



**TOGETHER**  
*for a sustainable future*

## OCCASION

This publication has been made available to the public on the occasion of the 50<sup>th</sup> anniversary of the United Nations Industrial Development Organisation.



**TOGETHER**  
*for a sustainable future*

## DISCLAIMER

This document has been produced without formal United Nations editing. The designations employed and the presentation of the material in this document do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations Industrial Development Organization (UNIDO) concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries, or its economic system or degree of development. Designations such as “developed”, “industrialized” and “developing” are intended for statistical convenience and do not necessarily express a judgment about the stage reached by a particular country or area in the development process. Mention of firm names or commercial products does not constitute an endorsement by UNIDO.

## FAIR USE POLICY

Any part of this publication may be quoted and referenced for educational and research purposes without additional permission from UNIDO. However, those who make use of quoting and referencing this publication are requested to follow the Fair Use Policy of giving due credit to UNIDO.

## CONTACT

Please contact [publications@unido.org](mailto:publications@unido.org) for further information concerning UNIDO publications.

For more information about UNIDO, please visit us at [www.unido.org](http://www.unido.org)

# Independent Impact Evaluation

## SKIPI Uganda

Skills for Peace and Income

Multi-Skills Training and Community Service Facilities  
for Sustainable Livelihoods and Poverty Alleviation

TF/UGA/05/003



UNIDO EVALUATION GROUP

Independent Impact Evaluation

# **SKIPI Uganda**

Skills for Peace and Income

Multi-Skills Training and Community Service Facilities  
for Sustainable Livelihoods and Poverty Alleviation

TF/UGA/05/003



UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

Vienna, 2009

Distr. GENERAL

OSL/EVA/09/R.8

9 October 2009

The designations employed and the presentation of the material in this document do not imply the expression of any opinion whatsoever on the part of the Secretariat of the United Nations Industrial Development Organization concerning the legal status of any country, territory, city or area or of its authorities, or concerning the delimitation of its frontiers or boundaries.

Mention of company names and commercial products does not imply the endorsement of UNIDO.

The views and opinions of the team do not necessarily reflect the views of the Government of Uganda and of UNIDO.

This document has not been formally edited.

# Contents

List of abbreviations	iv
Executive Summary	v
1. Introduction and background	1
2. Impact evaluation purpose and scope	4
3. Impact evaluation methodology	5
4. Programme identification and formulation	8
5. Funds mobilization and disbursement	11
6. West Nile region and Yumbe district	12
7. Relevance and ownership	15
8. Programme coordination and management	17
9. Effectiveness	19
10. Efficiency	29
11. Sustainability	30
12. Impact	32
13. Lessons learnt: SKIPI as model	43
 <i>Annexes</i>	
1 SKIPI beneficiary details	46
2 Survey questionnaires	50
3 Project planning matrix	57
4 Terms of reference for independent impact evaluation	62
5 List of persons interviewed	69

## List of Abbreviations

AfDB	African Development Bank
CPTC	Community Productivity and Training Centre
FAL	Functional Adult Literacy
GDP	Gross Domestic Product
GoU	Government of Uganda
IP	Integrated Programme
LC	Local Council
MoU	Memorandum of Understanding
MTTI	Ministry of Tourism, Trade and Industry
NGO	Non Governmental Organization
NPC	National Programme Coordinator
NVTI	New Vocational Training Initiative
PAC	Project Advisory Committee
PMT	Project Management Team
PRAFORD	Participatory Rural Action for Development
PSD	Private Sector Development
SKIPI	Skills for Peace and Income
SME	Small and Medium Enterprise
ToT	Training of Trainers
TPA	Technical Project Advisor
TPO	Technical Project Officer
UIP II	Uganda Integrated Programme, Phase II
UNIDO	United Nations Industrial Development Organization
UNRF	Uganda National Rescue Front
UNTFHS	UN Trust Fund for Human Security
USh	Uganda Shilling
UVAB	Uganda Veterans Assistance Board
VET	Vocational Education and Training
WB	The World Bank
WFP	World Food Programme
WNBF	West Nile Bank Front

# Executive Summary

## Introduction and background

An independent impact evaluation has been conducted for the SKIPI project in the Yumbe district in northern Uganda. SKIPI, or “Multi-Skills Training and Community Service Facilities for Sustainable Livelihoods and Poverty Alleviation” – later abbreviated into Skills for Peace and Income – has been designed to support the social and economic re-integration of veterans, former rebels and their families in the post-conflict situation of northern Uganda. SKIPI is part of the Government of Uganda's (GoU) longer-term efforts to re-integrate veterans and ex-combatants into civilian life. The project has started operations in April 2006 and is to last until August 2009. The \$1.4m project budget has been financed by the Japanese Government through the UN Trust Fund for Human Security (UNTFHS).

SKIPI is implemented by UNIDO, in partnership with the Uganda Veteran Assistance Board (UVAB) and PRAFORD, a Yumbe-based NGO. Organisationally, it has been made a separate component of Phase II of the UNIDO Uganda Integrated Programme II (UIP II). An independent evaluation of UIP II has been carried out during September and October 2008, which also included the SKIPI component. The evaluation recommended conducting a separate and in-depth impact evaluation of SKIPI.

The main purpose of the present independent impact evaluation of SKIPI was (i) to assess outcomes and intended or unintended impacts of SKIPI as well as (ii) to draw lessons from the performance of the project and from the approach used and to develop recommendations for future similar projects. The evaluation team consisted of Andreas Tarnutzer, international consultant and team leader, Frank Mukunzi, national consultant, and Robinah Sabano, national consultant. Fieldwork and surveys were carried out in the months of March and April 2009. The evaluation based its main findings on a quantitative random-sample survey of 136 SKIPI graduates, triangulated and complemented through focus group discussions with the project's main stakeholders and clients.

The overall goal of SKIPI has been to contribute to the Government of Uganda efforts aimed at (i) the social and economic reintegration of veterans, former rebels and their families into civilian life and (ii) the eradication of poverty in particularly rural farming communities. The immediate objective was to provide veterans, former rebels, their

dependents and the wider communities in Yumbe with marketable skills for increased self-employment and income generation opportunities and sustainable livelihoods.

The district of Yumbe in the West Nile region, where SKIPI activities are centred, is extremely poor and ranks among the most disadvantaged of the country. The region has experienced more than two decades of serious armed conflict between the government and rebel groups, with the respective devastating consequences on the social fabric, economic situation and infrastructure conditions. Most people had fled to neighbouring countries and regions. Only after the current government came to power in 1986, did people start to slowly return, but security problems persisted until, in 2002, a peace agreement was signed between the government and the rebels. Yumbe was and still is in a post-conflict situation.

## **SKIPI relevance**

The relevance of SKIPI is high and undisputed. It is clearly in line with Uganda's Poverty Reduction Action Plan and its focus on economic reintegration of ex-combatants and their families. SKIPI also fitted well in the prerequisites to qualify for the United Nations Trust Fund for Human Security. The district Yumbe was a rational choice being a conflict-affected area with a high prevalence of poverty.

## **Effectiveness**

Given limited resources and unlimited needs and demands, effectiveness of fund utilisation was crucial. In order to select the right people for training, it was important to identify the most needy and deserving but also the most promising candidates. To this end, an elaborate trainee selection process was successfully set up.

As of May 2009, SKIPI had trained a total of 633 persons in its eight core subjects: building; carpentry; tailoring; blacksmithy; mechanics; welding; hairdressing; and business management. In the four non-core subjects, a total of 343 people attended courses which typically lasted between one and two weeks in the following subjects: beekeeping and honey processing; bakery and food processing; concrete products; and tree nursery management. If the 140 trainees are added that will be trained up to August 2009, SKIPI will have directly benefited a total of 1,222 people, which are now proficient in their respective professions. Next to all core trainees were also taught modules in functional adult literacy and basics of entrepreneurship.



## **Efficiency**

Efficiency of project implementation was also high. SKIPI has managed to set-up from scratch and successfully operate a training system for 12 different professions in the difficult context of Yumbe and in the short time span of three years. It has trained, with its comparatively modest budget, more than 1,200 people and has involved more than 4,000 people in related activities like workshops and village meetings. The training of (local) trainers' (ToT) approach was relatively low cost, and the 'training through production' model was certainly cost-effective as it directly produced, for instance, decentralised training buildings and the necessary furniture.

## **Sustainability**

When discussing the sustainability of SKIPI's efforts, it best is differentiated between the skilled graduates, and institutional sustainability. The prognosis for the trained professionals is good, in that 90% have found employment and can be expected to remain active in their profession and continue to earn a living for their families. The participants in the non-core training have been exposed to new ideas and skills that should enable them to earn at least a side income.

Institutional sustainability has not been at the core of the project concept. Still, the local NGO PRAFORD has, through the collaboration with SKIPI, gained in stature and has substantial assets in terms of (i) a functioning and well-equipped workshop; (ii) sound professional expertise (provided it can retain its core trainers); and (iii) a successful project implementation track record. These assets can be brought into negotiations with eventual future partners and the potential for sustaining the PRAFORD organisation, its core staff and the workshop beyond the end of SKIPI is thus certainly there – but such partners would have to materialise rather soon.

## **Impact**

Assessing the overall impact of SKIPI has been the core task of this assignment and report. Five main impact categories were assessed: (1) Employment; (2) Income; (3) Livelihoods; (4) Social impact; (5) Gender-related impact.

The findings of the quantitative survey and the focus group discussions show that SKIPI had a direct and very tangible impact on the people trained, their families but also the wider communities, both economically as well as socially.

The fact that more than 90% of the core trainees today practice their new skills as main profession and main source of income is a clear and undisputable success story. It will be difficult indeed to find similar ventures that can claim an achievement rate as high as this. The former trainees have become proficient in their new jobs, are able to earn a comparatively good income and have thus improved the livelihood situation of their families substantially. 34% of the SKIPI graduates were women, who are now financially independent and contribute towards family needs by paying for fees, medical expenses, clothing and other requirements.

More than two-thirds of the graduates are self-employed and successfully run their own, mostly one-man or one-women, micro-enterprises. It is evident that the entrepreneurship training has been important for these self-employed graduates. Some 'companies', like the welder groups but also construction units have become, or have at least the potential to become, nuclei of future SMEs.

Equally important is the indirect social impact on the trained individuals, who have clearly gained in stature in their communities and have become important community members. Consequently, village people no longer regard acquisition of vocational skills as an activity for 'academic failures' but a sought-after privilege, due to the perspective to earn a substantial income and improve one's social standing in the community.

The findings also confirm the impact logic of SKIPI, first and foremost for the direct beneficiaries but also for their communities. Veteran and ex-combatant trainees have been re-integrated in their villages, but also in the wider society, and the other village people have indirectly profited as the graduates contribute to a better functioning of the communities. And better functioning communities are undoubtedly an essential precondition for an improved peace and order situation.

### **SKIPI as a model**

SKIPI has provided targeted support for individuals and indirectly households. In this category of post-conflict private sector development approaches, SKIPI can claim to have a model character – provided certain preconditions exist and some core criteria are adhered to.

The model should only be applied in post-conflict situations, where basic skills are scarce and demand for them is correspondingly high. Careful selection of candidates is essential to identify the most dedicated and committed trainees. Related to this is the proposal to not necessarily focus on the poorest of the poor but rather on the most able, selected

from the most needy and deserving trainee candidates. Naturally, it is thereby assumed that the rate of return on the investment is, so to speak, higher for the individuals and the communities if as many graduates as possible manage to successfully earn a living in their new profession and gain in stature and importance in their communities.

The focus of activities should be kept on the core business of transferring immediately applicable skills in the SKIPI 'training-through-production' mode. Thorough demand analyses are required to ensure that the selected prioritised professions are as close as possible to the actual demand in the service and labour markets in the region. Given the high percentage of self-employed graduates, the entrepreneurship and functional adult literacy modules should be part and parcel of each training course.

Finally, and in order to stimulate the wider discussion on private sector skill development in post-conflict situations, the SKIPI approach may attract more interest, if it were communicated under a different label or brand.

In actual fact, SKIPI has all essential characteristics of a scholarship programme, with the core argument being that it is based on real competition for the available seats. This approach results in highly motivated and committed trainees, which in standard training programmes is often not the case. Seen from this perspective, the discussion on providing the training and as well as the tool kit for free is redundant, as students in other scholarship programmes also receive the full package for free.



# 1

## Introduction and background

---

This report presents the results of an independent impact evaluation of the SKIPI project in Yumbe district in northern Uganda. SKIPI, or “Multi-Skills Training and Community Service Facilities for Sustainable Livelihoods and Poverty Alleviation” – later abbreviated into Skills for Peace and Income – has been designed to support the social and economic re-integration of veterans, former rebels and their families in the post-conflict situation of northern Uganda. The project has been financed by the Japanese Government through the UN Trust Fund for Human Security (UNTFHS) and is implemented by UNIDO, in partnership with the Uganda Veteran Assistance Board (UVAB).

SKIPI is part of the Government of Uganda's (GoU) longer-term post-conflict efforts to re-integrate veterans and ex-combatants into civilian life. After the termination of the civil war in 1986 and the full stabilisation of Uganda in 1991, the government decided to shift the burden of its public expenditure away from its earlier emphasis on defence and security to the promotion of social and economic development. This shift in investment from non-productive to productive assets entailed the demobilisation and subsequent reintegration into productive civilian life of more than 36,000 soldiers. The dual objectives of the demobilisation exercise were: (1) to resettle veterans and their families (estimated at 125,000 dependents) and facilitate their social and economic reintegration into a peaceful, productive, and sustainable civilian life; and (2) to restructure public expenditure to increase the funds available for priority programmes, especially for economic and social infrastructure and services.

Subsequently, the World Bank and other donors agreed to fund a three-phase demobilisation programme over the period 1992 to 1995. To this end, GoU established the Uganda Veterans Assistance Board (UVAB) as civilian body to ensure effectiveness and efficiency in implementation. The programme proved successful in terms of number of veterans that were re-inserted into their home villages and tried to engage in farming activities. However, the veterans continued to face serious difficulties, including inadequate land, shelter, lack of skills, lack of civic awareness, health and related problems and generally limited resources.

UVAB and its regional Veteran Committee in the north-western region, as well as the local communities, were faced with the additional challenge of integrating former rebels, which had received amnesty during the year 2003. In the district of Yumbe, an estimated 3,500 former rebels from various factions were in need for concrete action towards their re-integration. The veterans and their families, like indeed most of the local population, depend largely on smallholder subsistence agriculture and are part of the most vulnerable segments of the society. GoU therefore included the veterans in its programmes to fight poverty. While some progress with re-integration was achieved, the veterans and their families did not manage to develop their livelihoods to a self-sustaining level.

In 2003, UNIDO was approached to design a project that was to enable veterans and their families to improve their livelihoods. Subsequently, it was decided to concentrate on equipping the veterans with marketable technical skills in various basic professions in order to enable them to find employment in the private sector and generate income for their families.

While this is not the place for an extensive discussion of private sector development in post-conflict situations<sup>1</sup>, it is still necessary to briefly anchor the concept and approach chosen for SKIPI in the wider scheme of things. It is now widely recognised that private sector development has a crucial role to play in post-conflict, and other conflict-affected, situations. The economic aspects of conflicts have often been overlooked, and previous approaches to post-conflict intervention have included only very limited private sector development programming.

As in general private sector development, four basic types of support can also be distinguished in post-conflict situations: (1) targeted support for individuals, households, and specific enterprises; (2) systemic support for markets or economic sectors; (3) improvement of the business-enabling environment; (4) strengthening of economic structures. SKIPI has been designed to clearly fit into the first category. It has directly targeted ex-combatants and their families by providing practical and directly applicable skills in basic professions.

It goes without saying that, in order for a post-conflict economy to embark on a sound and sustainable growth path, systemic support at macro-level but also to specific markets and sectors as well as to the business environment is essential. However, the specific SKIPI focus is an equally valid and essential precondition for economic growth and income generation as the need for and potential of people with basic professional skills is substantial in post-conflict situations, when, so to speak, everything has to be built up from scratch. In

---

<sup>1</sup> For a good summary of the present discussion, see for instance: Naoise Mac Sweeney (2008): Private Sector Development in Post-Conflict Countries; A Review of Current Literature and Practice; Cambridge, UK

addition to the direct economic benefits that people with professional skills can gain, their contribution to stabilising the society is equally important. To cite a recent report for the African Development Bank: “In terms of objectives, a post-conflict society has to give overriding priority to the reduction in the risk of renewed conflict. Two economic policies that can reduce risks are to reduce military spending and to increase employment opportunities for unskilled young men.”<sup>2</sup> The latter is precisely what SKIPI has set out to do – only that women were also included in the target population.

Organisationally, SKIPI has been made a separate component of Phase II of the UNIDO Uganda Integrated Programme II (UIP II). The programme focused on agro-processing and private sector development and has been implemented in cooperation with the Ministry of Tourism, Trade and Industry (MTTI). The Programme was to cover the period 2005 to 2007 but has been extended for one additional year.

An independent evaluation of UIP II has been carried out during September and October 2008, which also included the SKIPI component<sup>3</sup>. The evaluation concluded that “SKIPI was highly relevant [...] and has been able to effectively assist the Ugandan Government in its rehabilitation and reconstruction efforts, by introducing avenues to economic recovery and the provision of livelihood. Hundreds of war veterans and former rebels, trained in productive skills, have been able to find employment or generate income.”

The evaluation further recommended that SKIPI should be expanded to other districts with high prevalence of poverty and a large population of demobilised soldiers, ex-combatants and unemployed and unskilled youth. In order to be in a position to firmly argue the case for expansion and replication, it was furthermore proposed to conduct a separate and in-depth impact evaluation of SKIPI.

This recommendation was taken up and UNIDO commissioned an independent impact evaluation of SKIPI. The evaluation team consisted of Andreas Tarnutzer, international consultant and team leader, Frank Mukunzi, national consultant, and Robinah Sabano, national consultant. Fieldwork and surveys were carried out in the months of March and April 2009. For the TOR of the mandate please refer to annex 4.

---

<sup>2</sup> Paul Collier (2007): Post-Conflict Recovery: How Should the Strategies of the African Development Bank be Distinctive? Centre for the Study of African Economies, Department of Economics, Oxford University.

<sup>3</sup> UNIDO Evaluation Group (2009): Independent Evaluation of Uganda UNIDO Integrated Programme; Agro-processing and Private Sector Development - Phase II, Vienna.

# 2

## Impact evaluation purpose and scope

---

The main purpose of the independent impact evaluation was (i) to assess the outcomes and intended or unintended impacts of SKIPI as well as (ii) to draw lessons from the performance of the project and from the approach used and to develop recommendations for future similar projects.

In addition, the evaluation was to assess the project logic or its theory of change and to what extent the assumptions made were realistic. Apart from the economic dimension of poverty, the evaluation was also to assess other poverty impacts on the targeted groups in terms of human, political, social and gender dimensions. In particular the evaluation was to try to capture socio-economic effects, such as increase in employment, start-up of new enterprises, adoption of new technologies and techniques, increased production and effects in terms of food security or education.



# 3

## Impact evaluation methodology

---

The present impact evaluation bases its findings on primary quantitative data and qualitative information. The quantitative survey data were triangulated with evidence and information obtained through focused groups discussions with the project's main stakeholders and clients.

The evaluation team reviewed available documents related to the project and relevant context-specific documents from the Government and other development organisations. The findings of the earlier Uganda IP evaluation were also consulted. The project staff and management had prepared a self-evaluation report that, together with project monitoring data, served as inputs to the evaluation.

Quantitative and qualitative collection of primary data was conducted in March 2009. The quantitative data derived from a sample survey of graduates of SKIPI's core training; qualitative information was obtained through group discussions with key actors and key resource persons.

### **Random-sample survey**

The central impact evaluation instrument was a random sample survey of 136 SKIPI graduates, with probability proportionate to size. The interviewee sample balanced the geographical and socio-economic situation of the villages from which the trainees originated. In order to have a representative sample and to minimise random errors, first, 10 villages were selected for conducting the individual interviews, according to the following characteristics: (i) village size, in order to balance large villages against small ones; (ii) location relative to Yumbe town, in order to ensure representative spatial distribution, and (iii) number of ex-combatants in villages. Balancing the three criteria, the selection identified four large villages, located in the vicinity of Yumbe, three medium-sized roadside villages, and three remote and small villages.

Two concise structured questionnaires (see annex 2) were developed and tested, one for SKIPI graduates and one for village heads. In order to minimise systematic errors, the questionnaires were purposefully kept simple and generally intelligible, closed questions were phrased. Five experienced local interviewers were recruited and trained, conducted test interviews and were closely supervised during fieldwork.

The survey consisted of a total of 136 interviews with former SKIPI trainees. The sample covered 21.5% of the total of 633 SKIPI graduates in the eight core professions. By this, a statistical significance at 95% confidence level was attained with a sampling error of less than  $\pm 5\%$ <sup>4</sup>.

Selection of respondents within the villages was done at random but the overall quotas of the eight core subjects were adhered to. The ten village chiefs were interviewed with a separate questionnaire.

The personal characteristics of interviewees correspond with the overall characteristics of the SKIPI graduates: Average age was 29.5 years; 93 respondents, or 69% out of 136, were male and 43 or 31% were female; 57% of respondents had primary level education; 36% passed the secondary level; while 7% had no formal education.

The raw data were professionally analysed using SPSS (Statistical Package for Social Scientists). The validity of the results was ascertained through triangulation with the findings and conclusions of the preceding SKIPI Baseline and Tracer Studies<sup>5</sup>, as well as with the qualitative group discussions.

## **Qualitative group discussions**

Qualitative and focused group discussions were held with three main target groups by utilising a pre-defined checklist of topics:

- District, counties, sub-counties, divisions and village officials (LC I to LC V);

---

<sup>4</sup> Basing on the binomial formula for random sampling, at 95% confidence level for a sampling error of less than  $\pm 5\%$ , sample size N is given by  $N = 3.48 * P\% * (100 - P\%) / 25$ , where P% is the minimum sub-population percentage that must be captured, in this case the 4% hairdressers that were trained. This results in a minimum sample size of N=53. However, if a safety design factor of 2 is applied, minimum sample size is 106. Therefore, the 136 sample of the survey surpasses the required statistical significance and confidence levels by a comfortable margin.

<sup>5</sup> Baseline data, established at the outset of the project and monitored by tracing during its lifetime, cover socio-economic parameters such as demographic data, community organisation, levels of income generation and skills and skills deficiencies. The relevant surveys and reports are (i) November 2006: Baseline Survey 1; (ii) November 2007: Baseline Survey 2; (iii) March 2008: Tracer Study 1 and Alumni Survey; (iv) February 2009: Tracer Study 2.

- Women groups of graduates from various professions;
- Men groups of graduates from various professions.

The attribution of the measured impact as direct effect of the SKIPI training has been confirmed by triangulating the quantitative survey results with the statements of the village heads as well as with the focus group discussions, where attribution of observed changes in SKIPI graduates was made a specific topic.

The plausibility of direct attribution is strongly supported by the simple fact that in the sampled villages no other intervention or project has been active in the last years and village leaders have uniformly confirmed that most other village residents of similar socio-economic backgrounds have remained without outside jobs or other income earning possibilities and continue to derive their livelihoods from subsistence agriculture. It was indeed SKIPI that has made the difference in the lives of the people it has trained.

# 4

## Programme identification and formulation

---

In 2003, a request was submitted to UNIDO to support the Government of Uganda (GoU) in its efforts for re-integration by providing skills training to ex-combatants, veterans and their family members in the northern Ugandan district Yumbe. SKIPI was designed in close cooperation with the Uganda Veteran Assistance Board (UVAB) as the responsible GoU institution. UNIDO submitted the project to the UN Trust Fund for Human Security (UNTFHS) in 2004 and the Government of Japan responded positively to a request for funding. The project was then formally approved in December 2005 under the UNIDO signature TF/UGA/05/003.

SKIPI was able to start operations in April 2006 (after a slight delay caused by national elections in early 2006) and is to last until August 2009. Its total phase budget is \$ 1.4m. The project is implemented by UNIDO, in partnership with UVAB as national counterpart, and Participatory Rural Action for Development (PRAFORD) as local implementing partner in Yumbe. PRAFORD was the obvious choice for local partner as it had been instrumental in brokering the peace between the government and the rebels and had earlier already embarked on simple vocational training activities.

Organisationally, SKIPI has been made a separate component of Phase II of the UNIDO Uganda Integrated Programme II (UIP II). The programme has focused on agro-processing and private sector development and was implemented in cooperation with the Ministry of Tourism, Trade and Industry (MTTI).

### SKIPI Objectives Framework

The **overall goal** of SKIPI was to contribute to the Government of Uganda efforts aimed at (i) the social and economic reintegration of veterans, former rebels and their families into civilian life and (ii) the eradication of poverty in particularly rural farming communities.

The **immediate objective** of the project was to provide veterans, former rebels, their dependents and the wider communities in Yumbe with marketable skills for increased self-employment and income generation opportunities and sustainable livelihoods.

The project activities specifically focused on:

- Building life skills as the personal capacity of veterans and former rebels to adjust socially and reconcile tensions.
- Developing marketable technical skills of the beneficiaries through non-formal product oriented training.
- Developing complimentary entrepreneurial skills to assist the beneficiaries in starting micro-scale repair and production enterprises at the community level.
- Providing Community Service Facilities to ensure sustainable rural development.

## **Impact logic**

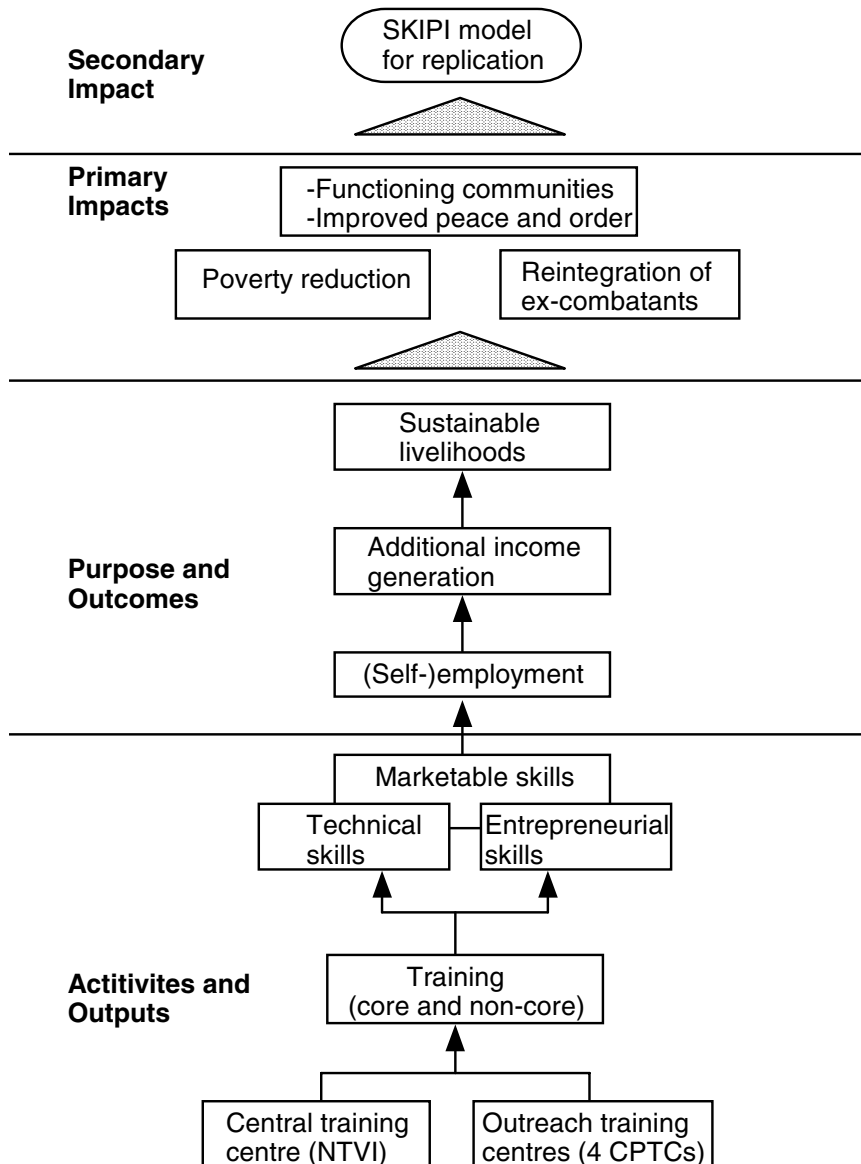
The illustration (next page) depicts the impact logic of SKIPI and forms the basis of the current impact evaluation.

The impact logic of SKIPI is relatively straightforward: As the project had to start from scratch, first central and decentralised facilities for conducting the training had to be established, professions with the best employment potential had to be identified and the subject-wise training programmes and curricula developed. Then, the best-suited trainees had to be carefully selected. Based on these preparatory steps, the training programme was implemented to provide technical and entrepreneurial skills to the selected trainees.

On the purpose or immediate objective level, these activities were to lead to the trainees being able to be either self-employed or find employment, generate income and thus be able to sustain the livelihoods of their families.

The expected overall impact was to contribute to poverty reduction and to safeguard the re-integration of veterans and ex-combatants and thus contribute to better functioning communities and an improved peace and order situation. Finally, SKIPI also had a certain laboratory function to assess whether its private sector based approach and design would have the potential for replication in similar post-conflict situations and contexts. The logical framework of the project is given in annex 3.

### SKIPI Impact Logic



# 5

## Funds mobilization and disbursement

---

SKIPI has received 100% funding from the Government of Japan through the UN Trust Fund for Human Security. The respective budgets for the two phases, including 10% agency support cost, were as follows:

Phase I	\$ 780,505
Phase II	\$ 618,332
Total	\$ 1,398,837

The total operational budget was \$ 1,271,670. Disbursement has been on schedule as per plan. As of 1 March 2009, total disbursement has been \$ 1,207,503 or 95% of the project budget<sup>6</sup>; the remaining 5% or \$ 64,167 have been budgeted for finalising the planned training programme as well as for proper closure and hand-over procedures at the end of the project in August 2009.

---

<sup>6</sup> UNIDO (TF/UGA/05/003): Third Progress Report to the United Nations Trust Fund for Human Security (UNTFHS), 17 March 2009, p. 19.

# 6

## West Nile region and Yumbe district

---

### West Nile region

The West Nile region covers, as the name implies, the area west of the river Nile in the north-western corner of Uganda, bordering on the Sudan in the North, and the Democratic Republic of Congo in the West. Currently, it consists of the six districts Arua, Yumbe, Moyo, Nebbi, Koboko and Adjumani. Various ethnic groups live in the area, including the Lugbara, Aringa, Alur, Madi, Kakwa, Lendu and the Kebu.

The West Nile region has experienced more than two decades of serious armed conflict between the government and rebel groups, with the respective devastating consequences on the social fabric, economic situation and infrastructure conditions. Four main insurgent groups have operated in West Nile – the Former Uganda National Army (FUNA), the first Uganda National Rescue Front (UNRF), the UNRF II, and the West Nile Bank Front (WNBF). From their bases in the Sudan and Zaire/Democratic Republic of Congo (DRC), most of the conflict has been played out within the West Nile region, seriously compromising its stability. Although the level of violence perpetrated by the different rebel groups never reached the same intensity and media attention as the more infamous Lords Resistance Army (LRA) in the adjacent districts of northern Uganda, the consequent impact on the civilian population has still been profound. Naturally, the war led to increased poverty and loss of income opportunities.

The period of armed rebellion has all but ended with the signing of a negotiated peace agreement between the most recent rebel group, the UNRF II and the Government in late 2002. Although the event went virtually unnoticed by the rest of the world, it was a significant moment in the resolution of conflicts that have dominated Uganda's recent history.

### Yumbe District

As often the case in post-conflict situations, the official database on Yumbe district, where SKIPI activities are centred, is unfortunately extremely poor. Next to no updated and reliable



information is available on core social and economic indicators. Still, there is no doubt whatsoever that the district ranks among the poorest and most disadvantaged of the country. Formally, the district has been created in 2002 as administrative spin-off from Arua district.



During the long conflict, most people in the area had fled to neighbouring countries and regions. Only after the current government came to power in 1986, did people start to slowly return, but security problems persisted until, in 2002, a peace agreement was signed between the government and the most active rebel group, the UNRF II.

The last population figures, dating from 2002 (and of unknown quality), give a figure of 250,000. As said above, no information is available on core economic indicators, but qualitative assessments by key resource persons on the overall economic development over the last few years point to stagnation if not negative growth.

At present, it is assumed that almost 95% of the population practice subsistence agriculture, with only a few cash crops, foremost tobacco, reaching a certain importance. Market access is a problem due to distances and the largely dilapidated road infrastructure. Also, neither the district centre nor any other settlement is electrified – despite promises by the government during project preparation. The government budget is also inadequate to address even the most urgent infrastructure needs and to provide the most basic services in health and education on acceptable levels.

Labour migration to southern Sudan is said to be on the rise; unfortunately again no credible estimates on the magnitude of emigration are available, let alone official figures. Still, the current evaluation has shown that job opportunities exist in South Sudan and are taken up, for instance by carpenters and builders trained by SKIPI.

Given the dismal picture painted above, poverty is consequently widespread and illiteracy rates remain high. It is estimated that in rural areas of Yumbe at most 20% of families have secure livelihoods, while the remaining 80% – including most of the around 3,500 ex-combatants – face serious problems with securing food, accessing health services and providing for children's education. The situation is slightly better in Yumbe town. The district thus has been, and remains to be, a post-conflict area with all related problems, where outside support is well justified.

# 7

## Relevance and ownership

---

The relevance of SKIPI is high and undisputed. It is clearly in line with Uganda's Poverty Reduction Action Plan and its focus on economic reintegration of ex-combatants and their families. SKIPI also fitted well in the prerequisites to qualify for the United Nations Trust Fund for Human Security.

The district Yumbe was a rational choice being a conflict-affected area with a high prevalence of poverty. It receives little outside support, whether from government or foreign-funded projects. There was, and still is, a large population of unemployed ex-combatants and their families and the only skill-based training that has been provided in the Yumbe area has been organised by SKIPI. Out of the direct beneficiaries, 70% have been ex-combatants and demobilised soldiers or family members of these two categories.

The ownership of and identification with SKIPI has been very high. This can certainly be attributed to the fact that the project produced directly visible and tangible results in the form of skilled and thus employable people (as well as public buildings that were built or renovated through the training), but partly also to the fact that no other similar development effort has been undertaken in the district during the last years.

There has been unanimous direct and very positive feedback from village people and village leaders but also from officials on district, county and sub-county levels. The verbatim statements from the survey of village heads, cited below, confirm that SKIPI enjoys a very good reputation but also show that 'more of the same' would be required. Demand for skills clearly far exceeds the supply that SKIPI could offer.

*"We request that the programme of SKIPI be extended so that more members can benefit. It has transformed people's lives" – Chairperson, Arubua Cell, Yumbe Town Council*

*"There has not been an organisation that has been as useful as SKIPI in our area. We request that UNIDO offers more chances or lobbies other organisations with similar objectives so that more people can benefit" - Mr Dijango Abbas LCI Chairman, Okukunga Village)*

*"SKIPI programmes are excellent but very few have benefited"* - LC I Chairman, Woroworo Village

*"We highly appreciate SKIPI but we still need its services"* - Mr. Guma Salim Alip, LC I Chairperson.

*"SKIPI has improved people's standards of living and built houses for our meetings. It is a good organisation and should keep it up"* – LC I Chairperson Konika Village

*"SKIPI has brought development to our village"* - Mr. Maga Ashraf, Konika Village

*"SKIPI is good as it has kept people busy with no time to commit crimes. I request the project to continue"* - Mr. Luke Chandiga, Loina Village

*"I request SKIPI to conduct more training in my village"* - LC I Chairperson, Uji Village

# 8

## Programme coordination and management

---

The project was executed by and under the technical and administrative supervision of a UNIDO Technical Project Manager, following UNIDO rules and procedures. A National Project Coordinator (NPC), seconded by UVAB and based in Kampala, was responsible to liaise with the donor community and the Donor Technical Group on Northern Uganda and work as a link between field office and the UNIDO-Uganda Integrated Programme (UIP II) office.

In the project area, the Project Advisory Committee (PAC) was composed of district officials, local communities' leaders and members of different veteran and ex-combatant groups. The Project Management Team (PMT), consisting of NPC, Technical Project Officer (TPO), Technical Project Advisor (TPA) and Executive Director and Programme Officer of PRAFORD, was set-up for day-to-day planning of project activities; TPA and TPO were in charge of direct implementation.

It is important to note that the project mostly had to start from scratch in terms of infrastructure, teachers, staff and training material: the central and decentralised training facilities had to be built, professional equipment purchased, subject trainers recruited and trained and training curricula and manuals developed. Only after these preparatory tasks were completed, could then the residential trainings be conducted at the well-equipped workshop-cum-dormitory facility (called New Vocational Training Initiative/NVTI) at the PRAFORD premises in Yumbe town. Full-time trainers for core subjects were employed throughout the training periods and a social counsellor was seconded by PRAFORD to work with communities relating to peace building, social counselling and general community work.

Non-residential training courses were conducted in the four strategically located so-called Community Production and Training Centres (CPTC). For each CPTC, a management committee was set-up, whose members received additional training in centre operations and management as well as community mobilisation. The centres were supported with basic tools for conducting building, carpentry and tailoring training. Honey processing and bakery equipment were also provided to start activities. In addition, CPTCs were given basic

equipment to enable hiring to the community for functions and rituals in order to generate additional income for sustaining the centres.

As such, programme coordination and management has worked well with strong involvement of local actors. The rather remote location has provided for some independence and the comparatively small area covered has allowed intensive interactions and close monitoring of activities, to which the social counselling and the conduction of regular alumni meetings also contributed. Results were produced, not least due to the continuous presence of a qualified and very committed TPA.

# 9

## Effectiveness

---

### **Beneficiary selection process**

Given limited resources and unlimited needs and demands, effectiveness of fund utilisation was crucial. In order to select the right people for training, it was important to identify the most needy and deserving but also most promising candidates. SKIPI therefore started its activities with a sound village and trainee selection process, consisting of the following main steps:

- First, villages were selected, based on the core criteria of concentration of ex-combatants and veterans (at least 2.5%); demand for services of skilled persons in the village (which had not benefited from similar programmes earlier); further, the village had to have a functioning village council and no on-going political conflicts.
- Once selected, the beneficiary selection criteria were explained extensively to the village population and leadership (LC-I, elders, religious leaders). Subsequently, villages were invited to propose trainee candidates, based on short-listed training subjects.
- The project further screened the proposed candidates and invited three for interviews, after which the most promising applicant was selected. Successful applicants had to be enterprising members of households, which were, due to the effects of conflict and displacement, poor and in need of support; the individuals had to credibly commit to the training and be willing to learn new skills, as well as ready to transfer the skills to others. Naturally, they had to obey to the rules and regulations set by the project.

The impact evaluation shows that this elaborate selection process has yielded the envisaged results in terms of selecting the most committed and capable trainees, which now successfully earn a living in their new profession.

## SKIPI beneficiaries

Three main categories of beneficiaries of SKIPI activities can be distinguished:

- The primary clients are the candidates selected for the two main types of training, the core and non-core subjects. In relation to primary clients, skill transfer was in the focus of activities; for core subject trainees as new full-time profession, for non-core trainees as additional income source.
- The secondary clients consist of intermediaries that were required to organise and conduct the training and to involve the communities and government representatives, i.e. the trainers, members of the different committees as well as officials and village leaders.
- The third, and largest, group consisted of participants in workshops, village meetings and other project events. Though sometimes overlapping with the second group, this audience allowed SKIPI to disseminate its positive message and gain wide attention and recognition.

The table in annex 1 provides detailed figures and subject-wise distribution of the primary and secondary clients. Here, a summary of the different trainee types is provided:

<b>Type of training</b>	<b>Men</b>	<b>Women</b>	<b>Total</b>
Core training	419	214	633
Non-core training	266	77	343
Planned until August 09			140
Intermediaries	78	28	106
<i>Subtotal direct trainees</i>			<i>1222</i>
'Tertiary' beneficiaries			approx. 3000
<i>Total</i>			<i>approx. 4200</i>

## Core and non-core training

As of May 2009, SKIPI had trained a total of 633 persons in its eight core subjects: building; carpentry; tailoring; blacksmithy; mechanics; welding; hairdressing; and business management. Of the 633 trainees, 500 have undergone one training course of between 2 to 4 months, and 133 have undergone two or even more advanced courses.



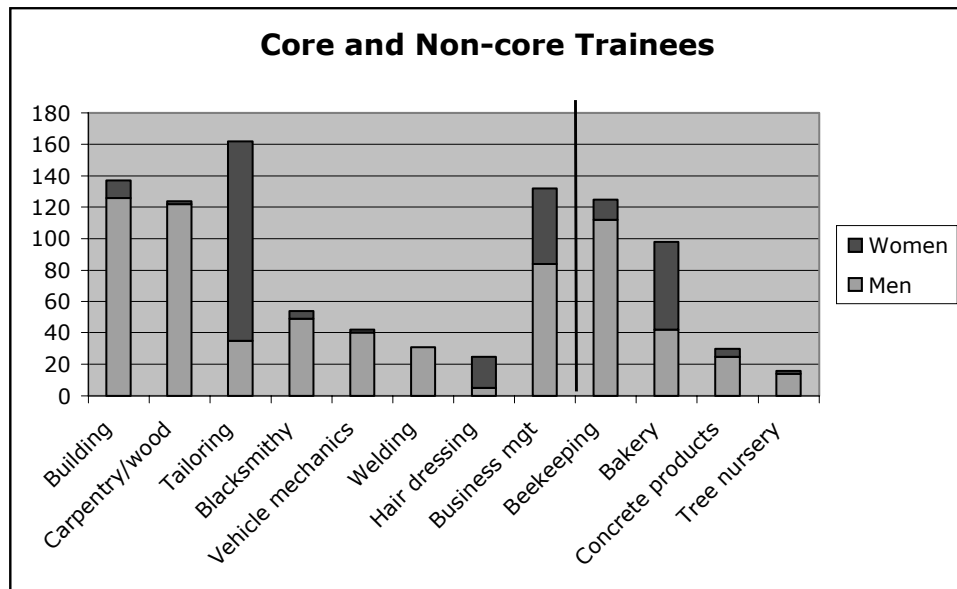
In the four non-core subjects, a total of 343 people attended courses which typically lasted between one and two weeks in the following subjects: beekeeping and honey processing; bakery and food processing; concrete products; tree nursery management.

Furthermore, between May 2009 and the end of the project in August 2009, another 140 people will receive training, most in advanced courses and a few in the basic course for hairdressing.

The illustration below shows the gender-wise distribution of the total number of trainees in the eight core and four non-core trainings.

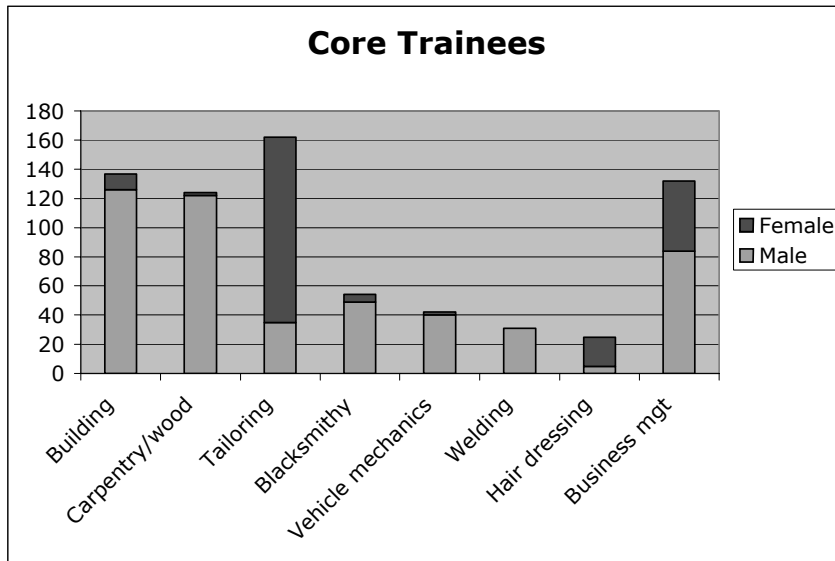
If the total number of 106 secondary clients is added to this figure, it can be concluded that SKIPI directly impacted 1222 people in Yumbe district, 30% of which have been women.

The quantitative survey that has been conducted as part of this impact evaluation focused on the graduates of the core trainings; the participants of non-core trainings as well as the secondary clients formed part of the qualitative focus group discussions.



## Core training

As mentioned, a total of 633 people graduated from the core trainings, of which 133 also attended advanced courses. With 34%, the relative share of women was rather high, given the dominance of 'male' professions due to the main focus on ex-soldiers and combatants.



The above chart illustrates the dominance of the four professions tailoring, building, business management and carpentry, with more than 120 trainees each, while less than half as many graduated from the remaining four professions.

It is important to note that almost all trainees attended the additional modules on Functional Adult Literacy (FAL) and Entrepreneurship as part of their education. As 30% were combatants and another 50% combatants' family members, trainees also received intensive counselling on psychological and social issues.

Training participation was certainly made an attractive package: training – and lodging for residential courses – were for free and trainees in addition received a daily subsistence allowance of 1\$. After successful completion, graduates were provided with formal UNIDO/SKIPI certificates as well as a professional tool kit, of a value ranging from \$30 to \$500, depending on the profession.

### Builders

A total of 137 builders have been trained by SKIPI. The builders' training is a good example of the hands-on approach chosen, in that simple brick houses were actually built, starting from site plan drawing to foundation laying and wall erection and finally roof construction. The main workshop building at PRAFORD (NTVI) and the four branch training facilities, the CPTCs, were built this way. In addition, trainees also renovated public buildings, like schools and the district community hall, which was greatly appreciated by the local governments and communities. The most proficient 91 trainees then attended an advanced training course to learn multi-story building construction.

Trainees are now qualified to find jobs and 90% practice it as their main profession. The sample survey has shown that around 25% emigrate to southern Sudanese towns like Yie, Juba and Kerwa, where the construction boom offers good job opportunities and where the UNIDO certificate was said to be particularly useful. 50% have found work in regional towns like Koboko or Arua or go as far as Kampala, while 25% have remained in the village.

#### **Kassim Abdallah**

Kassim Abdallah is from Lobenga village, Acholi parish in Apo sub-county. He is nearly 38 years old. He joined UNRF II and went to bush at age of 20. After signing of peace agreement he received US\$273,000 and other household items like blanket, cooking utensils, hoes, etc. from the Amnesty Commission. Kassim said that this money and package was not enough to support himself and his family members. Since he had not attained formal education and did not have any skill for survival, life became very difficult for him.

At the age of 38, the SKIPI Project came "*as light after a tunnel*". He applied and was selected for building training. During the training he was very happy constructing the Omba CPTC for the Project. After completion of the training and receiving the tool-kit, he joined with some experienced masons in the area and started constructing private houses. Currently, with some other SKIPI trained builders, he is constructing a mosque in a village in Apo Sub-county. His daily income is Sh5,000, which is enough for himself and his family. When interviewed, Mr. Abdallah said "*I am very lucky to have benefited from SKIPI and a happy man today. I also thank SKIPI for paying pocket money during training which I used for supporting my family when I was being trained*".

### Carpenters

50 persons have been trained as carpenters, foremost in furniture making but also in low cost wooden roofing structures. In the well-equipped NVTI workshop, they have become proficient with utilising sophisticated power tools. The machines, however, are expensive and have to be powered by generators. Evidently, thus, the making of more stylish furniture remains confined to the central training unit, where some of the best trainees are currently employed. Partly as a reaction to this, 40 people have received additional training in working with more

affordable portable tools. Most carpenters work within the village; some have opened shops in district towns or trading centres and a few have found work in Southern Sudan.

Marketing of wood products is a general problem, also for the better quality produced at the NVTI. The main constraint for independent carpenters is inaccessibility of working capital to purchase and dry timber in sufficient quantities, hence they mostly have to produce simple furniture, based on orders and pre-payments received. As a consequence, income of carpenters is just around average, if compared to the other professions, and below the potential that the profession could offer.

### **Abibu Musema**

Abibu Musema is of 18 years from Idace village, Rogale parish in Kuru sub county of Yumbe. His father was working in Uganda Peoples Defence Forces and deployed far from home and hardly taking care of his family. He confessed that he has never seen his father nor received any help from him for his family. Therefore, he is not sure whether his father is dead or alive. It was very difficult for his mother to take care of six children and give them proper education. Due to lack of school fees, he dropped out in primary six and started helping his mother in farming. He also used to work in other people farms for food and very little money.

For Abibu, UNIDO SKIPI Project came as a saviour. He was trained in carpentry and joinery at Omba centre. After training and receiving tool-kit from Project he started his own carpentry workshop in his village. Now he makes and sells furniture like beds, tables, chairs, office desks, benches, coffee set, etc. for local people on order. His average monthly income is nearly Sh100,000 which is good enough for himself and his family members. He has also purchased some more tools specially planes and started training three boys from his village who also work for him as helping hands. Recently when he was approached by the Project staff and came for the alumni meeting he said “ *I thank UNIDO for what I am today. My life was very difficult before training but I am now very happy because I am able to buy whatever I like for myself and support my mother and siblings*”.

### Welders

The project has trained six groups of five (in one case six) welders. The welders stand out in several ways: first, they are very successful. Next to an evident demand for their services, this can also be attributed to the welding machine and generator provided to each group. The value of this equipment of around 3000\$ is considerably higher than the cost of the tool kits for the other professions. Consequently, the welders' income is also considerably higher. Still, most income derives from repair work; demand for new doors, windows, gates, etc. is limited as comparatively few brick houses are being built which would require such modern components.

## **Oroma Mugeni**

Mrs. Oroma is the wife of a beneficiary of the SKIPI welding course. She vividly expressed satisfaction about the benefits from training her husband received. He now operates his profession more in Arua than in Yumbe. Among his peers, he is regarded as the best performing welder. The wife adds, *“this house is now on land that has been fully paid for by my husband, I have a home for my children and we are comfortable”*. Mrs. Oroma was also able to attend a SKIPI course in bakery. On several occasions she has ventured into making bread although at time of visit to their home, the oven was not in operation. Nevertheless, using the knowledge from training, she was able to construct an improved cooking facility on her veranda, which consumes less firewood. One of her neighbours copied the same technology from her.

Two welding groups operate in Yumbe Town Council where business is comparatively good; three groups work in trading centres of the district but sometimes venture as far as Arua town. One group managed to establish itself at the main border town where they also cater to business from Sudan. The groups are formally registered with the government’s community development offices and operate as an economic unit. If problems arise, they are mostly due to ‘group dynamics’, which have been addressed during regular visits by project staff.

### Mechanics

The 42 mechanics trained were said to be overall the best-qualified people from those initially selected. The focus of the training was on basic repairs of motorcycles, generators, etc. Car repairs, on the other hand, require higher skill levels than cannot be gained in four months of training as well as expensive, more sophisticated tools. Again, practice dominated the training, as broken-down engines and vehicles were purchased, taken apart and repaired.

Five trainees later managed to get admission to technical institutes for obtaining the mechanics’ craftsmanship certificate; six have found employment in Arua garages as apprentices. One trainee successfully established himself and a group of co-trainees in the border town Kerwa. The remaining trainees either work in Yumbe town or in villages, with the former doing better business with repairing motorcycles and vehicles. In addition, the mechanics in town can revert to the NVTI trainers to assist them in solving occasional more complicated problems.

### Blacksmiths

54 persons were trained as blacksmiths but the programme has not exactly proven to be a big success. Initially, it was planned to train 100 people but as it became increasingly clear that demand for blacksmiths was not strong, the target was reduced and the training diversified into additional products like door hinges, screw drivers, etc.

Earlier, the profession used to be quite profitable; however, this has changed due to the increasing competition from cheap, but still shiny, imported tools. Consequently, the market

for the skills is thin and most trainees have to rely on producing simple tools like grass sickles, arrows, spears, bicycle carriers, traditional knives, etc. Consequently, only 75% work full-time in the profession.

### Tailors

Not surprisingly, with 78% of the 162 trainees, tailoring has the highest share of women of the eight core professions. The vast majority has remained in the district, with town tailors doing better than those that operate in their villages, where people still consider it a luxury to have a dress made. Competition from the second-hand cloth market and from cheap ready-made Chinese imports is stiff, leaving mending and repairing of old clothes as main business. A good, though seasonal, business opportunity is the orders for school uniforms.

Some trainees' business has defaulted due to the fact that their Chinese Singer machine, if not maintained properly, is breaking down easily. Also, spare parts are difficult to obtain and costly. On the other hand, women trained in tailoring have a high propensity to pass on their skills in the wider family, thus creating an indirect dissemination impact.

### **Chandiru Jane**

Candiru Jane is 25 years old and lives in Ambelecu village, Moli parish in Odravu sub-county. She had never been to school because her father did not want to educate his daughters. She was married at the age of 15 to an ex-combatant as third wife and is today a mother of four children. Her husband could not take care of her properly because he had three wives and 15 children and his income was not enough to cater for all dependents. She was a housewife who was only to do domestic chores and they could hardly afford to have two meals a day. Her children were miserably malnourished and were always sickly.

When she heard about SKIPI giving training in tailoring at Wolo Center, she looked at it as only hope in life and asked her husband if she could apply for it. She was lucky enough to be among the few people who were given opportunity to be trained as tailors. After completing the training and receiving a sewing machine, she started sewing clothes at Kulikulinga trading centre. She also joined a saving and credit group operating in her village and contributed Sh50,000 which she had saved from her daily allowance received during training. Her average weekly income is about Sh25,000 which is sufficient for herself and her children. She makes different clothes like baby dress, skirt and blouse, school uniforms, shirt, trouser, etc. Training on Functional Adult Literacy has changed her outlook about life since it helped her discover the importance of education and she is sending all her children to school. *"I thank SKIPI for training me and hope that many more people will be trained by UNIDO. One thing that makes me proud is that I am now able to attract my husband's respect and can afford to look after my children"*.

### Hair dressers and cosmeticians

The first two batches of a total of 25 hairdressers and cosmeticians, of which five were men, have only completed their training in December 2008 and March 2009 respectively. It is

therefore early to discuss effectiveness, let alone final impact. So far, half of the trainees have opened their own open-air stall close to trading centres, while the remaining half practice their profession in the villages.

### *Business management*

Of the 136 trainees in business management, more than one third are women. The training provided the necessary basic skills for running a micro-enterprise, usually in petty trade, be it a shop in the village or stall in the market. The satisfaction level with the training is high as it allowed people to venture into new fields or expand existing businesses. In some instances, trainees opened new kiosks that have since evolved as nuclei for small trading posts in villages where farmers can sell their produce, etc. Again, the core constraint for further expansion of the businesses is clearly the lack of access to credit and thus working capital for stocking up on merchandise.

## **Functional adult literacy (FAL) and entrepreneurship training**

It is important to note that next to all trainees of the eight core subjects were also taught the two modules (i) entrepreneurship development and (ii) functional adult literacy.

As the educational level of the majority of trainees was low, with some being illiterate, functional adult literacy courses taught basic reading, writing and calculation skills during two to three weeks. Additionally, trainees were also made aware about social issues like importance of education, environment protection, health and sanitation, gender issues, HIV/AIDS prevention, etc. The entrepreneurship development package was also of two to three week duration. The syllabus consisted of basic accounting, book-keeping, profit/loss calculation, business management, etc.

Both modules were highly praised by the trainees as they provided, next to professional skills, important impetus for their personal and social skill development.

## **Non-core subjects**

In addition to the eight core professions discussed above, the project has also embarked on four non-core training. These were initially not planned, but conducted during the second phase as direct response to demands for additional training of more numbers of people. Given their duration of between one and two weeks, they are probably best classified as

exposure or orientation activities. The intention was to allow trainees to gain a side-income rather than be the main income source as with the core training.

Between January 2008 to February 2009, a total of 343 people were trained in (i) bee keeping and honey processing; (ii) bakery and food processing; (iii) concrete products and (iv) tree nursery management – the last activity specifically designed as income generation possibility for the management committees of the CPTC branches.

Group discussions have shown that enthusiasm among participants is considerable. Some caution, however, seems appropriate as to the medium-term impact potential – if not for some core actors then certainly for the majority of trainees. Bakery units and honey processing equipments are only available at the training centres to which some farmers have to travel quite a distance. Airtight storage of honey also is an issue that will require investments. The ovens used for baking are not exactly cheap and will require regular maintenance. Finally, marketing channels are difficult to find apart from the limited sales possible at local trading posts. A final assessment of the effectiveness (and impact) of the non-core training must therefore be left open.



# 10

## Efficiency

---

Efficiency of project implementation can safely be assessed as high. SKIPI has managed to set-up from scratch and successfully operate a training system for 12 different professions in the difficult post-conflict context of Yumbe and in the short time span of three years. It has trained, with its comparatively modest budget, more than 1,200 people and has involved more than 4000 people in related activities like workshops and village meetings.

The training of (local) trainers' (ToT) approach was relatively low cost, and the 'training through production' model was certainly cost-effective as it directly produced, for instance, the four decentralised training buildings and the necessary furniture. Collaboration with the Food Component of UNIDO's UIP II, on bakery and honey processing, helped to further reduce costs, as experiences, training materials and trainers could be shared. In addition, SKIPI collaborated with the UN World Food Programme, up to late 2008, whereby WFP provided staple food for trainees as well as selected equipments.

The project chose well to collaborate with the existing NGO PRAFORD, which had past experience in technical skills training and space on its compound for building the main training centre NVTI. Also, part of the project staff was seconded from the counterpart organisations UVAB and PRAFORD. Due to above-mentioned cost savings, SKIPI did manage, within its budget, to initiate the non-core training, based on explicit requests from the local communities.

Finally, by and large, activities have been implemented within the allocated time frame; delays occurred when funds were not released in time, which hampered procurement of training materials and payment of trainer salaries and did sometimes have a de-motivating effect on project staff.

# 11

## Sustainability

---

When discussing the sustainability of SKIPI's efforts, it best is differentiated between the skills trained and their direct and indirect impact, on the one hand, and institutional sustainability of structures and organisations, on the other hand.

As shown, the impact evaluation confirms a very high level of ownership with the direct beneficiaries, the wider communities and authorities at all levels. The prognosis, so to speak, for the trained professionals is good in that they have found new jobs and can be expected to remain active in their profession and continue to earn a living for their families. The participants in the non-core training have been exposed to new ideas and skills that should enable them to earn at least a side income.

The issue is less straightforward in relation to the institutional aspects. It is, however, important to note that institutional sustainability has not been at the core of the project concept. Instead, the focus was on directly providing urgently needed professional skills to soldiers, ex-combatants and their families, which – as said above – the project has achieved.

Going for long-term sustainability by making the training centres and programmes part of the government's vocational education and training (VET) system is currently not a realistic option, as this would have warranted an entirely different approach and institutional set-up right from start. More realistic alternatives, therefore, have to look for a project-based medium-term future.

PRAFORD and the central training facility NVTI have been home to SKIPI and their staffs have made important contributions to the success of the training. The crucial issue in a post-SKIPI scenario is now whether PRAFORD will be able to attract other donor-funded projects. It seems doubtful that it will be able to survive on paid training and the sale of the products of its workshops alone. Sound financial viability calculations on generator-powered furniture production as well as a realistic assessment of the market potential are still outstanding. As mentioned above, product marketing can be expected to remain a serious constraint and full-cost training fees will be difficult to collect, given the current economic situation of trainees.

On the positive side, PRAFORD has, through the collaboration with SKIPI, certainly gained in stature and has substantial assets in terms of (i) a functioning and well-equipped workshop; (ii) sound professional expertise (provided it can retain its core trainers); and (iii) a successful project implementation track record. These assets can now be brought into negotiations with eventual future partners and the potential for sustaining the organisation, its core staff and the workshop beyond the end of SKIPI is thus certainly there.

Whether the same applies to the four CPTC is less clear. They currently seem rather underutilised and the local management committees are taking few initiatives on their own. The main assets are the building itself and the equipment used for the SKIPI training. Again, the best solution for sustainability obviously would be a direct follow-up project that could utilise these assets. However, should this not materialise anytime soon, it seems rather unlikely that the centres will become self-sufficient and sustainable, only through sale of products by bakery or honey groups and by conducting training on a full-cost basis. Also, the legal status of building ownership and land registration had not been clarified yet at the time of the impact evaluation.

Thus, should no immediate follow-up project materialise, most probably the CPTC buildings should best be transferred into the ownership of the local governments (to be used as community buildings, even schools, etc.) or, alternatively, become formal branch training centres of PRAFORD.

# 12

## Impact

---

Assessing the overall impact of SKIPI has been the core task of this assignment and report. Below, therefore, the results of the quantitative sample survey are presented at some length. They have been supplemented and triangulated by the qualitative information from the focus group discussions. Five main impact categories are discussed:

1. Employment
2. Income
3. Livelihoods
4. Social impact
5. Gender-related impact

### **Employment**

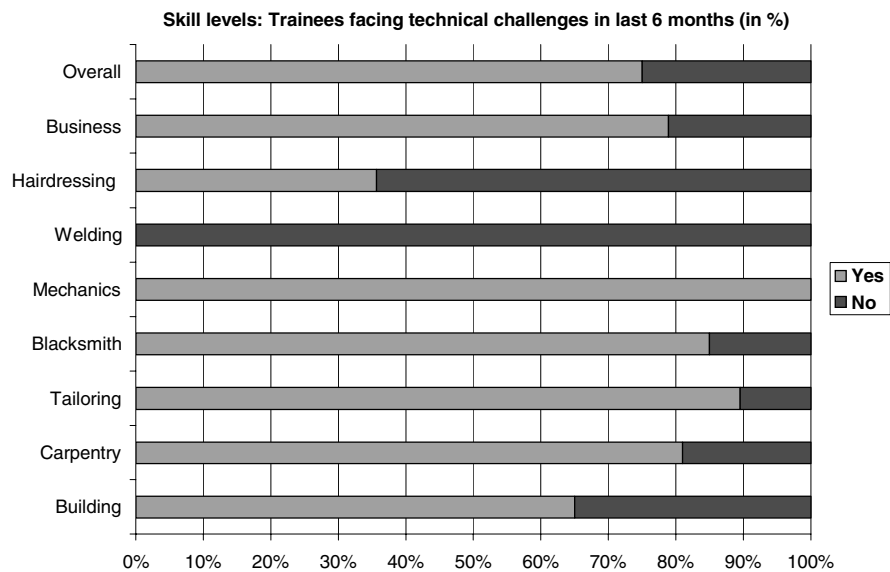
#### *Employment and skill levels*

At the outset, it has to be stated that the fact that more than 90% of people trained in the core professions today practice their new skills as main profession and main source of income is a clear and undisputable success story. It will be difficult indeed to find similar ventures that can claim an achievement rate as high as this.

Among the eight professions, welders and hairdressers stand out, with 100% of graduates practicing their new profession; while only 75% of blacksmiths work in the job trained. As has been mentioned, the latter is due to the competition by cheap (foremost Chinese) imports. The project has reacted by reducing the target and re-orienting the training to other products.



Former trainees do confront occasional technical challenges when working in their new profession. Overall 75% mentioned having faced problems in the last six months, which is not surprising as the trainees were without prior knowledge in their profession.



The chart above is foremost an illustration of the different levels of sophistication of the professions. Welding, once mastered, is comparatively straightforward as compared to vehicle mechanics. The latter face in particular problems when called to repair relatively new cars with sophisticated technology. Evidently, such a challenge cannot be mastered after a 4-

month training course. However, mechanics stated to be proficient with more standard repair tasks, like motorcycles and generators.

Tool kits

As mentioned, each graduate has been supplied, after successful completion of the training, with a basic tool kit with the intention to allow them to start working immediately and put their new skills to productive use. Respondents uniformly confirmed that the tools received were essential for being able to start to work right after the trainings.

Tool Kit cost for core subjects	US \$ approx.
Building	100
Carpentry and woodworking	200
Tailoring	100
Blacksmiths	75
Vehicle mechanics	300
Welding	500 (3000:6)
Hair dressing	100
Business management	30
Mean	176

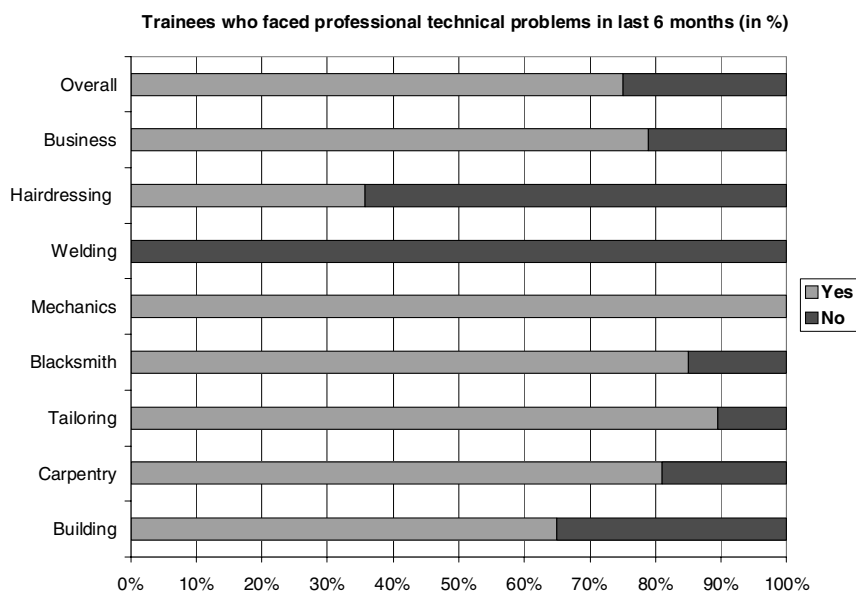
The value of the tool kit varies considerably according to profession. Welders obviously stand out as they were given, as a group, a welding machine and generator each.

The current condition of the tool kits varies; 76% of graduates claimed theirs to be in good condition. The equipment of blacksmiths, carpenters and builders has higher levels of wear and tear and most had therefore to replace tools in the last six month, spending anything between USh 20,000 and USh 80,000. The fact that investments in new tools were made is of course a good indicator for entrepreneurial thinking that has taken root among the graduates.

Types of Employment

Next to the fact that 90% of graduates are currently in work, it is interesting to see in what labour arrangements they practice their profession. The chart below shows that overall, more than two-thirds, or 70%, are self-employed by running their own, mostly one-man or one-women, micro-enterprises. Few employ other people, usually as apprentices, which are taught the basics of the trade. Some 'companies', like the welder groups but also construction units may become nuclei of future SMEs. Furthermore, it is evident that the entrepreneurship training has been important for these 70% self-employed graduates.

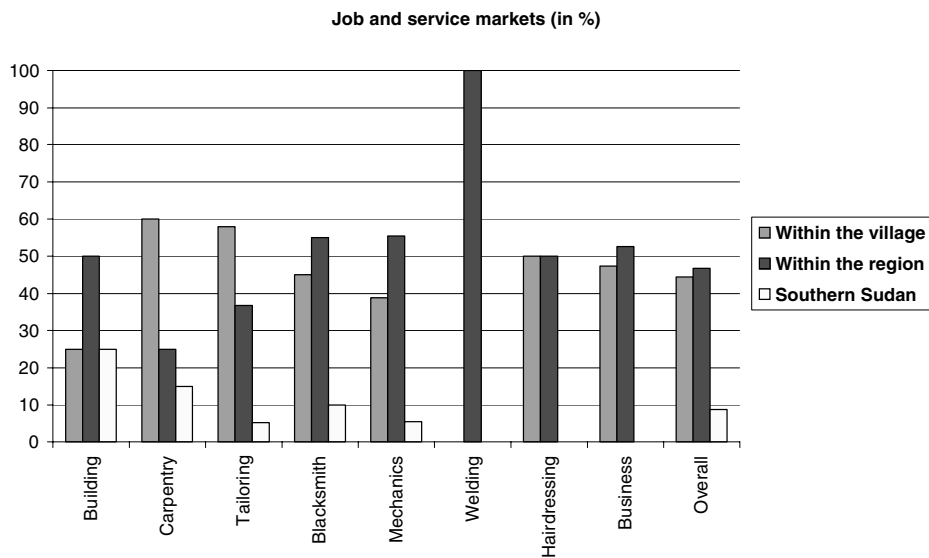
Overall 13% have found employment with an existing company or set-up; hairdressers and builders stand out with around 30%. 17% are partly employed, partly self-employed, depending on job and work availability. Many jobs in the market are of temporary nature; therefore, if work is available, for instance on construction sites, it is well, if not, people try to find small jobs on their own. The relative job insecurity illustrates the precarious condition of the local economy; even for qualified people it is not easy to be fully employed throughout the year.



### Job and service markets

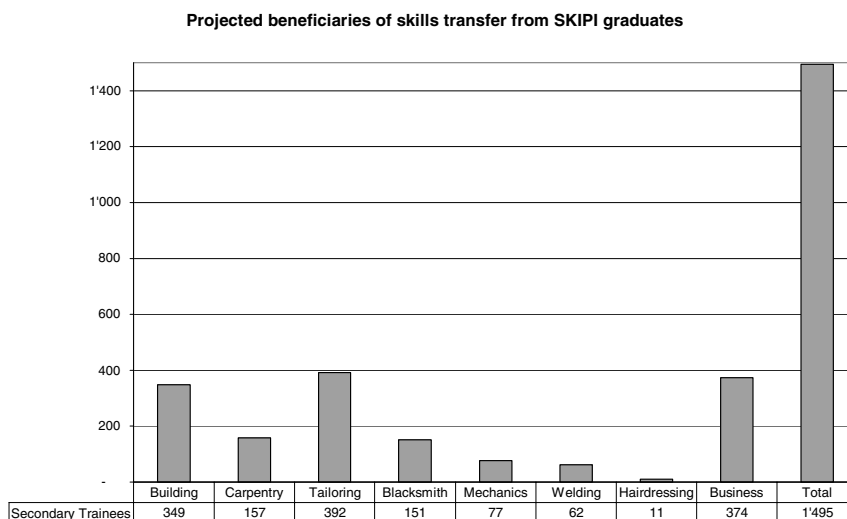
Overall, 44% of graduates interviewed have found work in the village, 47% in the region and 9% in southern Sudan; however, with considerable variations between professions.

Within their village, foremost carpenters and tailors, but also hairdressers have found work. The regional trading centres are, not surprisingly, important for service providers like business graduates (who have opened kiosks) as well as blacksmiths and mechanics but also hairdressers. These professions typically require a certain centrality or good level of passer-bys. The builders have the strongest orientation on the South-Sudan labour market, followed by carpenters and blacksmiths – an expression of the comparatively thriving construction industry fuelled by the oil boom.



**Indirect impact by skill dissemination**

A secondary objective of SKIPI has been dissemination of skills by trainees to other people. This has indeed happened, though unevenly. The figures in the chart below have been calculated by extrapolating the sampled interviewees with the total number of trainees in each profession.

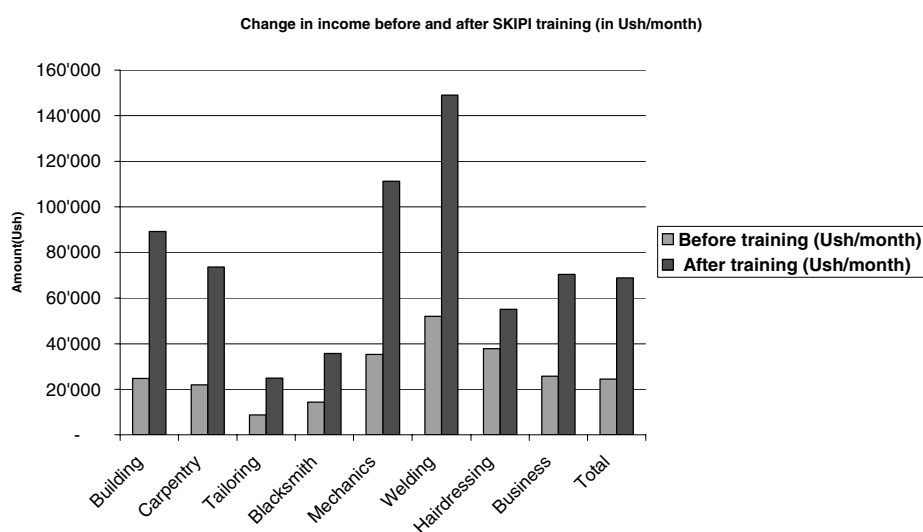




Building, tailoring and business skills have been most disseminated, according to the group discussions foremost within the family or to close acquaintances. If thus the extrapolated 1500 people are added to the 633 primary trainees, around 2100 people have gained different knowledge levels in core skills through SKIPI.

## Income

Questions on financial parameters, like family income and expenditure, are notoriously error prone in surveys, for a range of reasons from recall errors to purposive misinformation of outsiders. With this caveat in mind, the basic income figures have been collected and are presented in the following chart<sup>7</sup>.



The chart clearly shows that all graduates experienced a steep increase in income after starting to work in their new profession. In absolute terms, welders and mechanics are best off; followed by a second group of builders, carpenters and business people. Tailoring, blacksmithy and hairdressing are obviously the least lucrative professions. Partly linked to these differences are the gender-based differences: Men tripled their income (with an annualised increase of US\$ 630'000 (or \$315); women still more than doubled it (with an annualised increase of US\$ 330'000 (or \$165).

Consequently, there is considerable variation in the current savings per family. Savings range from US\$ 20,000 to 100,000 (or \$10 to \$50). While these figures are not impressive, they

<sup>7</sup> A short word on currency conversion rates seems appropriate at this stage: Throughout most of the project period, the Ugandan Shilling (USh) has stood at 2000 against the US\$. In recent months it appreciated to around US\$ 1700. The former figure is therefore utilised for comparisons. Still, the actual value of the Shilling in the village economy is not really captured by the \$-equivalent and certainly has a higher relative purchasing power.

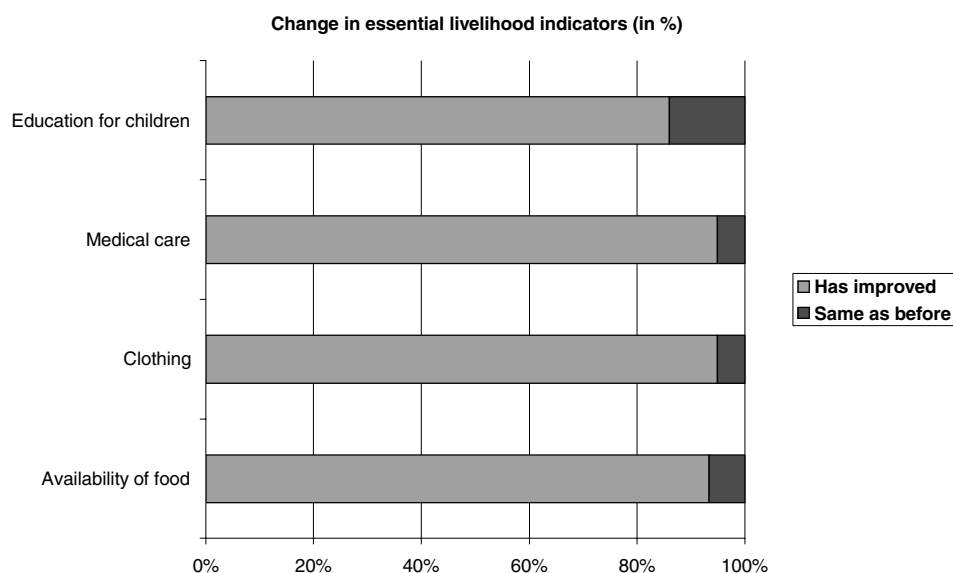
have to be seen in perspective. At best, we look at break-even family economies where even small savings constitute a life belt for emergency times. Being able to save any money puts a family clearly above the relative poverty line as perceived in the villages.

The interviews and the group discussions have unanimously confirmed that trainees are way better off now. However, they still face cash flow constraints and access to finance was mentioned as by far the most pertinent problem. Credit is very difficult, if not impossible, to obtain, and any investment therefore has to be made from current income. Average value of investments made in the last six months was US\$ 170,000 (or \$85) for assets and raw materials and US\$ 60,000 (or \$30) for tools.

### Livelihoods

Families are quite large and consequently require considerable resources to sustain. Of the former trainees, more than 77% have families with more than five members. Almost 80% own and cultivate less than 1 acre of land with foremost subsistence crops. Consequently, food shortages are widespread, in particular in the pre-harvest season when occasional hunger is no exception in the villages. Without enough food, evidently, money is also not available for satisfying other basic needs like medical care, children's education and clothing.

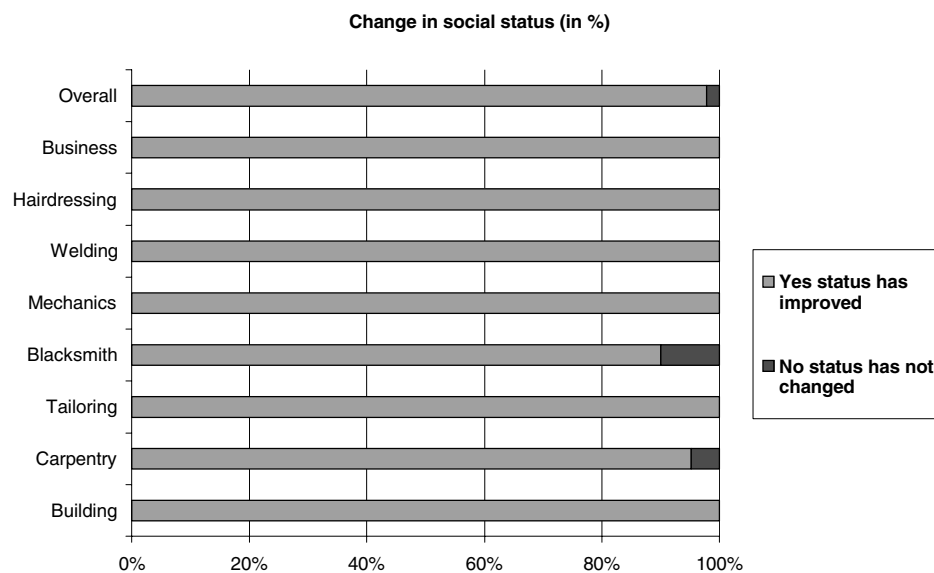
For the SKIPI graduates, the new profession has changed their livelihood situation fundamentally, as they now are able to earn cash income through their work and purchase the basic services necessary.



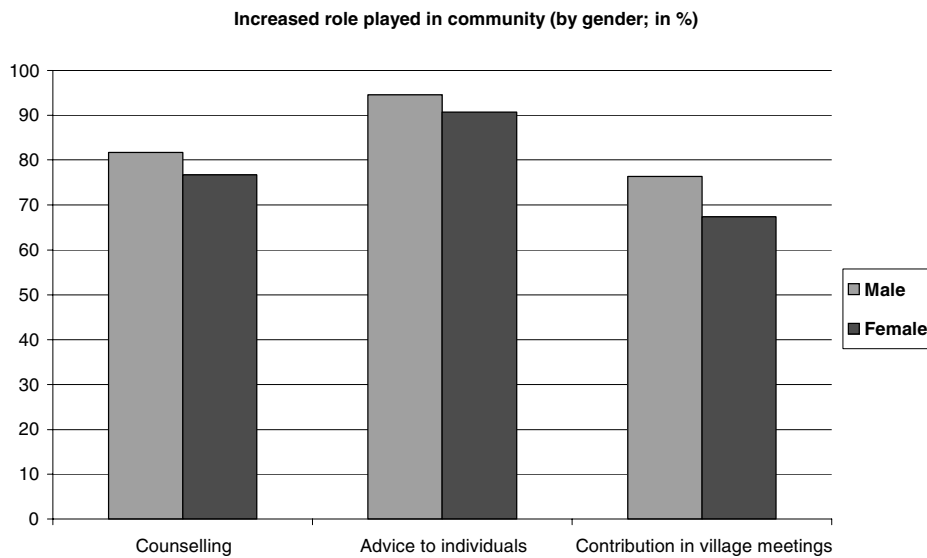
The chart confirms that the four essential livelihood indicators have all improved for the graduates and their families, with only few exceptions claiming that the situation has remained the same as before.

## Social impact

Next to improving the economic situation of veterans and their families, SKIPI training was also to lead to better integration in the communities, which in turn was to stabilise the post-conflict situation and promote peace. Next to all graduates (98%) interviewed were of the opinion that their social status and standing has definitely improved after they had successfully graduated and found work.



Next to the increase in personal status as skilled professionals, the graduates also do play a more active and more important role in their communities.

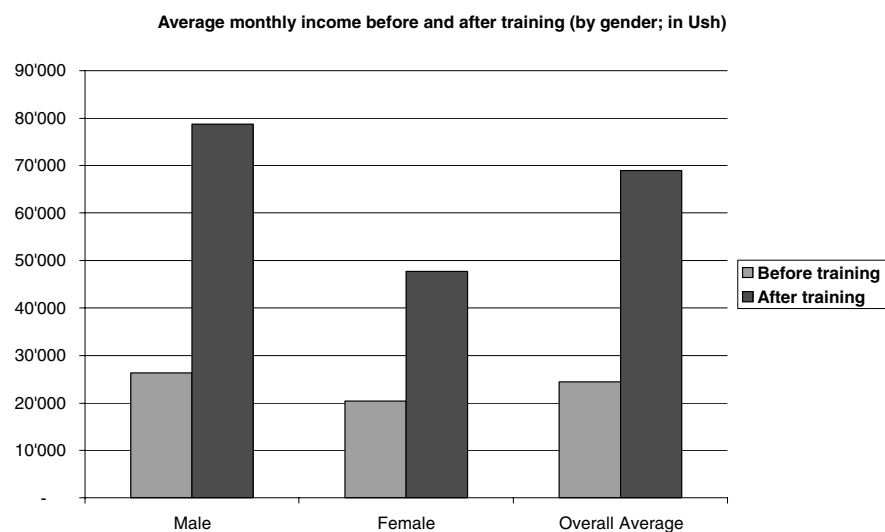


The chart above shows that SKIPI graduates contribute more in terms of (i) counselling when their opinion is sought, (ii) by providing direct advice to individuals and (iii) consequently are more active in village meetings. It is particularly relevant that most women, though overall ranking slightly lower, still have confirmed by a wide margin their increased advisory role and community participation. As a result, integration has been achieved and the social fabric in the communities has become stronger. These quantitative results on increased status of graduates, the stronger role they play in community affairs and the related strengthening of the communities as a whole have been fully confirmed by triangulating in village head interviews and in the focus group discussions.

### **Gender-related impact**

As mentioned, overall participation of women in training was 34%. This is quite an achievement as the selected subjects do have a bias towards male professions, justified by the primary orientation on veterans and ex-combatants.

Differences in impact for men and women exist, but they are comparatively modest as shown above with, however, the important exception of increase in income. The chart below shows that men overall could triple their income after training while women only managed to double it. Evidently this correlates with the fact that men mostly work in relatively well-paying jobs (like welding, construction, etc.) while the 'typical' women professions like hairdressing and tailoring are less lucrative.



The focus group discussions held with women graduates in tailoring, bakery and business confirmed that the trained women are now financially independent and can contribute towards family needs by paying for fees, medical expenses, clothing and other requirements. This also applies to the non-core training in tree nursery and bee keeping, which provides supplementary income for some.

Due to their new economic potential, women have assumed leadership status in their respective communities and have become a source of inspiration to others. Finally, women especially praised the FAL and entrepreneurship trainings, which have added confidence in their operations both at home and at work.

An interesting additional point that emerged from focus group discussions with male graduates, was that acquisition of vocational skills would be no longer regarded as an activity for 'academic failures' but a sought-after privilege in their villages, due to the potential to earn a substantial income and improve one's social standing.

### **Overall impact conclusions**

The above presented findings of the quantitative survey and the focus group discussions have shown that SKIPI had a direct and very tangible impact on the people trained, their families and communities, both economically as well as socially. SKIPI has been successful and enabled 90% of its graduates to work and earn their living. The former trainees have become proficient in their professions and the economic and livelihood situation of their families has improved substantially. Poverty was reduced, certainly for the direct beneficiaries and their families. Equally important is the indirect impact of opening new and positive

perspectives by showing village people, which have gone through decades of hardship, that professional success is possible, provided the necessary skills can be acquired.

The findings also confirm the impact logic of SKIPI, first and foremost for the direct beneficiaries but also for their communities. Veteran and ex-combatant trainees have been re-integrated in their villages, but also in the wider society, and the other village people have indirectly profited as the graduates contribute to a better functioning of the communities. And better functioning communities are certainly an essential pre-condition for an improved peace and order situation.

With more than 1,200 persons directly trained, of which 633 in the eight core professions, the scale of impact is naturally limited and there would have been (and still is) much more demand than SKIPI could supply.

Given the assets created by SKIPI in terms of approach, training systems but also training infrastructure, it is hard to see why no follow-up project should materialise. Most donors have declared their intention to shift the focus of operations to northern Uganda. The SKIPI model and experience is, so to speak, readily available for further utilisation and expansion into new districts; however, a new project would certainly have to aim for considerably increased scale. If, on the other hand, no follow-up project is designed soon, the organisational sustainability of the existing PRAFORD structures is doubtful and the window of opportunity to build on SKIPI's pioneering work may close, should the experienced local staff see no promising future.

# 13

## Lessons learnt: SKIPI as model

---

As discussed in the introduction, private sector development in post-conflict situations is an important topic in the current development discourse. Among the different approaches, SKIPI clearly belongs into the category of targeted support for individuals, households and specific enterprises.

In this category, SKIPI can claim to have a model character – provided certain preconditions exist and some core criteria are adhered to. These include:

- The model should only be applied in what may be called 'real' post-conflict situations, where basic skills are scarce and demand for them is correspondingly high, both on the service and labour markets as well as with the potential trainees. SKIPI has shown that the careful selection of candidates was essential to identify trainees that are fully dedicated and committed, both during the trainings as well as afterwards, when searching employment. It therefore goes without saying that the initial candidates' selection process is one of the most crucial elements for success.
- Related to this is the proposal to not necessarily focus on the poorest of the poor but rather on the most able, selected from the most needy and deserving trainee candidates. Naturally, it is thereby assumed that the rate of return on the investment is, so to speak, higher for the individuals and the communities, if as many graduates as possible manage to successfully earn a living in their new profession and gain in stature and importance in their communities.
- The focus of activities should not be diluted and be kept on the core business of transferring immediately applicable skills. In other words, it should be avoided to expand activities in other directions and ending up with, for instance, an integrated rural development programme.
- Consequently, only hands-on, directly applicable skills should be taught, in the SKIPI 'training through production' mode, and in as much depth as resources allow. It is

therefore advised to concentrate on what have been the SKIPI core training professions rather than venturing in non-core exposure-type training. The former subjects, however, should be carefully selected and should be limited to the most promising ones. In these prioritised profession, as much scale and coverage as possible should then be aimed for.

- This implies that thorough demand analyses are required beforehand to ensure that the selected prioritised professions are as close as possible to the actual demand in the service and labour markets in the region.
- It is moreover advised that the necessary investments in basic professional tools should be kept to the minimum; graduates should be in a position to replace or repair them with funds generated from their running business in order to achieve real sustainability.
- It has already been mentioned that, given the high percentage of self-employed graduates, the entrepreneurship and functional adult literacy modules should be part and parcel of each training course.
- Furthermore, sufficient attention has to be paid, right from project design stage, to exit strategies. Exit options naturally depend on the specifics of each situation but the following main directions seem possible:

Either the project is conceived as one-off effort, where as many people as possible are trained to kick-start local development. Once achieved, the project is terminated and other types of interventions are to take over. Institutional sustainability is therefore not aimed at. The second option is to design the project as pilot intervention with the firm intention to only prepare the ground for later scale and impact. Basically, this can be achieved in two ways: either other projects and donors are to take over, or the activities are to be institutionalised in the government VET system. The latter, however, may be a lengthy and cumbersome process and result in a loss of the hands-on orientation – which precisely was the strong point of SKIPI.

- Finally, in order to stimulate the wider discussion on private sector skill development in post-conflict situations, it can be argued that the SKIPI approach may profit in acceptance and attract more interest, if it would be communicated under a different label or brand:

In actual fact, SKIPI has all essential characteristics of a scholarship programme. The core argument is that it has a strong element of competition. First, the community pre-selects the most deserving candidates who are then screened individually by the project to identify the most promising candidate from the short-listed applicants. The core advantage of this process is that it results in highly motivated and committed trainees, which in standard



training programmes is often not the case. Seen from this perspective, the discussion on providing the training and as well as the tool kit for free is redundant, as students in other scholarship programmes also receive the full package for free.

## Annex 1: SKIPI beneficiary details

### UNIDO Skills for Peace and Income (SKIPI) Project, Yumbe, Uganda

No.	Subject	Training duration	Trained once			Attended multiple trainings			Total number of beneficiaries			Tool kits	% of women	% core/non-core	Overall total
			Men	Women	Total	Men	Women	Total	Men	Women	Total				
1	Core Subject Building	4 months	42	4	46	84	7	91	126	11	137	Yes	8	22	14
2	Carpentry	4 months	39	1	40	10	0	10	49	1	50	Yes	2	8	5
3	Tailoring	2 months	35	127	162	0	0	0	35	127	162	Yes	78	26	17
4	Blacksmithy	2 months	17	5	22	32	0	32	49	5	54	Yes	9	9	6
5	Vehicle mechanics	4 months	40	2	42	0	0	0	40	2	42	Yes	5	7	4
6	Welding and sheet metal	2 months	31	0	31	0	0	0	31	0	31	Yes	0	5	3
7	Hair dressing/cosmetology	2 months	5	20	25	0	0	0	5	20	25	Yes	80	4	3

No.	Subject	Training duration	Trained once			Attended multiple trainings			Total number of beneficiaries			Tool kits	% of women	% core/non-core	% of over-all total
			Men	Women	Total	Men	Women	Total	Men	Women	Total				
8	<b>Core Subject</b> Business management	3 weeks	84	48	132	0	0	0	84	48	132	Yes	36	21	14
	<b>Sub-total Core</b>		<b>293</b>	<b>207</b>	<b>500</b>	<b>126</b>	<b>7</b>	<b>133</b>	<b>419</b>	<b>214</b>	<b>633</b>		<b>34</b>	100	<b>65</b>
of which	FAL+ entrepreneurship								388	211	599				
	<b>Non-core Subjects</b>														
1	Wood-working portable tools	2 weeks	40	0	40	33	1	34	73	1	74	No	1	22	8
2	Beekkeeping/honey	1 week	112	13	125	0	0	0	112	13	125	No	10	36	13
3	Bakery/food processing	1 week	42	56	98	0	0	0	42	56	98	No	57	29	10
4	Concrete products	1 week	25	5	30	0	0	0	25	5	30	No	17	9	3

5	Tree nursery	1 week	14	2	16	0	0	0	0	14	2	16	No	13	5	2
	<b>Sub-total Non-core</b>		<b>233</b>	<b>76</b>	<b>309</b>	<b>33</b>	<b>1</b>	<b>34</b>	<b>266</b>	<b>77</b>	<b>343</b>			<b>22</b>	100	<b>35</b>
	<b>TOTAL PRIMARY CLIENTS</b>		<b>526</b>	<b>283</b>	<b>809</b>	<b>159</b>	<b>8</b>	<b>167</b>	<b>685</b>	<b>291</b>	<b>976</b>			<b>30</b>		100
	<b>Intermediaries Training</b>															
1	Training of Trainers (ToT)	1.5 month*/1 week	32	15	47	4	2	6	36	17	53					
2	CPTC MC members	1 week	0	0	0	30	7	37	30	7	37	No				
3	Community mobilisers	1 week	12	4	16	0	0	0	12	4	16	No				
	<b>TOTAL SECOND-ARY CLIENTS</b>		<b>44</b>	<b>19</b>	<b>63</b>	<b>34</b>	<b>9</b>	<b>43</b>	<b>78</b>	<b>28</b>	<b>106</b>					
	<b>GRAND TOTAL</b>		<b>570</b>	<b>302</b>	<b>872</b>	<b>193</b>	<b>17</b>	<b>210</b>	<b>763</b>	<b>319</b>	<b>1082</b>					

\* 1.5 months training at Kampala for the core subject trainers, other ToT trainings (bakery, honey processing, basic first aid) for 1 week

Planned 140

**Final Overall Grand Total SKIPI trained people**

**1222**

**Planned trainings till June 2009**

	<b>Name of subject</b>	<b>Type</b>	<b>Planned number</b>	<b>Tool kits</b>
1	Plumbing and drainage	Core	30	Yes
2	Advanced welding	Core	24	No
3	Advanced carpentry	Core	30	No
4	Advanced mechanics	Core	20	No
5	CPTC MC members	Intermediaries	36	No
		<b>Total planned</b>	<b>140</b>	

## Annex 2a: Questionnaire for SKIPI graduates

### Impact Assessment for SKIPI Project, Yumbe, Uganda

---

---

QUESTIONNAIRE NO: \_\_\_\_\_

INTERVIEWER NAME: \_\_\_\_\_

DATE: \_\_\_\_\_

Hello, my name is \_\_\_\_\_. We are conducting a survey on SKIPI.

We request your participation by answering a few questions. You can choose not to answer any questions, and you can stop the interview at any time. All of your responses will be confidential.

1. Do you agree to participate in this survey? **If yes continue otherwise thank respondent and end the interview**
2. Have you heard about SKIPI? **If yes, continue, otherwise end**
3. Have you participated in SKIPI training? **If yes, continue, otherwise end**

A.1. Age (Years) \_\_\_\_\_

A.2. Gender

Male	1
Female	2

A.3. Highest level of education attained

Lower primary	1
Upper primary	2
O level	3
None	4

A4. Which profession did you learn from SKIPI?

Building	1
Carpentry	2
Tailoring	3
Blacksmith	4
Mechanics	5
Welding	6
Hairdressing and cosmetology	7
Business	8

A5. What is the current condition of the tool kit you received after the training?

Good	1
Not good	2

A6. Did you buy additional tools after your training? If yes, which?

Yes	1
No	2

**SKIP TO QUESTION A8**

A7. How much did you pay for the additional tools? \_\_\_\_\_

A8. If you did NOT buy additional tools, why not?

No need	1
No money	2

A9. Is the skill you are trained currently your MAIN profession?

Yes	1
No	2

**SKIP TO QUESTION A11**

A10. If no, what is the problem?

No work available	1
Insufficient skills	2
Other better paying work	3

A11. Have you, in the last half year, encountered a technical problem in your work that you could not solve?

Yes	1
No	2

A12. How are you working?

Self employed	1
Employed by other	2
Both self employed and employed by others	3
Not applying the skills	4

**Stop Interview**

A13. Where do you sell MOST of your products or get most work?

Within the village	1
Near by trading centre	2
Nearby district	3
Southern Sudan	4

A14. On average, what has been your monthly income?

- a. Before the training  
(USh/month).....
- b. After the training  
(USh/month).....



A15. In the last six months, have you made any major purchases with the money earned from your new profession?

Yes	1
No	2

A16. How much did all the purchases cost(Ush)? \_\_\_\_\_

A17. Following your training with SKIPI, have you trained any body in your skills?

Yes	1
No	2

A18. If yes, how many have you trained? \_\_\_\_\_

A19. Has SKIPI training improved your status in the village?

Yes my status has improved a lot	1
Yes my status has improved a little	2
No my status has not changed at all	3

A20. Compared to before your SKIPI training, in what do you play a more important role in the village?

In counseling	
In giving advice to individuals	
In contributing in village meetings	

**CODES**

1. Much more
2. A little more
3. No same as before
4. No body asks me

A21. Compared to before your SKIPI training, how has the situation changed in your family in respect of:

a) Sufficient food available

Improved a lot	1
Improved a little	2
Same as before	3

b) Sufficient clothing for the family

Improved a lot	1
Improved a little	2
Same as before	3

c) Better medical care

Improved a lot	1
Improved a little	2
Same as before	3

d) Children can go to school

Improved a lot	1
Improved a little	2
Same as before	3

**Thank you very much for your participation.**

## Annex 2b: Questionnaire for LC Chairpersons

### Impact Assessment for (SKIPI) Project, Yumbe, Uganda

---

QUESTIONNAIRE NO: \_\_\_\_\_

INTERVIEWER NAME: \_\_\_\_\_

DATE: \_\_\_\_\_

Hello, my name is \_\_\_\_\_ We are here to conduct a survey on SKIPI. As you are the leader, we would like to ask you some questions and then interview those people who trained under SKIPI.

Yes a lot	1
Yes a little	2
No change	3

4. Do you agree to participate in this survey? **If yes continue otherwise thank respondent and end the interview**

5. Have you heard about SKIPI? **If yes continue otherwise probe why and end the interview**

A.1. Have you observed positive changes in the SKIPI trained people?

A2. Have the SKIPI trained people become helpful to the village in any of the following ways? (**More than one answer possible**)

a. New products/ services available	1
b. Cheaper products /services available	2
c. Better products or services available	3

A3. How have the SKIPI trained people become useful in the following?

In counseling	
In giving advice to individuals	
In contributing in village meetings	

<b>CODES</b>
5. Very useful
6. A little useful
7. Same as before
8. No idea

A4. Before we end the interview, what would you like to comment on the SKIPI Project?

---

---

---

---

---

**Thank you very much for your participation.**

### Annex 3: Project Planning Matrix (Logical Framework)

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	RELATED REPORTING TABLE/ REPORTING FORMAT	ASSUMPTIONS
<b>I. OVERALL GOAL</b>				
Contribute to the Government of Uganda efforts aimed at (i) the social and economic reintegration of veterans, former rebels and their families into civilian life and (ii) the eradication of poverty in particularly rural farming communities	Ex-combatants enabled to have an economic basis for village integration – not quantified, to be assessed by communities themselves	Community evaluation workshops in selected communities, focus on integrative effects of project outputs;	Report on community evaluation workshops	
<b>II PROJECT GOAL</b>				
Provide veterans, former rebels, their dependents and the wider communities in Yumbe with marketable skills for increased self-employment and income generation opportunities and sustainable livelihoods	Beneficiaries earn livelihood from self-employment using acquired skills – beneficiary self-evaluation	Tracer study on training graduates – random sample	Study report giving account on the livelihood status of a selected representative sample of students of all trained subjects as compared to their situation previous to the training. – <u>Purpose:</u> Lessons	<i>Training appropriate and acquired skills economically viable.</i>

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	RELATED REPORTING TABLE/ REPORTING FORMAT	ASSUMPTIONS
			learnt for future projects.	
<b>III PROJECT RESULTS</b> Target group is enabled to utilize their newly acquired skills to make a living	<ul style="list-style-type: none"> <li>- Rate of self-employment of trainees &gt; 50 %;</li> <li>- Skills and toolkits are used to earn livelihood &gt; 50%</li> </ul>	Random checks beneficiary self-evaluation on usefulness of acquired skills and tools through quarterly visit to trainees to check on use of skills and tools and (self-) employment status	Report on self-evaluation of beneficiaries. <u>Purpose:</u> Adjustment of technical and entrepreneurial training modules	<i>Acquired skills and toolkits appropriate – monitored through tracer studies</i>
<b>IOOUTPUTS</b> <b>Output 1</b> Participation of Veteran Committees and local communities in project planning and implementation ensured; social re-integration of beneficiaries enhanced	<ol style="list-style-type: none"> <li>1. Stakeholders at District and Sub-County levels enabled to foster project implementation – 100 stakeholders informed on the project and trainees;</li> <li>2. Project advisory committee enabled to provide advice –</li> </ol>	<ol style="list-style-type: none"> <li>1/2. Project notes and records on stakeholder, PAC and village workshops, and community facilitator training.</li> <li>3. CPTC management</li> </ol>	<ol style="list-style-type: none"> <li>1/2. Table 1 with cumulative entries of stakeholder meetings incl. participants continuously recorded</li> <li>3. Table 2 on composition of CTPC com-</li> </ol>	<i>CPTC ownership accepted by target population, communities support management committees.</i>

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	RELATED REPORTING TABLE/ REPORTING FORMAT	ASSUMPTIONS
	<p>up to 60 CPTC and NVTI Committee members trained;</p> <p>3. CPTC management committees enabled to successfully manage CPTCs;</p> <p>4. 2,000 Community members trained on problems like veteran integration, product design, economic development etc.; and 1000 made aware on training needs and opportunities</p>	<p>teams meeting protocols, training records</p> <p>4. Notes, records and reports on activities related to community counselling and awareness creation</p>	<p>mittees and meetings, Table 2.1 on ongoing activities at the different CPTCs</p> <p>4. Table 3 on capacity building and awareness creation conducted for community members</p> <p><u>Purpose:</u> Monitoring of project progress and number of beneficiaries</p>	
<p><b>Output 2</b></p> <p>Community Service Facility and Community Productivity and Training Centers established; Training modules designed according to the direct needs of the beneficiaries and implemented on a pilot basis</p>	<p>1. SKIPI and CPTCs established Training needs identified, trainers acquired and trained, training modules developed.</p> <p>2. Product-oriented training on various subjects carried out: - Bricklaying and carpentry training – 100 beneficiaries – SKIPI-</p>	<p>1. Report on training needs assessment available, written training modules available. Notes and records on construction activities and quality acceptance</p> <p>2. Project training</p>	<p>1. - Table 6: staff showing training Table 5 on construction activities, costs, etc. 2. Database incl. Table 4.1 on trainees, containing name, village, subject and module subscribed to and successfully</p>	

OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	RELATED REPORTING TABLE/ REPORTING FORMAT	ASSUMPTIONS
	NVTI and CPTCs established; - Blacksmith training: 20 Trainees graduated, - Welding/metalworking: 10 trainees. - Mechanics: 10 trainees, - Entrepreneurship: 20 trainees, - Tailoring: 20 trainees, - Bakery: 10 trainees, - Weaving/crafts: 10 trainees, - Leatherwork: 10 trainees, - Others/undefined: 10 trainees.	records, beneficiary evaluation of quality and appropriateness.	completed, tools given, costs etc. see sample. <u>Purpose:</u> Monitoring of project progress and number of beneficiaries	
<b>Output 3 (Phase II)</b> Training modules are adapted and upgraded; re-integration of ex-combatants is enhanced and the economic situation of the extended target group is improved considering potential for self-employment, income generation and increased agricultural production	Indicators to be defined/concretized at the beginning of phase II based on results of phase I: i.e. 1. Training modules revised and updated 2. Number of trainees per subject 3. Number of community capacity building and			<i>Skills are appropriate and markets can be accessed</i> <i>Monitored under "Project Results"</i>



OBJECTIVES	INDICATORS	MEANS OF VERIFICATION	RELATED REPORTING TABLE/ REPORTING FORMAT	ASSUMPTIONS
	awareness activities 4. Number of publicity events carried out 5. Number of evaluation workshops and tracer studies carried out			
<b>Output 4 (Phase II)</b> Sustainable rural service providers are established allowing micro-business start-ups and community members to generate additional income; marketing and product design support is established	Indicators to be defined/ concretized at the beginning of phase II based on results of phase I 1. No. of seminars on product development conducted 2. No. and kind of participants in trade fairs and exhibitions			

Remark: A detailed work plan together with costs estimates specify the individual activities leading to the fulfillment of the different Outputs.

# Annex 4: Terms of Reference

UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

---

## **TERMS OF REFERENCE**

### **Independent Evaluation**

#### **of the UNIDO Multi-skills training and community service facilities for sustainable livelihoods and poverty alleviation (SKIPI), Uganda**

**TF/UGA/05/003**

### **Background**

After the termination of the civil strife in 1986 and the full stabilization of the country in 1991, the government of Uganda decided to shift the burden of its public expenditure away from its earlier emphasis on defence and security to the promotion of social and economic development. This entailed the demobilization and subsequent reintegration into productive civilian life. In the design of the programme and institutional structure, the Government legally established the Uganda Veterans Assistance Board (UVAB) as a civilian body to speed in delivering and efficiency in implementing the programme.

The West Nile region of Uganda had experienced great depletion of socio-economic livelihood due to more than two decades of armed conflict between Government of Uganda and rebel groups. Naturally, the war led to increased poverty and loss of income opportunities in the rural area.

The project targets around 3,000 direct beneficiaries in the Yumbe district and provides veterans, former rebels, their dependents and the wider communities with marketable skills for increased self-employment and income generation opportunities and sustainable livelihood. The project activities specifically focus on:

- Building life skills as the personal capacity of veterans and former rebels to adjust socially and reconcile tensions, and
- Developing complimentary entrepreneurial skills to assist the beneficiaries in starting micro production and service enterprises at the community level.

The project commonly known as Skills for Piece and Income (SKIPI) project is executed by UNIDO in cooperation with the Uganda Veterans Assistance Board (UVAB) and the Participatory Rural Action for Development (PRAFORD). It is financed by the

Government of Japan through the UN Fund for Human Security and has a total budget of US\$ 1.4 million. The project forms part of UNIDO's Integrated Programme (IP) 2 in Uganda (UIP II), which was evaluated in September/October 2008. A final evaluation of SKIPI was foreseen in the Project Document.

The overall goal of the project is to contribute to the Government of Uganda's efforts aimed at (i) the social and economic reintegration of veterans, former rebels and their families into civilian life and (ii) the eradication of poverty in particularly rural farming communities. SKIPI's immediate objective was to "provide veterans, former rebels, their dependents and the wider communities in Yumbe, with marketable skills for increased self-employment and income generation opportunities and sustainable livelihoods". This objective was to be achieved through the building of life skills, the development of marketable technical skills, developing complementary entrepreneurial skills and providing Community Service Facilities to ensure sustainable rural development. The project strategy is, in line with the fragile situation in the target areas, geared towards achieving rapid and visible results, at the community level.

The project has targeted poor and vulnerable segments of the population, namely ex-combatants and demobilized soldiers and their families. It has adopted a comprehensive strategy, not only providing skills and tools for improved income and employment opportunities and to address the lack of skilled manpower but also for its social aspects. It works in the Yumbe District, which has been a conflict-affected area and where there is a high prevalence of poverty. In Yumbe, the project has been actively collaborating with PRAFORD, an NGO with previous experience in skills training.

A central Training and Service Facility has been established at the PRAFORD compound and, in addition, four Village Productivity Centres were created as a venue for trainings conducted by the project. Other major outputs have been training modules, trained trainers and trainees and various skills have been imparted to the beneficiaries.

An evaluation of the Uganda Integrated Programme II (UIP II), of which SKIPI is a component, was carried out in the second half of 2008. The evaluation found that there had been a great deal of progress towards the achievement of many of the project's objectives. Indications are that the training has been efficient and that many trainees have been able to generate an income or find gainful employment. Many beneficiaries have, for instance, found gainful employment in Southern Sudan.

One output; "sustainable rural service providers established" was, however, too early to be assessed. The IP evaluation team found, however, that many important activities had been initiated, such as market assessments of products related to the product-oriented training and the development of business plans for the established facilities.

Another outstanding issue was whether or not community members will indeed be able to “generate additional income” in the long run. In order to assess the actual and potential impact of the programme, it was jointly decided by UNIDO’s evaluation group and the project management to undertake a terminal impact-focused evaluation of the project.

## **Purpose and timing of the evaluation**

The impact assessment study will be carried out largely in Yumbe district and in neighbouring districts like Arua.

The evaluation will focus on the impact of the project for the beneficiary population. In this respect, the evaluation will assess the effects, of the training and equipment (toolkits) provided, for the targeted beneficiaries.

The main purpose of the evaluation is to:

- Assess the outcomes and intended or unintended impacts of the project.
- Draw lessons from the performance of the project and from the approach used and develop recommendations for future similar projects.

The evaluation will also assess the *project logic* or its *theory of change* and to what extent the assumptions made were realistic.

Apart from the economic dimension of poverty, the evaluation will assess other poverty impacts on the targeted groups in terms of human, political, social, gender and environmental dimensions. In particular the evaluation will try to capture socio economic effects, such as increase in employment, the start-up of new enterprises, the adoption of new technologies and techniques, increased production and effects in terms of food security or education. The evaluation is scheduled to take place between February and April 2009, with a field mission of the International Team Leader in March.

## **Evaluation approach and methodology**

The evaluation’s basic approach will be to triangulate data, evidence and information obtained from the project’s stakeholders. These main stakeholders are the targeted beneficiaries, trainers, representatives of the local and district government, UVAB, PRAFORD and UNIDO backstopping and project staff. Focused-group discussions will be held with stakeholder groups, such as trainers and centre managers as well as community leaders.

The evaluation team will review available documents related to the project and relevant context-specific documents from the Government and other development organizations

will also be consulted. The evaluation will also make use of findings of the IP evaluation. The project staff and management will prepare a self-evaluation report that, together with project monitoring data will serve as inputs into the evaluation. The team leader will be briefed by the Project Manager, prior to the fieldwork, and the national consultant will be briefed by project staff. Moreover, context specific information will be collected, including information on similar projects implemented in the region.

Baseline data, at the level of beneficiaries, was established at the outset of the project and has been monitored during its lifetime. The base-line data cover socio-economic parameters such as demographic data, community organization, levels of income generation and skills and skills deficiencies. New data will be collected and offer an opportunity to assess changes in relation to the parameters. An interview survey will be implemented with a sample of beneficiaries in order to collect impact-oriented information and validate the project monitoring data.

The interview survey will be carried out with direct beneficiaries (SKIPI trainees). In total about 1500 individuals have been trained and the sample size will be about 150 individuals. The sampling technique will take into consideration that many beneficiaries have left for Sudan and might not be available directly for interviews. Where possible, respective family members could be interviewed.

In addition, there will be focused group discussions with SKIPI trainers and managers of the skills training centres and community leaders. In addition, the team will meet project experts, representatives of the Ministry of Trade, Tourism and Industry, UVAB, PRAFORD and the Japanese Embassy. There will also be visits to the training facilities of PRAFORD and to one to two decentralized training centres.

## **The evaluation team**

The **evaluation team** will include: 1) an Evaluation Team Leader with extensive experience in and knowledge of MSME development and evaluation; and 2) two National Evaluation Consultants familiar with MSME development, surveying and statistical analyses. The Team Leader will be responsible for developing the impact evaluation methodology and survey instrument, with support of the National Evaluation Consultants. The UNIDO project staff and the project counterparts will support the evaluation team.

The Team Leader and the National Evaluation Consultants will be contracted by UNIDO and their specific tasks are specified in the job descriptions attached to these Terms of Reference. Members of the evaluation team must not have been involved in the design and/or implementation of the project. This principle is underlined in the UNIDO Evaluation Policy: *“For independent evaluations, the members of an evaluation team must not have been directly responsible for the policy-setting, design or overall management of the subject of evaluation (nor expect to be so in the near future)”*.

While underscoring the need for independence, the Evaluation Group recognises the importance of engaging the main stakeholders in an active dialogue throughout the evaluation process. The main users of the evaluation will be invited to review and comment on the proposed evaluation methodology and process, participate in key discussions of the preliminary findings, as well as review and comment on the draft evaluation report. There will be presentation of preliminary findings in the field and at UNIDO headquarters.

### **Reporting and dissemination of the evaluation report.**

The main deliverable of the evaluation will be the evaluation report. A draft evaluation report will be circulated to main stakeholders for comments and factual validation. The evaluation team will seek agreement on the findings and recommendations and take comments into consideration when preparing the final version of the report. The reporting language will be English.

All UNIDO evaluation reports are subject to quality assessments by the UNIDO Evaluation Group. The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality in Annex A.

The final impact assessment would be made by means of triangulation of evidence captured from the existing documentation, the preliminary data collection and the interviews. It will focus on the impact on the direct beneficiaries of the project, which are the trainees and their immediate families.

The impact evaluation will use multiple methods to allow for cross-checking and to allowing for the collection of more information than if a single source was used. Finally, the interactions with key informants, beneficiaries, project staff and

### **Main evaluation issues**

- I. According to the project document, a final evaluation will be carried out at the end of the project **to assess the impact of the project** on beneficiaries on issues such as:
  - The existence of sustainable structures for managing and developing the micro-enterprises established (PRAFORD, CPTCs)
  - The increased availability of technical skills and employment opportunities
  - The availability of and access to advocated technological innovations in local markets
  - The level of income generated (household level) through the project
  - The increase in agricultural output (realistically: agriculture is still practiced at subsistence level with seed available at household level and no other input (chemicals and fertilisers))

- The increased availability of new, better or cheaper services and products for the society at large. (provided by PRAOFRD-NVTI services, CPTC's, and individual or groups of beneficiaries)
- An increase in food security at the local level (realistically focus on household level with some positive impact in the family of close relatives (due to personal borrowing))
- To what extent effect in terms of education or acquisition of property can be noticed

The applicability of all issues will need to be verified during the evaluation process.

II. The expected **general impact** was described in the project document as follows:

The project will have primarily contributed to the social and economic re-integration of ex-combatants, former rebels and their families by imparting much-needed technical skills.

Combined with the enhancement of life skills, beneficiaries are empowered to influence their status and prosperity in terms of income, food security, health, access to services and employment opportunities. Through the productivity and service centres, more efficient and effective food processing will result as well as other promoted income generation activities.

Based on the inclusionary approach, which will ensure that local communities are as well direct beneficiaries, the project leads to sustainable rural development contributing to poverty alleviation and as such to the local peace and order situation in the Yumbe district.

Given the fact that many countries are faced with the re-integration of veterans and former rebels, the results of the project could be transferred/replicated not only at the country level, but also at the regional level and other parts of the world.

III. The main emphasis during project implementation has been on skills development and income generation and according to the feedback received, the income generated will be utilized first to meet the household need and other important issues like payment of school fee, assisting health care facilities. Beyond this, people try to acquire assets in form of buying chicken, goats, cattle, etc. so that they can sell it during low income period, marriage, and other important traditional and cultural events.

As such, possible more specific impact-oriented criteria that can be used in the evaluation are; individual or household income, effects of employment or self-employment, enterprise creation or group formation, profitability of the enterprises (informal and formal) created, social integration, food security, property acquisition, school enrolment of family members, access to services, including health services, skills acquisition (including literacy and life skills), economic impact at the local level, stability in terms of local peace and security.

## Attachment: Checklist on evaluation report quality

### Rating system for quality of evaluation reports

A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1, and unable to assess = 0.

Report quality criteria	UNIDO Evaluation Group Assessment notes	Rating
(a) Did the report present an assessment of relevant outcomes and achievement of programme objectives?		
(b) Was the report consistent and the evidence complete and convincing?		
(c) Did the report present a sound assessment of sustainability of outcomes or did it explain why this is not (yet) possible?		
(d) Did the evidence presented support the lessons and recommendations?		
(e) Did the report include the actual programme costs (total and per component or project)?		
(f) Quality of the lessons: Were lessons readily applicable in other contexts? Did they suggest prescriptive action?		
(g) Quality of the recommendations: Did recommendations specify the actions necessary to correct existing conditions or improve operations ('who?' 'what?' 'where?' 'when?'). Can they be implemented?		
(h) Was the report well written? (Clear language and correct grammar)		
(i) Were all evaluation aspects specified in the TOR adequately addressed?		
(j) Was the report delivered in a timely manner?		



## Annex 5: List of persons interviewed

<i>Name</i>	<i>Function and Organization</i>
1. Maj.Gen Emilio Mondo	Executive Secretary, UVAB
2. Ms. Nozomi Hashimoto	Research Advisor, Embassy of Japan in Uganda, Economic Cooperation Section
3. Ms. Joyce Ayikoru	Executive Director, PRAFORD
4. Ms. Agnes Badaru	Project Officer, PRAFORD
5. Ms. Robinah Sobano	Formerly National Project Coordinator for UNIDO-Uganda Integrated Project
6. Mr. Francis Apiko	National Project Coordinator, UVAB
7. Mr. Rashid Iyega	Chairman LC5 Yumbe District
8. Mr. Dijango Abbas	LC1 Chairman Okukunga Village-Yumbe
9. Mr. Guma Salim	LC1 Chairman Alip Village - Yumbe
10. Mr. Moga Ashraf	LC1 Chairman Konik Village -Yumbe
11. Mr. Luke Chandiga	LC1 Chairman Loina Village -Yumbe



**UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION**

Vienna International Centre, P.O. Box 300, 1400 Vienna, Austria

Telephone: (+43-1) 26026-0, Fax: (+43-1) 26926-69

E-mail: [unido@unido.org](mailto:unido@unido.org), Internet: [www.unido.org](http://www.unido.org)