



Institutional Capacity Building: Uganda
End of Program Evaluation Report
December 2005

African Youth Alliance

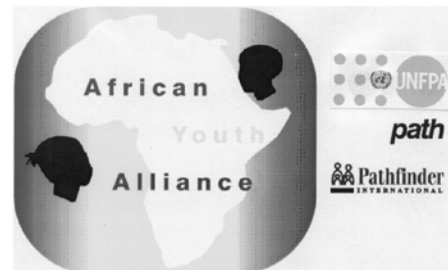


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List of Acronyms

AYA	African Youth Alliance
ASRH	Adolescent Sexual and Reproductive Health
BCC	Behavior Change Communication
FPAU	Family Planning Association of Uganda
HIV/AIDS	Human Immunodeficiency Virus/Acquired Immunodeficiency Syndrome
ICB	Institutional Capacity Building
KCC	Kampala City Council
KDA	Kabarole District Administration
MIS	Management Information System
MOE	Ministry of Education
NGO	Nongovernmental Organization
OCAT	Organizational Capacity Assessment Tool
P&A	Policy and Advocacy
PATH	Program for Appropriate Technology in Health
PCYP	Parents Concern for Young People
SRD	South Rwenzori Diocese
UNFPA	United Nations Population Fund
UYANET	The Uganda Youth Alliance Network
UYDEL	Uganda Youth Development Link

PREFACE

Pathfinder International

Pathfinder is a comprehensive reproductive health care organization whose programs address reproductive health in all its dimensions. Pathfinder works to improve individuals' access to quality family planning and reproductive health information and services, provide young people with sexual and reproductive health services tailored to their needs, offers care for women suffering complications of unsafe abortion, prevent the spread of HIV/AIDS while providing care and treatment to those living with HIV/AIDS, and advocate in the U.S. and abroad for sound reproductive health programs and policies. In all of its programs, Pathfinder works with communities, partner organizations, and governments to strengthen local skills and create lasting change.

EXECUTIVE SUMMARY

The African Youth Alliance (AYA) was launched by Pathfinder International, the Program for Appropriate Technology in Health (PATH), and the United Nations Fund for Population Activities (UNFPA) in the fall of 2000. AYA sought to improve overall adolescent sexual and reproductive health and reduce the spread of HIV/AIDS and other sexually transmitted infections in four African countries – Botswana, Ghana, Tanzania, and Uganda. AYA was funded with a grant from the Bill and Melinda Gates Foundation and administered through the U.S. Committee for the UNFPA. Pathfinder International’s contribution in each of the AYA countries was the development and expansion of youth-friendly Services (YFS) and Institutional Capacity Building (ICB).

This report highlights the results of the work done to strengthen the institutional capacity and sustainability of 24 local implementing partners in Uganda. The AYA Pathfinder approach to ICB focused on the following three aspects.

- Intensive ICB support to six organizations, including;
 - Facilitating an intensive baseline organizational capacity assessment,
 - Assisting in the development of an ICB technical assistance plan,
 - Providing technical assistance via workshops and one-on-one mentoring and coaching, and
 - Facilitating an intensive endline organizational capacity assessment.
- General ICB support to all 24 implementing partners through workshops on the following topics:
 - Financial management,
 - Management Information Systems (MIS),
 - Youth leadership development, and
 - Resource mobilization and proposal development.
- ICB support to government entities, including local government authorities, and parastatals.

AYA/Pathfinder achieved the following results in Uganda:

- Intensive ICB intervention results: Four of the five sampled organizations improved their organizational capacity from baseline to endline. All five organizations improved in the elements of service delivery and sustainability. These improvements are likely due to technical assistance provided by AYA/Pathfinder in the areas of proposal development and reporting. Improvements were also shown by four of the organizations in management practices and human resources, other areas of assistance provided by AYA/Pathfinder. All but one organization showed declines in the governance element.
- General ICB intervention results: The five sampled organizations showed gains in the areas of financial management, MIS, and proposal development. One organization (Orthodox Church) made great gains in financial management, particularly in reporting, and the three organizations receiving assistance in this area showed improvements in their timely reporting of financial information to

AYA. The only organization of the five to receive MIS assistance (Kampala City Council), showed improvements in 10 of the 13 elements assessed. The most improved element was “analyzed data to inform programmatic decisions.” In the area of proposal development, two of the five organizations receiving assistance in this area showed improvement, while three organizations reported no improvement. However, all organizations noted that the information and tools provided during the training were helpful and were used in their proposal writing.

- Overall results: Although ICB interventions take time and need a series of progressive activities to create enough momentum to shift an organization, AYA/Pathfinder achieved commendable results in Uganda. Beyond the improvements described above, several of the organizations have been able to secure new funding, and have increased the diversity of their funding for future youth projects. In addition, the act of bringing together the various organizations in Uganda to discuss management and sustainability led to the emergence of a network of youth organizations (UYANET). This support network, coupled with the continuing commitment of organizations to continue their capacity building efforts beyond the AYA program, is expected to yield additional positive developments in the future.

INTRODUCTION

The African Youth Alliance (AYA) was launched in the fall of 2000 by Pathfinder International, the Program for Appropriate Technology in Health (PATH), and the United Nations Population Fund (UNFPA). AYA sought to improve overall Adolescent Sexual and Reproductive Health (ASRH) and reduce the spread of HIV/AIDS and other sexually transmitted infections in four African countries with a strong need for services – Botswana, Ghana, Tanzania, and Uganda.

The main beneficiaries for the project were young people between the ages of 10 and 24, with an emphasis on those aged 10-19. The secondary targets included teachers, health workers, social workers, and parents. In addition, the tertiary target group included religious leaders, media workers, politicians, and policy makers. The latter group was crucial for creating an enabling environment for the project. The project was developed with a focus on six broad areas, including

1. Policy and Advocacy (P&A): The creation of supportive community and political environments through policy and advocacy efforts at both the national and community levels, and efforts to improve communication between young people and the adults in their lives.
2. Behavior Change Communication (BCC): The development and expansion of BCC through interpersonal communication; folk and mass media, including drama; life planning skills; programs for youth; peer education and counseling; and social marketing campaigns.
3. Youth-Friendly Services (YFS): The improvement of young people's access to – and the quality of – reproductive health services by developing, expanding, and institutionalizing YFS in a variety of settings.
4. Institutional Capacity Building (ICB): Strengthening the institutional capacity of the country-level partners so they can better plan, implement, manage, and sustain programs and services.
5. Life and livelihood skills development: The integration of sexual and reproductive health into existing livelihood skills development and training programs for youth.
6. Coordination and dissemination: Coordination and information sharing of program activities, lessons learned, and best practices.

Pathfinder International was responsible for the YFS and ICB components implemented in each country. Under AYA, the ICB component recognized that governments in the four intervention countries are increasingly turning to Nongovernmental Organizations (NGOs) and civil society as partners in meeting their countries' development needs. This increased role for NGOs has been accompanied by heightened expectations of accountability, and requirements for demonstrable evidence that NGOs can significantly contribute to development. Organizational sustainability is critical to the continued existence of the NGO sector and its ability to become a viable partner for governments and the donor community in bringing about sustainable development.

ICB was defined as the provision of technical or material assistance designed to strengthen one or more elements of organizational effectiveness. The elements of organizational effectiveness included governance, management capacity, human resources, financial resources, service delivery, external relations and sustainability. The goal of ICB was to strengthen an organization in terms of its overall sustainability. Pathfinder identified three components of sustainability: organizational or managerial, program or technical, and financial or resource. Under AYA, ICB efforts addressed one or more of the sustainability components.

Since Pathfinder, PATH, and UNFPA were providing collaborative support to build the technical and programmatic capacity of the implementing partners through their respective components, Pathfinder limited its ICB support to strengthening organizational or managerial, and financial or resource sustainability.

Under AYA, Pathfinder's ICB approach was guided by a framework (developed by Pact, Inc. as part of their Organizational Capacity Assessment Tool¹ (OCAT)) that identified seven elements of organizational effectiveness, namely

1. Governance: The provision of leadership and direction to an organization;
2. Management practices: The mechanisms intended to coordinate the activities and facilitate processes within an organization.;
3. Human resources: Management, staff, communities, donors and board members who have the skills, motivation, and opportunity to contribute to an organization;
4. Financial resources: The resources to purchase goods and services needed to conduct an organization's affairs, track financial transactions, and report on financial status;
5. Service delivery: The programs and services carried out by NGOs that are appropriate, cost-effective, and of high quality;
6. External relations: Interaction between an organization and other development partners; and
7. Sustainability: The long-term continuation of an organization, program, or project.

Each of the above contribute to one or more of the three components of sustainability and each of the above represent an area in which AYA provided technical and financial assistance to an NGO.

The AYA ICB component recognized that organizational development is a long term, interactive, and iterative process that includes several distinct stages through which an organization passes.

1. Start up or nascent stage: The NGO is in the earliest stages of development. Management components are nonexistent or at their most basic level.
2. Development or emerging stage: Structures for governance, management practices, human resources, financial resources, and service delivery are in place and function.

¹ For more information on Pact's Organizational Capacity Assessment Tool and process, see http://www.pactworld.org/services/oca/index_oca.htm.

3. Expanding, growth, or consolidation stage: The NGO has a track record of achievement and is recognized by its constituency, the government, and other agencies.
4. Sustainability or mature stage: The NGO is fully functioning and sustainable, with a diversified resource base and partnership relationships with national and international networks

Where an organization falls along this continuum essentially depends on the strength and maturity of each of the seven components of organizational effectiveness, described above.

Given the goals and resources of AYA, Pathfinder adopted a three-pronged approach to the ICB component.

1. Intensive, tailored technical assistance: Key NGOs, established as important partners in each country's respective reproductive health programs, were selected by the AYA Team for intensive institutional development assistance designed to ensure their long term program, management and financial sustainability. These NGOs were implementing partners under at least one, if not all, AYA program components. NGOs in this category were likely to have a mature organizational structure and culture, and already be committed to fielding the financial and human resources necessary to provide services. These NGOs conducted intensive facilitated organizational capacity self assessments, and worked with the AYA team to develop focused institutional capacity building technical assistance plans. The objective of these plans was to identify those organizational components in need of additional attention that, with some improvement, would move the NGO into the upper end of the development continuum and leave them well positioned in terms of program, management and financial sustainability. It was anticipated that assistance to these NGOs would focus on strengthening their management and financial capacity, including strengthening their planning and program functions, human resources management, finance and administration, and its management information systems. Assistance to these NGOs was delivered through organization specific workshops and through intense one-on-one mentoring and coaching to institutionalize changes. The following six organizations received intensive ICB assistance in Uganda:

- Uganda Youth Development Link (UYDEL),
- South Rwenzori Diocese (SRD),
- Parents Concern for Young People (PCYP),
- Family Planning Association of Uganda (FPAU),
- Busoga Kingdom, and
- Kabarole District Administration (KDA).

2. Basic, broadly-applicable technical assistance: Many AYA implementing partners were nascent or emergent NGOs in need of basic assistance focused on strengthening their program and management capacity. AYA committed the resources necessary to ensure that these NGOs became capable of successfully implementing the YFS, BCC, and P&A projects for which they received funding. Rapid assessments of their capacity to

implement these programs were conducted and technical assistance was provided to ensure that the NGOs had the basic program and managerial skills needed to plan, implement, and manage AYA funded efforts. This assistance was tailored to some individual NGOs, and was also provided through ICB workshops that brought together multiple partners to address common project management issues, such as how to do strategic and operational planning, elements of Management Information Systems (MIS), management of project finances, and resource mobilization to diversify funding sources. All AYA organizations were eligible for this level of support – 24 organizations in Uganda received assistance (see Appendix A for the complete list of organizations).

3. Public Sector: Public sector ICB focused principally on strengthening public sector capacity to support AYA program goals. Issues of sustainability tended to be somewhat different when dealing with ministries and ICB initiatives therefore focused on strengthening planning and information systems around ASRH issues, and on partnering effectively with the NGO sector in each of the AYA program areas. In decentralized settings, ICB initiatives with the public sector included working with local government and district representatives to strengthen joint planning, monitoring, and implementation, and to promote NGO and community-based organization contracting for ASRH services, BCC and P&A.

Since institutional capacity building is a broad and potentially limitless exercise, Pathfinder chose to focus on the following five intervention strategies:

- Improvement of organizations' capacity to evaluate their own ICB needs (through the OCAT assessments),
- Improvement of financial management systems,
- Capacity building in strategic and operational planning,
- Improvement of MIS systems, and
- Improvement of organizational sustainability – especially financial sustainability.

METHODOLOGY

The ICB evaluation consisted of activities designed to assess the extent to which the interventions met their objectives (increased capacity and sustainability), and to capture successes, challenges, and lessons learned of both intensive and general ICB efforts. The evaluation process was designed by both Pathfinder headquarters and field staff and implementation was carried out by the field staff, with assistance from Pathfinder headquarters. The methodologies specific to the evaluation of intensive and general ICB are described in more detail below.

Intensive ICB Assessment

AYA/Pathfinder field staff reassessed a sample of five of the six participating organizations using the OCAT in March 2005: Busoga Kingdom, PCYP, SRD, KDA, and UYDEL. These results were compared against the baseline scores obtained at the outset of the project (October 2003 for UYDEL and April 2002 for the remaining organizations).

Teams of up to six AYA/Pathfinder staff assisted in the assessment of each organization at baseline. In order to contain excessive costs, the endline OCATs relied on identification of independent consultants who visited each organization for two to three days and assisted in the completion of the self-assessment.

The OCAT assesses an organization around seven different elements of organizational effectiveness: governance, management practices, human resources, financial resources, service delivery, external relations, and sustainability. Within these elements are categories that specifically demonstrate an organization's strengths and weaknesses. These categories are rated by the interviewers and recorded on a rating assessment sheet, per the rating scale shown in table 1.

Table 1: OCAT Rating Scale

Rating scale	
①	Not applicable or sufficient information is not available to assess element
②	Needs urgent attention
③	Needs major improvement
④	Needs improvement on a wide scale
⑤	Needs improvement in limited aspects
⑥	Acceptable, room for some improvement
⑦	Acceptable, needs maintaining

Each of the category ratings are then tallied and summarized to give a rating for each of the seven elements, as well as an overall rating for the organization. The ratings

categorize where the organization is in its organizational development based on four stages: nascent, emerging, expanding, and mature (see table 2).

Table 2: Rating Scale Equivalence to Stage of Organizational Development

<i>Rating</i>	<i>Stage</i>
0 to 1.4	Nascent
1.5 to 2.9	Emerging
3 to 4.4	Expanding
4.5 to 6	Mature

General ICB Assessment

AYA/Pathfinder field staff reassessed a sample of five organizations using a postintervention survey in March 2005: Orthodox Church, Catholic Secretariat, Kampala City Council (KCC), Innovative Vision Uganda, and Uganda Red Cross Society. The survey was designed to help organizations assess the effectiveness of AYA’s general ICB support. The survey tool used the following rating system for elements assessed:

- Nonexistent (Nonexis),
- Weak,
- Functioning (Func),
- Good, and
- Highly Efficient (High Eff).

The postintervention surveys were conducted by Pathfinder staff in collaboration with the staff of the particular organization being assessed. Each organization was assessed over one day and an additional day was used to report the findings.

Data Limitations

There were two primary limitations to the evaluation of ICB efforts: data consistency and lack of funding.

Data consistency: Baseline and endline OCAs were conducted by different individuals, therefore small changes in the scores (on the scoring scale of 0-6) may not necessarily be representative of an increase or decline in scores.

Lack of funding for evaluation activities: As often happens as multi-year projects near an end, funding limitations affected the end of project activities. Because of resource limitations, both human and financial, the evaluation design had to be modified to provide the best information possible. For this reason, evaluation of the youth development training and activities was not conducted.

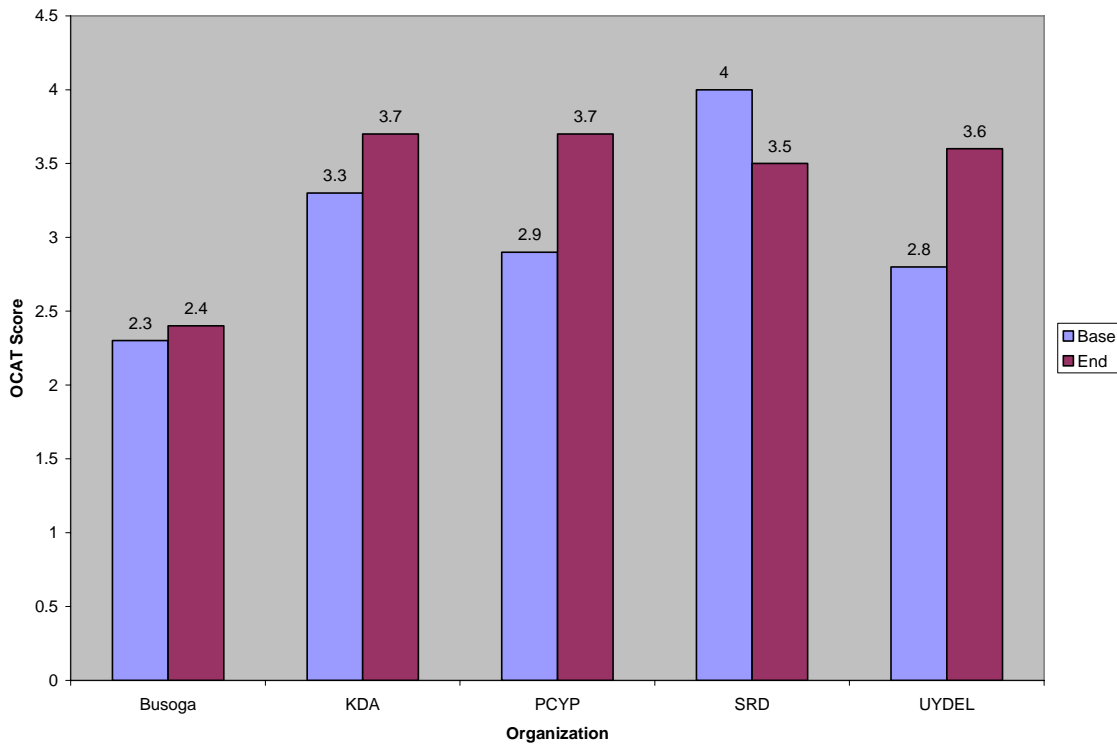
INTENSIVE ICB RESULTS

In this section, the overall scores across the five organizations are presented, followed by a more detailed look at each organization's results.

Overall

Four of the five sampled organizations improved from baseline to endline, as shown in the figure below. PCYP and UYDEL made the largest improvements, jumping from emerging to expanding organizations. Busoga stayed in the category of emerging, while increasing from a 2.3 to a 2.4. KDA remained an expanding organization, while increasing from a 3.3 to 3.7. SRD remained in the expanding category, while declining from a 4 to a 3.5.

Figure 1: Baseline and Endline OCAT Scores for Sampled Organizations



As seen in the table below, each of the five organizations improved in two elements: service delivery and sustainability. KDA, PCYP, SRD, and UYDEL also improved in management practices and human resources. All but UYDEL declined in governance. Financial resources and external relations had mixed success across the organizations. Information on each organization's scores is provided in more detail following the table.

Table 3: OCAT Scores by Organization and Element

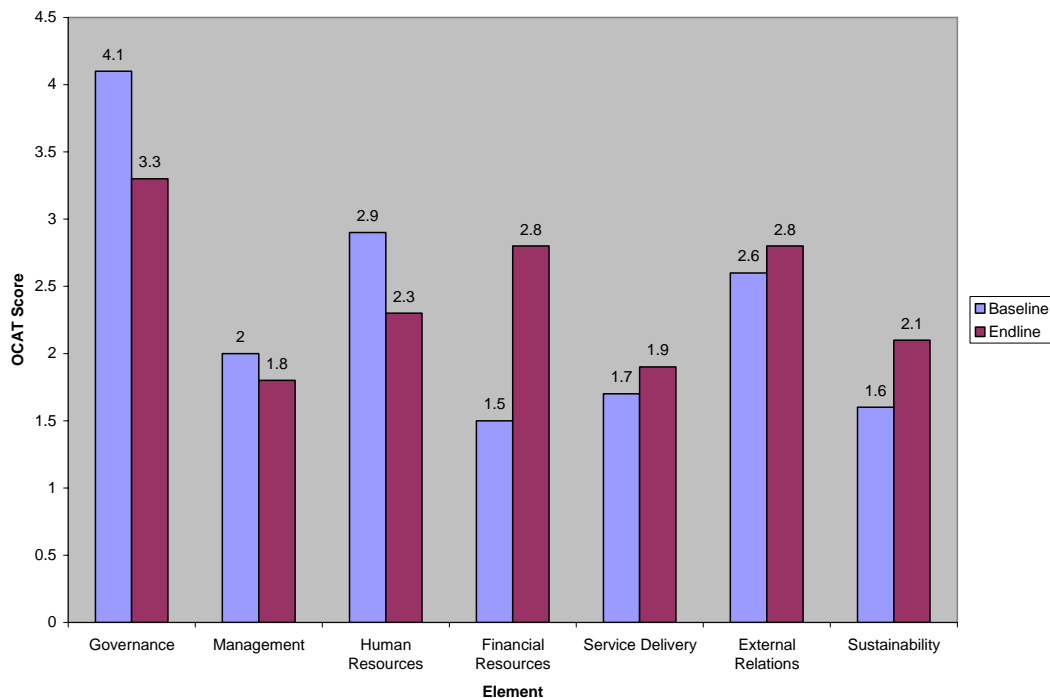
	Governance		Management Practices		Human Resources		Financial Resources		Service Delivery		External Relations		Sustainability	
	Base	End	Base	End	Base	End	Base	End	Base	End	Base	End	Base	End
Busoga	4.1	3.3	2.0	1.8	2.9	2.3	1.5	2.8	1.7	1.9	2.6	2.8	1.6	2.1
KDA	4.9	4.3	2.8	3.4	2.3	3.9	4.2	3.7	3.2	3.5	4.2	3.6	1.6	3.7
PCYP	5.3	4.6	2.4	3.6	2.9	3.6	1.1	3.8	2.6	3.3	4.0	3.9	2.3	3.4
SRD	5.2	3.9	3.4	3.5	4.9	3.8	4.3	3.1	2.7	3.1	4.4	3.5	3.2	3.3
UYDEL	2.9	4.0	2.6	3.3	2.1	3.2	2.1	3.2	3.6	3.9	3.3	4.3	3.1	3.4

Busoga Kingdom

The figure below shows the scores by element for Busoga Kingdom. Scores for governance, management, and human resources declined. Improvements were shown in financial resources, service delivery, external relations, and sustainability. The greatest improvement was shown in financial resources, an area where Busoga Kingdom received assistance from AYA/Pathfinder. According to interviews with Busoga Kingdom staff members, financial audits have been carried out, and there is a commitment to continue to make improvements in this area. Proposal writing was an area where they felt they benefited the most, most likely leading to the improvement in sustainability. They report that staff members are now able to write proposals on their own and finalize them for funding.

Although governance and management scores declined overall, there were increases within the elements under strategic planning and reporting, other areas where Busoga received specific assistance from AYA/Pathfinder. It should be noted that AYA/Pathfinder interventions took place at a time when the Busoga Kingdom was going through enormous transition, trying to reestablish itself as a viable, legislatively mandated institution after years of government attempts to dismantle and undermine traditional structures. Intervening during this period thus had limited results as traditional leaders were still in the process of figuring out how to best position themselves in a shifting socio-political landscape.

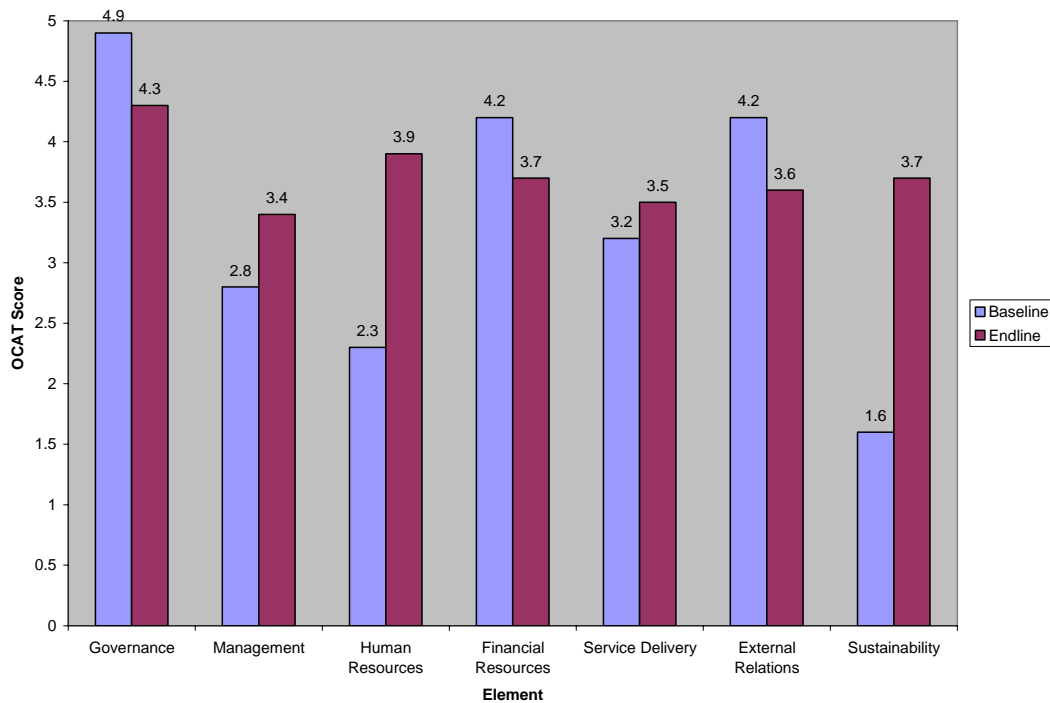
Figure 2: Busoga Kingdom OCAT Scores by Element



Kabarole District Administration (KDA)

KDA's scores for each element are shown in the figure below. Scores increased for management, human resources, service delivery, and sustainability, and declined for governance, financial management, and external relations. The biggest increase was seen for sustainability, however, KDA staff note that it has maintained its old system of proposal writing through the government system. KDA also showed improvements within management for reporting, likely as a result of adopting the AYA reporting format (although government regulations limited the reporting format for use only on AYA). AYA/Pathfinder's exact contribution to the improvement of KDA's scores is difficult to interpret because health services in Uganda were going through a World Bank led district-level decentralization process at the same time.

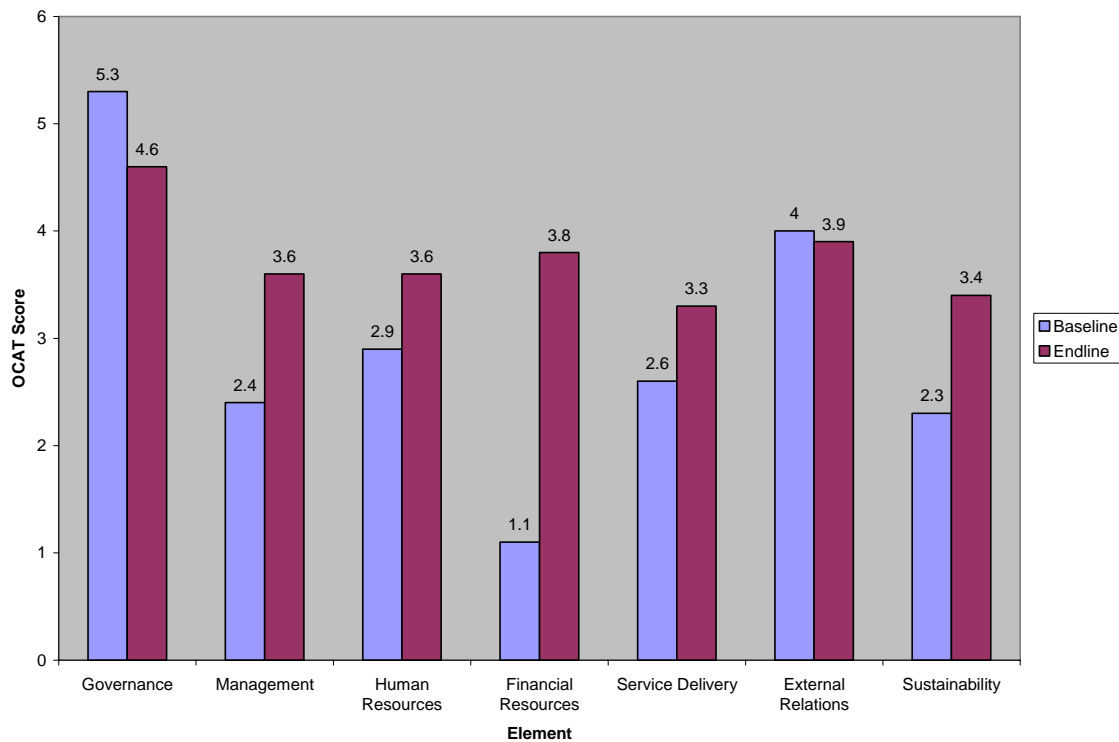
Figure 3: KDA OCAT Scores by Element



Parents Concern for Young People (PCYP)

The figure below shows the scores by element for PCYP. Five of the seven elements increased, including management, human resources, financial management, service delivery, and sustainability. The biggest gains are seen in financial resources, management, and sustainability, all areas of focus for PCYP during the project period. According to interviews with PCYP staff, financial reporting, management systems, and proposals have improved as a result of AYA/Pathfinder technical assistance. In fact, as a result of the clear financial and reporting systems put in place, some donors have asked them to supervise their projects (for which they are paid). PCYP has also been successful in getting international and government funding as a result of their proposal writing efforts. Finally, PCYP staff also report that the institution of management and administrative systems has reduced their dependence on their founder (who is also an elected Member of Parliament) and has allowed them to project a more professional image to outsiders.

Figure 4: PCYP OCAT Scores by Element

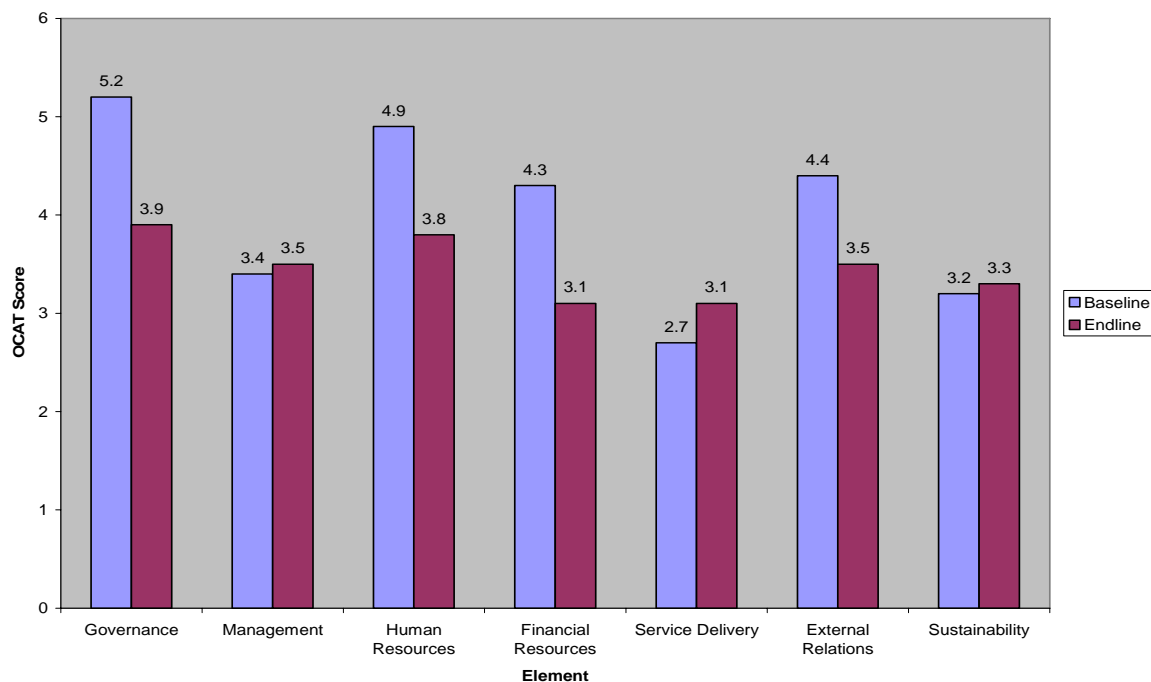


South Rwenzori Diocese (SRD)

SRD's scores by element are shown in the figure below. Three of the element scores improved slightly from baseline to endline, including management, service delivery, and sustainability. The increase in the management and service delivery scores reflect increases in the areas of monitoring and evaluation under those elements (an area of specific AYA/Pathfinder assistance). The increase in the sustainability score is likely due to proposal development work. According to staff, the provision of computers and reporting templates was very useful because it made making reporting and information storing easier. The recruitment of a monitoring and evaluation officer will allow for continued growth in this area. Staff also noted that their proposals are now stronger, since they learned to clearly outline their goals and objectives and relate these to project activities, and learned to provide appropriate information on their monitoring and evaluation activities and capabilities in their proposals. As a result, SRD has been able to secure funding from Save the Children/Uganda and CARE International.

Unfortunately, despite technical assistance in the areas of strategic planning, management development, and financial resources, these scores either did not improve or declined. Staff noted that despite these endline scores, positive strides have been made in these areas, including the development of a strategic plan (2002 to 2007) and a number of financial systems (procurement and stock controls, filing, reporting, etc.). It should be noted that the diocese went through a difficult and often contentious process of electing a new bishop in the middle of the intervention period. The new bishop brought in new management leading to a delay in acceptance and implementation of previously agreed upon institutional changes.

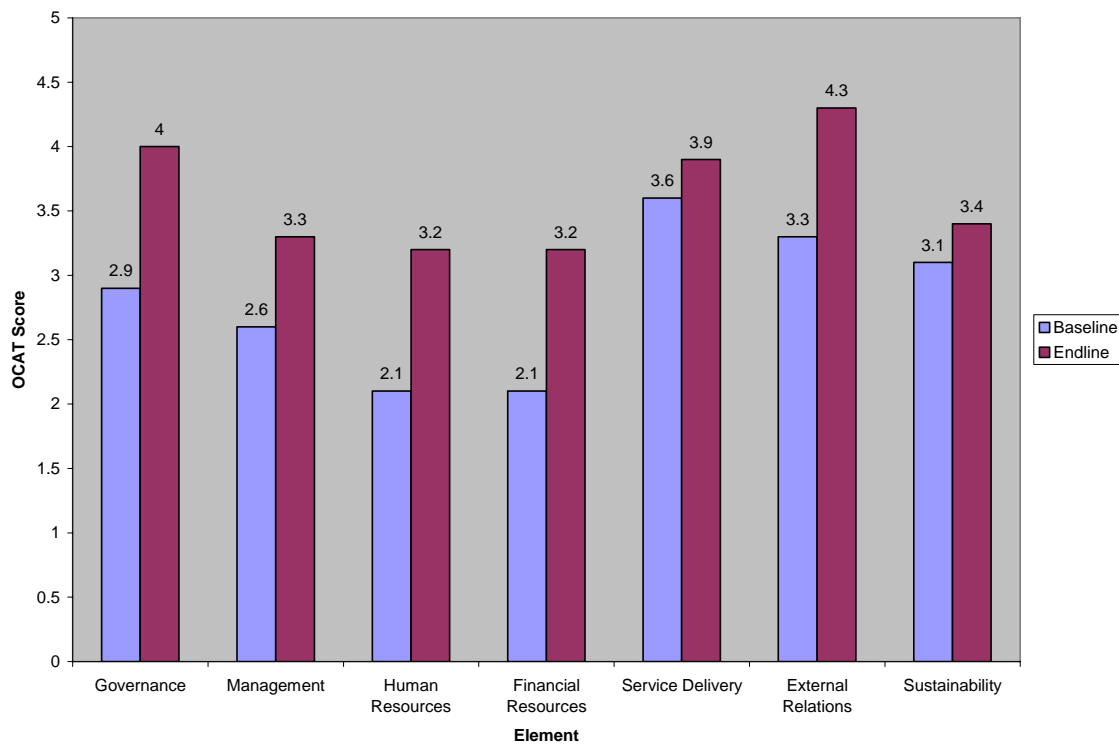
Figure 5: SRD OCAT Scores by Element



Uganda Youth Development Link (UYDEL)

The figure below shows the scores by element for UYDEL. Scores of all seven elements increased. The biggest gains are seen in human resources, financial resources, and governance, all of which were areas of focus for UYDEL during the project period. UYDEL has written a draft of a human resources manual and has systems in place for accounting and systematic data collection and reporting. In addition, staff noted that due to the proposal development training, more staff are able to write proposals. Before the training only the director wrote proposals. This has allowed them to submit more proposals and they have received funding for several of them. The organization recognizes, however, that data collection and analysis and fundraising are still challenging for the organization.

Figure 6: UYDEL OCAT Scores by Element



GENERAL ICB RESULTS

The results of the general ICB work are organized by category (financial management, MIS, and proposal development). Detailed information is provided for each organization as applicable.

Financial Management

Three of the sampled organizations were involved in the AYA/Pathfinder general training on financial management. As is seen in the table below, the Orthodox Church made the most gains in this area, improving in six of the elements. KCC noted improvement in three elements, while the Red Cross improved in one area and declined in another. It should be noted that the Red Cross was assessed as highly efficient in eight of the ten elements at both baseline and endline.

Staff of the Orthodox Church reported that although AYA reporting standards did not conform to the institution's financial reporting formats, the AYA standards were adopted for other project reporting and have been shared with other organizations that work with the church. They also noted improvements in expenditures and controls on travel, mileage and fuel, and financial reporting overall. They are currently in the process of developing a standard accounting chart, setting up audit committees within the institution, and documenting accounting procedures and guidelines.

Despite the highly-efficient ratings of the Red Cross, staff noted that the information received from the training emphasized the importance of financial management training, and led to a few improvements to the system. For example, staff noted that they began separating accounts at the district level, began keeping a vehicle log book, and improved their management of organizational assets.

KCC staff believed the reporting format was simple and aided in timely reporting. The training also improved their capacity to complete the forms, allowing them to submit reports with minimal, if any, errors.

Staff of both the Orthodox Church and the Red Cross identified the additional reporting form at the end of the project to be a challenge. According to Red Cross staff, the decline in element 10 was a result of unclear instructions for the form. Orthodox Church staff reported that the introduction of this form led to posting errors and a disruption of the reporting system, given the inadequate amount of time they had to familiarize themselves with the form.

Table 4: General ICB Postintervention Survey Financial Management Scores

Element		Orthodox Church		Red Cross		KCC	
		Pre-train	Post-train	Pre-train	Post-train	Pre-train	Post-train
1	Basic procedures in place for the recording and reporting of financial information.	Func	Good	High Eff	High Eff	Good	Good
2	Policy manuals or documented guidelines that include accounting procedures, a standard chart of accounts, approval authority for financial transactions, and guidelines for controlling expenditures in place.	Func	High Eff	High Eff	High Eff	Good	Good
3	Mechanisms in place to ensure separation of project funds.	Good	High Eff	High Eff	High Eff	Good	Good
4	The organization conducts a budgeting process.	Good	High Eff	High Eff	High Eff	Good	Good
5	Budgeting process coincides with the preparation of the annual operating plan.	Func	High Eff	High Eff	High Eff	Good	Good
6	Controls are in place to prevent expenditure of funds in excess of approved, budgeted amounts.	Good	Good	High Eff	High Eff	Good	Good
7	Adequate requisitioning, purchasing, and stock control procedures in place.	Good	Good	High Eff	High Eff	Good	Good
8	Internal and external financial audits conducted annually.	Good	Good	High Eff	High Eff	Func	Good
9	Financial reports for AYA submitted on time (as per AYA procedures).	Good	Good	Weak	Good	Func	Good
10	Financial reports for AYA conform to partner reporting standards.	Func	High Eff	High Eff	Good	Non exis	Func

MIS

Only one sampled facility (KCC) participated in the MIS training. The table below shows the postintervention survey results for KCC in this area. KCC improved in 10 of the 13 elements. The area of greatest improvement was under “analyzing data to inform programmatic decisions.” According to KCC staff, the focus on data helped them to project the next quarter’s targets and even strengthen service delivery in the areas of BCC, counseling, and referral. For example, to meet youth demand for voluntary counseling and testing for HIV, they increased the number of counselors from two to four. Staff also noted that electronic versions of the reporting formats eased the collection and reporting process. A challenge reported was that the AYA forms did not match the Ministry of Health forms they were also required to use.

Table 5: General ICB Postintervention Survey MIS Scores

Element		KCC	
		Pre-train	Post-train
1	Trained personnel are in place to manage organization’s monitoring, evaluation and reporting activities.	Weak	Good
2	Data collection tools in place for organization programs/projects.	Weak	Good
3	Data collection tool for AYA is integrated into the organization’s overall data collection format.	Func	Good
4	Systems in place to: (i) collect data; (ii) collate it; (iii) assess its quality; and (iv) analyze it.	Nonexis	Good
5	Analyzed data inform programmatic decisions. Give concrete examples.	Nonexis	High Eff
6	Internal monitoring and evaluation system in place – explain the different ways in which the monitoring and evaluation system works.	Weak	Good
7	The organization has a written long-term strategic plan that it follows.	Func	Good
8	The organization has an annual work plan for the whole organization.	Good	Good
9	The organization has project specific annual work plans.	Good	Good
10	The organization has detailed quarterly work plans.	Good	Good
11	Quarterly narrative reports submitted on time (as per procedures). If not, explain why not.	Weak	Good
12	Quarterly narrative reports conform to data collection tools with minimum errors. If not, explain why not.	Weak	Good
13	Data presented in quarterly narrative reports was effectively analyzed and presented (e.g. narrative supplemented by appropriate graphs).	Weak	High Eff

Proposal Development

All five sampled facilities participated in the proposal development workshop. The table below shows the general ICB postintervention survey results for all organizations in this area. Two of the organizations showed improvement (Innovative Vision and KCC), while the others' scores remained constant.

Innovative Vision staff noted that the training complemented the existing proposal writing skills of the staff who attended, and as a result of training, they were able to make new funding contacts. They have also adopted the proposal format presented in the training for their own use; they noted that the format contained clear guidelines and simplified the proposal writing process, as opposed to their previous cumbersome approach. The organizations also noted that the information on funding agencies and their requirements provided during the training was helpful to their work, and the emphasis on monitoring progress against the strategic fundraising plan (element 4) was also important.

Table 6: General ICB Postintervention Survey Proposal Development Scores

Element	Orthodox Church		Red Cross		KCC		Catholic Secretariat		Innovative Vision	
	Pre-train	Post-train	Pre-train	Post-train	Pre-train	Post-train	Pre-train	Post-train	Pre-train	Post-train
1. The organization has sought additional funding by drafting and submitting proposals to potential funders.	High Eff	High Eff	High Eff	High Eff	Non exis	Func	Good	Good	Good	Good
2. The organization has developed a strategic fundraising plan.	Good	Good	Func	Func	Non exis	Non exis	Good	Good	Func	Good
3. The organization has system in place to identify potential funding opportunities.	Func	Func	Good	Good	Weak	Func	Good	Good	Func	Good
4. The organization monitors progress against the strategic fundraising plan on a regular basis.	Func	Func	Func	Func	Non exis	Weak	Good	Good	Func	Good

BEYOND AYA

During a sustainability workshop held by AYA/Pathfinder in June 2004, participants acknowledged that their institutional and technical capacities to implement ASRH programming had been built through AYA. They recognized that despite the successes of AYA to improve the sexual and reproductive health of youth, more work needs to be done. They noted that different organizations are endowed with different potentials which, when synergized, can result in more success. Twelve of the organizations resolved to form a coalition of AYA implementing partners to be called The Uganda Youth Alliance Network (UYANET).

Since then, a series of meetings have been held by various AYA/Pathfinder partners. These meetings have outlined the vision, mission, goals, and objectives of the organization as follows:

Vision: A strong and highly synergized platform that works towards the promotion and protection of rights for the realization of a sustainable healthy, skilled, knowledgeable, and self-reliant population of young people in Uganda.

Mission: To establish a national network of all organizations that have been working as AYA organizations and others with similar interests that will in turn enable the sustainability and broadening of initiatives towards the advancement of young people as we ally with stakeholders at different levels.

Goals and objectives

- To put in place mechanisms to strengthen existing partnerships among AYA organizations and establish channels of direct collaboration and effective communication;
- To establish clear guidelines for mapping operational areas for different AYA organizations;
- To widen the scope of operation from the initial AYA coverage to serve more young people in Uganda;
- To consolidate the focus, interests, and efforts of all organizations towards a joint negotiating forum; and
- To mobilize more resources for sustainability of AYA initiatives and increased, effective and efficient coverage in service delivery.

To date, UYANET has accomplished the following:

- Registered with the Nongovernmental Organization Board,
- Put in place an interim board of directors,
- Appointed an interim executive committee,
- Finalized a constitution,
- Drafted a work plan,
- Put in place management systems,
- Established and operationalized a secretariat,
- Secured a boardroom at Kampala City Council, and

- Received funding from the World Bank for institutional capacity building work.

UYANET's future plans are to plan activities geared towards strengthening the network's secretariat, ensuring the sustainability of UYANET as an organization, and scaling-up of the services being offered by the network and its individual member organizations to the young people in Uganda. UYANET members see opportunities for the network to assist in operationalizing the National Adolescent Health Policy and improving coordination between ASRH stakeholders at all levels. UYANET also plans to continue to improve the collection, analysis, and dissemination of youth-oriented data and information.

CONCLUSIONS AND RECOMMENDATIONS

Four of the five sampled intensive ICB organizations improved their organizational capacity from baseline to endline, and four of the five sampled general ICB organizations showed gains in financial management, MIS, and proposal development. All organizations reported having made changes to their program and financial reporting, and proposal development systems as a result of the assistance received by AYA/Pathfinder. In fact, several of the organizations adopted the formats across the organization and have been recognized by other donors for their strength in these areas.

The organizations identified few challenges to implementing ICB. Several did note that the addition of a financial reporting form within the last half of the AYA project caused some reporting errors. In addition, a few organizations were unable to adopt the AYA reporting forms across the organization, and were challenged by multiple reporting formats and systems. Finally, several of the organizations believed that holding the trainings earlier in the project would have yielded even greater project impacts.

AYA/Pathfinder learned several lessons through the project, including the following:

- Bringing the management of the organizations together to discuss management and sustainability can result in the development of a supportive network. ICB efforts to improve sustainability led to the emergence of UYANET as a network to represent the interests of Ugandan organizations working in ASRH.
- Providing intensive ICB support to nascent or emerging organizations characterized with dynamic leadership can increase the long-term effect of an intervention. In Uganda, intensive ICB support to PCYP, which included strategic planning, strategic management, and leadership development, financial and administrative manual development, and proposal development, has led the organization to expand its work into new geographical areas, increase the number of activities to reach youth, diversify its financial resource base, and improve its staff's professionalism. At present PCYP has funding from several donors, including the Global Fund, and is viewed as one of the most dynamic NGOs working with youth in Uganda.
- The overall results of the intensive ICB interventions are also reflective of AYA's choice to focus primarily on large institutions such as SRD, Busoga Kingdom, and Kabarole District. Action with large institutions can result in a very big payoff, but given their extensive institutional histories they also tend to be less willing to explore their own processes deeply because of the risks involved. Thus, all the large institutions surveyed were able to take the relatively low risks involved in shifting management practices and a lot less able to take on the deep changes required to record a shift in governance scores.
- General ICB can succeed when interventions are focused on only a few key areas. In AYA, general ICB interventions were mainly focused on financial systems development, MIS development, and improving proposal development skills.
- Proposal development training has led to more active efforts to raise funds and for organizations to begin diversifying their resource base in order to sustain activities. Proposal development training took place in the final year of the

program; so more time was needed for follow-up and to ensure that submitted proposals were funded. Nevertheless, organizations such as SRD, UYDEL, and PCYP were able to diversify their funding base through AYA/Pathfinder support.

Although ICB interventions take time and need a series of progressive activities to create enough momentum to shift an organization, AYA/Pathfinder achieved commendable results in Uganda. The creation of UYANET, coupled with the continuing commitment of organizations to continue their capacity building efforts beyond the AYA program, is expected to yield additional positive developments in the future.

Appendix A: Organizations Implementing ICB Activities

	Organization	Component	H/Q Location	Type of ICB support	Assessment
1	Kampala City Council (KCC)	YFS	Kampala	PD, M&E	Post-intervention Survey (PIS)
2	Uganda Youth Development Link (UYDEL)	YFS/ICBIS	Kampala	MD, PD, M&E, FR	OCAT ²
3	South Rwenzori Diocese (SRD)	YFS/ICBIS	Kasese	SP, MD, PD, M&E, FR	OCAT
4	Busoga Diocese	YFS	Jinja	PD, M&E, FR	N/A
5	Medical School (Department of Ob/Gyn)	YFS	Kampala	FR	N/A
6	Family Panning Association of Uganda (FPAU)	YFS/ICBIS	Kampala	SP, PD, FR	OCAT ¹
7	Parents Concern for Young People (PCYP)	BCC/ICBIS	Kabarole	SP, MD, PD, FR	OCAT
8	Ndere Troupe	BCC	Kampala	PD, FR	N/A
9	Innovative Vision Uganda	BCC	Kampala	PD, FR	PIS
10	National Curriculum Development Center	BCC	Kampala	PD, FR	N/A
11	Uganda Red Cross Society	BCC	Kampala	PDR, FR	PIS
12	Ma PLAY	BCC/ICB	Kampala	MD, PD, FR, YDT	N/A
13	Straight Talk Foundation	BCC	Kampala	PD, FR	N/A
14	Population Secretariat	P&A	Kampala	PD, FR	N/A
15	International Care & Relief Uganda	P&A	Kampala	PD, FR	N/A
16	Orthodox Church	P&A	Kampala	PD, FR	PIS
17	Muslim Supreme Council	P&A	Kampala	PD, FR	N/A
18	Catholic Secretariat	P&A	Kampala	PD, FR	PIS
19	Church of Uganda	P&A	Kampala	PD, NW	N/A
20	Buganda Kingdom	P&A	Mmengo	PD, FR	N/A
21	Busoga Kingdom	P&A/ICBIS	Jinja	SP, MD, FR	OCAT
22	Bunyoro Kingdom	P&A	Hoima	PD, FR	N/A
23	Toro Kingdom	P&A	Kabarole	PD, FR	N/A
24	Kabarole District Administration (KDA)	C&D/ICBIS	Kabarole	PD	OCAT

KEY:

General ICB Trainings: PD – Proposal Development, FR – Financial Resources, YD – Youth Leadership Development, M&E – Monitoring and Evaluation

Intensive ICB interventions: ICBIS – ICB intensive support, MD – Management Development, SP – Strategic Planning

² While the Family Planning Association of Uganda only conducted a baseline OCA, UYDEL only conducted an endline OCA.



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