

# Sports for social inclusion evaluation report

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KRIK/CHRISC

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## Abbreviations

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AIDS	Acquired Immune Deficiency Syndrome
DC	District Coordinator
EAC	East Africa Cup
CHRISC	Christian Sports Contact
HIV	Human Immunodeficiency Virus
KAO	Kicking AIDS Out

KRIK	Kristen Idrettskontakt
M&E	Monitoring and Evaluation
MoU	Memorandum of Understanding
MYSA	Mathare Youth Sports Association
NC	National Coordinator
NGO	Non-Governmental Organization
NORAD	Norwegian Agency for Development Cooperation
PCM	Project Cycle Management
PLWHA	People Living with HIV/AIDS
RC	Regional Coordinator
UWEZO	Capability
VSL	Village Savings and Loans
WHO	World Health Organisation

## Executive summary

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Since 1993 Kristen Idrettskontakt (KRIK) has sought to empower young people through sports and leadership training, providing them with the tools to actively engage in society and opportunities to overcome the challenges placed before them. KRIK achieves this by working through national Christian Sports Contact (CHRISC) offices<sup>1</sup> and a well-established model of partnering with likeminded international and national organisations, local authorities, churches, schools and communities, to release the potential of young people in East Africa. Each year KRIK provides funding to CHRISC that it has raised from institutional donors or through public fundraising. In 2012 KRIK received funding from the Norwegian umbrella organisation Digni<sup>2</sup>, for a pilot project, entitled 'Uwezo'<sup>3</sup>, to be implemented across all three operational countries (Kenya, Tanzania and Uganda). The successful pilot developed into a three year grant finishing in December 2015.

Jigsaw consult were invited to undertake a final external evaluation of KRIK/CHRISC's Uwezo project in order to identify progress against the original project objectives and evaluate the relevance, effectiveness, efficiency, impact and sustainability of KRIK/CHRISC's approach. The methodology of the evaluation incorporated three core elements: a desk based background review, data gathering through CHRISC volunteers undertaking a survey with beneficiaries, and three weeks of field research. The field research took place in Kenya, Tanzania and Uganda and involved face to face interviews and focus group discussions with staff, partners and beneficiaries. The study identified many positive aspects of KRIK/CHRISC's programming and highlighted the strengths of their approach, as well as identifying areas for improvement and learning.

CHRISC has good experience in the region and a strong cultural understanding. This enables the organisation to relate easily to the communities they are working in and understand the felt needs. Young people in East Africa are faced with a range of obstacles that inhibit their ability to pursue development. The beneficiary survey identified the top six challenges faced by young people in their community: a lack of access to education, unemployment, limited access to sports facilities, insufficient opportunities for young people to engage in community decision making, gender inequality and poor health. Of these identified needs, unemployment, a lack of access to education and unsafe behavioural practices were the three most frequently spoken about and observed.

A core focus of the evaluation was to explore the relevance of the activities undertaken and identify if they meet the true needs of the community. CHRISC uses sports as a vehicle to create an opportunity to share life skills trainings, engaging young people positively and providing leadership training, behavioural change information, Human Immunodeficiency Virus (HIV)/ Acquired Immune Deficiency Syndrome (AIDS) prevention and fellowship. Recognising these parameters and the fact that all needs cannot be addressed by one organisation, the evaluation highlights that CHRISC has predominantly focussed on an appropriate range of activities. The need for improved sports opportunities and facilities has been addressed and is the core component of CHRISC's activities. Unsafe behaviour has also been addressed through life-skills training and awareness raising regarding the dangers of drugs, alcohol and unsafe sexual practices. The requirement to avoid such practices for those playing in CHRISC teams has helped to reduce the number of young people engaging in unsafe behavioural practices. Unemployment and lack of access to education have not been addressed in a

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<sup>1</sup> CHRISC offices exist in Kenya, Tanzania and Uganda. All established by KRIK but legally independent.

<sup>2</sup> Digni receive their funding from the Norwegian Agency for Development Cooperation (NORAD).

<sup>3</sup> Meaning 'capability' in Kiswahili

systematic manner, presenting opportunities for growth and development of the programme. Reducing gender disparity, tackling the issues of HIV/AIDs and encouraging greater unity within communities have all been addressed to a satisfactory standard.

Identifying the need and ensuring appropriate support is an important first step and a significant success factor within project delivery. However, without effective and efficient implementation all the good intentions can be undone. CHRISC staff do not have a clear understanding of the organisation's processes and there has been limited communication about donor requirements, project budgets, objectives and targets. This results in CHRISC staff having a lack of information, a reduced sense of ownership and delegated authority, leading to inhibited initiative taking. KRIK would benefit from improving the communication of the 'big picture', sharing project log-frames and clear targets, as well as explaining the requirements of the donors.

A significant amount of learning has taken place in regard to initial project development and planning. There was very little established process in place when the original proposal for the programme was developed. The proposal was developed by the Regional Coordinator (RC) without direct input from the national offices. The project design was therefore somewhat inappropriate, containing activities that were too ambitious and not an ideal fit for the context. This lesson has been learnt and the new approach is far more consultative, realistic and appropriate.

The staff at CHRISC are passionate and committed to ensuring a high quality of work. However, key members, such as National Coordinators (NC) and monitoring and evaluation (M&E) managers, would benefit from additional capacity building to enable them to more effectively run the programmes. The training CHRISC offers its staff and volunteers is good but there is a ceiling of progression both within CHRISC and externally in the job market. CHRISC has helped to develop the capacity of beneficiaries and volunteers to a certain level, but has been unable to move them further and provide avenues to pursue beyond volunteering. The range of training delivered is also extensive and seeks to address many issues faced by young people in East Africa. Trainings such as HIV/AIDS awareness, leadership training and disability first training have all been very well received. However it is recommended that CHRISC streamline their training approach, focusing on areas of most significant need, in order to improve the quality of the training and the depth of the materials provided.

One area that has worked effectively is when CHRISC has partnered with professional bodies to provide expert training in certain disciplines. This has enabled recipients to be trained to high standards, thereby providing them with potential employment opportunities.

CHRISC's sport for development approach works well in gathering young people and providing a context where life-saving knowledge can be passed onto them. The sports skills training has been of a high quality and coordination of sports events has been efficient and effective. Greater attention should be given to providing ongoing support through establishing sports leagues and conducting capacity building activities, and less time focussed on tournaments and one off bonanzas. This transition would result in greater sustainability of the positive impacts.

One of the goals of the Uwezo project was to target the most marginalised in the community, with a particular focus on people living with disability and girls in very poor communities. CHRISC has successfully achieved this, primarily focusing their efforts on deprived areas such as the slums around Nairobi. CHRISC target socially excluded young women and men who are disadvantaged in society due to geography, economic marginalisation, gender or cultural prejudice.

The efficiency of the financial management of the project is worthy of particular

attention, specifically in relation to the transfer of funds to the CHRISC offices. The sub-optimal management of funds resulted in CHRISC spending the first three months of each year without the means to run their activities, effectively losing a quarter of the project's planned time. In addition, the budget received from the donor was less than proposed, and targets were not proportionately adjusted to match this reduction. This meant that CHRISC was working towards unattainable goals as well as forced to cancel some core activities. However, costs were effectively reduced and the reach of activities extended due to CHRISC's methodological approach of keeping paid staff positions to a minimum and using a large body of volunteer support.

An additional area requiring attention is that of data management. There are no clear systems for gathering, collating, tracking or storing data, and none of the national offices were able to demonstrate robust systems. There is also a lack of clear recorded policies and processes to guide CHRISC's work.

M&E is a core element of any programme delivery, and although positive steps have been made, and there is a hunger for additional knowledge from CHRISC staff. The current approach to M&E undertaken by CHRISC is not systematised and is vulnerable to error. There is no clear or consistent approach across the three country programmes meaning that aggregating coherent programme data is not possible. There are currently no robust systems or processes in place and the role and importance of M&E is not fully understood at the district level. It is recommended that KRIK/CRISC seek external M&E support and that all staff and key volunteers receive basic M&E training to help understand the role of M&E in effective international development interventions. This will equip them with the tools to gather appropriate impact data and build the long-term evidence base for the projects and programmes.

The quantitative targets outlined for the project were overly ambitious and too many of them had not been properly thought through or had sufficient engagement from the NC's at the planning stage. As a result the teams have not been able to implement all the activities. The indicators and targets do not accurately capture the extent of CHRISC's work or helpfully distil the effort into clear logical outputs. The figures in the report below demonstrate that CHRISC has not, and likely will not, attain the original objectives of the Uwezo project. However, it should be understood that the CHRISC teams have had a vast array of positive impact among communities throughout East Africa. The impacts of the Uwezo project have been many and varied. The top five impacts on the communities identified in the survey, and observed during the visit, were empowerment of girls/women within the community (including a change in attitude towards girls involvement in sports), a reduction in harmful behaviour by young people, awareness of HIV/AIDS and a reduction in discrimination, inclusion of the marginalised in the community, and increased engagement of young people in the community.

The top five impacts on the individual beneficiary were an improvement in sports skills, an increase in self-esteem and confidence, a greater sense of empowerment to contribute towards community development, increased social competence and improved leadership skills. All of these areas are covered in greater detail in the body of the report. CHRISC seeks to build the whole person addressing issues of character and values as well as skills and competencies, helping to ensure a more holistic impact.

In addition to this, CHRISC has created livelihoods, income generating and employment opportunities for numerous people across Uganda, Kenya and Tanzania. New businesses have been established following the entrepreneurship training delivered by CHRISC and individuals have received referee and coaching training and players have been trained to a level of proficiency where their skills have earned them employment. In addition to the impacts mentioned above, there is anecdotal evidence to suggest that CHRISC has also contributed to breaking down cultural barriers, building unity and expanding the horizons

of community members (particularly young people) through participating in national and international camps.

Finally, the holistic methodological approach that CHRISC employs has sustainability at its core. CHRISC works to build the capacity of young people, equipping them with knowledge and skills and providing them with a safe environment to grow and develop in. The focus is not on short-term distributions, rather they adopt a long-term view and invest in a generation of young people who will be the influencers and decision makers of tomorrow. Effective training and capacity building is inherently sustainable in that the benefits last a life-time and the knowledge can be passed on to family members and the wider community. CHRISC also works exclusively through national staff, ensuring the knowledge capital remains in-country. Appropriate volunteerism also has benefits for sustainability, as it avoids dependency upon financial reward and instils the desire to serve others.

The attitude of those working for CHRISC is one of values and personal conviction rather than one driven by financial reward. CHRISC staff are passionate about engaging young people positively and supporting them to overcome the challenges they face. This passion will continue long after assistance has been completed.

As identified above and explored in greater detail below, there are a range of significant areas where improvements could be made. The summarised recommendations below highlight 10 key points of learning from the field research, with the purpose of helping KRIK/CHRISC to strengthen their programming, ensure accountability and increase internal organisational learning. These recommendations are drawn from the complete list of recommendations at the end of the report.

- It is recommended that CHRISC invest time into developing a robust and embedded data management system that enables each office to gather, collate, track and store data. It is recommended that each office pursue a unified approach so as to enable effective data aggregation and shared reporting.
- It is recommended that KRIK and CHRISC acquire additional external M&E support over the next 12 months to help strengthen their M&E processes, tools and practice, enabling both organisations to meet international donor requirements related to impact measurement.
- It is recommended that CHRISC invest time into developing a robust M&E system across all three national programmes, improving guidelines, tools, processes, and practice.
- It is recommended that CHRISC explore streamlining their programming. Currently CHRISC undertake a vast array of activities and are spread thinly. There would be merit in reducing the array of activities and focussing on those that provide the greatest benefit to the communities and those that sit within CHRISC's core skill-set and expertise, enabling a higher quality of implementation.
- It is recommended that CHRISC focus on long-term support more than short-term events. Capacity building, training, sports leagues, are all more sustainable in approach.
- It is recommended that CHRISC develop the training manuals/packages to better equip the recipients, enhancing their knowledge to a greater level of expertise and enabling them to use the training in their search for employment.
- It is recommended that KRIK and CHRISC engage country offices at the outset on any project planning and proposal writing.
- It is recommended that CHRISC begin to pursue funding in-country and where possible KRIK should seek to diversify the sources of funding channelled through them. This will help to spread the reliance on one or two donors and thereby

reduce the risk to programming.

- It is recommended that NC's and other core staff members require further training in Project Cycle Management (PCM) and M&E to better manage the programme and ensure high quality sustainable impact.
- It is recommended that KRIK/CHIRSC create a robust process around contract agreement and target setting. There needs to be more proactive engagement with the donor right at the start. CHRISC need to be able to formally adjust targets if the funding is not to the level that they initially proposed.



# 1. Background

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## 1.1. History

KRIK was established in 1981 and was first introduced to East Africa in 1993 by the Stromme Foundation. Considering KRIK's work in youth engagement and development, a former Secretary General of Stromme invited KRIK to visit the region. An initial feasibility study was conducted and a project was established in coordination with the local youth and with the support of local churches. As part of on-going quality assurance, and in order to develop the operations further, an independent organization CHRISC was established in Tanzania and Uganda in 2003, followed by Kenya in 2004 and Rwanda in 2010.

## 1.2. Mission

The mission of CHRISC is to enhance the potential of young people through sports. CHRISC believes that young people demonstrate remarkable strength, often exhibiting astonishing resilience in the face of great hardship, and CHRISC supports these young people as they tackle the issues that face them. The Uwezo project aims at promoting youth leadership through sports, appropriately engaging young people and helping to prepare them for their roles in work, family life, community building and civil society. The project will focus their time on meaningful activities geared at building their capacity and skills whilst mitigating the common practices associated with idleness, reinforcing the strength of young people in nation building.

## 1.3. Context

Young people in East Africa (Kenya, Uganda, Tanzania and Rwanda) face numerous obstacles when pursuing development. Social, political, cultural, environmental, emotional and physical challenges prevent young people from accessing the resources required to overcome the situation they find themselves in, and place young people at risk of not having their rights to development, participation and protection realised. Abuse (physical, emotional and sexual), economical exploitation and institutionalization are some of the conditions that aptly describe the vulnerable state of these children and youth particularly those in need of special protection. A considerable proportion of children and youth live in weakened families and communities where social support is diminishing, and increasingly access to health, basic education and social services is on the decline.

According to reports from UNAIDS, Sub-Saharan Africa, the world's hardest-hit region on HIV/AIDS, is home to more than 60% of all people living with HIV/AIDS (PLWHA) and more than 85% of all children under 15 live with the disease, despite having just over 10% of the world's population. The impact of HIV/AIDS in the East African Region is devastating with 5-10% of the adult population HIV-positive.

This project built on what CHRISC had already done in the area of youth development, it continues to provide opportunities for sports and leadership building, increases life skills training opportunities including HIV/AIDS awareness as well as increasing opportunities for synergy at the community level. CHRISC continue to provide capacity building opportunities to its staff and volunteers in improving the organization.

The UWEZO project is directed at youths (aged 10-25) in targeted districts of Kenya, Uganda and Tanzania where CHRISC has established its work. The goal of the project is to build youth leaders making them responsive to their own needs as well as to the

needs of the community. The pilot took place in 2012, and the full three year project began in January 2013. CHRISC work through a network of volunteers and partner organisations (churches, schools, non-governmental organisations (NGO) and government bodies) to bring life-saving messages to young people, promoting girls and young women participation, as well as seeking to target disabled individuals.

KRIK contracted Jigsaw Consult to deliver this research in keeping with the donor requirement for a final external evaluation of the Uwezo project. The evaluation serves as a lesson learning exercise for KRIK/CHRISC providing vital information on project progress and results, the findings of which will inform the scope and shape of future programming.

## 2. Objectives

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### 2.1. Objectives overview

The primary objective of this research is to evaluate the project's relevance, effectiveness, efficiency, impact and sustainability. In doing this it measures progress against the original and revised project objectives.

The secondary objectives are:

- To generate knowledge about good practice in the area of youth leadership development and volunteerism.
- To evaluate the need for an extension of the project, and make recommendations for priorities and directions of the new project cycle.
- To identify how to maximise existing positive impacts in the extension and expansion of the project.

### 2.2. Report structure

The report begins with an outline of the objectives (Chapter 2). The methodology is then explained, with an overview of each element of the research (Chapter 3). The report then provides key quantitative findings (Chapter 4), followed by a detailed chapter on the qualitative findings from this evaluation (Chapter 5). This section is subdivided into the five distinct headings of relevance, effectiveness, efficiency, impact and sustainability. Finally, the report closes with a set of recommendations to help KRIK/CHRISC strengthen its programming and impact and to increase internal organisational learning (Chapter 6).

## 3. Methodology

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Jigsaw Consult shares the values that underpin the work of KRIK and CHRISC. Throughout the process, the research team provided a constructively critical external voice in order to help KRIK/CHRISC achieve its goal of providing a safe haven where young people can participate in sports and educational activities, whilst providing evidence of the impact of CHRISC's activities.

The methodological structure follows the guidance outlined in the Terms of Reference provided by KRIK/CHRISC. Further shaping of the methodology has taken place through discussion with key KRIK/CHRISC staff both in Norway and in East Africa. The approach was developed through a process of iterative design and incorporates rigorous, participatory methods that are well suited to institutional donor requirements for qualitative and quantitative reliability.

There are three distinct phases to the methodology.

Firstly, a background review was conducted of relevant KRIK/CHRISC materials and processes relating to the UWEZO project in order to deepen our understanding of the organisational and project-specific context. This was followed by detailed briefings from key KRIK/CHRISC staff both in Norway and East Africa before the commencement of the evaluation.

Secondly, in-country volunteers collected data from the beneficiaries (participants and volunteers) of the UWEZO project. The beneficiaries interviewed came from all three countries that KRIK/CHRISC has implemented the UWEZO project. The research team worked closely with CHRISC staff to design a survey for use with identified beneficiaries. The structure of the survey was developed with the particular questions required to extract the necessary data for the evaluation. Where possible multiple choice questions were used, giving the responder a fixed set of responses to choose from. This not only ensures manageable data that can be used by KRIK/CHRISC, but also enables clear impact to be identified. The strength of the approach relies on the accuracy of the options presented, and in order to make sure these options were appropriate and contextually specific, CHRISC staff from each of the three countries (Kenya, Tanzania and Uganda) were encouraged to list the key impacts they had observed over the course of the project, reflecting the views of the beneficiaries and summarizing previously received feedback. The lists provided by CHRISC staff were analysed and compiled into the final fixed questions. The inclusion of a couple of open questions, asking for additional feedback and felt impact, helped to ensure that key changes within the community and personal impact were not missed by using the fixed questions.

This survey was given to the CHRISC volunteers during the field visit in order to maximise the breadth of data that could be collected in country and to ensure that we were on-hand to answer any questions should there have been any. This involved a group of volunteers, from each country, undertaking 95 surveys with beneficiaries. Training of the volunteers was provided by CHRISC staff with guidance from Jigsaw. A detailed guidance document was provided to the volunteers to prepare them for conducting the surveys.

Following the data gathering, each volunteer entered the collected data into an on-line survey tool. The online survey tool used was Survey Monkey. The link to the survey template was sent to the NCs in each of the three countries, who passed the information on to each of the volunteers. A PDF of both the survey was also sent to the NCs to be given to each volunteer so that they could easily conduct the survey in the field. The data inputted into Survey Monkey was then available for us to analyse alongside the data gathered by the evaluation field visit.

Thirdly, field visits were conducted in Kenya, Tanzania and Uganda to gather clear impact evidence and evaluate the UWEZO project in line with OECD-DAC criteria. This involved three weeks in East Africa with the national CHRISC teams in Kenya, Tanzania and Uganda. Time was spent visiting the communities where CHRISC has been implementing its UWEZO project. In addition to speaking to key beneficiaries of the work, interviews were conducted with current volunteers, staff of partner organisations, in-country CHRISC staff, other sports for development focused NGOs working in the same regions, parents of the beneficiaries and wider stakeholders. The interviews allowed CHRISC staff, partner organisation staff, beneficiaries, volunteers and wider stakeholders the opportunity to provide feedback on the activities conducted by CHRISC, enabling them to share their views on appropriateness and clarity of messaging/ communication as well as on the delivery, effectiveness, efficiency, outcomes, impact and sustainability of the UWEZO project. This approach ensured that an appropriate breadth of information was gathered, and it also enabled the impact to be emphasised through strong primary data.

Having undertaken the field visit and reviewed the data collected by the volunteers, the research team analysed the findings and collated the information into a draft report for KRIK/CHRISC to review and feedback on. This feedback was then incorporated into the final product.

It is important to note that due to time pressures, it was not possible to organise external researchers to gather the data and as a result had to use CHRISC volunteers to gather the information. It is recognised that this creates an element of bias in the quantitative survey outcomes and as such greater emphasis will be placed on the qualitative findings from the field visit. The field visit incorporated 78 interviews with beneficiaries, parents of beneficiaries, CHRISC staff members, volunteers, partner organisation staff and additional wider stakeholders. The range of interviewees has enabled us to gather robust impact data and significant findings against each of the five evaluation headings<sup>4</sup>.

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<sup>4</sup> Relevance, effectiveness, efficiency, impact and sustainability

## 4. Quantitative Analysis

The section below outlines the quantitative analysis of the surveys undertaken with the beneficiaries in Kenya, Tanzania and Uganda. A qualitative analysis of the Uwezo activities undertaken by CHRISC across all three countries, addressing the relevance, effectiveness, efficiency, impact and sustainability of the work, will be addressed in the following chapter.

A survey was conducted with 95 beneficiaries of CHRISCs work in East Africa. The beneficiaries were asked to reflect on the impact of the activities of the Uwezo project, identifying the observed changes in their lives and the wider community and the elements of the Uwezo project that have been most beneficial to them.

Since the programme's establishment in 2013, the Uwezo project activities delivered by CHRISC in Kenya, Tanzania and Uganda has achieved the following<sup>5</sup>:

- 18,427 young people empowered through sports and life-skills training
- 92 young people trained in integrated entrepreneurship and starting small businesses
- 5 young people trained in ICT
- 58 young people trained as trainers in SGBV awareness and activities
- 145 young people trained in child protection
- 70 young people completed an online training series
- 116 young people trained in sports organising and management
- 5 sports camps completed
- 20 sports leadership courses conducted
- 2,052 girls have received capacity building

Of the beneficiaries spoken to in the survey, 76% had received an opportunity to play sport and develop their skills, 54% had attended training and capacity building, a further 54% attended awareness raising, 49% had an opportunity to participate in international events, meeting people from different nationalities and cultures and 37% participated in youth forums. 98% of those spoken to state that their confidence had improved as a result of their interaction with CHRISC and 96% of those spoken to believe CHRISC had used their resources well and avoided wastage.

CHRISC delivered training on a range of topics, seeking to address the needs in the community. Of the topics covered, the following were deemed most helpful by those spoken to in the survey:

Most helpful training	% of Beneficiaries*
Sports skills	30.5%
Child safeguarding	12.6%
Entrepreneurship training	9.5%
Football/volleyball/netball referee training	8.4%
Media training	8.4%
Kick AIDS out training	7.4%

<sup>5</sup> These figures capture data up until the end of 2014, but do not include the 2015 figures.

Leadership training	5.3%
Football/volleyball/netball coaching training	4.2%
Abilities first training	4.2%
Sports injuries and first aid	4.2%

CHRISC's holistic approach to sports for development programming has resulted in a broad range of impact in many aspects of the beneficiaries' lives. The survey focused on the changes observed in the community, the changes observed for individuals and behavioural changes. These have been categorised below:

<b>Greatest change in the community</b>	<b>% of Beneficiaries*</b>
Change in attitude towards girls involvement in sports	28.4%
A reduction in harmful behaviour by young people in the community (drugs, alcohol abuse, crime, unsafe sex)	15.8%
Awareness of HIV/AIDs and a reduction of discrimination/stigma	9.5%
Inclusion of the marginalized in the community	9.5%
Empowerment of girls/women within the community	9.5%
Young people are now more engaged in the community and better equipped to do so	7.4%
Conservation of the environment through tree planting and hygiene awareness	6.3%
An understanding that sport is a human right and that it's not for the elite or a luxury	6.3%
Perception of youth in organizing and managing sports and social activities themselves	5.3%
Community mind-sets have been changed through the engagement with individuals outside of their own community. A broadening of horizons.	2.1%

<b>Greatest change for the individual</b>	<b>% of Beneficiaries*</b>
My sports skills have developed	40.0%
My self-esteem and confidence has grown	24.2%
I feel empowered to contribute to my communities development	9.5%
I have increased social competence and am able to interact with all people	8.4%
I have improved leadership skills	8.4%
I have been able to get a job as a result of the training I received	3.2%
I am now able to make right and informed choices about my life,	3.2%

distinguishing between good and bad influences	
My social circle has expanded. I have made many new friends and connections	2.1%
I am now able to manage large events	1.1%

<b>Greatest behavioural change for an individual</b>	<b>% of Beneficiaries*</b>
I am more positive about myself, regardless of my individual circumstances	17.9%
I have taken more initiative and leadership in my community	14.7%
I am more goal orientated	13.7%
I more confidently speak in front of a group of people	13.7%
I freely interact with everyone	12.6%
I am able to focus more on my education and a hope for the future	9.5%
My time management has improved	7.4%
My practice around relationships has changed. I am no longer living recklessly	6.3%
I have stopped using harmful substances (drugs, alcohol etc)	2.1%
I now act in an honest and trustworthy manner	2.1%

Finally, within this section, the survey asked if there had been any negative impacts as a result of CHRISC support. Of those surveyed, 86% said there had been no negative impacts, and of the 14% that said there had been, the following examples were given (each of them only being raised by one individual):

- It was felt that there had been no segregation of gender and this was seen as a problem to some of the more conservative in the community.
- Unprofessional approach to work
- Sometime there is limited facilitation. Activities are not well coordinated
- Limited scope of programming. CHRISC only focus on sport but should expand their activities.
- Expulsion of some youths for misconduct has negatively impacted some of those who remain. They feel a sense of loss.
- Volunteering for CHRISC has interfered in some people's ability to get a paid job.
- CHRISC projects show prejudice towards those with English. Particularly when accepting volunteers and staff.
- The reputation of girls in the community has been adversely affected due to playing sport.

## 5. Qualitative analysis

### 5.1. Relevance

#### Needs and appropriateness of activities in the community

'African youth have the potential to be a great impetus for Africa's development, provided that appropriate investments in health and human capital are made. However, if youth issues are not addressed, and if high rates of youth unemployment and under-employment persist, Africa's development could be negatively affected'<sup>6</sup>

The young people in East Africa are faced with a range of obstacles that inhibit their ability to pursue development. The beneficiary survey identified a lack of access to education, unemployment, limited access to sports facilities, insufficient opportunities for young people to engage in community decision making, gender inequality and poor health as the top six challenges they face in their community. Many of these were confirmed by the interviews conducted by Jigsaw in country. Unemployment, limited access to education, unsafe behavioural practices such as drugs, alcohol and crime, gender inequality, HIV/AIDS, unsafe drinking water and related diseases, fractured communities and a lack of sports facilities were frequently mentioned. Of these identified needs, unemployment, a lack of access to education and unsafe behavioural practices were the three most frequently spoken about and observed.

A core focus of the evaluation was to explore the relevance of the activities undertaken and identify if they are meeting the true needs of the community. CHRISC exists to provide a safe haven where young people participate in sports and educational activities. CHRISC uses sports as a vehicle to create an opportunity to share life skills trainings. Engaging young people positively and providing leadership training, behavioural change information, HIV/AIDS prevention and fellowship. Recognising these parameters and the fact that all needs cannot be addressed by one organisation, it is my opinion that CHRISC has predominantly focussed on the correct activities. The need for improved sports opportunities and facilities has been addressed and is the core component of CHRISC's activities. Unsafe behaviour has also been addressed through life-skills training and awareness raising around the dangers of drugs, alcohol and unsafe sexual practices. The requirement to avoid such practices for those playing in CHRISC teams has helped to reduce the number of young people engaging in unsafe behavioural practices. Many volunteers and beneficiaries spoken to believe that idleness amongst the young people was a major cause of unsafe practices and that the distraction provided by CHRISC's sports activities meant that young people were no longer idle and their free time was spent practicing and honing sports skills, exchanging a previously dangerous lifestyle for a healthier one.

*'Young people are no longer idle, but are playing sports, getting fit and not getting involved in the bad practices such as drugs and theft. I have seen a reduction in drug taking in my community and the life-skills training has helped to make young people more respectful'* Hadija Hassan, Moshi, Tanzania

Unemployment has not been addressed with a systematic approach. Some training provided by CHRISC has led to employment and income generation, but very little. There have been cases of referees, coaches and footballers excelling in their field and

<sup>6</sup> United Nations Programme on Youth, *Regional Overview: Youth in Africa* [www.social.un.org/youthyear](http://www.social.un.org/youthyear), visited 18/06/15



being recognised at a national level, sometimes receiving a salary for their skills. CHRISC's entrepreneurship training has also helped generate a few small businesses that now provide the sol incomes for families, but again, this has had limited impact.

Lack of access to education was the most frequently mentioned need in the community. Again, CHRISC did not address this in a systematic manner, but rather with ad hoc approaches and one-off support. Basic training in sports, leadership, life-skills, HIV/AIDS, children's rights etc, have been provided, but not formalised education. Young people repeatedly asked for additional support in their quest for further education, often requesting school fees, bursaries or even vocational training centres.

Addressing gender differences to 'level the playing field' and enable women as well as men to contribute to and benefit from, social and economic development is at the core of inclusive and sustainable growth in Africa. CHRISC has engaged in this arena by actively targeting young girls and providing opportunities for them to engage in sports, to join girls forums where they find a safe place to talk through the challenges they face, through targeted life-skills training, wider awareness raising around gender issues and sessions on Sexual Gender Based Violence (SGBV). There is clearly more work to be done, but CHRISC is effectively raising the issue, challenging the social norms and setting an environment of gender equality.

HIV/AIDS remains a major cause of death among East African youth, and is one of the biggest youth public health issue facing the region<sup>7</sup>. CHRISC recognise this and focus on HIV/AIDS awareness raising as one of its core activities and is a programme strength. CHRISC use Kicking AIDS out (KAO), school debates and wider awareness raising sessions to tackle the issues, equipping the young people with the knowledge, skills and an understanding of their rights, to help build their resilience to the disease.

Other health issues such as cholera and malaria and basic hygiene related diseases, though highlighted as a need when speaking to the beneficiaries, have not been a focus of CHRISC's activities. In the same way, the need for clean water and sanitation facilities has also not been a focus of CHRISC activities.

Finally, fractured communities and a lack of unity were regularly mentioned as a challenge facing young people growing up. CHRISC's focus on inter-faith sports competitions, engaging young people, incorporating both girls and people living with disabilities into sports events, combined with life-skills training and awareness raising around the underpinning Christian values of forgiveness, reconciliation, honour and service, have all helped to build a greater sense of unity within communities and ownership and responsibility for one another.

### Improvements to better link objectives to needs

As can be seen above, CHRISC's approach has sought to address some of the greatest needs in the community. Although CHRISC do a good job in tackling some of the issues, improvements are needed in order to better link objectives and activities with the needs of the community.

As highlighted above, one of the most frequently mentioned needs within the community is the lack of formal education options for young people, with many failing to attend school beyond basic primary education. CHRISC acknowledge the importance of education and recognise the desire of many young people to pursue secondary schooling. One way that CHRISC has engaged with this issue has been to provide young people with school fees on an ad-hoc basis. We recommend that this is not a strong

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<sup>7</sup> United Nations Programme on Youth, *Regional Overview: Youth in Africa* [www.social.un.org/youthyear](http://www.social.un.org/youthyear), visited 18/06/15

strategy and is organisationally unsustainable leading to a high risk that the support will need to be withdrawn before schooling is completed for some of the young people. It also promotes inequality as CHRISC is unable to provide fees for all individuals and there is no clear set of guidelines or criteria as to who should receive the support. Even if you have secured ongoing sustainable funds and have a clear set of criteria for selection of young people, this practice still perpetuates an issue that the government should be addressing.

Instead of ad-hoc fee paying, CHRISC could consider a number of other more sustainable practices.

- Recognising that education is not the core focus of CHRISC and that they are not large enough to tackle the issue as a whole, it is recommended that CHRISC focus on advocacy and lobbying of the government to improve the provision of education in the country. They should also seek to partner with other organisations or encourage larger organisations such as UNICEF to engage in the issues they observe in the communities they are working in.
- CHRISC could develop basic literacy and numeracy clubs alongside the sports clubs that are already up and running. Giving basic, yet essential, education. It could be a criterion for participating in the sports club. It does not address the issue of accreditation, but CHRISC is not in a position to deliver this level of support. It does however provide a low level of support to those that are unable to access official schooling, and could be delivered relatively easily.
- If CHRISC insist on delivering a form of fee paying approach, then it is our recommendation that they develop an approach that is very clear and defined and linked into the other activities that are undertaken. An example could be the offering of 5 bursaries per year for young people that meet a set of certain criteria. Again, this is not the ideal approach, but would improve the current practice.

CHRISC identify three cross cutting issues that they have sought to incorporate into their programming. These are 'gender sensitivity', the 'environment' and 'conflict sensitivity'. As discussed above, CHRISC do well at targeting gender sensitivity, and have had success in encouraging greater gender equality and enabling greater access to sports and life-skills for both girls and boys across East Africa. However, neither programming around environment or conflict sensitivity has been implemented effectively. Currently, the environmental awareness programme is one dimensional and has not been effectively needs assessed. The ad hoc planting of trees and community clean-ups do not follow a systematic plan, have limited benefit and received no mention from beneficiaries when interviewed about helpful interventions and impact. If the environment remains a favoured cross cutting issue, then CHRISC need to re-think the approach and develop a more sustainable, integrated programme that meets a need within the community and is twinned with clear awareness raising and training to explain the wider environmental issues and equip beneficiaries with tools to engage further.

In the same way that CHRISC need to rethink their approach to education, there is a need to review the way CHRISC approaches the need of employment in the communities. Currently, volunteers and participants receive a basic level of training and capacity building through CHRISC-run training sessions. Repeated feedback from both the volunteers and participants was that this training was good, and helpful for them as an individual, but that it did not equip them with a skill, or provide an officially recognised certificate, or train them to the level where they could get a job. Volunteers felt that there were also limited progression options available to them within CHRISC, resulting in high turn-over and inefficiency.

Training for referees, coaches and footballers have resulted in occasional individuals successfully achieving paid work for their services. Kenyan footballer, Victor Wanyama, who now plays for Southampton FC in the Premier league, used to play for a CHRISC team. He found employment and financial security through the training he received. Another example of successful training is that 12 out of the 40 referees trained in Tanzania are now refereeing for the Tanzanian premier league and receiving a wage from this work. There are recognisable successes; however the vast majority of training does not equip people to an employable level

Increasing the amount of external expert training would enable CHRISC to provide a level of training that truly makes a difference on the beneficiary's ability to earn an income as a result. This has worked well with advanced referee training and it is a recommendation that this approach is taken more often and with a wider range of topics. This will enable a greater number of individuals to take ownership of their own lives and possess the tools to better their situations.

Another possible avenue to pursue is the establishing of vocational training centres. Beneficiaries and CHRISC volunteers repeatedly raised this as a need amongst young people. It is a viable option and one that would better equip young people for employment, however CHRISC need to decide if they are willing to deviate from their current methodological approach to incorporate a new

Finally, in regards to improving the link between objectives and needs, in future, CHRISC needs to engage national offices throughout the planning process and particularly on the proposal design stage. This will be covered in greater detail within the efficiency section, however in brief, the Uwezo proposal did not incorporate the views of the national staff to a satisfactory level. The project design was developed without input from NCs or having undertaken a thorough needs assessment. This led to a proposal that was not only unrealistic in terms of targets, but lacked national ownership and did not ensure the objectives and activities were in line with the needs of the community.

### Improvements to the overall project

CHRISC's experience in East Africa, the knowledge of their national staff, and the quality of their delivery has ensured that the work undertaken by CHRISC has been strong. However, as with all projects, there are always improvements to be made and learning to be acknowledged, addressed and internalised. Below are observations that were made whilst in country, that are factors in successful project delivery.

The lack of a clear structure within the organisation, and particularly the ambiguity around the relationship between KRIK and CHRISC, has resulted in confusion and frustration felt by the staff in CHRISC, and a lack of clarity around responsibility and authority. At present, the lines of authority and delegation of responsibility is unclear, with KRIK maintaining an unequal proportion of the decision making power. There is a need for better articulation of the roles and responsibilities of key staff members such as NCs and the RC. The confusion around role, responsibility, authority and relationship has resulted in senior CHRISC staff feeling powerless and encourages a lack of initiative. A greater sense of 'team' needs to be fostered, where clear roles, responsibilities and authority are outlined.

Effective communication is a building block of successful organisations, promoting motivation and ownership, providing information and ensuring successful coordination and project delivery. The confusion outlined above is, in part, due to poor communication. CHRISC staff do not have a clear understanding of the organisation's processes and there has been limited communication about donor requirements, project budgets, objectives and targets. This results in CHRISC staff having a lack of

information, a reduced sense of ownership and delegated authority, leading to inhibited initiative taking. KRIK would do well to improve the communication of the 'big picture', sharing project log-frames and clear targets, as well as explaining the requirements of the donors. Strong planning, involvement of key CHRISC staff, and regular communication will go a long way to strengthen the project delivery. One simple way to help communication would be to produce posters of project objectives, activities, output targets and outcome targets, and put them up in each of the national and district offices. This will enable staff and volunteers to understand the bigger picture, what they're aiming for and know where they fit into the overall project.

In addition to improved communication, CHRISC would benefit from further training and capacity building for their key staff in each country of operation. CHRISC NC's are competent and committed and have a passion for the work CHRISC delivers, however further capacity building is required, particularly in PCM, in order to improve implementation, management and development of the national programmes.

One area of improvement over the past three years has been CHRISC's coordination with in-country partners. Formal partnerships have developed enhancing CHRISC's legitimacy in country, opening doors to a wider audience, and helping to strengthen sustainability. Whether it is with the Uganda National Association of the Deaf, Mathare Youth Sports Association (MYSA) in Kenya or the Moshi municipality government department in Tanzania, they provide benefit to CHRISC.

Although the advances CHRISC has made in developing partners has been good, further improvements are required to get maximum benefit from the connections made. Improved structure around the partnerships with clear objectives and commitments outlined in official Memorandum of Understanding's (MoU's) should be completed as a matter of course, rather than on an ad hoc basis as is currently happening. CHRISC would also benefit from developing more links with local authorities, institutions, like-minded organisations and teachers. This not only increases the ownership and buy-in to the work, but also opens doors for CHRISC to expand their work, gives them potential access to new funding streams and ensures greater sustainability. CHRISC currently has a limited 'presence' in country. The need to increase representation, coordination and donor liaison, as well as the pursuit of funding, cannot be overstated.

It is also recommended that CHRISC pursue funding in-country. CHRISC is vulnerable when they rely solely on one donor, so it is recommended that they diversify the funding streams.

As outlined at the start of the relevance section, CHRISC deliver a vast range of activities. The sheer breadth of training topics and activities understandably results in CHRISC national teams being stretched thin and delivering shallow training. This was reported frequently by volunteers and beneficiaries who stated that although the training was good, it only covered the basics and did not effectively equip young people. It is recommended that CHRISC focus their efforts on identifying the core needs in the community and reducing the breadth of topics covered, to prioritise the most needy areas. This will result in beneficiaries receiving a higher quality of training and support, improving the education provided on key topics.

Finally, the methodological approach CHRISC employs has volunteers at the heart of the organisation and they are the means by which CHRISC can have such far reaching impact. They are driven by passion to see the lives of young people in their country change and do so without financial incentives. Currently, there are unrealistic expectations placed upon volunteers by CHRISC, and also on CHRISC by the volunteers. This has led to frustration around lack of progression for the volunteers and the lack of future employment opportunities available to them. This is one factor in the high turn-

over of volunteers and the reason for them moving to other organisations for improved incentives and equipment. There is a lack of opportunity for volunteers to put into practice what they have learnt. There is a ceiling to their progression within CHRISC and no clarity provided on where they could move onto outside of CHRISC. CHRISC has capacity built beneficiaries and volunteers to a certain level, but has been unable to move them further and give them avenues to pursue beyond volunteering with CHRISC. It is recommended that CHRISC reduce the number of volunteers within the organisation. This will enable you to keep better control over the quality of the work produced by them and also enable CHRISC to invest in them to a greater degree.

## 5.2. Effectiveness

### Effectiveness of activities:

The 'sports for development' approach, implemented by CHRISC, is a strong model and has worked well throughout the duration of the Uwezo project. Sport is a great gatherer of people and particularly attracts those from a younger generation. This not only provides a helpful distraction from the challenges facing the young people at home, but also a safe place for them to grow and develop, and a positive activity for them to focus on, drawing them out of idleness and unsafe behaviours and helping them get fit, form strong relationships and learn new skills. The gathered young people also provide CHRISC with an opportunity to share life-saving and livelihood enhancing information as well as training in life-skills. In addition to the sports skills, the dance training has been particularly popular with the girls. The FAHARI girl groups in Nairobi spoke very positively about the groups and the skills that they were gaining.

*'The young girls and boys in the area love to dance and the FAHARI groups have given us an opportunity to learn how to dance properly and improve our skills. It has also allowed me to share my skills with others and help other girls in my community. Dancing takes us away from our problems and stops us getting involved with gangs and doing bad things. I have learnt many things from CHRISC and I am very happy' – Salvih Esther Wairimu, Korokocho, Nairobi, Kenya*

The sports skills training that CHRISC delivers is of a high quality and beneficiaries are appreciative of the chance to learn and develop as sportsmen and women. There are examples of young people who have participated in CHRISC teams and received training from CHRISC, that have gone on and become national players such as Kato Samuel from Uganda, who began playing in a CHRISC team, developing his skills where he was spotted and was given a bursary for school and is now playing for the national under 19's team. Kato's life has been transformed by the strength of the sports training.

The coordination of the sports events has been good, and there is a clear desire amongst the young people to participate in the national camps and the annual East Africa Cup (EAC). Although the one off bonanza's and national camps are well received, they do not provide the ongoing support that the young people need. We were repeatedly informed, in each of the countries visited, that the young people would like more regular games and a longer lasting league. Currently only boys have a league outside of the bonanza's and camps. These leagues however do not exist all year round, and there is no provision for girls, disabled individuals or others seeking to participate. CHRISC should consider increasing the length and size of leagues for boys and providing regular sporting opportunities and leagues for girls, disabled individuals and other more marginalised groups in society.

As outlined at the start of this section, one of the core reasons for CHRISC providing sporting opportunities is as a vehicle through which CHRISC can deliver training, awareness raising and capacity building. Beneficiaries and volunteers stated that they appreciated the training, awareness raising and capacity building and that the messaging was having an impact on their lives. 54% of those surveyed mentioned they had received some form of training or awareness raising and 98% of those who received training stated that they benefitted from it and felt more confident as a result. However, in face to face interviews, many beneficiaries and volunteers stated that the training provided is not strong and that the quality needed to improve. More in-depth training, to a professional level and with official certification is requested. Additionally, it was observed that training and awareness raising was not being given to many young people, or that it only occurred during bonanza's or tournaments, and that sports activities were the only support they were receiving. CHRISC should increase the frequency with which they provide training and awareness raising so as to reach more young people with life-saving messages.

An effective approach employed by CHRISC has been to arrange for external professional bodies to come and train the young people. This has enabled the young people to have access to top quality training resulting in recognised certificates and qualifications. A good example of this has been when CHRISC has sent their referees to the official national referee training body. In Tanzania, of the 40 trained by CHRISC, 12 have received additional training and are now refereeing in the Tanzanian premier league and earning a salary to support their families. It is recommended that CHRISC increase the amount of external professional bodies to come and train the young beneficiaries and volunteers, providing them with the skills and qualifications needed for employment. To date, coaching, refereeing and playing football have been the avenues where this has been successful. As CHRISC identifies the core areas to focus on they should establish relationships with professional bodies to provide additional training capacity for the young people.

Of the training provided by CHRISC, sports skills have been most highly valued by the recipients. HIV/AIDS awareness has been a significant strength of the project, with KAO proving a fun and successful way to get the key messages across to the young people. Life skills training have also been well received, with leadership training regularly mentioned as a benefit to the young people. However, CHRISC is seeking to cover too many topics resulting in the training being too basic and not to the required depth.

Entrepreneurship training has not been delivered extensively and as such has not had a significant impact. However, the principles are strong and when done correctly has enabled young individuals to embark on businesses to support their families. An example of this was the T-shirt printing business started up in Tanzania by Steven Minja. In a similar way to the entrepreneurship training, the savings training given by CHRISC has been a great success. Although not strictly within the Uwezo project, it has highlighted the importance of identifying a need and shaping an appropriate response that equips the community members and enables them to better their own lives. There were many stories of lives being transformed in Ndejje as a result of the savings training.

In addition to all the different training topics, CHRISC also sought to address the issue of gender inequality. During the field visit we received significant anecdotal evidence of the impact of CHRISC's work in this area. The FAHARI groups, girls forums, female sports teams, sexual gender based violence (SGBV) training and awareness raising, as well as child rights training, have all contributed towards a changing perception of girls in the community and a movement towards gender equality. Girls' forums in particular have created a safe place for the young girls to come and share their hopes, joys and struggles and support one another. They have been able to talk issues through openly

and learn how best to handle them. It has also provided CHRISC with an opportunity to train and equip the girls with life skills.

CHRISC's processes and activities seek to build the whole person, addressing an individual's character and values as well as skills and competencies. This approach has been effective and beneficiaries spoke effusively of the support CHRISC has given them and the impact on their lives both in terms of behaviour and attitude as well as enhanced skills and livelihood options.

One of the key priorities of the Uwezo project was to work with the marginalised in society. These are socially excluded young women and men who, due to geographic, economic, gender and/or cultural barriers, are disadvantaged in today's society. To address the development situation of minorities requires holistic and sustained approaches that recognize their rights as individuals and distinct minority communities. Such approaches must start from an understanding of the impact of discrimination on minority groups and effective methods to achieve equality. There must be recognition that the human development of every sector of society benefits all and promotes prosperity and stability for all.<sup>8</sup>

CHRISC has done this well, focussing activities in geographical areas that are most needy and excluded, such as the work in the Dandora rubbish dump in Nairobi. CHRISC has also focused efforts on reaching out to more marginalised sectors of society, namely young people, girls, street connected children and disabled individuals. Children are a vulnerable demographic across Eastern Africa with limited access to life giving and enhancing services. CHRISC's activities are solely focussed around young people, providing holistic and sustainable interventions that tackle behavioural, social, economic, physical, mental and spiritual challenges that they face.

As mentioned earlier in this section, CHRISC has also undertaken a lot of activities to address gender inequality, tackling attitudes as well as providing support to girls in the form of girl's forums, FAHARI groups in Kenya, SGBV workshops, provision of sports opportunities for girls and ongoing life-skills training and support. Street connected children are also supported indirectly through the Uwezo project. The staff members funded by this project have developed a programme with street connected children in Nairobi, called FANAKA. This project is addressing the needs of one of the poorest and most vulnerable communities in East Africa. Similarly, CHRISC deliver many activities focused on supporting disabled individuals, whether it's the work in Uganda with UNAD, or the work with the Chawata organisation for the disabled in Tanzania, disabled individuals are being given opportunities they never previously had and a chance to interact with others free from the divisive label of disability.

CHRISC do well at targeting marginalised youth, however they do nothing to support the marginalised adults within a community. No support is given to widows, disabled adults, elderly individuals and the poorest of the poor. This is however outside of the remit of CHRISC's modus operandi and it would require a significant change of organisational approach to alter this.

Volunteers have played an integral role in the success of CHRISC's approach. The methodological approach is built around the volunteers and the opportunities that they provide the organisation. Volunteers enhance the organisations reach, enabling far more individuals to be accessed and impacted by the sports activities, training and capacity building. The volunteers are also members of the communities KRIK is working in, this helps in giving the organisation greater access and rapid acceptance within the

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<sup>8</sup> UNDP, *Marginalised minorities in development programmes*, 2010, UNDP, seen on <http://www.ohchr.org/Documents/Issues/Minorities/UNDPmarginalisedMinorities.pdf> on 25/06/15

communities, it ensures that CHRISC understand the real needs of the community by hearing first hand from those that live within the community and experience the environment on a daily basis. Their presence in the community also acts as a living example to demonstrate impact, giving legitimacy to CHRISC's work. Volunteers are also a cost efficient approach to reaching a wide audience.

There are also negative aspects to the use of volunteers. For example, volunteers require a lot of directing and oversight, and a significant amount of training and capacity building, which when combined with their high turn-over, can result in significant resources being inefficiently utilised.

Lesson learning is an essential element in organisational growth and improvement. CHRISC has been delivering this project, including the pilot, since 2012. However, there does not appear to have been any clear lesson learning tools or processes used, and very little documented lesson learning. Whatever has been learnt has been captured in an ad hoc manner and not recorded or applied for improvement. There has been limited initiative demonstrated in this area amongst the CHRISC staff.

Finally, partnerships have been an effective methodological approach, opening doors for wider access and impact. Partnerships with schools, churches and government authorities have been particularly beneficial, helping facilitate the work CHRISC does with young people. CHRISC has communicated well with partner organisations, with both UNAD in Uganda and the Moshi Technical secondary school in Tanzania praising the regular interaction they have had with CHRISC. As referred to earlier in this section, drawing upon the expertise of partner organisations for specific high level training and capacity building has been a good idea and one that has had a long term impact for many of the young people they've interacted with. This approach should be more widely adopted.

### Have targets been successfully achieved?

As explained in the relevance section, the project was not designed in consultation with the NCs and communication around targets has been poor. In addition to this the original budget for the proposed targets was not granted and as such many of the activities have been under funded or entirely unfunded. The result of this has been that the original objectives have not been achieved. There are many reasons for this that will be looked at in more detail in the efficiency section.

Having spoken to each of the NCs in addition to the RC, we have gathered the output data and outlined the achievements to-date. The data provided only captures activities up until the end of 2014 and as such will appear much lower than the expected final figures at the end of 2015, however they have been tabulated below:

Output	Indicators	Targets	Achievement %*
		2013 - 2015	
Developed social competencies and skills of young people	# of young people trained in integrated entrepreneurship and starting small businesses	<b>270</b>	<b>34%</b>
	# of young people trained on ICT, web design and e-communities	<b>160</b>	<b>3%</b>
	# of social projects developed and implemented	<b>10</b>	<b>0%</b>
	# of functional peer-to-peer networks formed within the region	<b>10</b>	<b>0%</b>
	# of Trainers of Trainers trained in SGBV activities and awareness	<b>200</b>	<b>29%</b>
	# youth trained in SGBV approaches including child	<b>500</b>	<b>29%</b>



	protection		
	# of on-line courses available on Project web portal	<b>4</b>	<b>0%</b>
	# of young people who completed the on-line training series	<b>500</b>	<b>14%</b>
Strengthened social solidarity among youth and community	#Specialized training program developed and conducted for youth in communication, media and journalism basics, etc.		<b>0%</b>
	# of young women and men trained	<b>500</b>	<b>0%</b>
	# of young people interviewed and personal stories compiled	<b>1500</b>	<b>0%</b>
	Personal histories compiled, published and presented	<b>To be completed</b>	<b>0%</b>
Youth capacity increased in sports organizing resulting to expanded participation in sports and opportunity for community development	# Youth committees at district level have increased knowledge and skills in sports organizing and management	<b>200</b>	<b>58%</b>
	Sports equipment provided, youth sports competitions and leagues organized including sports and education camps	<b>9</b>	<b>56%</b>
	#Sports leadership courses conducted	<b>27</b>	<b>74%</b>
	<i>% of young girls whose capacities have been enhanced</i>		<b>2052 girls reached</b>
	<i>#Sports leadership courses offered to girls</i>		<b>25%</b>
Increased organizational, management and gender capacity including functional project management of Youth projects and programmes.	Capacity and organizational assessment of staff and volunteer conducted		<b>0%</b>
	Comprehensive capacity building program for staff and youth volunteers developed and implemented		<b>0%</b>
	# of staff and young people who completed the capacity building training program	<b>160</b>	<b>0%</b>
	# of regional exchange programmes facilitated (south / south between CHRISC)	<b>6</b>	<b>0%</b>
	# local partners (e.g, local administrations, local businesses, community organizations, etc) involved in supporting youth and volunteerism development	<b>9</b>	<b>0%</b>

\* These percentages reflect the most up-to-date information taken from the end of 2014, but put against the overall target for the three years. Percentages will increase throughout the final year of the project.

The targets outlined above were overly ambitious. There were too many of them and they had not been properly thought through prior to submitting the proposal or fully resourced by the funding provided. As a result the teams have not been able to implement all the activities. The indicators and targets do not accurately capture the extent of CHRISC's work or helpfully distil the effort into clear logical outputs.

The figures above demonstrate that CHRISC has not, and likely will not, attain the original objectives of the Uwezo project. This however is not the whole picture as there have been significant impacts on the communities and individuals who have come into contact with CHRISC. The details of which will be further explained in the impact section below. This highlights a failure in accurately planning and designing the activities to be implemented as it does the resourcing of the project and the final delivery of the activities.

In addition to the output targets, there were higher level expected outcomes. These are more qualitative in form and CHRISC has been more successful in achieving them. The achievements to date are outlined below:

Planned outcomes:	Target	Achievement (%)
Empowerment of young people towards volunteerism, ownership, active participation and sharing of risks and responsibility in improving their wellbeing.	20,000	18,427 young people empowered (92%)
Reduced threats and enhanced tolerance and cohesion among youth.	-	Achieved
Enhanced organizational competency in planning, monitoring project outcomes and managing volunteers.	-	Achieved in part
Promoted gender approaches and development in targeted communities.	-	Achieved

The overarching outcome indicators are being achieved, but they are less quantitative and can only be reported upon anecdotally.

### 5.3. Efficiency

How economically have inputs been converted into results?

CHRISC view inputs, or resources, as time, funds and personnel expertise. When speaking with staff, volunteers and beneficiaries, the overwhelming response was that there was enough time to complete the original targets, that there were enough people, but that the people required further capacity building to deliver the project to the required standard, and that there were not enough funds to successfully achieve the targets.

The time available to CHRISC was sufficient to complete the objectives of the project, however, the management of the project and more specifically the transfer of funds, has impacted the efficiency of the implementation and considerably reduced the time available for activities. Given the funding cycle of the donor, KRIK receives the annual (Jan-Dec) funding allocation in March of each year. This has meant that they have been unable to pass on the funding to CHRISC until March/April resulting in a lack of programme funds for January-March. The lack of funds during this period meant that no activities have been carried out over the first three months of each year, effectively losing a quarter of the projects planned time. It is understood that by the third year of operations KRIK advanced CHRISC enough funding to maintain their operational presence, however, significant time had been lost over the previous years due to poor organisational management and planning.

CHRISC has carried out a vast range of activities and achieved substantial impact on a relatively small budget. The NC's have been resourceful and have managed the programme efficiently. The lack of funds has however restricted what CHRISC can achieve and will likely result in the failure to meet the majority of the initial targets. The initial proposal development had minimal involvement from the NC's, leading to an overly ambitious proposal, and budgets were adjusted in Oslo, reducing the amount of money available to each country. This combined with the fact that the grant was not fully funded by the donor resulted in CHRISC being held to a set of targets without the financial resources to achieve them. The resulting impact being that CHRISC was forced to cancel some of the originally planned activities and with it the chance of achieving the original targets. It is recommended that there is greater involvement of the national offices in proposal development, and improved communication between KRIK and

CHRISC in budget development. It is also recommended that if the full budget is not provided by the donor that CHRISC/KRIK communicate with the donor immediately in order to clarify reasonable targets so that CHRISC is not being held to unrealistic goals.

The reduced budget has also impacted the RC's ability to support the NC's, and the NC's to support the District Coordinators (DC), with limited money available for transportation.

As mentioned previously, volunteers enable CHRISC to reach a large number of beneficiaries for minimal expenditure. The chosen methodology allows CHRISC to implement their activities efficiently. The use of young people to interact with local young beneficiaries has worked well. Young volunteers are better suited to bridging the gap between the organisation and local young people; they intuitively understand what other young people like, provide youthful exuberance and energy and engage the local young people more quickly than other approaches are able to. The young volunteers relate much more easily to local community members, are non-threatening and not politically affiliated. There is no ego or perceived power dynamic over the community, which helps to avoid a dependency mind-set. All of these elements help young volunteers to engage them much more quickly and thereby help to increase the efficiency of the programme.

The CHRISC staff are passionate and work hard and there are enough staff members to deliver the programme, however they do require capacity building to more effectively manage the programme. The NC's require PCM training and the staff teams require further M&E training. All employees have a background as a volunteer in CHRISC. They are all local and understand the issues that the children are going through. They are able to really empathise and support as well as giving them legitimacy within the communities. They are a living example of what can be done and an inspiration to those with similar intent. An example of this is Liz Wairimu, the FAHARI project officer in Nairobi.

*I was born and raised in the slums of Nairobi so I know how it feels to have your wings clipped. I know how important it has been to have someone to listen and talk to. So working with CHRISC is a personal passion. - Liz Wairimu, FAHARI project officer, Nairobi*

When asked if there was any wastage of resources, 96% of those interviewed stated that they had been used well and that they have not observed any wastage.

### Processes, procedures and systems:

CHRISC has come a significant distance over the past three years, however, their processes, procedures and systems still lack the maturity required to deliver a high quality project that ensures accuracy, transparency and demonstrates impact.

Initial project development and planning is an area where a significant amount of learning has taken place. There was little to no process in place for the original pilot proposal development of the Uwezo project. The proposal was developed by the RC without input from the national offices. The RC then liaised with the KRIK office in Oslo who helped set the budget and liaise with the donor. The project design was therefore inappropriate, contained activities that were too ambitious and not contextually appropriate. The process was not consultative and did not include a needs assessment or engage with beneficiaries. The extent to which this will impact the final outputs is yet to be seen, however early indicators suggest that CHRISC will not achieve the targets set out in the original proposal.

CHRISC has learnt from this and has developed a far more robust and consultative

approach to programme design for the 2015 funding proposal and future programme development. A key element of this is the inclusion of NC's in the initial proposal planning and particularly in appropriate indicators and realistic target setting. It is also important that communication with the donors is clear throughout the contracting period, ensuring realistic targets are established for the agreed funding. It is recommended that CHRISC/KRIK develop a clear process document for proposal development and contracting negotiations to ensure that the programme begins well and avoids unrealistic and inappropriate objectives and targets.

CHRISC's finances are managed well and have robust process in place to ensure transparency and accountability. The national finance managers are competent and receive regular oversight and support from the regional finance manager based out of Arusha. There have clearly been issues in the past, but these have been addressed swiftly and thoroughly. Given the past issues it is understandable that the existing system is so strict, however, as time progresses it would be sensible to explore a more streamlined process that maintains transparency and accountability but removes the onerous and restrictive elements that currently complicate the NC's role and decreases efficiency.

An area requiring improvement is CHRISC's data management. There are no clear systems for gathering, collating, tracking or storing data. Currently, national offices use CHRISC logs which are kept in hard copy and manually added for quarterly reporting, which is also stored in hard copy. We were unable to identify any robust system for data management in any of the CHRISC offices, even the regional office where reports are finalised. It is recommended that simple data gathering tools are developed and used consistently across all three countries, that simple spreadsheets are created to record, track and store data, complementing the existing hard copy system and ensuring the information is available immediately resulting in a more accurate and transparent programme. There is currently no disaggregation of data by grant/donor which can lead to miscommunication of impact and double counting. Simple spreadsheets maintained regularly can eliminate this issue.

There is evidence of data gathering taking place, such as the collation of volunteer records in Uganda or the fledgling M&E data being captured in Kenya, but it is basic and unsystematised. Consequently, it's open to error and inefficiently slow. There are also skeleton processes in place but they are not sufficient for the scale of programming and level of M&E data required. CHRISC has also developed helpful policies in each of their country offices, but currently no one has access to the and so they are ineffective and do not benefit the programme staff.

### M&E systems:

CHRISC has demonstrated some encouraging developments within M&E over the course of this project. For example, in Uganda the national office is exploring capacity building impact measurement and in Kenya early M&E processes have been developed and implemented. The Kenyan office are further ahead than the other two country offices, and this is in part due to the permanent M&E officer employed in Nairobi, which demonstrates the importance of an M&E position. It is recommended that CHRISC explore the feasibility of a regional M&E advisor role to support each of the country programmes in their M&E endeavours.

In general, CHRISC's approach to M&E is ad-hoc and at times hap-hazard. There is no clear consistent approach across the three programmes meaning that coherent programme data is not possible. There are currently no robust systems or processes in place and the role and importance of M&E is clearly not understood at the district level. It is recommended that all staff and key volunteers receive basic M&E training to help

understand the role of M&E in international development and equip them with the tools to gather impact data.

A key component of a strong M&E function is the undertaking of baselines. For all the elements of the Uwezo project, only FAHARI conducted a thorough baseline. There are no clear data collection tools or methods, no systematised ongoing monitoring, only basic gathering of impact data, frequent case study development and no post-impact assessment. As previously discussed, the lack of a systematised approach to data gathering and recording means CHRISC is vulnerable to inaccuracies and double counting of beneficiary numbers. This was not observed in person, but given the systems in place it is a likely scenario.

An area of strength within the programme is the monitoring and verification undertaken by the coordinators. Both the RC and the NC's undertake regular checking in order to verify data and ensure accuracy. Although a positive, it could be further strengthened with a more rigorous approach to sampling and a clear process that is documented and systematised.

CHRISC staff members and volunteers are enthusiastic and willing to learn. They understand the importance of M&E and recognise the journey they must go on in order to have a robust M&E process that facilitates the capture of programmatic impact data.

## 5.4. Impact

As shown in the quantitative analysis section above, the impacts of the Uwezo project are many and varied. The top five impacts on the communities identified in the survey and observed during the visit were empowerment of girls/women within the community (including a change in attitude towards girls involvement in sports), a reduction in harmful behaviour by young people, awareness of HIV/AIDS and reduction in discrimination, inclusion of the marginalised in the community and increased engagement of young people in the community.

The top five impacts on the individual were an improvement in sports skills, an increase in self-esteem and confidence, a greater sense of empowerment to contribute towards community development, increased social competence and improved leadership skills. All of these areas will be covered in greater detail below.

Sport is immensely popular throughout East Africa and a great unifier of people. It is therefore unsurprising that CHRISC's model of sports for development is so popular among the young people of Uganda, Kenya and Tanzania. Although a vehicle through which CHRISC delivers its life-saving messages, the sports themselves have a significant impact upon the young people as well. Not only does it provide distraction from the challenges of day to day life, it also improves health and fitness, teaching young people about leadership, initiative, dedication and teamwork. For 40% of beneficiaries spoken to, improvement in sports skills was the greatest change that has taken place as a result of the CHRISC intervention. For a few this will lead on to paid employment and professional contracts, but for most it is simply enhancing the enjoyment of sport.

*'Before CHRISC came I used to get bored and do bad things. Now CHRISC has taught me football and I am good. I am now the captain of my team and we play all the time, except Friday. I really enjoy playing and look forward to it every day' – Amos Dikson from Suye, Tanzania.*

The engagement of CHRISC has also changed the perspectives of parents within the communities in relation to sport. It is no longer seen as an idle pastime for those with no ambition, but now seen as a valuable element of a young person's education, where they

are taught how to behave, how to take on leadership, how to maintain fitness and train, and helps them to avoid harmful life choices. The result of this has been increased opportunities for young people to play sports and a growing environment of encouragement among the adults. It has particularly opened the door for young girls to play sports, as parents recognise that CHRISC activities are a positive and safe environment for their girls to be in.

*'As a result of the CHRISC seminars my parents have changed their approach to child safeguarding and abuse. The seminars have been really interesting and I love to play. I wasn't allowed to play sports previously, but my parents are happy that I play with CHRISC teams. I now feel included and enjoy that there is no segregation. I'm having lots of fun, making friends and getting fit.'* – Ruth Anderson Lema, Kimandoro Tanzania

The second most frequently mentioned impact of CHRISC's activities on the community was the reduction of harmful behaviour amongst the young people. When speaking to young people and parents in the community, idleness and a lack of constructive options were often stated as a main issue and challenge to overcome. According to the communities, idleness breeds gang culture, violence, drug and alcohol use and higher rates of unprotected sexual activity. Beneficiaries stated that the sports activities coordinated by CHRISC have helped to reduce idleness, drawing people away from these harmful practices and giving them an opportunity to train and pursue positive goals.

*'My girls are no longer idle at home. They are no longer tempted to go into prostitution or early marriage and don't spend time with gangs any more. They have been taught some skills that will help them in life and are now more respectful at home'* - Margaret Nagai, parent of two girls a part of FAHARI. Nairobi, Kenya.

Gender sensitivity is a core cross cutting theme of CHRISC's and this was apparent in each of the countries of operation. CHRISC's programme promotes a gender sensitive approach to both the formulation and implementation of its activities, and female empowerment is a clear impact of the work undertaken. There are a number of factors influencing this change. Firstly, CHRISC through its careful and well organised approach in communities has helped to change the attitude towards girls' engagement in sports within the community. They have provided a safe environment for the girls to play and increased the opportunities for girls to participate in sports alongside boys.

*'CHRISC has done many things here in Ndejje, but one of the greatest changes is that girls are now involved in sports. They're no longer marginalised, but are given the same access to sports as boys and this has helped to change people's perception of girls in the community'* – Rita Nansimbe, Ndejje, Uganda

Secondly, CHRISC has provided training and capacity building for girls, teaching them new life-skills and thereby empowering them and enabling them to take a more active role in society. Thirdly, CHRISC has done extensive training on child and human rights, teaching community members the rights of girls and helping to increase the understanding of the importance of educating girls. Many of the community members spoken to stated that CHRISC's activities were helping to reduce the incidences of very early marriages and abuse within the homes.

*'The young girls and boys in the area love to dance and the FAHARI groups have given us an opportunity to learn how to dance properly and improve our skills. It has also allowed me to share my skills with others and help other girls in my community. Dancing takes us away from our problems and stops us getting involved with gangs and doing*

*bad things. I have learnt many things from CHRISC and I am very happy' - Salvih Esther Wairimu, Nairobi, Kenya*

Inclusion of the most marginalised within a community was one of the most significant impacts of CHRISC's activities, particularly among the disabled and young people. CHRISC targeted these groups in particular undertaking specific training, awareness raising and sports activities in order to support them. CHRISC has strengthened community cohesion and unity by drawing disabled individuals, girls and boys together to play sport, unifying often fractured communities, giving marginalised groups the opportunity to engage with others and take their place within a community. CHRISC has also focused on inter-religious unity and has arranged numerous football matches for Christians and Muslims to play in, building bridges and strengthening community cohesion. The poorest of the poor have also been supported. In Nairobi, the CHRISC team has developed a sports programme for street connected children, providing opportunities to play organised sport as well as receive training, awareness raising and capacity building.

*'CHRISC is an inclusive organisation and not fearful to encounter deaf people. They have provided opportunities for our students to engage with sports and to play alongside able bodied individuals. They have even had the opportunity to travel to Tanzania for the EAC. Their involvement with us has also helped to raise the profile of disability and increase respect for the young disabled people' - Ambrose Murangira, Executive Director of Uganda National Association of the Deaf.*

Although not a focus of the programme, one of the more interesting impacts of the activities has been the changing attitudes of the community members in regards to taking ownership and responsibility for their communities. Many people now keep their houses and land clean, partaking in community clean-ups. CHRISC has shared environmental messages with communities and they have taken the initiative and organised regular community clean-ups. People are now more aware of being self-sustaining citizens who take pride in their community and their houses and engage in tackling social issues within the community.

An aspect of this has been the engagement of young people within society. Through the work of CHRISC, young people are taking a more active role in community settings, utilising the life-skills taught to them in the training and capacity building sessions and taking on positions of responsibility. Of the beneficiaries and volunteers surveyed, 7% stated that this was the greatest change within the community. Local young people are now volunteering within communities and taking an active role in issues of social importance. Youth groups have been established and are serving as a forum to encourage greater social cohesion and engagement. Much of this comes through the leadership skills training CHRISC is delivering to the young people. Of the beneficiaries surveyed, 24% state an improved self-esteem and increased confidence as the greatest personal impact of CHRISC's work. This, combined with a sense of empowerment, increased social competence, improved leadership skills and opportunities to grow in debating skills through the school debates run by CHRISC, have enabled young people to take a much more engaged role within the community.

Beneficiaries regularly commented on the fact that CHRISC has created a safe environment for young people to develop and succeed in. Girl's forums have been established to provide a place for support, mutual advice and a safe environment to talk through difficult subjects and grow-up. The volunteers act as older siblings to the young people, providing a listening ear and helpful advice as they tackle the challenges facing them. In addition to this, CHRISC also provides coaches for each of the teams, providing

another safety net for the young people.

According to the World Health Organisation (WHO), HIV/AIDS continues to be one of the largest killers, and therefore greatest challenges, facing young people in East Africa. CHRISC has played a key role in raising awareness of HIV/AIDS, delivering programmes such as KAO, supporting PLWHA and quashing the myths that surround the virus. All this has helped to reduce the stigma and discrimination around HIV/AIDS and ensure a greater number of people have access to accurate information. During the field visit, many beneficiaries gave anecdotal evidence of increased safe sexual practice and a reduction in disease contraction.

*'CHRISC has taught me to value life and taught me how to keep myself HIV negative. I have changed my practice around relationships and am now far safer. I am able to live happy and free and go for blood testing without fear'. – Kiwalabye Edmond, Ndejje, Uganda*

Finally, CHRISC has created livelihoods, income generating and employment opportunities for numerous people across Uganda, Kenya and Tanzania. New businesses have been established following the entrepreneurship training delivered by CHRISC. For example, Steven Minja received the training and used the new knowledge to set up a T-shirt printing business in Tanzania. He has been able to develop this into his sole income generating work and it has enabled him to set up a small shop, provide the basic needs for his family and save for university fees without placing that burden upon his parents. In addition to the entrepreneurship training, CHRISC has directly trained referees, coaches and players to a level of proficiency where their skills have earned them employment. CHRISC has also sent selected beneficiaries and volunteers for official accredited training in refereeing and coaching. Of the 40 referees trained by CHRISC in Tanzania, 12 are now working full time for the Tanzanian premier league. There are also examples of young people who have been a part of CHRISC teams, who have shown exceptional skill and gone on to represent their nation in either football or volleyball. Examples of this would be Victor Wanyama in Kenya and Kato Samuel in Uganda.

*'Meeting CHRISC was a turning point in my life. I was a local voluntary football coach, but had never had any training. CHRISC gave me in-depth training as well as leadership skills training and as a result I was offered a job by a local school to be their sports coach. This job has provided income for me and my family and taught me how to lead people and support those who need help'. – Richard Ntege, Ndejje, Uganda*

In addition to the impacts mentioned above, there is anecdotal evidence to suggest that CHRISC has also broken down cultural barriers and expanded the horizons of community members (particularly young people) when participating in national and international camps. There is also evidence to suggest that the young people are gaining a greater understanding of Christian values and practice from the CHRISC staff and through the life-skills training. Other reported impacts are increased knowledge of first aid, and increased friendships and wider social circles. All of which are greatly appreciated by the beneficiaries and volunteers.

*'My life has changed for the good. I no longer engage in crime and I now have a good network of friends. CHRISC has helped me grow in confidence and focus on healthy things. I thank CHRISC and God for all that has been done and ask for help to continue the work'. – Benson, CHRISC volunteer, Nairobi, Kenya.*



## 5.5. Sustainability

### Sustainable processes and systems:

The holistic methodological approach that CHRISC employs has sustainability at its core. CHRISC works to build the capacity of young people, equipping them with knowledge and skills and providing them with a safe environment to grow and develop in. They do not focus on short-term distributions, but have a long-term view, sowing into a generation of young people who will be the influencers and decision makers of tomorrow. Training and capacity building is inherently sustainable in that the benefits last a life-time and the knowledge can be passed on to family members and the wider community. During the field visits there was significant anecdotal evidence of young people passing on life-saving information to their siblings and parents.

Working exclusively through national staff and building their capacity also ensures that the knowledge capital remains in country and amongst the people with the passion to see change take place. Using volunteers as the primary change agents, working through them and building their capacity is not only a replicable and cost effective way of delivering activities, but also ensures that the life-saving messages, skills and capacity are kept in the community. Volunteerism is a sustainable approach, avoiding dependency upon financial reward and imparts the desire to serve those around you to those they come into contact with.

CHRISC has sought to build partnerships with schools, other NGO's and government bodies over the course of the project. Encouraging the use of sports amongst these bodies, linking young people with government support, raising the issues identified in the communities and building the capacity of the partner organisations, all builds sustainability. Developing these links with national and district bodies will ensure a capacity remains in the community beyond the current assistance.

The focus on entrepreneurship training is also a sustainable approach, as it equips people with the skills to set up their own income generating enterprises, which in turn may become the primary income for a family and enable them to support themselves.

There are a number of practices that do not foster sustainability, that have been covered in the sections above in more detail. The payment of school fees for young people, failing to capture sufficient impact data, an over-reliance on one donor, not building the capacity or training beneficiaries, volunteers and staff to a level where they can gain employment and the glass ceiling within CHRISC for volunteer progression, all reduce the sustainability of the programme. However, these aspects are simple to address, ensuring a more sustainable approach.

### Continuity of activities:

The attitude of those working for CHRISC is one of values and personal belief rather than one driven by financial reward. CHRISC staff are passionate about engaging young people positively and supporting them to overcome the challenges they face. This passion will continue long after assistance has been completed. However, to run an effective 'sports for development' organisation, the staff need more than passion. It is the observation of Jigsaw that the staff of CHRISC require further training on project management and M&E in order to be able to continue the activities beyond the involvement of current financial support.

## 6. Recommendations

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KRIK/CHRISC has delivered some strong activities over the past two and a half years, with the majority of the work undertaken being done to a high standard and clearly benefiting both the volunteers and the communities they have engaged with. There are, however, some key areas where improvements could be made and where opportunities could be pursued. The recommendations below are to help KRIK/CHRISC as it seeks to strengthen its programming and impact and to increase internal organisational learning.

### Systems and data

- It is recommended that CHRISC invest time into developing a robust and embedded data management system that enables each office to gather, collate, track and store data. It is recommended that each office pursue the same approach.
- It is recommended that CHRISC create a universal system/template for data gathering to ensure a consistent holistic picture of impact can be produced.
- It is recommended that CHRISC provide further systems and processes for the country offices in order to bring consistency to organisational practice and improve quality of delivery – this needs to be combined with additional training for country office staff.
- It is recommended that CHRISC develop a simple database (could be a simple spreadsheet) for accurately recording data that can be tracked and accessed at any time with live information.
- It is recommended that CHRISC develop separate data spreadsheets for each grant to aid management and reporting to donors.
- It is recommended that CHRISC invest time in improving the PCM capacity in each national office.

### M&E

- It is recommended that KRIK and CHRISC acquire additional external M&E support over the next 12 months to help strengthen their M&E processes, tools and practice, enabling both organisations to meet international donor requirements related to impact measurement.
- It is recommended that CHRISC invest time into developing a robust M&E system across all three national programmes, improving guidelines, tools, processes, and practice.
- It is recommended that CHRISC explore the feasibility of employing a M&E capacity for the region.
- It is recommended that CHRISC establish clear baselines in every community they work in.
- It is recommended that CHRISC develop fewer indicators and make them SMART<sup>9</sup>.
- It is recommended that CHRISC develop simple data collection tools that capture change in the key areas of intervention (for example, a capacity building self-survey – KAP). These can be carried out by the volunteers with support from the M&E advisor.
- It is recommended that CHRISC undertake simple annual evaluations
- It is recommended that CHRISC undertake post impact assessments 6months and one year after their intervention. This will enable them to capture strong impact data.

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<sup>9</sup> Specific, Measurable, Attainable, Realistic and Time-bound

## Project design

- It is recommended that KRIK/CHRISC write a strategic plan for the next five years.
- It is recommended that KRIK/CHRISC develop clear ToR's for staff members.
- It is recommended that clearer communication of the overall project details, its goals, objectives and the 'big picture', is cascaded down from the KRIK office in Oslo to the national offices and down from there to the district offices. This will help in improving the understanding of the project across CHRISC as well as give a greater sense of ownership of the activities and targets for all staff. It will also encourage a greater sense of team and trust as well as improve efficiency.
- It is recommended that CHRISC explore streamlining their programming. Currently CHRISC undertake a vast array of activities and are spread thinly. There would be merit in reducing the array of activities and focussing on those that provide the greatest benefit to the communities and those that sit within CHRISC's core skill-set and expertise, enabling a higher quality of implementation.
- It is recommended that CHRISC incorporate a Village Savings and Loans (VSL) component into the Uwezo project in future
- It is recommended that CHRISC focus on long-term support more than short-term events. Capacity building, training, sports leagues, are all more sustainable in approach.
- It is recommended that CHRISC invest time into addressing the issue of access to education. Refer to the suggestions included within the body of this report in connection to poor enrolment and high drop-out rates.
- It is recommended that CHRISC stop paying school fees for young people. It is an unsustainable approach that encourages inequality and perpetuates a flawed system. Explore more creative ways of addressing the education needs in the communities. Please refer to the suggestions made in the body of the report above.
- It is recommended that CHRISC explore the potential of developing vocational training centres/courses. CHRISC should consider the feasibility of a 'one-stop' community resource centre for the youth in the community. A place for follow-up and support. Possibly a library.
- It is recommended that CHRISC begin to pursue funding in-country and where possible KRIK should seek to diversify the sources of funding channelled through them. This will help to spread the reliance on one or two donors and thereby reduce the risk to programming.
- It is recommended that CHRISC explore income generating activities that can also provide ongoing employment for some of the volunteers. The aim of KRIK/CHRISC should be to no longer be needed in East Africa.
- It is recommended that KRIK/CHRISC more clearly link their work to the global international development agenda (Millennium Development Goals/Sustainable Development Goals). This will enable them to engage a broader range of international donors and better present the impact of their activities.
- It is recommended that KRIK and CHRISC engage country offices at the outset on any project planning and proposal writing.
- It is recommended that CHRISC explore undertaking different types of camps – such as climbing, orienteering that will cater to young people with different passions and are well suited to help you to develop leadership and other skills.
- It is recommended that CHRISC increase engagement with local government and pursue working more closely with nationally owned facilities.
- It is recommended that KRIK/CHRISC bring the DC's and volunteers together to

explain the targets. This will give greater ownership of the process, increased responsibility and improved data gathering.

- It is recommended that CHRISC incorporate more conflict resolution programming if this remains an overall organisational objective. At present it is not being addressed.

## Training

- It is recommended that NCs and other core staff members need further training in PCM and M&E to better manage the programme and ensure high quality sustainable impact.
- It is recommended that CHRISC develop the training manuals/packages to better equip the recipients, enhancing their knowledge to a greater level of expertise and enabling them to use the training in their search for employment.
- It is recommended that each CHRISC office start using the computers and other machines they have for a media centre – provide opportunities for further training for the young people and volunteers.
- It is recommended that the national offices give more support to the district coordinating committees where possible.
- It is recommended that CHRISC increase the amount of training they deliver to the young people. In many situations little or no training was taking place and the sole support was through facilitating sports activities. CHRISC should seek long term sustainable impact through training and capacity building for more of the young people they contact.
- It is recommended that CHRISC consider incorporating parents into applicable training sessions, such as child safety or HIV/AIDS awareness.
- If the previous recommendation is not possible then it is recommended that CHRISC carry out some of the training sessions in the communities where the young people live. This will enable wider adoption of the knowledge amongst those in the community.
- It is recommended that CHRISC continue to link up with schools and deliver training through this avenue.

## Volunteers

- It is recommended that CHRISC explore ways to give the volunteers opportunities to outwork their training – leadership opportunities for example.
- It is recommended that CHRISC address the issue of volunteer incentives. It is not a recommendation to incentivise volunteers with financial reward, but it is recommended that CHRISC explore this issue as they are currently being lost to other organisations.
- It is recommended that CHRISC reduce the number of volunteers but invest into them more.

## Partnership

- It is recommended that CHRISC continue to develop MoU's with partners – This has been a recent improvement in the way the programme operates, bringing greater structure and clarity to the work.
- It is recommended that CHRISC explore work with other national disability assembly's.
- It is recommended that CHRISC explore consortium approaches for funding proposals with the likes of MYSA or Miss Coach Kenya.
- It is recommended that CHRISC explore joining with MYSA and other organisations to develop larger leagues that afford more teams the opportunity of playing more regularly. This is particularly applicable to female teams.

## Staffing

- It is recommended that KRIK/CHRISC undertake a review of staffing in CHRISC Kenya. It appears to be a little 'top heavy' at present. Systems for signing off new recruitment and positions should be strengthened. The fact that new positions have been created in the midst of budget cuts and reducing activities is concerning.
- It is recommended that CHRISC engage with more external organisations that can provide high quality expert training/capacity building in order to provide opportunities to volunteers and beneficiaries that will equip them for potential employment or self-starting livelihood activities.

## Donor liaison

- It is recommended that KRIK/CHRISC forewarn Digni before the final report, that the project targets will not be achieved and give strong explanation as to why for each target.
- It is recommended that KRIK/CHRISC create a robust process around contract agreement and target setting. There needs to be more proactive engagement with the donor right at the start. CHRISC need to be able to formally adjust targets if the funding is not to the level that they initially proposed.