governments, the private sector, CSOs for mentorship, and other like-minded partner agencies. These partnerships enhanced synergies and fostered information sharing and collaboration. YETA project staff actively participated in review meetings with private sector service providers/dealers and health workers, attended sub-county and district budget conferences, participated in relevant national and international events such as International Youth Day, and attended annual learning meetings.

The YETA project also worked through a consortium of local partners such as Youth Alive Uganda (YAU) and Reproductive Health Uganda (RHU) to deliver contextually relevant and appropriate youth foundational skills trainings including literacy, numeracy, life skills, and reproductive health. Close collaboration was also noted through bi-annual and quarterly partner learning meetings between YETA and DYNAMIC to explore shared partner processes and tools. Other coordination mechanisms at the national policy level included

<sup>35</sup> West Nile among host and refugee populations

**TABLE 8: VALUE FOR MONEY ASSESSMENT**

PROJECT NAME	IMPLEMENTER	PROJECT LOCATION	COST (UGX)	# PARTICIPANTS	PER CAPITA INVESTMENT	DURATION (YEARS)
Empowering Youth Through Agriculture	NCBA CLUSA	Masindi, Kiryandongo Kole and Dokolo	41,234,623,200	27,048	1,524,498	5
Apiary Youth Skilling	Oxfam/TUNADO	Arua, Imvepi – Uganda	745,592,200	300	2,485,307	1
na	Africa Action Health International	Arua, Adjumani	719,614,432	270	2,665,238	1
na	Welt Hunger International	Arua	1,182,274,900	300	3,940,916	1

coordination meetings under the Initiative for Youth Empowerment and Transformation (IYET) that drew membership from the Private Sector Foundation of Uganda, the Ministry of Agriculture, Animal Industry and Fisheries, the Office of the Prime Minister, the Ministry of Education, the Ministry of Gender, Labor and Social Development, the National Planning Authority, Makerere University College of Agricultural Sciences, the Uganda Manufacturers Association, youth association representatives, the National Youth Council, the Ministry of Trade and Cooperatives, and staff from the DYNAMIC, and YETA programs.

At the regional level, YETA project implementation was coordinated through the Regional Advisory Committee (RAC), which allowed the project to take advantage of technical support and relationships with government structures and private sector partners. RAC was composed of relevant district technical and political leaders who met quarterly to learn and review project progress, provide technical guidance and monitor implementation. It was also established that YETA engaged parent mentors/organizations, private sector partners, and local government partners to provide higher-level training and support in cooperative governance, financial literacy, entrepreneurship, and capacity building training to the youth to enable them start and maintain successful businesses. The RAC resulted in commercial deals between youth and the private sector (input suppliers, cooperatives, buyers, etc) as well as in-kind contributions from private sector actors such as trainings, demonstrations, inputs, and equipment that supported youth. The RAC facilitated local government technical staff, especially the District Community Development Officers (DCDOs) and the District Commercial Officers (DCO), in supporting YAs during registration at sub-county, district and national level as cooperatives.

Discussions with one senior officer indicated that there is hope in the revival of cooperatives and SACCOs after his experience visiting YETA participants. He stated:

*"For sustainability of the YAs formed and strengthened, YAs have to maintain an active*

*participation and contribution to economic health of the Cooperatives and SACCOs citing that these YAs have been registered for an initial temporary period of 24 months upon which on expiry they will need to register on a permanent basis if they meet the criteria. The DCO are the Ministry level representatives who shall conduct assessments. So, YAs have to work hard in order to qualify. Failure to meet the criteria implies re-application for extension for another year. He said the qualification mostly relate to adherence membership contribution, subscription and savings and credit."*

*–Senior Monitoring and Evaluation Officer, Ministry of Finance*

In addition to coordination under the IYET at the national level, YETA actively engaged the National Youth Engagement Commissioner who provided guidance on strategy and monitoring in conformity with national priorities. Although youth engagement was a priority, lack of programme funding was observed to hinder direct implementation of the Ministry IYET's strategy. However, the Ministry added they were happy that the YETA project was supporting the National Youth Policy and had this to say:

*"In order to scale up the good approach of the YETA project smoothly to the rest of the country, strong consideration should be put on working with district structures where competent staff such as the DCDO, YLP coordinators and other government projects including OWC are implemented. We have appreciated the approach of YETA to work with youth through the district structures and urge that the project be scaled out to the rest of the country."*

*–Assistant Commissioner, Youth Empowerment*

In total, the YETA project was engaged with sixteen partners including IYET at the national level, the Private Sector Foundation Uganda (PSFU), districts under the RAC arrangement, Makerere University College of Agricultural Sciences, and many private sector actors including agro-input suppliers, farmers SACCOs and cooperatives among others.

#### RESOURCE UTILIZATION

The project overall resource utilization (burn

**TABLE 9: SUMMARY OF BUDGET AND EXPENDITURE**

RESULT AREA	ACTUAL			
	TOTAL BUDGET	NOVEMBER 2019	VARLANCE	BURN RATE
Sustainable local system to support youth entrepreneurs	1,322,983	2,079,902	(756,,919)	157.21%
Improved well being and confidence through enhanced foundational skills	3,925,412	3,080,464	844,948	78.47%
Targeted youth have increased access to finance	2,233,422	1,829,493	403,929	81.91%
Empowered youth create and sustain viable commercial enterprises	2,577,124	2,516,020	61,194	97.63%
Monitoring, evaluation, and learning	871,464	844,707	26,757	96.93%
Communication and publication	523,658	546,334	(22,773)	104.33%
Uganda accident support	-	55,773	(55,773)	na
<b>Total</b>	<b>11,454,062.98</b>	<b>10,952,693.40</b>	<b>501,369.58</b>	<b>95.62%</b>

Source: Project records

rate) was graded as excellent having expended approximately 95.62% of the budget by November 2019 when the project was at 95% of its life span. In addition, all funds were allocated to particular activities as a measure to enhance effective utilization. *Table 9* provides a summary of expenditure as of November 2019.

#### FINANCIAL MANAGEMENT AND CONTROLS

The evaluation established that the YETA project was guided by standard financial control measures. Interviews with finance and administration staff indicated that all transactions of the project were prior approved by the Chief of Party (COP) and Director of Administration and Finance (DAF) before execution. There was a system of checks and balances (internal controls) at two levels. At the home office level, there was a segregation of duties where financial transactions were prepared by the accountant, reviewed by DAF and approved by COP. The second check and balance was made at the headquarter level in Washington DC where a financial analyst reviewed each monthly transaction and advised the home office of any discrepancy. A annual financial review was also carried out by the headquarters where a thorough review of transactions and internal controls were made consistently.

It was further established that finances and other key resources were adequate and received in good time, which enabled a smooth implementation

of the project. Interviews with finance and administration staff further indicated that a transfer of funds from the USD to local currency account were made periodically based on projected needs, which helped to manage fluctuating exchange rates amidst possible exchange rate losses as a result of depreciating UGX against USD.

In addition, there were periodic project reviews of the administrative operating costs where bottlenecks were identified and restricted. For example, the outsourced IT and internet services accrued more than \$1,000 cost saving each month. Furthermore, it was established that in terms of transport, the project implementation staff team at district level were facilitated with motorcycles and one vehicle at the Regional level. This significantly reduced costs although it posed some challenges for staff in districts with vast and hard-to-reach areas in Masindi and Kiryandongo especially during rain seasons.

YETA staff worked closely with local governments in mobilizing and coordinating activities to ensure cost-saving measures were considered. At district levels, YETA staff were able to use and access office spaces from District Local governments and other utility resources free of costs. Furthermore, the project worked through community-based structures comprising volunteers such as Village Health Teams (VHTs), Parent Mentors, and Peer Leaders, among others. YETA leveraged community



representatives who committed their time, expertise and support to help youth associations and their members.

## SUSTAINABILITY

### ASSESSMENT OF CURRENT AND FUTURE BUSINESS VIABILITY

#### YOUTH BUSINESS SURVIVAL

Uganda was ranked the most entrepreneurial country in the world by Global Entrepreneurship Monitor (GEM)<sup>36</sup> where 28% of adults own or co-own business. However, Daniel Joloba<sup>37</sup> attributes Uganda's high ranking in starting up new enterprises to the country's lack of other viable employment opportunities. Entrepreneurship can be defined as those who own or co-own a business that has paid salaries for more than three months. The YETA project defined business survival as the ability of youth to keep their agricultural enterprises for more than two years.

Youth entrepreneurs have generally low growth expectations. Few innovate or vary product lines. Creating an additional business is more common

than expanding an existing one.<sup>38</sup> Through the packaged YETA training program, youth were provided with skills in starting and maintaining agro-business enterprises. Youth business survival rate at end of project, as measured by the ability of youth to keep their agricultural enterprises for more than two years, was established at 85%. This is above the target of 50% and well above 0% at baseline. No significant difference in business survival was observed by sex and district. However, there were differences observed by age group: 78% of youth ages 15-20 achieved business survival compared to 89% of youth ages 21-24. Interestingly, business survival was slightly lower for youth 25 and older as illustrated in *Figure 29*.

Among the younger youth, this trend could be attributed to a lack of independent control over their business resources as they are under parental control. On the other hand, the trend among older youth could be attributed to taking on more family responsibilities including marriage, school fees, health care expenses, etc. Similarly, survival was higher among rural youth (86%) than urban youth (75%) as depicted in *Figure 26*. This could be attributed to higher business risks in urban areas.

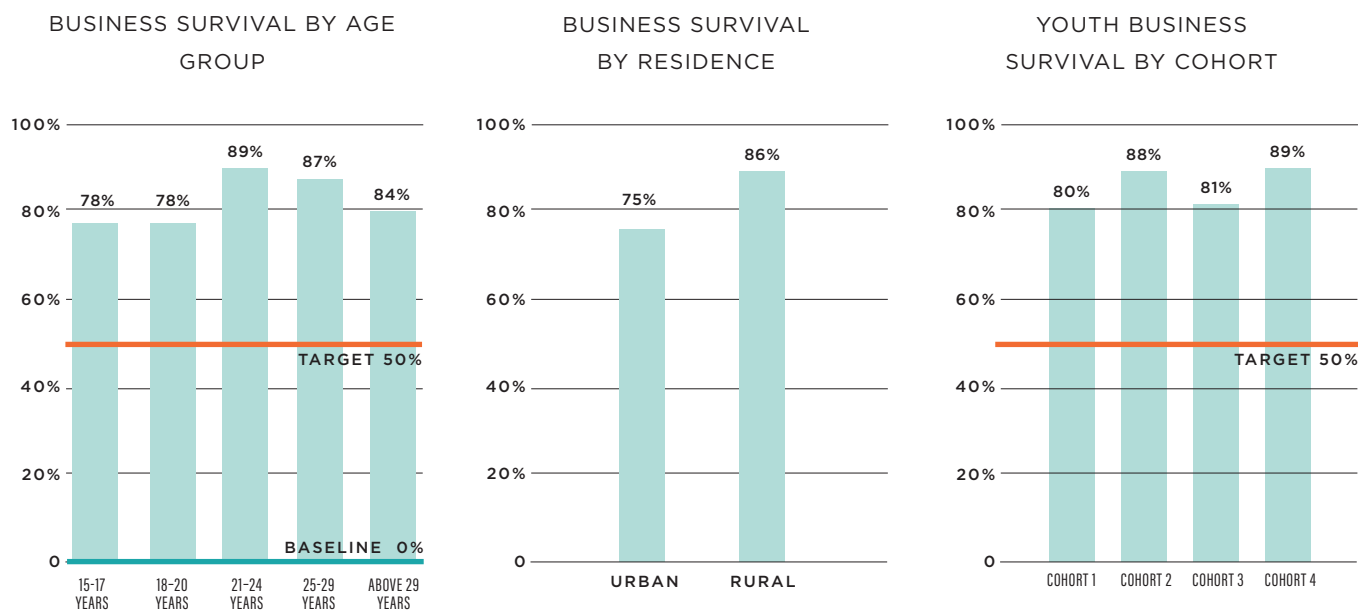
Evaluation findings on youth business survival under

36 <https://www.virgin.com/entrepreneur/uganda-named-worlds-most-entrepreneurial-country>

37 Daniel Joloba, Enterprise Uganda

38 Rebecca Namatovu, Makerere Business School and Coordinator GEM-Uganda business survival in Ugandan economy, 2016.

FIGURE 29: YOUTH BUSINESS SURVIVAL





YETA compares favorably with national averages. A majority of start up businesses in Uganda don't last more than one year on average where as YETA achieved a 85% survival of two years.<sup>39</sup> From the youth participant survey, a key reason for discontinuing businesses was lack of money to buy necessary inputs (43%), which was significantly higher among female youth (46%) than male youth (40%) and among youth aged 21-24 (47%). The lack of money was more pronounced among youth in Kiryandongo (51%) and least in Masindi district (32%).

Regarding cohorts, lack of money was reported highest among cohort 1 youth (53%), which can be attributed to the fact that bad weather had resulted into failed crops that affected cohort 1. Secondly, the project had not intensified mentorship, and a cost-benefit analysis until cohort 2 and thereafter. Additionally, the VSLA component only started two years after project inception and therefore,

39 Towards Enhancing Business Survival and Growth Rates in LDCs: An Exploratory Study of the Drivers of Business Failure among SMES in Kampala-Uganda. International Journal of Humanities and Social Science. Vol. 3 No. 8 [Special Issue – April 2013.

the youth had not yet mobilized adequate savings for investment in agricultural enterprises. This emphasizes the importance of mobilizing agricultural insurance and financing for agriculture such as VSLA earlier in the programs.

Victor Hwang, et. al (2019)<sup>40</sup> and Paul Mugambwa (2010), observed that entrepreneurs across Africa often cite access to capital as the biggest barrier to growth but money alone is unlikely to produce significant results unless it is coupled with financial discipline.<sup>41</sup> A YA member attested:

*"After training in Financial Literacy and Business Management from the YETA project, I decided that I should not misuse the money that I saved in my first year of joining YETA. I invested UGX 2,000,000 in growing two acres of rice and reaped seven times more. My fellow youth, take the example from me."*

40 Hwang, V., Desai, S., and Baird, R. (2019) "Access to Capital for Entrepreneurs: Removing Barriers," Ewing Marion Kauffman Foundation: Kansas City.

41 Paul Mugambwa, 2010 CEO of Motion Gardeners who started in 2010 and to today employs seven workers.



– Moses Amoki, YA member and  
Chairperson Ayer SACCO, Kole District

A lack of skills was reported by 17% of youth with higher occurrence among males (20%) than females (12%). It was observed that lack of skills reduced with increasing age. According to Namatovu from GEM Uganda, training programmes should not ignore managing growth and other crucial activities that sustain firms such as risk management, expansion – skills and capital, partnerships, among others.

Agro-business failure resulting from limited access to agricultural land showed similar occurrences among male (9%) and female (8%) but higher among younger youth (ages 15-17) at 29% with a higher prevalence in Dokolo district (18%), and for youth in cohorts 2 and 3 being the most effected. It is worth noting that other reasons for discontinuation of initial business engagements accounted for 45%.

#### SPECIFIC RECOMMENDATIONS FOR ENTERPRISE SURVIVAL

- There is need for future project intervention activities to scale up investments in growth and management to ensure the success of youth enterprises. This may entail putting an emphasis on formal and informal training for youth in more advanced skill areas such as risk management and insurance, skills enhancement, marketing, human resource management, taxation, resource mobilization, and partnerships.
- Since cash flow concerns remain difficult for YAs who are unable to raise sufficient savings, the use of VSLA, SACCOs, banks, and MFIs should be bolstered. For instance, SACCOs can be supported to gain collateral-worthy assets, stores, processing machinery, and land, etc. In addition, banks can be supported to provide special lines of credit and guarantee schemes among others to youths. This experience seems to have worked well with the Agricultural Business Initiative (ABI)
- Introduce youth to existing agricultural and business insurance being subsidized and promoted by GoU through most banks and insurance companies in order to hedge against

weather and business vagaries. NCBA CLUSA should explore more ways on how to support and tap into such emerging opportunities in the context of its youth empowerment models.

- Strengthen support, development and linkage of SACCOs and cooperatives to Ugandan Government youth programs and civil society organizations to federate into larger and organized robust national and regional businesses.
- Financial literacy contributed to improved business financial management, as youth were able to develop frugal spending habits resulting in lower household debt to income ratios. Most youth enterprises held a short Pay Back Period (PBP) averaging six months.
- Youth cooperatives and SACCOs will need to build up their asset base for collateral against more affordable borrowing from MFI sources.
- The ability of youth associations and youth businesses to respond to major crises was limited. Business continuity plans need to consider how to respond to challenges such as African swine fever, foot and mouth disease, new castle disease, blight infestations and fall worm, which likely compromised youth business stability.
- Establishing commercial relationships between youth and buyers was vital to business survival. For instance, Ngetta Tropical Holdings in Lango sub region provided agricultural inputs to youth on credit at subsidized rate of 70%, bought back all produce, provided extension service as well as transport for input supplies and produce. Similar services were reported by Masindi Seed Company and others in Bunyoro region. All such services contributed to building viable youth businesses and connections.

#### 1) STAKEHOLDER INVOLVEMENT

- The project established several coordination mechanisms that will enhance the sustainability of youth interventions. These include collaboration with the central government (IYET), regional level (RAC), district and sub-county local governments, the private sector and linkage of YAs to financial institutions. YETA helped youth and their associations and coops form commercial relationships with input suppliers and buyers, for instance. This will support

sustainability of their economic activities by integrating them into markets.

- The project supported the establishment of community and youth-lead community structures such as youth monitoring, evaluation, and learning leaders (YMEL), peer leaders, parent mentors, Community Based Solution Providers (CBSPs) and para-vets that will continue to support youths long after the YETA project closure.
- Profira is a project under the Ministry of Finance that is supporting cooperatives and SACCOs and offers graduated training. YETA youth should seek participation in Profira perhaps with support of NCBA CLUSA as a recommendation.
- With the YETA project coming to an end, it will be prudent to broaden participation of health service providers in order to increase coverage. One such partner is Marie Stopes Uganda.

## 2) INTEGRATION OF INTERVENTION TECHNIQUES AND TECHNOLOGIES

- The project provided practical training tailored to the needs of youth. In addition, the delivery model was mainly through training of trainers hence creating a cadre of trainers that are likely to continue with services long after the project closure.
- The project supported the formation and functionality of youth VSLAs and a majority of YAs and members saved and were able to access loans. These VSLAs have been linked to SACCOs and primary cooperatives for continued support through training, mentoring and access to expanded finance. For example, 270<sup>42</sup> youth had accessed bank loans. In addition, VSLAs and SACCOs were also linked to formal financial institutions such as commercial banks to access additional funding even after the project phases out. As a result of heightened engagement with youth during project implementation, DFCU, Post Bank and Equity banks developed youth-friendly products with attractive features including zero charges on accounts and lower interest rates among others. Thus, these are part of the unintended positive effects of the project.
- The project provided general agro-enterprise

knowledge and skills based on the selected value chains from which YAs and members established enterprises of their choice.

- The gross margin analyses indicated a positive and high value for all agricultural enterprises supported in the project as was explained in section four of this report, implying the innovations are likely to be maintained even after the project closure since income and profit generation are key drivers in enterprise development.

## THREATS TO SUSTAINABILITY

- The project minimally relied on the provision of monetary incentives to various actors in both the government and private sector. Although this was imperative to ensure attainment of project results within the available project period, there is a likelihood that some project interventions may not be effectively carried over beyond the project life span without such similar incentives.
- The project supported agricultural enterprises that are vulnerable to weather vagaries, pest and diseases and market price fluctuations. In the absence of insurance cover, youth are likely to incur losses resulting from uncertainties that can be a threat to sustainability.
- There is a likelihood of loss of institutional memory resulting from regular transfers of key government staff who were trained to provide technical and emotional support to youths. For example, many health workers were trained on the provision of youth friendly services.

<sup>42</sup> Estimated from participant survey, 1% who accessed bank loans

# SUCCESS STORIES AND CASE STUDIES

## OGWANG LAUNCHES HIS BUSINESSES, MANAGES HIS FINANCES AND BUILDS HIS ASSETS

Ogwang Maxwell is 24 years old and is a resident of Te-Akwar village in Western Ward 'A' in Kole Town Council, Kole district and is living with his mother. Maxwell completed Senior 4 but dropped out of school thereafter. He was fortunate to join 'Kony Buli' (meaning help support youth – Luo language), an NCBA CLUSA initiated youth group. Ogwang expressed, "Like many members of my youth group, and other NCBA CLUSA supported groups, I received training in several areas including group governance, financial literacy, business skills, building self-esteem and confidence, and sexual and reproductive health. I ensured that I diligently attended all trainings as they were not only exciting but addressed my immediate need to prepare for my future since I had dropped out of formal school. Of all training that I received, I developed the most interest in farming. I was trained in improved ways of farming and rearing animals. I immediately adopted many of these good agronomic practices, which included land clearing, use of improved seeds, timely planting, weeding and crop loss management, marketing and livestock rearing. The first two years of practicing farming was very good. However, the last two years proved to be less than average due to climate change adaptation challenges for many other farmers in the region. But, because of the training I received from the project, my crop yields instead increased as I adopted the practices I was trained on and it resulted in an increase in my crop yields. For example, I bought improved soya bean seeds from our cooperative who also assisted me at the time in spraying the crops from destructive insects. I used to not earn even 50,000 shilling from my garden before I joined the group, but I have already earned over UGX 2,000,000 from soya bean crop sales alone in the first season and I sold them in a group to access better markets. I am still expecting

even more from the second season harvest of cassava, maize and simsim from the 10 acres that I cultivated. I am happy with my progress, which is the result of my participation in the YETA project.

"Some changes in my life include being more focused and hard working. I have learned to plan my finances and spend less on consumption. Notably, my mother and I live in a small grass thatch roof with mud and wattle walls and floor. I had nothing (no property) by the time I joined the project but now I have two cows, four pigs and over 12 chickens. I have bought myself a mobile phone and a bicycle. But with my earnings from the sale of crops, I cultivated savings in our local group VSLA. I have managed to start building a permanent house, which is at roofing level now and I am hopeful that after the second harvest of my crops, I will be able to roof my house by Christmas this year. I have now taken over the home responsibilities as in family provision from my aging mother.

"Overall, I am satisfied with the YETA project. It has enabled me to gain interest in agriculture and embrace savings through better VSLA practices. I now have a mentor to guide me personally and as a group. My plan is to continue farming for the next two years and resume schooling. I am also happy that many of my fellow youth in our community are working hard as a result of active participation in the YETA project."

## LILLIAN PURSUES A DIVERSIFIED LIVELIHOOD STRATEGY

Lillian is 27 years old and lives in Kahara village, Kyankende Parish, Kibanda sub-county in Kiryandongo District. She dropped out of school after senior 4 due to lack of school fees and was trained as a nursing assistant at Bweyale School of Nursing. Following the phasing out of the nursing assistant post by the government, Lillian could not find an alternative to earning a living.



Fortunately, she got information from local council leaders about possible YETA support to the youths if they organized themselves into groups. Lillian immediately joined Umoja Youth Association which currently has 40 members (17 girls and 23 boys).

Lillian joined a VSLA and saved UGX 40,000 and got a loan of UGX 50,000, which she used to rent a ½ acre of land for planting cabbage. As a result, Lillian had a successful harvest. She fetched UGX 450,000 and used UGX 400,000 to make a partial payment for a cow, which was sold to her at UGX 800,00.

During the second season, Lillian decided to increase acreage and rented two acres of land for planting maize. She harvested six bags of maize, which fetched UGX 750,000 and she used part of this money to pay the remaining balance for the cost of the cow. Lillian realized that she could fetch more money from agriculture if she increased acreage and applied modern agronomic practices. “The project was an eye-opener; I didn’t know that there was good money in agriculture if one put in a little more effort. I used to believe that agriculture was for the old people but now my attitude to agriculture, especially after the first season has changed,” Lillian expressed.

In the subsequent season, Lillian planted maize and beans on two acres of land and planted soya beans after receiving improved seeds from Masindi District Farmers Association (MADFA) that provided agro-inputs to the youth association members at subsidized prices. From the bean gardens, Lillian fetched UGX 750,000 and decided to open an account in KCB Bank.

Lillian does not “put all her eggs in one basket;” she has also diversified into livestock farming. Besides the cow, she also keeps sheep, goats and chicken. Lillian attributes her success in farming to the training she received from the YETA project. She disclosed that the training covered good agronomic practices such as mulching, fertilizer application, post-harvest handling, integrated pest management, financial literacy and business planning. She also received bakery training from MADFA. Besides farming, Lillian also works as a volunteer nurse at Diika health centre two in Kiryandogo sub-county.

With regard to challenges she has faced in agriculture, Lillian highlighted high cost of renting land, price fluctuations, pests and diseases and inadequate access to post harvest handling materials like tarpaulins. When asked about her future plan, Lillian disclosed that she plans to engage in produce buying, increase maize, simsim and soya bean acreage, building rental premises in Bweyale town and start a bakery as an extra income generating project.

### **THE REGIONAL ADVISORY COMMITTEES: LEVERAGING LOCAL GOVERNMENT TO EMPOWER YOUTH**

The entry point of NCBA CLUSA in Dokolo District was in 2013 with the Uganda Conservation Farming Initiative (UCFI) project. In 2015, NCBA CLUSA identified that in order to empower youth through agriculture, it was necessary to work with existing district structures in addition to creating innovative community mechanisms.

Rebecca Mwima is the Principle Assistant Secretary<sup>43</sup> (PASS) and focal point for the project in Dokolo District. She said: “This is one of the projects which I have understood very well of all our production department initiatives.

“In my opinion, one key achievement of the project was the establishment of an apex level known as the Regional Advisory Committee (RAC) which comprised of heads of departments directly relevant to youth affairs from all four project intervention districts. These included: District Production and Marketing Officer, District Agricultural Officer, Secretaries of Production, District Community Development Officer, District Youth Coordinators, District Veterinary Officer, District Commercial Officer, Operation Wealth Creation Officer, Youth Livelihood Officer, and others.”

The RAC meets quarterly to share insights into lessons and best practices during the YETA project implementation, which richly guided and shaped decisions of member districts. The RAC meetings were rotational and field visit oriented where each district had to showcase their youth interventions,

<sup>43</sup> Also commonly known as Assistant Chief Accounting Officer (CAAO)

best practices and challenges from where districts picked up lessons. The RAC strengthened district interrelations and engagements and offered invaluable learning experiences superior to our expensive annual district tours.

For instance, the Dokolo team learned from experiences in Kiryandongo regarding marketing of maize through bulking agent youth groups. The youth buy, bulk and export maize to Kenya. We have linked our maize producing youth teams to market their maize jointly whenever the market was available. The team also marvelled at the out of school youth who got inspired after his engagement with the YETA project through training on how to grow vegetables. A youth member showed the group his sales of UGX 15 million on his mobile phone all from his quarter-an-acre garden production model. He has since then expanded his production three-fold in acreage. The team simply got jealous but inspired too. They learned that beyond training, provision of incubation kits such as water harvesting and irrigation kits were also pertinent to successful youth take-offs.

The project met the immediate needs of youth which included income, employment, food and health. YETA participants are much better prepared for self and community engagement through various support mechanisms including training, incubation, follow up and mentoring. The team easily qualified for complementary district support such as YLP, UWEP, OWC and even from parents and communities.

The YETA youth have become very empowered. Some of the changes Mwima has personally observed in the lives of youth include a reduction in aimless loitering, excessive drinking and many have narrowed down on production and income generation unlike ever before. The YETA youth now have incomes and are very confident in their families and communities. They are first to speak and take lead in any gathering regarding developmental issues in their localities. Indeed, many have joined leadership positions such as LC1 and are actively participating in social responsibilities including community road maintenance, health service provisions, and some gained employment as VHTs in and out of their

districts. YETA youth have initiated savings and, according to field and personal visits, most are saving money with a purpose tied to their business planning. Initially, youth spent their parent's little income recklessly, but now have grown in financial responsibility and are contributing to educating their siblings beyond their own education levels. Many have gotten married as well and have stable and progressive families.

As a district, the community has been inspired by the YETA project and many believe the model should simply be scaled up.

# LESSONS LEARNED AND KEY CHALLENGES

## LESSONS LEARNED

1. Youth associations are important entry points for youth empowerment; they allow youth to test their ideas and learn important business skills through agricultural related enterprises and more readily benefit from non-agricultural interventions such as sexual reproductive health.
2. Group cohesiveness can be effectively attained if members are organized around common objectives and aspirations. In the case of YETA, the common objective was improving lives through agricultural business interventions. The fact that YA members were all out of school/school dropouts, lived in the same community and faced similar challenges also enhanced group cohesiveness. However, drawing YA membership from different villages and communities takes some time to attain cohesiveness for effective performance.
3. Youth empowerment is a process that requires systematic, incremental interventions that focus on meaningful participation and engagement rather than “quick fixes”. Active participation in youth empowerment program enabled them to develop problem-solving skills and gain a sense of ownership, independence and self-efficacy.
4. Youth empowerment is a multi-level construct consisting of practical life approaches and applications, social action processes, individual as well as collective outcomes. The YETA project demonstrated that in addition to focusing on individual youth, it is also important to engage other entities and structures that enhance youth knowledge and skills. These include parents, local leaders and extension staff.
5. The design of youth empowerment programs should entail careful selection of the target participants and program partners in youth communities (e.g. parent mentors) for support to avoid high failure and dropout rate. Youth profiling should therefore precede program interventions.
6. Mentoring is critical to ensure requisite support, trust and encouragement for youth empowerment. The project expanded mentorship to include other actors such as the peer leaders, YMEL, project staff and district and sub-county level technical staff. However, it is imperative that mentors retreat to the background at a certain point during the empowerment process to enable the youth to become principal actors in this process.
7. Training young people in business enterprise development requires tailoring to their needs and focusing on improving skills and competencies. Organizing training in phases allows for reflection and review by both the trainers and trainees as well as maintaining harmony with other on-going commitments at individual and group levels.
8. The incorporation of community based voluntary services in the project demonstrated that youth are an important source of skills, energy, and creativity for local communities. The engagement of young people in local development efforts is an important aspect of community economic development and is mutually beneficial to both the youth and the community.
9. Project incubation kits were provided to youth groups in order to enhance their businesses and are a vital project contribution. However, a few inconsistencies in their management and access were observed. Therefore, it is important to establish a clear but simple reporting, handling cases and feedback mechanisms for

immediate amicable resolution. In many cases, such group assets could be used as group collateral to access additional resources when required. Making youth group assets known to stakeholders provides additional security besides increasing their utility and leverage.

10. Provision of youth-friendly services enhances access to SRH services and positive health-seeking behavior among youth, especially where it is integrated into the government and private sector health service delivery systems for sustainability.
11. Incorporation of foundation skills into youth empowerment programs, especially for school dropouts, is pertinent to bridging the gap between formal and informal life skills development. By developing a structured foundations skills guide, the project addressed the needs, which were not adequately provided in formal settings and in the wider society.
12. The transition from informal to formal banking status requires systematic graduation to allow for learning, confidence and trust building and should not be rushed.
13. Strengthening coordination mechanisms is important for enhancing synergy, information sharing and collaboration among stakeholders. The project supported establishment of IYET and RAC, which were instrumental in ensuring buy-in from the local government, CSO and private sector.

## KEY CHALLENGES

Largely, the YETA project implementation advanced well, however, the evaluation team noted the following key challenges which accounted for some of the observed shortfalls in achievement of intended results:

**LIMITED ACCESS TO LAND FOR YAs AND MEMBERS:** Most YAs and members engaged in agricultural enterprises had to rent land at high costs, which effected the extent to which land improvements could be done and this effected yields and limiting expansion opportunities. There

was competition for land access, especially in Masindi District due to the increased demand within the sugarcane industry. For example, on average, youth had to pay UGX 146,000 per acre per season.

**PRICE FLUCTUATIONS:** The wide changes in farm gate prices for some crop such as maize, soybean and sunflower left the youth uncertain regarding farm profits. For instance, price of maize during the last season to the evaluation ranged from UGX 600 - 1,000 in the project area.

**ADVERSE WEATHER CONDITIONS:** Adverse weather conditions including prolonged droughts, heavy rains and flooding in some areas lead to crop failure, higher disease incidences and post-harvest losses. The adverse weather also limited access during supervision of project activities by project staff, especially during heavy rains given that each region had only one vehicle and motorcycles for field work.

**POOR ACCESS ROADS:** Poor road conditions, especially in hard to reach areas in Masindi, affected both input supply and marketing of youth agricultural produce resulting in higher operational costs.

**LACK OF RELIABLE MARKETS:** Limited marketing coordination of agricultural produce for horticultural crops discouraged youth from profitably engaging in such enterprises.

**INADEQUATE ACCESS TO AGRICULTURAL FINANCE:** Although youth received training in financial literacy and business skills, access to finance remained a challenge due to limited capacity of youth to meet borrowing terms and conditions from banks. The key alternative sources of finance such as VSLAs and SACCOs could not adequately meet the financial needs of YAs and members.



# CONCLUSIONS AND RECOMMENDATIONS

## CONCLUSION

Overall, it can be concluded that the project was successfully implemented and that the anticipated objectives were met along all four result areas; YAs were formed and strengthened, members have improved their foundational skills, increased access to financial services and developed the technical and entrepreneurial skills to launch their businesses. The YETA project was able to deliver the intended outputs on schedule and there was sufficient evidence to show these outputs achieved the intended outcomes and impact as exemplified by the completion of most indicators and targets while others were exceeded.

The selection of youth participants and support to form YAs was well conducted and training was well-tailored towards youth's capacity needs in terms of financial literacy, business development and management. In addition, providing foundation skills to youth had far reaching positive changes. This was particularly observed in health-seeking behaviors while linkages with financial institutions, formation of VSLAs and SACCOs enabled youth and YAs to increase their access to funds for agricultural production and business development.

The project also helped establish relationships with partners from local governments, civil society and the private sector, which provided greater avenues for sustained access to input supplies, extension services and support supervision. For example, partners like RHU and Youth Alive were instrumental in providing important training and mentoring to the youth. In addition, support to the formation and functionality of community-based structures such as peer leaders, parent mentors, YMELs and CBSPs had important implications for sustainability. The project implementation was flexible and this allowed for the incorporation of new interventions such as support to VSLAs and cooperatives in the later part of implementation.

However, the evaluation team noted a few shortcomings of the project, key among which include inadequate empowerment of the youth participants with regard to advocacy at the local level and lack of emphasis on value addition.

## RECOMMENDATIONS

### RESULT AREA 1: YOUTH ASSOCIATIONS ARE FORMED AND STRENGTHENED

1. There is a need to strengthen advocacy skills among YA members to enable them to meaningfully and directly engage relevant government agencies and other actors on issues related to agricultural enterprise development.
2. Mechanisms should be established for replication of YETA's innovative technologies and practices such as the foundation skills and the IMO piggery management models both within and beyond the current districts.
3. In the future, project design should review age grouping to ensure narrower age ranges. For example, instead of groups with ages 15-25, trainings should consider three groups such as ages 15-17 and ages 18-24 to address the specific needs of different age brackets and to allow for better engagement, cohesion and participation.

### RESULT AREA 2: IMPROVED WELL-BEING AND CONFIDENCE THROUGH ENHANCED FOUNDATIONAL SKILLS

Youth associations have provided a unique entry point for adolescent SRH programming. The YETA project integrated adolescent SRH services into livelihood improvement programs and this practice should be scaled up by respective districts.

### RESULT AREA 3: INCREASED ACCESS OF YOUTH ASSOCIATION MEMBERS TO FINANCIAL SERVICES

1. Transition from informal to formal banking status should be more systematic and staged in phases to allow for more learning, confidence and trust building between youth and banks.
2. NCBA CLUSA needs to strengthen VSLAs and support their federation into strong and vibrant SACCOs to enable them to monitor and supervise youth associations and support them in value addition. Support can also be provided in the form of infrastructure such as warehouses and other vital equipment to leverage their income and collateral base.

### RESULT AREA 4: TECHNICAL AND ENTREPRENEURIAL SKILLS TO LAUNCH YOUTH ASSOCIATION MEMBERS' BUSINESSES DEVELOPED

1. Youth should be supported to acquire either a Workers Practically Acquired Skills (PAS) (for all trainees who did not have any academic qualification and yet satisfy the course requirements) or a DIT Certificate for those who join with the requisite academic requirements and were able to satisfactorily pass the test. With the Workers PAS, trainee graduates are able to obtain employment in and outside Uganda.
2. NCBA CLUSA should further support YAs in understanding agricultural insurance in order to address the challenges associated with climate change such as floods, droughts, pests and diseases.
3. There is a need to coordinate and strengthen production and marketing of youth agricultural produce through ensuring adequate production of quality produce, postharvest handling, processing, and storage.
4. Expand the range of skills provided to youth to include apiary, bakery, hairdressing, carpentry, and others to complement agricultural enterprises and enhance interdependence.

5. Build capacity of youth by engaging in a complementary enterprise mix to enhance mutual and symbiotic businesses, which feed into each other and thus build synergies that reduce cost and enhance profits. Examples include livestock and poultry waste output that would feed into biogas production, the slurry provides manure for vegetable and other crops.

### GENERAL RECOMMENDATIONS

#### PROJECT DESIGN

Project staffing structures need to be designed to ensure management can make effective decisions, respond to the needs of field staff, and support monitoring and reporting. In regard to policy advocacy it is recommended that both direct engagement (DRT/ODI approach) and grassroots (bottom-up) advocacy go alongside, but with specific budgets to support the advocacy process along the whole continuum, especially where specific project interests are not funded.

#### PROJECT IMPLEMENTATION

1. NCBA CLUSA should develop strategies for sharing experiences on applying the Learn, Engage and Develop youth empowerment model with other like-minded organizations involved in youth empowerment programs. For example, a national symposium on the model can be organized as part of the phase-out strategy.
2. In future, NCBA CLUSA should unpack the Theory of Change and simplify it for easy interpretation and understanding by stakeholders for holistic uptake by all stakeholders.
3. The coordination mechanisms for enhancing synergy, information sharing and collaboration among stakeholders (IYET and RAC, which were instrumental in ensuring buy-in from local government, CSO and the private sector) should be maintained and strengthened.
4. Cascade advocacy observed at IYET down to the YA level for the articulation of policy and feedback to the government on youth related issues in agriculture. At the higher level, an emphasis on fostering policy and program developments on a sustainable basis is also recommended.

5. The Evaluation Team recommends that the YETA project scale up the project to cover broader geographical areas as well as deepen vertical integration, which should include supporting more YAs in forming primary cooperatives and subsequently into area cooperatives and SACCOs that would engage in higher level value chain development activities.
6. Regarding the challenges with access land, NCBA CLUSA should conduct desk-based and field validation studies to better understand the factors influencing youth land access and determinants to inform future programming. Supporting youth enterprises that are less land-based such as apiary, repair of agriculture tools and equipment, mushroom production, marketing, among others, would also help to reduce dependency on land access.

# ANNEXES

## ANNEX 1A: SAMPLE SIZE CALCULATION

	STATISTIC	DATA
1	N (target population)	26,250
2	p	0.65
3	z	2.57
4	q	0.35
5	pq	0.228
6	Margin of error (e)	± 0.05 (5%)
7	Target sample size (n)	684
8	Adjusted calculated sample size 10%	760

COHORT	BENEFICIARIES	% DISTRIBUTION	DISTRICT (N)				SAMPLE BY COHORT	PLANNED (N)			
			DOKOLO	KOLE	KIRYANDONGO	MASINDI		DOKOLO	KOLE	KIRYANDONGO	MASINDI
Cohort 1	3984	15%	1037	1248	832	867	112	29	35	23	24
Cohort 2	6277	23%	1470	1702	1548	1557	176	41	48	43	44
Cohort 3	8467	31%	2052	2214	2077	2124	238	58	62	58	60
Cohort 4	8320	31%	2121	2261	1952	1986	234	60	64	55	56
<b>Total</b>	<b>27048</b>	<b>100%</b>	<b>6680</b>	<b>7425</b>	<b>6409</b>	<b>6534</b>	<b>760</b>	<b>188</b>	<b>209</b>	<b>179</b>	<b>184</b>

### DOKOLO

SUB COUNTY	# GROUPS	COHORT 1	COHORT 2	COHORT 3	COHORT 4	TOTAL
Agwatta	6		26		30	56
Adok	2		15			15
Batta	4			40		40
Amwoma	2				30	30
Kangai	2	16				18
Adeknino	2	16				18
Dokolo	2			18		18
<b>Sub Total 9</b>	<b>22</b>	<b>32</b>	<b>41</b>	<b>58</b>	<b>60</b>	<b>191</b>



## KOLE

SUB COUNTY	# GROUPS	COHORT 1	COHORT 2	COHORT 3	COHORT 4	TOTAL
Akalo	2	18				18
Alito	6		23		32	55
Aboke	6		25		33	58
Bala				32		32
Ayer	1	9				9
Kole T.C.	5	9		32		41
<b>Sub Total 4</b>	<b>19</b>	<b>36</b>	<b>48</b>	<b>64</b>	<b>65</b>	<b>213</b>

## KIRYANDONGO

SUB COUNTY	# GROUPS	COHORT 1	COHORT 2	COHORT 3	COHORT 4	TOTAL
Kiryandongo TC	7		18	31	21	
Kigumba	7		18	-	34	
Bweyale	1		9			
Bweyale T.C.	1	10				
Kiryandongo s/c	2	15				
Mutunda	3			27		
<b>Sub Total 6</b>	<b>21</b>	<b>25</b>	<b>45</b>	<b>58</b>	<b>55</b>	<b>182</b>

## MASINDI

SUB COUNTY	# GROUPS	COHORT 1	COHORT 2	COHORT 3	COHORT 4	TOTAL
Karujubu	1	8				8
Kigulya	2			18		18
Nyangahya	4			42		42
Budongo	3	8	22		16	46
Bwijanga	3	8			16	24
Pakanyi	3		22		24	46
<b>Sub Total 6</b>	<b>16</b>	<b>24</b>	<b>44</b>	<b>60</b>	<b>56</b>	<b>184</b>

## ANNEX 1B: SAMPLE SIZE DISTRIBUTION

### SELECTION CRITERIA FOR HIGH AND LOWER GEOGRAPHICAL RESPONSE

DISTRICT	HIGH RESPONSIVE SUB COUNTIES	LOW-MEDIUM RESPONSE SUB COUNTIES	COHORTS
Kiryandongo	Mutunda and Kiryandongo	ALL other sub counties	All cohorts
Masindi	Pakanyi and Bwijanga	ALL other sub counties	All cohorts
Kole	Alito and Aboke	Kole TC	
Dokolo	Kwera and Okwongodul	Adeknino and Kangai	Cohort 1
	All sub counties	NIL	All Cohorts

## ANNEX 2: LIST OF DOCUMENTS REVIEWED

### BASELINE REPORTS

Annual Survey Data 3\_May\_2019

Final Report\_YETA Project Baseline Assessment 09 02 17

YETA PMP Revised April 2017

Yetac2followup - Descriptive Report - sent to YETA (2)

### COP STUDIES

Lira Region Cops

Profiles for Cooperatives in Kiryandongo Region

### LEARNING QUESTIONS

20190815 YETA Access to finance - final

20190816 Group Model - final ODI edit

Draft Cooperative question preliminary

HOW DOES THE YOUTH – MENTOR

Sequencing Report 07112017

Social Capital Draft Report Aug Sep 2...

### PRIVATE SECTOR

Copy of Private Sector Partnership 2018

### RAC MINUTES

2nd RAC Minutes Of NCBA CLUSA YETA Project 2nd Regional Advisory Committee Meeting 21st April 2016.d...

3rd RAC meeting -minutes.pdf

4th RAC meeting -Minutes october 2017.docx

5th RAC Meeting Minute\_10 05 2018\_Dokolo.docx

6th RAC meeing -MINUTES OF THE 6TH REGIONAL ADVISORY COMMITTEE MEETING HELD IN MASINDI.doc

7th RAC MEETING - minutes 28 05 2019.docx

action points of 2nd RAC.docx

YETA UNLOCKS POTENTIAL OF YOUTH IN MASINDI.docx

#### **PROJECT DOCUMENTS**

NCBA CLUSA\_YETA\_Revised Technical Proposal\_MCF EOY\_...

#### **YETA CURRICULAR**

Handbooks

03 03 17 Mentorship Manual

FINAL - Agro-Entrepreneurship Training Curriculum July 2016

FINAL - Financial Literacy Facilitator Guide - Dec 2016

FINAL - YETA Financial Literacy Curriculum

FINAL - YETA Foundational Skills Curriculum

FINAL - YETA Governance Curriculum

FINANCIAL LITERACY New Work Cards

YETA Training Report on Mentoring

YETA-governance work cards [Inside] 2 \_3-Dec-2015

#### **PROJECT REPORTS**

Years 1,2,3,4,5

#### **ANNUAL SURVEY DATA**

Code Books Annual Survey 2019 Data 2\_may\_2019.docx

Data Notes on the Excel Databaase Annual survey 2019.docx

Draft One Annual Survey Data Base 3\_may\_2019.xlsx

Sacnned copy of Questioneer uesd Annul survey 2019.pdf

#### **YOUTH ACTIVITIES**

YA\_Lira Region Mentors with Gender

## ANNEX 3: LIST OF KII RESPONDENTS

### KIRYANDONGO DISTRICT

S/N	NAME	SEX	DESIGNATION
1	Demis Dacan	M	Principal Assistant CAO, Kiryandongo District
2	Kakumba Sam	M	District Commercial Officer, Kiryandongo District
3	Danish Okello	M	Clinical Officer/In-Charge, Mutunda Health Centre III
4	Kakooza 1.S	F	Nursing Officer, Kigumba Health Centre III
5	Avuni Alba	F	Enrolled Midwife, Kiryandongo District
6,7	Katusiime Benon	M	Extension Worker, Mukwano Enterprises, Kiryandongo
8	Mike	M	Manager, Nyamasa United Area Cooperative, Nyamasa Parish, Mutunda S/County
9	Mwesige Stephen	M	Youth Councilor, Kiryandongo district
12	Tugume Joseph	M	Project Officer, RHU, Kiryandongo
13	Okware Joseph	M	Chairperson, Kijune United Joint YA, Kiryandongo
14	Susan	F	Nursing
15	Papako Abdala	M	Chairperson, Kusemererwa YA, Kiryandongo
16	Isoka Ephraim	M	Member, Kijune Youth Group
17	Atai Lillian	F	Member, Kahara YA

### MASINDI DISTRICT

1	Kengonzi Christine	F	District Commercial Officer
2	Businge Vincent	M	Community Development Officer
3	Kugonza Salama	F	District Female Youth Councilor
4	Okello Richard	M	Vet Dealer
5	Kimoli Christine	F	YETA Staff , Masindi
6	Okello Cyprian	M	YETA staff, Masindi
7	Anguzu Julius	M	YETA staff, Masindi
8	Atuhair Winnie	F	Enrolled Midwife, Masindi
9	Anguzu Julius	M	YETA NCBA CLUSA Staff
10	Kimoli Christine	F	YETA NCBA CLUSA Staff
11	Cypriano	M	YETA NCBA CLUSA Staff
12	Kiiza Keneth	M	YMEL, Kidwera 11 YA
13	Kengonzi Christine	F	District Commercial Officer, Masindi
14	Okello Richard	M	District Veterinary Officer, Masindi
15	Byaruhanga Cosmas	M	District Chairperson, Masindi

S/N	NAME	SEX	DESIGNATION
16	Alemu Samuel	M	Savings Officer, MADFA, Masindi
17	Okwonga Moses	M	Chairperson, Kibiran YA, Masindi
18	Byaruhanga Job	M	District Agriculture Officer, Masindi
19	Mugisa Jacob	M	Production Officer, Masindi
20	Okura Emmanuel	M	Chairperson Kyatiro Maize Farmers Cooperative Society, Masindi
21	Major Norbert Besisira	M	Chairperson, OWC, Masindi Masindi
22	Kizza Richard	M	Principal Assistant CAO, Masindi
23	Kungonza Salama	F	District Female Councilor, Masindi
24	Annet Anucichia	F	YMEL Victory Group-Budongo
25	Denis Kemis Ladu	M	YMEL-Nyabyeya

#### KOLE

1	Opio Richard	M	East African Seed Company-Lango
2	Moto Nelson	M	East African Seed Company-Lango
3	Eddy Morris Ogwang	M	Smart Agric Solutions (SAS)-Lango
4	Odongo Ambroze	M	Owote Animal Vet Drug Shop-Lira
5	Simon Okori	M	Former Post bank and now with Equity bank-Lira
6	Aceng Beatrice	F	Akalo H/Centre 3 Staff Kole
7	Ruth Apio	F	Midwife-Kole HC3-Ayer
8	Apio Agnes	F	RHU staff-Lango
9	Opio Richard	M	Field Promoter-East African Seeds Co
10	Okello Joseph	M	DCO Kole
11	Odyek Dickens	M	Chairperson Baa Young Farmers' Cooperative
12	Ogwec Conny	F	Programme Coordinator-Bala Famers
13	Amoki Moses	M	Ayer united Youth SACCO
14	Odyek Moses	M	Member Ayer United Youth SACCO
15	Aceng Eunice	M	Peer Leader-Oribcing
16	Amuge Sharon	F	Member Oribcing

#### DOKOLO

1	Jeniffer Tino	F	Counsellor/Nurse
2	Boniface Okello	M	Chairperson Adekinino SACCO
3	Bonny Chivi	M	Maristopes
4	Amoki Moses	M	Chairperson Ayer United



S/N	NAME	SEX	DESIGNATION
5	Odyek Moses	M	Member Ayer United SACCO
6	Enipu Denis	M	Marketing Officer Dokolo ACE
7	Fualiang Nezia	F	Treasurer-Dokolo Area Cooperative
8	Apili Nancy	F	Bakara Agro Input
9	Lamek Odong	M	DFCU-Dokolo
10	Rebecca Mwima	F	ACAO Dokolo
11	Okabo Lamek	M	Note ber Peer Leader
12	Akech Lonny	F	Peer Leader-Note ber
13	Ouni Tom	M	Mentor-Par Pi Anyim
14	Apio Josephine	F	Mentor
15	Aol Winny	F	Oremcam
16	Okodi Innocent	M	Member Oryemcam
17	Ogwal Tonny	M	Member
18	Amolo Vicky	F	Member
19	Orech Quinto	M	Peer Leader-Abenyopeca
20	Oguti Rogers	M	Member Abenyopeca
21	Orech innocent	M	Peer leader Amiakony
22	Ekut calvin	M	Member Amiakony
23	Aceng Amela	F	Welfare Note Ber
24	Okello Dick	M	Note Ber
25	Acen Dillis	F	Note Ber
26	Ogwal Morish	M	Mentor
27	Koli Winny	F	Secretary Abenyo Peer
28	Enap Vincent	M	C/person
29	Okwir Jasper	M	Peer leader

#### NCBA CLUSA-YETA STAFF

1	Kasingye Africano	M	Director M&E
2	Moses Nyipir	M	Regional Manager-Lango
3	Odur Patrick Okunyu	M	M&E Lango sub region
4	Tegegn Yayeh	M	Director-Finance & Admin
5	Anguzu Julius	M	YEA Masindi
6	Kimuli Christine	F	YEA Masindi
7	Francis Otit Piuviu	M	Field Officer

S/N	NAME	SEX	DESIGNATION
9	Engulu Gilbert	M	Regional Coordinator, YETA-NCBA CLUSA, Kiryandongo
10	Okello Cypriano	M	YEA NCBA CLUSA Masindi

#### NCBA CLUSA-YETA PRIVATE SECTOR AND LINE MINISTRIES

1	Francis Kisirinya	M	Chairperson IYETA PSFU
2	Yafesi Ogwang	M	Ass Commissioner, MAAIF
3	Jude Okong	M	Staff Youth Alive Uganda
4	Sanyu Phionah	F	Project Officer-Learning Partner
5	Richard Adira	M	Senior Officer SME MOTC&I

### FGD PARTICIPANTS - NCBA CLUSA-YETA EVALUATION 2019

#### MENTORS - AKWIR PARISH - KOLE

S/N	NAME	AGE	SEX	DESIGNATION
1	Okech Bonny	30	M	Mentor
2	Moko Kenneth	30	M	Mentor
3	Oyom Mike	39	M	Mentor
4	Oburu Samwuel	27	M	Mentor

#### ABOKE YOUNG FARMERS COOP SOCIETY

1	Edamu Edward	27	M	Member
2	Okello Ambrose	25	M	Finance & Planning
3	Angwech Naume	25	F	Member
4	Nam James	26	M	Member
5	Okech Bony	30	M	Chairperson

### PEER LEADERS - NYABYEYA-MASINDI

1	Jima Alex	22	M	Peer Leader
2	Kunihira Monica	25	F	Peer Leader
3	Kaheru Erinah	24	M	Peer Leader
4	Sekiri Henry	21	M	Peer Leader
5	Jawiyambe Godfrey	19	M	Peer Leader
6	Wamani Claveri	20	M	Peer Leader
7	Susu Moses	23	M	Peer Leader

S/N	NAME	AGE	SEX	DESIGNATION
8	Ongeiwuni Afred	19	M	Member
9	Agenoga J Elisha		M	Treasurer

#### BUJEJE MAIZE COOP SOCIETY

1	Byabazaire David	19	M	Vice Secretary
2	Rugadya	22	M	Member
3	Mushindi Christopher	19	M	Chairperson
4	Isoke Michael	21	M	Marketing
5	Wamani Alfred	23	M	Secretary
6	Katusabe Lucia	20	F	Secretary

#### KYATIRI MAIZI COOPERATIVE SOCIETY - MASINDI

1	Onen Fred Prince	19	M	Secretary
2	Ozelle Kizito	21	M	Production
3	Okulla Immanuel	24	M	chairperson
4	Okwwonga Moses	20	M	Vice Chairperson
5	Kisakye Oliver	24	F	Treasurer
6	Asaba Fred	23	M	Publicity
7	Adegitho Puma	19	F	Member

#### MENTORS - NYABYEYA-BUDONGO - MASINDI

1	Ezati Michael	23	M	Mentor
2	Oliki Stephen	25	M	Mentor
3	Obeling Gilbert	21	M	Mentor
4	Keji Scovia	19	F	Mentor
5	Ocan Acema Samuel	18	M	Mentor

#### DISTRICT OFFICIALS - MASINDI

1	Kugonza Christine	29	F	Commercial Officer
2	Businge Vincent	50	M	CDO
3	Okello Richard	45	M	VET
4	Kugonza Salama	34	F	Dist Female Youth Councillor
5	Byaruhanga Cosmas	56	M	District Chairperson
6	Nema Samuel	35	M	Savings Officer

S/N	NAME	AGE	SEX	DESIGNATION
<b>KYABATEGA UNITED YOUTH COOPERATIVE-SOCIETY</b>				
1	Kiira Simon	23	M	Secretary
2	Kyomuhendo Johnson	22	M	Peer Educator
3	Basemera Magret	20	F	Chairperson
4	Tugume Vincent	19	M	Vice chairperson
5	Manyireki Esther	25	F	Member
6	Katusabe Alice	18	F	Member
7	Alinaitwe Yan	20	F	Member
8	Katusabe Kasifa	21	F	Member

**MENTORS - KATUGO - PAKANI**

1	Kamese Joseph	19	M	Mentor
2	Jawambe David	20	M	Mentor
3	Musomo Erick	25	M	Mentor
4	Jowerina Kasifa	18	F	Mentor
5	Juma Okkello	22	F	Mentor

**PEER LEADER S- KATUGO - PAKANI - SUB COUNTY - MASINDI**

1	Onen Fred Prince	18	M	Peer Leader
2	Ozelle Kizito	19	M	Peer Leader
3	Atyang Jennefer	21	F	Peer Leader
4	Okwam Patrick	22	M	Peer Leader
5	Atimang Scovia	21	F	Peer Leader

**FGDS KIRYANDONGO DISTRICT - PARENT MENTORS - MUTUNDA TC**

S/N	NAME	SEX	DESIGNATION	ORGANIZATION
1	Amone James	M	Mentor	Bedo ber
2	Okecha Yasin	M	Mentor	Kwar Kabcan
3	Adema Emmanuel	M	Mentor	Mungu Jakisa
4	Adriko Geoffrey	M	Mentor	Orimcan
5	Anecho David	M	Mentor	King Salmor Group
6	Oluk Tonny	M	Mentor	Pikisa
7	Odaga Geoffrey	M	Mentor	Can mito diro

S/N	NAME	SEX	DESIGNATION	ORGANIZATION
<b>YOUTH GROUP LEADERS, PEER LEADERS, YMEL</b>				
1	Atim Ramadhan	M	YMEL	
2	Okello Nuru	M	Youth group member	Mungu Jakisa
3	Jawijambe Denis	M	Youth group C/Person	Can mito diro
4	Oluk Tonny	M	Peer Leader	Can mito diro
5	Amone James	M	Youth group C/Person	Waryan Can

#### **FGDS KIRYANDONGO DISTRICT - GROUP LEADERS**

1	Kaulo Isaac George	M	Chairperson	Umoja Youth Group
2	Okware Joseph	M	Chairperson	Kijune United Youth Group
3	Okwakol Elisa	M	Secretary	Kijune United Youth Group
4	Papako Abdala	M	Chairperson	Kusemererwa Youth Group

#### **FGDS KIRYANDONGO DISTRICT - PEER LEADERS**

1	Ilima Simon Peter	M	Peer Leader	NCBA CLUSA
2	Koru Stephen	M	Peer Leader	NCBA CLUSA
3	Omete Patrick	M	Peer Leader	NCBA CLUSA
4	Ikoyo Rauben Omaye	M	Peer Leader	NCBA CLUSA

#### **FGDS KIRYANDONGO DISTRICT - PARENT MENTORS**

1	Chotum Emmanuel	M	Mentor	Focus ahead Youth Peace Maker
2	Obina Charles	M	Mentor	Kanaba Youth Group
3	Otingewinyu Aloysius	M	Mentor	Dikiri Ber
4	Mujumbi Alex	M	Mentor	Anyimlac
5	Okello Ronald Datto	M	Mentor	Wisdom
6	Komakech Peter	M	Mentor	Akenda CAN
7	Mungunego Collins	M	Mentor	United Youth
8	Okura Francis	M	Mentor	

#### **NCBA CLUSA-YETA EVALUATION INCEPTION MEETING**

**VENUE: NBCA-CLUSA OFFICE KAMPALA, DATE: 12.11.2019**

S/N	NAME	DESIGNATION	ORGANIZATION
1	Kashungwa Charles	Consultant	ULICO
2	Obedy Niwagaba	Consultant	ULICO



S/N	NAME	DESIGNATION	ORGANIZATION
3	Adupa Robert	Lead Consultant	ULICO
4	Africano Kasingye	Director M&E	NCBA CLUSA
5	Dominic Munduga	Proc&Logistics Officer	NCBA CLUSA
6	Naphtal Etyang	Cop	NCBA CLUSA
7	Tegen Yayeh	Dir Finance & Admin	NCBA CLUSA
8	Allan Dickson Otim	Dms	NCBA CLUSA

**CLUSA-YETA EVALUATION DEBRIEF-KOLPING HOTEL-MASINDI, DATE: 29.11.2019**

S/N	NAME	SEX	DESIGNATION	ORGANIZATION	DISTRICT
1	Agnes Apio	F	PO	RHU	Lira
2	Odur Patrick okunyu	M	MO	NCBA CLUSA	Lira
3	Anguzu Julius	M	YEA	NCBA CLUSA	Masindi
4	Kimuli Christine	F	YEA	NCBA CLUSA	Masindi
5	Allan Dickson Otur	M	DMS	NCBA CLUSA	Kampala
6	Engulu Gilbert	M	RC	NCBA CLUSA	K'dongo
7	African Kasingye	M	DMEL	NCBA CLUSA	Kla
8	Okello Cypriano	M	YEA	NCBA CLUSA	Masindi
9	Nyipir Moses	M	RC	NCBA CLUSA	Lira
10	Omara Isaac	M	YEA	NCBA CLUSA	Kole
11	Odwongo Ronald	M	YEA	NCBA CLUSA	Dokolo

**NCBA CLUSA-YETA EVALUATION PRELIMINARY REPORT PRESENTATION**

**VENUE: NBCA-CLUSA OFFICE KAMPALA, DATE: 06.12.2019**

S/N	NAME	DESIGNATION	ORGANIZATION
1	Kashungwa Charles	Consultant	ULICO
2	Obedy Niwagaba	Consultant	ULICO
3	Adupa Robert	Lead Consultant	ULICO
4	Africano Kasingye	Director M&E	NCBA CLUSA
5	Dominic Munduga	Proc&Logistics Officer	NCBA CLUSA
6	Naphtal Etyang	Cop	NCBA CLUSA
7	Tegen Yayeh	Dir Finance & Admin	NCBA CLUSA
8	Allan Dickson Otim	Dms	NCBA CLUSA

## NCBA CLUSA-YETA RESEARCH ASSISTANTS

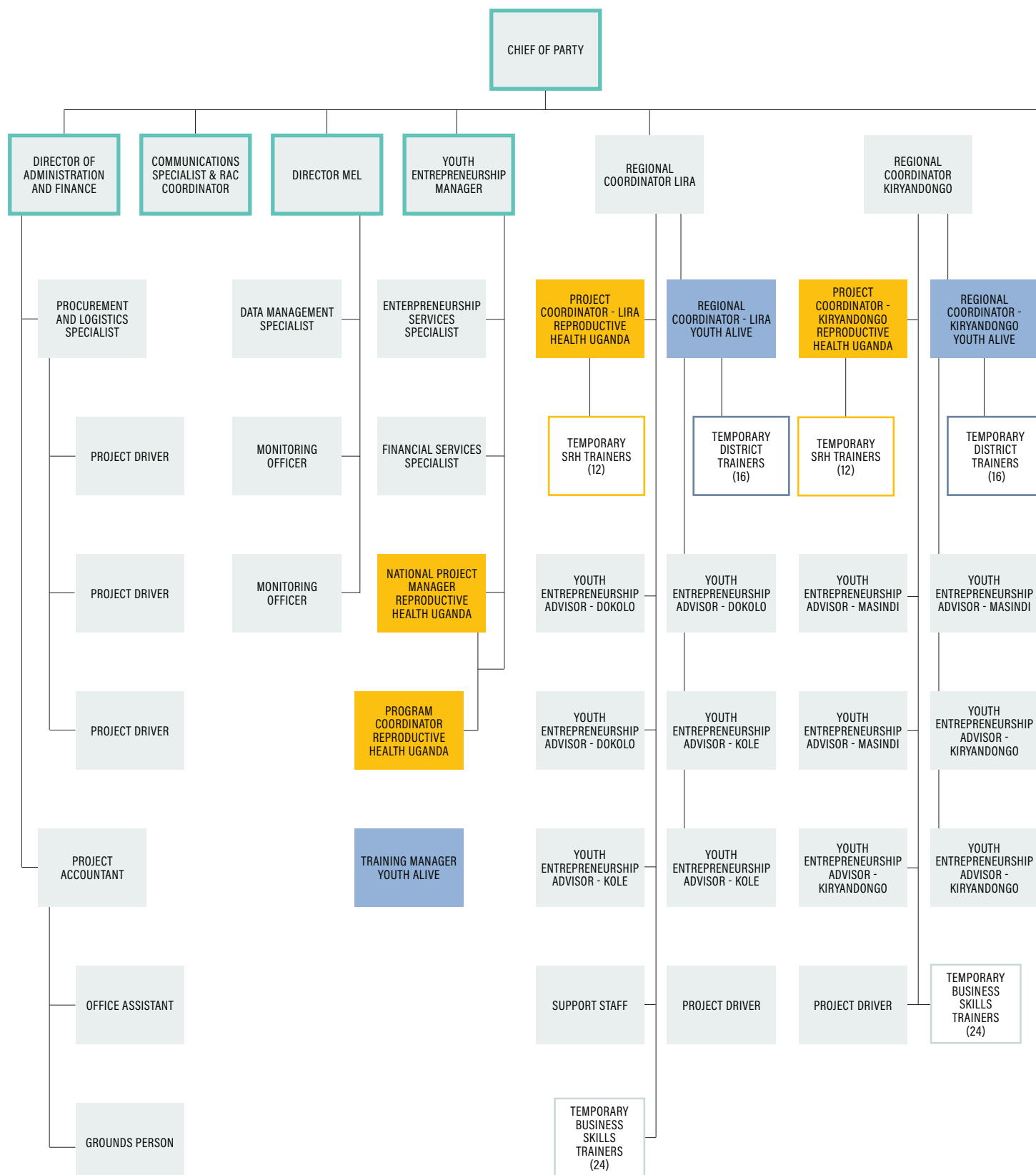
### LANGO SUBREGION

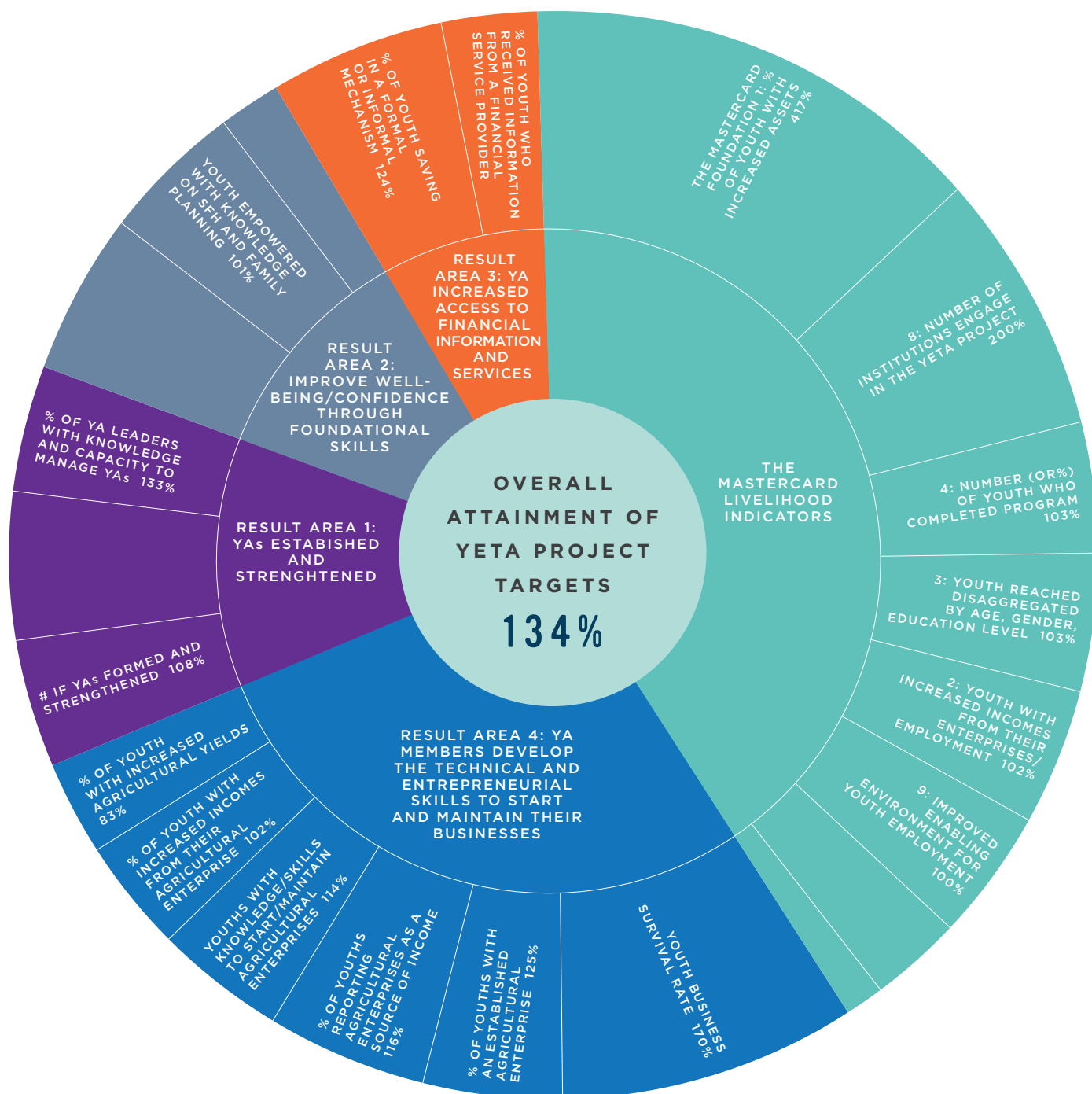
S/N	NAME	SEX
1	Alwoch Jennifer	F
2	Ocan Simon	M
3	Akwang Scovia	F
4	Okulu Christopher	M
5	Anito Genite	F
6	Olwee John J	M

### BUNYORO REGION

1	Arach Jesca	F
2	Lakutu Scovia	F
3	Ayot Nancy	F
4	Labeja Kromel	M
5	Lusenjula Joseph	M

## ANNEX 4: NCBA CLUSA YETA PROJECT ORGANOGRAM











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