

# **COOL FARMING PROJECT**

## **Evaluation Report**

30<sup>th</sup> May, 2016

**Conducted by**  
**Green Edge Solutions Ltd**



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## **LIST OF ACRONYMS:**

ALREP:	Agriculture and Livelihood Rehabilitation Project
BOD:	Board of Directors
DFA	Deliberate Focus Approach
FGD:	Focus Group Discussion
GYCCA:	Grassroots Youth Community Change Agents
KII:	Key Informant Interviews
OECD:	Organisation for Economic Cooperation and Development
TOT:	Trainer of Trainers
YPO:	Youth Platform of Opportunity
YADEN:	Youth Arts Development and Entrepreneurship Network
UYAPS:	Unyama Youth Action Programme for Sustainability

## **EXECUTIVE SUMMARY**

### **Background**

Cool Farming implemented from 1st July 2013 till 30th June 2015, was a youth focused Agri-Business Livelihood pilot project implemented in Nebbi, Nwoya and Gulu Districts within Acholi sub-region. The project aimed to make farming Accessible, Gainful and Attractive to young people. The project idea was hatched from baseline findings that indicated the biggest impediment to youth farming as negative attitude. Change in mind-set was thus a major focus on YADEN strategy. Other areas of focus of the project included creation of youth engagement platforms at the grassroots, enhancing civil awareness amongst youth, igniting youth led debates on agriculture, linkages at local, national and regional levels, and setting up data base that captures new information that can assist in gaining better insight into youth dynamics in rural settings.

The evaluation sought to assess the extent to which Cool Farming associated processes and products were beginning to be used by decision makers, especially at the grassroots to influence policy and practice. OECD DAC evaluation criteria of Relevance, Effectiveness, Efficiency, Impact, and Sustainability were applied. The evaluation reviewed and responded to three focal issues of Accessibility, Gainfulness and Attractiveness of Farming amongst young people. Being a pilot project, all the three districts of Gulu, Nwoya and Nebbi participated. With findings from a desk review as a starting point, findings were triangulated against responses from stakeholders interviewed. Key stakeholders included beneficiaries, Youth Platform of Opportunity (YPO) groups, Grassroots Youth Community Change Agents (GYCCA), political leaders, local government employees and YADEN staff.

### **Findings:**

#### **Project Relevance:**

Cool Farming project was relevant as most of the respondents 95.2% agreed that priority issues and concerns of the youth were addressed including young women. The youth needed to be attracted towards gainful engagement which earns them income and cool farming provided a platform that enabled youth engagement in farming. Success of the project was largely attributed to the key strategy of making farming Accessible, Gainful and Accessible among the youth. The project contributed to Uganda's National Development Plan (NDPII) 2015/16-2019/20 which aims to strengthen Uganda's competitiveness for sustainable wealth creation, employment and inclusive growth with five key priority areas in which agriculture and human capital development are components. The project was also aligned to Ugandan Vision 2040 "A Transformed Ugandan Society from Peasant to a Modern Prosperous Country within 30 Years." While at Global level it

contributed towards Sustainable Development Goals particularly to End Poverty when it sought to make farming gainful and it also contributed towards the goal to Fight Inequality and Injustice when gender (young women) was highly considered in recruitment of project beneficiaries.

### **Project Effectiveness:**

The target group was reached according to 92% of the respondents and gender highly considered with young women beneficiaries composing 53%. This indicates acknowledgement of rightful targeting in terms of group and gender. A clear indicator of effectiveness of the Deliberate Focus Approach (DFA) employed in this program to ensure young women participation and eventual empowerment. Respondents further agreed that planned outputs and activities were achieved as per expectation at 75.8%. Viable structures referred to as Youth Platform of Opportunities (YPO) groups and Grassroots Youth Community Change Agents (GYCCA) were created, capacitated and involved in planning, implementation and monitoring. Beneficiaries included 111 youth bright spots 62 of them young women identified by the community from which 30 Grassroots Community Change Agents (GYCCA) were selected and trained. Twenty Youth Platform of Opportunity Groups (YPOs) were supported with a total of 555 Cool Farmers 52% women.

Key skills attained included agronomy and value addition which improved production and increased sales due to acquired marketing and ICT skills. Life Skills and Communication skills was widely and successfully used to sensitize and attract youth towards farming. The effectiveness of the project can be largely be attributed to the unique, innovative and youth resonating strategy and implementation style adopted.

### **Project Efficiency:**

The study found out that the project was efficiently executed. There adherence to time lines as reported by 77.4% of the respondents. On costs of inputs and investment 87.1% and 88.7% of the respondents respectively felt that they constituted value for money. The project used local resources to complement funds; the beneficiaries provided land for the selected enterprises, training venue, and financed other extra requirements. While 55.5% of the respondents reported that the sub county local governments had the capacity to support the projects, 35.5% felt they did not do enough to support the noble cause. This is because the culture of dependence deeply rooted in the community blinds the local community and by extension government from employing local resources. YADEN as an organization took a conscious effort to utilize manpower and other resources available at the sub county. Community Development Office and Production Office were the most engaged.

On technical capacity and skills of trainers, 95.3% of the respondents expressed satisfaction on their ability to deliver. Documented list produced by management established this when it presented adequate experience and skills required for the job.

The main area of concern identified was time. Basing on the nature of project-farming and that most beneficiaries depended on rainwater for cultivation, the respondents felt that the project should have been more flexible in term of in-put support especially given the erratic rainfall pattern, The program was designed to be a non-rainfall depended venture which could not be overly be achieved given the on ground dynamics. Such contrary views are worth exploring for improvement of resource deployment in future projects.

### **Project Impact:**

Social, economic and political impacts were realized and 95.2%of respondents agreed. There was increased interest and participation by the youth on civic matters and these earned them respect from the community. The community acknowledgement contributed to participants self confidence and self worth as shared by 975 of all the youth participating in community outreaches. 68% reported that the community engagement and the personal development was a motivation factor in engaging with other compoents of the program such as farming. 73% reported increased income and improved livelihoods due to improved agronomy practices and marketing skills learnt. With increased income some beneficiaries realized improved livelihood in terms of being able to provide for basic family needs and save some money for further investment. From management report, baseline survey showed 83% of youth income was never translated into livelihood. This sunk to 40% at the end of the project, an indicator that youth had learnt to be more responsible to themselves and their community.

Some groups reportedly used their resource mobilisation and negotiation skills to source funding from government and other donors. Out of the 20 groups engaged 15 received some form of external financial and material support. Four young women reported to have taken up political leadership positions mostly of Youth Councilors. This was a positive sign that youth were beginning to employ learnt skills to build on their initiatives and contribute towards improvement of society, especially the young women.

### **Project Sustainability:**

Right from formulation stage to planning, implementation and monitoring, the project put consideration on sustainability. This was indicated by the age group targeted which itself provides platform for creativity and innovation. Youth compared to older people are more flexible and daring to try out new ideas. The project formulation based on identified needs generated from baseline survey and the project was Youth Focused, Youth Led and Youth Managed.

Establishment of permanent local structures, capacity building beyond farming extended to YPOs as community organizations, SACCOS, YoFSLi (Youth Focused Saving, Loans and Investment) enabled youth to source their own funds. Setting up enterprises that outlived the project were all important sustainability measures.

Enhancing partnership with government, NAADS, SINFA were all important for further developmental relationships. The project was aligned to government and global development goals which enabled the benefits to surpass project phase.

## **CONCLUSION AND RECOMMENDATIONS**

### **4.1 Conclusion**

Cool farming project was a success. This is because of the unique and innovative approach that Cool Farming employed based on an understanding that it was anchored on understanding of youth dynamics and using this knowledge on youth to formulate an inclusive, participatory and multifaceted project that is youth owned, youth managed and youth led. The project was relevant because priority needs of the youth were addressed and resources were to a large extent properly deployed and utilised making the project efficient. Key performance indicators were achieved with resultant benefits trickling to the right target group therefore solidifying effectiveness of the project. For the young people that participated in various capacities, the project was a life transforming experience with impact on their economic, social and political status manifested through increased farm production, increased income and improved livelihood, new skills and knowledge acquired, increased social networks, greater acceptance in society and wider opportunities to influence decision making in local governance. Despite some few issues noted as areas of weakness like late delivery of farm inputs and some low quality seeds supplied by local agronomy shops, the project was generally successful and can be commended for its role in making farming Accessible, Gainful and Attractive to young people within the project areas at the same time providing a viable and proven approach to holistic youth empowerment and engagement in a youth friendly and resonating way. Lessons that can be tapped by development stakeholders both in government and nongovernment inclusive of the private sector.

### **4.2 Recommendation**

The evaluation team recommends as follows:

- I. Young people need to replicate agronomy skills gained in multiple circumstances in relation to farming. Subsequent skills training programs should teach the modern farming practices as principles applicable



in multiple situations and as well instil in them the crave for knowledge seeking behaviour in situations where they lack the necessary standard practice for a particular commodity.

2. The research team also noted challenges related to farming activities in relation to seeds and inputs that affected standard of production, given the low quality of seeds available in the local agronomy shops. We recommend that in future YADEN liaises with the regional and zonal agricultural research stations established by government to ascertain the most suitable crop varieties and seeds that perform well in a particular locality. This will impact on availability, quantity, quality and consistence of food within households therefore increasing food security.
3. The evaluation also noticed some gaps in financial management at the Youth group level, manifested in misunderstanding from the weak financial systems among the groups. To address this we recommend that financial guidelines are disseminated effectively to all staff, measures are put in place to enhance adherence and in relation to financial dealings. Changes deemed necessary in resource allocation should involve participation of all youth platform of opportunity (YPO) members and not only the leadership so they too own decisions that arise.
4. We as well noted an untapped opportunity for project sustainability. The YPOs are visibly set to prosper especially in terms of increased income through group activities. However we observed no deliberate and strategic efforts by YADEN to tap into the potential of YPOs for both sustaining its programs and expanding its activities. It is natural that most young people benefiting from this project will be willing to support the project's expansion so that more young people can be reached. With the current donor fatigue and increasing hard economic times, YADEN can count on its cadre of young people that now have renewed hope in life because of their support. We therefore recommend that YADEN designs mechanisms, systems and structures that can give opportunity to beneficiaries of the cool farming project to financially support the sustainability of the project through their own resources and community resources. YoFSLi (Youth Focused savings Loans and Investments) concept generated from this project can assist in advancing this opportunity.
5. The evaluation as well noticed that the project area was too wide to attract the necessary attention from especially the government, this being a pilot project. We recommend that future pilot projects be concentrated in a smaller geographical area to realise maximum impact. Instead of "breadth" the project could then concentrate on "depth." A district would have been the most recommended geographical scope of the project given the available resources deployed.
6. Whereas most of the YPO cool farming activities were in remote rural communities, the groups may have cleared land so as to expand their farmlands. Not much was visibly done to preserve or improve environment. The researchers therefore recommend that the current and future YPOs be trained to

appreciate the concept of environmental protection and take visible steps protect especially indigenous species for environmental sustainability.

7. Communication strengthening is too recommended that it is expounded beyond YADEN and their key stakeholders. This is to promote the good attributes of the project widely to government workers, NGOs and other development agencies who may be grappling with ideas on how to succeed in youth projects/programmes. Northern Uganda is a region that has growth potential if youth are successfully involved in rightful developmental activities and thus the more reason to influence NGOs to learn from the pilot project when formulating projects.
8. YADEN should effect its plan and utilise existing network to advocate for government regulation of fiscal policies like market prices, inflation, exchange rates to help farmers compete favourably and be motivated to increase production. This will call for YADEN as an organisation to benchmark and upgrade on its advocacy knowledge so that they embark on advocacy in a more meaningful way. YADEN could in this case tap into the experience of OXFAM.

# CHAPTER ONE

## INTRODUCTION AND BACKGROUND

### 1.1 Introduction:

This chapter presents an overview of Cool Farming Project. It elaborates on the background, formulation, justification for the project, geographical scope, goal, intended beneficiaries, objectives and outputs.

### 1.2 Project Background:

According to a recent World Bank report 2008, Uganda has the world's youngest population with more than has below the age of 18 and the highest youth unemployment rate at 83%. The country continues to have an extremely rapid population growth while 8.4million are living below poverty line. Despite significant investment by the government into education, figures show that Ugandan youth are not being well served by the current educational system. Secondly despite 88% of the population being rural based depending entirely on agriculture, the youth have not been meaningfully involved in agriculture. Little effort has been invested in making farming Accessible, Attractive and Gainful for young people.

### Project Description:

Cool Farming Project implemented from 1st July 2013 till 30th June 2015, was a youth focused Agri-Business Livelihood pilot project with a global goal of making farming Accessible, Gainful and Attractive for young people. The project was implemented in Nebbi District in West-Nile Sub region, Nwoya and Gulu within Acholi sub-region. Cool farming baseline established that one of the most significant impediment to youth engagement into farming despite most indications suggesting that it is a viable means of livelihood, was negative attitude towards farming within the community more especially amongst the youth. Change in mind-set was key and thus a major focus of YADEN implementation strategy. Rebranding of Youth Farming groups into Youth Platform of Opportunity (YPO) groups with an extended mandate that include community engagement and enterprise development, new farming methods that are attractive and 'cool' besides extended sensitisation campaign through Grassroots Youth Community Change Agents (GYCCAs) who already had community and youth respect were some of strategies employed.

Cool Farming project aimed to make farming **ACCESSIBLE, GAINFUL and ATTRACTIVE**. **Accessible** in terms of access to land, capital, skills, altitude, social goodwill and support, this is especially among young people who social-cultural-economic realities have combined to disadvantage them. **GAINFUL**, as a livelihood engagement where farming provides basic needs for beneficiaries and their

dependants, moving them from being “dependants” to “depended” at personal, household, local and national levels through improved incomes and decision making influence. **ATTRACTIVE**, where attitude change activities are embarked on to promote farming and reduce negative attitude towards farming through engaging inspirational creative and innovative methodologies besides employing new technologies that overall make farming attractive, fun and COOL. Promoting Cool Farmers from rejects to role models.

Cool Farming Project targeted to recruit 400 Cool Farmers; 50% young women organised into 20 Youth Platform of Opportunity (YPO) Groups. Included was creation of sustainable structures that involved recruiting and training 30 Grassroots Youth Change Agents, shortlisted from 100 Youth bright-Spots nominated by community members including fellow youth. The GYCCA role was to offer an entry point to the community and assist in mobilisation, roll-out, monitoring, evaluation and sustenance of the project. The next level of structure was to mobilise semi-organised youth groups with interest in venturing into farming; strengthen their organisational capacity to effectively support their membership of 400 cool farmers.

### **I.3 Scope of the Evaluation:**

This evaluation covered YADEN Uganda; Cool Farming implementation activities at District level in Gulu, Nwoya, and Nebbi and Youth Platform of Opportunity (YPO) level from inception to phase out.

It captured experiences in the set up and implementation of Cool Farming project approach and assessed the extent to which Cool Farming associated processes and products were beginning to be used by decision makers, especially at the grassroots to influence policy and practice.

### **I.4 Evaluation objectives:**

The OECD DAC standard evaluation criteria of Relevance, Effectiveness, Efficiency, Impact and Sustainability were applied within the following objectives:

1. To Determine the **RELEVANCE** of project objectives and the YADEN / Cool Farming framework and approach/strategy for the 3 districts, 20 YPOs and Cool Farmers to which the project was applied.
2. To evaluate the project **EFFICIENCY**, assessing the process adopted during the project implementation at different intervention levels, inclusive of Cost Efficiency.
3. To Evaluate project **EFFECTIVENESS**, assessing the degree to which planned outputs and outcomes (intended and Unintended) were achieved at the time of the evaluation and where applicable identify any **IMPACTS** or likely impacts (positive or negative) of the project, inclusive of Young Women empowerment among other gender equity/equality considerations

4. To assess the likelihood of **SUSTAINABILITY** of the project, i.e. what the enduring results are likely to be after the termination of the project. This is inclusive of any influence on Policy-practice changes.
5. To Identify **LESSONS** learned and formulate **RECOMENDATIONS** for any possible follow-up, replication, Scale-up.

The evaluation achieved the above objectives by focusing on the following key areas.

- Taking into account the Project Global Achievement Indicators, interrogating and analyzing how the project made farming **Attractive, Accessible** and **Gainful** to Young people targeted. With analysis of achievement of the project objectives with specific focus on the 9 components.
- Prospects for sustainability were appraised mainly on the basis of the observed level of ownership of the process by youth stakeholders/beneficiaries.
- Other aspects of impact and sustainability were considered such as human capacity built, normative work accomplished, structures and systems created and expectation of continuing impact of the project activities.

### **I.5 Target Groups;**

The project's target groups were:-

- Young People (Youth)
- Young Women. ( Special attention)
- Grassroots Community

The holistic and integrated farming project that also mainstreamed life-issue based skills training and community engagement and empowerment on topical issues through creative and innovative methodologies that anchor in creative arts to assist in ensuring that the beneficiaries not only own the process but are able to sustain the results envisioned in the projects.

### **I.6 Scope of Work:**

The evaluation of Cool Farming Project was conducted in a period of 21 days within the months of April and May 2016. It covered the three Districts of Nwoya, Gulu, and Nebbi within which the project was implemented with a focus on the OECD DAC standards of Relevance, Effectiveness, Efficiency, Sustainability and Impact.

## **I. 7 Expected Outputs**

The major product of the evaluation is the report and data collection tools. Specifically, the assignment will output:-

- a) A draft report submitted to key stakeholders for review and feedback
- b) A comprehensive report in English containing study tools and findings.
- c) 2 soft copies of the final report (1 in .docx format and another in .pdf format) sent on e-mail.

## **I.8 Evaluation Participants and Partners**

- ✓ Youth
- ✓ Project staff especially those that directly implemented the Cool Farming project.
- ✓ Participating YPOs
- ✓ GYCCA
- ✓ Government Officials: These consisted of the, Community Development Officer (CDO), Sub County Leaders, Youth Leaders and that will closely work with the project.
- ✓ Community Leaders that included, LCs and these were used in sampling and guiding research assistants.

## **I.9 Report Lay Out**

This evaluation report is organised into four chapters. The first chapter is an introduction on the project and issues related to the study objectives and participants. The evaluation methodology is presented in chapter two and entails sources of data, sampling methods, tools of data collection, validation of data collection tools, data analysis, challenges and validity of the findings. Chapter three presents findings of the evaluation. Conclusions and recommendations form the fourth chapter. The main report is supported with preliminary information and appendices.

## **CHAPTER TWO**

### **EVALUATION METHODOLOGY**

#### **2.1 Introduction**

This chapter details the methodology employed by the consultant to accomplish the tasks. It describes the study design, population, sampling techniques, data sources, data collection and analysis techniques used by the researcher.

#### **2.2 Study Design**

A cross sectional study design was used for its appropriateness to generate needed information for a study of this nature. Quantitative method was used to obtain statistical data on specific aspects of the study through a predesigned study questionnaire administered to individual respondents selected from within the three project implementation districts. Qualitative data was obtained mainly through review of related project documents, key informant interviews with district and leaders and focus group discussions with Cool Farmers drawn from YPOs.

#### **2.3 Overall Approach**

A participatory consultative approach was adopted in implementing this assignment. This involved engaging the stakeholders through interactive meetings in articulating the various evaluation tasks. The reason for adopting a consultative approach was to capture the requirements of the users and enhance ownership of the findings and facilitate learning process through dialogue. Progress of evaluation was shared at every step including proposal development, tools design, field study, data management and report writing. This was meant to further strengthen ownership of the findings. YADEN teams based in Gulu office were proactively involved throughout the evaluation process to an extent that could not interfere with the findings of the study.

#### **2.4. The Study Population**

##### **2.4.1 Category 1: Cool farmers, YPO members**

**Rationale for selection:** They were the main project stakeholders being the direct beneficiaries of the project. They were individually interviewed using structure questionnaires and the quantitative data presented in this report is a summery statistics of their views.

##### **2.4.2 Category 2: District/Sub county technical and political Staff**

Representatives of the local government including the District Probation and Welfare Officers, Community Development Officers, Youth Councillors, GYCCAs and YADEN staff were as well interviewed as key informants in this evaluation.

**Rationale for selection:** These were stakeholders responsible for policy and technical support related to youth projects at design, implementation monitoring and sustainability activities. They were assessed for their role in project planning, implementation, monitoring national/district level policies formulation, coordination of agencies and functions, planning and budgeting plus other forms of technical support to interventions meant for youth. Information generated from these respondents helped in identifying policy and technical support gaps; implementation hindrances/challenges and the relevant recommendations.

## **2.5 Sampling:**

Sampling followed a multi-stage random sampling approach using the probability proportional to size (PPS) method. Based on the number of respondents (n) required, random numbers were then used to allocate the number of respondents required to be interviewed per YPO in relation to the population and/or number of members within each YPO. This ensured that the YPOs with the highest population or number of members had more allocations for respondents interviewed.

### **2.5.1 Sample Size and Sampling Methods**

Both purposive and random sampling techniques were applied in identifying respondents. Purposive sampling was used to select the key informants on account of their knowledge about the variables under the study. Most were drawn from districts and sub counties of operation. These included Probation Officers, Production Officers, GYCCA, Youth Leaders, Project and Programme staff. The key informants were clustered at District levels then purposively selected, while youth and YPOs were further stratified at sub county levels to ensure that different kinds of community leaders and of both genders participated.

A total of 62 individual beneficiaries of the cool farming project were interviewed using a structured questionnaire and their responses statistically interpreted to form the quantitative data used here in. Respondents were members of 6 YPO groups namely Akemkwene, Apowegi, AGAPE, Ryemocan, UYAPS and Lobowire. Forty four out of the sixty two respondents interviewed were youth aged 16 – 30 years, representing 70% of the beneficiaries. 34% of the respondents were male while 66% were female. All respondents were geographically located in the districts of Gulu, Nwoya and Nebbi: the five sub counties of Anaka TC, Gwok, Nwoya, Panyango and Unyama and nine parishes of Akeke, Ceke, Laguu, Nagur, Pakia, Pakwelo, Pamito, Uding and Unyama.

Focus group discussions involved a total of 68 participants from 6 YPOs. The percentage of males and females who participated in the FDGs was 45.6% and 54.4% respectively.

Key informant interviews were conducted with stakeholders actively engaged in the formulation, implementation and monitoring of the project.



## **2.5. Data**

The study was designed to ensure systematic, unbiased and comprehensive data management that maximised efficiency and effectiveness.

### **2.5.1 Data Collection**

The consulting team developed data collection tools to answer all aims, objectives, thematic issues and technical scope of the evaluation. The tools were used to aid data collection from various sources enlisted below:-

- Review of all related documents
- Key informant interviews with relevant technical staff, government, YADEN and agency leaders
- Focus Group Discussion and individual interviews with selected youth, YPO members and GYCCA,

### **2.5.2 Data Processing**

Quantitative data was coded and entered into a customised Epi Data Software and analysed using Statistical Package for Social Scientists (SPSS version 20) software to generate statistical data. The interpreted information was transformed into tables, graphs and pie charts for easy presentation. Findings from the quantitative data were then backed by qualitative information from the focus group discussions, key informant interviews and reviewed documents.

## **2.6 Limitations/Challenges Encountered:**

- The three days allocated for data collection coupled to the distances to data collection points limited the time available for reaching targeted stakeholders. Key Informants could not be easily reached as many were engaged elsewhere and time for waiting was limited. The consultants therefore made up for this through telephone interviews.
- Time period within which the evaluation was conducted was limited and therefore could not allow for effective mobilization.

All limitations notwithstanding, the team is confident that these shortcomings have no significant effect on the evaluation outcome. The limitations were mitigated by strong reliance on focus group discussion and qualitative data from key informants and project documents.

## **2.7 Ethical Considerations**

YADEN team undertook approval processes for the evaluation. Through them permission was obtained from leaders, YPOs and key informants for data collection. Verbal informed consents to answer the questions were sought from all respondents and only those who consented participated. The benefits of participating in the evaluation was communicated to all respondents before their consent was sought, they were also

informed of their right to withdraw any time from the exercise in case they chose to. Data gathered was stored and kept confidentially and only accessed by those entitled to.

## CHAPTER 3

### EVALUATION FINDINGS

#### 3.1 Introduction

This chapter details the evaluation findings interpreted from individual interviews, focus group discussions, key informant interviews and secondary data reviewed by the consultants. Deductions were drawn from both quantitative and qualitative data obtained for the purpose of this evaluation.

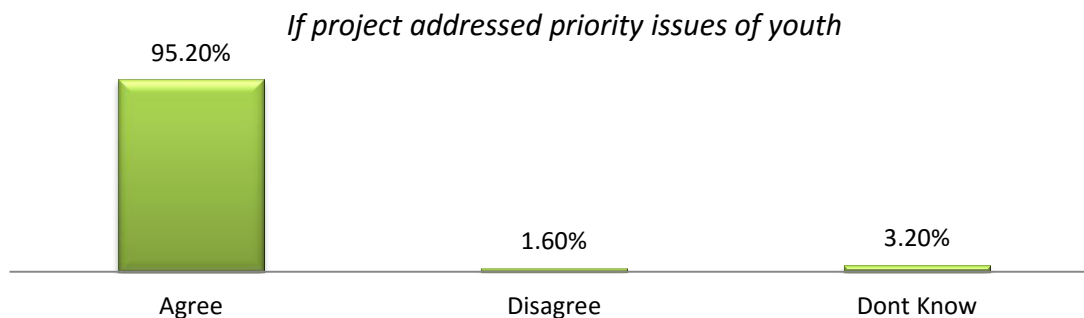
#### 3.2 Demographics

The individual questionnaires were administered to 62 respondents of whom 66% were female and 34% male. 70% of the respondents were young people aged between 16 and 30 years. The respondents were drawn from 6 YPO groups namely Akemkwene, Aporwegi, Ryemocan, UYAPS, PYG and Wilobo. The groups were located in the districts of Gulu, Nwoya and Nebbi: the five sub counties of Anaka TC, Gwok, Nwoya, Panyango and Unyama and nine parishes of Akeke, Ceke, Laguu, Nagur, Pakia, Pakwelo, Pamito, Uding and Unyama.

#### 3.3 Relevance of the project to beneficiaries

**How RELEVANT were Cool Farming Objectives/Framework/Approach/Strategy for the 3 districts, 20 YPOs and Cool Farmers within the three districts of implementation.**

Overall the study found the project to have been relevant to the youth. When asked if the project had addressed their priority issues, responses were as presented in the graph below:-



As represented above, 95.2% of the respondents agreed that priority concerns and expectations of the youth were addressed by the project. Only 1.6% did not agree. The Agricultural Officer Nebbi, Edmond Okurmu in support argued that for youth to be active in farming they needed motivation and in his opinion, Cool Farming project did exactly that when a strategy was developed to make farming attractive. The Director YADEN EA Sami Gathii affirmed that Cool Farming project was guided by the need gap identified as articulated by young people which he summarized under Attractiveness, Gainfulness and Accessibility of farming. He believes the project addressed these pillars from a youth perspective.

Respondents in FGDs and KII interviews consented that Cool Farming Project was important in development of young people. A male youth councilor for Anaka Town Council reported having participated with other councilors in planning and mobilization of the target group. He said “by virtue of our role in the local government, in cool farming project, we supported what complemented our priorities.”

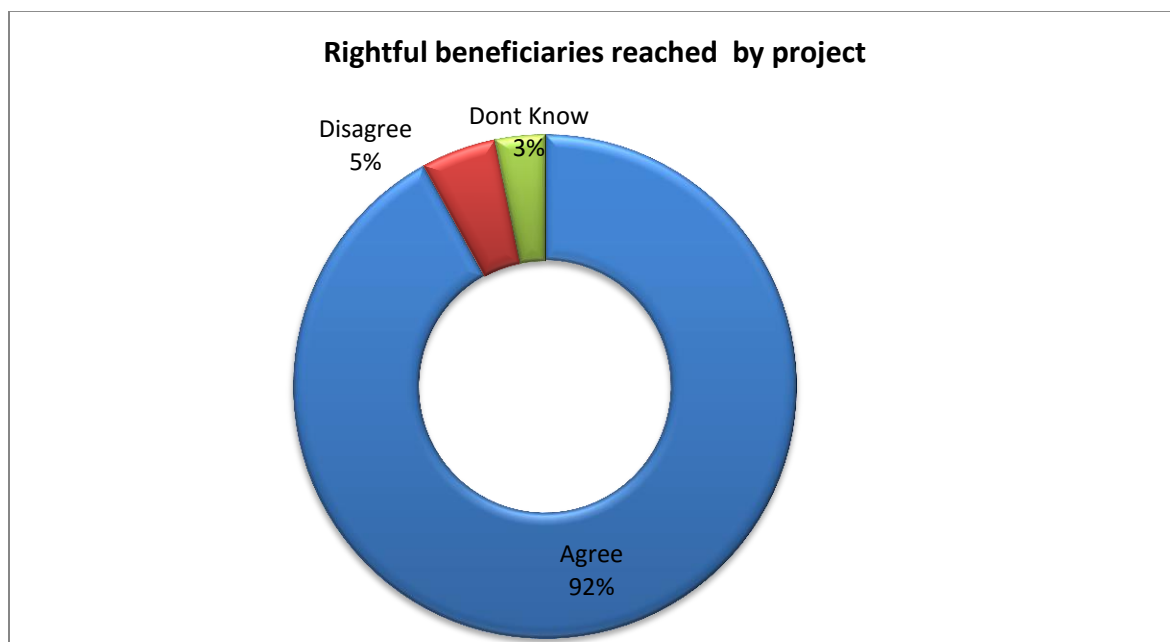
The project contributed to Uganda’s National Development Plan (NDPII) 2015/16-2019/20 which aims to strengthen Uganda’s competitiveness for sustainable wealth creation, employment and inclusive growth with five key priority areas in which agriculture and human capital development are components. The project was also aligned to Ugandan Vision 2040 “A Transformed Ugandan Society from Peasant to a Modern Prosperous Country within 30 Years.” While at Global level it contributed towards Sustainable Development Goals particularly to End Poverty when it sought to make farming gainful and it also contributed towards the goal to Fight Inequality and Injustice when gender (young women) was highly considered in recruitment of project beneficiaries. Most of the participation referred to how they were engaged as the most significant contribution to the success of the program which is an indicator of the relevance of the concept in response to needs of young people.

### 3.4 Effectiveness in project implementation

How **EFFECTIVE** was the project, were planned outputs and outcomes (intended and Unintended) achieved at the time of the evaluation?

#### 3.4 I Target Group:

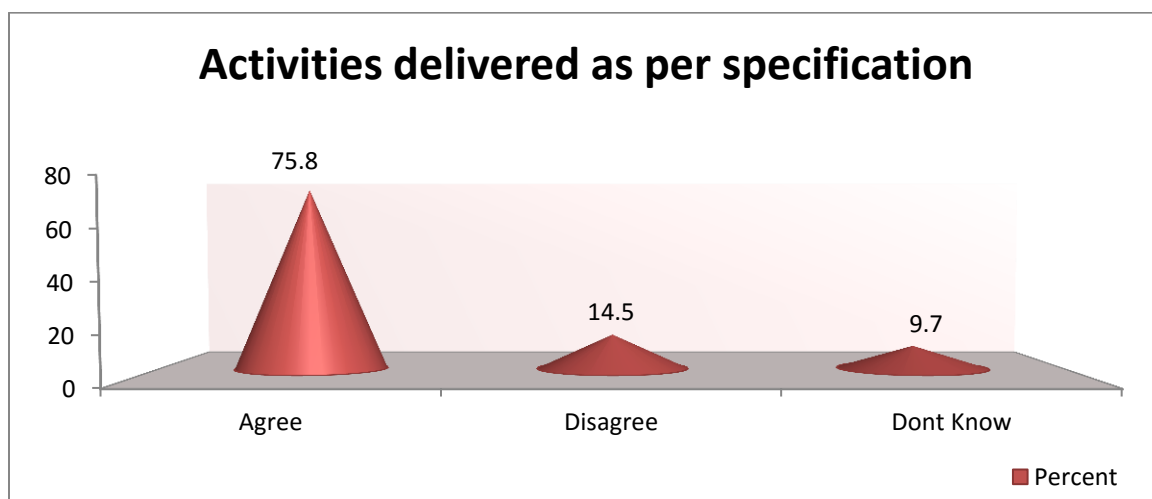
The intended beneficiaries both male and female were reached. Presented below is data from primary source:



The project was intended for youth groups with deliberate targeting of young women and 92% of respondents confirmed that the actual target group was reached. Although findings indicated few of the members being above the bracket, this research team were made to understand that based on the fact that some of the engaged groups were already in existence they could not expel their non-youth members for the sake of fitting the project criteria. It also important to not that members above the youth age limit were not involved in the formality of the project. Categories of beneficiaries were 111 youth bright spots 62 of them young women identified by the community from which 30 Grassroots Community Change Agents (GYCCA) were selected and trained. Twenty Youth Platform of Opportunity Groups (YPOs) were supported with a total of 555 Cool Farmers 52% women. (source; *Cool Farming Final Report*).

### 3.4.2 Achievement of objectives:

When asked if all planned project activities were achieved, 75.8% of the respondents agreed that the planned activities and outputs were achieved. Details are as presented in the graph below:



They affirmed that in most cases, what YADEN promised to deliver they did in the right quantity. The level of transparency exhibited by YADEN by declaring available budget and giving the groups the liberty to plan for their needs was commendable. One group although did not attest to this, they reported that funds declared at 300,000/- differed from what they actually received as a group which was 250,000/=. Further investigation with management revealed that it was a decision arrived at when demand on the ground surpassed available resources. The number of YPOs that needed support increased beyond original plan thus with good intention management reduced on amount per group to cater for other groups; a decision which according to management was duly explained to the YPOs. Bearing in mind sensitivity of matters related to money and since YADEN had already earlier developed a culture of involvement YPOs in funds management, involvement of representatives where changes are deemed necessary is paramount because it creates ownership and responsibility over decisions and obliges youth to continuously explain to their fellow youth till all members gain an understanding.

Although the project had 10 components, they all targeted to achieve three objectives which can be summarized as creation of viable capacitated and representative structures, supporting youth identify and attain viable skills in market oriented enterprises and enhancing capacity of young people to influence policy and practice at all levels. The three objectives aimed at making farming Accessible, Gainful and Attractive.

### 3.4.3 Progress Obtained in Relation to Policy and Practice Change:

Proposed Project Change	Strategy	Progress and Indicators
Change in belief by the youths themselves that digging is dirty/bad enterprise to an exciting and Cool venture that is interesting, profitable and productive.	-Rebranding of Youth Farming groups into Youth Platform of Opportunity (YPO) groups with an extended mandate that include community engagement and enterprise development -New farming methods that are attractive and 'cool' besides extended sensitisation campaign through Grassroots Youth Community Change Agents (GYCCAs)	-Increased number of cool farmers joining YPOs from initial 413 with 48% young women to 555 with 52% young women. -Increased incomes from farming and demonstrated translation to livelihood as verified in Cool Farmers empowerment evaluations. -Opening up of more land for cultivations and diversification into animal farming, value addition as motivated by cool farming engagement. -Youth openly referring themselves as cool farmers in public meetings as evidenced in open discussions and their grants application forms. -7 YPOs awarded government and non-government grants to develop their cool farming enterprises, with UYAP receiving a total of 30 Million Shillings. -18 Months survey show number of youth 'who see a future/livelihood' in farming has increased from 5% to 83% among cool farmers, 86% among young women and 79% among young men.
Encouraging change of the educational system from theoretical to more practical/Vocational training courses that matches the labour market.	YADEN in partnership with OXFAM developed the NUSSEEP (Northern Uganda Secondary Schools Empowerment and Engagement Program) to promote vocational/practical skills provision as opposed to current emphasis on knowledge.	Secondary and primary schools participated in NUSSEEP project in the districts of Nebbi, Arua, Gulu and Nwoya
The government to regulate the fiscal policies likes market prices, inflation, exchange rates to help farmers to compete favorably and be able to produce more.	Cool Farming has been busy setting up structures and developing evidence and has been slow in direct engagement on this issue	
Recognizing, respecting and allowing women as able and productive beings that can also engage freely in productive farming.	Cool Farming set a 50% young women participation benchmark and ensured within the implementation strategy a conducive environment to encourage young women to actively participate at the same time sensitise young men and community in general on advantages of young women engagement in equitable farming.	Increased land access by young women who are using YPO influence to be allocated land to fulfil their individual acreage that qualifies them as shareholders in the YPO enterprises. Success of these young women, some who have taken leadership of YPOs
Introductory letter for Local Chairperson (LC) in recognition for Cool farming YPO beside or in place of legal registration.		19 out of 20 YPOs with recommendation from LC1 had registered with their sub counties and four received government channelled grants which must be recommended by LC1's office. Individual cool farmers received recommendation for government jobs.

Development of Youth Friendly approach to financial services e.g. consideration of young people for loans with relaxed and friendly conditions to access loans.	A deliberate measure to sensitise and influence financial institutions to consider and target young people by addressing their	-16 of the 20 YPOs opened bank accounts -YADEN has engaged Cool Farming to develop YoFSLi (Youth Focused Saving, Loans and Investment)
Incorporation of YPO's into Government Agriculture Ministry plan as recognized entities among other organized farming groups i.e. farmers cooperatives with enhanced capacity to access support services	During stakeholders forums YADEN has continued to engage the ministry officials at the district level and plans to escalate the same at the national level as it will be contained in the Cool farming national Advocacy plan	-Worked closely with NAADS and had gained confidence of NAADS before restructuring -YADEN used its membership in Agri-profocus to enrol more youth to gain from such platforms in terms of information sharing and networking

Source: Management Report

### 3.4.4 Progress on Outcome:

Objective	Outcome	Indicators
<b>Objective 1;</b> to create viable, capacitated and representative structures that will support young people access opportunities available from farming	<b>Outcome 1.1;</b> By June 2015, 30 qualified as TOTs of whom 50% were women (GYCCA) in 3 Districts i.e. Gulu, Nwoya and Nebbi (10 per district).	-Youth led, Youth Managed, Youth Focused approach to deliberating on youth engagement to farming. -Increased opportunities for young people in farming such as grants, as negotiated by GYCCAs -Development process especially on agricultural related program knowledge available among 30 ToTs/GYCCAs at the grassroots. -regular consultation of GYCCAs by local authorities on youth farming and other youth engagement issues. -Existence of 36 GYCCAs in Nebbi, Nwoya and Gulu. -Entrenchment, acceptance and ownership of Cool farming project by the youth and community. -Availability of new and detailed knowledge, understanding and social-economic data on cool farmers and by extension young people in Nebbi, Nwoya and Gulu Districts.
	<b>Outcome 1.2;</b> By June 2015, 20 cool farming platforms of 400 youths will exist 20 in Nebbi, Nwoya and Gulu (8 platforms in Gulu, 6 in Nwoya and Nebbi) with 20 youths per group).	-Increased number of youth engaging in income generation targeted farming within project locations. -7 groups accessed funding from government and other grants. -13 groups with a savings and loan scheme. -consistence and growth on membership to 555 with increase of young women from 50% to 52%. -Existence of 30 capacitated youth farming representatives platforms in Nebbi, Nwoya and Gulu Districts.
<b>Objective 2;</b> to support youth identify and attain viable skills in market oriented farming enterprises.	<b>Outcome 2.1;</b> By June 2015, 400 youths will have acquired skills and engaged in viable enterprises using modern and innovative farming methods that are environmentally friendly.	-Young people/positively discussing farming as a viable enterprise venture. -Establishment of enterprise with grants offered to two groups. -Increased production averaged at 80% increase, almost doubling yield in the first and second harvests since the project.
	<b>Outcome 2.2;</b> By June 2015, 9 YPOs (enterprises) 3 per district are able to market their products benefiting 180 youths (50% women) with an income and improved livelihoods.	-UYAPs YPO received a 30 million grant from DFID to set-up a maize mill machine. -Akem Kwene set-up a Honey Purifying enterprise with scented candle making as a side product and received grant from Community Demand Driven Development Fund. -12 YPOs with an enterprise at different stages of development. focusing on secondary value added products such as Quality Seeds (Rice and beans),

		<p>Nutritional Simsim paste (Supplement), Soya Tea among others</p> <p>-Ojara Jimmy won the Gulu-Amuru-Nwoya Districts Business Plan Competition using skills learnt from Art-preneurship training. Techno serve awarded him 350,000 to invest. <b>Ojara Jimmy 0787314981 "I beat university students in this"</b>.</p> <p>-Wakonyo Gang Kipur total Group income increased from 3,200,000/=in 2013 to 12,000,000/= in 2014 and each member got an average of 1,000,000/= share and used to open minimum of an acre</p> <p>-Increased commodity sales prices due to quality, bulking and price negotiation skills.</p> <p>-New markets established.</p>
	<p><b>Outcome 2.3;</b> By June 2015, 9 YPOs can access financial services through either VSLAs or linkage banking with formal banks</p>	<p>-saving level improved from within the first six months from 34% to 53%, with young women forming 29% of the 53%. UYAPS saved 6,000,000 which enabled them access 30,000,000 million grant towards their maize meal enterprise.</p> <p>- Wakonyo Gang Ki Pur emerged the best YPO in reference to savings with 97% of their members saving consistently</p> <p>-14 YPOs had bank accounts, an increase from 3 at the start of the project</p> <p>-DFCU bank taking keen interest with YPOs and requesting for a meeting especially after DFID supported UYAPS. Other banks engaged included KCB and Stanbic with provision for youth friendly-farming based products.</p>
<p><b>Objective 3:</b> to positively influence policy and practice at all levels, to enable young people access resources, markets, and participate in decision making as regards farming.</p>	<p><b>Outcome 3.1:</b> By June 2015, YADEN will have through a network/alliance advocated for policy and practice changes that create conducive environment for youth to engage in farming.</p>	<p>-Apo Wegi success in getting the local Government, Nwoya district to establish new guidelines for any restocking livestock from other districts to help control foot and mouth disease besides other diseases after their animals were infected.</p> <p>-YPO influencing how grants are distributed especially under Community Demand Driven Development funds Kwiciony, AGAPE ( Nebii) Apo Wegi, Akem Kwene (Nwoya) and UYAPS ( Gulu) are beneficiaries.</p> <p>-Youth needs, dynamics and policy/practices gaps documented.</p>

Source: Management Report

### 3.5 Efficiency in project implementation

Was the project executed **efficiently**, considering the processes adopted during implementation at different intervention levels, inclusive of Cost Efficiency.

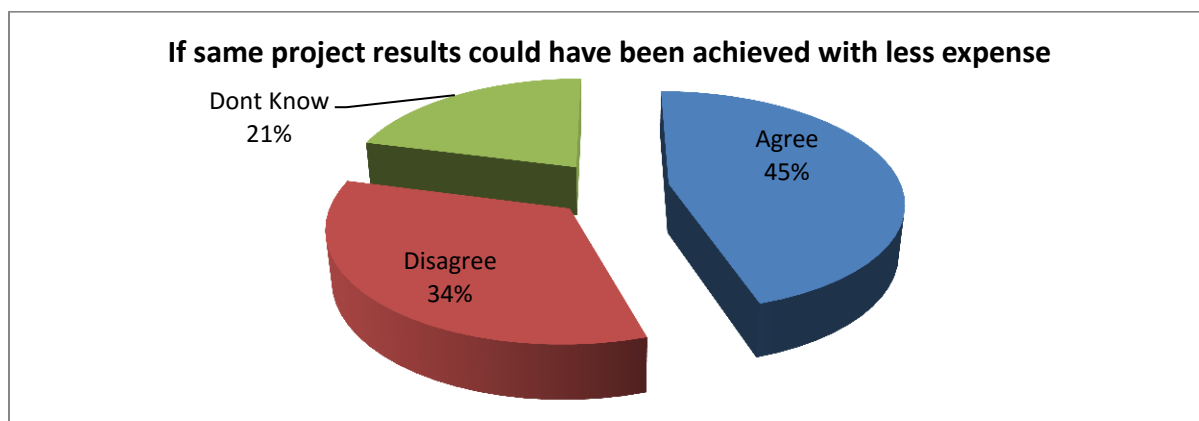
The study found out that the project was efficiently executed. The project activities generally adhered to agreed time lines as reported by 77.4% of the respondents. On costs of inputs and investment 87.1% and 88.7% of the respondents respectively felt that they constituted value for money. The project used local resources to complement funds; the beneficiaries provided land for the selected enterprises, training venue, and financed other extra requirements. While 55.5% of the respondents reported that the sub county local governments had the capacity to support the projects, 35.5% felt they did not do enough to support the noble cause. This is because the culture of dependence deeply rooted in the community blinds the local community



and by extension government from employing local resources. Some YPOs proved a mindset change on this when for example UYAPS raised 6,000,000/= from members as local contribution towards matching fund and with that they received 30,000,000/= grant. YADEN as an organization also took a conscious effort to utilize manpower and other resources available at the sub county. Community Development Office and Production Office were the most engaged.

On technical capacity and skills of trainers, 95.3% of the respondents expressed satisfaction on their ability to deliver. Documented list produced by management established this when it presented adequate experience and skills required for the job.

When asked if respondents felt that the same project results could have been achieved with lesser expense if resources were deployed differently 45% agreed as indicated in the figure below.



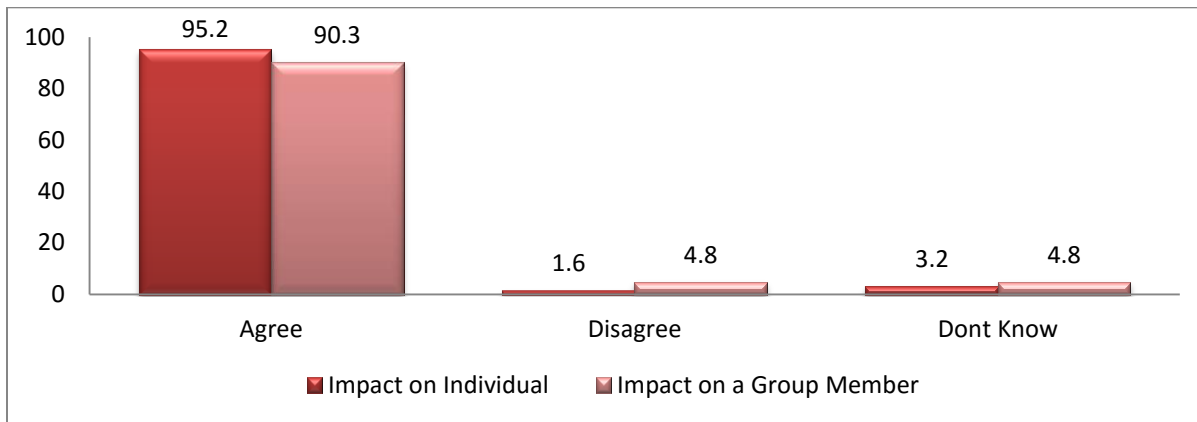
### 3.6 Impact of the Project on Beneficiaries

Was there any **IMPACTS** or likely impacts (positive or negative) of the project, this is inclusive of Young Women empowerment among other gender equity/equality considerations.

Drawing from the project design with a goal of making farming **ACCESSIBLE, GAINFUL** and **ATTRACTIVE** for young people, Cool Farming had good Social, Economic and Political Impact within the community and among the beneficiaries as discussed below:

When asked if the project had impacted them directly or if they had seen an impact of the project on a group member's livelihood, the beneficiaries responded in the affirmative.

*If project impacted livelihood of individuals and group members*



95.2% of the respondents said their livelihoods had been impacted by the project and 90.3% of them reported noticing a group member impacted by the project.

Socially in the perspective of key informants, more than ever youth were participating in social forums. In Gulu and Nwoya Districts Cool farmers were attending agriculture related forums that included land dispute discussions. In general clear indicators of positive attitude towards life were recorded not only amongst Cool Farmers but among other youths who interacted with the Cool Farmers. At individual level 95.2% of the respondents reported improved life skills and more confidence about themselves as a result of the project, they too found it easier to interact with anyone than before. In similar breath 93.5% felt more respected in their communities.

Economically, drawing from management report, by December 2014, one and half year into the project 87% of the 556 cool farmers expressed they saw a future in farming and 64% had directly earned income from it, among these 58% were young women. In the same report, by June 2015, 73% reported increased income from farming in the previous year. When asked in focus group discussion, more than half of the participants were able to confirm increased income and share some figures while some were cagy to reveal actual financial figures but reported sales of rice, simsim, honey, cassava and maize which whose earnings they used to purchase household assets namely cattle, oxen for ploughing, ox ploughs, motorcycles and bicycles. UYAPS group in Unyama openly said their income had increased after acquiring a grinding mill from ALREP and were now selling their maize in a more valuable form. In Pakwach, Sayokwo group at the time of data collection opening community road where AFARD a local NGO had contracted them. An indicator that YPOs were not only able to graduate into viable enterprise entities but diversify their incomes and community development engagement.

The economic benefit tricked down to individuals as testified by some respondents. 83.9% of the respondents reported increased personal incomes as a result of the project. Opiyo, a member of UYAPS in agreement remarked, *“I had never known about this farming as individuals within a group. YADEN made me learn this. Since then I have never looked back. While the group helps ease mobilisation, experience sharing, trainings etc from which I benefit as a person, actual gainful farming is done in one’s own land.”* He continued that he can now take care of his old mother and family through income earned from farming. Another respondent reported abandoning his motorcycle riding (boda-boda) business in town for the farming project and does not regret his decision.

Community engagement and young women participation was an important component in Cool Farming project. Training and support of the cool farmers within their YPO to adopt topical thematic issue affecting the community, develop community engagement mechanism and reach out to assist over 10,000 community members develop solutions to these challenges. At the same time engaging deliberate Focus Approach to ensure Young Women Participation, mainstream Violence Against Women and strengthen young women leadership and influence roles within the project and on the larger community platforms. Participation of women at baseline was at 13% grew to 52%, leadership was below 7% grew above 40%. Women outdid young men in savings and translation of Income into livelihood. As reported by key informants, in Anaka 5 members of a Lobowire group 2 of them women were reportedly elected to political leadership positions. When asked about their contribution to governance and development of their communities 95.2% affirmed. These were commendable contribution towards politics and governance-decision making engagements by young people. The Evaluation team Interrogated Cool Farming Self-identified impact-Change components and analysed the Evaluation findings in reference to them. They included;

1. **Attitude of youth towards farming and other negative behavioural traits had changed;** This was clearly evident and acted as the foundation on which the project was build. *Score of 8 out of 10.*
2. **Youth were more Organised ad their Entities had Capacity;** This allowed Youth to tap into available opportunities and create other opportunities. *Score 8 out of 10*
3. **Young Women were Empowered and Engaged;** On average young women outscored Young men in change reported on all levels especially on Improved livelihoods and leadership participation. *Score 9 out of 10*
4. **Young people Acquired new skill and Knowledge;** Besides the New farming Skills youth reported ICT skills, Entreprise Skills and Knowledge o and awareness on developmental issues. *Score 9 out of 10*
5. **Young People earned New income, Increased besides making their income regular;** This promoted economic independence vis a vis dependency and the empowerment benefits that are associated with it. *Score 7 out of 10*
6. **Young People livelihood Improved;** Participants build permanent houses, took their children to school, improved their diets among other livelihood indicators. Successfully translating income into livelihoods. *Score 9 out of 10*
7. **Youth established Enterprises;** This enabled them diversify income, engage in value addition and play an increased role in farming value chain. *Score 7 out of 10*

8. **Young people were able to increase their savings;** This allowed them to participate in investment, sustain their enterprises but more important enhance the livelihood change. YoFSLi played a key role. *Score 8 out of 10*
9. **Youth issue awareness increased;** This contributed to behavioural change, New leadership role as community educators and development facilitators at the grassroots. Theatre tools learned come at hand. *Score 9 out of 10.*
10. **Youth Participated in decision making;** Systematic Stakeholder engagement, coordinated policy practice influence especially on farming sector and participation in governance process increased. *Score 7 out of 10*

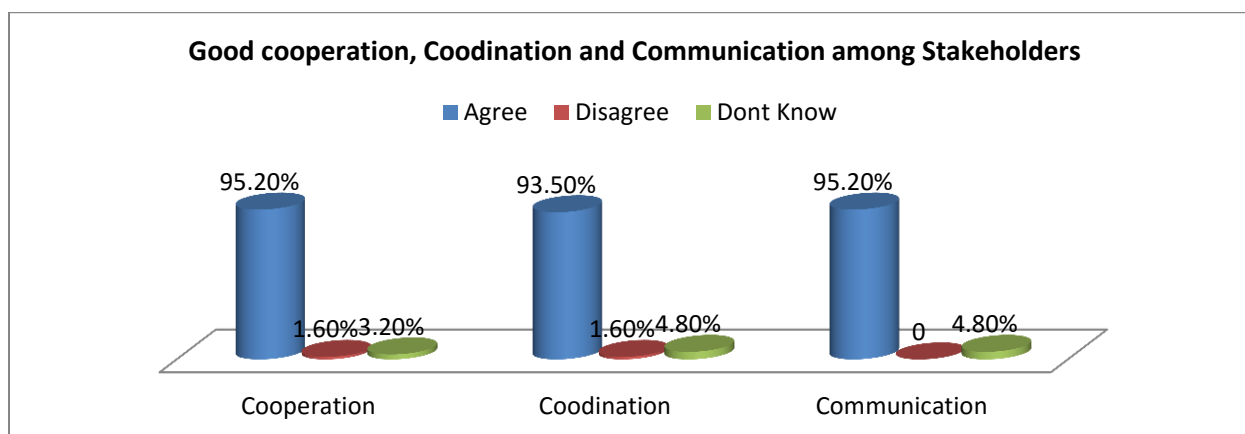
### 3.7 Sustainability of the Project

Is there likelihood of **SUSTAINABILITY** of the project, i.e. what the enduring results are likely to be after the termination of the project? This is inclusive of any influence on policy-practice changes.

The study findings indicate high level of consideration for sustainability of the project right from the beginning. 88.7% of them agreed that the beneficiaries took up ownership and responsibility for the activities and outputs and 96.8% of the respondents anticipated continuous improvement in their livelihood in the subsequent farming seasons. Other factors important for sustainability were creation and capacitating local structures and having them implement the project, coordination with other stakeholders like NAADS and SINFA. Farmers also followed ICT courses which also made them internet literate and were also registered on SINFA Internet marketing tool OXION thus widening their market and their awareness. Successful mobilization of resources from other funders, linkage to district, national and global priorities.

### 3.8 Cooperation, coordination and communication among stakeholders

Primary stakeholders that cooperated in the project included direct beneficiaries, GYCCA, trainers, YADEN office and the Local Government staff especially at sub county level. Details according to individual respondents are presented in the graph below:-



As seen in the figure above, 93.5% of the respondents reported that there was good coordination among the project stakeholders while 95.2% acknowledged good communication.

Level of success in coordination and cooperation was confirmed during Tripple E-Festival organized on 30th November through to 3<sup>rd</sup> December 2015. The program which sought to internally and externally evaluate the performance of various YADEN programs under global Impact of Youth Empowerment and Engagement also acted as a public accountability platform where different stakeholders led by youth beneficiaries interacted and interrogated the projects, especially the Cool Farming. In the function government representatives was led by the Resident District Commissioner (RDC). A total of 618 participants attended, of these 47% were women and over all young people below the age of 30 formed 61% of the participants. Program youth/beneficiaries formed 49%, YADEN Staff and partners representatives 11%, Government representatives from local and central government form 17% while other stakeholders inclusive of local leaders, community organizations, the media, cultural-religious leaders 19% and National and International Development partners and donors representatives 4%. Other activities that attracted huge participation were The Youth Empowerment and Engagement Accountability Session attracted a total of 73 participants, Youth Grassroots and national leadership Forum and debate session attracted 61 participants, Young Women Leadership Forum 84 participants while The Alternative Vocational Skills Incorporation, known as the NUSSEEP Day attracted a total of 77 Participants. Other participants were engaged in the Triple E Open Exhibition and festival session totaling 323 direct participants, such as exhibitors, performers and speakers while the general audience was estimated to be on an average of 750 persons.

## **CHAPTER FOUR**

### **CONCLUSION AND RECOMMENDATIONS**

#### **4.1 Conclusion**

Cool farming project was a success. This is because of the unique and innovative approach that Cool Farming employed based on an understanding that it anchored on understanding of youth dynamics and using this knowledge of youth to formulate an inclusive, participatory and multifaceted project that is youth owned, youth managed and youth led. The project was relevant because priority needs of the youth were addressed and resources were to a large extent properly deployed and utilized making the project efficient. Key performance indicators were achieved with resultant benefits trickling to the right target group therefore solidifying effectiveness of the project. For the young people that participated in various capacities, the project was a life transforming experience with impact on their economic, social and political status manifested through increased farm production, increased income and improved livelihood, increased social networks, greater acceptance in society and wider opportunities to influence decision making in local governance. Despite some few issues noted as areas of weakness like late delivery of farm inputs and some low quality seeds, the project was generally successful and can be commended for its role in making farming Accessible, Gainful and Attractive to young people within the project areas.

#### **4.2 Recommendation**

The evaluation team recommends as follows:

1. Young people need to replicate agronomy skills gained in multiple circumstances in relation to farming. Subsequent skills training programs should teach the modern farming practices as principles applicable in multiple situations and as well instil in them the crave for knowledge seeking behaviour in situations where they lack the necessary standard practice for a particular commodity.
2. The research team also noted challenges related to farming activities in relation to seeds and inputs that affected standard of production, given the low quality of seeds available in the local agronomy shops. We recommend that in future YADEN liaises with the regional and zonal agricultural research stations established by government to ascertain the most suitable crop varieties and seeds that perform well in a particular locality. This will impact on availability, quantity, quality and consistence of food within households therefore increasing food security.
3. The evaluation also noticed some gaps in financial management at the Youth group level, manifested in misunderstanding from the weak financial systems among the groups. To address this we recommend that financial guidelines are disseminated effectively to all staff, measures are put in place to enhance adherence and in relation to financial dealings. Changes deemed necessary in resource allocation

should involve participation of all youth platform of opportunity (YPO) members and not only the leadership so they too own decisions that arise.

4. We as well noted an untapped opportunity for project sustainability. The YPOs are visibly set to prosper especially in terms of increased income through group activities. However we observed no deliberate and strategic efforts by YADEN to tap into the potential of YPOs for both sustaining its programs and expanding its activities. It is natural that most young people benefiting from this project will be willing to support the project's expansion so that more young people can be reached. With the current donor fatigue and increasing hard economic times, YADEN can count on its cadre of young people that now have renewed hope in life because of their support. We therefore recommend that YADEN BOD designs mechanisms, systems and structures that can give opportunity to beneficiaries of the cool farming project to financially support the sustainability of the project through their own resources and community resources.
5. The evaluation as well noticed that the project area was too wide to attract the necessary attention from especially the government, this being a pilot project. We recommend that future pilot projects be concentrated in a smaller geographical area to realise maximum impact. Instead of "breadth" the project could then concentrate on "depth." A district would have been the most recommended geographical scope of the project given the available resources deployed.
6. Whereas most of the YPO cool farming activities were in remote rural communities, the groups may have cleared land so as to expand their farmlands. Not much was visibly done to preserve or improve environment. The researchers therefore recommend that the current and future YPOs be trained to appreciate the concept of environmental protection and take visible steps protect especially indigenous species for environmental sustainability.
7. Communication strengthening is too recommended beyond YADEN and their key stakeholders. This is to promote the good attributes of the project more widely even to those government workers, NGOs and other development agencies who maybe grappling with ideas on how to succeed in youth projects/programmes. A region like northern Uganda has growth potential if youth are successfully involved in rightful developmental activities and therefore more reason to influence NGOs to learn from the pilot project when formulating projects.
8. YADEN should effect its plan and utilise existing network to advocate for government regulation of fiscal policies like market prices, inflation, exchange rates to help farmers compete favourably and be motivated to increase production. This will call for YADEN as an organisation to benchmark and upgrade on its advocacy knowledge so that they embark on advocacy in a more meaningful way. YADEN could in this case tap into the experience of OXFAM.

## REFERENCES

1. Tripple E- Youth Empowerment and Engagement Magazine Report – Understanding youth dynamics, youth focused, youth led, youth managed, youth participation and influence.
2. Cool Farming Report Overview
3. Cool Farming YPO Component Based Evaluation and Reporting Document 18 Months
4. COOL Farming 18 Months Project Report
5. Uganda Vision 2040
6. Sustainable Development Goals



**ANNEXES:****FOCUS GROUP DISCUSSION (FGD) GUIDE**

YPO Name:..... District:..... No. of Members: Male..... Fem..... No. of Participants:  
Male.....Fem.....

<b>SN</b>	<b>Question</b>	<b>Response</b>
<b>1</b>	To what extent were you consulted during planning, Implementation and monitoring?	
<b>2</b>	Were the project priorities relevant to the needs of young people in your Community?	
<b>3</b>	What is your comment about resource utilisation in the project?	
<b>4</b>	How were you enrolled into the project	
<b>5</b>	To what extent were your personal objectives realized through the project	
<b>6</b>	Were there alternative ways the same result could have been achieved?	
<b>7</b>	How do intend to sustain the benefits of the project?	
<b>8</b>	What did you notice as unique about the project?	
<b>9</b>	What suggestions would you make for a similar project in the future?	

*Thank you*

## KEY INFORMANT INTERVIEW QUESTIONNAIRE

Title:..... Sex..... Subcounty.....

District:..... Contact:.....

SN	Question	Response
1	Are you aware about Cool Farming Project?	
2	Were you involved in the project?	
3	If Yes, What was your role?	
4	To what extent were you consulted during planning, Implementation and monitoring?	
5	Were the project priorities relevant to the needs of young people in your communities?	
6	What is your comment about resource utilisation in the project?	
7	Were intended target group reached?	
8	Were project objectives achieved? Explain.	
9	Were there alternative ways the same result could have been achieved?	
10	What in your opinion has changed in the lives of the youth resulting from the project intervention?	
11	In your opinion will the benefits of the project be maintained by the beneficiaries as the project has phase out?	
12	What in understanding was unique about the project?	
13	What suggestions would you make for a similar project in the future?	

*Thank you*

## LIST OF KEY INFORMANTS

No.	Name	Sex	Title	Contact
1.	Opio Geoffrey	M	GYCCA/Field Officer	0774849434
2.	Okumur Edmond	M	Agricultural Officer Panyango	0785849464
3.	Francis Okot	M	Anaka Town Council	0717856757
4.	Irene Acen	F	Field Officer/GYCCA	0782692247
5.	Ocakacon Ronald	M	Accountant Panyango Sacco	0787634475
6.	Agenonga Fred	M	GYCCA	Sub County Youth Officer

## List of Research Participants

<b>SN</b>	<b>Name</b>	<b>Role</b>	<b>Contact</b>
1	Kipwola Anne	Lead Consultant	0772342602
2	Maandebo Moses Baakole	Associate Consultant	0782078702
3	Sylvia Namulega	NUSSEEP Manager	0783018290
4	Dennis Laloyo	Programme Officer	0789555500
5	Edmond Okurmu	Cool Farming Manager	0785849464
6	Grace Akello	Finance and Administration	0777649308

## TERMS OF REFERENCE

### Project description;

COOL FARMING implemented from 1st July 2013 till 31<sup>st</sup> December 2015, is a youth focused Agri-Business Livelihood pilot project with a global goal of making farming ACCESSIBLE, GAINFUL and ATTRACTIVE for young people. Cool Farming Implemented in Nebbi District (West Nile Sub region), Nwoya and Gulu (Acholi sub-region) in Northern Uganda targeted to recruit 400 young people referred to as Cool Farmers. The Project Targeted 50% of these Cool famers to be Young Women.

### Implementation Process;

The project sought to organise Cool Farmers into 20 Groups known as Cool Farming Youth Platform of Opportunity (YPO) Groups. Creation of a viable and sustainable Implementation and sustainability structure was incorporated into the project design that included recruiting and training 30 Grassroots Youth Change Agents (GYCCA), shortlisted from 100 Youth Bright-Spots nominated by community members including by fellow youth. The GYCCAs role is to offer an entry point to the community and assist in mobilization, roll-out, monitoring, evaluation and sustenance of the project. The next level of structure is to mobilize semi-organized youth groups with interest in venturing into farming, strengthening these youth groups with organizational capacity to enhance their capacity to effectively support their membership of 400 cool farmers access available opportunities within Cool Farming among others opportunities. The YPO,s offer the Cool farming engagement platform. Besides creating the implementation platforms, the project worked in a systematic process approach that included;

- Training on new farming methods
- Training and supporting on value addition
- Social- life skills and community engagement
- Enterprise development and financial literacy.
- Participation in decision making and policy practice Influencing.

### Target Groups;

- Young People (Youth)
- Young Women. ( Special attention)
- Grassroots Community

The holistic and integrated farming project that also mainstreams life-issue based skills training and community engagement and empowerment on topical issues engages creative and innovative methodologies anchored in creative arts to assist in ensuring that the beneficiaries not only own the process but are able to sustain the results envisioned in the projects.

### Project Objectives and Outcomes;

OBJECTIVES	OUTCOMES
<i>Objective One;</i> to create viable,	<i>Outcome 1.1;</i> By June 2015/ extended to Dec 2015, 30 qualified

<p>capacitated and representative structures that will support young people access opportunities available from farming.</p>	<p>TOTs of whom 50% are women (GYCCA) in 3 Districts i.e. Gulu, Nwoya and Nebbi (10 per district) who are part of the community tracking YPOs.</p> <p><i>Outcome 1.2;</i> By June 2015,/extended to Dec 2015, 20 cool farming platforms of 400 youths, 20 will exist in Nebbi, Nwoya and Gulu (8 platforms in Gulu, 6 in Nwoya and Nebbi) with 20 youths per group).</p>
<p><i>Objective Two;</i> to support youth identify and attain viable skills in market oriented farming enterprises.</p>	<p><i>Outcome 2.1;</i> By June 2015, 400 youths will have acquired skills and engaged in viable enterprises using modern and innovative farming methods that are environmentally friendly.</p> <p><i>Outcome 2.2;</i> By June 2015, 9 YPOs (enterprises) 3 per district are able to market their products benefiting 180 youths (50% women) with an income and improved livelihoods.</p> <p><i>Outcome 2.3;</i> By June 2015, 9 YPOs can access financial services through either VSLAs or linkage banking with formal banks.</p>
<p><i>Objective Three;</i> to positively influence policy and practice at all levels, to enable young people access resources, markets, and participate in decision making as regards farming.</p>	<p><i>Outcome 3.1;</i> By June 2015, YADEN will have through a network/alliance advocated for policy and practice changes that create a conducive environment for youth to engage in farming.</p>

## Adjustments

The Project implementation program was modified from the original Work plan in consultation with the donor and other stakeholders. The adjustments were necessitated by various factors as informed by Continuous Monitoring. These factors included;

Increased enthusiasm from target group, thus adjustment to accommodate the expanded numbers and inputs.

External factors beyond control of the project such as weather patterns shifts, Collision of programs i.e within the localities.

New opportunities developed during the implementation process that called for inclusion of new sub components to maximize outcome and impact.

## Resources;

The total budget for the program amounted to 217,500 Euros, distributed against a Budget based workplan as contained in the approved Proposal.

## Objectives and Scope of the Evaluation

This evaluation will cover YADEN Uganda, Cool Farming implementation activities at District level in Gulu, Nwoya, and Nebbi and Youth Platform of Opportunity (YPO) level from inception to today. The team will visit the Twenty YPOs and their Cool Farmers membership to assess the specific experiences in different conditions. The evaluation will Capture recent experiences in the set up and implementation of the Cool Farming project

Approach and Assess the extent to which Cool Farming associated processes and products are

Beginning to be used by decision makers, especially at the grassroots to influence policy and practice.

The standard evaluation criteria of Relevance, Effectiveness, Efficiency, Impact and Sustainability will be applied;

1. To Determine the RELEVANCE of project objectives and the YADEN / Cool Farming framework and approach/strategy for the 3 districts, 20 YPOs and Cool Farmers to which the project was being applied.
2. To evaluate the project EFFICIENCY, assessing the process adopted during the project implementation at different intervention levels, this is inclusive of Cost Efficiency.
3. To Evaluate project EFFECTIVENESS, assessing the degree to which planned outputs and outcomes (intended and Unintended) have been achieved at the time of the evaluation and where applicable Identify any IMPACTS or likely impacts (positive or negative) of the project, this is inclusive of Young Women empowerment among other gender equity/equality considerations
4. To Assess the likelihood of SUSTAINABILITY of the project, i.e. what the enduring results are likely to be after the termination of the project. This is inclusive of any influence on Policy-practice changes.
5. To Identify LESSONS learned and formulate RECOMENDATIONS for any possible follow-up, replication, Scale-up.

The review will achieve the above objectives by focusing on the following FIVE key questions. Taking into account the Project Global Achievement Indicators, interrogating and analyzing on how the project made farming Attractive, Accessible and Gainful to Young people targeted. Prospects for sustainability will be appraised mainly on the basis of the observed level of ownership of the process by youth stakeholders/beneficiaries. Other aspects of impact and sustainability will also be considered such as human capacity built, normative work accomplished, structures and systems created and expectation of continuing impact of the project activities.

**QUESTION ONE;** What is the Project Implementation Status;

Were all Planned Activities realized and within stipulated timelines as per provided work plan  
Effectiveness of the management and implementation set up (Staff and HR, Infrastructure , Systems and Procedures)

What was the Organizational Capacity progress for YADEN in reference to the project.

What was the cost efficiency and effectiveness for the project.

**QUESTION TWO;** Were Project Outcomes (Intended and Unintended) Achieved.

What was the level Organizational Capacity of YPO in terms of mobilizations, member profiling, systems and procedures?

Did the Cool farmers' attitude and mindset change in reference to farming?

Did Cool farmers Learn and use new farming Skills?

Did Cool farmers Earn new income or increase their income?

Were Cool farmers able to translate Income into livelihood?

How friendly was the project to young women.

Did the project engage the community?

Were Cool farmers able to develop and establish Farming Enterprises?

Were Cool farmers able to add value to their production?

Were Cool farmers able to save?

QUESTION THREE; What was the level of stakeholder involvement in reference to Policy-practice Influence.

How many stakeholders were involved, their level and background.

Mention any practice-Policy Change influenced by Cool farming.

QUESTION FOUR; What evidence of sustainability did the project demonstrate.

Were Sustainability structures created?

Did the Cool farmers diversify income and make it regular.

Are Cool farmers rolling out to other youth and other youth groups up taking the project.

Are YPOs self-sustaining their work.

Are there new partners willing to support the Project?

QUESTION FIVE; How has the project contributed to young Women Empowerment.

What was the level of young women participation?

What progress Changes can be attributed to young women involvement.

What new gender equality lessons did the project avail.

## **Methodology**

Given the expansive nature of the project in terms of being in three districts and covering 20 Youth Platform of opportunity (YPO) groups, with over 550 Cool Farmers membership a qualitative and quantitative methodology is important. This will help serve the diverse levels of the interest groups at the same time ensuring accuracy, collaboration of data and conducive environment for those being surveyed.

The review will include the following steps:

I. Initial desk research with gender desegregation.

Review of available literature, project document and cool farming products. This is inclusive of Cool farmers profile and Progress reports, Cool Farming Consolidated progress data, Activity reports, Periodic reports, Evaluation video and Project profile photos.

Identification of key information requirements in support of the review and classification-organization of these information to ease and systematize the review.



Review of data availability/data set with Cool farming project Technical staff and strategic partners at District level, this will include clarification of any information misunderstanding, interpretation and context where applicable

2. Preparation of an Inception report, including an evaluation matrix, based on the fine Tuning of the questions of the evaluation, and related indicators to verify achievements for each of the review questions. Selected indicators should refer to standard criteria for Program review as noted above. The resultant review tools and selected sample size and individuals as shortlisted by the evaluator will be presented.

A real time rapid survey of key stakeholders inclusive of;

- 6 Cool Farmers of equal gender per 10 YPOs, using a questionnaire and observation with photo verification produced.
- 2 YPO Leaders (Male and Female) using a questionnaire and review of YPO files.
- District Level Focus Group Discussion with Two YPO representatives (Male and Female) using FGD questionnaire and feedback Form.
- 3 Stakeholders per district with equal gender representation using a questionnaire. (Stake holder involved in the project, Government representative, Stakeholder aware of the project but not involved.

A open survey and feedback session realized under a Youth Empowerment and Engagement event, where open discussions under specific impact areas will be discussed, data collection per each impact area will be recorded. Interview of Individuals using a pre-set questionnaire will be used to collaborate the information gathered from the field. (to be replaced by Video analyses of Interviews and documentary of the Event besides reviewing the post event evaluation forms of different participants)

## **5. Final Data analysis and triangulation of information in gender desegregation format.**

### COMPOSITION OF THE EVALUATION TEAM

The team will comprise two experts:

A team leader with minimum 10 years of demonstrated relevant training and experience in Development project management, development project management, Youth Engagement and Empowerment and data/information analyses and presentation.

A team member who is a Youth development and gender specialist. Should also have evaluation experience.

The two team members should be from either gender.

*(The team Leader is at Liberty to appoint support officials to aide the evaluation process, so long as it does not in any way compromise quality or deviate from ToR, The team Leader remains solely responsible)*

The team will need to be able to work effectively in English and the local Acholi language, Junam spoken in Pakwach will be welcome. This could be resolved through having one team member able to work in both English and Acholi, and the other in English and Junam. The team may split up to cover the District visits. Both team members should demonstrate a clear understanding of Development Programming, Locality Context,

Youth Development, Gender Issue, monitoring and analysis work. Direct knowledge through prior engagement in project areas would be an advantage.

## **Reporting and feedback**

The Team Leader (TL) is responsible for:

### *An Inception Report*

This will be prepared after having finalized the methodology and tools to be used during the evaluation.

### *An Aide-Mémoire (3 pages max)*

This document will be presented to the final workshop at the end of the field work. It will be a concise self-contained summary of the major findings and conclusions, and corresponding Recommendations.

### **A Consolidated Final Report**

The final report will include:

- a concise, self-contained executive summary with recommendations in English.
- a core report (in English only) of 15 -25 pages
- Annexes.

The draft version of the evaluation report will be submitted within 12 days of the completion of the field mission. Comments on the draft will require about two weeks and will result in the production of a final version to be submitted within 10 calendar days of the receipt of comments on the draft. The content of the Final Report is under the full responsibility of the Team Leader and expresses his/her views and judgment regarding the project being evaluated.

The report will be provided in Five (5) hard copies and a soft copy.

## **Locations of Assignments**

Gulu with missions to the Three Districts of Nwoya, Nebbii and Gulu itself as targeted by the project.

## **Support and Coordination;**

Edmond Okurmu, Cool Farming Project Officer and Grace Akello, YADEN Administration and Finance Officer will be the contact persons, responsible to support the evaluation team and provide any necessary data, information, access as provided for in this ToR, They will also provide names and contacts of District level Grassroots Youth Community Change Agents (GYCCA) for further support if need arises.

## **Commissioning and End User of the report:**

The Evaluation is commissioned by YADEN on behalf of partners and the report is aimed to primarily inform OXFAM besides being a tool to support replication, scalability and other follow-up programming.

## TIME SCHEDULE AND ACTIVITIES

The duration of the evaluation study will be 25 days for the Team Leader (TL) and 20 days for the Team Member (TM), including travel time. Preliminary preparation inclusive Desk review is Five (5) for both TL and the TM. The Evaluation team will spend Ten (10) days in the field (Gulu, Nwoya, Nebbii). Following the field missions, the Team Leader and his team will be given Five (5) working days for the first draft report and Five (5) working days for its finalization.