



IMPROVING THE PHYSICAL AND MENTAL WELL-BEING
AND SEXUAL AND REPRODUCTIVE HEALTH OF CHILDREN
AND YOUTH LIVING ON THE STREET IN GULU

EVALUATION REPORT

December 2022

Lead Consultant:

Moses Okech

okechmoses3@gmail.com

Associate Consultant:

Angwech Patricia Chagan

chaganpatricia@gmail.com

Table of Contents

Table of Contents	1
Acronyms	3
Acknowledgements	4
Executive Summary	5
INTRODUCTION	8
Introduction	8
Scope of the evaluation	9
PROGRAM PROFILE.....	9
Context for development.....	9
Geographic, economic, social, cultural and political aspects of Gulu	9
Effect on poverty reduction, sustainable development and the environment	11
Effect on gender equality	12
Project structure	13
Financial resourcing.....	13
Project milestones and achievements	13
Stakeholder participation.....	14
EVALUATION PROFILE	15
Methodology and data collection.....	15
Constraints and limitations of the evaluation	16
EVALUATION FINDINGS.....	16
Relevance.....	16
Effectiveness.....	18
Efficiency	26
Impact.....	27
Sustainability.....	27
CONCLUSION	28
RECOMMENDATIONS	29
Recommendations with respect to relevance.....	29
Recommendations with respect to effectiveness.....	29
Recommendations with respect to efficiency	30
Recommendations with respect to impact.....	30

Recommendations with respect to sustainability	30
LESSONS LEARNED	31
Appendices.....	32
Appendix 1 - Terms of Reference	32
Appendix 2 - Evaluation Schedule.....	38
Appendix 3 - List of People Interviewed.....	38
Bibliography.....	38

Acronyms

Abbreviations	Definitions
AIDS	Acquired Immunodeficiency Syndrome
CAO	Chief Administrative Officer
CSO	Civil Society Organisation
DAC	Development Assistance Committee
FEDEVACO	Fédération Vaudoise De Coopération
FGD	Focus Group Discussion
HIV	Human Immunodeficiency Virus
IDP	Internally Dispalces People
LRA	Lords Resistance Army
NGO	Non-Govenmental Organization
OECD	Organization For Economic Cooperation And Development
PTSD	Posttraumatic Stress Disorder
GRRH	Gulu Regional Referral Hospital
SBCC	Social And Behavioural Change Communication
SCCY	Street Connected Children and Youth
SDG	Sustainable Development Goals
SRHR	Sexual Reproductive Health Rights
STI	Sexually Transmitted Infections
TASO	The Aids Support Organization
TOR	Terms Of Reference
TOT	Trainer Of Trainees
URC	University Research Co.

Acknowledgements

We would like to start by thanking the Executive Director of Hashtag Gulu for good cooperation and information sharing displayed during this evaluation period.

The team appreciates those who participated in focus group discussions and key informant interviews for their valuable comments and suggestions that this evaluation report is built on. This includes Service providers, Hashtag Staff and SCCYs in Gulu City.

We would also like to thank the whole team of Hashtag Gulu for all planning and logistics throughout my stay in Gulu and throughout the evaluation process, for accompanying and assisting me during my fieldwork, as well as for sharing insightful and valuable information about the project, its implementation and general operations.

This evaluation report would not have been accomplished without the valuable cooperation, support, information and document sharing of the directors of Hashtag Gulu. While this evaluation report is built on comments and suggestions from participants as mentioned earlier, the consultant takes full responsibility for the analysis and opinions expressed in this report. It is my hope that this evaluation report will provide a useful insight on the operations of Hashtag Gulu and their projects' results and that its conclusions can be used in the future planning of projects both for Hashtag Gulu and the entire City

Executive Summary

Introduction

Street children and youth face significant difficulties in accessing adequate health care, as they are severely stigmatised against and distrust institutional health care providers. Therefore, improving the right to health of street children and youth in Gulu is the main objective. Increasing access to and use of physical and mental health care services for children and young people living on the streets in Gulu is therefore a priority. By providing appropriate medical support in partnership with local actors who are experts in their field, including referral activities to regional hospitals when necessary, raising awareness among stakeholders, documenting the health problems of street children and youth and strengthening the local partner, the main objective of this project is to restore the basic right to health that currently eludes these young people. This necessary step is a further step towards the reintegration of these young people into their community.

Evaluation

This external evaluation was undertaken in November 2022, by an independent consultant appointed by Hashtag Gulu. The reason for carrying out an evaluation was to document the critical pathway to project impact, lessons learnt, and evidence for project scale-up and sustainability. This in turn was intended to better inform the areas for further and deeper studies, consolidation and development of future program interventions and strategic efforts focused on the promotion of skills development and enterprise development among the beneficiaries by Hashtag Gulu.

The evaluation was based on a literature review of documents specific to the project, reports on Uganda and its governmental policies, consultations and fieldwork in Gulu. The fieldwork in Gulu was based on participatory approaches with a focus on qualitative methods. Focus group discussions and key informant interviews were held with beneficiaries and with key partners/personnel involved in the planning, implementing and monitoring of the project activities. All data collected was then compared to reports received from Hashtag Gulu.

Summary of findings and recommendations

Relevance

Overall, Improving the Physical and Mental Well-Being and Sexual and Reproductive Health of Children and Youth Living on the Street in Gulu project support is highly relevant for

beneficiaries and other stakeholders. This support helps achieve development goals and is in line with the Health policies and the SDG, with policy emphasis in international development cooperation, and with the local situation in Uganda.

Main recommendations:

1. Ensure that operations in Gulu are fully in line with the requirements of the District Children’s Office; the organization continues to be inclusive of all, and considers applying for another grant not only in Gulu but Acholi sub region as a whole.
2. Hashtag Gulu should also consider partnering with other organizations within Gulu that are currently undertaking Children and Adolescents programs

Effectiveness

Discussions with the administration of the organisation revealed a good set up of general operations of Hashtag Gulu. Meetings are held regularly in which it is possible to discuss ongoing issues or problems that are being faced by staff or children. Monthly budgets are done, which then are approved by management. The administration is also in regular contact with the office of the donor especially regarding reports.

Main recommendations:

In order to effectively implement the project, there is need to liaise with the police officials to ensure that all the SCCYs who are enrolled into the program are usually supported, so that they don’t fear gathering, there is need to bring in more staff to attend to the needs of all the SCCY as well as give them more days in a week for them to receive the services, Increase efforts to carry out a baseline survey before starting new projects so it is possible to measure effectiveness and Improve budgeting.

Efficiency

Hashtag Gulu has set two clinic days to attend to the SCCYs and this is economically viable since there is a small budget to engage a counselor all through the week. The organization was able to achieve most of their indicator targets, however there are still gaps that need to be addressed in order to serve the SCCY better.

Main recommendations:

In regards to this, the consultant recommends an adjustment in the budget to increase the number of days to attend to the SCCY so that all their health issues can be solved and there is also a need to have separate (special) clinics where the girls and boys are free to air out their challenges in order to realize the set goals and objectives

Impact

According to the quarterly report it is evident that the project has created some positive changes in the lives of the SCCYs, However the project has been implemented for one year, therefore too short a time to measure the impact. However, some of the project achievement such as Increase in the number of girls and boys seeking family planning services, huge turn up of SCCYs coming to seek for medical services from our facility and as a result of the sensitizations, we have observed behavioral changes i.e., in personal hygiene, response to treatment, interactions with one another, reduced rate of drug consumption during our engagements and also some SCCY's rebuke their colleagues who are still abusing drugs

Main recommendations:

It is evident that education and skills training is a major motivation in street children and youth joining the program resulting in high expectations which have not been adequately met. In this regard, Hashtag Gulu should consider reorganisation of resources so as to increase training opportunities, and continue following up the health seeking behaviors of the SCCYs who have been reunited with their parents to ensure that they have changed

Sustainability

The transformed and working youth are perceived to be the role model of the members of the association and other street working children and youth (SCCYs). This has started to have positive influence on the lives of street working children and youth. Given that Hashtag Gulu employs peer to peer approach, the outcomes are becoming sustainable. Hashtag Gulu staff members have played the role of creating rapport with street children and youth to influence them to join the associations. However, the association members and especially the leaders are empowered to influence other children and youths into the associations.

Main recommendations:

Numerous lessons learned were revealed through the evaluation process. The key lessons were the following: strategic planning is useful for future planning purposes of project activities and operations, with clear objectives, goals, targets, indicators and set budgets.

INTRODUCTION

Introduction

The local partner has been involved in supporting street connected children and youth (SCCY) in Gulu since April 2017. Hashtag Gulu started its activities as an informal organisation composed of volunteers. The organisation transitioned into a formal CBO in 2020 with the implementation of project aiming at providing vocational trainings for SCCY, while undertaking an important work of sensitization and advocacy to decrease stigmatization of SCCY in Gulu. They have since significantly improved their understanding of SCCY's issues, challenges and aspirations. They managed to gain the trust of these youth, a crucial step towards supporting them for a successful reintegration into society, especially considering their high level of vulnerability.

Hashtag Gulu has proven to be highly committed in supporting SCCY. When Covid-19 struck, the Ugandan government put tough measures in place that greatly endangered the safety of SCCY in Gulu. Despite limited resources, the partner managed to open a temporary shelter, where they provided SCCY with beds, food, entertainment, counseling and vocational training. Hashtag Gulu is also well-versed in communicating and advocating in favor of SCCY, using modern tools such as social media and more classic approaches such as radio talk shows and community dialogues. Additionally, the partner has shown an ability to achieve a lot of work with few resources as they always find ingenious ways of optimizing their inputs. They have developed important networks of partners and individuals willing to join them in their work to support SCCY in Gulu.

As a relatively young organisation, Hashtag Gulu still lacks adequate infrastructure as well as funding to carry out the full activities that they envision to holistically support SCCY (see their Strategic Plan 2021-2025 in annex). The small size of the team has also generated overload of work, especially during the Covid-19 lockdown. However, since the organisation has been formally working, tremendous progress has already been achieved.

Purpose of the report

The evaluation report should assess and present findings of different activities of the **Improving the physical, mental well-being and sexual and reproductive health of street-connected children and youths project in Gulu**. The first phase of the project,

sponsored by the Federation Vaudoise Cooperation (FEDEVACO) of Switzerland, has been finalized. A grant was also given by the FEDEVACO to carry out an independent evaluation of the first phase of the project implementation to make sure that its implementation and quality were in accordance with plans. The Executive Director of Hashtag Gulu decided to use the opportunity to evaluate their projects and general operations simultaneously in Gulu. Hashtag Gulu has been operating since 2017. The purpose of this report is to document valuable information and lessons learnt from the project implementation and outcome, as well as to determine if their operations are in line with good practices, with the hope of improving the internal administration of Hashtag Gulu's projects.

The largest part of the funding for Hashtag Gulu comes from the donor. The operations of Hashtag Gulu's project have been growing in the last years. Hopefully this report can also be useful to the organization in its future planning and monitoring of projects. It is also hoped that the report can help the organization make decisions about its future interventions.

Since Switzerland is a member of OECD-DAC, the setup of the report is based on its evaluation criteria and quality standards.

Scope of the evaluation

The overall objective of this consultancy is to review the ending phase in order to give feedback about the strategy and potential recommendations for the next phase.

PROGRAM PROFILE

Context for development

The Republic of Uganda is a country in East Africa. Uganda is a land locked country and is bordered by Kenya to the east, Tanzania to the south, Rwanda to the south-west, Democratic republic of Congo to the west and South Sudan to the north.

Geographic, economic, social, cultural and political aspects of Gulu

Overall, while Uganda has made great strides in the fight against poverty, the north of the country continues to be mired by high rates of poverty, which are above the national average¹. In 2013, more than half of the people living below the poverty line lived in the north of the country, with the number shrinking to half this rate in the south. Nevertheless, the city of

¹ World Bank (2016) "The Uganda Poverty Assessment Report 2016", Report No. ACS18391, The World Bank Group, Washington DC.

Gulu is rapidly growing, supported in particular by the international community in conjunction with the government, and is absorbing as much as possible the quantity of young people who leave the poor villages in the surrounding area in the hope of finding work in the city. As a consequence, this has increased the degree of inequality between the different social strata, and many find themselves in a situation of considerable precariousness. Unemployment is also high throughout the country, especially in the North. Official statistics speak of 15% unemployment in the whole country, a figure that is already high but undoubtedly underestimated (some claim that the real figure is as high as 80%), since it does not take into account all those forced to engage in precarious forms of work that are insufficient to guarantee them a decent standard of living².

Finally, one of the major challenges facing Uganda is population growth, which some experts refer to as a ‘demographic bomb’. Indeed, in 2014, half of the workforce was under 30 years old and 60% of the population was 18 years old or younger. While this may be seen as an opportunity, given the size of the labour force, it creates a mismatch between labour supply and demand, and is likely to increase the problems of structural unemployment. Moreover, public investment is currently insufficient in light of the growing demand linked to population growth. In a few decades Uganda's population will have doubled and the consequences could be dramatic. The high level of corruption at all levels of government and within most public services is also not conducive to the development of an enabling environment for effectively addressing the many challenges facing the country.

On the health aspect, three major causes of morbidity likely to put SCCY at risk have been identified. These are malaria, which is the most important problem in Gulu, anemia and HIV. Between 2005 and 2015, every year between 30% and 70% of Gulu’s population became sick with malaria, and around half of all outpatient visits are due to malaria³. The rate of *malaria parasitemia* even in those without clear symptoms, which can cause chronic anemia and tiredness, has been recorded at between 10% and 60% in children in Northern Uganda⁴. Gulu

² Kew, J. (2015) Africa’s young entrepreneurs: unlocking the potential for a brighter future, Global Entrepreneurship Monitor, International Development Research Centre, Canada.

³ Ouma Simple, Arnold Mindra, Gerald Obai, Emilio Ovuga, Emmanuel Igwaro Odongo-Aginya (2018) "Influence of Climatic Factors on Malaria Epidemic in Gulu District, Northern Uganda: A 10-Year Retrospective Study", *Malaria Research and Treatment*, vol. 2018.

⁴ Maziarz, M., Nabalende, H., Otim, I. et al. (2018) A cross-sectional study of asymptomatic Plasmodium falciparum infection burden and risk factors in general population children in 12 villages in northern Uganda. *Malar J* 17, 240.

has high baseline rates of anemia, due to recurrent infection with malaria, intestinal worms and dietary issues⁵. Street connected youth are more likely to have insufficient diets and higher rates of infection, so are more likely to have higher rates of anemia. We predict that between 10% and 20% of SCCY will have anemia which will be greatly affecting their day to day lives and needs management. Rates of HIV in Northern Ugandan adults (15-49 years) were measured in 2017 at 7.2%, higher than the national average of 6.2%⁶. In Urban areas such as Gulu town, HIV rates are likely to be even higher than in rural areas. Prevention of HIV through education and regular partner testing is the most important focus of intervention, along with easy access to treatment for those infected. Due to transience, poverty and lack of family planning access, SCCY are at high risk of contracting HIV and developing AIDS prematurely due to poor access to treatment. In this fragile context, SCCY are an extremely vulnerable population. They face a high level of stigmatization and are often blamed for the many issues happening in the streets in Gulu City. They are regularly targeted by the police forces and the local leaders; therefore, they hardly feel safe anywhere, which reinforces their feelings of being rejected and further jeopardizes their chances of reintegrating into their community and/or their family. They are also highly exposed to all sorts of health problems such as violence, nutrition, infectious diseases, risky sexual behaviors, substance abuse and stigmatization result in poorer health outcomes among SCCY⁷.

Effect on poverty reduction, sustainable development and the environment

Gulu District was particularly affected by the violent civil war between President Museveni's government forces and the Lord's Resistance Army (LRA) led by Joseph Kony from 1987 to 2005. This war was characterized by a high number of abductions of children, with boys forcibly recruited as soldiers and girls often reduced to the rank of sex slaves. At the same time, more than 1.5 million people were forcibly displaced by the government into IDP camps and often mistreated and abused by soldiers. 15 years later, while the LRA has fled the country and peace has generally returned, Northern Uganda is still suffering the disastrous consequences of this war and is slowly recovering. In the Gulu region, infrastructure has been destroyed and the economy deteriorated, which negatively impacted the knowledge and skills

⁵ Stoltzfus RJ, Dreyfuss ML, Chwaya HM, Albonico M. Hookworm (1997) control as a strategy to prevent iron deficiency. *Nutr Rev.* 1997 Jun;55(6):223-32. doi: 10.1111/j.1753-4887.1997.tb01609.x. PMID: 9279058.

⁶ PHIA Project: Uganda Population Based HIV Impact Assessment UPHIA 2016-2017, accessed online 18/2/21 at <https://www.afro.who.int/sites/default/files/201708/UPHIA%20Uganda%20factsheet.pdf>

⁷ See Woan, J., Lin, J. and Auerswald, C. (2013) "The Health Status of Street Children and Youth in Low- and Middle-Income Countries: A Systematic Review of the Literature", *Journal of Adolescent Health*, Volume 53, pp. 314-321 and Cumber, C. and Tsoka-Gwegweni, J. (2016), "The Health Profile of Street Connected Children in Africa: a Literature Review", *Journal of Public Health in Africa*.

of the population. As a result of internal displacement, the region is still prone to numerous land conflicts, which in particular hamper investment and are a source of recurrent violence. Several generations have experienced enormous trauma and the lack of adequate and sufficient psychosocial support has condemned a significant part of the population to suffer from post traumatic stress disorder (PTSD). Ex-combatants, child soldiers and ex-wives of soldiers are still today victims of stigmatization and rejection by the rest of the population. Violence against women and girls is also still very common, with more than two-thirds of girls being married before the age of 18. The number of women and girls who are victims of violence remains high

Effect on gender equality

Overall, there are more boys and young men on the street than there are girls and young women, therefore the final number of beneficiaries accessing health services will reflect that reality. However, the partner has regularly observed in the past that boys and young men tend to believe that there are no girls and young women on the street. Based on this belief, in addition to pre-existing gender dynamics in the region, males try to get the entire support for themselves. Though there are fewer girls and young women who comprise SCCY, females require unique services tailored to their own needs, as well as considerations for private spaces for health consultations and even for particular health topics. Regarding sexual and reproductive health, females are exposed to different issues than males, with the higher risk of sexual violence, which potentially increases exposure to HIV/STIs and unwanted pregnancies. These realities can lead to serious complications that can have long-lasting health impacts, including pregnancy complications and even maternal mortality or infant mortality. For these reasons, the local partner will make sure that female SCCY are carefully identified and taken care of, while sensitizing males SCCY on the reality of girls and young women living on the street. In their past projects, they have succeeded in directing about a third of their support to female SCCY. Moreover, the baseline will also include a gender analysis to properly uncover the aspects mentioned above

Project structure

Role/Function	Tasks and responsibilities
Executive Director	Provides overall project management and accountability, partner and donor liaison as well as supervision of project staff.
Finance/Admin Officer	Providing overall financial and administrative support to the team ensure a smooth implementation of the project.
Project Officer	Plan for and implement activities, facilitate community outreaches and participation in the project, coordinate training of SCCY
Project Assistant	Carry out street outreaches, daily supervision and monitoring of activities, documentation of activities, trace and follow up of SCCY's at their homes
Nurse	Carrying out medical checkups, screening, diagnosis, health education and treatment of the sick as well as referrals of those who cannot be managed from the clinic.
Social Worker	Guidance and counselling, family mediation and reunification, child protection etc
Security Guard	Protecting property, controlling access to facility, patrol and security checks and night security

Financial resourcing

Before 2020, the funding came from individual volunteers, not donors. Currently, there are donors from Switzerland. The budget is tight because they are project specific and yet we work with a target group who have a vast range of challenges and high expectations. We had to make readjustments in the budgets to meet some of these needs after consultation with the donors. This causes delays in meeting some of the non-project specific needs even when they are important

Project milestones and achievements

As a relatively young organization, Hashtag Gulu still lack an adequate infrastructure as well as funding to carry out the full activities that envision to holistically support SCCY

The project has put forward a project document or a strategic plan, there are results indicators to measure achievements.

1. Acquire and manage our own space: establishment of a half-way home
2. Economic empowerment: SCCY in Gulu are self-sustainable by having access to their own decent income .
3. Physical and mental wellbeing: SCCY are physically and mentally healthy.
4. Reintegration: SCCY are reintegrated in their family when it proves to be safe and secure for them
5. Community outreach and awareness: community members and authorities are made aware of the issues faced by SCCY and take actions
6. Research: our understanding and knowledge of the SCCY problematic are deeper and more accurate

The project had a clear objective regarding the the improvement of the health seeking behaviors of the SCCYs

Stakeholder participation

Stakeholder participation is essential for the successful implementation of a project.

The GoU is clearly involved in the project, in the sense that it cooperates with Hashtag Gulu at the district and City level in Gulu. The stakeholders involved are the family Members, host communities, *Ker Kal Kwaro Acholi* (cultural institution), religious institutions, Uganda Police Force (Family and Child Protection), the Resident City Commissioner, the Gulu Remand Home/Probation Office, the Uganda Prisons Service, the Courts of Law, Gulu City Authority, Gulu Regional Referral Hospital and other health service providers and local area leaders. The evaluation found that governmental officials had clearly established a good working relationship with Hashtag Uganda.

The participation of parents/Caregivers is crucial for the successful outcomes of the project, its performance and sustainability. At some point the SCCY need to be reintegrated with their parents. The parents also need to be educated on the harmful practices of the SCCYs such as drug abuse and early marriages among others to be able to change these traditions. They need to be informed about the importance of sending boys and girls to school. Otherwise there will not be any changes.

EVALUATION PROFILE

Methodology and data collection

The evaluation team consisted of two independent Ugandan consultants appointed by Hashtag Gulu, with experience in the planning, implementation and evaluation of development initiatives. The consultant was guided by the TOR which stipulated the framework for the evaluation in relation to relevance, effectiveness, efficiency, impact, and sustainability of the project.

The evaluation was carried out in November 2022 and was based on a literature review of documents specific to the project, reports on Uganda and its governmental policies, consultations and fieldwork in Gulu. The fieldwork in Gulu was based on participatory approaches with a focus on qualitative methods. Focus group discussions and key informant interviews (semi-structured interviews) were held with beneficiaries and with key partners/personnel involved in the planning, implementing and monitoring of the project activities.

Semi-structured interviews were conducted with beneficiaries through focus group discussions in Gulu. These discussions included beneficiaries (SCCYs) and service providers. The outcome of these discussions gave a clear picture of the implementation of the project, its positive outcomes as well as its challenges, and the probability of sustainable results.

In-depth interviews with key informants - project staff and implementation personnel (service providers). These discussions yielded great insight into the general situation in Gulu, cooperation between different stakeholders, and the implementation and monitoring of the project activities.

All the Data collected was then compared to reports received from Hashtag Gulu that included the monthly, quarterly and annual report.

At the end of the field work in Gulu the consultant briefed the directors of Hashtag Gulu implementing the Improving the Physical and Mental Well-Being and Sexual and Reproductive Health of Children and Youth Living on the Street in Gulu project of the preliminary findings. The consultant will present the final report in Gulu the board of Hashtag Gulu and other relevant stakeholders in December 2022.

Desk Review

This involved collecting secondary information from various sources including:

- ◆ Strategic Plan 2021 – 2025
- ◆ Reports from evaluation survey conducted in 2021
- ◆ Children and Youth Programme Annual reports (2020-2021)
- ◆ Other studies conducted on livelihoods of street children in Uganda
- ◆ Information on associations involving street working children and youth
- ◆ Performance indicators tracking tables, etc.

Constraints and limitations of the evaluation

Some constraints and limitations were faced during the evaluation which might have affected the outcome of the report and should therefore be underscored.

1. Constraints in the budget allocated for the evaluation made it impossible to carry out a quantitative survey. Therefore comprehensive combinations of qualitative and quantitative methods were not used, but instead the focus was on using qualitative research techniques.
2. Some difficulties arose based on troubles receiving documents and time schedule for the evaluation beforehand. The consultant could therefore not familiarize himself with all aspects of the work beforehand.

EVALUATION FINDINGS

Relevance

According to OECD-DAC guidelines relevance refers to the appropriateness of the program objectives to the problems it was supposed to address, and the physical and policy environment within which it operated. Does the project correlate to beneficiaries' needs, expectations and priorities as well as donors' priorities? Are the activities and outputs of the programme consistent with the intended impacts and effects? To what extent do the project objectives align with the needs and priorities of the street children and the youth? Are the interventions and outputs of the programme consistent with the overall goal and the attainment of its objectives? How the project aligned to the National development priorities?

In assessing the relevance of Improving the Physical and Mental Well-Being and Sexual and Reproductive Health of Children and Youth Living on the Street in Gulu Project activities , it is necessary to take into account policies of the GoU as the recipient country, policies of donor and policies of the Government of Switzerland since it has received some funding from the Swiss government and therefore needs to be in line with their policies and priorities. Just as important is the assessment of local needs and relevance of the interventions for the beneficiaries' needs and expectations.

Information was collected by reviewing available documents as well as interviewing Hashtag Gulu project staff, key stakeholders and beneficiaries.

Overall, considering all stakeholders, the evaluation found that the interventions in Gulu in Uganda were of great relevance.

Relevance to the Beneficiaries

The project was found to be in line with the needs of the SCCYs who are in Gulu City according to the baseline survey that was conducted.

Relevance to the stakeholders

Overall, the project was found to be in line with the mission of Hashtag⁸: which is to empower children and youth who live or work on the streets to become productive citizens.

The overall project was found to be in line with the policies and priorities of the GoU. Discussions with governmental staff like CAO of Gulu and district official in Gulu all revealed that the project was in line with the development strategies and laws of Uganda. Hashtag Gulu is a registered Organization and has therefore met the requirements of the government.

The project was also found to be fully in line with the policies of the GoS. The Strategy for Switzerland's International Development Cooperation 2021-2024 calls for increased collaboration with NGOs in order to strengthen the grassroots and reinforce democracy. The plan stipulates human capital as a priority; with that comes an emphasis on increased education, improved health and gender equality.

⁸ <https://www.hashtaggulu.org/>

Effectiveness

According to OECD-DAC guidelines, effectiveness examines to what extent the objectives of the interventions have been achieved. Which were the major factors that influenced the achievement or non-achievement of the objectives?

According to the health project quarterly report, during the reporting period of 01.9.2021 to 31.08.2022, implementation of activities especially infrastructural works i.e., establishment of a small clinic successfully started a month before the project start date so as not to impede work at the beginning of the project. Just as important is the assessment of local needs and relevance of the interventions for the beneficiaries' needs and expectations. This was followed by a two-week comprehensive medical assessment to enable the clinician to know what health issues we are dealing with. Both vivo and St Phillips had teams available all day long for the two weeks to carry out assessments and plan for the rest of the quarter. On the part of Hashtag Gulu, a baseline survey was carried out in addition to awareness creation to interest SCCY's to come for services. We also made efforts to reach out to families of SCCY's to facilitate mediation and reintegration efforts where several SCCY's were reunited with their families. To that effect, 1,154 SCCY's were seen and treated at the outreach clinic, 304 of whom got a comprehensive medical checkup, 42 SCCY's completed trauma therapy, 16 SCCY's reunited with their families and the clinic is open two days a week to treat various symptoms and illnesses as presented by the SCCY's. Hashtag Gulu also continued to network with likeminded entities, and this has seen it join three important working groups in the city namely, the Gender Based Violence and Child Protection working group, The Local Action Planning Group as well as the District Chain-link Committee. Additionally, four community dialogues and four Focused Group Discussions were held in all the four divisions of Gulu City attracting the participation of the Gulu City Resident City Commissioner, and other key community leaders.

The challenges faced during this reporting period included overwhelming turnout of the SCCY's coming to seek medical services even on days not designated for clinic to open; lack of proper system to monitor adherence to agreed treatment plan; poor conflict resolution skills among the SCCY's which often leads to disagreement and fights among themselves as well as over expectations from the SCCY's, lack of proper family support to ailing SCCY's and those willing to return home coupled with unstable places to live in, also, continued life on the streets make it difficult for the SCCY's to adhere to medication or therapy to reduce

drug and alcohol abuse. Finally, stigma from community members as well as continued arrests by law enforcement officers affects our work.

Operations in Gulu

Discussions with administration revealed a good set up of general operations of Hashtag Gulu. Meetings are held regularly in which it is possible to discuss ongoing issues or problems that are being faced by staff or children. Monthly budgets are done, which then are approved by management. The administration is also in regular contact with the office of the donor especially regarding reports.

However, during the evaluation some issues were discovered that need to be considered in order to improve the running of operations in Gulu in the future.

The accountant oversees both payments and accountancy, while the administrator approves all payments. Separation of duties is crucial to avoid any mismanagement of funds. However in small organizations this often proves difficult, but it then requires better monitoring of all transactions both from management and administrator.

The administrator also mentioned that they do not have any gap in staffing and most of their staff are hired on a need basis, however they have two staff that are deployed at the different service points where the SCCY come to receive the services on a weekly basis.

It has been so easy for the SCCY to approach the service providers for any kind of services they need

“Am the In-charge of the place but we have a nurse on the ground who is called Isaac he is kind of partly but his phone is always fully charge and they call the staff here and they call the nurse. But if there are other conditions that is a challenge to the nurse, they always call me because of my experience and working for long so he always calls me and we discuss. To me it has not been a problem in terms of time and communications between the nurse, Hashtag team and us. It has been going on well. So we have Steven and Eddie, so when they call those guys they get in touch with the nurse in the ground and they handle health issues very well”

The Executive Director expressed another challenge faced and he has been quoted

“In the district, the only challenge that comes to mind is how police has been arresting young people gathered together because ideally the sensitization that we do here we are supposed

to meet in the communities but when many people are scared of gathering because they fear that when they gather in large numbers they easily be arrested.

But also there is stigma from people in the community and that makes it difficult when we are doing like outreaches and all that because of the way that some people in the community look at these guys and sometimes they also call us that we are encouraging more young people to come and live on the street because we have available services for them.

What we have tried to do because like for instance when we do referrals to the RRH some people don't want to go. Others say that when they go there alone they don't get services or they are ignored and then someone from here is willing to go with them there, then they actually go and be served."

Output 1: Health care workers have the capacity to provide care services to SCCY	
Indicators	
1. Number of SCCYs treated at the clinic Base value: 0 > Target value: 200	1,154 SCCYs including children for those with children have been treated at the outreach clinic for different medical conditions ranging from malaria, STI's, Anemia, wound dressing, peptic ulcers, acute diarrhea, skin infections, hepatitis B and pneumonia etc.
2. Number of SCCYs successfully treated for trauma and/or substance abuse Base value: 0 > Target value: 10	
3. Number of SCCYs successfully reintegrated into their families Base value: 0 > Target value: 20	
Activities	
1.1 Establishment of a small medical structure [A fully functional infirmary is operational]	A small outreach clinic was constructed and fully functional and stocked with the necessary medicines and other medical supplies. The clinic is open for two days in a week (Tuesdays and Fridays) and the nurse is also available on call on the other days for emergency cases.
1.2 Provide physical health care to SCCYs two days a week and refer to	In this reporting period, 424 tests for malaria were carried out, and 114 malaria positive cases

<p>appropriate institutions [Malaria tests conducted: 150; Symptomatic treatment for malaria: 100; Anemia tests conducted: 150; 6 doses of deworming administered per month: 200; HIV tests conducted: 150; Youth with HIV treatment: 5; Youth counseled on family planning choices: 200; Youth treated for sexually transmitted infections: 15; Monthly health education sessions conducted: 12; Number of comprehensive health checkups conducted: 100]</p>	<p>treated, 275 SCCY's received deworming tablets, 88 SCCY's tested for HIV, 4 out of the 88 returned a positive result and were referred to TASO, 63 have been treated for sexually transmitted infections, 25 cases of mild and moderate anemia were treated, 160 cases of pneumonia were treated, 110 cases of acute diarrhea, 67 cases of peptic ulcers disease, and 345 cases of upper respiratory tract infections. Additionally, 144 youths counselled on family planning choices, 133 treated for skin infection cases and 59 treated for serious wounds and injuries. 304 comprehensive medical checkups were also conducted.</p>
<p>1.3 Provide trauma and substance abuse therapy to SCCYs [Number of SCCYs who successfully completed trauma therapy: 10]</p>	<p>42 SCCY's completed trauma therapy. The initial group of youths were selected after an assessment by vivo counsellors. One counsellor was assigned to Hashtag Gulu for consistency and she came to the centre on the two clinic days and on appointments. All the SCCY's received NET Treatment. No substance abuse treatment was offered in this reporting period, but we a screening assessment on the potential causes of substance abuse issues as well as drugs used was done.</p>
<p>1.4 Provide social and reintegration support to SCCYs [number of SCCYs reintegrated into their families: 20].</p>	<p>35 (26 boys and 9 girls) mediation visits were carried out in this reporting period, with 16 SCCY's (14 boys and 2 girls) being accepted by their parents/guardians to return and live at home. This is inclusive of SCCY's with medical conditions/pregnancy and undergoing treatment. This was done in the following districts: Agago</p>

	(1), Omoro (3) Lamwo (1) Pader (2) Gulu (8) Nwoya (1).
Output 2: SCCYs have knowledge of and access to health care and health care	
Indicators	
<p>1. Number of SCCYs reached through outreach and/or training Baseline value: 0 > Target value: to be determined by a baseline study</p> <p>2. Number of stakeholders reached by the community dialogues Baseline value: 0 > Target value: to be determined by a baseline study</p> <p>3. Number of SCCYs using SRH equipment Baseline value: to be determined by a baseline study > Target value: to be determined by a baseline study</p>	<p>In this reporting period, an average of 200 SCCYs are reached through outreaches/sensitizations and trainings monthly. 150 SCCY's (33 girls and 117 boys) were trained in basic first aid and lifesaving skills. 598 community members reached through dialogue and 43 community leaders in a FGD after the dialogue. 675 packets of Sanitary pads distributed and 25 girls started on family planning pills / injectaplans as well as over 100 boys receive condoms</p>
Activities	
<p>2.1 SCCY awareness of health and health services knowledge (including first aid) [number of awareness and trainings: 16]</p>	<p>12 health and health services knowledge awareness sessions were held and attended by 756 SCCY's (472 boys and 284 girls) in total. Topics discussed included handwashing, nail cutting, bathing, hair trimming, laundry, dental hygiene, water, and environmental hygiene among others. Additionally, 2 first aid training sessions combining two divisions within Gulu City per sessions were held and attended by 150 SCCY's (117 boys and 33 girls) altogether.</p>

<p>2.2 SCCY awareness of substance abuse [number of awareness - peer dialogue: 12]</p>	<p>11 substance abuse awareness and 2 group peer mentorship sessions were held with 657 SCCY's (514 boys and 143 girls) participating in the activity. NB: vivo has assigned one full time counsellor/therapist to Hashtag Gulu for purposes of consistency and continuity.</p>
<p>2.3 SCCY awareness of sexual and reproductive health rights (SRHR) [number of awareness events: 12]</p>	<p>12 sexual and reproductive health rights (SRHR) awareness sessions have been organized and attended by a total 1,007 SCCY's (554 boys and 453 girls) during these sessions, we were joined by facilitators from The Aids Support Organization (TASO), Marie Stopes, St Phillips, vivo all entities work with and have youth friendly services.</p>
<p>2.4 Distribution of sexual and reproductive health items [number of SCCYs reached: 100]</p>	<p>A total of 675 packets of sanitary pads were distributed to over 414 young girls of menstrual age. Additionally, the outreach clinic also continues to distribute condoms to over 100 male SCCY's who need it and 25 girls have also got family planning pills/inject plans</p>
<p>2.5 Advocacy to reduce the stigma of SCCY [number of community dialogues: 8]</p>	<p>4 community dialogues with 598 Community members (140 in Forest sub-ward in Laroo Division, 87 in Industrial Area in Layibi Division, 253 in Kanyagoga in Bardege Division and 118 in Cuk Pa Lujwero in Pece Division) as well as 4 Focused Group Discussions with 43 community leaders (19 in Forest Sub ward, Laroo, 11 in Industrial area, 10 in Kanyagoga and 13 in Cuk Pa Lujwero) were held in November 2021, February, May and August 2022 respectively. https://www.youtube.com/c/LakwedTV</p>
<p>Output 3: The institutional capacities and visibility of the local partner are strengthened.</p>	
<p>Indicators</p>	
<p>1. Number of capacity building trainings undertaken by the partner: Base value: 0 > Target value: 4</p>	<p>3 capacity building training was undertaken during this reporting period in addition to critical organizational policies developed whereas 19 campaigns have been held so far (3 online, 12 radio and 1 Television) 2 dialogues with Health Service Providers and 1 meeting with key stakeholders</p>

<p>2. Number of online and radio campaigns conducted: Base value: 0 > Target value: 20</p>	
<p>Activities</p>	
<p>3.1 Hashtag Gulu goes from a community organization to an NGO</p>	<p>Hashtag Gulu officially registered with Uganda Registration Service Bureau as a company limited by guarantee in the name of Hashtag Gulu Initiative Limited and currently we have submitted papers to the NGO Bureau at the Ministry of Internal Affairs for registration and certification as an indigenous NGO</p>
<p>3.2 Organize capacity building trainings for Hashtag Gulu following a key needs assessment and selection of competent local trainers [number of trainings: 4]</p>	<p>A capacity needs assessment was undertaken in October 2021 by FODMAN International Ltd, a consulting firm and a draft report as well as recommendations for areas to priorities were shared with us already and it is based on this report that we planned to organize the capacity building trainings on the following areas.</p> <ol style="list-style-type: none"> 1. Mediation and peace building in an effort to bolster our reintegration mandate. Also, a component on land rights was a topic touched owing to the fact that most of our beneficiaries come from rural areas where land wrangles is a constant trend. 2. Project planning, and reporting for effective project implementation. 3. Strategic planning for organizational growth facilitated by our very own Eirene Suisse volunteer Mr Lionel Von Meiss
<p>3.3 Organize online and radio campaigns and meetings with stakeholders to increase the partner's visibility and expand its network</p>	<p>3 episodes of dramatized skits depicting life on the streets was produced by a famous local group called Luo Comedy Group has since been watched over 53,845 times, liked by 558 people, and generated 71 comments. See link of all the videos here: Part I. https://www.youtube.com/watch?v=awqjzwCiTjg</p>

<p>[number of campaigns and meetings: 20]</p>	<p>Part 2. https://www.youtube.com/watch?v=HwafafcwtY0&t=44s Part 3. https://www.youtube.com/watch?v=xPvU3D-sR54</p> <p>11 radio talk shows were held. On 14th November during the Kabake community program where discussed a research report about SCCY's in Gulu.</p>
<p>3.4 Conducting a study on SCCY health issues</p>	<p>A baseline survey and medical assessment was carried out at the beginning of the project to help the team understand the SCCY's and their medical needs better. It is based on this survey that a perception survey was carried out. Nine focused group discussions were held with the same group of 26 SCCY's (8 girls and 18 boys) over a period of two months to explore how the SCCY's view themselves and how they think the people within communities including law enforcement, local leaders and CSO's perceive them. On the other side, we asked 50 community members to understand how they perceive SCCY's in addition to their proposed solutions. Currently the data is being analysed and a report will be launched this quarter</p> <p>Additionally, one case story booklet named Street Voices was published https://bit.ly/3EctmpM. This publication tells stories of SCCYs and their parents/guardians. It should be noted that some of the SCCYs whose stories were documented are still living on the streets despite efforts made to carryout mediation whereas others have reintegrated home, but still face challenges with acceptance or coping with life at home.</p>

After a thorough review of the strategic plans 2021-2025 for Hashtag

1. Acquire and manage our own space: establishment of a half-way home
2. Economic empowerment: SCCY in Gulu are self-sustainable by having access to their own decent income . Through the different intervention Hashtag has been able to

reach out to the SCCY with the different skills training that has empowered them to be economically independent.

3. Physical and mental wellbeing: SCCY are physically and mentally healthy. There has been an improvement in the health seeking behaviors of the SCCY as shown in the indicators above, this is greatly evident by the number of SCCYs who attended the clinic within the period
4. Reintegration: SCCY are reintegrated in their family when it proves to be safe and secure for them
5. Community outreach and awareness: community members and authorities are made aware of the issues faced by SCCY and take actions
6. Research: our understanding and knowledge of the SCCY problematic are deeper and more accurate

Efficiency

According to OECD-DAC guidelines efficiency means a measure of how economically resources/inputs have been converted into results. Were activities cost efficient? Were objectives achieved on time?

Overall, observations and data indicate a very positive evolution of the situation, in terms of improvement of the health seeking behaviors of the SCCYs. However efficiency and better budget planning regarding funds should be considered in future projects.

“... Yeah, they are trying but if they are to scale it up. Yeah, maybe they need to add more staff, recruit more youth and maybe more people who are skilled on that or have enough training on that.”

Hashtag has set two clinic days to attend to the SCCYs and this is economically viable since there is a small budget to engage a counselor all through the week. The organization was able to achieve most of their indicator targets, however there are still gaps that need to be addressed in order to serve the SCCY better.

One of the Health services providers was quoted saying

“...So challenges, we encounter challenges as I said before, there are youth who come when they are intoxicated let me say, and, in that level they will first of all... they will not give their right description of their medical situation or medical health then also we are not certain if they will take the prescribed medication when given so those were some of the challenges that we noted. Then I also noted the girls, they fear to express their feelings or their health situation especially when they have come and boys are also there. But later we developed a

lot of trainings and they had to attend in separate health sessions that enable them to open up and have discussions like the female nurse will come and interact with them and they open up. So, it was a challenge but it has improved. Another thing is, sometimes because we work on it twice a week. Sometimes I want to come like weekend and get medical service and we are not there in place. Although we respond but it has been challenged to them but not to us. Some are also challenge to us because when they call you cannot respond sometimes you may be very far so you may not be able to respond in time...”

In regards to this, the consultant recommends an adjustment in the budget to increase the number of days to attend to the SCCY so that all their health issues can be solved and there is also a need to have separate (special) clinics where the girls and boys are free to air out their challenges in order to realize the set goals and objectives

Impact

According to OECD-DAC guidelines impact refers to both positive and negative changes that resulted from the project, directly or indirectly, intended or unintended.

According to the quarterly report it is evident that the project has created some positive changes in the lives of the SCCYs, However the project has been implemented for one year, therefor too short a time to measure the impact.

However, some of the project achievement such as Increase in the number of girls and boys seeking family planning services, huge turn up of SCCYs coming to seek for medical services from our facility and as a result of the sensitizations, we have observed behavioral changes i.e., in personal hygiene, response to treatment, interactions with one another, reduced rate of drug consumption during our engagements and also some SCCY’s rebuke their colleagues who are still abusing drugs

Sustainability

According to OECD-DAC guidelines sustainability means the continuation of benefits from an intervention after assistance has been completed.

The transformed and working youth are perceived to be the role model of the members of the association and other street working children and youth (SCCYs). This has started to have positive influence on the lives of street working children and youth. Given that Hashtag Gulu employs peer to peer approach, the outcomes are becoming sustainable. Hashtag Gulu staff members have played the role of creating rapport with street children and youth to

influence them to join the associations. However, the association members and especially the leaders are empowered to influence other children and youths into the associations.

A discussion with one of the stakeholders indicated that an approach called TOT in rehabilitation and transformation would be an alternative to the approaches that can be used in the project implementation

However, it is the evaluator's belief that a program like this, that works at the grassroots, with a vulnerable and marginalized group, does not have the possibility of becoming sustainable any time soon. In fact, sustainability is not the objective of the project. The project is helping the poorest of the poor, and to be able to reach that group you cannot charge them. Therefore the financial responsibility for all operational costs falls on Hashtag Gulu. That does not mean, however, that Hashtag Gulu should not look into ways of generating more income by expanding their donor base to make sure that they can run the operations without having to worry each and every month. Currently one of the directors focuses his work on finding additional donors. They should also consider how many children they enroll into the program - even though it is extremely difficult to turn needy children away - because overcrowding puts a strain on all operations and quality of the work Hashtag Gulu is doing. As well, once the SCCYs are at their homes, the organization will no longer need to spend its funds on one whose lifestyle has changed. This will save a lot of money.

“For now, we are trying to involve as many stakeholders as possible whom we think have the mandate or the capacity to do something so that they do what they can where they are.

The other thing is what we are trying to gather as much information as possible so that when we are no longer here, other NGOs or even the local government can continue doing what we have been doing but there is need for other human and financial needs. Unfortunately for a NGO like us we only do what we can but if that could improve, maybe now like us we are looking through generating our own income through other avenues and bringing it back to what we do here; It is difficult to get funding”

It is seen that Hashtag Gulu has a clear exit strategy this is good for sustainability

CONCLUSION

The goal of the project was achieved in the first year of the project as seen from the reports supported by Suisse, improve the lives and standard of living of street children from the slums

in Gulu and provide them with opportunities to reunite with their families and reduce harmful practices.

The first phase of the project was successfully finished. All working procedures were in line with good practices and all finances were found to be in order. There is an improved health seeking behaviors of the children in Gulu

Overall, general operations in Gulu conform to good practices. Some issues were brought forward for consideration and suggestions were made for improving the administration of the program.

RECOMMENDATIONS

Recommendations with respect to relevance

1. As a long term objective, make sure that the operations in Gulu are fully in line with the requirements of the District Children’s Office.
2. Make sure that the organization continues to be inclusive of all, no matter what tribal background, gender or religious believes.
3. Consider applying for another grant to ensure that all the street children are included in the programs
4. Routinely conduct surveys to understand the priorities of the beneficiaries, that will in turn guide in coming up with the different approaches

Recommendations with respect to effectiveness

1. In order to effectively implement the project, there is need to liase with the police officials to ensure that all the SCCYs who are enrolled into the program are usually supported, so that they don’t fear gathering.
2. There is need to bring in more staff to attend to the needs of all the SCCY as well as give them more days in a week for them to receive the services
3. Increase efforts to carry out a baseline survey before starting new projects so it is possible to measure effectiveness.
4. Improve budgeting.

Recommendations with respect to efficiency

1. The program staff to children ratio is too high for effective and efficient implementation in respect to emotional involvement and likely burnout of the staff. In this regard, a psychosocial support program would enable the staff to cope and enhance efficiency. In addition, strengthening and capacity building of youth facilitators would relieve some of the responsibilities from the program staff
2. Collaborate with other partners who are implementing the project within the region for example TASO and URC project implementors some of the SCCYs may be enrolled into the program.
3. Improvements in financial budgeting are necessary. It is important for all stakeholders to have the budgets as accurate as possible.
4. Continue finding ways to expand the donor base even further.

Recommendations with respect to impact

1. It is evident that education and skills training is a major motivation in street children and youth joining the program in the program resulting in high expectations which have not been adequately met. In this regard, the Hashtag should consider reorganisation of resources so as to increase training opportunities.
2. Continue following up the health seeking behaviors of the SCCYs who have been reunited with their parents to ensure that they have changed
3. Incorporate the Socio Behavioral Change Communication (SBCC) approaches to ensure that the impact is realized
4. Conduct end line surveys to compare the achieved vs planned targets, this will help in measuring the impact

Recommendations with respect to sustainability

1. There are examples of successful removal of children and youth from the streets to their communities which serve as evidence of their transformation. The reception of the communities however is apparently guarded which may compromise the integration process. It would thus be important to investigate individual circumstances that led to escape into the streets and engage the various stakeholders in the community in order to enhance successful integration.

2. Working hand in hand with the Local government officials, building their capacities as well as engaging other government health service providers will enable a smooth transition in case the project comes to an end, hence sustainability.
3. Consider ways to generate more income or/and expand their donor base.
4. Establish a structure for Hashtag Gulu that will enable them run their programs conveniently

LESSONS LEARNED

The most important lessons learned from the Hashtag Gulu SCCY projects and operations are the following.

1. Strategic planning can be very useful for future planning of project activities and operations. It gives stakeholders a clearer vision of the goals and objectives of the program.
2. Develop a clear exit strategy for sustainability incase an organization is exiting the project areas
3. Referral of cases that cannot be handled by the Hashtag Gulu staff to the referral hospital saves the SCCY and quality services is guaranteed.
4. Proper planning especially when dealing with multiple partners and many activities to implement is important for work plan to be implemented smoothly.
5. Dedicated staff is the key to successful programs.
6. Inclusiveness of all regardless of religious beliefs, gender or tribal background is key

Appendices

Appendix I - Terms of Reference

Terms of Reference (TOR) For Consultancy Services for Project Evaluation

Hashtag Gulu is made up of local community members concerned with helping children and young adults living on the streets in Gulu who organised themselves following an alarming post highlighting the inhumane conditions in which street children live on social media by one of the founding members (now deceased) in 2018. They started by holding weekly meetings to address the issue, while collecting information about the street children, such as where they came from, why they were living on the streets and their dreams for the future. After a few months of interaction with these children, some of them expressed the desire to be able to return to their families. Using their own financial resources and some donations from acquaintances, Hashtag Gulu successfully reunited 8 children with their families in the first year of operation, as well as helping two others to get jobs. The organisation became an official community association in 2020 with the implementation of a project to provide vocational training to SCCYs. Hashtag Gulu is now undertaking extensive awareness raising and advocacy work to reduce the stigma of SCCYs in Uganda's second largest city.

I. The Project:

Purpose: Street children and youth face significant difficulties in accessing adequate health care, as they are severely stigmatised by and distrust institutional health care providers. Therefore, improving the right to health of street children and youth in Gulu is the main objective. Increasing access to and use of physical and mental health care services for children and young people living on the streets in Gulu is therefore a priority.

By providing appropriate medical support in partnership with local actors who are experts in their field, including referral activities to regional hospitals when necessary, raising awareness among stakeholders, documenting the health problems of street children and youth and strengthening the local partner, the main objective of this project is to restore the basic right to health that currently eludes these young people. This necessary step is a further step towards the reintegration of these young people into their community.

Means used: The project strategy involves significant material investments, in order to equip the local partner appropriately and to ensure the sustainability and durability of the support provided to children and young people living on the streets in Gulu. The project also includes numerous awareness-raising activities. Partnerships with local actors who are competent in their field are also at the heart of the means to achieve our goal, as is the institutional strengthening of the local partner.

Because of the stigma attached to children and young people living on the streets, a small clinic will be established and functional in a place they know and trust. Basic care, tests and treatment for the most common illnesses will be offered by a qualified nurse, as well as psychological support and social and reintegration support. The partner will regularly visit the neighborhoods where children and young people living on the streets are located to raise awareness of health issues, including sexual and reproductive health, and to encourage them to use medical services. The most serious cases will be referred to local hospital facilities that meet Ugandan standards. Throughout the project, data will also be collected and processed in order to increase the local partner's knowledge and understanding of the issue, so as to improve the impact of the actions undertaken.

2. Objective of this Call:

The overall objective of this consultancy is to review the ending phase in order to give feed-back about the strategy and potential recommendations for the next phase.

3. Key areas of strategic Objectives include (Consultants).

This evaluation is already foreseen in the agreements with the project partners. It takes place in order to report on, but also to determine the level of performance of the project, mainly in terms of relevance, efficiency, effectiveness, impact and sustainability of the effects induced.

Specifically, the main objectives of this evaluation are to

- To examine the relevance of the specific methodology and intervention logic used in the implementation of the project and their impact on the quality of the results achieved.
- To determine the degree of achievement of the activities initially planned in the project (outputs) as well as the direct and medium-term effects that they have produced in the community.
- Analyse the level of achievement of the objectives previously assigned to the project.
- Determine the effects (expected and unexpected) that the activities carried out within the framework of the project have produced in its environment.
- To examine the sustainability of the effects produced and the main internal or external bottlenecks (constraints, difficulties, problems encountered), which require particular attention in future interventions.
- To identify the strengths of the project and the weaknesses, which need to be improved or further developed in the future.
- To examine the main lessons to be learned from the implementation of the project and the successful experiences that can serve as inspiration for other actors. - Identify the main directions for a possible next phase.

As mentioned above, the evaluation will focus on determining the level of performance of the project. Five performance criteria will be assessed: relevance, effectiveness, efficiency, impact, sustainability or viability of effects.

Relevance: This criterion assesses the extent to which the objectives of a project are consistent with the needs of the beneficiaries and the policy strategies of state partners and donors. The evaluation should assess whether the interventions carried out are the right ones. Key question: Are the activities carried out the right ones?

Effectiveness: This criterion assesses the extent to which the project's objectives have been achieved. Question to answer: Have the project objectives been achieved or are they likely to be achieved? At what levels?

Efficiency: This criterion measures the adequacy of the resources deployed and the results and effects achieved.

Key question: Have the objectives been achieved (or will they be achieved) in a cost-effective manner?

Impact (effect): Under this criterion, the evaluator will assess whether and to what extent the project activities have contributed to the overall objectives of the development policy. The evaluator will need to identify and examine other positive and negative changes that have occurred, if any. For example, the evaluator could examine the extent to which the project has awakened the attention of other actors, including local authorities, to the needs of the prison community; analyse how young people from antagonistic groups as a result of the genocide have benefited from the rapprochement with their parents and the relaxed social climate to assimilate the values of reconciliation and forgiveness; determine the extent to which the socio-economic solidarity activities of the reconciled have contributed to the improvement of the living conditions of the most vulnerable, including genocide widows living in isolation; to analyse how the project has contributed to the reintegration of ex-prisoners for genocide crimes who have been marginalised by their families and communities; to examine how the project has contributed to the transformation of the prison world into a genuine space for re-education in values and for the rehabilitation of criminals in their humanity.

Key question: Have the project interventions contributed to overall national and international development policy objectives? What other positive and negative changes have occurred?

Sustainability: Here, the evaluator should analyse the extent to which the effects achieved by the interventions carried out would continue beyond the end of the cooperation with the donors. Key question: Are the positive changes achieved sustainable?

Gender and other cross-cutting themes such as the impacts of project interventions on the environment, human rights and gender will be addressed in the evaluation.

Question: Have projects taken into account cross-cutting themes such as gender, environment and human rights?

I. Key Deliverables:

I. An evaluation report of the implementation of the health project 2021-2022, with the following elements:

a. **INTRODUCTION**

- i. Reason for the evaluation and objectives.
- ii. Reference to the technical dossier and the Terms of Reference (ToR).
- iii. Composition and skills of the team and division of tasks.
- iv. Mission guidelines; visits made and contacts made.
- v. Methodology (perception of stakeholders as well as beneficiaries, debriefing as a learning process for all stakeholders).
- vi. Possible factors that facilitated or hindered the evaluation exercise such as availability or unavailability of resource persons, logistical support, reliable data; validation mechanisms.

b. **ASSESSMENT OF THE ORGANISATION RESPONSIBLE FOR THE IMPLEMENTATION OF THE PROJECT.**

- i. Origin and role; ethical dimension (mission/vision); organisation/composition; number, professional qualifications and tasks of persons involved in the project and its implementation; administration and management; financial resources; activities, etc.

c. **CONTEXT OF THE INTERVENTION AND DESCRIPTION OF THE PROJECT.**

- i. Description of the starting situation (before the start of the project)
- ii. Description of the sectors of activities, the policy context; institutions and other actors in the same sector;
- iii. Place/role/relationship of specific objectives and overall purpose in this context (sector policy and assumptions); psycho-socio-politico-economic analysis; iv. Historical background of the intervention; preparations;
- v. Information on major problems, local issues, target groups, specific objectives, expected results, planned strategies and means and assumptions;

d. **CRITICAL AND CONSTRUCTIVE ASSESSMENT**

- i. Inventory and analyse the results achieved throughout the implementation of the project in detail according to the 5 OECD performance criteria: relevance, efficiency, effectiveness, impact and sustainability.

e. **PROJECT IMPACT**

Changes brought about by project interventions:

- i. Is there cooperation with government institutions as a result of the project?
- ii. Are there any unforeseen positive or negative effects?
- iii. How can induced effects and changes be measured / by which indicators?
- iv. Analysis of problems encountered during project implementation and risk assessment in view of the changes brought about.

- v. Beneficiaries' perception: How do they assess the project activities?
 - vi. What is the level of sustainability of the results and effects of the project?
- f. **SUSTAINABILITY OF INDUCED EFFECTS**
Mechanisms introduced or yet to be introduced to enhance sustainability at different levels:
- i. Policy level: Is the intervention a priority in national policy? Does the government support the project? Are local officials, communities and groups trained and empowered? What needs to be done to improve sustainability?
 - ii. At the social and cultural level: Does the project approach fit with the local culture and society? Are basic needs being met?
 - iii. At the institutional level: is the management capacity of the local partner sufficient in terms of human resources, equipment, management and monitoring? To what extent is it still dependent on external input?
 - iv. Economic-financial: can the intervention function independently without external funding?
- g. **LESSONS LEARNED, DECISIONS AND RECOMMENDATIONS**
- i. Specify lessons learned (in a positive or negative sense), conclusions and recommendations regarding operational aspects, sectoral policies and short and longterm coherence.
 - ii. What are the recommendations on weaknesses in relevance, impact, purpose, effectiveness, efficiency and sustainability?
 - iii. The evaluator should focus the recommendations and distinguish between key recommendations and secondary recommendations.
 - iv. Furthermore, recommendations should be formulated specifically for certain actors or levels and may possibly go beyond the project with a plausible connection of results, conclusions and recommendations.
 - v. Suggest possible directions for a possible next phase.
- h. **ANNEXES**
- i. Evaluation schedule and work plan
 - ii. List of interviewees
 - iii. Bibliography
 - iv. Questionnaires used and guidelines
 - v. Minutes (of the meeting)
 - vi. Terms of reference
 - vii. Map showing the area of intervention

2. Core Skills and Competencies:

- a. Strong background and evidence in conducting similar activities in previous years.
- b. Must be results –oriented, a team player, and exhibiting high level of enthusiasm, tactic, diplomacy and integrity.
- c. Consultants should present with significant experience working on SCCY.
- d. Consultants should be mix with a team of those that have better background on the contexts of northern Uganda and critical human rights and development gaps.

- e. Ability to present strong interpersonal skills, evidence of delivering good quality assessments and research products in a timely manner.
- f. Very good writing skills and gender sensitivity.
- g. Demonstrated experience of having multi-sectorial background working with government partners and other stakeholders in public sector and CSOs institutional development.
- h. Better understanding of policy frameworks both from national and international level.
- i. Excellent Facilitations and communications skills.
- j. Ability to work efficiently and deliver on committed outputs under the assignment within agreed timelines and deadlines.

3. Qualifications:

- a. Master's degree in human Rights, Law and development, Social Sciences, etc. aligned to program development skills, including monitoring and evaluation skills.
- b. Over 5years professional experience in strategic planning and management consultancy. **c. Any other related skills.**

4. Application:

- Applicants should present technical proposals, briefly outlining conception framework, proposed methodology, activities and timeframe.
- Financial proposal with the proposed value of the consultancy.
- Previous work experience (1 sample) of completed similar work.
- Reference letter from similar project conducted.
- Tax clearance certificates
- Detailed company profiles / or CVs

5. Submission of Proposal:

- Expression of interest should be sent to ojok@hashtaggulu.org and addressed to the **Executive Director, Hashtag Gulu** not later than 5:00 pm on Wednesday 19th of October 2022.
- Note that this task must be concluded by 4th of November 2022 and any consultant submitting application must be ready to be entirely engaged:

Appendix 2 - Evaluation Schedule

Stage/Activities	Nov-22			Dec-22		Number of Days
	WK 2	WK 3	W4	W1	W2	
Planning and inception						
Assignment kicks off meetings with the client						6
Identification and mapping of key stakeholders for the baseline survey						
Compilation and review of key documentation						
Development and Refinement of study methods						
Design and discussion of the baseline survey tools						
Preparation of the inception report						
Submission and discussion of the inception report.						
Data Collection						
Recruitment and training of research assistants						5
Pre-testing of study tools						
Conducting consultative meetings						
Conducting KIIs						
Conducting focus group discussions						
Conducting survey with Beneficiaries						
Data Analysis and Synthesis of Information						
Review of the completed questionnaires						4
Data cleaning (Electronic and manual)						
Data analysis (qualitative and quantitative)						
Reporting						
Writing of the draft baseline survey Report						10
Submission of the draft baseline survey for review.						
Addressing comments from Hash Tag Gul.						
Submission of Final Report to Hash Tag Gulu.						
TOTAL						25

Appendix 3 - List of People Interviewed

1. Ojok Michael-CEO, Hashtag Gulu
2. Irene Achio Okwir-Finance and Admin, Hashtag Gulu
3. Peace Otucu- Counselor, VIVO
4. Emmanuel Ochola- Counselor, St Philips
5. Otto Santos Anywar- City Probation Officer
6. LCI Councilor
7. 19 SCCY (Program Beneficiaries)

Bibliography

1. Hashtag Gulu Project Quarterly report
2. The Health Status of Street Children and Youth in Low- and Middle-Income Countries
3. The Health Profile of Street Connected Children in Africa: a Literature Review, Journal of Public Health in Africa.
4. Hashtag Gulu Project TOR
5. The Uganda Poverty Assessment Report 2016
6. Post-war economic opportunities in northern Uganda: implications for women's empowerment and political participation