

**FREE PENTECOSTAL FELLOWSHIP IN KENYA**

**EMBAKASI CHURCH - UZIMA CENTER**

**End of Project Evaluation  
Final Report  
April - May 2007**

**Facilitated By; Titus Wanjala  
&  
Tabitha T. J Chepkwony**



**T A A B C O**

**Research and Development Consultants  
P O Box 10488 GPO 00100  
NAIROBI**

## **LIST OF ABBREVIATIONS**

CBO	Community Based Organization
CCS	Christian Community Services
CHW	Community Health Worker(s)
CORPS	Community owned Resource Person
CDF	Constituency Development Fund
EOP	End of Program
FBO	Faith Based Organizations
FGD	Focus Group Discussion
FY	Financial Year
FPFK	Free Pentecostal Fellowship of Kenya
FKE	Federation of Kenya employers
HBC	Home Based Care
HH	Households
HIV/AIDS	Human Immuno Virus/Acquired Immune Deficiency syndrome.
ILO	International Labour Organisation
KSS	Kenya Shilling
NGO	Non Governmental Organisation
NOK	Norwegian Kroune
NORAD	Norwegian Aid & Development Agency for Development Cooperation
OVC	Orphaned and Vulnerable Children
PMTCT	Prevention of Mother to Child Transmission
PSC	Project Steering Committee
PTA	Parents Teachers' Association
PYM	Pentecostal Foreign Mission of Norway
SMART	Specific Measurable Achievable Realistic Time-bound
TOR	Terms of Reference
TOT	Trainer of Trainers
US	United States

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We also wish to appreciate Uzima partners specifically the Pentecostal foreign mission of Norway PYM and the Norwegian Aid and Development Agency for Development cooperation (NORAD) for their support and commitment not only in funding the project but also their deliberated desire for participatory processes such as this evaluation.

The Evaluation was a learning and reflection exercise for all those involved, the Stakeholders very much appreciated their involvement, which is a positive step towards project ownership.

## **EXECUTIVE SUMMARY**

The Free Pentecostal Fellowship in Kenya Embakasi church was initiated in 1993, located in a rented site within the Kware slum area. In 1995 the ministry of street children outreach was initiated by the current Director who has since been instrumental in spear heading the rehabilitation, vocational and prevention programs at Uzima Center.

The current project phase 2003-07 preceded an initial funding phase by NORAD and PYM in 1998-2002. The 1998 phase could be termed as the entry and construction phase, which was characterized by project infrastructure development, community entry process and relation building activities by the project.

The evaluation terms of reference were developed by PYM in seeking to establish the level of project achievement, implementation process undertaken, roles of stakeholders, efficiency and effectiveness of the project. Further aims of this evaluation were the relevance, impact caused and sustainability issues realized particularly as the current donor withdraws in December 2007.

Following an interpretation process, the consulting team developed appropriate tools and methodology for the study, which included a review of project annual plans, annual reports, budgets, audit reports, the project inception document and the Project evaluation report dated April 2001. There were other documents and resources such as management minutes, Project audited accounts, were also reviewed as it was deemed necessary for the Evaluation.

Participatory methods such as focus groups discussions, key informant interviews, household survey and other interviews were conducted targeting, beneficiaries, development partners, staff, management and a cross section of parents and guardians.

The evaluation recognized the efforts by Goal Kenya and Pathfinder International as lead implementers on HIV/AIDS campaigns and training's on PMTCT. There were fruitful collaborative partnerships with the Barclays Bank and various other local fund raising initiatives that saw the project raise income locally.

Inadequate and inconsistent funding challenged project implementation on various adjustments on set plans, targets and some deliverables as outlined in this report. The evaluation reviewed and analyzed the projects profile specifically on project's design, management structure, achievements, efficiency and operational issues and made recommendations to that effect. The vocational skills training program was found most appropriate and performing well above set targets. The prevention program realized 74% of its planned target, but missed out on follow up and monitoring of the children reached and those referred to various other rehabilitation centers.

Project operations and efficiency findings calls for some moderation and controls in particular on children expenses which takes about 38% of the project income as indicated over the last three years.

There is need for the project leadership to hire a manager fully responsible in spearheading social development and in particular support the rehabilitation of the boys and girls.

Efforts seeking to establish the reasons driving boys and girls to the streets away from their homes, the evaluation undertook a household survey targeting uzima beneficiaries' households both current and former. It was established that 19% of the households depend on petty sales primarily hawking for their daily income. A further 20% depend on small business such as selling consumers, foods etc while 17 % found employed or in temporary jobs such as petrol / filling stations, builders, masonry work, waiters and some as bar maids.

The evaluation found that 10 % of Uzima beneficiaries were engaged in garbage collection activities as compelled by various factors. An inquiry into the occupation of household heads was undertaken, unfortunately 22% were found not engaged in any occupation and subsequently have no income. This amidst other factors, continue to compel the local boys and girls into miserable sites such as the streets, garbage dumping sites etc, where they encounter additional risks such as teenage pregnancies, drug abuse, peer violence and various diseases as mentioned by most of those interviewed.

The voluntary work scheme was evaluated and found compatible with children and youth issues in terms of mentoring, training on literacy courses, arts, drama and sports that have greatly opened up and empowered the boys and girls interviewed. The volunteer scheme however, needs to be structured through an approved curriculum and syllabus to guide those involved.

The Project Steering Committee (PSC) were assessed on their management roles and responsibilities found to be the prime decision making arm of the project. Other deliverables of the PSC are staff appointments, development of project policies, safeguarding of project finances and resources, fund raising, disciplinary issues, budget allocation and planning. Another crucial role was that of advising the daily running of the project.

It was rather challenging assessing the Resource management issues of Uzima, appreciating the limitations, in terms of budget, frequent cuts, and staff turn over and the overwhelming demand from the community for rehabilitation and skills training. It is recommended that current staff be served with contracts, as management seeks means to increase the salaries and other benefits that have for a long time begged for standardization.

The stakeholders who called for their inclusion in implementation rated the project as absolutely relevant in its current activities and initiatives. The relevance assessment also revealed the lack of diversity in response actions taken by stakeholders, thus calling for the need to have joint planning sessions to address important matters such as crime escalation, harassment of the boys and girls, violence etc.

The evaluation established that the project had Impact and positive change for most beneficiaries. Specific impacts include behavior change where 43% of the beneficiaries interviewed attributed their current improved character and lifestyle to Uzima's four year efforts.

There were several boys and girls both current and former uzima trainees demonstrating changed lifestyles such as shift from alcohol, drug abuse, and smoking among other social disorders all attributed to the project interventions mentioned in this report.

There remains a pressing need for various interventions within the target communities such as income generation, drug abuse, immorality, and crime escalation which as identified by the evaluation continue to drive the boys and girls to the streets. The need for education and training by most households interviewed require immediate response by partners involved. There were 34% of households interviewed who have never benefited whatsoever from Uzima project.

Sustainability assessment of the Project shows a challenge based on various intrinsic and external factors the project needs to address. The PSC, church board and national FPFK office all face this challenge to seek broader marketing and fund raising opportunities. This should be initiated both locally through existing establishments such as the Constituency Development Fund (CDF), cooperate organizations among others who are involved in supporting social development.

In the meantime the project is urged to facilitate local ownership and sustainability through deliberate involvement of local stakeholders particularly the Community Based Organizations (CBOs), Faith Based Organization (FBOs) and other social consortiums operational within the target area. The government provincial administration need to be engaged further on specific social matters vested within their power as outlined by this evaluation.

## **1.0 BACKGROUND**

### **1.1 A brief history of Free Pentecostal Fellowship in Kenya (FPFK) /Uzima center**

The Pentecostal mission of Norway PYM operates in about eleven counties with different development projects. In Kenya PYM has been operational since 1955 in partnership with the Free Pentecostal fellowship in Kenya ( FPFK)

The FPFK was founded in mid 1990 following the nationalization process of the Norwegian and Swedish Pentecostal missions in Kenya. The national FPFK church board is headed by national overseer with a team of nine board members providing the national leadership. There is general secretary who manages all operational and communication matters on behalf of the national board members drawn from countrywide FPFK affiliate churches.

Key functions of the national FPFK board include policy and governance, communication to partners, coordination of various resources from partners among other management roles. There has been on going attempts by the national FPFK board since 2001 to constitute a development national team charged with coordination role and other technical support to all FPFK projects under various affiliate churches, however this is yet to be finalized. It is clear that each affiliate FPFK church within the country has full autonomy in operations and management under respective local church boards and only relate with the national board on specific items.

The challenge of street children in Kenya continues to draw the attention of most child focused development partners with the government also making various attempts specifically on policy and resource allocation towards finding a lasting solution. There is legislation and various policy requirements in Kenya aimed at protecting disadvantaged and vulnerable children. Some of these include the free and mandatory primary education to all children under eighteen, the children's Act of parliament which provides children with the right to education, health care and protection from exploitation. Kenya is a signatory to International Labor Organisation (ILO) conventions which have further been domesticated thus calling for adherence by the public and development agencies.

The ILO Convention 182 seeks to eliminate the worst forms of child labor for children less than 18 years. Kenya has adopted this convention and subsequently set programs targeting vulnerable and exploited children groups which include;

- Children Act No. 8 of 2001
- Labour and Trade Union Act ( cap 233)
- Trade Dispute Act ( cap 23)
- Workmen Act ( cap 211)
- Industrial Training Act ( cap 237 )

However despite such broad legislation in place there still remain adverse cases of child labor and other forms of exploitation of children majority of who live under deteriorating economic and social conditions. The effects and impact of HIV and Aids continues to negatively affect most of these children as a subsequent outcome. It was reported in a national child labor baseline report in 2005 carried out by the Steadman Group that the level of awareness and acceptance of



such policies and Acts of parliament within Kenyan society and development teams is yet to be accepted not only by the rural folks, but also the urban dwellers, employers and general public.

It is imperative that with the ever-increasing pressure on social resources, child focused development partners and stakeholders in Kenya and beyond still require to develop further working modules and approaches in reducing this social challenge.

The Kenya government and leading child focused development partners are currently undertaking a national child policy review which is aimed at enhancing legislation among other policy provisions that will enable the various groups of disadvantaged children receive long term benefits. This will include education, training, medical care among other gains. The children targeted under this review include the street children, Orphaned and Vulnerable Children (OVC), HIV and AIDS affected and children engaged in worst forms of child labor.

It is with this background that the Uzima project which is owned by the FPFK Embakasi church, an affiliate of the national FPFK was initiated in 1995 within Eastlands in Nairobi.

The project location is within the Eastern part of Nairobi a densely populated slum area of Kware with a population of approximately 300,000 persons. The project activities cover the neighboring slums of Kwa Njenga, Kwa Rueben and Sinai. Uzima project was established to seek reducing poverty levels of target slum communities through removal of boys and girls from the streets and re uniting them with parents and guardians. The project also planned to impart technical skills training to the boys and girls, which is integrated with spiritual, physical and extra curriculum training.

Initial Uzima project activities in reaching out to street children out in their habitation sites, could be traced back in 1995. There were significant lessons learnt from the project time line in particular the efforts to rehabilitate youth drawn from harsh livelihood conditions within the streets, garbage heaps, and slums. In June 1999 the Uzima relocated some girls to a rural farmland environment about 300 km from Nairobi for a period of 5 months. This provided the much needed change, influence and enabling environment for the young girls who later were enrolled for skills training. The boys have never been enclosed or confined for a period of time, perhaps the project should seek this measure in future and compare results

Uzima project received the initial funding support by NORAD in liaison with PYM in 1998, which was purposed to facilitate the completion of the Uzima building that was mid way constructed before NORAD stepped in. It's during this period 1999 – 2002 that Uzima stepped up aggressive efforts towards rehabilitation of the boys and girls already enrolled as well as seeking to prevent more youth getting onto the streets from the target slum areas.

Uzima later introduced the preventive program in 2004 that has reached children and ultimately giving them a new beginning. The primary function of the project is poverty alleviation through empowerment of street children. The project operational area covers Kware, and Mukuru slum regions situated east of Nairobi. The donor support for the project was shared out between NORAD and PYM during the initial phase at a ratio of 80% to 20% respectively during the period 1999- 2002. It is during this phase that fundamental relationships were established, alongside the completion of project building complex in January 1999.

Uzima project structure is governed by the church board who delegate management to the Project Steering Committee (PSC). The board also appoints and supervises the PSC who oversee

the daily running of the project such as financial management, staff appointments, liaison and networking roles.

It was clarified that FPFK Embakasi church has autonomy in operations and only links with the national FPFK church board in Kenya on selected issues such as governance, policy and linkages to international partners. The Uzima Director is a current member of the FPFK national board thus well placed in providing the much needed leadership and guidance required by the national board

The project steering committee has the Director as the primary link to the staff as shown in the Uzima structure:

The Uzima management structure

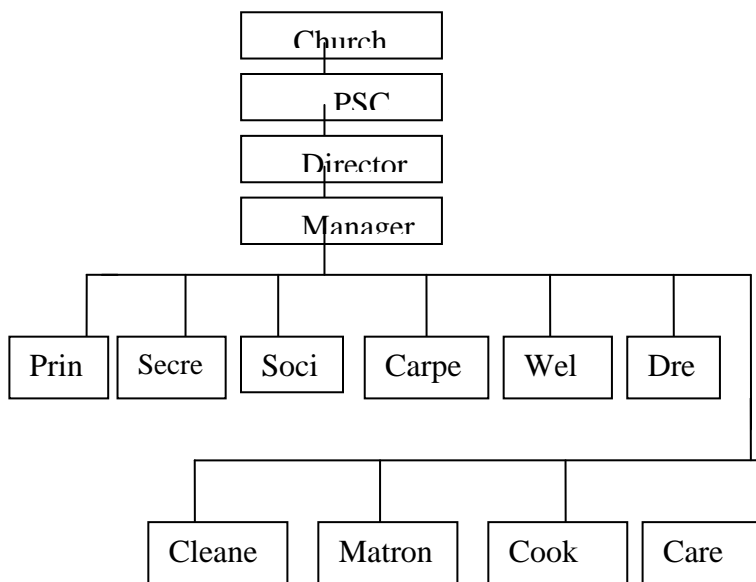


Fig i: Project management structure

Initiated in 2003 and funded by PYM, Uzima current phase is on its final year of implementation i.e. 2007 with the following target groups.

#### Project Target Group 2003-07

The project targets 500 street children annually that also include Potential Street children aged 13-16 years from Kware and Kwa Njenga Slums.

The direct project beneficiaries are 24 boys and 12 girls for the period of two (2) years that benefit from full training and other personal growth support. There are secondary project beneficiaries that include 100 parents and the families of the street children who were also targeted.

The planning document set out to rehabilitate 500 children per year for the period 2003 – 07 thus targeting 2000 children for rehabilitation by the year 2007.

The project objectives for the phase ending i.e. 2003 – 07 were given as:

- (i) To rehabilitate street children from the target areas and enable them lead “normal lives “
- (ii) To re-integrate children back to their families, guardians and entire society.
- (iii) To reduce the poverty levels within the target areas by uplifting the living standards of the children in need of special protection together with their families and guardians
- (iv) To contribute to reducing the crime rate in Kware and Kwa Njenga slums by enabling “poor’ boys and girls acquire vocational skills, discover talents and engage in meaningful activities.
- (v) To prevent more children from going to the streets from within the target areas through the programs offered by the center

There were additional objectives also provided as

- (a) FPFK will rehabilitate and train 48 boys and 24 girls within the next four years, i.e. by 2007. During the current phase a total of 72 parents / guardians were to benefit from micro credit facilities.
- (b) Street teams i.e. the volunteers are expected to rescue up to 500 children per year and prevent them from living on the streets. These translates to 2000 children by the end of the four years (2007)
- (c) Marriage and family seminars will be conducted once a month, expected that up to 100 families would participate in each seminar.
- (d) HIV and AIDS awareness campaigns will reach up to 1000 people quarterly.

The project’s implementing strategy was to work with street teams i.e. the volunteers who would approach the street children within their operational sites and through a series of meetings and guidance, reunite them back with their parents, guardians or relatives. The design was however not clear on the selection criteria for those to be fully admitted for rehabilitation and skills training. However interviewing most of the current students reveals representation from a wider catchment beyond the project area.

## **1.2 Rationale of the Evaluation**

The project evaluation carried out in April 2001 made the following key recommendations as appropriate in enhancing project delivery at Uzima.

### **a) Project Infrastructure**

It was recommended that the project expands the working space available for cocurricular activities and the welding space that was found inadequate. The carpentry and dress making workshops were also found to be inadequately spaced thus calling for expansion.

There was noted a missing link on safety measures on staff working on machines and electrical appliances.

### **b) Program activities**

The evaluation recommended for an all inclusive boarding facility for both boys and girls as a means towards safe guarding the youth from drug abuse influence. There was realized an need for a curriculum to be developed as a guide for the rehabilitation process..

There was noted to develop long term project plans, that would possibility enhance monitoring and working towards a shared goal.

### **c) Organization Structure.**

There was noted an on going restructuring process at the FPFK national level that would affect the project structure once adopted. Uzima was encouraged to develop a personnel training policy as a deliberate guide in enhancing staff competencies.

### **d) Sustainability assessment**

The project was encouraged to step up the marketing efforts of their products in order to tap into the existing market in Nairobi, specific products included the welding products, dresses and furniture from the carpentry unit.

It is based on the prevailing needs and deteriorating lives of the boys and girls that has compelled the project to seek initiate current measures. Other factors identified earlier include inadequate income, poor housing facilities among many other degenerated livelihood conditions.

## **1.3 Purpose and objectives of the Evaluation**

The purpose of the evaluation was to assess the efficiency and operational concerns in relation to technical, financial and administrative functions of the project.

The evaluation also made inquiries also on effectiveness of the project by assessing the level of outputs realized in relation to set goals and objectives. This being an end of project evaluation, impact and change realized within the lives of beneficiaries was assessed for the various interventions carried out by the project over the four year period.

The process further sought to determine the degree of sustainability and the possibility of the local church taking over following the withdrawal of PYM donor funding by December 2007.

## **1.4 Objectives of the Evaluation**

1. To assess the efficiency and operational concerns for Uzima in relation to technical, administrative and financial functions.
  - i) Evaluate the implementation of Uzima project activities
  - ii) Analyze current stakeholders (including target group) and recommend steps to improve local participation and ownership
  - iii) Evaluate the activities and structure of the steering committee, the administration and the role of the participating partners.
2. To assess the effectiveness of Uzima i.e. the level of outputs achieved in relation to set goals and objectives.
  - i) Review the project outputs in relation to its activities based on the plans made for the period, 2003-07.
- 3). To establish the outcome, impact and effect realized as a result of project activities.
  - i) Analyze the current and future impact of the project to the society.
- 4). To determine the degree of sustainability of the project outcome
  - i) Analyze the possibility of the local church taking over the project

## **1.5 Scope and limitation of the Evaluation.**

Initiated in 2003, the current project phase could be termed as a growth phase for Uzima since the previous phase of 1998 – 2002 marked the initial donor support jointly by NORAD and PYM, a period which the project invested in completing the infrastructure i.e. the project premises, class rooms, dining wing among others. This phase also saw the community entry process in which recruitment of girls and boys was carried out along side relations building and familiarization process with the local communities who were then very skeptical about the project's activities.

This evaluation faced budgetary constrains that caused some changes and shifts from the initial action plan, however this did not in any way affect the quality and commitment from the consulting team.

There was observed a high migration rate of Uzima's beneficiaries as it is the trend within the slum communities, some of the boys and girls supported have since moved over to rural areas and neighboring estates.

## 1.6 Methodology

The evaluation used a participatory approach that engaged staff, stakeholders, volunteers and the Steering Committee through structured methods.

The evaluation reviewed various project, reports, annual plans, the project inception document, Audit reports and other relevant resources appropriate for the task. These included project annual plans 2004 – 2007, subsequent project annual reports, evaluation report 2001, Uzima project audited accounts 2004-07, and the Project Steering Committee (PSC) minutes.

There were attempts to review all staff policy issues, mission and vision statements. There was an inquiry on human resource policies among others as supportive links towards enhancing program efficiency.

Focus group discussions were used in collecting data from project staff, volunteers, boys and girls as the main beneficiaries of the project, and also the PSC.

Key informant interviews targeted specific boys and girls found to have been successive in their training. A cross section of volunteers having been involved with the project also provided appropriate information through structured interview guides.

There were structured interviews targeting benefiting households carried out in seeking to establish the living conditions of the beneficiaries. The households sample was from within seven clusters that Uzima targets i.e. Jabez, Kiambio, Soweto, Kwa Njenga, Kwa Rueben, Kware, Sinai, Lunga Lunga and Mitumba.

The questionnaire targeted about ninety (90) households of project beneficiaries seeking to establish impact, change and general livelihood conditions of both the current and former project beneficiaries and their household members following their involvement with Uzima which included both quantitative and qualitative data. The volunteers previously serving the project supported the data collection process, following a training session they received.

There was a project SWOT (Strength, Weaknesses, Opportunities and Threats) analysis carried out by the PSC, stakeholders and volunteers which revealed the following;

The survey methods used were

- i. Unstructured interviews
- ii. Focus Groups discussions
- iii. Structured interviews
- iv. Structured questionnaires
- v. Community and Stakeholders Resource mapping
- vi. Stakeholder ranking
- vii. Community participation ranking
- viii. Community / Project timelines
- ix. Document review to include Baseline, Evaluation reports, Stakeholder reports, Project documents, budgets, strategic plans etc
- x. SWOT analysis

## **2.0 FINDINGS**

### **2.1 Efficiency and operation concerns**

The purpose for this assessment is to determine whether project objectives as stated in this report were met.

Efficiency is the amount of outputs created and their quality in relation to the resources invested. Efficiency also reviews the effort undertaken by the project to accomplish the objectives in question and is usually measured in terms of cost incurred in the process.

As mentioned most planned targets and objectives were not based on any pre existing data, statistics or projections. This implies project planning missed out quantitative data i.e. in terms of numbers, percentages or levels of specific indicators such poverty levels, household income levels among others. This in a way compelled most project targets and objectives to be derived based on existing resources.

The evaluation reviewed the project expenditure reports and established that for the period 2004-06 the expenses incurred for children at the center has been Ksh 2,447,329. ksh 2,960,492 and ksh 2,107,055 respectively. These in NOK at the rate of 11.6 would translate to NOK 203,944, 246,707 and 175,588. The highest project expense observed over the last three years were the expenses the children taking over 38% of annual project income.

The staff Salaries expenses took about 26% of the project income for the same period, while the rest is by transport 8% and other operations 13%. Budget allocations on telephone, office utility, Staff benefits, volunteers, insurance costs and most of administrative related project expenses were incurred as operations costs as illustrated in table 2.1.a

The project hires the services of an accounting officer who facilitates the accounting function, particularly on expenditures, payments, reporting etc. It is however the position of project manager reporting to the Director that has remained vacant for about two years. This raises a concern over the much needed mentoring and social development growth for the girls and boys.

The project audit reports for the period 2004-07 were reviewed for various reflections. The cost of project land and building values are presented as constant over the entire three year period i.e. Ksh 15,472,324.5 for land and ksh 11,059,083.10 for the building, which in effect should present a relative appreciation based on subsequent annual market rates. The value of the project vehicle and machines presented however reflected the depreciation over time.

The evaluation carried out an assessment on income to the project over the three years and subsequent utilization of the resources, the findings are presented on table 2.1.a.

Table 2.1.a Uzima project income and expenditure sample 2004-07. (Amounts in Ksh)

<b>Year</b>	<b>2004</b>		<b>2005</b>		<b>2006</b>	
Item	Income	expenses	Income	expenses	Income	expenses
	7,191,031.71		7,643,370.85		5,224,142.75	
Local staff		1,846,081		2,038,976		1,743,347.35
Consultants/ Audits		55,000		75,000		80,000
Transport		519,101.75		632,372		415,878
Training on staff		2,400		107,652		0
Seminars. OD		95,000		0		61,810
Children expenses		2,447,329.45		2,960,492		2,107,055
Other operations		827,550.10		965,245.90		761,714

The deviations on expenses such as on transport over the three year period were not explained within the audit report which also applies to other items such as the expenses on local staff all had varied expenses. This explains the lack of budgetary controls during implementation.

Table 2.1.b Income sources to Uzima 2004-06 (Amounts in ksh)

<b>Income</b>	<b>2004</b>	<b>2005</b>	<b>2006</b>	<b>Totals</b>
Opening Account Jan 1 <sup>st</sup> 2004.	1,232,155.05	146,252.75	387,909.45	1,766,317.25
Donor funds from PYM	4,614,612,	5,359,865.40	3,111,807	13086284.4
Other donations	149,540.00	230,050.00	128,066.70	507,656.70
Project revenue	1,195,032.55	1,907,202.70	1,596,359.60	4,698,594.90
<b>Total Income</b>	<b>7,191,338.71</b>	<b>7,643,370.85</b>	<b>4,886,233.3</b>	<b>19,720,942.86</b>

There were variance explanations given for each financial year analyzed and reported to the donors. It was also observed a decreasing trend in funding and income to the project over the three year period.



### **2.1.1. Stakeholder Analysis**

The evaluation assessed the level and value of stakeholders to Uzima project for the ending phase and made recommendations towards improving local participation and ownership.

The project's cooperation with other NGOs, stakeholders and authorities was also considered as requested by PYM.

The evaluation held a two day workshop with stakeholders drawn from within the project target area. The engagement involved the team stipulating their value and involvement Uzima with various recommendations coming out of working groups. This team also carried out a SWOT for uzima and subsequently discussed various steps towards moving the project towards self reliance.

- (i) The active stakeholders for Uzima project currently are Goal Kenya who have been involved in HIV/AIDS awareness and training and rehabilitation programs targeting the boys and girls. Goal Kenya operations go beyond uzima target areas, thus they have established vast lessons and experiences on HIV/AIDS programming within the slum communities, almost all house holds interviewed mentioned Goal Kenya as their HIV/AIDS trainer. Path Finder international has been involved on PMTCT i.e. Prevention of Mother To Child Transmission among other HIV related activities within the project area. However this deliverable requires expansion and mapping out since most households interviewed did not mention PMTCT skills and awareness as having been imparted.
- (ii) There were fruitful collaboration initiatives by Uzima and Barclays Bank of Kenya, in which the project in partnership with the Bank fund raised through a community awareness walk. The funds raised went into supporting the rehabilitation and skills program. Such efforts are very much encouraged.
- (iii) There was observed potential at Uzima to network and create working linkages with various development partners within the operational area which is yet to be realized. It was inadequate for the project to only work with two NGOs whereas the magnitude of the problem in question requires multiple teams complementing each other.
- (iv) The Mukuru CBO consortium expressed their non involvement in project matters in particular, identification of beneficiaries and planning which indicates non involvement of local stakes. This implies such local coalitions and CBOs operational within the slum target area are missing out on project ownership.

### **2.1.2 Stakeholder Involvement with Uzima 2004-07**

The stakeholders carried out a timeline analysis indicating their participation with Uzima for the evaluation phase.

In 2004 the stakeholders were involved in the intake process that saw boys and girls enrolled at Uzima. This was through various community meetings, seminars and crusades facilitated by the project. There was noted HIV and AIDS awareness campaigns, anti drug workshops and behaviour change programs carried out primarily by Goal Kenya in liaison with Uzima.

The guardians and parents participating in the evaluation confirmed their involvement in 2004 specifically through home visit networks that resulted in familiarization between the communities and Uzima. It is in 2004 that the target slum communities were very skeptical of Uzima's intentions and plans towards the boys and girls.

The year 2005 recorded several village awareness campaigns and training sessions on HIV and AIDS preventive issues, which has been on going to date. It is during the same period that Pathfinder international carried out PMTCT workshops and field training. These were facilitated out in the field targeting rehabilitation centers, local health centers and selected CBOs.

The project was reported to have carried out training sessions on proposal writing and other resource acquisition methods targeting CBOs, however most villages were not adequately covered as reported by most CBOs participating in the evaluation.

The volunteers scheme at Uzima was reported to have been initiated in 2005 which has been a major milestone in accelerating implementation of the prevention program. The volunteers were reported to have also supported the vocational program through training the boys and girls on literacy lessons, sports, arts and drama sessions.

The project allows volunteers to serve for a maximum of three months. There were encouraging reports from the boys and girls under training who very much appreciate the value added by the volunteers.

The just ended evaluation for Uzima was noted as the only item the stakeholders have been engaged for the current year 2007.

### 2.1.3 Human Resource Management

This section pursued to evaluate Uzima's human resource structure, function, reporting lines and rewarding system.

The Uzima management structure provides an operational manager all the responsibility for daily supervision of most project staff. The staff reporting lines were found not as provided on the structure since there lacks an operational manager to mentor the team of social worker, the instructors (dress making, welding and carpentry units) the matron and cateress. This implies that the boys, girls and other staff continue to miss out on the much needed mentoring and social support.

The evaluation observed the following as not working towards realizing the intended project immediate objectives,

- (i) All staff do not have current contracts, stating their terms, mandate, expiry etc. This is required as fundamental management procedure that would facilitate staff appraisal, performance monitoring and subsequent basis for rewarding and discipline. The PSC is urged to facilitate the process.
- (ii) The staff salaries reviewed were found to be very much on the lower limit , considering the time spent on project activities, risk factor and the living conditions in Nairobi. The evaluation appreciates the budgetary constrains attributed to gradual donor withdrawal, However comparisons with recent employee remuneration levels for social development organizations present Uzima's rewarding structure on the lower side, with the highest paid staff at about NOK 1500, while the lowest is at NOK 417. Some staff have not received any increase for the last three years. This calls for a win win rewarding system for Staff and management, which should include family benefits such as medical insurance cover, bus fare i.e. travel allowance and possibly staff training benefit. A review is required of these terms as a means towards enhancing project delivery.
- (iii) The staff working on machines and other heavy electrical appliances is at great risks without a medical cover, which includes the temporary staff (former uzima students). The project management should seek affordable bargains to this respect from local health and medical providers, since it goes a long way in safeguarding the project against any upcoming cases of accidents and direct claims as opposed to the Insurance.
- (iv) Staff involvement in planning, budgeting and monitoring was noted as inadequate and not articulate. The stakeholders assessed uzima staff as "not fully involved" and missing out on important project statistics, documentation, record keeping, and tracking change realized. This specifically was noted while tracking the numbers of children recruited, retained, dropped, completed etc over the past four years. The current follow up system on the prevention program is weak as noted by the PSC. However the volunteers seem to be clear and in direct relationship with most children, youth and project beneficiaries
- (v) Staff training and development has not been realized over the period 2003-07 as confirmed by the PSC the inadequate budgets constrained this deliverable. However the need for training and skills enhancement on staff is critical particularly on facilitation issues, monitoring and networking

- (vi) The Staff assessment revealed current members are not articulate and clear with the project mission and vision. There was noted a disconnect within key staff on several project support items such as annual plans, strategic plan, personnel manual and organizational policies. The assessment further established some staff affirming the availability and use of guiding policies while others were not aware of any such protocols.

## 2.2 Effectiveness of the Project

Purpose is to assess the level of project achievement in relation to set Goal and Objectives

The evaluation design included a review of the project outputs in relation to its activities based on the plans made for the period 2004 – 2007.

Effectiveness expresses the extend to which the planned outputs, expected effects and intended impacts are being or have been produced or achieved.

In seeking to evaluate the degree by which Uzima project has met planned objectives, the project annual reports were reviewed and the extend by which subsequent years have yielded results as planned.

Uzima responds to the needs of boys and girls through the three (3) programs i.e. vocational and skills training, rehabilitation and the prevention. The evaluation analyzed each of these based on planned objectives, targets and expectations for each.

This analysis was carried out by the stakeholders in liaison with Uzima unit heads

The vocational skills training program analysis.

*Table a.*

Assessment Unit	2004	2005	2006	2007	Total
Dress making					
<input type="checkbox"/> Recruited	12	-	9	-	<b>21</b>
<input type="checkbox"/> Sat for exams	9	5	-	-	<b>14</b>
<input type="checkbox"/> Passed	7	5	-	-	<b>12</b>
<input type="checkbox"/> Failed	2	-	-	-	<b>2</b>
<input type="checkbox"/> Dropped	1	-	2		<b>3</b>
<input type="checkbox"/> Retained at uzima	-	-	2	-	<b>2</b>
<input type="checkbox"/> Current Class				7	

**Table b.**

Assessment Unit	2004	2005	2006	2007	Total
<b>Welding</b>					
□ Recruited	12	12	8	7	<b>39</b>
□ Sat for exams	7	8	3	-	<b>18</b>
□ Passed	5	7	1	-	<b>13</b>
□ Failed	2	1	2	-	<b>5</b>
□ Dropped	2	3	2	-	<b>7</b>
□ Retained at uzima	-	-	4		<b>4</b>
□ Current class				7	

**Table c.**

Assessment Unit	2004	2005	2006	2007	Total
<b>Carpentry</b>					
□ Recruited	12	12	4	-	<b>28</b>
□ Sat for exams	8	3	4	-	<b>15</b>
□ Passed	4	3	4	-	<b>11</b>
□ Failed	4	0	0	-	<b>4</b>
□ Dropped	0	3	0	-	<b>3</b>
□ Retained at uzima	-	-	4	-	<b>4</b>
□ Current class				6	<b>6</b>

**Table d. summary of vocation program performance 2004-07**

Analysis	Result	Remarks
□ Recruited	88	21 Girls, 67 boys
□ Sat for Exams	47	
□ Passed	36	
□ Failed	11	
□ Dropped	13	
□ Retained at center supporting production as temporary staff.	10	Dress unit 2, Carpentry 4, Welding 4

The tables a – d present the summary performance of the vocational training units in relation to the numbers of boys and girls enrolled, sat for exams, those who passed and failed as the drop outs. Each unit has also retained former trainees who currently support production work at the center as temporary staff. It was observed that the 2007 classes include some carry forwards of students enrolled in 06, such as the six (6) students within the carpentry unit. The welding unit currently has three (3) boys supporting in production following their qualification in grading examinations, the carpentry has retained four (4) while the dress making has two (2) girls.

### **2.2.1 Project Implementation.**

The purpose for this section is to assess the extent to which Uzima project has implemented the set targets and objectives according to the project design and plans.

The HIV/AIDS awareness was well covered with much work reported to have been carried out by Goal Kenya a partnering NGO to Uzima. There is still need for intense lobbying and campaign against drug abuse within the youth reached as project beneficiaries. It was reported that current youth attending training and rehabilitation are still very much on drugs, which has various negative effects not only to them, but also their peers.

There was observed laxity and non commitment on the project follow up process and in particular field monitoring of the children, under the preventive program. Most of the Boys and girls reached out in the field as either former Uzima trainees or drop outs sited lack of contact and follow up by the project towards their progress. There are former students currently engaged in personal business and development who declined to participate in the evaluation. These individuals sited some disconnect among the project team on several follow up issues which requires correction.

The volunteers were however articulate and quite involved with the children's contact issues, progress and status, which calls for the project to seek expanding the implementing strategy and work more with community owned resource persons. These should be technical persons drawn and living within the target villages, but trained on project monitoring, tracking and social care. Such an investment will assure the project of sustainable results since its un realistic for one social worker to keep track and coordinate the much needed follow up issues.

Analyzing achievement of project objectives for 2004 – 07

Ob1) .To rehabilitate street children from the target areas and enables them lead “normal lives “

In terms of meeting the set targets, Uzima planned to recruit and rehabilitate 72 children over the ending phase i.e. 48 boys and 24 Girls. As reported 88 youth have since been recruited for phase ending, of whom 36 managed to pass their grading exams. The number of girls so far successive is 12, while boys stand at 24

Ob2).To re -integrate children back to their families, guardians and entire society.

The children reached for prevention or rather those intercepted could be given as 1,096 against a target of 1,500, which implies a 74% achievement over the four yea period. The annual target was 500 children. It is reported that the teams managed to reach 307 children in 2004, while in 2005, it's reported that 410 were reached. In 2006 the number reached dropped to 379 children, all referred to various rehabilitation centers. These efforts are encouraging however the project lacks accurate data and record of these children intercepted and their current status i.e. which exact households, parents, guardians or referral centers they were handed over to. The house hold questionnaire established that most of youth in the villages particularly Kware affirmed having been approached by Uzima and taken through the initial preventive requirements but this has never been further followed up. Some boys and girls have been seeking for admission at Uzima into the skills training program, but with the limited facilities this has not been actualized.

Ob3) To reduce the poverty levels within the target areas by uplifting the living standards of the children in need of special protection together with their families and guardians.

This objective has not been met despite the lack of clarity and specificity in which it was stated. The households interviewed and several site visits conducted reveal desperate cases of poverty observed within the lives of Uzima beneficiaries and the communities living within the project target area.

Ob4).To contribute to reducing the crime rate in Kware and Kwa Njenga slums by enabling “poor” boys and girls acquire vocational skills, discover talents and engage in meaningful activities.

The issue of crime escalation and prevailing rates still calls for further intervention since the situation was reported as alarming. The project did not involve the local government administration in seeking a response strategy on crime issues. The crime intervention issues lacked specific response indicators and baseline situation.

Ob5).To prevent more children from going to the streets from within the target areas through the programs offered by the center

The prevention program recorded 74% achievement by reaching out to at least 1096 against target of 1,500. It’s however not clear how many of these are still retained within the referral centers. The volunteer team recorded higher numbers of boys and girls still out and needing support on various issues.

### **Family and marriage seminars**

These were provided by the Uzima as part of the prevention program through which the church facilitated seminars and out reach meetings on family life, marriage, HIV/AIDS awareness and preventive lifestyles. Parents and guardians represented at the evaluation workshop affirmed having benefited from such seminars. The target set for the phase was 150 families i.e.50 per year. This appears to have been a lower target since the project team recorded having reached 631 families during the 2004-07 period. There were additional 300 children also reached on family life training.

### **Project monitoring**

The annual plans and entire four year phase did not set up measures and provisions in tracking the change realized over time. This refers to information on numbers of children under the preventive program, their current status, community awareness meetings, attendance, emerging issues etc.

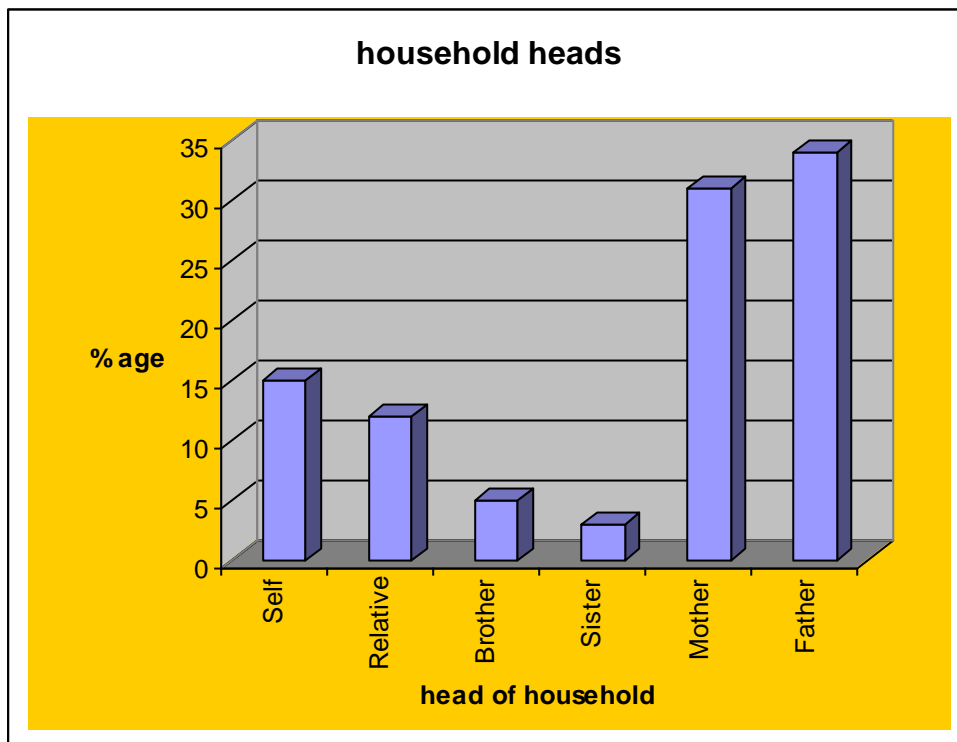
There was no evidence of progress information collected over time from the beneficiaries or stakeholders providing field information.

Analyzing the Living conditions of Uzima’s Project Beneficiaries

The evaluation interviewed most beneficiaries of the project in relation to the level of change, Impact and their current living status following their involvement with the project. The target number of households was over ninety (90), however due to frequent movements and relocations within the slum community, about fifty (50) beneficiaries' project beneficiary households were interviewed.

The survey considered the type of persons leading the house holds, their occupation, family sizes source of income among other factors that determine the activity and living conditions of the boys and girls living within the same establishment.

**Chart 2.2.a : household heads.**

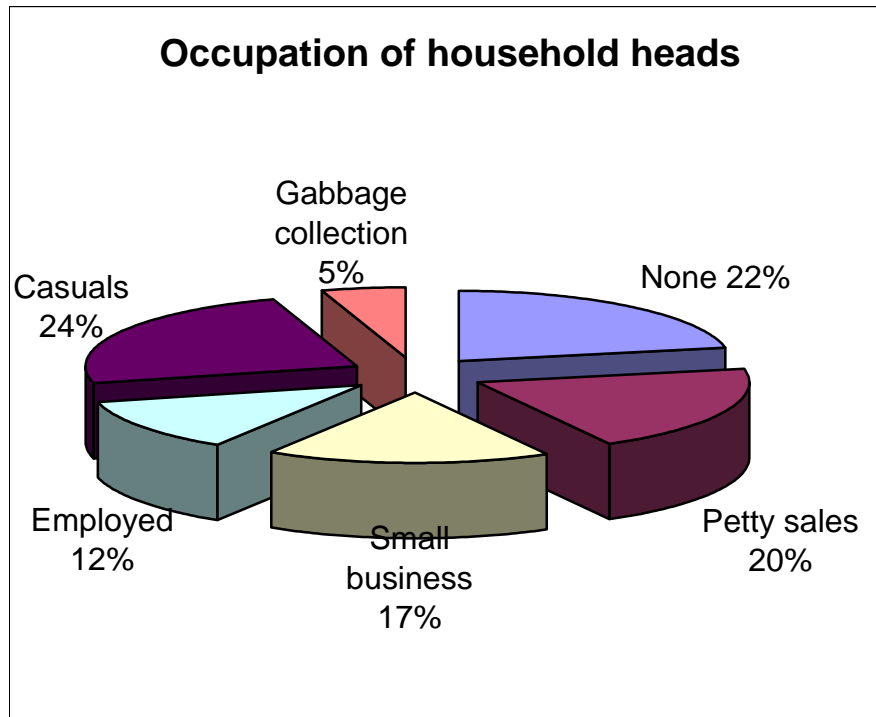


It was found out that 35 % of the household heads for Uzima's beneficiaries are fathers, but most of them do not have any source of income. The mothers and female guardians were found to be more involved in selling small wares and foodstuffs as their main source of income.

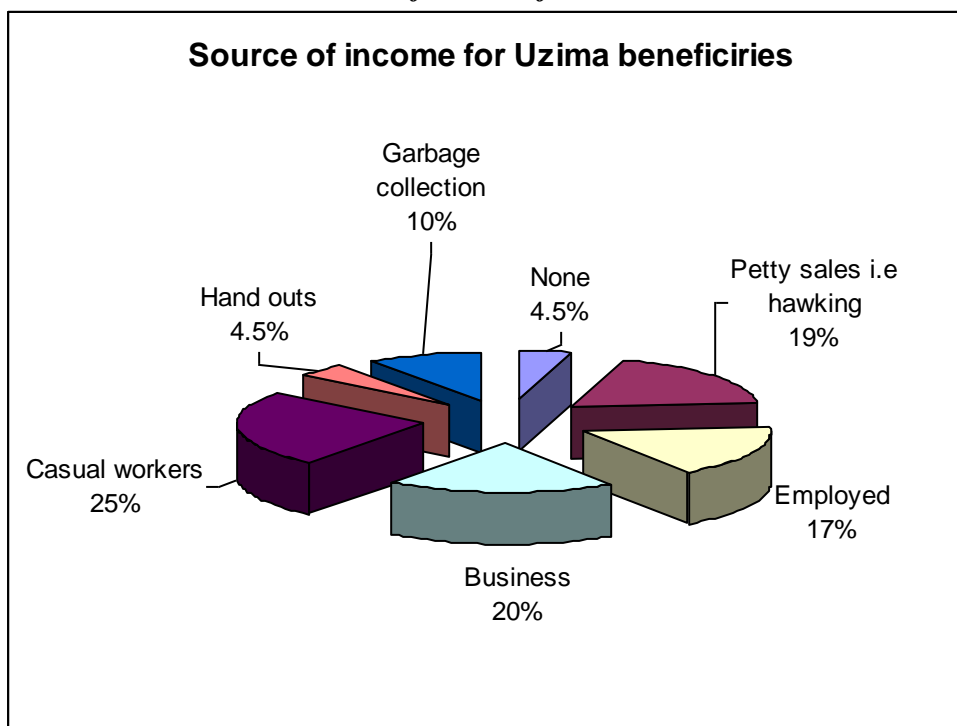
Some of Uzima's former students were found to be involved in selling of market wares, food stuffs, fire wood etc. 15 % of the former Uzima students were living alone and involved in other income generating activity other than the skills business training acquired except for exceptional cases.



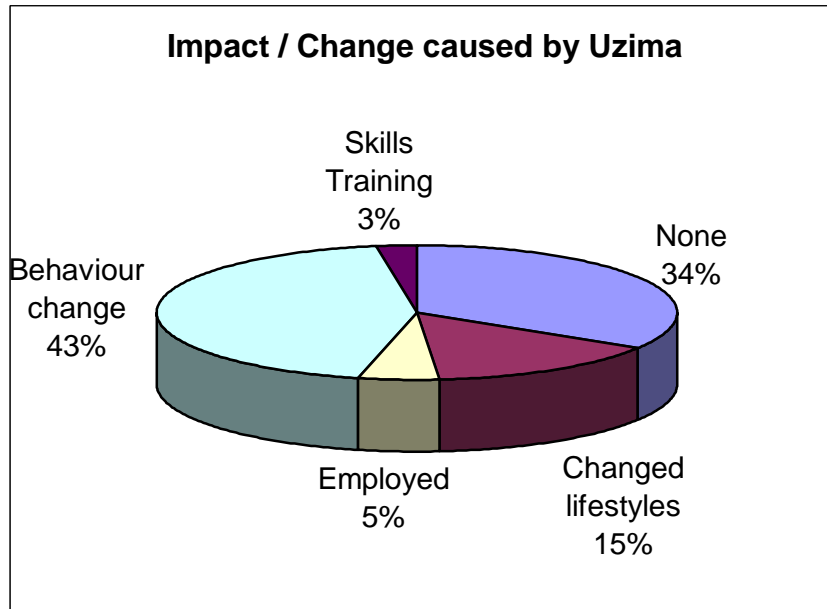
**Chart 2.2.b: Occupation of household heads.**



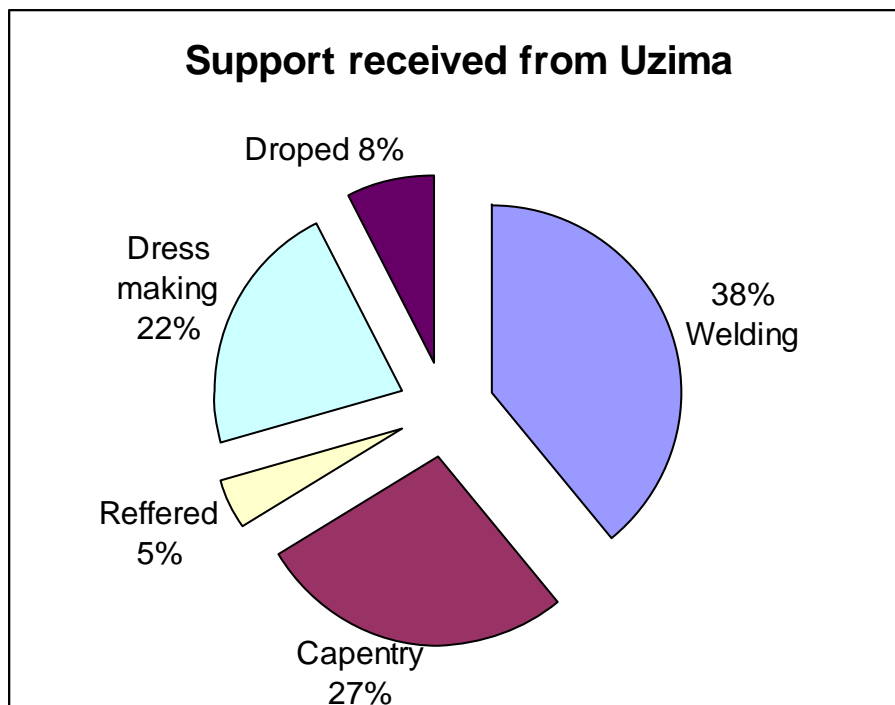
**Chart 2.2.c: Source of Income for the households..**



**Chart 2.2.d: What Impact or Change have you experienced since involvement with Uzima?**



**Chart 2.2.e What Support have you received from Uzima.**



### **2.2.3 The living conditions of Uzima beneficiaries**

The evaluation established that the larger proportion of project beneficiaries depend on petty sales and casual jobs for their daily income. These range from sales of fire wood, food stuffs etc.

The casual jobs included masonry, waiters in local hotels, and bars among other jobs. Those employed still sited difficulty in meeting the household needs, actually most of them are on temporary jobs.

Further analysis revealed Kiambio cluster to have the highest number of Uzima drop outs, who are all involved in garbage collection as their main income / livelihood source. It's noted that Kiambio was not mentioned as part of the target project areas however most beneficiaries have since moved into this village, in search of livelihood opportunities.

It was encouraging to have 43 % of the youth indicating having experienced positive behavior change due to their involvement with the project these included both current and former Uzima boys and girls. There was noted great change in lifestyle in 15 % of the boys and girls previously supported by the project some of whom are currently on the production team.

The welding unit has produced more skilled boys as compared to the carpentry, and dress making units. However some boys who dropped out mentioned their desire to have been trained on other skills such as motor vehicle mechanics.

It was a trend observed that most families have either to the involved in business activity selling household consumer products or working as casuals. It's such pressure due to inadequate resources that drive the youth to the streets and other habitants locally referred to as base, from where they are exposed to further risks and damage through drugs, HIV/AIDS, among other set backs.

There is a great concern over drug abuse by almost all parents and guardians as the major challenge facing the youth. It should be appreciated that such involvement in drugs, alcohol and other negative habits begin forming once the youth group out on the streets, cabbage sites, thus calling for concerted efforts in addressing the factors leading the boys and girls out to the streets.

The evaluation presents the main reasons driving these youth to such living conditions as inadequate household income, lack of food, negative peer influence. The issue of unstructured families was also noted as a causative factor and challenge to address.

The local government administration team was part of the evaluation and made commitment to support the rehabilitation process but in partnership with other local establishments

### **2.2.4. The Volunteer scheme at Uzima**

The evaluation assessed the current voluntary work for Uzima project in which each quarter several students team up to facilitate the field work. The current team consisted of eight members who serve for a period of up to three months. Their experiences, challenges and recommendations were processed, and the following established with regard to the volunteer work at Uzima.

- (a) The volunteer scheme lacked a structure or curriculum that would necessitate consistence in tracking progress and monitoring for each individual. The social officer function lacked deliberated working links with this team thus creating mismatch in follow up data such as the actual numbers reached for prevention could not be accounted for by Uzima.
- (b) The literacy classes offered to the boys and girls were very much commended by the youth as having transformed their personal capacities in terms of reading and writing skills. There is further need for the project to develop a working curriculum in consultation with education authorities and partners, as a means towards empowering the beneficiaries adequately.
- (c) It was reported that the sports, arts, drama training sessions were very successive appropriate in empowering the girls and boys. Several examples of most boys and girls earlier described as naive and withdrawn in character have now come out very strong most of which is attributed to such involvement.
- (d) An assessment of strengths and weaknesses for Uzima established the following;
- The project products have potential to sell and win recognition within the market
  - The training staff and instructors at the center were assessed as qualified in handling the youth on rehabilitation matters.
  - The Uzima skills and training programs are in compliance with government standards and grading system.
  - Having working shifts and various classes would result in more youth enrolled for training such those who excelled were certified in accordance with acceptable government standards.

The team further assessed existing threats and weakness for the project and the following emerged,

- The project lacks competency in social development personnel, which includes a female social worker to champion the girls' development
- The boys at Uzima feel not fully owned by the project at the expense of the girls. These are a general feeling that requires close mentoring by the social development team.
- The boys at the center currently on training and rehabilitation require close supervision and support on drug issues.
- Uzima still depends on donor support form for most running and operational expenses.
- There have been several cases of boys sent off and suspended from the program for various reasons. Its was observed that in most cases the treatment given is very harsh and instead causes more harm than reconstruction to the Boys. This issue requires a fatherly relationship natured to the boys by those handling them since most of them have never received any fatherly love and care before.

### **2.2.5 The Project Steering Committee.**

The evaluation reviewed the activities and structure of the steering committee, their administration role and sharing responsibility with other participating partners.

The Project steering committee comprises of seven members all drawn from the FPFK Embakasi church. The assessment revealed the PSC meet regular at least monthly with key agenda focusing on project administrative matters.

The PSC members are appointed and appraised by the church board at Uzima. The board also appraises the Director, who in liaison with the PSC are responsible for monitoring activities and progress of the project.

A review of the recent PSC management outcome reveals the committee's efforts towards seeking alternative project income opportunities through local fund raising and resource acquisition initiatives.

The administrative role of PSC was established as follows;

- Staff appointments that include the manager, social worker and others.
- Budget allocation, derivation and approvals
- Signatories to the project account
- Responsible in developing organizational policies and manuals.
- Support in development of project plans.
- Facilitate project fund raising initiatives.
- Over see day to day discipline of the children.
- Manage and safe guard project finances and other resources.
- Manage any disputes and crisis emerging at the project
- Provide guidance and advice on the running of the project.
- They are the ambassadors of the church in Charity work

The PSC were found assertive and committed to project leadership well versed and in touch with project matters. There was observed a burden by the PSC to fund raise through a series of lobbying initiatives various partners, cooperate organizations and most fruitful with government of Kenya. The challenge of human resource and other resource has limited the scope of the project reaching out.

#### **Responsibility sharing with other partners**

The PSC works in liaison with the church board and the national FPFK office on designated issues. It was however clarified that Uzima has autonomy in management and operational functions, and only confers on selected issues. Working alliances have been realized with local institutions such as the Barclays' Bank, health care providers and selected NGO's all of which have earned the project financial income.

### **2.2.6 Project Relevance**

Relevance is the extent to which the program is addressing or has addressed problems of high priority, mainly as viewed by stakeholders and in particular the project beneficiaries.

The relevance assessment established the following

- 1.1 There is a desperate need for support and specific interventions towards the prevailing living conditions of children, youth and entire slum community where the project is based. The worst hit are children and youth who cannot access basic education, health facilities and very much disadvantaged through absolute lack of house hold income which has been identified a major force driving these youngsters to the streets, garbage collection points among other miserable sites.
- 1.2 The stakeholders also observed the project's failure to carry out needs assessment or benchmarking within the slum areas of Mukuru Kwa njenga, Kwa Rueben, Sinai and Kware. Other villages also reached include Lunga Lunga, and mukuru Kayaba. A baseline would have defined level of children then living out on the streets, the predisposing factors underlying among other parameters. The stakeholders however affirmed Uzima project as meeting a crucial need within the lives of girls and boys and some families. Most of the beneficiaries interviewed reported great benefits from HIV/AIDS awareness and empowerment campaigns and the family life training.
- 1.3 The current referral system where children identified by Uzima's prevention program as needing support, but instead handed over to CBOs is an indication for the project to seek working modalities and linkages with such local partners. The under age children are referred to local institutions basically for care and support on education.
- 1.4 The evaluation would not effectively measure the levels of change realized either in terms of percentage or numbers for the design reasons already mentioned, however the 88 children recruited were analyzed accordingly.
- 1.5 The project design did no consider gender, child protection issues or environmental protection measures/ these were not deliberately factored within the project planning frame work, however HIV/AIDS programming and reach out activities were successive and very much affirmed as having created awareness, knowledge and behavior as confirmed by most House holds interviewed. The attitude change could not be quantified, however it was observed among the veteran Uzima girls and boys interviewed, demonstrating this change as opposed to their peers newly enrolled and those outside.
- 1.6 The annual targets set out for prevention program were realistic for the volunteer teams to reach, however the vocational program needed to recruit more youth, based on the great need realized. The limited boarding facilities define the numbers for girls to be enrolled at the Uzima but their was observed a possibility of reaching more through local CBO networks.

### **2.3 Program Impact.**

Impact is not something which occurs abruptly but more commonly it unfolds and its un predictable. The project impact could be understood as a series of Outputs and effects, which occur at different times and which upon cumulating causes some noticeable and lasting change within the livelihoods of the people involved within the project.

In seeking to determine the impact and change attributed to Uzima project the following was established

- i). There is quantifiable behavior change in the boys and girls involved with the project. This has been attributed to the project initiatives. The household survey revealed 43% of the beneficiaries affirming great change in their behavior which has resulted in better habits, family relationships and livelihood. This refers to former uzima students currently supporting production at the center and some reached out in the clusters.
- ii). The evaluation established change in lifestyle in 15% of uzima boys and girls most whom expressed their change from unpleasant habits such as alcoholism, smoking, stealing etc to now productive lives.
- iii). The evaluation inquired into the crime rate and occurrence issue at various levels and received various responses. Each village gave varying opinions, some siting reduced incidences of crime such as violent robberies, magging, home thefts etc, while other clusters feel the situation has only worsened. There were several cases of rape and violent confrontations reported, which calls for the stakeholders to seek community response systems in addressing the issue. The evaluation workshop raised this concern with government administrators who called for establishment of a working committee multi sector drawn to spear head the recovery process. The team agreed on monthly feedback forums with the government officials, which calls for the project to follow up this establishment since security issues within the slums definitely determine the level of project achievement and sustainability. The project inception did not collate prevailing crime issues and their intensity by then to allow quantifiable comparisons during the evaluation however the household survey revealed an alarming state.
- iv). The vocational skills training program has earned several girls and boys employment with found established in personal business ventures. The welding unit has about 38% of beneficiaries interviewed siting their appreciation to the training despite lack of job opportunities. Most parents interviewed expressed the need for starter capital and working tools as part of project support to the boys and girls. It was encouraging to observe Uzima units producing quality products such as school uniform, furniture, metal work accessories and fittings among other products. The need for commercialization through marketing initiatives was observed as an immediate need.
- v). There are negative impact issues reported in particular drug abuse, which most parents and guardians mentioned as the prime factor degenerating the boys and girls.

Other negative factors affecting the youth as established by the household survey are;

- Drug abuse by both girls and boys, very much concentrated within the clusters reached.
- Robbery cases were reported but more alarming were specific violence incidences among the boys on the streets, villages and operation sites which has caused several deaths including some of Uzima boys.
- Negative peer influence and living patterns within the slums remain a challenge, specifically decried was the reggae culture predominant among the youth.
- In adequate job and business opportunities continue to predispose the youth.
- Poor educational and training backgrounds deny most persons any opportunities.

- Lack of food and housing was mentioned a crucial need with some households siting difficulty in meeting housing requirements. 22% the households reported to have no form of any income thus depend on handouts from distant relatives and friends.
- Teenage pregnancies, rape cases, prostitution and other immoral activities were mentioned as rampant in all clusters interviewed.
- There are disease out breaks due to chemical pollutants in some villages such as Kiambio and Soweto and Kware. The boys and girls involved in garbage collection reported disease attacks due to contact with the harmful substances.

## **2.4 Sustainability.**

The evaluation objective was to analyze the degree of sustainability realized by Uzima project.

Sustainability refers to the maintenance or positive changes induced by the program after phase out. Sustainability is described as a withdrawal strategy for a development program.

The project annual plans made provisions to raise funds each year towards project administration and management. The PSC further put in place various initiatives working towards self reliance and local fund raising, which is yielding promising outcome. There was noted contribution to the project from the Embakasi church, which commenced in 2007, with NOK 70,000 disbursed. This is very much encouraged as positive steps towards local resource acquisition.

The project design was not deliberate in involving local CBOs, coalitions, and other local structures as other faith based establishments within the slums in project implementation and activity. This is very much required in creating local ownership for the on going rehabilitation program.

The stakeholder workshop established the following with regard to Uzima's sustainability

- i) The need for further involvement of the local CBOs, faith based establishments, and the administration in project management. This is very much required in identification of beneficiaries, planning for various interventions and strategy formulation.
- ii) There is need to expand the Uzima vocational and skills training program to include further courses such as hair dressing, detergent manufacture, catering i.e. bakery & confectionaries mechanics, electrical and computer training etc. These were identified as ready market opportunities.
- iii) Uzima project requires a marketing and networking strategy. The stakeholders recommended this as appropriate in exposing the various quality products at the center, which include furniture, metal works, and the dressing unit products. This calls for an aggressive sourcing strategy from potential consumers of uzima products in particular school uniform and furniture.
- iv) The project is urged to consider establishing a certified credit unit, charged with local fund raising and resource acquisition within the competitive Nairobi establishment. Various opportunities are available.



- v) The project mission statement identifies street children as primary target in terms of working towards their rehabilitation and empowerment. This should be reflected within the current beneficiaries in terms of their backgrounds
- vi) It was realized that household income remains a crucial challenge that must be addressed if the project has to keep these children off the streets.
- vii) The project lacked supportive linkages and partnerships with national faith based bodies for purposes of shared resources, capacities and opportunities that will empower local communities. However there are on going efforts by PSC in seeking income generation projects through establishment of a community health center, wheat farming project among others which fit very well into the long term plans for the project.
- viii) The project owns prime land about 1½ acres that presents an opportunity for the project to venture into various resource acquisition initiatives. The proximity to the city of Nairobi and the expansive local slum community of Kwa Njenga, Kwa Rueben, and Kware indicates available market and customers for any community income generating project such as school projects, health care facilities etc. The current products at Uzima which include dresses, school uniform, furniture in its various forms, metal works accessories are yet to compete within the local market.

### **3.0 CONCLUSION AND RECOMMENDATIONS.**

#### **3.1 Conclusion**

The project implementation phase 2004-07 could be termed a growth phase which has seen the center develop working relations, completion of the building and infrastructure works and aggressive efforts towards engaging children, parents and wider partners on rehabilitation initiatives. The project design very much based its deliverables on the prevailing need and condition of boys and girls however missed out on specific definitions in terms of baseline, benchmarking and mapping out specific response strategies. The design was not deliberate in involving local coalitions, CBOs, and institutions in joint working initiatives and response strategies. Also not considered at design stage were environmental management issues and gender principles.

The radical shifts and deviations from set targets and objectives caused some disconnect among beneficiaries, who currently require a reconstruction phase particularly the micro finance business scheme.

The stakeholder analysis revealed further potential and opportunities for the project to engage and explore leveraging project support not only financial but also through training, sharing and capacity building initiatives.

The need to involve local coalitions in implementation requires systemized involvement in order to create local project ownership. The stakeholders were rated as very much involved on HIV/AIDS deliverables at the expense of other pressing community needs. It was observed that none of them sought to invest on emerging issues such as drug abuse, teenage pregnancy and sexuality, guiding and counseling, among other challenge areas mentioned in this report.

The efficiency and operational capacity of the project was assessed and found satisfactory, but only requiring budgetary controls and specialized accounting procedures. There is need to designate operational functions to technical staff within the project as a means of streamlining efficiency. The budget proportion incurred on children expenses and operations calls for moderation to allow for reserves on staff and other human resource investments.

The evaluation very much reviewed the level of project achievement in relation to on going implementation, which further lead to a quantitative inquiry into the living conditions of current and former project beneficiaries. There were various lessons learnt and emerging issues in the process of evaluating the PSC, staff and volunteers who are all involved in various ways in project implementation. Human resource assessment calls for a review of staff remuneration package, not only on salaries but other benefits. The PSC as the managing arm has to face the challenge of staffing, resource acquisition and staff training issues.

The household survey very much sought to establish the predisposing factors behind the street habitation issue and its negative effects on the youth. Various conclusive trends were established, which all indicate that in seeking a lasting solution, the project and other stakeholders need to address key livelihood elements such as household income, business skills training, credit and loaning schemes etc as immediate steps towards empowering households.

The volunteer's scheme was found to have greatly contributed in empowering the trainees on various issues such as literacy training among other character formation areas through arts, drama and sports.

The evaluation team analyzed the effectiveness and relevance of Uzima project and concluded that about 74% of planned targets for the prevention and 40 % for the vocational was achieved. The stakeholders very much identified the project as relevant in its response programs within the highly disadvantaged slum communities living in Kware, Kwa Rueben, Njenga and the other neighboring clusters.

This being an end of project evaluation, specific inquiry into impact and sustainability issues was undertaken, which pointed out positive change in behavior, practice and activity involvement among most beneficiaries. There were 43% of project's beneficiaries indicating positive behavior change as a result of their involvement, which includes wider communities and families. However 15% of boys and girls supported by uzima demonstrated great change in lifestyle and character.

Sustainability however remains a challenge even as pointed out in the April 2001 evaluation. We cannot however down play the efforts undertaken by the PSC amidst various challenges facing the project. There have been fruitful efforts in local fund raising, relation building, lobbying and the recent church contribution towards project funding as steps towards self reliance. The current products at Uzima's welding, carpentry and dress making units further affirm commitment to self reliance, which includes the Uzima academy that host several children undertaking formal education.

### **3.2 Recommendations.**

#### **3.2.1 To assess the efficiency and operational concerns for Uzima in relation to technical, administrative and financial functions.**

- The children expenses require moderation since if going by the current trend where this expense takes up to 38% of annual project income will not allow additional number of boys and girls to be enrolled. The project is urged to seek alternative means of reaching out to more girls and boys despite the limited space and resources, a cost sharing program could be introduced since the need from the target community and collaborators is overwhelming probably separate classes and working shifts could be introduced.
- The project team is urged to develop a working budget of how much it would cost to fully support one girl per year i.e. on full boarding basis and the same for boys. This would be ideal planning and budgeting information that would go a long way in determining target numbers per year for boys and girls. It is possible to reach more beneficiaries with adequate projections and controls.
- The welder's current working area needs to be relocated or reconstructed for safety reasons and ideal workshop ampleness.
- The project unit heads are encouraged to participate in planning, budgeting, monitoring and follow up issues while regular staff reflection meetings are required for a shared vision and process. There is need to rethink the strategy currently used for the preventive program i.e.

the interception process. The evaluation identified several gaps on this process primarily it lacks ownership and follow up since the volunteers who identify these children and refer them are only at the project for a maximum of three months. Children taken to various rehabilitation centers still require the project's support at that early age, whilst they end up on the streets.

- The funds collected from specific project fund raising efforts such as the community walk in 2002 realizing NOK 19167, the musical contest with NOK 75,000 and the recent Uzima funds drive organized by the PSC raising over NOK 25,000 (Ksh 300,000) are indications of the project efforts towards self reliance. This is very much encouraged and more partners called upon to support Uzima.
- It's recommended that Uzima consider setting up a credit and finance department fully registered to favorably engage in competitive fund raising, investment and other specialized financial deliverables.
- There is need for Uzima to carry out a valuation of her key assets i.e. the building and machines and land based on current market rates.
- The current auditing team having served the project for a considerable period requires a change. This is in line with general financial and auditing requirements and practice in audits and finances to have a new audit team taking up after every five (5) years. This does not in anyway negate past recommendations or the capacity of the auditing team.
- The stakeholders noted the need for inter agency planning and field coordination to avoid duplicating interventions such was the case on HIV/AIDS activities at the expense of other pressing community needs such as drug abuse campaigns. This calls for implementation to deliberately involve stakeholders and in particular the Mukuru CBO who have a wide coverage within Uzima's target area as a means towards building project ownership. Specific linkages, joint working ventures and capacity building initiatives are very much encouraged. The stakeholders require sessions to map out their various strengths and specialties. This will facilitate a broader and all inclusive reach out strategy and eliminate various over laps and duplication, as was observed on HIV/AIDS interventions.
- The project could take the role of coordinating the various members within the target area as recommended by the government administrators. Such a process will definitely receive further support and recognition in seeking a lasting solution towards the current situation.
- The donors and potential partners are encouraged to consider further support to this project since there has been commendable relationships established with the target community. Most of the boys and girls interviewed out on the streets and garbage collection points confirmed the great change and positive influence Uzima has on the community. The limited opportunities continue to leave out needy cases however future project interventions require specificity in terms of design and strategy as mentioned already in this report, it would appropriate for community institutions to also work out modalities of supporting such boys and girls.
- It is desired that Uzima project implementation process adhere to the laid out plans, targets and objectives. Any deviations from the plans require collective processing that includes the beneficiaries and stakeholders. The mission and vision of the project need to be the guiding

principle by which implementation is based as a means towards realizing a desired Goal. Staff and management require sessions to internalize and unpack the project mission and vision.

- There is need to structure the volunteers / attachments scheme and further develop a training curriculum for the youth. This should be inclusive of lifeskills, psychosocial, physical and spiritual nature of the beneficiaries.

This calls for a structured training program that includes emotional, psychosocial, social and physical development of the boys and girls once they are admitted at the center. Factors such as the diverse backgrounds the boys and girls are drawn, gender principles among others need to be factored into the training package. Volunteers need to be appraised and allocated specific involvement areas as mentors based on their competencies

The evaluation's inquiry into human resource management made the following recommendations.

- Staff contracts, appraisals and performance contracts to be developed and shared out. This will require each staff to undertake a self assessment of his / her roles prior to subsequent processing and approval by management.
- The remuneration and benefits package calls for an increase and diverse rewarding system. As mentioned in this report, staff working on machines and heavy duty electrical appliances requires medical insurance cover. The management should continue to explore various options to motivate the staff currently in low spirits.
- Staff competency on documentation, reporting, record keeping and monitoring require further investment specifically in training and mentoring. The performance contracts will also guide management in taking necessary actions on non performers as well as in rewarding.
- There is need for technical support preferably from “outside “in developing personnel and other working protocols that would enhance service delivery at the project. This should also target the volunteers who occasionally join up as implementers and mentors to the youth program. The volunteers equally require orientation and training on project protocols since they represent Uzima to the wider stakeholders and beneficiaries quite often.
- The project management should seek guidance and further recommendations from the Federation of Kenya employers (FKE), and the ministry of labor on staffing, salaries and benefits issues based on the conditions at Uzima.

### **3.2.2. To assess the effectiveness of Uzima i.e. the level of outputs achieved in relation to set goals and objectives.**

The level and extend by which the project met planned outputs and targets was found satisfactory. The vocational training program recruited a total of 88 children, with about 36 of them successive. The prevention program recorded 74% success in terms of reaching out to those involved on streets.

There is need to re think the strategy on the prevention program by including local community groups and institutions in implementation and monitoring with regular quarterly review meetings.

The frequent shifts in budget allocations, and staff turnovers, caused the project a certain degree of non-achievement. Specific areas noted were the printing press project which requires further support since the printing press is a major resource and income source to Uzima.

The micro finance business scheme needs to be revisited since of the households interviewed 20% get their income from small business, while 17% depends on petty sales. This is very much linked to the occupation of household heads where 17% were engaged in small business and 20% on petty sales. This calls for business skills training and empowerment as a means towards engaging favorably with the numerous business and entrepreneur opportunities presented by the wider Nairobi city establishment. As observed such training and capacity on business skills should only target the parents and guardians trained on such but also the boys and girls during their training since they immediately require such capacities on graduation.

Uzima project was rated as meeting a crucial and community need, thus its relevance is absolute. The demand for support in terms of training and various interventions among boys, girls and adults continue to overwhelm the project.

Future project interventions requires a holistic approach in addressing the street children issue, Since as already mentioned in this report a series of factors continue to drive the boys and girls to such degenerating living conditions. The church through family out reach programs and awareness meetings should expand their out reach to create desperate more impact. This should target local community coalitions, CBOs, FBOs and the administration.

### **3.2.3 To establish the outcome, impact and effect realized as a result of project activities.**

The project has registered positive impact primarily in lives of boys and girls as demonstrated by the household survey, key informant interviews and observations. Change in behavior was recorded in 43% of project beneficiaries while a specific 15% of boys and girls directly supported by uzima reported change in lifestyle from former negative habits and involvement such as smoking alcoholism and other social misfit indulgence.

The skills training program imparted 3 % of households reached indicating more youth need to be enrolled and trained. However of those enrolled over the three year period 40% were successive through passing the government grading exams.

There were several boys and girls found employed and involved in business activities such as tailoring, carpentry and some within the fabrication industry following the training imparted at Uzima.

The project requires more out reach programs on drug abuse, teenage pregnancy, and violence among other issues as revealed by the evaluation. A joint work force initiative by the entire stakeholders and partners is recommended.

There is need for further specialized HIV/AIDs training on selected areas, such as PMTCT, and prevention methods targeting mothers and young females. Field observations reveal poor hygiene and inadequate health conditions of the slum communities. Specifically the youth involved in garbage collection activities reported frequent disease attacks. These calls for a

working force supported by government health officials to engage in health awareness and clean up activities, campaigns and medical seminars etc.

There is need for life skills training for all boys and girls based a pre established curriculum which could be achieved through collaborative initiatives with partners such as Scripture Union in Kenya, among other organizations specialized in youth empowerment programs

The household survey revealed a percentage of school going children not enrolled in any formal education programs, which is an indication of future disparate cases. Parents interviewed mentioned difficulty in meeting school requirements however the project is encouraged to engage in lobbying and advocate for all school going children to be enrolled in line with the government free and mandatory primary education policy.

There were recorded several cases of deaths among boys due to violence and fights amongst themselves, which has also involved some of Uzima boys. It's recommended that youth peer clubs and out reach field programs be initiated to reach these boys and further involve the girls involved in immoral activities as mentioned adversely in the household survey. The local community institutions are called upon to get involved in such localized matters and not wait upon project interventions.

#### **3.2.4 . To determine the degree of sustainability of the project outcome**

Sustainability remains a challenge for Uzima due to various reasons such as, limited local funding sources, self generated income, increasing needy cases of youth within the target slums, unemployment, inadequate household income etc. There are however positive initiatives by the FPFK church and PSC towards building local reserves as noted with the ongoing wheat farming initiative, health center and telecommunication projects. These will require a wider marketing and networking strategy probably teaming up with successive business partners.

This implies that the solution in getting these young stars out of their comfort zone on the streets and garbage heaps lies not only on donor and project efforts, but entirely on all local community structures and institutions. It's also clear that we cannot address the solution by seeking to develop technical skills, entrepreneur capacities, spiritual nourishment etc, without addressing the main course pushing these boys and girls to the streets.

The donors are also urged to consider additional support to the girls and boys with some support directly to the wider communities such as business loan schemes, anti drug campaign programs among others.

The decentralized working method is most appropriate in reaching more children and subsequently engages parents and guardians in the rehabilitation process. This approach will not create local ownership but further address underlying factors within target communities causing these children to move away from family life into the streets.

#### **3.2.5. To evaluate the implementation of Uzima project activities**

The project management faces an immediate challenge of developing an immediate phase out strategy without deviation from the current gains achieved. With the phasing out support from PYM there is need for joint working stakeholder forums to specifically share out roles, immediate next steps and ownership issues for the up coming post funding period.

- There is need for baseline data and information on specific indicators on target beneficiaries to guide the implementers in mapping out the needed support to target areas. These should be established as a bench mark project planning data to include specific poverty indices, common crime issues and prevailing rates and the percentage of children by age requiring various support. HIV/AIDS data is however available from government, and other partners but requires further backing up with indicators such as household living conditions, income activities, education, health and food security indicators.
- The project requires an exit strategy formulated well ahead of time with deliberate involvement of local stakeholders, community coalitions, CBOs, FBOs and local government administrators as active stakes through out planning and implementation phases.
- The project design process will require technical input in order to broadly consider cross cutting themes such as environmental management, gender principles, HIV/AIDS programming and to an extend children rights issues which need to be domesticated among the communities targeted.
- The possibility of the church taking over was considered by the evaluation as an outcome. It is recommended that the church board further builds capacities and competencies for both staff and management as immediate steps.

The following would be appropriate for the church to consider in building up ownership;

- Networking with a wider cross section of potential partners, cooperate organizations and the government through the Constituency Development Fund ( CDF) initiative.
- The FPFK church needs to establish a revolving fund probably on annual basis that should be utilized in income generation initiatives for appraised business groups with returns ploughed back to reach more groups.
- The PSC and the church board to seek learning sharing opportunities from best practice projects locally that have moved over to self reliance, a case study program is the Christian Community Services of Mount Kenya East (CCS), a program of the Anglican church of Kenya which operates several sustainable projects.

It was evident during the evaluation that FPFK Embakasi church efforts are acceptable to the target communities, who very much identify with the church project. Its in this respect the church board, national FPFK establishment together with PSC are encouraged to seek additional linkages and working alliances both locally and internationally all aimed at addressing the challenges outlined by this evaluation.



## 4.0 ANNEXES

### Annex 1. TOR for the Evaluation (FPFK Uzima Centre –Kenya)

#### Background information of the project

##### Purpose of the Terms of Reference

The purpose of the 'terms of reference' is to clarify expectations and responsibilities for the evaluation of the activities of the Uzima Centre project

##### Abbreviations and Definitions

Norwegian applicant organization:	The Pentecostal Foreign Mission of Norway
NORAD's project number:	GLO-01/451-13
BN's project number:	10274
Project title in English:	FPFK Uzima Centre
Area/country of implementation:	Kenya
Free Pentecostal Fellowship in Kenya	FPFK
The Pentecostal Foreign Mission of Norway	PYM
Bistandsnemda – an umbrella organization for Norwegian Missions relating to NORAD	BN
NORAD	Norwegian Aid & Development Agency for Development cooperation

##### Activity:

Centre for street children and training

##### **Brief history**

PYM works in many different countries and has been running different kind of development-projects in 11 of them. PYM has worked in Kenya since 1955. PYM's partner organisation in Kenya is Free Pentecostal Fellowship in Kenya (FPFK). FPFK was founded in the mid-1990 as a result of a nationalisation process of the Norwegian and Swedish Pentecostal missions in Kenya. Uzima centre was initiated by FPFK Embakasi church in 1995 and has been funded by Norad through PYM from 1998. The first year of funding, was for the completion of the building, which was half way constructed by the time NORAD came in. The next 4 years were for rehabilitation of the street children.

The problem of street children in Kware and Kenya as a whole is far from being solved with poverty on the rise and more children streaming into the streets in desperation. This is why Uzima centre was initiated and has continued with the work it has been doing for the last 8½ years. The project is already running and with the introduction of the preventive program in 2004 it has reached many more children and thus rescued many lives. The main reason for selection of the program is poverty eradication through empowerment of street children.

##### **Financial contributors**

NORAD and PYM

##### **Project area:**

Uzima centre is situated in the Eastern part of Nairobi in a densely populated slum village called Kware (population: 300,000 people). Besides Kware, there are other slums namely Kwa Njenga, Kwa Reuben and Sinai in the neighbourhood of the centre.

**Project period:**

The project is from 2003 to the end of 2007

**Brief description of project focus.**

The activities are focusing on rehabilitate street boys and girls, through a street program and vocational training.

**Current status of project****Target group**

The primary target group consists of 500 street children and potential street children aged 13- 16 years from Kware and Kwa Njenga slums. The numbers of recipients of daily care and training are a total of 48 boys and 24 girls within a period of four years. The rest of this group is provided preventive work. The secondary target group is 100 parents and families of the street children.

**Reason for evaluation**

The main reason for the evaluation is to assess the voluntarily work and the organization of the project, also what the project has accomplished according to the stated plans and goals. The evaluation should also assess the way forward after end of support.

**Efficiency and operational concerns (implementation, technical, administrative, financial)**

1. Evaluate the implementation of the activities. Assess the structure, decision making lines and national participation in management of the project. Assess also the co-operation with other NGO's and/or authorities.
2. Analyze current stakeholders (including target group) and recommend steps to improve local participation and ownership.
3. Evaluate the activities and structure of the Steering Committee, the administration and the role and sharing of responsibility of the participating partners.

**Effectiveness (output of activities in relation to set goals and objectives)**

4. Review the project outputs in relation to its activities based on the plans made for the period from 2003 -2007.

There has been a change in working method, from institution support in the church centre, to have more focus on helping children in the streets, and trying to reintegrate them with their family as soon as possible. BN supports this way of working, as the project with this method can reach many more children. Compare these two different working methods (institution and decentralised) and make recommendations. And indicate plans for the future on the results from the comparison and recommendations.

**Outcome, impact and effects (are goals and objectives being met?)**

5. Analyze the impact or assess future impact of the project for the society.

**Sustainability.**

6. In light of the efficiency, effectiveness and outcome, analyze the degree of sustainability for the project activities.
7. Analyze the possibility of a local (church) take over the project. Timetable (incl. visits, interviews, analysis of data, writing of report)

<b>Project name:</b>	<b>“FPFK Uzima Centre”</b>	
<b>Main activity</b>	<b>Date/deadline/period</b>	<b>Responsible</b>
Draft to Terms of References (ToR)	1 <sup>st</sup> of February	PYM and project leader
Final ToR approved by PYM and BN	20 <sup>th</sup> of February	PYM
Proposal for Evaluation team	20 <sup>th</sup> of February	PYM/BN/Uzima
Inception report approved by PYM	1 <sup>st</sup> of April	Evaluation team
Evaluation team is working	April/May	Evaluation team
Draft report submitted	1 <sup>st</sup> of June	Evaluation Team
Presentation of preliminary results	1 <sup>st</sup> of June	Evaluation Team
Report comments	15 <sup>th</sup> of June	PYM and Uzima
Final report submitted	1 <sup>st</sup> of July	Evaluation Team
Structure for follow-up of implementation of recommendation in place/ Meetings/seminars for learning	August/September	Uzima/Evaluation Team?

#### Key question

In light of the outcome of this final project evaluation what are the recommendations of the working methods and the way forward of the activities?

#### Methodology for data collection

The methods that are thought to be most useful are interview with beneficiaries, visits areas were awareness work has been done, meetings with the stakeholder, etc. Discussions and consideration with the Steering Committee and the project-workers should also be useful.

The information will be analyzed and presented to all participants of the evaluation.

#### Efficiency and operational concerns

The evaluation under this heading has to be done with the project management and the Steering Committee. If efficiency is to be assessed, detailed input data for the different outputs needs to be available.

#### Budget

Evaluation team (3 people) days  
 (Including travel, final report in English, etc.)  
 Reimbursement for local participants  
 Expenditure for local participants  
 Others?

## **Total**

### **Evaluation team**

The evaluation will be conducted in a participatory way. The composition of the evaluation team is explained below.

### ***Evaluation Coordination Group (ECG)***

Leader

## **Schedule**

### **Control**

The team-members must agree on the main conclusions in the report before they leave each other. The team leader is responsible for the final version of the report.

### **Products (TR, Workplan, preliminary & final report, # copies)**

The final evaluation report is to be given to FPFK, and PYM/BN/Norad as soft copy.

### **Follow up**

The evaluation report will be followed up in workshops with the staff, and in the FPFK Executive Committee and the Steering Committee.

### **Documents Available**

1. The Project Document (July 2003-2007)
2. Annual Plan, budget and reports 2003-2007
3. evaluation report 2002

**Annex 2.The Project Steering Committee –PSC**

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**Annex3. Uzima project Staff**

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***Annex 4. Production support Team / Former Uzima Trainees***

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**Annex 5. Volunteers Team / Data Collectors / Enumerators**

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**Annex 6. List of participants to stakeholders workshop.**

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