



EVALUATION

Programme-based Support through
Finnish Civil Society Organizations I



Evaluation on Finland's Development Policy and Cooperation

2016/4e

EVALUATION

EVALUATION OF THE PROGRAMME-BASED SUPPORT THROUGH FINNISH CIVIL SOCIETY ORGANIZATIONS I

Taksvärkki

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2016/4e

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ACRONYMS AND ABBREVIATIONS

| | |
|----------|---|
| ANPPCAN | African Network for the Prevention and against Child Abuse and Neglect |
| CCYA | Center for Coordination of Youth activities |
| CS | Civil society |
| CSO | Civil Society Organisation |
| DAC | Development Assistance Committee |
| EC | European Commission |
| ECCA | Environment Camps for Conservation Awareness - Nepal |
| EQ | Evaluation Question |
| EU | European Union |
| € | Euro |
| FCS | Finnish civil society |
| FSS | Finlands Svenska Skolungdomförbund r.f. (Finland's Swedish School Youth r.f.) |
| GCE | Global Campaign for Education |
| HIV/AIDS | Human Immuno-deficiency Virus / Acquired Immuno-deficiency Syndrome |
| IPoA | Istanbul Programme of Action |
| KAARC | Kenya Alliance for Advancement Children |
| LICADHO | Cambodian League for the Promotion and Defence of Human Rights |
| MFA | Ministry for Foreign Affairs (Finland) |
| MDG | Millennium Development Goal |
| M&E | Monitoring and Evaluation |
| NBE | National Board of Education, Finland |
| NGO | Non-Governmental Organisation |
| ODA | Official Development Assistance |
| ODW | Operation a Day's Work Finland (Taksvärkki) |
| OECD | Organisation for Economic Co-operation and Development |
| OECD/DAC | OECD Development Assistance Committee |
| PAMI | Programa de Atención, Movilización e Incidencia por la Niñez y Adolescencia |

| | |
|----------|---|
| RBM | Results-Based management |
| REPRONAC | Red de Protección de la Niñez y Adolescencia, Coatepeque |
| SAKKI | Suomen Ammattiin Opiskelevien Liitto (Finnish Association of Occupation Students) |
| SSL | Suomen Lukiolaisten Liitto (Finnish Association of Upper Secondary School Students) |
| ToC | Theory of Change |
| ToR | Terms of Reference |
| UN | United Nations |
| UNDP | United Nations Development Programme |
| UNCROC | UN Convention on the Rights of the Child |
| US\$ | United States Dollar |
| USK | Undugu Society of Kenya |

TIIVISTELMÄ

Taksvärkki on yksi kuudesta evaluoidusta kansalaisjärjestöstä, joka on saanut monivuotista ohjelmaperustaista tukea kehitysyhteistyöhankkeeseensa. Evaluoinnin tarkoitus on tuottaa näyttöön perustuvaa tietoa ja ohjausta siihen, miten voitaisiin 1) parantaa tulosperustaista hallinnon lähestymistapaa ohjelmaperustaisessa kansalaisyhteiskunnalle annettavassa tuessa ja 2) parantaa tulosten saavuttamista Suomen kansalaisyhteiskunnalle antamalla tuella. Evaluointi perustuu kahden projektin kirjallisuusselvitykseen ja kenttätutkimukseen Keniassa ja Guatemalassa. Projektien tarkoituksena on edistää lasten ja nuorten oikeuksia voimaannuttamisen kautta. Evaluointiin kuului kouluvierailuja Suomessa. Evaluointi totesi ohjelman olevan yhtäpitävä Suomen ihmisoikeusperustaisen lähestymistavan ja sen läpileikkäävien teemojen kanssa.

Yleisarvio on, että määrälliset tavoitteet on saavutettu kumppanimaissa, mikä osoittaa tehokkuutta. Nuorten voimaannuttaminen on johtanut kohonneeseen itsetuntoon ja itsevarmuuteen, nuorista on tullut aktiivisempia ja tietoisempia omista oikeuksistaan. Monet projekteihin osallistuneet ovat saaneet ammattitaitoa koulutuksen kautta ja tulleet yhteisöjensä aktiivisiksi jäseniksi. Kumppanit koordinoivat ja tekevät yhteistyötä muiden sidosryhmien kanssa. Taksvärkin ja muiden kehityskumppanien ohjelmat täydentävät toisiaan monilta osin. Taksvärkki tekee yhteistyötä jäsenjärjestöjensä, muiden kansalaisjärjestöjen ja Suomen opetushallituksen kanssa. Se on vahvistanut yhteistyötä tarjotakseen synergiaetuja ja jakaakseen kokemuksia ja oppeja. Taksvärkin kehitysohjelma on sisäisesti johdonmukainen tärkeimmässä periaatteessaan, joka koskee lasten oikeuksia, nuorten voimaannuttamista ja aktiivista yhteiskunnalliseen toimintaan osallistuttamista.

Avainsanat: evaluointi, kehitysyhteistyö, kansalaisjärjestö, nuorten oikeudet, Taksvärkki

REFERAT

Utvärderingen av Dagsverkes utvecklingssamarbete är en av de första sex utvärderingarna av finska civilsamhällsorganisationer (CSO) som får flerårigt programbaserat stöd. Syftet med utvärderingen är att ge evidensbaserad information och vägledning för att 1) förbättra resultatstyrning av det programbaserade stödet till det civila samhället och 2) att öka resultaten från det finska stödet till det civila samhället. Utvärderingen baseras på en dokumentgranskning och en fältstudie av två projekt i Kenya och Guatemala, som syftar till att främja ungas och barns rättigheter genom att öka deras egenmakt. Utvärderingen omfattade även skolbesök i Finland. Utvärderingen visade att programmet är i linje med Finlands rättighetsbaserade tillvägagångssätt och dess genomgående mål.

Helhetsbedömningen är att kvantitativa mål har uppnåtts i partnerländerna vilket indikerar resurseffektivitet. Ungas egenmakt har lett till ökad självkänsla och självförtroende: ungdomarna har blivit mer aktiva och medvetna om sina rättigheter. Många deltagare i projekten har förvärvat yrkeskunskaper genom utbildning och blivit aktiva medlemmar i sina samhällen. Parterna samordnar och samarbetar med andra intressenter. Det finns många fall av komplementaritet mellan programmen och andra utvecklingspartners program. Dagsverke samarbetar med sina medlemsorganisationer, andra enskilda organisationer och med Finlands utbildningsstyrelse. Det har stärkt samarbetet för att skapa synergieffekter och utbyta erfarenheter och lärdomar. Dagsverkes utvecklingsprogram är konsekvent med den övergripande principen om barnets rättigheter, ungdomars egenmakt och aktivt deltagande i samhället

Nyckelord: utvärdering, utvecklingssamarbete, CSO, civilsamhällsorganisationer, ungas rättigheter, Dagsverke

ABSTRACT

The evaluation of Taksvärkki development cooperation programme is one of first six evaluations on Finnish Civil Society Organizations (CSOs) receiving multiannual programme-based support. The purpose of the evaluation is to provide evidence-based information and guidance on how to 1) improve the results-based management approach of the programme-based support to Civil Society, and 2) enhance the achievement of results from Finnish support to civil society. The evaluation is based on desk review and field assessment of two projects in Kenya and Guatemala, aimed at promoting the rights of youth and children through empowerment. The evaluation included school visits in Finland. The evaluation found the programme aligned with Finland's human rights-based approach and its cross-cutting objectives.

The overall assessment is that quantitative targets have been achieved in partner countries indicating efficiency. The empowerment of youth has resulted in enhanced self-esteem and confidence, the youth had become more active and aware of their rights. Many participants in the projects have acquired vocational skills through training and become active members in their societies. The partners coordinate and collaborate with other stakeholders. There are many cases of complementarity between the programme and the programmes of other development partners. Taksvärkki works in cooperation with its member organisations, other CSOs and with the National Board of Finland. It has strengthened cooperation to provide synergy benefits and share experiences and lessons learned. Taksvärkki's development programme is internally coherent with the overarching principle of child rights, youth empowerment and active participation in society.

Keywords: evaluation, development cooperation, CSO, youth rights, Taksvärkki

YHTEENVETO

Johdanto

Taksvärkki on yksi kuudesta evaluoidusta kansalaisjärjestöstä, joka on saanut monivuotista ohjelmaperustaista tukea kehitysyhteistyöhankkeeseensa. Evaluoinnin tarkoitus on tuottaa näyttöön perustuvaa tietoa ja ohjausta siihen, miten voitaisiin 1) parantaa tulospöytästä hallinnon lähestymistapaa ohjelmaperustaisessa kansalaisyhteiskunnalle annettavassa tuessa ja 2) parantaa tulosten saavuttamista Suomen kansalaisyhteiskunnalle antamalla tuella.

Taksvärkki on suomalainen kansalaisjärjestö, jonka tavoitteena on edistää lasten ja nuorten elinoloja ja ihmisoikeuksia kehitysmaissa sekä kannustaa Suomen nuoria kansainväliseen yhteisvastuuseen.

Lähestymistapa ja menetelmät

Taksvärkin evaluointi tehtiin joulukuun 2015 ja toukokuun 2016 välisenä aikana. Alkuvaiheessa mukana oli viisi muuta järjestöä ja suunnitelmassa oli luoda yhteisymmärrystä eri kansalaisjärjestöjen tavoitteista ja näyttöä aikaansaannoksista. Tietojen keruuvaihetta varten valittiin kaksi projektia: (1) "Children and youth living and working on the street treated with love and dignity" (katulasten ja -nuorten auttaminen parempaan elämään Keniassa) ja (2) "Entre Amigos Construimos Ciudadanía Política" ("Ystävien kesken" -hanke Guatemalassa, lasten oikeuksien puolustaminen ja nuorten aktiivisen osallistamisen vahvistaminen yhteiskunnassa). Molemmat valitut projektit kuvaavat Taksvärkin kehitysyöstrategiaa kahdessa maanosassa (Afrikassa ja Etelä-Amerikassa).

Täydentävää näyttöä saatiin kirjallisuusselvityksestä, joka koostui kolmen muun projektin evaluointiraporteista Kambodžassa, Boliviassa ja Mosambikissa (Tran-Nguyen & Key La, 2013; Camacho & Rajala, 2014; Parviainen & Heimo, 2014). Lisäksi arvioitiin Taksvärkin hankkeita Suomessa hankeasiakirjojen ja kouluvierailujen perusteella. Näistä saadut havainnot yhdessä tutkittujen projektien kanssa ovat tässä raportissa esitetyn näytön pääasiallinen lähde.

Tarkoituksenmukaisuus

Taksvärkin ohjelma on yhtäpitävä Suomen ihmisoikeusperustaisen lähestymistavan ja sen läpileikkaavien teemojen kanssa keskittyen erityisesti lasten oikeuksiin ja lastensuojeluun. Sitä on yhtäläisesti toteutettu kaikissa hankkeissa niin kumppanuusmaissa kuin Suomen kouluissakin. Strategia perustuu itsevarmuuden ja itsetunnon vahvistamiseen voimaannuttamisen kautta, ei hyväntekeväisyydellä ja lahjoituksilla. Ohjelma on tarkoituksenmukainen sekä toimintasuunnitelma- että oikeudenhaltijatasolla.

Tehokkuus

Kaikkien tai useimpien määrällisten projektitavoitteiden saavuttaminen kumppanuusmaissa osoittaa tehokkuutta (kts. Keniaa ja Guatemalaa käsittelevät kappaleet). Vertaamalla projektien melko pientä rahoitusta kumppanuusmaissa toiminnan laajuuteen (esim. saavutettujen kohderyhmien määrä) voidaan päätellä, että ohjelman toteutus on ollut kustannustehokasta. Useimmat kansalaisjärjestökumppanit tekevät työtään vapaaehtoisten avulla kentällä parantaen siten kustannustehokkuutta. Kaikki projektit ovat omaksuneet tehokkaan rahoitusjohtamisen mallin.

Järjestelmällinen seuranta on alue, jota tulisi parantaa. Taksvärkki on ottamassa käyttöön Outcome Mapping Systemin eli muutuskartoitusjärjestelmän ohjelmassaan. On tärkeää kehittää yksinkertainen seurantatyökalu, joka mahdollistaa järjestelmällisen seurannan suhteessa määriteltyihin indikaattoreihin. Tämä mahdollistaisi Taksvärkin kehitystyöohjelman seurannan kokonaisuudessaan.

Tuloksellisuus

Taksvärkin kehitystyöohjelman tuloksellisuus vaihtelee eri kumppanuusmaissa. Keniassa, Guatemalassa, Kambodžassa ja Boliviassa nuorten voimaannuttaminen on johtanut itsetunnon ja itsevarmuuden vahvenemiseen. Nuorista on tullut aktiivisempia ja tietoisempia oikeuksistaan. On perustettu nuorisoverkostoja, jotka ovat myös osoittautuneet toimiviksi. Nuorisoryhmiä ja katuyhdistyksiä on perustettu, jotka ovat toimineet aktiivisesti siirtymällä lahjoitusten vastaanottajaroolistaan aktiivitoimijoiksi yhteisöissään. Katuyhdistysten, fasilitaattorien eli välittäjien ja vapaaehtoisten keskuudessa tehdyt haastattelut vahvistavat tämän johtopäätöksen. Taksvärkki otti käyttöön laaja-alaisen lähestymistavan lastensuojelussa (lastenoikeuskerhoja kouluissa, vanhempain tukiryhmiä yhteisöissä, perheterapiaa integroitaessa lapsia takaisin perheeseen) ja tarjosi koulutusta tässä lähestymistavassa Keniassa, mikä on myötävaikuttanut yhä useampien katulasten saamiseen mukaan ohjelmaan. Mosambikissa ei ollut tarpeeksi näyttöä johtopäätöksen tekemiseksi tuloksellisuudesta.

Vaikutus

Taksvärkin kehitystyöohjelman vaikutuksen mittaaminen kokonaisuutena ei ollut mahdollista johtuen evaluoinnin aikarajasta ja puutteista saatavilla olevien raporttien yhdenmukaisuudessa ja yhtäläisyydessä. Vaikutuksen arviointi vaatisi tutkivan lähestymistavan. Monet seikat kuitenkin osoittavat, että projekteilla on ollut vaikutusta etenkin Kenian ja Guatemalan tutkituissa tapauksissa. Taksvärkin voima on ollut sen kyky löytää pätevät paikalliset kansalaisjärjestökumppanit.

Taksvärkki on onnistunut lisäämään yleistä tietoutta lasten ja nuorten oikeuksista, voimauttamaan nuoria ja lapsia sekä vahvistamaan heidän itsetuntoaan ja itsevarmuuttaan monessa kumppanuusmaassa (Kenia, Guatemala, Kambodža). Monista projekteihin osallistuneista on tullut yhteisöjensä aktiivisia jäseniä, ovat hankkineet ammattitaitoja koulutuksen kautta ja päässeet töihin epävirallisella tai virallisella sektorilla. Nämä havainnot vahvistuivat

eri sidosryhmien ja edunsaajien keskuudessa tehdyissä haastatteluissa. Yksi merkittävä vaikutus on se, että Undugun katulapsille ja -nuorille kehittämää katuyhdistysmallia on siirretty Keniasta muihinkin Itä-Afrikan maihin.

Kestävyys

Yleisarvio on, että Taksvärkki on onnistunut tukemaan pysyvien järjestelmien kehittämistä nuorille heidän voimaannuttamiseksi ja siten edistänyt kehitettyjen järjestelmien kestävyttä. Tämä oli selvästi havaittavissa Keniassa ja Guatemalassa.

Kumppanuusmaissa kustannustehokas vapaaehtoisia käyttävä toteuttamistapa edistää kestävyttä, joka liittyy myös edunsaajien sitoutumiseen ja motivaatioon tukea vertaisiaan sen jälkeen, kun heidät on pelastettu kadulta (Keniassa). Monet nuorisoyhdistykset ja -verkostot (Keniassa, Guatemalassa, Kambodžassa) jatkavat toimintaansa projektituen loppumisen jälkeenkin, mahdollisesti vähentäen toimintaansa kentällä, koska ulkoista rahoitusta on vähennetty.

Toiminnan jatkaminen nykytasolla Taksvärkin pääkonttorissa Helsingissä on vaarassa, koska ulkoministeriö on leikannut 40 % budjetista. Taksvärkin mahdollisuus seurata ja järjestää koulutusta kansalaisjärjestökumppaneilleen on heikentynyt.

Täydentävyys, koordinointi ja johdonmukaisuus

Taksvärkki tekee yhteistyötä jäsenjärjestöjensä ja muiden kansalaisjärjestöjen kanssa. Lisäksi se auttaa kansainvälisyyskasvatuksen opetussuunnitelman toteuttamisessa Suomen koululaitoksessa. Tästä johtuen opetushallitus on hyväksynyt Taksvärkin kumppanuusjärjestöksekseen. Se on vahvistanut yhteistyötä jäsenjärjestöjensä kanssa tarjotakseen synergiaetuja ja jakaakseen kokemuksia ja oppeja. Taksvärkin kehitysohjelma noudattaa johdonmukaisesti tärkeintä periaatettaan, mikä koskee lasten oikeuksia, nuorten voimaannuttamista ja osallistumisen tukemista aktiiviseen yhteiskunnalliseen toimintaan.

Suosituks

Taksvärkin projektien toteuttaminen kansalaisjärjestökumppaniensa kanssa on hyvin ammattimaista. Seuraavat suositukset liittyvät tulevaisuuden ohjelmahankkeisiin.

1. Taksvärkin tulisi aloittaa uuden ohjelman valmistelu analysoimalla ne alueet, joilla nykyinen 2014-2016 ohjelma on edistänyt projektien toteuttamista kehitysmaissa ja tunnistamalla mahdolliset puutteet ja pullonkaulat. Esimerkiksi tietojen keruuta tulisi systematisoida suhteessa ennalta määriteltäviin indikaattoreihin. Erilaiset sosioekonomiset olosuhteet kumppanuusmaissa (esim. kulkuyhteyksien helppous/vaikeus ja etäisyydet kentällä) pitäisi ottaa huomioon, kun suunnitellaan yksinkertaisia työkaluja/menetelmiä seurantaan varten. Toinen alue, johon pitäisi panostaa enemmän seuraavassa ohjelmassa, on muiden koordinointi- ja yhteistyöjärjestöjen tunnistaminen kentällä. Hallituksen rooli lasten

oikeuksissa ja lastensuojelussa on ratkaiseva, ja toimintatavat yhteistyön vahvistamiseksi voitaisiin tunnustaa.

2. Taksvärkin tulisi määritellä uusi ohjelma alkaen muutosteorian (Theory of Change) päivittämisestä kuvailemalla ohjelman vaikutusketjut. Huomion kiinnittäminen projekteihin/maihin, joissa tulosten saavuttaminen oli haasteellista, ja analysoimalla syitä siihen, on tärkeää seuraavassa ohjelmassa. Uuden kehitysyhteistyöohjelman tulisi ottaa huomioon parhaat käytännöt ja vielä avoinna olevat asiat. Parhaiden käytäntöjen jakaminen kumppanuusmaiden kesken edistäisi ohjelmata-son oppimista.
3. Taksvärkin seuraavan ohjelman pitäisi kiinnittää enemmän huomiota sukupuolten tasa-arvon edistämiseen sekä vammaisten lasten ja nuorten osallistumisen edistämiseen esittelemällä strategioita, joiden tehokkuus voitaisiin osoittaa kumppanuusmaissa. Suomalaisilta järjestöiltä saatuja kokemuksia ja asiantuntemusta eri vammaisuuksissa voitaisiin käyttää.
4. Tämän evaluoinnin tulosten perusteella suositellaan, että etenkin kansalaisjärjestökumppanien kapasiteetin kehittämistä (erityisesti suunnittelussa, seurannassa ja raportoinnissa) tulisi parantaa varsinkin heikompien kansalaisjärjestöjen keskuudessa ottaen kuitenkin huomioon Taksvärkin nykyiset taloudelliset ja henkilöstöressurit. Kustannustehokkaita virtuaalikoulutustapoja voitaisiin käyttää innovatiivisten IT-ratkaisujen avulla aina, kun mahdollista.
5. Taksvärkki voisi etsiä vaihtoehtoisia rahoituslähteitä (esim. yksityiset lahjoitukset, kansainväliset ja/tai suomalaiset säätiöt) täydentämään ulkoministeriöltä saatavaa alentunutta rahoitusta.
6. Maailmankansalaisuusprojekti hyötyisi hyvin suunnitellusta projekti-asiakirjasta, jossa projektin tarkoitus, tavoitteet, tulokset, indikaattorit ja aktiviteetit olisi määritelty johdonmukaisesti. Loogiseen viitekehykseen perustuva toiminta jäsentäisi myös kansainvälisinä opettajina kouluissa toimivien vapaaehtoisten koulutusta sekä, helpottaisi projektien tulosten seuranta suhteessa indikaattoreihin.
7. Yksi suositus ulkoministeriölle on, että se voisi tutkia mahdollisuuksia harkita uudelleen Taksvärkkiä koskevaa radikaalia yli 40 prosentin budjettileikkausta, koska se on vaikuttanut negatiivisesti Taksvärkin henkilöstöressursseihin Helsingissä ja vähentänyt mahdollisuuksia vahvistaa kapasiteetin kehittämistä.

SAMMANFATTNING

Inledning

Utvärderingen av Dagsverkes utvecklingssamarbete är en av de första sex utvärderingarna av finska civilsamhällsorganisationer (CSO), som får flerårigt programbaserat stöd. Syftet med utvärderingen är att ge evidensbaserad information och vägledning för att 1) förbättra resultatstyrning av det programbaserade stödet till det civila samhället och 2) att öka resultaten från det finska stödet till det civila samhället.

Dagsverke är en icke-statlig organisation (NGO) vars mål är att förbättra levnadsförhållandena och främja mänskliga rättigheter för barn och ungdomar i utvecklingsländer, och att uppmuntra finska ungdomar till global solidaritet.

Tillvägagångssätt och metoder

Utvärderingen av Dagsverke genomfördes mellan december 2015 och maj 2016. Inledningsfasen var gemensam med fem andra organisationer och syftade på att skapa en gemensam förståelse av målen i de olika CSO och av vilka bevis som skulle användas för att utvärdera prestanda. För datainsamlingsfasen valdes två projekt ut; (1) "Barn och ungdomar bor och arbetar på gatan behandlas med kärlek och värdighet" och (2) Projektet "Entre Amigos Construimos Ciudadanía Política" (påverkansarbete för barnets rättigheter och ungdomars deltagande). Båda projekten valdes ut för att återspegla Dagsverkes utvecklingsstrategi för två kontinenter (Afrika och Latinamerika).

Kompletterande bevis erhöles genom granskning av utvärderingsrapporter från tre andra projekt i Kambodja, Bolivia och Moçambique (Tran-Nguyen & Key La, 2013; Camacho & Rajala, 2014; Parviainen & Heimo, 2014). Dessutom har Dagsverkes insatser i Finland utvärderas genom dokumentgranskning och skolbesök. Resultaten från dessa fall tillsammans med de besökta projekten utgör den huvudsakliga källan för evidens som presenteras i denna rapport.

Relevans

Dagsverkes program är i linje med Finlands rättighetsbaserade tillvägagångssätt och dess genomgående mål med särskilt fokus på barns rättigheter och konsekvent skydd som genomsyrar samtliga insatser i partnerländerna och i finska skolor. Strategin bygger på förbättring av självförtroende och självkänsla genom egenmakt, och inte genom välfärd och allmosor. Programmet är relevant både på policynivå och för rättighetshavare.

Resurseffektivitet

Realiseringen av alla eller de flesta av de kvantitativa målen i projekten i partnerländerna, är ett tecken på resurseffektivitet (se kapitlen om Kenya och Guatemala). Genom att jämföra de relativt små finansieringsramarna för projekten i partnerländerna och volymen av verksamheten (t.ex. antal målgrupper som

nås) kan man dra slutsatsen att genomförandet av programmet har varit kostnadseffektivt. De flesta partner CSO arbetar med frivilliga i fältverksamheten, vilket ökar kostnadseffektiviteten. Samtliga projekt har antagit ett effektivt system för ekonomisk förvaltning.

Systematisk uppföljning är ett område som behöver förbättras. Dagsverke är i färd med att införa resultatkartläggning (eller "outcome mapping" på engelska) i sitt program. Det är viktigt att utveckla ett enkelt uppföljningsverktyg som systematisk följer upp mot indikatorerna. Detta skulle göra det möjligt att följa upp Dagsverkes utvecklingsprogram som helhet.

Effektivitet

Effektiviteten i Dagsverkes utvecklingsprogram varierar i olika partnerländer. I Kenya, Guatemala, Kambodja och Bolivia har ungdomars egenmakt lett till ökad självkänsla och självförtroende. Unga har blivit mer aktiva och medvetna om sina rättigheter och ungdomsnätverk har etablerades och är dessutom operativa. Ungdomsgrupper och gatuföreningar har bildats och arbetar aktivt för att överföra sin roller från mottagare av allmosor till aktiva medborgare i sina samhällen. Intervjuer med gatuföreningar, handledare och volontärer bekräftade denna slutsats. Dagsverke införde en övergripande strategi för barnskydd (barnrätts-klubbar i skolor, föräldrastödgrupper på lokal nivå, familjeterapi vid återintegrering av barn) och gav utbildning i detta tillvägagångssätt i Kenya, vilket bidragit till inkludering av fler gatubarn i programmet. I Moçambique var bevisen otillräckliga för att dra en slutsats om effektivitet.

Effekter på lång sikt

Att mäta effekterna av Dagsverkes utvecklingsprogram som helhet var inte möjligt på grund av tidsbegränsningar för utvärderingen och brist på konsekvens och enhetlighet i de tillgängliga rapporterna. En effektutvärdering skulle kräva en forskningsansats. Trots detta tyder olika indikationer på att projekten har medfört långsiktiga effekter, särskilt i de besökta projekten i Kenya och Guatemala. Dagsverkes styrka har varit dess förmåga att identifiera kompetenta lokala partner-CSO.

Dagsverke har bidragit till ökad allmän medvetenhet om barnens och ungdomars rättigheter, samt lyckats ge ungdomar och barn ökad självkänsla och självförtroende i många partnerländer (Kenya, Guatemala, Kambodja). Många deltagare i projekten har blivit aktiva medlemmar i sina samhällen, förvärvat yrkeskunskaper genom utbildning och blivit anställda i den informella eller formella sektorn. Dessa resultat kontrollerades under intervjuer med olika aktörer och mottagare. En viktig effekt är att modellen Gatuföreningar som utvecklats av Undugu i Kenya för barn och ungdomar som lever på gatorna har överförts till andra länder i Östafrika.

Hållbarhet

Den samlade bedömningen är att Dagsverke har varit framgångsrik i att stötta utvecklingen av fasta inrättningar för ungdomar för deras egenmakt och därmed främjat de utvecklade systemens hållbarhet. Detta kunde tydligt observeras i Kenya och Guatemala.

I partnerländerna har den kostnadseffektiva implementeringsformen med hjälp av frivilliga främjat hållbarhet vilket också är kopplat till mottagarnas engagemang och motivation att stödja sina kamrater efter att ha själva räddats från gatan (i Kenya). Många ungdomsorganisationer och nätverk (i Kenya, Guatemala, Kambodja) kommer att fortsätta sin verksamhet efter avslutandet av projektets stöd, även om fältverksamheten möjligen avtar då den externa finansieringen minskar. Fortsättningen av Dagsverkes verksamhet på huvudkontoret i Helsingfors vid nuvarande nivå är i riskzonen på grund av UM:s budgetnedskärning på 40 %. Organisationens möjlighet att följa upp och utbilda partner CSO minskar.

Komplementaritet, samordning och konsekvens

Dagsverke samarbetar med sina medlemsorganisationer och andra enskilda CSO. Dessutom bidrar den till genomförandet av det finländska utbildningssystemets internationella läroplan och är således erkänd av Utbildningsstyrelsen som dess partnerorganisation. Den har stärkt samarbetet med sina medlemsorganisationer för att skapa synergieffekter och utbyta erfarenheter och lärdomar. Dagsverkes utvecklingsprogram är konsekvent med den övergripande principen om barnets rättigheter, ungdomars egenmakt och aktivt deltagande i samhället.

Rekommendationer

Dagsverke genomför sina projekt med partner CSO på hög professionell nivå. Följande rekommendationer gäller framtida programinsatser.

1. Starta förberedelserna av det nya programmet genom att analysera i vilka områden det nuvarande programmet för 2014-2016 har främjat genomförandet av projekten i utvecklingsländerna, samt identifiera eventuella luckor eller flaskhalsar. Det finns till exempel ett klart behov av att systematisera insamlingen av uppgifter inom uppföljningen mot indikatorer. De olika socioekonomiska förhållandena i partnerländerna (t.ex. tillgänglighet och avstånd i fältet) bör tas i beaktande vid utformningen av enkla verktyg / metoder för uppföljning. Ett annat område som skulle kunna ges mer fokus i nästa program är identifiering av andra organisationer för samordning och samarbete på området. Regeringens roll i barns rättigheter och skydd är avgörande, och formerna för att stärka samarbetet skulle kunna identifieras.
2. Definiera det nya programmet genom att börja med att uppdatera förändringsteorin som beskriver programmets resultatkedja. Uppmärksamhet bör läggas på projekt/länder där uppfyllnad av resultaten hade särskilda utmaningar genom en analys av orsakerna. Det nya programmet för utvecklingssamarbetet bör skrivas med hänsyn till bästa praxis och kvarstående problem. Att dela bästa praxis mellan partnerländerna skulle främja lärande på programnivå.

3. Dagsverkes nästa program bör ägna mer uppmärksamhet åt att främja jämställdhet och deltagande av funktionshindrade barn och ungdomar genom att identifiera strategier för att ta itu med deras behov i partnerländerna. Erfarenhet och expertis från de finska organisationerna i olika funktionsnedsättningar kan nyttjas.
4. Baserat på resultaten i denna utvärdering rekommenderas att särskilt revidera komponenten för kapacitetsuppbyggnad (särskilt planering, uppföljning och rapportering) för partner CSO, särskilt bland de svagare CSO med tanke på Dagsverkes ekonomiska möjligheter och bemanning. Kostnadseffektiva metoder med hjälp av virtuell utbildning kan användas genom innovativa IT-lösningar när det är möjligt.
5. Dagsverke skulle kunna identifiera alternativa finansieringskällor (t.ex. privata donationer, internationella och/eller finska stiftelser) för att komplettera den minskade finansieringsnivån från UM.
6. Projektet Global Medborgare skulle gynnas av ett väl utformat projektdokument där projekt syfte, mål, resultat, indikatorer och aktiviteter definieras på ett logiskt och konsistent sätt. Det logiska ramverket skulle strukturera och fokusera utbildningen för frivilliga som arbetar som globala lärare i skolor samt underlätta uppföljningen av projektresultat och mätning av indikatorerna.
7. En rekommendation till UM är att undersöka möjligheten att ompröva den drastiska minskning av Dagsverkes finansiering på över 40 procent, eftersom det har haft en negativ inverkan på Dagsverkes bemanning i Helsingfors och har minskat möjligheterna för att öka kapacitetsuppbyggande insatser.

SUMMARY

Introduction

The evaluation of Taksvärkki (Operation a Day's Work, in English) development cooperation programme is one of the first six evaluations on Finnish Civil Society Organizations (CSOs) receiving multiannual programme-based support. The purpose of the evaluation is to provide evidence-based information and guidance on how to 1) improve the results-based management approach of the programme-based support to Civil Society, and 2) enhance the achievement of results from Finnish support to civil society.

Operation a Day's Work (ODW) Finland is a non-governmental organization (NGO) whose objectives are to improve the living conditions and promote the human rights of children and young people in developing countries, and to encourage Finnish young people towards global solidarity.

Approach and methods

The evaluation of Taksvärkki was carried out from December 2015 to May 2016. The inception phase was shared with five other organizations and designed to create a common understanding of the aims of the different CSOs and the evidence of performance. For the data collection phase, two case projects were selected; (1) "Children and youth living and working on the street treated with love and dignity" and (2) Project "Entre Amigos Construimos Ciudadanía Política" (child rights advocacy and youth participation). Both projects were selected to reflect Taksvärkki's development strategy in two continents (Africa and Latin America).

Complementary evidence was obtained through desk review of the evaluation reports of three other projects in Cambodia, Bolivia and Mozambique (Tran-Nguyen & Key La, 2013; Camacho & Rajala, 2014; Parviainen & Heimo, 2014). In addition, Taksvärkki's interventions in Finland were evaluated through document review and school visits. The findings of these cases together with the visited projects provide the main source of evidence presented in this report.

Relevance

The Taksvärkki's programme is aligned with Finland's Human Rights Approach and its cross-cutting objectives with the specific focus on Child Rights and Protection which is consistently implemented in all interventions in the partner countries and in Finnish schools. The strategy is based on enhancement of confidence and self-esteem through empowerment, not giving welfare and hand-outs. The programme is relevant at policy and right-holders levels.

Efficiency

The achievement of all or most of the quantitative targets in the projects in partner countries is indicative of efficiency (see chapters on Kenya and Guate-

mala). Comparing the fairly small funding frames of the projects in the partner countries and the volume of activities (e.g number of target groups reached) it can be concluded that the programme implementation has been cost-efficient. Most partner CSOs work with volunteers in field activities, thereby enhancing cost-efficiency. All projects have adopted an efficient financial management system.

Systematic monitoring is an area that needs to be improved. Taksvärkki is in the process of introducing Outcome Mapping system in its programme. It is important to develop a simple monitoring tool allowing systematic monitoring against the indicators. This would enable monitoring the Taksvärkki's development programme as a whole.

Effectiveness

The effectiveness of Taksvärkki's development programme varies in different partner countries. In Kenya, Guatemala, Cambodia and Bolivia the empowerment of youth has resulted in enhanced self-esteem and confidence. The youth had become more active and aware of their rights and youth networks were established and also operational. Youth groups and Street Associations were formed and working actively transferring their roles from recipients of hand-outs to active players in their communities. Interviews with street associations, facilitators, and volunteers confirmed this conclusion. Taksvärkki introduced a comprehensive approach in child protection (Child Rights Clubs in schools, Parent Support Groups in the communities, Family Therapy when re-integrating the children) and provided training in this approach in Kenya which has contributed to inclusion of more street children in the programme. In Mozambique the evidence was insufficient to draw a conclusion on effectiveness.

Impact

Measuring impact of Taksvärkki's development programme as a whole was not feasible due to time limits of the evaluation and lack of consistency and uniformity of the available reports. An impact evaluation would require a research approach. Nevertheless, various indications suggest that the projects have produced impact particularly in the visited cases of Kenya and Guatemala. Taksvärkki's strength has been its ability to identify competent local partner CSOs.

Taksvärkki has contributed to enhanced public awareness on child and youth rights, managed to empower youth and children and enhance their self-esteem and confidence in many partner countries (Kenya, Guatemala, Cambodia). Many participants in the projects have become active members in their societies, acquired vocational skills through training and become employed in informal or formal sector. These findings were verified during interviews with different stakeholders and beneficiaries. One significant impact is that the model of Street Associations developed by Undugu in Kenya for Youth and Children living on streets has been transferred to other countries in East Africa.

Sustainability

The overall assessment is that Taksvärkki has been successful in supporting the development of permanent establishments for youth for their empower-

ment and hence promoted sustainability of the developed systems. This was clearly observed in Kenya and Guatemala.

In partner countries the cost-efficient implementation modality using volunteers promotes sustainability which is also linked with the commitment and motivation of the beneficiaries to support their peers after being rescued from the street (in Kenya). Many youth associations and networks (in Kenya, Guatemala, Cambodia) will continue their activities after the termination of the project support, possibly reducing the activities in the field as the external funding is reduced.

Continuation of the activities at the current level at Taksvärkki's headquarters in Helsinki is at risk with the budget cut of 40% from the MFA. Their possibility to monitor and provide training to partner CSOs is reduced.

Complementary, coordination and coherence

Taksvärkki works in cooperation with its member organisations and other CSOs. In addition, it contributes to the implementation of the international education curriculum of the Finnish education system, hence being acknowledged by the National Board of Education as its partner organisation. It has strengthened cooperation with its member organisations to provide synergy benefits and share experiences and lessons learned. Taksvärkki's development programme is internally coherent with the overarching principle of child rights, youth empowerment and active participation in society.

Recommendations

Taksvärkki implements its projects with partner CSOs at high professional level. The following recommendations relate to programme interventions in the future.

1. Start the preparation of the new programme by analysing in which areas current programme of 2014-2016 has promoted the implementation of the projects in developing countries and identify possible gaps or bottlenecks. For example there is clearly a need to systematise the data collection in monitoring against indicators. The different socio-economic circumstances in the partner countries (e.g. accessibility and distances in the field) should be taken into consideration when designing the simple tools/methods for monitoring. Another area that could be given more focus in the next programme is identification of other organisations for coordination and cooperation in the field. The government's role in child rights and protection is crucial, and modalities on strengthening the cooperation could be identified.
2. Define the new programme starting with updating the Theory of Change describing the programme's contribution chain. Place attention to the projects/countries where achievement of the results had challenges by analysis of the reasons. Write the new development cooperation programme by taking into account the best practices and remaining issues. Sharing the best practices among the partner countries would promote programme level learning

3. Taksvärkki's next programme should pay more attention to promoting gender equality and promotion of the participation of disabled children and youth by identifying strategies to address their needs in partner countries. Experience and expertise from the Finnish organisations in various disabilities could be used.
4. Based on this evaluation results it is recommended to revise particularly the capacity building component (specifically on planning, monitoring and reporting) for the partner CSOs particularly among the weaker CSOs considering Taksvärkki's financial feasibility and staffing. Cost-efficient modalities using virtual training could be used through innovative IT solutions whenever possible.
5. Taksvärkki could identify alternative funding sources, (e.g. private donations, international and/or Finnish foundations) to complement the reduced funding level from the MFA.
6. Global Citizenship project would benefit from a well-designed project document where project purpose, objectives, outcomes, indicators and activities are defined in a logically consistent way. The logical framework would structure and focus the training for the volunteers who work as global educators in schools as well as facilitate the monitoring the project outcomes and measures the indicators.
7. One recommendation to the MFA is that the possibilities to reconsider the drastic over 40 per cent reduction on Taksvärkki could be explored, because it has had a negative impact on Taksvärkki's staffing in Helsinki and decreased the potentials to enhance capacity building.

KEY FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

| Key Findings | Conclusions | Recommendations |
|--|--|--|
| Relevance | | |
| <p>The projects in Kenya and Guatemala as well as in other evaluated countries (Bolivia, Cambodia and Mozambique) targeted to empowering children and youth and enhancing their self-esteem and confidence. The projects also address the responsibilities of duty-bearers in protection of children and youth. The projects aim at promoting gender equality in all partner countries (e.g. successful in Cambodia and less in Kenya and Mozambique). Reduction of inequalities is addressed through targeting also disabled children (deaf in Kenya).</p> | <p>Taksvärkki's programme is aligned with Finland's Human Rights Approach with the specific focus on Child Rights and Protection which is consistently implemented in all interventions in the partner countries and in Finnish schools. Taksvärkki's programme also aims at enhancing gender equality and reduction of inequalities among the marginalised and vulnerable groups in society. Hence, the programme promotes also poverty reduction and Sustainable Development Goals.</p> | <p>R3: Taksvärkki's next programme should pay more attention to promoting gender equality and promotion of the participation of disabled children and youth by identifying strategies to address their needs in partner countries. Experience and expertise from the Finnish organisations in various disabilities could be used.</p> |
| Efficiency | | |
| <p>The overall finding is that most of the quantitative targets have been achieved in the projects in partner countries.</p> <p>Comparing the fairly small funding frames of the projects in the partner countries and Finland the input vs. output ratios are efficient (e.g. about 8000 students/annum participate in Finnish schools in Global education, high level of project activities implemented in the field by volunteers).</p> <p>Taksvärkki's role in capacity development of the partner CSOs was not clear. In some cases, like in Kenya and Guatemala the staff of the CSO was quite competent and did not need much training in managing their projects apart from systematic monitoring against the indicators where as some partners would benefit from capacity development.</p> <p>Plans and reports to Taksvärkki were not always aligned with MFA systems particularly with indicators.</p> | <p>The programme activities have been managed efficiently in the partner countries, which is an indication of competent and committed staff.</p> <p>Appropriate financial management systems have been developed and implemented contributing to monitoring of the financial expenditures.</p> <p>Systematic monitoring needs to be improved. Taksvärkki is in the process of introducing Outcome Mapping system in its programme with a simple monitoring tool. It is important to develop a systematic monitoring against the indicators. This would enable monitoring the Taksvärkki's development programme as a whole</p> | <p>R4: Revise particularly the capacity building component (specifically on planning, monitoring and reporting) for the partner CSOs particularly among the weaker CSOs considering Taksvärkki's financial feasibility and staffing. Cost-efficient modalities using virtual training could be used through innovative IT solutions whenever possible.</p> <p>R7: MFA could explore the possibility of reconsidering the drastic over 40 per cent reduction to Taksvärkki support, because it has had a negative impact on the staffing in Helsinki and decreased the potentials to enhance capacity building.</p> |

| Key Findings | Conclusions | Recommendations |
|---|--|--|
| Effectiveness | | |
| <p>The youth had become more active and aware of their rights and the established youth networks were also working particularly in Kenya, Guatemala and Cambodia.</p> <p>Training in Life Skills, Vocational Skills and business development in Kenya have promoted employment and life out of the street. Also in Guatemala the youth networks were working actively enhancing the youth influence in community-level decision-making.</p> <p>Child Rights Clubs in 10 schools, Parents' Child Support Groups in their communities, follow up and family therapy in re-integration of families of neglected and abused children has been effective were developed with Taksvärkki's support</p> <p>In Cambodia the project had been effective in establishment of the Child CPGs on the contrary to the adult CPGs. The Adult CPGs were slow in reporting child abuse cases as compared to the Youth and Child CPGs that reported actively on child abuse cases. Advocacy towards political decision-makers had not started reducing the project effectiveness.</p> <p>The Mozambique evaluation report was meagre on results on effectiveness, even though it reported that all quantitative targets were achieved.</p> | <p>The effectiveness of Taksvärkki's development cooperation programme varies in different partner countries. In Kenya, Guatemala, Cambodia and Bolivia the empowerment of youth has resulted in enhanced self-esteem and confidence.</p> <p>Taksvärkki has contributed to the introduction of a comprehensive approach in Child Protection and provided training.</p> | <p>R1: Taksvärkki's next programme should address the strengths and weaknesses of the current programme. For example: there is clearly a need to systematise the data collection in monitoring against indicators;</p> <p>R2: Define the new programme starting with updating the Theory of Change describing the next programme's contribution chain. Place attention to the projects/countries where achievement of the results had challenges by analysis of the reasons. Write the new development cooperation programme by taking into account the best practices and remaining issues. Sharing the best practices among the partner countries would promote programme level learning.</p> <p>R6: Global Citizenship project would benefit from a well-designed project document where project purpose, objectives, outcomes, indicators and activities are defined in a logically consistent way. The logical framework would structure and focus the training for the volunteers who work as global educators in schools as well as facilitate the monitoring the project outcomes and measures the indicators.</p> |

| Key Findings | Conclusions | Recommendations |
|---|---|--|
| Impact | | |
| <p>In Kenya, Guatemala, and Cambodia the established youth groups (Street Associations, Youth Groups, and Child Protection Groups) are active in their societies. Many children and youth (target groups and beneficiaries) attended schools, acquired vocational skills through training and become employed in informal or formal sector and moved out of street to houses.</p> | <p>Measuring impact of Taksvärkki's development programme as a whole was not feasible in this evaluation due to time limits and lacking consistency and uniformity of the available reports on various projects.</p> <p>Research approach would have been required to assess the impact.</p> <p>In partner countries, the programme increased public awareness of child and youth rights; enhanced self-esteem and confidence among the youth and children through empowerment</p> <p>One significant impact is that the model of Street Associations developed by Undugu in Kenya with Taksvärkki's support for Youth and Children living on streets has been transferred to other countries in East Africa.</p> | |
| Sustainability | | |
| <p>Many established youth associations and networks (in Kenya, Guatemala, and Cambodia) will continue their activities after the termination of the project support due to their commitment and motivation.</p> <p>Official acknowledgement of the Street Associations in Kenya, Youth Groups in Guatemala and Child Protection Groups in Cambodia promote the continuation of the groups even after the funding is reduced or completed.</p> | <p>The cost-efficient implementation modality using volunteers promotes sustainability which is also linked with the commitment and motivation of the beneficiaries to support their peers after being rescued themselves from the street (Kenya).</p> <p>The culture of being an active player in the community instead of a recipient of handouts among the youth in Kenya and Guatemala is emerging as an outcome of Taksvärkki's support.</p> <p>Reduced level of financial support from Taksvärkki will reduce the level of activities in the partner countries, if new financing sources are not identified.</p> | <p>R5: Taksvärkki could identify alternative funding sources, (e.g. private donations, international and/or Finnish foundations) to complement the reduced funding level from the MFA.</p> |

| Key Findings | Conclusions | Recommendations |
|--|---|-----------------|
| Complementary, coordination and coherence | | |
| <p>Taksvärkki works in cooperation with several organisations in Finland including its member organisations, other CSOs and with the National Board of Education Finland.</p> <p>In Kenya the project is well coordinated with other like-minded CSOs and complementary services provided. Cooperation with local authorities also implemented.</p> <p>In other partner countries not much evidence found on this criterion.</p> | <p>Synergy benefits and sharing experiences on lessons learned and best practices have strengthened Taksvärkki's work in Finland.</p> <p>Taksvärkki's development programme is internally coherent with the overarching principle of child rights, youth empowerment and active participation in society.</p> | |

1 INTRODUCTION

1.1 The evaluation's rationale and objectives

The evaluation of Taksvärkki (Operation a Day's Work Finland (ODW), in English) is one of the first six evaluations of Finnish Civil Society Organizations (FCSOs) that receive multiannual programme-based support from the Finnish government. The other five FCSOs evaluated are Crisis Management Initiative, Fairtrade Finland, Finnish Evangelical Lutheran Mission, Finnish Refugee Council and Taksvärkki (ODW Finland). The overall evaluation process consists of two components:

1. Component 1 collects data on the results of the programmes of the selected six organizations and assesses their value and merit to different stakeholders.
2. Component 2 assesses the how well the results-based management mechanisms of each organization that receives programme-based support function and the extent there is a link between results-based management and achieving results.

In 2014 the programme-based support received by 22 Finnish CSOs amounted in € 80 million. These CSOs are granted a special status in the financing application process, receiving funding for 2-4 year program proposals granted through programme application rounds. At the policy level CSOs development programmes have been guided by the same policy guidelines as the rest of the Finland's support to Civil Society Organizations, Development Policy Programme of Finland (MFA, 2012) as well as guidelines for Civil Society in development policy (MFA, 2010).

The Terms of reference for the assignment are presented in Annex 1. The purpose of the evaluation is to provide evidence-based information and guidance for the next update of the Guidelines for Civil Society in Development Policy as well as for the programme-based modality on how to:

- 1) improve the RBM approach in the programme-based support to civil society for management, learning and accountability purposes; and,
- 2) enhance the achieving of results in the implementation of Finnish development policy at the civil society programme level.

The objectives of the evaluation are to:

- provide independent and objective evidence of results (outcome, output and impact) from the Civil Society development cooperation programmes receiving programme-based support;
- provide evidence of successes and challenges of the civil society development cooperation programmes by assessing the value and merit of the obtained results in relation to Finnish development policy, CSOs programme objectives and beneficiary level needs and priorities;

- assess the functioning of the RBM in the organizations receiving programme support; and.
- provide evidence of the successes and challenges of the programme-support funding modality from the RBM point of view.

Seven reports will be published in total: one for each of the six CSO cooperation programmes evaluated, plus a synthesis report - which also includes the results from component 2.

1.2 Approach and methodology

Selection of projects for the evaluation

The evaluation of Taksvärkki's development cooperation programme was carried out from December 2015 to May 2016. The inception phase included the elaboration of the evaluation methodology and preparation of an evaluation matrix (Annex 2). In addition, a desk study of documents, as well as the drawing of the Theory of Change (ToC) for the development cooperation programme (2014-2016) were done. Taksvärkki was asked to fill in a project information table, which covers data on its partner programmes and projects implemented in 2010-2015, including objectives, strategies, beneficiaries, budgets and expenditure.

For the selection of the field level studies, a multistage approach was applied based on the project information table. The approach resulted in the selection of two partner countries: Kenya and Guatemala. The final selection of Guatemala was also influenced by the fact that the field team was able to evaluate the Fairtrade's project implemented in Guatemala.

The selected projects for the field study were: (1) "Children and youth living and working on the street treated with love and dignity" implemented by the local partner Undugu Society of Kenya (USK), between 2015-2017; and (2) Project "Entre Amigos Construimos Ciudadanía Política" (child rights advocacy and youth participation) by Programa de Atención, Movilización e Incidencia por la Niñez y Adolescencia (PAMI) in Guatemala, between 2013 to 2017. Both projects are representative of Taksvärkki's development strategy in two continents (Africa and Latin America).

The NGOs USK and PAMI aim at promoting the rights of youth and children through empowerment and making them visible in their societies. Taksvärkki has long-term experience in cooperation with both dating back to 2006 with USK and 2007 with PAMI. In addition, both NGOs are experienced and acknowledged in the NGO community in their countries ensuring the credibility and sustainability of their activities.

Undugu's project in Kenya targets children and youths living and working on the streets, communities in Nairobi's urban informal settlements and schools and in the rural communities around the Kisumu City. Undugu's model of working with street children is well acknowledged by the government and other CSOs and has been an influential partner in policy development in Kenya. In Guatemala, the project promotes the rights of the youth in six different munic-

Taksvärkki has long-term experience in promoting the rights of youth and children through empowerment and making them visible in their societies.

ipalities and tackles the adult-centric attitude that prevents youth from raising their voices in society, since their rights are not the priorities of decision makers.

Other three projects evaluated through desk reviews of mid-term or final evaluation reports provided complementary documentation and evidence for this evaluation. These projects are: (1) “Child Rights Advocacy and Youth Participation” (Cambodia, 2011-2015), (2) “Education, Preventive Youth Work/Access to Recreation, and Youth Participation” (Bolivia, 2010-2014), (3) Volunteerism, Education, Vocational Training WASH and Youth role in community development (Mozambique, 2012-2016).

Taksvärkki’s Development Communication and Global Education programme in schools in Finland provided additional evidence for the evaluation.

Methodology

The evaluation used several methods and triangulated the results in order to enhance reliability and credibility. These methods involved:

1. Review of documents including Taksvärkki’s development strategy and programme, MFA development strategy and overall goals, project plans and progress reports in field mission countries, evaluation reports of projects in other countries, statistical data, reports on the activities in Finland etc. (see list of references and Annex 4: Documents consulted). This material provided background data and formed criteria for verification of the findings.
2. Interviews and focus group discussions with stakeholders, target groups and beneficiaries in Kenya, Guatemala and Helsinki (Annex 3). The interviews were conducted with as many stakeholders and target groups and individuals as possible within the given timeframe to get their experiences and views in relation with the intended outcomes and impacts defined in Taksvärkki’s development strategy and programme. Reliability and credibility of the findings was enhanced by including numerous participants in the interviews. The interviews were systematised through using interview formats for different target groups in order to cover the relevant areas in the interviews (see examples in Annex 7). The interviewed target groups are listed below:
 - Staff in partner CSOs in Kenya (Undugu) and Guatemala (PAMI)
 - Youth groups in Kenya (street associations) and Guatemala (youth groups)
 - Youth leaders
 - Facilitators and other people working with the youth on the streets
 - Head Teachers, Teachers and Social workers in partner primary schools
 - Child Right clubs in primary schools
 - Parent Support Groups (“Child Ambassadors”) in primary schools

- Members of Youth Associations participating in vocational training
 - Employers offering vocational training through apprenticeship model
 - Parents of a former Street child – now studying in secondary school
 - Student (former street child) in secondary schools studying under Undugu scholarship
 - Child security home for children rescued from the street
 - Other CSOs working with the children in the street
 - Government Ministry responsible for child protection (in Kenya)
 - Embassy of Finland, Kenya
 - Schools in Finland (principal, teachers, students)
 - Taksvärkki Head Office staff in Helsinki
3. Observations of student activities in Kenya and in Finland
- Drama and singing performances of Child Rights groups in Kenya was observed and video was taken as part of the evidence. These performances focused on child abuse issues (sexual and physical violence) and how the children were trained to confront them.
 - Observation of a Fotonovela exercise in a school in Vantaa and student's Global Citizenship Group work in Kokkola.
4. Analysis of the gathered information was triangulated by comparing the information from the different sources. Conclusions were based on internally coherent evidence from several sources. Individual opinions were not considered as evidence on the criteria. Verification of the findings was a process throughout the evaluation.

Field missions to Kenya and Guatemala

The field visit to Kenya took place from March 7th to 20th 2016 and the fieldwork in Guatemala took place from April 3rd to 11th 2016. The field work in Guatemala included visits to 3 out of the 6 municipalities where the project operates, and meetings with PAMI staff and stakeholders in local public institutions, youth organizations and officers in the education sector in the Municipalities of Malacatán (San Marcos), Coatepeque (Quetzaltenango), Guatemala Capital (Guatemala), and Morales (Izabal).

The main methods in primary data collection for the case study projects in Kenya and Guatemala were; (1) Interviews with the stakeholders; (2) Focus group interviews with all beneficiary groups; (3) Interviews with partner organisations; (4) Observations during site visits (e.g. schools); (5) collection of additional documentation from the projects (e.g. strategies, financial reports, progress reports, publications).

Semi-structured interviews were undertaken and interview guides were designed for each target group.

Field visits to Kenya and Guatemala to sample projects implemented by Undugu and PAMI.

The evaluation also focused on Taksvärkki's information campaigns and awareness-raising interventions.

Initial triangulated findings were presented in a workshop held at the end of each country visit with the implementing partners and a similar workshop was organized with Taksvärkki and MFA in Helsinki on 17th of May.

A desk review was undertaken of the evaluation reports (mid-term and final evaluations) of other projects of Taksvärkki's development cooperation programme 2013-2015. The evaluation team prepared a matrix (Annex 6), where the conclusions on other projects are summarised to enable comparisons and to enhance the reliability and validity of the conclusions.

The evaluation also focused on Taksvärkki's information campaigns and awareness-raising interventions in Finland through desk review and interviews.

In addition, Global citizenship project was familiarised through two school visits in Finland where activities were observed; focus group interviews with students and interviews with school principals and coordinating teachers were undertaken, even though the project was not evaluated because it had only started in the autumn semester of 2015.

Limitations

Taksvärkki's Development Communication and Global Education programme has been implemented in Finnish schools. Its activities are part of the international education curriculum under the National Board of Education, Finland (NBE). The NBE is responsible for the guidance and monitoring of all curriculum related activities in the Finnish education system. Taksvärkki has been approved as one of the service providers for international/global education in schools. Hence, the activities in Finnish schools are not based on project document using logical framework approach. Its evaluation using OECD/DAC standards was not entirely feasible and the OECD criteria were used only partially. Also due to time limitation it was not possible to observe activities in the Finnish schools apart from two school visits.

Despite of the thorough data collection during the field mission using interviews in Kenya, the USK progress reports did not report systematically the statistics on some indicators. For example statistics on how many street youth were working and living in houses, even though the interviews with the street association leaders and members indicated positive results on this matter.

The desk review of other evaluation reports varied in quality and was not always consistent in following the OECD criteria. Therefore it was difficult to make a comparative analysis of the evaluation results.

2 DESCRIPTION OF THE BROADER CONTEXT AND ITS INFLUENCE ON THE PERFORMANCE OF THE PROGRAMME

2.1 Global Policy context of Taksvärkki

Several international and national policies and conventions form a guiding policy framework for Taksvärkki's programmes in developing countries and in Finland. The main development policy context for Taksvärkki's programmes is Finland's Development Policy Programme (2012) that is founded on human rights-based approach to development. It aims at ensuring that even the poorest people know their rights and are able to act for them. Finland is also committed to the Millennium Development Goals (MDGs) and is actively participating in their revision beyond 2015. The 2012 development policy also emphasised increased support to the Finnish Civil Society Organisation envisaging increasing cooperation with them, ensuring their greater effectiveness. However, since 2012 the Finnish economy has stagnated resulting in approximately 40% cuts in the development cooperation budget of 2016. Even in the reduced budgetary framework Finland is committed to gender equality, reduction of inequality and climate sustainability as its cross-cutting objectives.

Finland's Guidelines for Civil Society in Development Policy (2010) acknowledge the importance of CSOs in development cooperation linking the CSOs' functions with poverty alleviation as part of the MDGs. According to the guidelines the CSOs can promote i.e. human rights, democracy and good governance through civic education, knowledge of rights through learning about local democracy, production of basic and welfare services, monitoring public-sector actors, defending the rights of special groups, increasing grass root participation, mobilisation of local resources (including volunteer activities) and testing and development of innovative operational models.

2.2 Taksvärkki's strategy and development programme

Taksvärkki's strategy (2013-2020) and Development Cooperation Programme (2014-2016) are rooted in several international agreements and declarations, i.e. United Nations (UN) Declaration for Human Rights, the UN Convention for the Rights of Children and the MDGs with the aim to operationalise the Accra

Taksvärkki's strategy and Development Cooperation Programme are based in the UN Convention for the Rights of Children.

Action Plan (2008) and the Istanbul Declaration and the Istanbul Programme of Action (IPoA) for the decade 2011-2020.

Taksvärkki's strategy for 2013-2020 is guided by four goals:

1. Communication and collaboration developed between school- and college students in Finland and young people in developing countries;
2. Increased understanding among the Finnish youth on their possibilities to influence, leading to social activity particularly in development issues;
3. Enhanced life skills and influence in social issues among the youth participating in Taksvärkki's projects; and
4. Taksvärkki will be a learning, well-managed, open and well-known organisation.

Taksvärkki works to achieve these strategic goals through communication and development education as well as by supporting development cooperation projects in partner countries (see Annex 5, Projects of Taksvärkki's Development Cooperation Programme). The main operational principles in Taksvärkki's are; (1) Youth as active players in their communities; (2) Youth to youth in fund-raising, communication and peer education; (3) Partnership and cooperation; (4) Enhancing gender equality and decreasing inequality; (5) Enhancing climate sustainability and minimising negative environmental impacts.

3 THE PROGRAMME OF TAKSVÄRKKI AND ITS THEORY OF CHANGE

3.1 Taksvärkki's development cooperation programme 2010-2015

Taksvärkki became one of the CSOs receiving programme-based support from the MFA in 2013. During 2014 Taksvärkki developed its programme-based strategy for development cooperation in order to meet the MFA principles of the programme approach. The projects receiving funding from Taksvärkki in 2010-2015 are listed in Table 1.

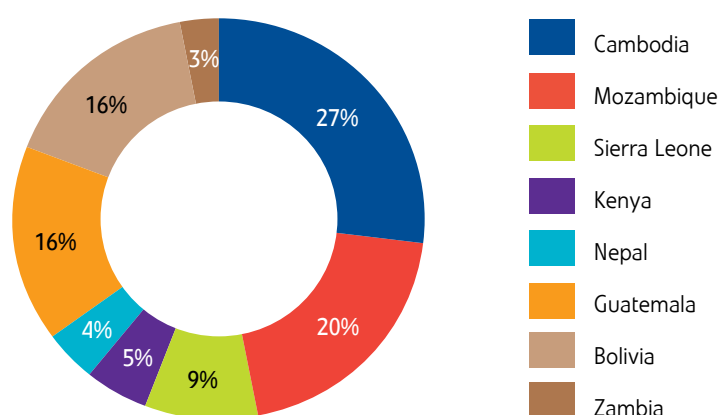
Table 1: Projects funded by Taksvärkki in 2010-2015

| Country/sector | Project Evaluations conducted | Period | Co-operating partner organisation |
|---|---|-----------|--|
| Cambodia/Child Rights and Youth participation | Promoting Child rights and protecting Children MTR in 2013 | 2011–2015 | Cambodian League for the Promotion and Defence of Human Rights (LICADHO) |
| Mozambique/Volunteerism, Education, Vocational training, WASH, role of youth in community development | Youth livelihood and participation MTR 2014 | 2012–2016 | ASSCODECHA (Associacao Cominitara Para o Desenvolvimento do Chamanculo) |
| Guatemala/Child Rights Advocacy and Youth Participation | Youth groups constructing and political citizenship MTR 2015 | 2013–2017 | PAMI Guatemala |
| Sierra Leone/Youth participation , second chance education | Giving voice to the youth of Sierra Leone | 2014–2016 | CCYA (Center for Coordination of Youth activities) The National Youth Commission, Ministries of Education, Science and Technology, Health and Sanitation, and of Youth Affairs, The National Aids Secretariat |
| Zambia/ Street Children and Youth right to recreation and youth participation | More fire! Strengthening Bare feet Children's Councils | 2015–2017 | Bare feet Theatre |
| Kenya/Street children and youth including Skills training, entrepreneurship and preventive youth work and rehabilitation | Children and Youth Living and working on the street | 2015–2017 | Undugu Society of Kenya (USK). |
| Nepal/WASH, education and youth participation | Improving school environment in Nepal | 2016–2018 | Environment Camps for Conservation Awareness (ECCA-Nepal). |

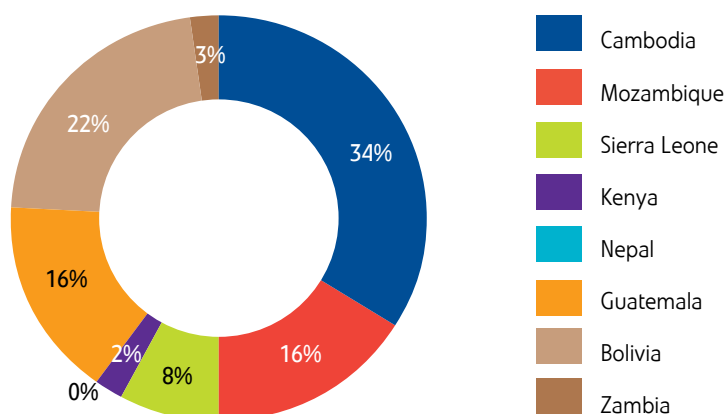
| Country/sector | Project Evaluations conducted | Period | Co-operating partner organisation |
|---|---|-------------|---|
| Bolivia/Education, Preventive Youth work, access to recreation and youth participation | Art and Social Change Final 2014 | 2010–2014 | Fundación Comunidad de Productores en Artes (COMPA). |
| Finland/Global Citizenship Education | Maailmankansalaisen eväät – suomalaisnuoret globaaleina vaikuttajina | 3.2013–2014 | Taksvärkki's member organisations (Finnish Association of Upper Secondary School Students, (SLL ry); Finland's Swedish School Youth (FSS rf); SAKKI et al.); Helinä Rautavaara Museum, Global school/ Maailmankoulu; Global Campaign for Education (GCE) network coordinated by KEPA |
| Finland/Global Citizenship Education | Global Citizenship Education | 2014–2016 | Taksvärkki's member organisations (SLL ry, FSS rf, SAKKI et al), Global School/ Maailmankoulu; GCE Network coordinated by KEPA, ECCA-Nepal, Bare feet Theatre, Zambia; PAMI, Guatemala |
| Finland/International education | Campaigns for each academic year: School is for Everybody, 2013–2014 Everyday Idols 2014–2015 Education breaks barriers, 2015–2016 | 2013–2016 | Taksvärkki's member organisations: CCYA, Sierra Leone, 2013–2014; Barefoot Theatre, Zambia, 2014–2015; Undugu Society, Kenya, 2014–2015; ECCA, Nepal, 2015–2016; Curly youth magazine in 2013, 2014, 2015; HAFF (Helsinki African Film Festival) 2013, 2014, 2015 Global school project; Undugu KEPA and markets for opportunities |

Figure 1: Distribution of budget and expenditures in Taksvärkki's projects (2010–2015)

Taksvärkki Programme Budget (2010–2015)



Taksvärkki Programme Expenditures (2010-2015)

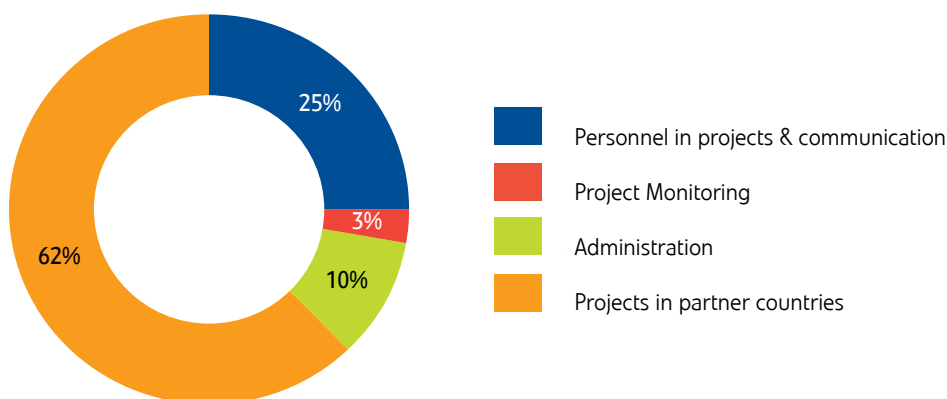


Source: Taksvärkki 2014, 2015

Taksvärkki also provided budget and expenditure figures on how costs are divided in the field projects (Figure 1) and in Finland. Project activities form the major part of Taksvärkki's overall expenditure (66%). The figure below illustrates the division.

Figure 2: Division of expenditures in 2015 of Taksvärkki programme

Programme Expenses 2015



Source: Taksvärkki 2016

During the programme period (2014-2016) Taksvärkki continues to work with challenges that youth encounter in developing countries and in Finland. Taksvärkki's approach is to implement a comprehensive programme where activities in Finland and developing countries form one entity aiming at the same overall goal.

In order to structure the evaluation, the activities in Finland can be divided in two main areas: (1) Development Communication and Global Education programme in schools in Finland that also produces material to support the global education; and (2) Global citizenship programme in partner schools in Finland that is also a way to implement global education more intensively.

All Taksvärkki's activities relate to development cooperation with the aim to raise awareness of the realities in developing world and promote global solidar-

ity. This work started in 1967 as an initiative of several student organisations representing different types of schools. Its Operation Day Work campaign has been a major fund-raising instrument where students work one day in various jobs and donate their remunerations to Taksvärkki. It has financed the development activities in the partner countries. The National Board of Education has acknowledged this activity as part of the curriculum on international education allowing the students to do the Operation Day Work during the school day.

3.2 Theory of Change of Taksvärkki

The ToC recreated jointly with Taksvärkki's staff is based on the logic that defines the contribution chain under each level of outcomes with assumptions under each level of outcomes/interventions. The evaluation validates the assumptions and the ToC based on the evaluation findings. The purpose is to verify the ToC as the guiding logical framework for Taksvärkki's strategy and programme and identify possible gaps.

The designed ToC follows an intervention logic defining a hierarchy of the intended impact, longer-term outcomes, shorter-term outcomes and processes/interventions (Figure 3).

The assumptions of the ToC are delineated under each dimension defining the prerequisites for the attainment of the respective outcome levels. The assessment of the validity of the assumptions will be critical in judging the relevance of Taksvärkki's programme in attaining the programme impact. The evaluation will validate the assumptions and identify areas that would need more attention in the future.

Assumptions

A1 Governments of the partner countries share and promote child and youth rights as expressed through national policies and by being signatories of the UN Convention of the Rights of Children and Youth.

A2 Partnership between Taksvärkki and the CSOs in developing countries is consistent with Finland's Human Rights-based development policy and its cross-cutting objectives of Gender Equality and Reduction of inequality.

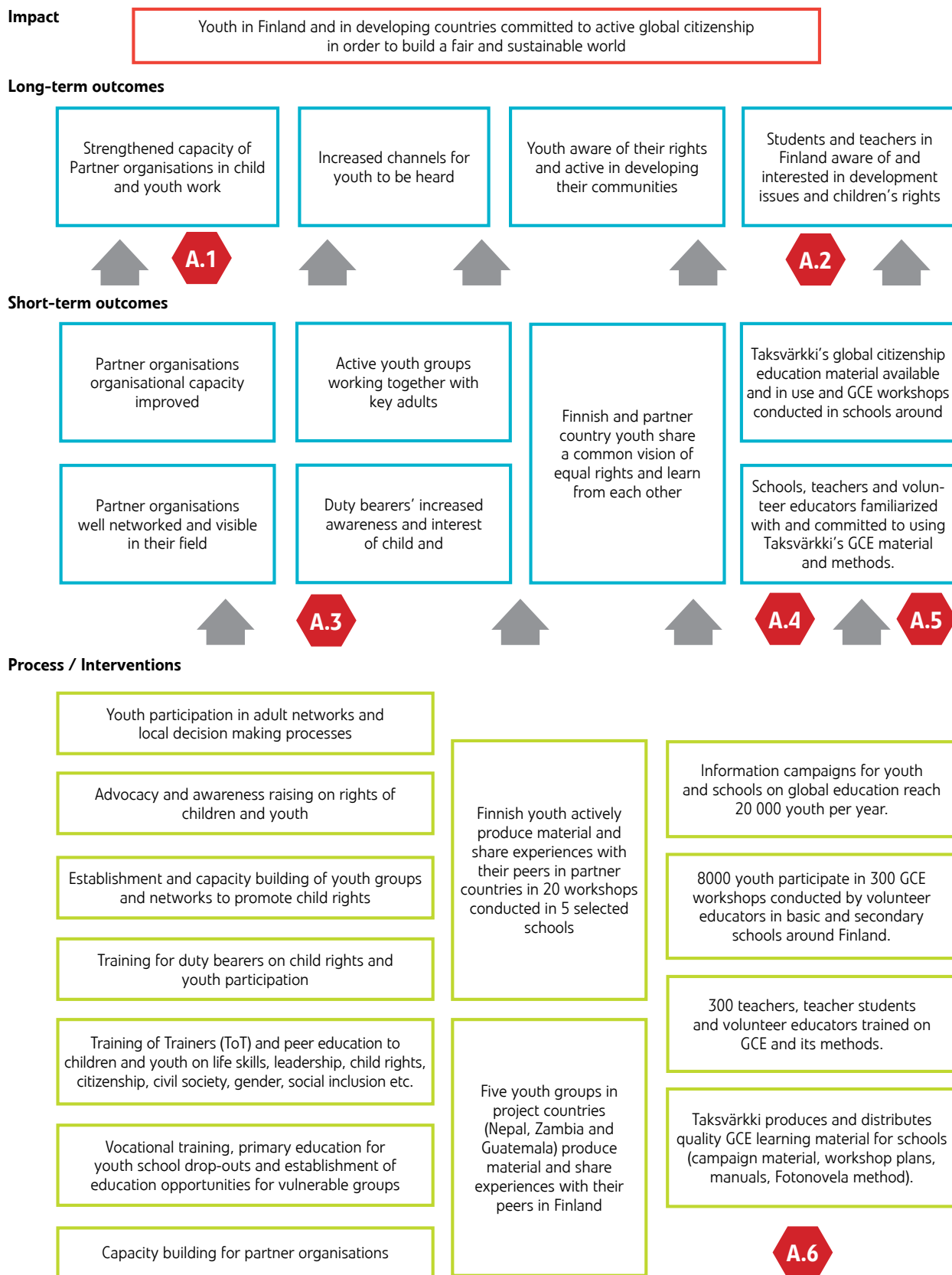
A3 Capacity development of the partner CSOs is sufficient for efficient implementation of the Taksvärkki projects in partner countries particularly in management and monitoring.

A4 Communities and families understand and support the importance of youth rights and empowerment particularly among the marginalized and vulnerable groups.

A5 Finnish schools understand that Taksvärkki's Global Education can be integrated into their curriculum and welcome the volunteer global educators in their schools.

A6 Sufficient numbers of competent and committed Volunteers are available for the Finnish schools.

Figure 3: Theory of Change on the Taksvärkki programme



Sources: Taksvärkki 2013, 2014

3.3 Introduction of the projects being studied, the cooperation partners and other stakeholders

3.3.1 Context of the project visited in Kenya

Undugu Society of Kenya as the partner of Taksvärkki's

Undugu Society of Kenya is a local non-profit, non-governmental organisation established in 1973 by a Dutch Priest. It deals with the rehabilitation and re-integration of children and youth living and working on the streets as well as the empowerment of poor urban and rural communities in Kenya. The challenges they face comprise abject poverty, and lack of access to basic necessities including food, shelter, clothing, education and healthcare. They are also exposed to drug abuse, prostitution, juvenile delinquency (particularly children living on streets) and high rates of unemployment. Undugu's interventions are twofold: (1) curative- aiming at reforming street children; and (2) preventive- offering services to help children and youth from resorting to street life, namely education, training and economic empowerment (Undugu Society's Strategic Plan, January 2012-December 2016). Undugu aims at contributing towards the promotion of basic rights of vulnerable children and socio-economic empowerment of the youth and other marginalised communities. Undugu's programmes and activities are presently implemented in Kenya, but an outreach within East Africa is being planned. During Undugu's previous strategic plan (2006-2010) following results were achieved; (1) 400 children enrolled in the Undugu's non-formal schools; (2) recruitment and equipping of 3060 youths with vocational skills; (3) formation of 218 self-help groups to empower communities; and (4) formation of over 250 Street Children Associations.

Taksvärkki's cooperation with Undugu

Cooperation between Undugu and Taksvärkki started in 2006 when the first project (2006-2010) was implemented. Taksvärkki had been instrumental in implementing Undugu's previous strategic plan. The current project was planned in 2014 with the implementation period of 2015-2017 with possibility to a second phase to cover 2018-2019. The total budget allocation for the project is € 209 859 out of which the MFA contribution is € 168 900. A summary of the project is presented in Table 2.

Table 2: Project: “Children and youth living and working on the street treated with love and dignity”

| Overall goal: Reduce the number of children, youth and entire families living and working on the streets in the whole country. | |
|---|--|
| Objective 1: Improved capacities of 400 children and youth on the streets strengthened through the association model and technical training in Nairobi and Kisumu resulting in improved livelihoods and well-being. | |
| Indicators | Activities |
| <ul style="list-style-type: none"> • 20 street associations formed, and supported in 4 phases and functioning independently • % of Association members actively participating in peer-to-peer rehabilitation • % of Association members participating in sports, camps and cultural activities • % reduced criminal activity and drugs and substance abuse • 150 youth (100 in Nairobi and 50 in Kisumu) economically empowered by accessing employment opportunities (15 in Nairobi and 15 in Kisumu) earning decent wages (over 60 US\$/month) | <ul style="list-style-type: none"> • Weekly street work • Life skills lessons (reproductive health, conflict resolution, negotiation skills, HIV/AIDS, drugs and substance abuse) • Medical camps • Weekly peer to peer meetings • 3 day goal setting and choosing the trade • 3 days business and entrepreneurship training, vocational skills training, start-up grants • mentorship, counselling, business clubs, facilitating access to employment |
| Objective 2: Improved and sustained capacity of parents, caregivers and children/youth in 10 schools by acquiring relevant knowledge, skills and competencies in order to enable them to prevent new children from entering the streets | |
| Indicators | Activities |
| <ul style="list-style-type: none"> • 3000 parents participating in organised parents meetings in 10 schools (5 in Nairobi and 5 in Kisumu) • 50 active support groups and networks established by parents to engage in lobbying and advocacy initiatives for youth and children on the streets • 100 children and youth/school participate in supported Child Rights Clubs • No of cases of child rights violations reported and successfully addressed • Reduced number of children and youth dropping out of school in the 10 schools (based on the baseline study) • No of children enrolled repeat and/or transit from primary to secondary/vocational training • No of Teachers support USK’s interventions in the schools and participate in trainings • No of teachers equipped with skills to identify potential child rights violations and take up appropriate action (e.g. report cases to the relevant authorities, engage with duty bearers such as parents and caregivers etc.) | <ul style="list-style-type: none"> • Training parents in parenting skills, children’s rights, group formation, group management, lobbying and advocacy, financial management, income-generating activities, health, nutrition • TOT training for parents on grass root comics to organise and facilitate community forums highlighting issues relating to vulnerable children and youth • Training youth in life-skills topics, such as self-awareness, friendship, communication, decision-making, sexual health, conflict-solving, discrimination, coping with emotions, goal setting, time management • Training teachers in Child Rights and advocacy skills • Facilitating refreshers courses for teachers to enable them to establishment of child rights clubs and legal instruments on protection of the rights of children |

| Overall goal: Reduce the number of children, youth and entire families living and working on the streets in the whole country. | |
|---|--|
| Objective 3: Improved capacity of USK to promote and lobby for the rights of vulnerable and marginalised children and youth working on the streets | |
| Indicators | Activities |
| <ul style="list-style-type: none"> • USK has developed new approaches/strategies to support associations • Number of family therapy/juvenile diversion cases handled • Best practices shared with other like-minded organisations and the government counterparts • Other like-minded organisations implement Association model • Media participation increased in awareness-raising and positive issues aired/printed to children and youth on the streets focusing on the progress of the Associations • Association youth appearing in media shows | <ul style="list-style-type: none"> • Training parents on newly developed Family Therapy approach • Facilitate exchange visits with other organisations to promote the Association Model and Family Therapy Approach • Support Youth Leaders and Peer Educators in participating in radio talk shows • Organise Youth Forums at the grass root level to highlight issues affecting them • Invite Media to participate in youth led activities • Train youth to prepare short clips, success stories for airing by the media houses • Support Association members to participate in media shows (i.e. breakfast meetings, radio talks shows) • Organise youth talent shows and invite media to document and share activities with larger audiences |

3.3.2 Findings in relation with the evaluation questions

Relevance

The project targeted to children and youth living on streets is well aligned with Finland's Development Policy Programme (2012) that is founded on Human Rights-based approach to development. Rescuing and rehabilitating children and youth living on streets are promoting rights of children and youth. The project also aims at promoting gender equality through addressing girls living on streets who are exposed to violence and commercial sex. Reduction of inequalities is addressed through targeting also disabled children and youth living on the streets. Taksvärkki's development cooperation programme is also embedded in Finland's Human Rights-based approach and at global level endorsing the UN Declaration for Human Rights, the UN Convention for the Rights of Children. In addition, Undugu implements Kenya's policy on Child Rights and Protection in the work with abused children, their families and empowerment of youth living on streets. USK participates in national committees that work on promoting child rights issues at national level.

Conclusion on relevance

Undugu project supported by Taksvärkki is relevant in relation with Finland's development policy and aligned well with Taksvärkki's development cooperation programme of 2014-2016.

Efficiency

The total budget for the project in 2015 was € 67 262 divided into activities related to the three programme objectives and monitoring, management and project support costs. The total expenditure of

2015 was € 66 766 indicating a disbursement rate of 99%. Considering the volume of activities measured as number of participants in various activities the project cost-efficiency is remarkable. The Table 3 summarizes the expenditures under each objective.

Table 3: Summary of expenditure under each objective and project support activities in 2015

| Items | Allocation/€ | Spent/€ |
|--|---------------|---------------|
| Objective 1: Improved capacities of 400 children and youth on the streets strengthened through the association model and technical training in Nairobi and Kisumu resulting in improved livelihoods and well being | 25 232 | 25 232 |
| • Monthly peer to peer meetings, counselling and mentorship | | 6 545 |
| • Skills training with 60 participants/unit cost €123 | | 7 364 |
| • three-day goals setting and trade choosing workshops for 200 youths in Nairobi and Kisumu, | | 1 636 |
| • start-up grants for 30 youth to start their small scale businesses | | 1 091 |
| • football tournaments for street associations+ | | 3 109 |
| • minor sums for other activities | | |
| Objective 2: Improved and sustained capacity of parents, caregivers and children/youth in 10 schools by acquiring relevant knowledge, skills and competencies in order to enable them to prevent new children from entering the streets | 5 495 | 5 495 |
| Objective 3: Improved capacity of USK to promote and lobby for the rights of vulnerable and marginalised children and youth working on the streets | 5 068 | 5 068 |
| Total direct costs on project activities | 35 795 | 35 795 |
| Project support activities: <i>planning, management, monitoring and baseline survey</i> | 28 264 | 28 264 |
| Total | 67 262 | 66 766 |

Conclusions on project efficiency

The financial management of the project is efficient. Cost-efficiency is at high level due to the participation of volunteers (university graduates) and rehabilitated street youth as facilitators with small incentives. Considering the volume of activities undertaken with relatively meagre financial resources, and the outcomes achieved, it is a fair assessment of project's high level efficiency. For example the unit cost of one trainee in skills training programme (apprenticeship) is € 123 for 6–12 month training.

The project activities in the field are managed efficiently. Staff competence and commitment are at high level. The project document followed only partially logframe approach.

Alignment with Finland's Development Policy Programme and Kenya's policy on Child Rights and Protection.

Rescued street youth are successful change agents.

The project was not planned in accordance with the PCM and Logical Framework Approach. The reporting format is variable and the follow-up of the project achievements is not systematically done.

Effectiveness

Undugu has over 42 years of experience in working with children and youth living and working on the streets. Their staff is very capable in communicating and interacting freely with children and youth which has promoted the establishment of the street associations forming platforms for rehabilitation. Success in managing the project at the grass root level is also due to USK approach of using reformed youths as change agents/facilitators when reaching the children and youths living and working on the streets. The former beneficiaries of USK give evidence on the possibilities of rescue from the struggles of the street life and possibility of change. Interviews with USK staff, volunteers, facilitators and street association members in Nairobi and Kisumu confirmed this finding.

The findings on the outcomes of the Undugu project are presented in Table 4. The method of obtaining the data and drawing conclusions is based on Undugu's annual reports verified by interviews with the USK field staff, the target groups and beneficiaries (Street Associations, Parent Support Groups, Child Rights Clubs, Head Teachers, Teachers, social workers and other school staff).

Table 4: Findings on Outcomes under each Objective

| Objectives | Outcomes |
|--|---|
| 1. Improved capacities of 400 children and youth on the streets strengthened through the association model and technical training in Nairobi and Kisumu resulting in improved livelihoods and well-being. | <ul style="list-style-type: none"> • The 20 targeted associations have all been established and registered officially with 20-30 members in each • Weekly meetings held with record-keeping; • All members had participated in capacity building provided by USK in (1) management and leadership (including registering and opening bank accounts, accessing funds from various sources); (2) life skills training (e.g. conflict solving, controlling emotions under frustration, dangers of using drugs etc.), peer to peer modality in life skills training has proven effective; (3) awareness training on human rights and rights of children including also criminal law and procedures; • Provision of skills training using apprenticeship scheme under the available budget (approximately 3 participants/association/year) starting with trade selection workshops. Fees and tools are also provided. Continuous follow up of the skills training by USK. Participants have taken the government's proficiency test after the training. All had passed. • Some Youth have been supported financially in starting a small-scale business (e.g hair salons, garbage collection, car washing etc.). >>> |

| Objectives | Outcomes |
|--|--|
| | <ul style="list-style-type: none"> • A few association members have also been placed in formal schools, mainly secondary with external sponsors (not always Taksvärkki). • Many interviewed association members had moved out of the street living in rented houses in the poor compounds, had jobs and got married • One positive outcome was that most of those not living on the street participate still in the associations and support others as role models and encouragement. Loyalty among the association was high. • Facilitators (with small incentives) were recruited from the Street Associations, often among the leaders. Interviews with the facilitators revealed high level of commitment and appreciation of USK. |
| 2. Improved and sustained capacity of parents, caregivers and children/youth in 10 schools by acquiring relevant knowledge, skills and competencies in order to enable them to prevent new children from entering the streets | <ul style="list-style-type: none"> • Awareness- raising of parents and care-givers on child rights has resulted in establishment of Parent Support Groups as Child Ambassadors (in operation since 2012). Groups established and functioning in all ten schools. • The interview with this group at Mathera School (Undugu's Non-formal school) in Nairobi indicated a high level of commitment of addressing the issues of child abuse in their community, e.g. in case of a child's regular absenteeism of the school the Group visits the home as a team and tries to convince the family to send their child to school and making sure that the child is not abused. Small financial support has also been given to families in cases of extreme poverty. • Seven members of the Parents' Group were trained as trainers in parenting skills, facilitation, promoting peace and prevention of domestic violence, approaching alcoholic parents etc. During the three years 120 parents have been trained in Mathera. • Cooperation with the local administration, police and village elders and widening their networking with other organisations, like Pentecostals. As an Outcome the Children's Desk has been established at the Police Head Quarters, where child abuse cases can be reported. The Mathare cooperation model of "community policing" is also replicated in other communities in Nairobi. • The Parents' Support Group interviewed at Usoma primary school in Kisumu region verified the findings of the Parent Support Group in Mathare. • The Usoma Parents' Support Group reported that a big change had occurred since starting the counselling the children in risk of dropping out of school. The Group has also been instrumental in addressing the issue of corporal punishment with the Head Teacher and the teachers. <p style="text-align: right;">>>></p> |

| Objectives | Outcomes |
|------------|--|
| | <ul style="list-style-type: none"> • A link with the Area Advisory Council through a group member was established having regular meetings with the Government's Child Department. • The Parent Support Group interferes by trying to settle the matter. In some cases of neglect the child is taken to custody. However, in many cases the Group has succeeded in changing the parental behaviour. A help desk number has also been established where children can call in case of abuse. The child abuse cases were extensive in the beginning, but are now slowly reducing. • Two Child Rights Clubs (one in Mathare and one in Kisumu) were also interviewed and observed. The members in these clubs are children in risk of dropping out of school due to poverty and various family issues. Teaching in children's rights is given through versatile child-centred methods, like demonstrations, story-telling, singing, drama, poems etc. • The children had gained in self-confidence and learned about means for averting from violence and sexual abuse including the system of reporting abuse. The children performed songs and drama to the evaluator indicating their confidence and self-esteem in front of a foreigner. • Teacher and staff training in the Undugu's non-formal primary schools are also supported by Taksvärkki. These schools follow the government's non-formal curriculum that condenses the eight years primary curriculum into four years. At the end of phase 4 the students sit for the Kenya Certificate for Primary Education (KCPE). The aim is to provide children a possibility to continue their education at secondary level or also integrate to formal primary school at some point of their studies. The teacher/staff training programme is based on Taksvärkki's holistic approach of giving continuous support to the children in risk of dropping out of schools due to being exposed to abuse at home. Team work is implemented in Undugu schools. • The training covers the following topics: <ul style="list-style-type: none"> • Multigrade teaching (5 days), ICT-training- continuous, Guidance and counselling (5 days), Psycho-social support to vulnerable children- continuous, Training of Trainers, Gender-based violence, Family therapy (for staff, social worker) |

| Objectives | Outcomes |
|---|---|
| 3. Improved capacity of USK to promote and lobby for the rights of vulnerable and marginalised children and youth working on the streets | <ul style="list-style-type: none"> • USK capacity to lobbying and supporting the vulnerable and marginalised children's rights has increased through adopting the family therapy approach introduced by Taksvärkki. If the abuse continues the children are taken into custody and placed in safety homes maintained by USK or some other organisation. • The USK staff gave credit to Taksvärkki in introducing comprehensive approach including family therapy and follow up system. Reintegration of the street and abused children into their families has been successful. • Undugu implemented Child Rights Trainings on UNCROC: Children's Act, 2010 for teachers, parents and Community-Based Organisations indicating high level of capacity. • Media has been involved in promoting the awareness and attitude change among general public towards children and youth living on the streets. Forty one media personnel from seven media houses in Nairobi and Kisumu participated in media stakeholder meetings in 2015. • As a result, two media houses, Ghetto FM in Nairobi and Radio Lake Victoria in Kisumu gave opportunities to the youth to share their positive stories as well as challenges facing children and youth on the streets on radio. Youth has also been trained to prepare short clips, success stories for airing by the media. |

Conclusions on effectiveness:

Undugu project has been effective in producing the intended outcomes.

The street association model has proven a very effective way of rescuing children and youth from the streets. Provision of opportunities for alternative ways of life through capacity building life skills, and leadership and management of the association's skills has strengthened their identity and self-esteem. Provision of skills training, training in starting a business has helped many youth to resort from the life on the street and live in rented housing and even starting a family. The Undugu model has been duplicated in other regions in Kenya and in neighbouring countries.

However, challenges remain particularly in rescuing girls from the commercial sex due to their working hours during the nights and the security risks involved for the Undugu staff. Nevertheless, a few associations for sex workers have been established and some girls have ceased working on the street and shifted their work to other trades (e.g. catering, sewing). The interview with one female association confirms this finding.

Undugu has also reached a few hearing disabled youth living on the streets. They participated in the life skills training sessions, football tournaments, media briefing and leadership workshop. In order to reach this vulnerable group other organisations were contacted and sign language interpreters engaged during the workshops.

Establishment of the Parent Support Groups and Child Rights Groups have proven effective in raising awareness of the rights of children and youth among the communities. The Undugu's holistic approach of providing follow up and continuous support to the families of neglected and abused children has also promoted behaviour change. The family therapy combined with follow up of abused children has proven an effective mechanism to produce the intended outcomes of more children being rescued and reintegrated with their families in a positive manner. This has been acknowledged by the participants in the project as Taksvärkki's achievement.

The capacity building of the staff (social workers, interns and volunteers) who work with the parents and caregivers of neglected and abused children has been effective. The early intervention strategy for the children in risk of dropping out of school has also provided good results in keeping the children in school. The Child Rights Clubs function regularly in the 10 schools and have proven an effective way of raising the children's awareness of their rights and resist abuse.

Media coverage of the success stories and challenges facing the street children has also given the voice to the street youth and is gradually changing the attitudes of the public more positive. However, there is still a lot to be done in raising the awareness of the general public on the issues that this vulnerable group is encountering.

Impact

The impact of Street Associations on the lives of many street youth has been profound. Many rescued by USK have been able to leave their lives on the street through the empowerment of the capacity building programme in life skills, leadership and business development training, even though statistics is deficient. Utilising the reformed youths as change agents/facilitators has also given hope for the youths still on the street that their lives can change. Skills training through apprenticeship model (3 persons/year/association); start up grants for businesses and scholarships for secondary education have in concrete terms had a lasting impact on the lives of street youths.

Practical examples of impact are described in Undugu's annual report 2015 verified by the interviews with the target groups, and other CSOs:

- Twenty youths were able to apply for national identity cards which are prerequisites for applying for Government funds, open bank accounts and also protection against police harassment. This also helps them to access complimentary services such as Uwezo and Youth Employment Fund offering credits to youths at discounted rates to invest in economic activities.

- Reduced police harassment among the street associations attributed to knowledge on the penal code, criminal law as well as acquisition of National Identity card and Undugu Identity card, training of communal police and Youth Associations recognised as formal entities were also confirmed by the interviews with the Street Associations and USK staff.
- Parents' and caregivers' awareness on Children's Rights particularly in Child Protection has enabled them to hold community members and Government officials accountable in protecting children from the risks in their communities.
- Self-esteem and awareness on the youth rights has increased empowering the youth to articulate their issues better on media and in other forums.
- Cases of changed community attitudes towards street youth are; (1) Inuka Sasa Association based in Makadara Zone -Nairobi was allocated a stall to start a food café with the help from Parliament Member Mr. Geroge Theuri. This was the result of strong advocacy from the youth; (2) Administration allocated physical spaces for associations to initiate a joint project for youth, which could not take place earlier; (3) Establishment of community policing: Two associations are members of "Nyumba kumi initiative" which is a government strategy to of anchoring community policing at the household level or any other generic clusters. Association member, who knows how to speak to fellow youth engaged in criminal activities, cooperates in community policing.
- Youth led campaigns on Drug Awareness in cooperation with National Campaign against Drugs and Alcohol (NACADA) is also an indication of youth empowerment and impact.

Conclusion on impact:

The project has impacted several youth and children in resorting from the life on the street, enhancing their confidence and self-esteem and empowered individuals and associations to aim for better life. Public awareness has increased on the challenges that the children and youth living on the streets are facing. Police harassment has decreased to a certain degree, even though a lot needs to be done. The Undugu's holistic approach in follow-up and reintegration has also had an impact on some families. In short, Undugu has great potentials in producing greater and long-term impact in Kenyan Society together with other organisations and through government. Interviews with street association leaders and youth as well as USK staff verified this finding.

Sustainability

Undugu is a strong organisation founded in 1972 by a Dutch Priest. From those early days it has acquired property in the form of school buildings, office buildings in Nairobi and Kisumu, as well as the safety home for children in Kitengela. Hence, the salaries of its staffing are secured through USK own income-generation mainly through renting its premises to outsiders. Undugu also implements

The establishment of the parent support groups, children support groups and the family therapy have made a difference.

Undugu cooperates and is networked with national, regional and international partners.

other projects with various international organisations. Its staff is competent, committed and highly trained. The operational costs of Taksvärkki project are sufficient to cover the existing volume of activities. In addition, many activities are carried out by low cost personnel, like university graduates as volunteers, university students as interns and reformed street youth as facilitators with only minimum incentives. High level of ownership and commitment was observed among all working for Undugu in various tasks. The sustainability and continuation of activities are secured even in the case of exiting or radically (current state) reducing the funding from Finland. As far as exit strategy is concerned Undugu will reduce the level training activities to accommodate the reduced level of funding. Otherwise, it will continue the work with the Street Associations, the Child Rights promotion at community and school levels as well as lobbying and advocacy with its other partners with the Public Media.

In addition, interviews with all Street Associations and Parent Support Groups indicated strong ownership and commitment had been created to child and youth protection. The organisational set ups are permanent and they continue their work with the help of regular monitoring from Undugu. The concept of child rights and protection is increasing even though more efforts are needed from the government to expand the Undugu's innovative work.

Conclusions on sustainability

Due to Undugu's strategical approach of empowerment of the youth and also family re-integration through family therapy and follow-up promotes and secures sustainability verified by interviews with USK staff, Parents' Child Support Groups and teachers in the primary schools.

Commitment of the established Parents' Child Support groups promotes continuity and enhancement of the positive attitudes towards child rights and protection among the communities.

Using cost-efficient implementation mechanism through low-cost staffing (volunteers and facilitators) also provides a safeguard on continuation of the activities when the external financial support is radically reduced.

Coordination, cooperation and coherence

The Undugu works with several international and national stakeholders. These are the Government of Children Services under the Ministry of Labour and Social Welfare at national and regional and local levels, other CSOs- international and national in promoting the rights of Street Children and Youth. Undugu implements various projects funded by these international partners. The partner organisations that have contributed to the Taksvärkki Project are: (1) Railway Children, UK that built the capacity of staff on how to work with families using the Family Therapeutic Approach, (2) Deaf Children Worldwide providing support in sign language teaching when working with the Deaf Street Youth, UK; and (3) HOPE/HIV, UK introduced the concept of Village Saving and Loaning Associations among the Street Associations.

Local networks have been established in Nairobi and Kisumu that have supported the Undugu project funded by Taksvärkki. These are: (1) Elimu Yetu Coalition to lobby and advocate for educations for all children; (2) The Cradle supported establishment of Child Rights Clubs in schools and hiring pro bono lawyers for children in conflict with the law; (3) Kenya Alliance for Advancement Children (KAARC) where Undugu is a member. KAARC has been instrumental in providing training and training materials for USK beneficiaries and schools on the rights of children and facilitation of formation of Child Rights Clubs, child labour issues, advocating protection of the rights of the children in need of care including the youths on the streets; (4) The Nairobi Child Protection spearheaded by African Network for the Prevention and against Child Abuse and Neglect (ANPPCAN) advocating for the rights of children in need of care and protection in Nairobi. The team has been instrumental with USK in strengthening child protection and referrals systems in Nairobi and Kisumu; and (5) Law Society of Kenya-Kisumu Chapter provided pro-bono services and legal advice to youth who get into conflict with law as well as sensitisation of parents on legal provisions on the rights of children and the bill of rights. Police officers have been trained manning children's desks to enable them to acquire skills and provide child friendly services to the youth who get into conflict with the law and promoting juvenile diversion.

Undugu is also actively cooperating with other service providers (Government Departments on Child Protection and other CSOs) that give complementary services in cases where it lacks capacity or competency to support children and youth effectively. Links have been established with other organisations and institutions (e.g. Family for Every Child, Medicine San Frontiere-France, Child Welfare Society in Kenya-Kisumu, Kisumu Urban Apostolate Programme, KUAP, Nairobi Child Protection Team, Elimu Etu Coalition). Undugu has been part of the team that drafted the Supplementary and Alternative reports to the UNCROC Committee.

In addition, Undugu cooperates with the County governments by holding stakeholder forums (in 2015 in Langata, Westlands, and Makadara Zone) with the aim of discussing strategies and harmonisation of interventions that ensure the appropriateness and sustainability of the help that children get. This activity also promotes sustainability.

Conclusions on coordination, cooperation and coherence

Undugu's strength is its wide network of partner CSOs. Complementary services have been provided by other organisations in areas where Undugu does not specific expertise, e.g. legal matters, health issues and sexual abuse, referrals in cases of custody. Joining forces between the different organisations has produced sustainability and impact on the beneficiaries.

Cooperation has also resulted in training of Undugu staff in areas where its expertise is lacking, e.g. sign language for the hearing impaired. USK has also benefitted of the training materials of other organisations.

At local level the networks have shared their experience and expertise helping each other in implementing their projects, e.g. Undugu's Street Association model has been acknowledged and adopted by other CSOs.

At national level Undugu has been acknowledged by the government and contributed to Child Protections policy development.

Common denominator in the work of various cooperating organisations is Promotion of Child Rights provides Coherence.

Gender equality and reduction of inequalities

Gender equality and reduction of inequalities are emphasised in Taksvärkki's Programme (2014-2016). Hence it is important to summarise the results reflecting its importance as a cross-cutting objective of Finland's development policy.

Most Street Associations are male-dominant. Many were formed from football teams playing in the community fields - hence less female members. Only three Female Street Associations have been established. This is due to the fact that most girls living on the street are commercial sex workers. Their working hours are irregular mostly during nights, which provide a security risk for the Undugu rescue staff. The clients can behave aggressively towards someone trying to rescue the girl from the prostitution. The interview with one Female Street Association revealed also that their communities don't accept them into the community due to the stigma that is placed on sex workers. Nevertheless, the Association members had been able to start other businesses (e.g. catering) with Undugu support and had been integrated into the communities.

Undugu had encountered deaf street youth and taken up action for their rescue. Sign language teaching had been implemented with the help of another international CSO. Other disability groups had not been encountered, perhaps due to insufficient capacity to identify these groups if the disability is not visible (e.g. intellectual or other mental disorder).

3.3.3 Context of the project visited in Guatemala

PAMI as the partner of Taksvärkki

PAMI is a Guatemalan NGO founded in 1989 and specialized in the protection and rights of children and youth, and their active participation as citizens. PAMI works with vulnerable children and youngsters living in urban centres or rural communities, having limited access to health care, quality education, safe environment and/or recreation. Over the years, the strategic approach of PAMI has included advocacy on the fundamental rights and empowerment of youth. The target groups of the advocacy work are decision makers at community and municipal level, school teachers, parents and adults in general (PAMI, 2015a). PAMI is recognized in Guatemala for its role in supporting public policy development for children and youth.

The main policy framework for PAMI's work is based on the UN Convention on the Rights of Children, the MDGs, the Agenda for Sustainable Development, the Poverty Reduction Strategy Paper for Guatemala, and national laws addressing

the protection and participation of citizens in the development of municipalities. These laws include: Ley de Protección Integral de la Niñez y Adolescencia (2003); Reglamento de Ley de los Consejos de Desarrollo Urbano y Rural (2002); Ley de Descentralización (2002).

The collaboration of Taksvärkki with PAMI was initiated in 2007 with a project called “Entre amigos-protejámonos del abuso y la explotación sexual comercial” continued with the next phase “Entre amigos y con otros - as, nos seguimos protegiendo y construimos proteccion contra el abuso y la explotacion sexual comercial en la ninez y la adolescencia” for the purpose of prevention of sexual abuse and commercial exploitation. Lessons of this project encouraged the design of a new intervention, aiming at the empowerment of youth movements¹ and advocacy on rights in 6 municipalities of Guatemala. A project proposal was prepared jointly by PAMI and Taksvärkki, it was validated among youth movements and public servants, and it became part of Taksvärkki’s programme proposal for 2014-2016 within the programme-based support.

Description of the project

The project “Entre Amigos Construimos Ciudadanía Política” (“Among Friends We Build Political and Social Citizenship”) focuses on youth participation and advocacy on fundamental rights. The overall goal is to support equitable participation and strengthen the rights and dignity of children and youth, and contribute to policy development at local level.

The objective of the project is to improve the possibilities of youth to act as active citizens and to increase their participation in local decision making processes, so that they can actively contribute in building societies that respect child and youth rights. By capacitating and empowering youth, the project builds on a new generation of citizens and decision makers who base their values on human rights (Taksvärkki, Programme proposal 2013).

The project works with six youth movements in six municipalities of Guatemala addressing the needs and rights of beneficiaries, e.g. girls and boys, youth of indigenous origin and youths in the municipalities.

The logical intervention includes three objectives. The first objective strengthen the knowledge of youths through a tailored capacity building programme (Diplomado) that focus on political and social history of Guatemala, fundamental human rights and protection, state structure and social responsibility. The project’s second objective focus on the organizational capacities of the movements to operate autonomously and the third objective strengthens policy development dialogue and addresses the obligations of duty-bearers in their accountability for the protection of children and adolescents.

¹ Youth movements are defined by interviewed stakeholders as spaces for meetings to exchange experiences, look for assistance, share a benefit and gain confidence, defend a common goal, carry out an activity to practice autonomy. The development of youth movements is about building civic capacity and community sustainability.

3.3.4 Findings and conclusions in relation to the evaluation questions.

Relevance

PAMI's overall strategy to promote the rights of youth and children is well in line with Taksvärkki's strategic guidelines of encouraging youth to active citizens; promoting opportunities for a more equitable future and strengthening active participation of youth in developing countries (Strategic Guidelines 2013-2020). From interviews in the visited municipalities with public officers, PAMI's role and work particularly with youth and promoting their participation in decision making spaces is well recognized. The project is also recognized for supporting active participation of youths in civil councils. These can be considered indicative of a comparative advantage in the Taksvärkki-PAMI partnership.

The intervention corresponds well with Finland's Development Policy Programme (2012), grounded on human rights-based approach to development. The project aims at ensuring that vulnerable youth know their rights and have the opportunity to act for them. The capacity building programme and the participation of youth in planning and monitoring activities in favour of their own rights are examples of programming with a human rights-based approach.

The project complies with the National Constitution, and is coherent with the Law on Protection of Children and Adolescents, which seeks to strengthen family integration, social promotion and integral development of children, through the formulation of public policies at municipal level. Despite the large number of policies and strategies protecting human rights, including those of children and adolescents, these fall short due to a lack of effective application (United Nations Development Programme, National Human Development Report, 2009/2010).

Conclusion on relevance

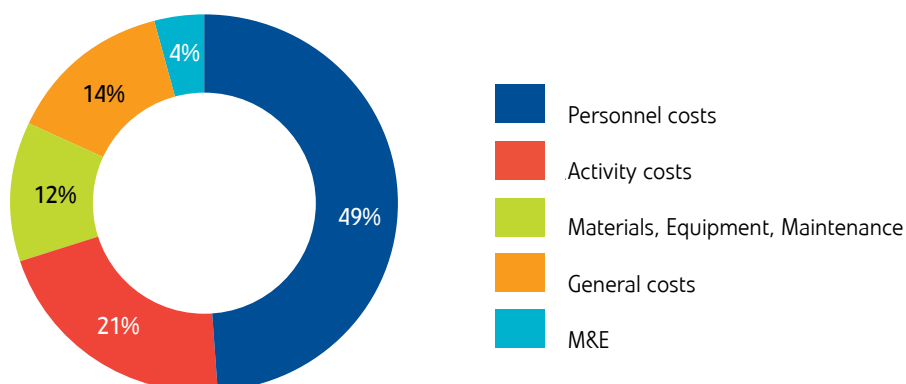
PAMI's project supported by Taksvärkki is relevant to Finland's development policy and well aligned with Taksvärkki's development programme and national policies and priorities in Guatemala. The support given to PAMI is within the specific expertise of Taksvärkki, and provides youth with opportunities to build capacities and create empowerment in the future.

Efficiency

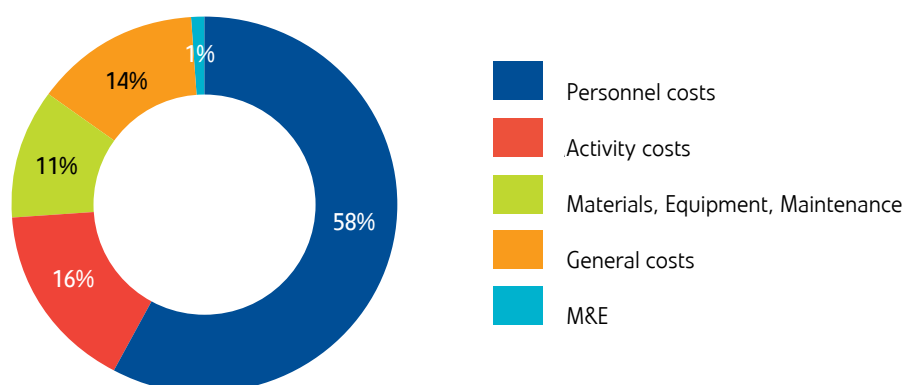
According to the annual reports (PAMI, 2016b; PAMI 2015a), the budget for implementing project activities in Guatemala in 2014-2016 is € 310 000. The amount has been equally distributed in the budgets for 2014 and 2015 to € 120 000/year, and € 70 000 for 2016. The drastic reduction of funds in the last year follows the budget cutting announced by the Finnish government. The budget has been distributed into activities related to the three project objectives, personnel costs, monitoring, management and support costs. Figure 4 presents the expenditures under each cost category in the last two years.

Figure 4: Distribution of actual costs (€) by categories in 2014 and 2015.

2014



2015



Source: PAMI Annual Reports 2014, 2015

The costs of management, administration and technical assistance in the project are reasonable and comparable to costs in other Finnish CSOs being evaluated and working in the same region. A number of cost-conscious measures including low-budget field logistics, and volunteer work done by members of the youth movements reduce the costs of activities. The distribution shows a tendency to an increase in the expenditures of personnel costs between 2014 and 2015. This is a reflect of additional project staff working on publications as part of the communication and advocacy strategy of the project.

It has not been possible to identify other more cost-efficient alternatives for the implementation of the project, outsourcing services to third parties would have, for example, resulted in increased expenditures.

In 2015 the actual expenditures of the project amounted in € 161 817, of which approximately 39% were spend in Finland and 61% in the implementation in Guatemala (PAMI 2015b). This is a healthy balance that reflects an emphasis in the project implementation in partner countries. Similar balance was found in other projects implemented by Taksvärkki in Africa and Asia.

Emphasis in the project implementation in partner countries.

The progress of the project is reported in quarterly and annual reports as well as in financial reports prepared by PAMI and validated by Taksvärkki. The progress under each objective is described in Table 5. The progress in the three objectives presents achievements and risks.

Table 5: Progress in the three project objectives

| Objectives | Target 2015 | Actual 2015 |
|---|---|---|
| Objective 1: Supported youth leaders participate in the social and decision-making spaces in their communities. | <p>At least 150 youth leaders have finished the capacity building programme, and 60% of them are inserted in decision-making spaces in 2015</p> <p>Each youth leader has integrated at least 3 juveniles in the youth movements in 2015</p> | <ul style="list-style-type: none"> • 119 capacitated youth leaders (58% women and 42% men) representing 73% of the originally registered pupils completed the capacity building programme and received a university certificated diploma • Estimated 685 juveniles (392 women and 293 men) have register in the youth organizations since the start of the project. • 426 girls and boys (240 women and 186 men) are actively involved in activities organized by the municipalities and community councils. • 91 juveniles actively participate and are involved in municipal and community councils (COMUDES and COCODES), networks of fundamental protection of children and adolescents, HIV/AIDS networks; networks of HIV/AIDS and school boards, particularly at municipal level. <p><i>Risk:</i></p> <ul style="list-style-type: none"> • 259 adolescents and young adults (156 women and 103 men) abandoned the movements due to education, family or work commitments. |
| Objective 2: Strengthened municipal youth movements deliver and facilitate autonomously | <ul style="list-style-type: none"> • At least 6 youth movements are working on their political agenda and work plans and are recognised by relevant stakeholders, like municipal authorities, as key partners for the rights of children and adolescents • At least one social audit based on the rights of children and adolescents has been publicly debated in each of the six municipalities by the youth movements in 2015 | <ul style="list-style-type: none"> • All six youth movements (target reached) have an organizational structure that allows them to plan and develop their actions annually • Youth movements are well recognized at the municipal level by the civil and public sectors working on children and youth rights and protection. • All six youth movements have planned and implemented social audits in the municipalities. • 5 advocacy campaigns targeted on children, youth, women and health rights, environmental sustainability in the municipalities for a total 30 public campaigns with an average of 250 participants in each, including children, youth and adults. |
| Objective 3: Strengthened dialogue between the youth movements and decision making instances in the municipalities | <ul style="list-style-type: none"> • In each of the six municipalities at least 1 proposal in favour of children and adolescents is integrated or assumed by the municipalities in it actin plans | <ul style="list-style-type: none"> • From the development proposals formulated at municipal level, Malacatán and Morales municipalities designated an officer and established the office for the protection of childhood and youth. <p><i>Risk:</i></p> <ul style="list-style-type: none"> • The office for the protection of childhood and youth in Morales hasn't yet received funds for its physical installation. |

The implementation of the activities is well managed by the project coordinator at PAMI, who keeps a close dialogue and provides support to the youth movements. In addition, senior staff of PAMI gives guidance in the formulation of development proposals and meetings with authorities in the municipalities. There is also a close communication with the programme officer in Taksvärkki, who provides overall guidance.

The annual reports include monitoring data on the progress of the objectives and activities. Results on long-term outcomes and impacts are not presented in the annual monitoring reports, though these are included in PAMI's M&E system, which responds to the strategic priorities of the organization.

In the view of the evaluation, some of the intended targets in the logic of the intervention, e.g. the amount of new young leaders integrated in the youth movement, seemed too ambitious for a short-term intervention. According to the findings of the mid-term evaluation of 2015, the advance reports and group discussions with the beneficiaries, youth abandon the movements due challenging conditions or increasing responsibilities. Nevertheless, examples of committed individuals, some of them adults who joined the movements as juveniles, were observed, in both Malacatán and Morales municipalities.

Conclusions on efficiency

The implementation of the activities in the field is managed efficiently. There is a suitable balance between the project expenditures in Finland and Guatemala that reflects an emphasis in the implementation of activities in the partner countries.

The resources allocated into the implementation of the project are justified and well converted into outputs.

Effectiveness

The direct beneficiaries of the project are youth and adults involved in the capacity building and sensitization process. From the statistics provided by Taksvärkki (Table 6 and 7) the movements have increased in active members since the start of the project, and the communities have empowered citizens with social skills, improved behaviour, increased academic achievement and self-esteem.

The movements and youths are recognized in the public municipal structure.

Table 6: Youths beneficiaries of the project in Guatemala (2013-2015)

| Municipalities | Youths registered in movements 2013-2015 | | | New registers in 2015 | | |
|----------------|--|------------|------------|-----------------------|------------|------------|
| | Women | Men | Total | Women | Men | Total |
| Coatepeque | 70 | 49 | 119 | 32 | 22 | 54 |
| Malacatán | 52 | 39 | 91 | 16 | 15 | 31 |
| Morales | 84 | 36 | 120 | 27 | 8 | 35 |
| Mazatenango | 67 | 54 | 121 | 30 | 23 | 53 |
| Puerto Barrios | 60 | 64 | 124 | 17 | 11 | 28 |
| Zunilito | 59 | 51 | 110 | 27 | 25 | 52 |
| Total | 392 | 293 | 685 | 149 | 104 | 253 |

Table 7: Empowered youth and adults beneficiaries in the project (2013-2015)

| Youth | Women | Men | Total |
|---|-------|-----|-------|
| Empowered juveniles, participating in decision making spaces in municipalities | 60 | 31 | 91 |
| Empowered juveniles, supporting advocacy activities in communities | 40 | 19 | 59 |
| Adults | | | |
| Capacitated adults, supporting youth movements in municipalities | 37 | 25 | 62 |

The outcomes of the project are based on PAMI's annual reports 2014 and 2015, verified through interviews and statistics provided by Taksvärkki. According to the interviews (PAMI's staff, youth groups, teachers, municipal officers and networks stakeholders), the movements and youths are recognized in the public municipal structure. The office for the protection of children and youth in Malacatán, in collaboration with the youth movement and PAMI have planned for replication of the capacity building programme in the context of improving knowledge in public rural schools. This initiative has been started in May 2016. It will receive coordination and logistic support from the municipality, and will involve volunteering youths in the trainings. This represents a concrete case of youth's empowerment, where youth have taken part in the planning and will have the opportunity to communicate views and experiences through the implementation of the training.

Since the beginning of 2016, the youth movements have taken an important step towards their autonomy. They have started to work without the support of local facilitators. This represents an opportunity for learning basic skills and management tools, and at the same a challenge for being responsible of the organizational management, administration as well as monitoring the implemented activities. Management and coordination capacities of the movements in the three visited municipalities varied, and is related to the capacities and age of the board members. It was noticed that youth in Malacatán were older (including persons above 18 years) as compared to youth group in Morales. Therefore, in the view of the evaluation and as a recommendation, the support and follow-up should be adjusted to the different capacities in the youth movements.

Members of the youth movements are considered reference members in local networks working for the accomplishment of human and youth rights. The networks (e.g. Red de Protección de la Adolescencia Coatepeque y Malacatán), formed mainly by adults representing public, private and civil sectors, deal with issues related to youth inequality, abuse and delinquency. The visited network REPRONAC works closely with the juvenile municipal court of Coatepeque and guide on mechanisms of complains in cases of abuse or exploitation. On the basis of the interviews with both, members in the network and the youth movement, it can be stated that the exchange has brought views for a better understanding and reaction in conflicting situations.

Conclusions on effectiveness

The degree of achievement has been significant in regard to the recognition of the youth movements at municipal level. There are initial signs of youth empowerment which can be related to outcomes in the result chain.

The capacity building programme has encouraged youth to take active action to advocate and collaborate with government institutions and civil networks.

The capacity building programme has promoted youth to engage in community actions like awareness campaigns.

Youths and youth movements supported by the project have become potential change agents in the municipalities, bringing perspectives, knowledge and relationships that in the future should lead to better decisions and actions.

The support provided by PAMI to strengthen the dialogue between the youth movements and decision making instances, develops skills of active citizenship and gives an understanding on how decisions are made in the public sector.

Youth are learning fundamental skills on how to organize, plan, and communicate own needs and opinions. These skills are essential gears to tackle challenging conditions of poverty and violence, which are present in their life.

Municipal representatives in Malacatán and Morales demonstrated understanding in matters of children and youth rights.

The current available human resources are limited, especially in frontier departments that face increasing challenges of poverty, lack of access to basic services, drug problems, juvenile delinquency and trafficking.

Impact

Based on the outcomes of the capacity building programme and the advocacy activities developed by the youth movements, the impact of the project on the skills of the youth is significant. Through the capacity building programme they have consolidate knowledge on human rights, national history and legal

**Youth empowered
in raising their voice
and promoting their
rights.**

frameworks. Furthermore, they have acquired practical experience with the impact of raising their voice and promoting their rights within duty-bearer structures led by adults. The empowerment achieved through the capacity building programme and advocacy campaigns is well recognized by the school supervision system, teachers and parents interviewed in Coatepeque and Morales, and is in accordance with evidence registered in activity reports and the annual report of 2015.

The youth are role models for peers in schools, and collaborate with educational officers in awareness campaigns that would not have been possible without their support. Examples of the campaigns include: (1) information stands in the Solidarity Day and International Women's Day; (2) plays and demonstrations in the International Day of non-violence against children and adolescents; (3) International Environment Day and Youth Day.

The support from representatives in the education sector such as teachers, district education supervisor and school director who have closely followed the development of skills, has strengthened the credibility of the movements among other civil servants.

The diploma, a recognized certificate by the state University of San Carlos de Guatemala, strengthens job applications or internships of the participants. For some of the interviewed youth, who have scarce opportunities to achieve post-school education, the certificate becomes the only upper level recognition they will receive in their life.

- Practical examples of impact are described in recorded testimonies in the reports of 2015 and from the interviews:
- The creation of the municipal office for the children's and youth's rights in Malacán is a joint result of the participation and advocacy done by the youth and civil society organizations.
- The formulation of a development proposal has given rise to a collaborating initiative with the municipality for a capacity building programme in rural schools of Malacatán, implemented by trained youth of the movements.
- Other cases of the empowerment and participation of youth are: (1) the board of youth movements are invited to participate and serve as a reference in regular meetings of protection networks; (2) youth are given spaces to lead campaigns in public events (3) youth are invited to radio and TV programmes to share their experiences as an organized group.

Conclusion on impact:

In three years of implementation, the project has had a positive impact on almost seven hundred youth in enhancing their capacities, skills and self-esteem. The project has empowered approximately one hundred and fifty individuals and linked them to public organizations and civil networks aiming for a better life and rights of youth and children.

Sustainability

PAMI is a knowledgeable organization dealing with human rights in general and mostly with rights of children and youth since 1987. The organization has attained recognition as a leading and key player in the development, implementation and monitoring of public policies and national frameworks that aim at the protection of children and youth by guarantying their rights. PAMI's main office is located in Guatemala Capital City, although most of the initiative undertaken by PAMI are in the rural areas of the country. In professional capacities, PAMI is well resourced to continue the high level of ownership and commitment to the project. The organization has dedicated staff to cover tasks of implementation, monitoring, financial management, advise and communication. In regards to financial capacities, however, PAMI depends on external funding from partners or agencies, and the capacity to sustain results is limited, unless there are mechanisms created under this project to attract funding from other sources.

The operational budget of the project has been sufficient in the first couple of years (2013-2015) to cover the planned activities. The pronounced budget cuttings in 2016 coupled with gathered lessons and recommendations of an internal evaluation have resulted in a 50% decrease in the coverage of the project, reducing activities in the municipalities of Mazatenango, Zunilito and Puerto Barrios. This could be a sign of the financial vulnerability of PAMI to maintain field activities in a nation-wide context. Due to the strategic approach of PAMI in building decentralized capacities and empower youth in the project sites, the capacities of sustaining active participation is secured through youth and movements in Malacatán, Coatepeque and Morales, and through teachers, parents and protection networks who are committed in defending the rights of children and youth.

Conclusion on sustainability:

The strategic approach of PAMI to building decentralized capacities and raise awareness in youth and adults living in poor municipalities promotes and/or secures sustainability.

PAMI depends on external funding from partners or agencies, and the capacity to sustain results is limited, unless there are mechanisms created under this project to attract funding from other sources.

Coordination, cooperation and coherence

PAMI collaborates with local, national and international stakeholders working for the protection and promotion of children and youth's rights. The collaboration involves municipal networks dealing with sexual and reproductive health, including the Municipal Networks of Protection and HIV/AIDS networks. At national and regional level PAMI is member of the Niña-Niño Network, Institutional Coordination for Promotion of Children's Rights, and the Latinamerican and Caribbean Network for the Defense of Rights of Children and Youth.

PAMI is part of the comission that monitors the achievements of the MDGs and reports to the Universal Periodic Review.

In addition to Taksvärkki's support, PAMI has received cooperation fundings from the European Union, Kinder Not Hilfe; German Cooperation and Individuell Manniskohjäl during the period 2012-2015.

Contribution to key cross-cutting objectives

The project addresses key cross cutting objectives of gender equality and reduction of inequalities among young people and adults. With respect to gender equality, the movements promote the participation of women and men on equal basis. The sensitization on women rights is an important component of the capacity building programme and the advocacy campaigns. Evidence from focus group discussions indicate that leadership capacities of women in the movements are promoted. One example of this is the high participation (70% women) and leadership skills of women in the youth movement of Morales.

PAMI has staff of indigenous origin and has a representative share of women in leading roles in the project as well as in the organization's board. In addition, project managers, directors and facilitators met are clearly motivated and work for human rights principles. They are sensitive to the needs of the vulnerable youth, children and women.

In relation to inequalities, it is too early to measure how the youth empowerment supported by the project increases the possibilities of better education or work and thereby reduces inequalities. Youths met during the evaluation expressed self-assurance in the capacity building programme and were confident that the skills developed through the participation in youth movements improved their social status and the possibilities of a decent work in the future.

3.3.5 Other projects evaluated during the period 2013-2015

Table 8 summarises the conclusion in the available evaluation reports of three projects: (1) Bolivia: Final Evaluation of Art and Social Change project by COMPA; (2) Cambodia: Promoting Child Rights and Protecting Children in the worst forms of child labour in Cambodia by LICADHO; and (3) Mozambique: Youth Livelihood and Participation by ASSCODECHA (Community Development Association of Chamanculo).

Table 8: Summary of evaluation conclusions on other projects supported by Taksvärkki

| Dimension | Bolivia | Cambodia | Mozambique |
|---|--|--|--|
| Report title | Final Evaluation Art and Social Change project by COMPA | Mid-term evaluation Promoting Child Rights and Protecting Children from the worst forms of child labour in Cambodia by LICADHO | Mid-term Evaluation Youth Livelihood and Participation by ASSCODECHA |
| Project objective/ purpose | The project aimed at strengthening the identity of youth through art and cultural experience | Promotion of Child rights and Protection from child labour through: (1) Increased community mobilization for monitoring and awareness-raising; (2) child protection addressing specifically child labour; (3) support to the protection and rehabilitation of the victims of child labour and other abuse; and (4) advocacy towards decision-makers. | The project aims at contributing to the reduction of poverty, crime and marginalization in the township of Chamanculo and to promote active citizenship and democratic participation with five components: (1) Vocational training and apprenticeship; (2) Enhancement of access to education among children and youth and decreasing adult illiteracy; (3) Prevention of youth delinquency and disseminating HIV/AIDS information; (4) Improvement of sanitation of vulnerable families; and (5) Lobby and advocacy work. |
| Purpose of the evaluation | The Final evaluation (2014) focused on the project results and the limitations as well as the development of project strategy in the second phase that was implemented in 2013-2014. (project has ended without a second phase) | Mid-term Evaluation in 2012 to plan for the next phase of the project using participatory learning process. The final evaluation was implemented in 2014. | Mid-term Evaluation (2014) for the purpose of analyzing its implementation and results during the first two years and give recommendations on how to improve or redirect the activities to enhance the impact. |
| Conclusions on the OECD criteria | | | |
| Relevance | The project promoted human rights focusing specifically on indigenous people, ethnic minorities and gender equality, hence aligned with Finland's development policy. Small intervention also on environmental sustainability through promotion of recycling at community level. | Project is aligned with the Finnish Development Policy Programme (2012) based on Human Rights Approach. Cambodian legislation and government policies reflect the international commitments on child rights even though the policies are not adequately implemented. Gender equality implemented (Equal representation of both genders in Child and Youth CPGs). Adult CPGs have 59% of males due to their status in local authorities. Project relevance requirements are fulfilled. | The project is aligned with the Finnish Development Policy Programme (2012) based on Human Rights Approach. It is also in line with the plans of the Government of Mozambique and the Municipal Council Plans Project meets requirements of the relevance criterion. |

| Dimension | Bolivia | Cambodia | Mozambique |
|----------------------|---|---|--|
| Efficiency | Project managed efficiently including financial management. | PCM systems and tools were developed and used. Logical framework included outcome level indicators but no impact indicators. High staff turnover in LICADHO weakened the efficiency to some extent providing difficulties to support all CPGs in the provinces. | The project has a satisfactory financial administration system confirmed also by external auditing. Cost-efficiency has been promoted through volunteers resulted in reaching a high number of beneficiaries. Team work and committed staff has contributed to the efficient management. |
| Effectiveness | Youth self-esteem and mental well-being, and leadership skills enhanced within the communities using the COMPA method of "liberacion del cuerpo" (liberating the body). | Establishment of Child Protections Groups effectively undertaken. The Child CPGs were most active in participating in the Commune Council meetings in increasing their attention to child rights. They also reported actively on child abuse cases. Various channels used by the CPGs in advocacy, e.g. forum theatre. Adult CPGs not active in monitoring child rights except of some committed individuals. Local authorities' (adult CPGs) reporting on child abuse cases was slow and varied between different areas. Compromises were often made. No direct advocacy towards political decision-makers undertaken yet. Mixed results on Effectiveness- Child CPGs had operated effectively vs. the adult CPGs. | Competence of financial administrators enhanced through capacity development. Expected results achieved in quantitative terms. Staff capacity development on human rights undertaken, but no results reported. Female beneficiaries are focused due to their more challenging situation in Chamanculo, but no gender disaggregated data was available. |

| Dimension | Bolivia | Cambodia | Mozambique |
|--|--|---|---|
| Impact | Empowerment of youth and children enabled them to become leaders in their communities and establish youth networks. Skills to identify local problems strengthened enhancing critical thinking. | LICADHO staff and CPG members had observed increased awareness and understanding of child rights in the CPGs and communities indicated by decreased cases reported to LICADHO. However, no official records by local authorities exist on child abuse cases (except those reported to the police) or the interventions taken. | Short and long term impacts were observed, e.g. enhanced self-esteem, improved quality of life, enhanced literacy and vocational skills, positive behaviour change in children, existence of role models, improved hygiene, increased HIV testing, enhanced skills among the volunteers. Youth and children more active in participation and enhanced understanding of human rights. |
| Sustainability | COMPAs methods have been used in their other projects. The evaluation report recommends disseminating the COMPAs experiences in other networks and including the methods into teacher education. The evaluation report does not provide any actual examples on this. | Child and Youth CPGs interested in continuing their work even without LICADHO's support. Child and Youth CPGs had developed many fund-raising and saving activities. On the contrary the Adult CPGs reported lack of funding and resources as an obstacle for their work. If the training of CPGs by LICADHO is terminated the sustainability is in risk. Changes in political structures by elections can cause insecurity in continuation of the activities, even though child rights are considered less sensitive issues than other human rights. | Some evidence of sustainability was observed despite of the challenging work environment. Good collaboration with the local authorities and institutional capacity of ASSCODECHA to acquire funds from other donors promote sustainability. |
| Coordination, cooperation and coherence | No mention of this criterion in the report. | No mention of this criterion in the report. | No mention of this criterion in the report. |
| Main recommendations | Project ended in 2014, even though the evaluation recognizes the need for COMPAs to receive further external support. | The main recommendation for the next phase underlined moving the emphasis from child labour towards more holistic child protection approach and strengthening the activities and collaboration between other provinces and addressing the issue of staff turnover within LICADHO. | Enhancing of coordination, harmonization and dissemination of lessons learned and best practices to the authorities and other CSOs in Chamanculo and beneficiaries. Planning and reporting formats systematized including qualitative indicators and gender disaggregated data. Enhancement of male peer educators in sanitation and HIV/AIDS sensitisation |

3.3.6 Findings on Taksvärkki's programme in Finland

Development Communication and Global Education programme

The purpose of the project during the reporting periods of 2013-2014 and 2014-2015 was to enhance the knowledge on development issues among the school youth and build global partnership between the youths. The educational objective was also to increase awareness and to develop motivation and interest to act for more fair world. Youth perspective was the cross-cutting theme in the campaigns. Two themes were the priorities in 2013 following the school calendar. The spring semester 2013 focused on youth active citizenship and possibilities to influence the society with specific attention to Guatemala. Good governance and safe society were the overarching themes. During the academic year of 2013-2014 the theme was the Education for All with special focus on gender equality in Sierra Leone, and during 2014-2015 it was youth and Child Rights of children living on streets in Zambia and Kenya.

The project has been aligned with Finland's national curriculum for basic and secondary education focusing on general values, objectives and themes of global education, i.e. equality, democracy, accountability, intercultural understanding as well as human rights and child rights. The project is aligned with Finland's Human Rights-based approach and the NBE's priorities concerning global education indicating relevance of the activities at school level.

The material used in the project was produced by two MFA supported campaigns under the one year development information project, in addition to the material produced by Taksvärkki using other funding. The campaigns at school level have been implemented by volunteer trainers who received orientation to the project thematic areas and visited the schools. During the two academic years the outputs of the implemented activities are listed in the Table 9.

Table 9: Project achievements in 2013-2014 and 2014-2015

| Activity | Target in 2013-14 | Actual in 2013-14 | Target in 2014-15 | Actual 2014-15 |
|---|-------------------|-------------------|-------------------|--|
| Training of volunteers | 20-25 | 19 | 20-25 | 30 |
| Number of students participating in the international education lessons and workshops by the volunteers | 6000 | 8631 | 6000 | 7688 |
| Number of Teachers and teacher trainees trained in global education and methods | 60 + 30 | 49 +71 | 60 | 36 teachers; 14 church workers; 147 teacher trainees |
| Student body actives who participated in Taksvärkki's workshop | 40-60 | 60 | 40-60 | No training |

Taksvärkki's activities in Development Communication and Global Education programme have been efficient when measured against inputs vs. outputs. Their capacity to recruit and train volunteers and implement the activities in schools has been efficiently managed. Taksvärkki collected feedback after the school visits from the teachers and students. Information was received on

how successful the different workshops were. In 2014 written feedback was obtained from 169 teachers and from 633 students. The teachers' feedback was overwhelmingly positive praising the participatory methods in the workshops. All teachers considered the Child Right workshop as appropriate to the students' developmental level. The students' feedback was also positive even though they articulated less their answers focusing more on multiple choices in the questionnaires. 81% of the students considered theme of the visit important. Generally the feedback suggests that the global education had been effective, even though it is not possible to assess long-term impacts on the students' attitudes towards cultures in developing countries. For example the video on youth in Sierra Leone was popular. One student was surprised that Edlyn – a girl in the video “was only 14 years, and very wise and understood how things are”. Also the *Fotonovela*-workshops were popular among the students giving “a window to the cultures of different countries”

Taksvärkki's strength has been extensive networking and cooperation with other CSOs in Finland providing synergy benefits. Taksvärkki has strengthened its cooperation with its member organisations (Suomen Lukiolaisten Liitto SLL, Suomen Ammattiin Opiskelevien Liitto SAKKI and Finland's Svenska Skolungdoms förbund FSS) and reached their active members through these organisations. As a result information dissemination had become more efficient. In addition, Taksvärkki cooperates with Peace education institute (Rauhankasvatusinstituutti) and Helinä Rautavaara Museum in Finland. Many activities have been organised in cooperation with these institutions. Taksvärkki's global education planner has participated in the activities of central cooperation networks.

Special projects with the Friendship Schools

Taksvärkki worked with eight Friendship Schools during 2013-2014 in various parts of Finland including upper primary schools (yläkoulu), secondary schools (*lukiot*) including also vocational institutions and one special education school. Cooperation with the Friendship schools did not meet the expectations. The schools were recruited on Taksvärkki's initiative which did not promote commitment and motivation. Consequently, Taksvärkki has given up this modality and restructured the approach. In many cases the cooperation with the Friendship schools remained at low level due to the workloads and other commitments of the schools.

Global Citizenship – Finland, 2015-2017

In 2014 Taksvärkki decided to restructure the Friendship school model in order to deepen understanding of the youth about global themes. Now the schools apply for participation with an open motivation letter instead of being invited to join. In January 2015 Taksvärkki launched the application period where five schools, either at upper primary or secondary levels were to be appointed Global Citizenship Schools. Cooperation is established between the schools in Finland and the youth organisation in the partner country. The Global Citizenship utilises the methods and materials developed by previous Taksvärkki's interventions on Global education. It is still in initial stage. Nevertheless, the evalu-

ator visited two of these schools, namely Vantaa International School on 2nd of February, 2016 and Kiviniityn koulu in Kokkola on 17th, February 2016.

In Vantaa International School the evaluator observed how the students prepared photo stories using web page calls *Fotonovela*. The students were enthusiastic and motivated to use the camera and prepared their stories that resembled more TV programmes or Video Games than real life situations. The Taksvärkki volunteer facilitated the process. However, the evaluator had some reservations on how *Fotonovela* was introduced to the students.

Box 1: Kiviniityn koulu, Kokkola

Students' ideas:

"All children in the world should have good schools."

"When we understand how difficult it is to get to school in other parts of the world, we learn to appreciate our education in Finland"

"It is important to help the poor and get information on their countries."

"The good environments should be distributed around the world."

The purpose and objective of the exercise was not clear, focus was more on the technical method. Global education's perspective relating to the realities of lives of Street Children in Zambia (partner for this school) was not emphasised in the presenting the task to the students. Nevertheless, the Global Citizenship will have great potential in promoting the intercultural understanding between the youth in Finland and Zambia and other partner countries, when its first experiences and lessons are analysed and more focused approach will be implemented. Since the cooperation started last autumn, it is premature to evaluate its results. In Kiviniityn koulu in Kokkola the evaluator observed a group of students discussing reasons why it is important to give support. The group was active in delineating the importance for the cooperation (examples in the text box). Guatemala is the partner country for this school.

4 CONCLUSIONS AND RECOMMENDATIONS ON TAKSVÄRKKI'S DEVELOPMENT COOPERATION PROGRAMME

Taksvärkki implements its development strategy and programme through interventions in partner countries and in Finland. The detailed evaluation of the projects in two visited countries (Kenya and Guatemala) and the desk review of the evaluation reports of some other partner countries provide the main evidence for drawing conclusions at the level of Taksvärkki as an organisation. This primary data was complemented by secondary data including project documents, progress reports and CSO's own development strategies. The desk review of a few other project evaluations (Bolivia, Cambodia, and Mozambique) provides complementary information for the purpose to check the coherence and consistency of the conclusions at the organisation level.

4.1 Relevance

The Taksvärkki's programme is aligned with Finland's Human Rights Approach with the specific focus on Child Rights and Protection which is consistently implemented in all interventions in the partner countries and in Finnish schools. Taksvärkki's programme also aims at enhancing gender equality and reduction of inequalities among the marginalised and vulnerable groups in society, i.e. disabled, ethnic minorities etc. Hence, the programme promotes also poverty reduction and MDGs (currently Sustainable Development Goals, SDGs). Indirect attention is given to environmental sustainability, when recycling and waste collection has been integrated into the activities, e.g. in Kenya and Guatemala.

The programme has been planned to respond to the needs of vulnerable children and youth when designing its strategy based on enhancement of confidence and self-esteem through empowerment, not giving welfare and hand-outs. Taksvärkki's programme is relevant at policy and right-holders levels.

4.2 Efficiency

Efficiency was evaluated in two areas; (1) Outputs vs. inputs and cost-efficiency of the activities; and (2) Project planning, management (processes and financial), monitoring and reporting.

The overall assessment is that all or most of the quantitative targets have been achieved in the projects in partner countries indicating efficiency. Comparing the fairly small funding frames of the projects in the partner countries and the volume of activities (e.g. number of target groups reached) it can be concluded that the programme implementation has been cost-efficient. Most partner CSOs use volunteers in their field work that reduces the salary costs. The programme activities have been managed efficiently in the partner countries, which is an indication of competent and committed staff. Taksvärkki's role in capacity development of the partner CSOs was not clear. In some cases, like in Kenya and Guatemala the staff of the CSO was quite competent and did not need much training in managing their projects from Taksvärkki. Instead, capacity building on the systematic planning and reporting in accordance the MFA systems should be strengthened. However, Undugu in Kenya appreciated the possibility to participate in the training programmes implemented by the Embassy of Finland in Nairobi. The project documents were not always completely aligned with the MFA requirements on logical framework approach with biggest challenge in defining indicators on project results. Systematic planning with indicators at various levels would facilitate and harmonise the reporting to Taksvärkki helping them to monitor their programme as a whole.

Currently Taksvärkki is in the process of introducing Outcome Mapping system in planning and monitoring the projects in partner countries. A simple monitoring tool with measurable indicators should be designed for the CSOs as part of adoption of OM. Currently it seems that monitoring is process monitoring with giving support to the target groups in implementing the activities which is also very important. Timely (e.g. quarterly or semi-annually) collection of data on pre-set indicators is not implemented systematically. When all partner CSOs would produce data on indicators it would help assessment of Taksvärkki's programme as a whole. This observation on deficiencies in systematic data collection was visible also in the more professional CSOs, like Undugu in Kenya.

Due to staff reductions and forced leaves in Taksvärkki headquarters in Helsinki because of budgetary cuts limit Taksvärkki's possibility of capacity building of the partner CSOs. Part of Taksvärkki's development cooperation programme is to provide capacity building on management and administration to the weaker partner CSOs, e.g. in Mozambique. In the current financial situation it is questionable how feasible this strategy is. Both field mission countries' partner CSOs were at high professional level and need for capacity building was less.

4.3 Effectiveness

The effectiveness of Taksvärkki's development cooperation programme varies in different partner countries.

In Kenya, Guatemala, Cambodia and Bolivia the empowerment of youth has resulted in enhanced self-esteem and confidence. The youth had become more active and aware of their rights and the established youth networks were also working. Skills training and business development in Kenya have been effective in promoting employment and life out of the street. Taksvärkki had introduced a comprehensive approach in Child Protection including Child Rights Clubs in schools, Parents' Child Support Groups in the communities, follow up and family therapy in re-integration of families of neglected and abused children which has enhanced effectiveness of child protection. Taksvärkki provided capacity building on this approach in the field. Hence, Undugu acknowledged Taksvärkki's contributions developing their comprehensive strategy in working with the street children and their families that is implemented currently which was endorsed by the interviews with the parents, teachers and social workers. .

In Cambodia the project had been effective in establishment of the Child CPGs on the contrary to the adult CPGs. The Adult CPGs were slow in reporting child abuse cases as compared to the Youth and Child CPGs that reported actively on child abuse cases. Advocacy towards political decision-makers had not started reducing the project effectiveness. The Mozambique evaluation report was meagre on results on effectiveness, even though it reported that quantitative targets were achieved. Systematic data was missing. Gender disaggregated data was not reported even though the project emphasised Gender equality.

It is not possible to assess the effectiveness of the information and awareness raising campaigns in the schools participating in Development Communication and Global Education programme in Finland. None the less, Taksvärkki collected written feedback from the schools which was overwhelmingly positive. Teachers and students appreciated the school visits by Taksvärkki's volunteer global educators. This result suggests effectiveness of the intervention, even though the actual attitudes are not measured.

As an overall conclusion on Taksvärkki's programme effectiveness it can be stated that in most partner countries and in Finland the programme has been effective in producing the intended outcomes. The professional competence of the partner CSO and also the socio-economic contexts of the partner countries perhaps explain the variations among them.

4.4 Impact

Measuring impact of Taksvärkki's development programme as a whole was not feasible in this evaluation due to time limits and lacking consistency and uniformity of the available reports on various projects. Research approach would have been required to assess the impact. Nevertheless, various indications suggest that the projects produce impact particularly in Kenya and Guatemala where the evaluators visited. Taksvärkki's strength has been its ability to identify local partner organisations that have a proven experience/expertise in

Working with volunteers promotes financial and social sustainability as well as cost efficiency.

Budget cuts limits Taksvärkki's efficiency and effectiveness in the future.

working with the child and youth rights issues and are also appreciated in their countries by the governments.

The overall assessment is that Taksvärkki has contributed through its programme approach to enhanced public awareness of child and youth rights, managed to empower youth and children and enhance their self-esteem and confidence in most of its partner countries. Many participants in projects supported by Taksvärkki have become active members in their societies, acquired vocational skills through training and become employed in informal or formal sector. One significant impact is that the model of Street Associations developed by Undugu in Kenya with Taksvärkki's support for Youth and Children living on streets has been applied in other countries in East Africa (e.g. Tanzania). However, there are variations in capacity among the CSOs in Taksvärkki's partner countries, (e.g. Mozambique). In addition, some countries have recently joined Taksvärkki's programme and the impact was not yet feasible, e.g. Zambia. Targeted capacity development for the weaker CSOs would be needed that is not perhaps a viable option in the current financial situation.

4.5 Sustainability

The overall assessment is that Taksvärkki has been successful in supporting the development of permanent establishments for youth for their empowerment and hence, promoted sustainability of the developed systems. In many cases Taksvärkki's partner CSOs are competent and have long experience in working for the child and youth rights issues.

However, in partner countries the cost-efficient implementation modality using volunteers promotes financial and social sustainability which is also linked with the commitment and motivation of the beneficiaries to support their peers after being rescued themselves from the street (in Kenya). Many established youth associations and networks (in Kenya, Guatemala, Cambodia) will continue their activities after the termination of the project support perhaps being forced to reduce activities in the field when external funding is reduced or terminated. Interviews with the facilitators, street association leaders and members as well as volunteers confirm this finding on ownership and commitment. The culture of being an active player in the community instead of a recipient of handouts among the street youth in Kenya and Guatemala is emerging as an outcome of Taksvärkki's support.

Continuation of the activities at the current level after the termination of support from Taksvärkki is a decisive factor in the programme sustainability. This is critical particularly now, when MFA has cut its development cooperation budget with about 40%. How to secure programme sustainability when Taksvärkki's financial contribution from MFA has been reduced by more than 40% is a challenge for Taksvärkki in the years to come. These budget cuts have had a serious impact on Taksvärkki's head office in Helsinki. Their possibility to monitor and provide training to their partner CSOs is reduced.

Taksvärkki's strategy in the reduced financial situation is to prioritise their activities and focus their projects in fewer countries. Sustaining the development results is also an outcome of the institutional strengthening of the part-

ner CSOs capacity which is an overarching principle in Taksvärkki's development programme. Capacity building is always based on the needs of the partner. Taksvärkki has been successful in identifying partner CSOs that are competent and experienced in implementing their activities, e.g. Undugu and PAMI. Hence, not much capacity building is needed for these CSOs. However, smaller and inexperienced partners, e.g. in Zambia, Mozambique and Sierra Leone have received training in project planning and management including financial management. In future, the volume of the capacity building will be reduced due to the MFA's financial cuts jeopardising the sustainability in these countries.

4.6 Complementarity, Coordination and Coherence

Taksvärkki works in cooperation with several organisations in Finland including its member organisations, other CSOs and with the National Board of Finland. It has strengthened cooperation with its member organisations to provide synergy benefits and share experiences and lessons learned. Taksvärkki's development programme is internally coherent with the overarching principle of child rights, youth empowerment and active participation in society.

In partner countries, particularly in Kenya the networking and cooperation with like-minded CSOs has provided a platform for sharing experiences and harmonising the strategical approaches. Complementary services are sought from other CSOs when Undugu does not have the required competence (e.g. legal affairs, health issues and sexual abuse, as well as referrals to safety homes when the abuse continues in the family).

4.7 Taksvärkki's Theory of Change

The Taksvärkki's ToC is assessed through validating the assumptions under its each level.

Validating the assumptions

A1 Governments of the partner countries share and promote child and youth rights as expressed through national policies and by being signatories of the UN Convention of the Rights of Children and Youth. This assumption is under the Long-term Impact of Taksvärkki's programme.

Assessment: The assumption is clearly valid. At policy level the partner countries have endorsed the UN Conventions of the Rights of Children and Youth and adopted related policies. However, often there is a discrepancy between the policy and legislation and their implementation. Government funding in partner countries is often insufficient for Child Protection and the activities are left for CSOs. Hence, Taksvärkki can contribute to achievement of the long-term impact through partnerships with the CSOs. Taksvärkki's added value in partner countries is communicated through its rigorous attention to child and youth rights issues providing support to its partner CSOs. This contributes to maintaining the child and youth rights issues on the national agendas.

A2 Partnerships between Taksvärkki and the CSOs in developing countries are consistent with Finland's Human Rights-based development policy and its cross-cutting objectives of Gender Equality and Reduction of inequality. Assumption falls under Long-term impact.

Assessment: Partnerships are all consistent with Finland's Human Rights-based development policy and its cross-cutting objectives. Particularly the Gender Equality is explicitly stated in the projects validating this assumption. The projects aim at promoting human rights and gender equality in all Taksvärkki's projects in developing countries. However, the CSO projects in partner countries have not always been successful in promoting gender equality in their projects (e.g. Kenya, Mozambique). Success has been achieved in Guatemala and Cambodia. Strengthening activities in gender equality and reduction of inequalities should be focused in Taksvärkki's next development programme. Taksvärkki should enhance its added value through sharing the best practices from other partner countries with the countries that have been less successful in these aspects. More attention should be paid to children and youth with disabilities.

A3 Capacity development of the partner CSO's is sufficient for efficient implementation of the Taksvärkki projects in partner countries particularly in management and monitoring. The assumption is under Long-term outcomes.

Assessment: This assumption is partially valid. Capacity development is provided for less experienced partner organisations only. Financial management in all projects is satisfactory. Most CSOs are competent in managing their projects and monitor the progress in the field. Taksvärkki's strength has been its capability to identify experienced partner CSOs with good track records. Though, clear deficiency was observed in systematic data collection on pre-set indicators among all CSOs. Hence, there still remains a need for capacity development for systematic planning as well as result-based-management and monitoring for all partner CSOs and particularly for those partners that have weaknesses in these areas. The recently introduced outcome mapping system needs to be established and strengthened. This should be taken into account in Taksvärkki's next development cooperation programme. It is, however, questionable how feasible it would be for Taksvärkki to enhance capacity development under reduced financial situation, even if virtual training could be used through innovative IT solutions.

A4 Communities and families understand and support the importance of youth rights and empowerment particularly among the marginalized and vulnerable groups under Long-term outcomes.

Assessment: Evidence from this evaluation suggests that this assumption is valid as a whole. The commitment and motivation among the communities and families in the partner countries exist. Taksvärkki's partner CSOs had been able to create motivation and understanding through awareness-raising and advocacy. However, groups with special needs would need more attention. It was not clear how well the parent support groups (in Kenya) had understood the needs of handicapped children. Taksvärkki's capacity building on this area mainly for teachers in Kenya was highly appreciated, but not sufficient due to limited funding.

A5 Finnish schools are willing to integrate the Taksvärkki Global education into their curriculum and support the volunteer global educators' work in their schools. Under short-term outcomes

Assessment: The assumption is valid. Taksvärkki supports the schools to implement the global education curriculum. There is a high level of participation in Taksvärkki's school visits. Taksvärkki's methods have been appreciated by the schools.

A6 Sufficient numbers of competent and committed volunteers are available for the Finnish schools under the short-term outcomes.

Assessment: Volunteers have been recruited among teacher trainees and sufficient numbers have been available. Their competence depends on Taksvärkki's training programme. Due to Taksvärkki's financial situation and the necessity to put staff on forced unpaid leave might (most likely will) cause difficulties to keep the high volume in training. Hence, the validity of this assumption will depend on Taksvärkki's financial situation.

Conclusions on the Theory of Change

Taksvärkki's Development Cooperation Programme (2014-2016) provides a sound logical basis for the current projects implemented in the field, whether in developing countries or in Finland. The contribution chain between the levels is coherent and confirmed by assessing the validity of the ToC in relation with its underlying assumptions. How to address the needs of the most vulnerable needs more attention in Taksvärkki's next programme.

Development of the second phase of Taksvärkki's programme-based support activities, the capacity building of the partner CSOs needs to be revisited considering its feasibility under the financial constraints. Taksvärkki's current strategy to work with well-established and experienced CSOs is sound leaving the needs for capacity development only to the weaker partner CSOs. Training needs should be assessed for each project and the viable strategy designed for implementing the capacity development for the CSOs. Then the funds can be allocated to training and incorporated in their project plans. In addition to the generic needs of training in project planning, management and monitoring, capacity in gender equality and reduction of inequalities (e.g. disabled and other minorities) should be enhanced.

The new Global Citizenship project needs to be more specifically defined in the next Taksvärkki's programme and the ToC focusing on its purpose, objectives, and expected results.

4.8 Lessons learned and challenges remaining

- One of the lessons learned from Taksvärkki's programme is that strong motivation and commitment of the students in Finnish schools to participate in the fund-raising through the operation day work has remained for decades providing a sustainable basis for Taksvärkki's work in developing countries. This has been the result of many factors including the positive attitude towards development cooperation among the general

public, the continuous support from the National Board of Education and Taksvärkki's credibility and good reputation as an organisation.

- Another lesson from Taksvärkki's programme in developing countries is that supporting the youth to become organised officially has enhanced their influence in the society, enhanced their self-esteem and confidence subsequently produced a long-term impact. As an example the Undugu model of Street Associations in Kenya and the Child Support Groups in Cambodia and youth groups in Guatemala provide evidence on the success of this strategy. Moving away from charity and hand out approach to youth empowerment has had a positive impact on street children and youth. The lessons learned from these interventions should be applied in other countries and regions.
- A challenge still remains in Kenya that many CSOs still operate on welfare and hand out modality provide counter effect on Undugu's efforts on empowerment and self-sufficiency. Though, many other CSOs are now adopting the Undugu model of forming Street Association and supporting youth empowerment and independence.
- Networking and cooperation with other like-minded organisations have also enhanced the impact and sustainability of the project results in Kenya.
- The challenge that still remains is the deficiency of the government funds to implement the child and youth rights policies and legislation in most developing countries. Hence, cooperation between the government departments and the CSOs is still needed and should be strengthened through perhaps formal partnership agreements. The long-term change in child protection requires a strong involvement of the governments.

4.9 Recommendations

Taksvärkki's implements its projects with partner CSOs at high professional level. The following recommendations relate to elaborating and prioritising the interventions in its programme.

1. Start the preparation of the new programme by analysing in which areas current programme of 2014-2016 has promoted the implementation of the projects in developing countries and identify the possible gaps or bottlenecks. For example there is clearly a need to systematise the data collection in monitoring against indicators. The different socio-economic circumstances in the partner countries (e.g. accessibility and distances in the field) should be taken into consideration when designing the simple tools for monitoring. Another area that could be given more focus in the next programme is identification of other organisations for coordination and cooperation in the field. The role government in child rights and protection is crucial and modalities on strengthening the cooperation could be identified. Equally important is to share the best practices from the successful projects across the entire programme approach.

2. Define the new programme starting with updating the Theory of Change describing the next programme's contribution chain. Pay attention to the projects/countries where achievement of the results had challenges by analysis of the reasons. Write the new development cooperation programme by taking into account the best practices and remaining issues. Sharing the best practices among the partner countries would promote programme level learning
3. Taksvärkki's next programme should pay more attention to promoting gender equality and promotion of the participation of disabled children and youth by identifying strategies to address their needs in partner countries. Experience and expertise from the Finnish organisations in various disabilities could be used.
4. Based on this evaluation results it is recommended to revise particularly the capacity building component (specifically on planning, monitoring and reporting) for the partner CSOs particularly among the weaker CSOs considering Taksvärkki's financial feasibility and staffing. Cost-efficient modalities using virtual training could be used through innovative IT solutions whenever possible.
5. Taksvärkki could identify alternative funding sources, (e.g. private donations, international and/or Finnish foundations) to complement the reduced funding level from the MFA.
6. Global Citizenship project would benefit from a well-designed project document where project purpose, objectives, outcomes, indicators and activities are defined in a logically consistent way. The logical framework would structure and focus the training for the volunteers who work as global educators in schools as well as facilitate the monitoring the project outcomes and measures the indicators.
7. One recommendation to the MFA is that if it possibilities to reconsider the drastic over 40 per cent reduction on Taksvärkki could be explored, because it has had a negative impact on Taksvärkki's staffing in Helsinki and hence decreased its possibilities to enhance capacity building whatever modality is used.

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THE EVALUATION TEAM

Tuija Stenbäck is an education sector expert with 33 years of experience in development cooperation. Her experience includes programme and project planning, management, monitoring and evaluation. She has worked in more than 30 countries in Africa, Asia, Latin America and Europe (Balkan area). She has worked for many donor agencies in addition to MFA including EU, WB, ADB, Germany, Sweden, and Norway. She has expertise in education sector SWAp planning and evaluation and in donor coordination in a big multi-donor-funded education sector programme in Pakistan. She has gained programme planning and evaluation experience also in broad EU-funded programmes (e.g. in ACP evaluation, Egypt primary education enhancement programme, Education Sector Support Programme in Swaziland). Her long-term experience in development cooperation started in Zambia in 1992, when she was the Team Leader for the MFA funded Education Sector Support Programme, I. During the last few years her experience has been extended to thematic evaluations (e.g. MFA Peace and Development evaluation in four countries and Norad's Gender Gap Analysis in Nepal). Her professional background is embedded in participation as a planner in two school reforms in Finland; basic and TVET in the 70's.

Tania de la Rosa is a biologist with 15 years of experience in development cooperation, working on sustainable management of natural resources. She has continuously worked for MFA funded programmes since 2001 as project manager, team leader, evaluator and specialist in forest conservation, rural development, agriculture and the provision of opportunities for vulnerable groups. She has participated in the evaluations and appraisal of projects in Latin America and has managed several bi-lateral and regional programmes with multidisciplinary teams. She has relevant long- and short-term working experience from Bolivia, Ecuador, Kenya, Nicaragua, Peru and Venezuela. Her professional carrier includes more than 10 years of experience as an ecologist and researcher investigating the responses of plants to environmental signals. Dr de la Rosa is a permanent employee of NIRAS Finland since 2008.

ANNEX 1: TERMS OF REFERENCE



ULKOASIAINMINISTERIÖ
EVA-11

TERMS OF REFERENCE EVALUATION UH2015-018499
2.10.2015
V 5.0

UHA2015-018508, 89892638

Evaluation of the program based support through Finnish Civil Society Organizations

1. BACKGROUND

Civil society actors are an essential and integral element of Finland's development cooperation in its entirety. The role of Civil Society Organizations' (CSO) - domestic, international and local in developing countries- has been increasing in Finland's development cooperation during the last years together with the total share of ODA channeled through them which was 14,6% (180 MEUR) in 2014. However due to the recent budget cuts to the Finnish Development cooperation by the government of Finland, cuts in Civil Society funding are also envisaged. The CSOs work in various thematic areas; civil society capacity building, advocacy as well as poverty reduction and public services in developing countries.

This evaluation is the first in a series of evaluations on the Civil Society Organizations receiving multi-annual programme-based support. A total of 19 organizations and 3 foundations receive this type of multiannual programme-based support and a total of appr. 80 MEUR was channeled through their programs in 2014. Each round of evaluations will include a programme evaluation on the results of selected 5-6 organizations as well as a document analysis on a specific question that will be assessed within wider group of programme-based civil society organizations.

The selected 6 organizations for this evaluation are Crisis Management Initiative, Fairtrade Finland, Finnish Evangelical Lutheran Mission, Finnish Refugee council, Taksvärkki (ODW Finland) and WWF Finland. The specific question that will cover all the 22 organizations, is the functioning of the results management in the organizations receiving programme-based support.

The development cooperation of the Civil Society Organizations has been part of several thematic and policy level evaluations and reviews during the recent years; the most recent, comprehensive and relevant being: Complementarity in Finland's Development Policy and Co-operation (2013) and Results on the Ground, an Independent Review of Finnish Aid (2015). The Complementarity evaluation highlighted the limited complementarity between the Finnish NGOs and other aid modalities as well as between different NGO instruments. Finnish Development policies encourage complementarity but there is no systematic coordination across program types. However the evaluation concludes that complementarity in general was supported by the MFA and most NGOs, whereas some feared that the distinction between state and civil society might become blurred.

The independent review concluded that the assessment of results in the Finnish CSO support was difficult due to lack of evaluations on results. The latest evaluation about the MFA support to Finnish foundations and Partnership agreement scheme was conducted in 2008 and the support to DEMO was evaluated in 2009 and KEPA in 2005 but very little is said about the results in any of these evaluations. The latest comprehensive evaluation on the results and impact of CSO development cooperation, funded by MFA dates back to 1994. MFA commissions regularly performance audits on the cooperation of the Partnership Scheme organizations: two organizations are audited each year, the most recent being FIDA International and Free Church Federation of Finland.

This evaluation will include two components. Component 1 will collect data on the results of the programmes of the selected 6 organizations and assess their value and merit to different stakeholders. Component 2 will assess mainly through document analysis the functioning of the results based management mechanisms of each organization receiving programme-based support including the link between the results-based management and achieving results. The findings from the component 1 will be synthesized in Component 2. The evaluation will produce 7 reports: a separate report on each of the programme evaluations of the 6 organizations and a report synthesizing the current status of results based management in the 22 different organizations and the findings of the 6 programme evaluations from the results based management point of view.

2. CONTEXT

The program-based support is channeled to the partnership agreement organizations, foundations and umbrella organizations. Each category has a different background and somewhat different principles have been applied in their selection. However they have all been granted a special status in the financing application process: they receive funding and report based on a 2-4 year program proposals granted through programme application rounds which are not open to others. On the policy level however they are all guided by the same policy guidelines as the rest of the Finland's support to Civil Society Organizations.

All the civil society development cooperation is guided by the Development Policy Programme of Finland (2012) as well as guidelines for Civil Society in development policy (2010). The role and importance of civil society actors is emphasized also in the Ministry for Foreign Affairs Democracy support policy (2014). In addition to these common policy guidelines guiding the CSO funding in general and focusing on the special role of the CSOs in development cooperation, the thematic policy guidelines set the ground for specific fields that the CSOs are working in.

The value of Finnish Civil Society in Finland's development cooperation

According to the guidelines for Civil Society in development policy (2010) the special value of development cooperation implemented by civil society organizations lies in the direct links it creates between the Finnish and the partner countries' civil society. These direct links are believed to be the foundation to increase Finns' awareness of conditions in developing countries and strengthen public support for all development cooperation.

Another value of the development cooperation implemented by the civil society according to the guidelines is that the activities of civil society organizations make it possible to achieve results in areas and regions and among groups of people that the resources and tools of public development cooperation do not always reach.

The special value of the Finnish civil society actors is also emphasized in building the capacity of their peers in the developing countries; the peer to peer cooperation is seen as an effective modality. Strengthening Civil society in the developing countries is one of the key priorities of Democracy support policy.

Results-based management in Finland's development cooperation

The Managing and Focusing on results is one of the Aid Effectiveness principles as agreed in the context of the Paris Declaration and Busan Partnership Agreement (2005, 2011). According to the MFA Guiding Principles for Result Based Management in Finland's Development cooperation (2015), Results based management in development cooperation is simultaneously an organizational management approach, based on set principles and an approach utilizing results based tools for planning, monitoring and evaluating the performance of development projects and programs.

The Logical Framework Approach has been widely in use as a results based programming tool in the project management of the Finnish development cooperation including CSO cooperation. In 2015 the MFA decided to start using the results chain approach in its aid instruments in the future but the process of introducing the new tool to CSO cooperation has not started.

The Partnership Agreement Scheme

The origin of the Partnership Agreement Scheme lay in the framework agreement system founded in 1993. The original objectives set by the MFA for the framework agreement were to reduce administrative burden in the MFA and to improve the overall quality of projects implemented by the NGOs by ensuring financing for the most professionally operating organizations. By 2001 framework agreements were signed with a total of seven organizations: FinnChurchAid, Fida International, Finnish Evangelical Lutheran Mission, Finnish Red Cross, Free Church Federation of Finland, International Solidarity foundation and SASK (Trade Union Solidarity Centre of Finland). An evaluation of the framework agreement was conducted in 2002 which found little evidence that the framework agreements had contributed to either of these goals. Based on the recommendations of the evaluation the move towards program-based support with the framework NGOs took place in 2003-2004.

A New mechanism was called Partnership Agreement Scheme and a set of new criteria were set. The seven first framework organizations were directly transferred to the Partnership Scheme but a special audit was carried out of the three new entering organizations (World Vision Finland, Plan Finland and Save the Children Finland).

The Partnership Agreement Scheme was evaluated in 2008 which concluded that the new scheme had evident benefits for both MFA and the participant NGOs in terms of increased flexibility, long-term planning and reduced bureaucracy. However the objectives and rules guiding the scheme were not clear for efficient oversight by the MFA and meaningful dialogue between the partners. The evaluation recommended that the MFA should develop new management guidelines to reflect programmatic approach. The evaluation also recommended for the MFA to define clear selection criteria and to open the scheme for a limited number of new entrants to be selected in an open process.

The new instructions concerning the Partnership Agreement Scheme became operative in the beginning of 2011 and updates have been done regularly based on lessons learned in implementation. According to the current instructions, the aim of the Partnerships between the Ministry for Foreign Affairs and CSOs as well as organisations' mutual collaboration is to strengthen the position of civil society and individual actors as channels of independent civilian activity in both Finland and the developing countries. Other objectives are to boost global solidarity, empower locals to exercise influence, and improve cooperation and interaction between the public authorities and civil society actors.

The selection criteria and principles were also revised and an application round was opened in 2013 and five new partnership organizations were selected: Crisis Management Initiative, Fairtrade Finland, Finnish Refugee council, Taksvärkki (ODW Finland) and WWF Finland. Fairtrade Finland started the programme from the beginning whereas the other organizations build their programmes on projects that had received project support from the MFA before entering to the partnership scheme.

The ongoing dialogue between the Ministry for Foreign Affairs and the partnership organisation includes annual partnership consultations, partnership forums and seminars for CSOs as well as close contacts between the CSO and the responsible official in the Unit for NGOs.

The Support to Foundations

Through its NGO Foundations modality, the MFA supports three Finnish foundations that each provide small grants to NGOs in developing countries. Each foundation focuses on different issues: Abilis on

disability, KIOS on human rights issues and Siemenpuu on environmental issues. The three foundations manage together 350 small-scale grant programs. All three foundations were established in 1998 but whereas Abilis and KIOS have been receiving MFA funding since the beginning Siemenpuu only received its first grant in 2001. Siemenpuu has received public funding also from the Ministry for Environment.

The foundations were originally established by a group of Finnish NGOs and/or civil society activists to manage small-scale flexible grants to support the development of civil society in developing countries funded by the MFA. Most of the funding to these foundations comes from the MFA but other sources of funding have emerged including other official development cooperation donors, multilateral organizations and individual donations. Since over 50% of the funding is received from the government of Finland, the foundations are required to follow the Government regulations on the use of discretionary Government transfers.

The Umbrella organizations

The Ministry for Foreign Affairs grants programme-based support also to umbrella organizations KEPA (Service Centre for Development Cooperation) and Kehys (Finnish NGDO Platform to the EU). Kepa is the umbrella organisation for Finnish civil society organisations (CSOs) who work with development cooperation or are otherwise interested in global affairs. The Finnish NGDO Platform to the EU, Kehys, offers services to NGOs on EU development policy issues. KEPA and Kehys have received programme-based support from the beginning since their role as providing support, guidance and training to Finnish Civil Society organizations' working in development cooperation has been seen instrumental in improving the quality, effectiveness, impact and efficiency of development cooperation by Civil Society organizations.

DEMO

The voluntary association DEMO (Parties' international Democracy Cooperation) was formed in 2005 and it has received since funding from different units in the MFA. In the earlier phases the democracy dialogue in Tanzania was funded through the Unit for Eastern and Western Africa at the Ministry. In 2007 the administration of the funding was transferred to the Unit for Development policy and planning to be financed from the research and institutional cooperation funds. When the administration was transferred to the Unit for Civil Society Organizations in 2012, it was decided that the programme-based support principles would be applied to DEMO with the exception that the individual project proposals would still be sent to the MFA.

Programmes of the selected 6 organizations for the programme evaluation:

Crisis Management Initiative CMI

CMI works to build a more peaceful world by preventing and resolving violent conflicts, and supporting sustainable peace across the globe. The CMI programme makes a contribution to sustainable development by preventing and resolving violent conflicts in 11 countries: Moldova, Armenia, Azerbaijan, Georgia, Ukraine, Iraq, Libya, Yemen, Palestinian territories, South Sudan and Central African Republics.

The work is carried out in around 15 projects under three sub-programmes: i) Mediation and Dialogue, in order to enhance the prospects for existing and potential peace processes, support their effectiveness and ensure the sustainability of their results, ii) Mediation support, in order to enable states, multinational organisations and key individuals to be better equipped to undertake and support mediation endeavours and iii) Support to states and societies in conflict prevention and resolution, in order to foster participatory design and implementation of policies and practices relevant for conflict prevention and resolution in fragile contexts. The programme supports the effective design and implementation of peace and transition processes in all of their phases. Specific emphasis is placed on women's participa-

tion and the role of gender-sensitivity in these processes. The MFA has granted 13 300 000 EUR to the implementation of the programme in 2014-2016.

Fairtrade Finland

Fairtrade Finland's mission is to improve production and living conditions of small producers and workers in developing countries. The three year programme aims at achieving sustainable livelihoods for small-scale coffee producers with i) More efficient and productive small producer organizations ii) enhanced capacity of producer networks to deliver services to their members. The MFA has granted 1 800 000 euros for the implementation of the three year programme in 2014-2016.

The four projects of the programme are implemented in Central and Latin America. Coffee producer support activities will be delivered in Guatemala, Honduras and Nicaragua. Producer networks capacity will be developed in Latin America and the Caribbean.

Finnish Evangelical Lutheran Mission FELM

The FELM Development Cooperation Programme is a six-year program (2011-2016), divided into two three-year budget periods. The second half of the program will be implemented during the years 2014-2016. In 2014, the program was implemented in 16 countries, through 50 partners and 86 projects. FELM has a long-standing partnership with the MFA through the program-based funding modality as well as the partnership scheme since the establishment of these funding instruments. Established in 1859, FELM is one of the first organizations to work in development cooperation in Finland.

The program objectives are women's and girl's empowerment, the rights of persons with disabilities, persons living with HIV and AIDS and other marginalized groups of people as well as sustainable development and climate change. This includes strengthening inter alia food security, gender equality, education and health, income generation, environment and adaptation to climate change, all for the advancement of poverty reduction and human rights. In the implementation multiple strategies are used, such as capacity building of the beneficiaries and local partners / rights-holders and duty-bearers, improving the quality of project management and implementation, raising awareness of human rights and active citizenship, strengthening networks, advocacy, and supplying financial, technical and material support. The operational principles include equality, inclusiveness and participation, local ownership, non-discrimination, transparency and accountability. During the next programme period 2017-2022, the work is tentatively planned to be implemented in 14 countries: Bolivia, Botswana, Cambodia, Colombia, Ethiopia, Laos/Thailand, Mauritania, Myanmar/Thailand, Nepal, Palestinian territories, South Africa, Senegal, Tanzania and Zimbabwe. Some of the program level documents, such as annual reports are written in Finnish, others in English. Project level documents are in English, Spanish and French.

The implementing partners are national and international non-governmental organizations, churches and networks. The program consists of project work (regular and disability projects under a separate disability sub-program), emergency work, advocacy, technical support/experts and development communication and global education. In addition, capacity building, program development and evaluation are part of the overall program implementation. The MFA has granted 22 800 000 EUR (2011-2013) and 25 200 000 EUR (2014-2016) for the implementation of the program.

The work is carried out in 17 countries: Angola, Bolivia, Botswana, South Africa, Ethiopia, Cambodia, China, Colombia, Mauritania, Myanmar/Thailand, Nepal, Palestinian territories, Senegal, Tanzania, Laos/Thailand, Vietnam and Zimbabwe.

Finnish Refugee Council

The development Cooperation program of Finnish Refugee Council is implemented in prolonged refugee situations and in post conflict areas. The goal is to increase equality and participation as well as to improve the realisation of human rights in selected activity areas and among target groups. The objec-

tives of the programme are: i) the target group's ability to influence the realisation of their basic rights and prevent violent conflicts is enhanced ii) non-discrimination and equality among the target communities is increased and iii) Poverty is reduced among the target group through improved capabilities to control their own lives and increase in skills

Programme is divided in three geographical sub programmes: refugee programme in Uganda, programme for social integration in Western Africa and livelihood support programme in Mekong area. The work is carried out in 10 projects. Activities are: adult education, especially functional education including reading literacy and civic rights, community development where emphasis is on education, peace building and conflict prevention as well as supporting livelihood and capacity building of civil society organisations. The MFA has granted 6 300 000 EUR of Programme support to the Finnish refugee council for 2014-2016. The program document has been written in Finnish but the annual reports in English.

Taksvärkki (ODW Finland)

In development co-operation activities, ODW's aim is to support young people's opportunities to manage their lives and develop their communities. The organizations work is founded on a rights-based approach, supporting the promotion of child and youth rights and the participation of youth within their communities. The program aims to strengthen youth-driven activities, participation and awareness and knowledge of the rights and obligations of youth. In developing countries this is done by supporting development projects of local NGOs, and in Finland through development education and information work in Finnish schools.

Collaborating partner organizations in the developing world are ODW's program partners. The programs project themes are: supporting vocational training and school attendance (Sierra Leone, Mozambique), preventive youth work (Bolivia), prevention of child labor (Cambodia), youth participation in municipal decision-making (Guatemala) and street children (Kenya and Zambia). The MFA has granted 2 700 000 EUR of Programme support to the ODW Finland for the years 2014-2016.

WWF Finland

The objective of WWF Finland's international work is to ensure that the valuable natural environment in globally important areas, based on human needs and biodiversity, is conserved and valued, responsibly used and managed and equitably governed by people and governments to secure long-term social, economic and environmental benefits, in order to fulfil the rights and well-being of present and future generations.

WWF Finland programme focuses on the following work areas: a) Biodiversity conservation, b) Sustainable natural resource management, c) Good governance, d) Ecological footprint

The work is implemented in Nepal, India, Bhutan, Tanzania, Mozambique and Indonesia. These countries are linked to regional priority programmes of the global WWF Network, which are Coastal East Africa (Tanzania and Mozambique), Heart of Borneo (Indonesia) and Living Himalayas (Nepal, Bhutan and India). The MFA has granted a total of 5 754 637 EUR to the implementation of the WWF Finland's programme during 2014-2016.

3. PURPOSE AND OBJECTIVES

The purpose of the evaluation is to provide evidence based information and guidance for the next update of the guidelines for Civil Society in development policy as well as for the programme-based modality on how to 1) improve the results based management approach in the programme-based support to Civil Society for management, learning and accountability purposes and 2) how to enhance the achieving of results in the implementation of Finnish development policy at the Civil Society programme level. From

the point of view of the development of the program-based modality, the evaluation will promote joint learning of relevant stakeholders by providing lessons learned on good practices as well as needs for improvement.

The objectives of the evaluation are

- to provide independent and objective evidence on the results (outcome, output and impact) of the Civil Society development cooperation programmes receiving programme-based support;
- to provide evidence on the successes and challenges of the Civil Society development cooperation programmes by assessing the value and merit of the obtained results from the perspective of MFA policy, CSO programme and beneficiary level;
- to provide evidence on the functioning of the results-based management in the organizations receiving programme support;
- to provide evidence of the successes and challenges of the programme-support funding modality from the results based management point of view.

4. SCOPE OF THE EVALUATION

The evaluation covers the programs of the 22 Finnish civil society organizations receiving programme based funding from the Ministry for Foreign Affairs of Finland. The evaluation covers both financial and non-financial operations and objectives in the CSO programmes. The evaluation consists of two components. It is organized in such a way that the two components support and learn from each other. While the findings of the programme evaluations of the selected six CSOs are reported in separate reports, the findings are synthesized into the broader document analysis of the results based management of all the 22 organizations.

Component 1 consists of programme evaluation of the 6 selected civil society organizations: Crisis Management Initiative, Fairtrade Finland, Finnish Evangelical Lutheran Mission, Finnish Refugee council, Taksvärkki (ODW Finland) and WWF Finland. This includes field visits to a representative sample of projects of each programme.

Component 2 includes an assessment of the results based management chain in the 22 Finnish civil society organizations and in the management of the programme-based support in the Ministry. This includes document analysis and verifying interviews of the key informants in Helsinki to analyze the formulation processes of the programmes, overall structure of the two latest programmes, key steering processes and structures as well as accountability mechanisms to MFA and to beneficiaries.

The evaluation covers the period of 2010–2015. The guidelines for Civil Society in Development cooperation became effective in 2010 and the new instructions concerning the Partnership Agreement Scheme became operative in 2011. However, a longer period, covering the earlier development cooperation implemented by the programme support CSOs is necessary since many of the programmes and individual projects in the programmes started already before 2010 and the historical context is important to capture the results.

5. THE EVALUATION QUESTION

The following questions are the main evaluation questions:

Component 1:

What are the results (outputs, outcomes and impact) of the CSO programmes and what is their value and merit from the perspective of the policy, programme and beneficiary level?

Component 2:

Do the current operational management mechanisms (programming, monitoring, managing, evaluating, reporting) in the CSOs support the achievement of results?

Have the policies, funding modality, guidance and instructions from the MFA laid ground for results-based management?

The evaluation team will elaborate these main evaluation questions and develop a limited number of detailed Evaluation questions (EQs) presenting the evaluation criteria, during the evaluation Inception phase. The EQs should be based on the priorities set below and if needed the set of questions should be expanded. The EQs will be based on the OECD/DAC and EU criteria where applicable. The EQs will be finalized as part of the evaluation inception report and will be assessed and approved by the Development Evaluation Unit (EVA-11). The evaluation is also expected to apply a theory of change approach in order to contextualize the criterion for the evaluation questions.

The Priority issues for the Results based management chain of the CSOs:

The guiding principles for RBM in Finland's development cooperation (2015) will form the basis for evaluating the results based management mechanisms, which will be further developed to include other issues that rise from the document analysis.

The evaluation will assess the extent to which 1) all the programme intervention areas support the overall mission of the organization and fall into the comparative advantage/special expertise of the organization 2) Clear results targets have been set to all levels (programme, country, project) 3) Credible results information is collected 4) The results information is used for learning and managing as well as accountability 5) Results-oriented culture is promoted and supported by the CSOs and by the management of the programme-based support in the MFA 6) The focus on short and long term results is balanced and the link between them is logical and credible.

The Priority issues of the CSO programme evaluation:

The CSO programme evaluations will be evaluated in accordance with the OECD DAC criteria in order to get a standardized assessment of the CSO programmes that allows drawing up the synthesis. In each of the criteria human rights based approach and cross cutting objectives must be systematically integrated (see UNEG guidelines).

Relevance

- Assess the extent to which the development cooperation programme has been in line with the Organizations' overall strategy and comparative advantage
- Assess the extent to which the CSO program has responded the rights and priorities of the partner country stakeholders and beneficiaries, including men and women, boys and girls and especially the easily marginalized groups.
- Assess the extent to which the Program has been in line with the Finnish Development Policy priorities.

Impact

- Assess the value and validate any evidence or, in the absence of strong evidence, "weak signals" of impact, positive or negative, intended or unintended, the CSO programme has contributed for the beneficiaries.

Effectiveness

- Synthesize and verify the reported outcomes (intended and un-intended) and assess their value and merit.
- Assess the factors influencing the successes and challenges

Efficiency

- Assess the costs and utilization of financial and human resources (financial& human) against the achieved outputs
- Assess the efficiency of the management of the programme
- Assess the risk management

Sustainability

- Assess the ownership and participation process within the CSO programme, e.g. how the participation of the partner organizations, as well as different beneficiary groups have been organized.
- Assess the organizational, social and cultural, ecological and financial sustainability

Complementarity, Coordination and Coherence

- Assess the extent to which CSO's programme has been coordinated with other CSOs, development partners and donors.
- Synthesize and assess the extent to which the CSO programme has been able to complement (increase the effect) of other Finnish policies, funding modalities (bilateral, multilateral) and programmes by other CSOs from Finland or developing countries.

6. GENERAL APPROACH AND METHODOLOGY

The approach of the evaluation combines the need to obtain a general overview of the status of results-based management in the CSOs and to research in more depth, looking more closely at achieving results in the selected six CSOs' programmes. Field visits will be made to a representative sample of projects of the six CSO programmes. The sampling principles and their effect to reliability and validity of the evaluation must be elaborated separately.

Mixed methods for the analyzing of data will be used (both qualitative and quantitative) to enable triangulation in the drawing of findings. The evaluation covers both financial and non-financial operations and objectives in the CSO programmes, and the methodology should be elaborated accordingly to assess the value of both. If sampling of documents is used, the sampling principles and their effect to reliability and validity of the evaluation must be elaborated separately. A systemic analysis method will be used to analyze the data.

The Approach section of the Technical tender will present an initial workplan, including the methodology (data collection and analysis) and the evaluation matrix, which will be elaborated and finalized in the inception phase. The evaluation team is expected to construct the theory of change and propose a detailed methodology in an evaluation matrix which will be presented in the inception report.

The approach and working modality of evaluation will be participatory. During the field work particular attention will be paid to human right based approach, and to ensure that women, vulnerable and easily marginalized groups are also interviewed (See UNEG guidelines). Particular attention is also paid to the adequate length of the field visits to enable the real participation as well as sufficient collection of information also from other sources outside the immediate stakeholders (e.g. statistics and comparison material). The field work for each organizations will preferably last at least 2-3 weeks but can be done in

parallel. Adequate amount of time should also be allocated for the interviews conducted with the stakeholders in Finland. Interview groups are to be identified by the evaluation team in advance.

Validation of all findings as well as results at the programme level must be done using multiple sources. The main document sources of information include strategy and programme documents and reports, programme/project evaluations, minutes of annual consultations, official financial decisions, Finland's Development Policy Strategies, guidance documents, previously conducted CSO and thematic evaluations and similar documents. The evaluation team is also required to use statistics and different local sources of information, especially in the context analysis, but also in the contribution analysis. It should be noted that part of the material is in Finnish.

Supportive information on all findings must be presented in the final reports. The team is encouraged to use statistical evidence where possible. Direct quotes from interviewees and stakeholders may be used in the reports, but only anonymously and when the interviewee cannot be identified from the quote. In the component 1 programme evaluations, statistical evidence and supportive information must be presented on aggregated results, where possible.

7. EVALUATION PROCESS, TIMELINES AND DELIVERABLES

The evaluation will tentatively start in November 2015 and end in June 2016. The evaluation consists of the following phases and will produce the respective deliverables. The process will move forward according to the phases described below. It is highlighted that a new phase is initiated only when all the deliverables of the previous phase have been approved by the Development Evaluation Unit (EVA-11). During the process particular attention should be paid to a strong inter-team coordination and information sharing within the team.

It should be noted that internationally recognized experts may be contracted by the MFA as external peer reviewer(s) for the whole evaluation process or for some phases/deliverables of the evaluation process, e.g. final and draft reports (evaluation plan, draft final and final reports). The views of the peer reviewers will be made available to the Consultant.

1. Start-up

The kick off meeting and a work shop regarding the methodology of the evaluation will be held with the contracted team in November 2015. The purpose of the kick off meeting is to go through the evaluation process and related practicalities. The work shop will be held right after the kick off meeting and its purpose is to provide the evaluation team with a general picture of the subject of the evaluation. Furthermore, the evaluation methodology and the evaluation matrix presented in the technical tender are discussed and revised during the work shop. The kick-off meeting will be organized by the EVA-11 in Helsinki.

Participants in the kick-off meeting: EVA-11 (responsible for inviting and chairing the session); reference group and the Team Leader, the Programme evaluation coordinators and the Home-Office coordinator of the Consultant in person. Other team members may participate.

Venue: MFA, Helsinki.

Deliverable: Agreed minutes of the kick off meeting and conclusions on the work shop.

2. Inception phase

The Inception phase is between November and January 2015 during which the evaluation team will produce a **final evaluation plan with a context analysis**. The context analysis includes a document analysis on the results based mechanisms as well as an analysis on the programmes of the selected six CSOs. Tentative hypotheses as well as information gaps should be identified in the evaluation plan.

The evaluation plan consists of the constructed theory of change, evaluation questions, evaluation matrix, methodology (methods for data gathering and data analysis, as well as means of verification of different data), final work plan with a timetable as well as an outline of final reports. The evaluation plan will also elaborate the sampling principles applied in the selection of the projects to be visited and the effects to reliability and validity that this may cause.

The evaluation plan will be presented, discussed and the needed changes agreed in the inception meeting in January 2015. The evaluation plan must be submitted to EVA-11 two weeks prior to the inception meeting to allow sufficient time for commenting.

Participants to the inception meeting: EVA-11; reference group and the Team Leader (responsible for chairing the session), the Programme evaluation Coordinators and the Home-Office coordinator of the Consultant in person. Other team members may participate via VC.

Venue: MFA, Helsinki.

Deliverable: Evaluation plan and the minutes of the inception meeting

3. Implementation phase

The Implementation phase will take place in January-March 2016 and it includes the field visits to a representative sample of projects and validation seminars. The MFA and embassies will not organize interviews or meetings with the stakeholders on behalf of the evaluation team, but will assist in identification of people and organizations to be included in the evaluation.

The purpose of the field visits is to reflect and validate the results and assessments of the document analysis. It should be noted that a representative of EVA-11 may participate in some of the field visits as an observer for the learning purposes.

The consultant will organize a debriefing/validation meeting at the end of each country visit. A debriefing/validation meeting of the initial findings of both components 1 and 2 will be arranged in Helsinki in March/April 2016.

The purpose of the validation seminars is to learn initial findings, but also to validate the findings. The workshops will be organized by the Consultant and they can be partly organized also through a video conference. After the field visits and validation workshops, it is likely that further interviews and document study in Finland will still be needed to complement the information collected during the earlier phases.

Deliverables/meetings: Debriefing/ validation workshop supported by a PowerPoint presentation on the preliminary results. At least one workshop in each of countries visited, and one joint workshop in the MFA on the initial findings of component 2 and organization specific workshops on initial findings of each programme evaluations.

Participants to the country workshops: The team members of the Consultant taking in the country visit (responsible for inviting and chairing the session) and the relevant stakeholders, including the Embassy of Finland and relevant representatives of the local Government.

Participants to the MFA workshops: EVA-11; reference group and other relevant staff/stakeholders, and the Team Leader (responsible for chairing the session) and the programme evaluation Coordinators of the Consultant (can be arranged via VC).

4. Reporting and dissemination phase

The Reporting and dissemination phase will produce the Final report and organize the dissemination of the results.

The reports should be kept clear, concise and consistent. The report should contain inter alia the evaluation findings, conclusions and recommendations and the logic between those should be clear and based on evidence.

The final draft report will be subjected to an external peer review and a round of comments by the parties concerned. The purpose of the comments is only to correct any misunderstandings or factual errors. The time needed for commenting is 2-3 weeks.

A final learning and validation workshop with EVA-11, the reference group including the concerning CSOs will be held at the end of the commenting period. The final learning and validation workshop will be held in Helsinki and the Team Leader (responsible for chairing the session) and the Programme evaluation coordinators of the Consultant must be present in person.

The reports will be finalized based on the comments received and will be ready by **31st May 2016**. The final reports must include abstract and summary (including the table on main findings, conclusions and recommendations) in Finnish, Swedish and English. The reports will be of high and publishable quality and the translations will match with the original English version. It must be ensured that the translations use commonly used terms in development cooperation.

The reports will be delivered in Word-format (Microsoft Word 2010) with all the tables and pictures also separately in their original formats. Time needed for the commenting of the draft report(s) is two weeks. The language of all reports and possible other documents is English. The consultant is responsible for the editing, proof-reading and quality control of the content and language.

As part of reporting process, the Consultant will submit a methodological note explaining how the quality control has been addressed during the evaluation. The Consultant will also submit the EU Quality Assessment Grid as part of the final reporting.

The MFA also requires access to the evaluation team's interim evidence documents, e.g. completed matrices, although it is not expected that these should be of publishable quality. The MFA treats these documents as confidential if needed.

Deliverables: Final reports (draft final reports and final reports), methodological note and EU Quality Assessment Grid.

A management meeting on the final results will be organized tentatively in the beginning of June 2016 or on the same visit than the final validation and learning workshop.

It is expected that at least the Team leader and the coordinators of the CSO programme evaluations are present.

A press conference on the results of the evaluation will be organized in Helsinki tentatively in June 2016. It is expected that at least the Team leader is present.

A public Webinar will be organized by the EVA-11. Team leader and the coordinators of the CSO programme evaluations will give a short presentations of the findings in a public Webinar. Presentation can be delivered from distance. A sufficient Internet connection is required.

Optional learning sessions with the CSOs (Sessions paid separately. Requires a separate assignment by EVA-11)

The MFA will draw a management response to the recommendations at two levels/processes: the results based management report will be responded in accordance with the process of centralized evaluations and the organization reports in accordance with the process of decentralized evaluations as described in the evaluation norm of the MFA. The management response will be drawn up on the

basis of discussions with the CSOs concerned. The follow up and implementation of the response will be integrated in the planning process of the next phase of the programme-based support.

8. EXPERTISE REQUIRED

There will be one **Management team**, responsible for overall planning management and coordination of the evaluation. The Team leader, the Programme evaluation coordinators and the Home officer of the Consultant will form the Management group of the evaluation Consultant, which will be representing the team in major coordination meetings and major events presenting the evaluation results.

One Team leader level expert will be identified as the **Team Leader** of the whole evaluation. The Team Leader will lead the work and will be ultimately responsible for the deliverables. The evaluation team will work under the leadership of the Team Leader who carries the final responsibility of completing the evaluation.

One senior expert level expert of each of the CSO specific programme evaluation teams will be identified as a **Programme evaluation Coordinator**. The programme evaluation coordinator will be contributing the overall planning and implementation of the whole evaluation from a CSO perspective and also responsible for coordinating, managing and authoring the specific CSO programme evaluation work and reports.

The competencies of the team members shall be complementary. All team members shall have fluency in English. It is also a requirement to have one senior team member in each programme evaluation team as well as in the management team is fluent in Finnish as a part of the documentation is available only in Finnish. Online translators cannot be used with MFA document material.

Successful conduct of the evaluation requires a deep understanding and expertise on results-based management in the context of different aid modalities but especially in civil society organizations. It also requires understanding and expertise of overall state-of-the-art international development policy and cooperation issues including programming and aid management, development cooperation modalities and players in the global scene. It also requires experience and knowledge of HRBA and cross-cutting objectives of the Finnish development policy and related evaluation issues.

Detailed team requirements are included in the Instructions to the Tenderers (ITT).

9. BUDGET

The evaluation will not cost more than € 450 000 (VAT excluded).

10. MANAGEMENT OF THE EVALUATION

The EVA-11 will be responsible for overall management of the evaluation process. The EVA-11 will work closely with other units/departments of the Ministry and other stakeholders in Finland and abroad.

A reference group for the evaluation will be established and chaired by EVA-11. The mandate of the reference group is to provide advisory support and inputs to the evaluation, e.g. through participating in the planning of the evaluation and commenting deliverables of the consultant.

The members of the reference group may include:

- Representatives from relevant units/departments in the MFA forming a core group, that will be kept regularly informed of progress
- Representatives of relevant embassies
- Representatives of civil society organizations

The tasks of the reference group are to:

- Participate in the planning of the evaluation
- Participate in the relevant meetings (e.g. kick-off meeting, meeting to discuss the evaluation plan, wrap-up meetings after the field visits)
- Comment on the deliverables of the consultant (i.e. evaluation plan, draft final report, final report) with a view to ensure that the evaluation is based on factual knowledge about the subject of the evaluation

Support the implementation, dissemination and follow-up on the agreed evaluation recommendations.

11. MANDATE

The evaluation team is entitled and expected to discuss matters relevant to this evaluation with pertinent persons and organizations. However, it is not authorized to make any commitments on behalf of the Government of Finland. The evaluation team does not represent the Ministry for Foreign Affairs of Finland in any capacity.

All intellectual property rights to the result of the Service referred to in the Contract will be exclusive property of the Ministry, including the right to make modifications and hand over material to a third party. The Ministry may publish the end result under Creative Commons license in order to promote openness and public use of evaluation results.

12. AUTHORISATION

Helsinki, 2.10.2015

Jyrki Pulkkinen

Director

Development Evaluation Unit

Ministry for Foreign Affairs of Finland

Reference and Resource material

DEVELOPMENT POLICY PROGRAMMES OF FINLAND

Development Policy Programme 2004

<http://formin.finland.fi/public/default.aspx?contentid=84297&nodeid=15457&contentlan=2&culture=en-US>

Development Policy Programme 2007

<http://formin.finland.fi/public/default.aspx?contentid=107497&nodeid=15457&contentlan=2&culture=en-US>

Development Policy Programme 2012

<http://formin.finland.fi/public/default.aspx?contentid=251855&nodeid=15457&contentlan=2&culture=en-US>

GUIDELINES AND POLICIES

Evaluation Manual of the MFA (2013)

<http://www.formin.finland.fi/public/default.aspx?contentid=288455&nodeid=34606&contentlan=2&culture=en-US>

Results based management (RBM) in Finland's Development Cooperation

<http://formin.finland.fi/public/default.aspx?contentid=332393&nodeid=49273&contentlan=1&culture=fi-FI>

UNEG Manual: Integrating Human Rights and Gender Equality in Evaluations (2014)

<http://www.uneval.org/document/detail/1616>

Guidelines for Civil Society in Development Cooperation (2010)

<http://formin.finland.fi/public/default.aspx?contentid=206482&nodeid=15457&contentlan=2&culture=en-US>

Ministry for Foreign Affairs' democracy support policy (2014)

<http://formin.finland.fi/public/default.aspx?contentId=311379&nodeId=15145&contentlan=2&culture=en-US>

Instructions concerning the Partnership Agreement Scheme (2013)

<http://formin.finland.fi/public/download.aspx?ID=117710&GUID={FC6AEE7E-DB52-4F2E-9CB7-A54706CBF1CF}>

Thematic policies and guidelines

<http://formin.finland.fi/public/default.aspx?nodeid=49719&contentlan=2&culture=en-US>

EVALUATIONS AND REVIEWS

Independent Review of Finnish Aid (2015)

<http://formin.finland.fi/public/default.aspx?contentid=328296&nodeid=15145&contentlan=2&culture=en-US>

Evaluation: Complementarity in Finland's Development Policy and Co-operation (2013)

<http://formin.finland.fi/public/default.aspx?contentId=299402&nodeId=15145&contentlan=2&culture=en-US>

Evaluation: Finnish NGO Foundations (2008)

<http://formin.finland.fi/public/default.aspx?contentId=161405&nodeId=49326&contentlan=2&culture=en-US>

Evaluation: Finnish Partnership Agreement Scheme (2008)

<http://formin.finland.fi/public/default.aspx?contentId=133140&nodeId=49326&contentlan=2&culture=en-US>

Evaluation of the Service Centre for Development Cooperation (KEPA) in Finland (2005)

<http://formin.finland.fi/public/default.aspx?contentid=71136&nodeid=49326&contentlan=2&culture=en-US>

Strengthening the Partnership Evaluation of FINNIDA's NGO support programme (1994)

Report of Evaluation Study 1994:1, Available only in printed version (MFA Library).

ANNEX 2: EVALUATION MATRIX

| DAC Criteria and Evaluation questions | Evaluation Sub-Question (SQ) | Indicators | Method of data collection | Source of data |
|---|--|--|---|--|
| RELEVANCE EQ 1. How relevant is the CSO programme? | 1.1 Has the CSO programme been in line with the organisations' overall strategy and is the CSO focusing on its comparative advantage? | Consistency between CSO mission goals and goals of its development cooperation programme | Document review, interviews | Strategy documents, mission statements, programme documents, descriptions of areas of work/expertise; CSO staff |
| | 1.2 To what extent the CSO programme has responded to the rights and priorities of stakeholders and beneficiaries in the partner countries (including men, women, boys, girls and especially easily marginalised groups) | Assessments of the extent to which the situation analysis and implementation processes address relevant rights and priorities Objectives address the relevant rights of the target group (and marginalised groups if not explicitly part of rights holders) | Document review Focus group discussions (FGD), systematic interviews (some with marginalised groups) | Situation analysis documents; programme document and reports, Evaluation reports; beneficiaries and stakeholders including men, women, boys, girls and marginalised groups |
| | 1.3 To what extent is the CSO programme coherent with national policies and strategies in the partner countries? | Correspondence with partner countries' national policies and strategies | Document review, interview | Partner countries' national policies and strategies; Partner CSOs staff |
| | 1.4 How well is the programme aligned with Finnish development policy priorities? | Correspondence with Finnish development policy priorities. – The extent that a range of CSOs are supported in terms of geography, theme, target group, approach (pluralism) – The extent that the support promotes active citizenship, debate and local ownership (vibrancy) The extent of alignment between the ToC of CSO programmes and the ToC of MFA's support for CSO cooperation | Document review | CSO's programme documentation, Finnish development policy and strategy documents |

| DAC Criteria and Evaluation questions | Evaluation Sub-Question (SQ) | Indicators | Method of data collection | Source of data |
|---|--|---|---|---|
| EFFICIENCY EQ 2. How are the resources/inputs (funds, expertise, time, etc.) converted to outputs? | 2.1 What are the outputs and what is their value and merit from the perspective of the policy, programme and beneficiary level? | <p>The extent that stated outputs have been achieved</p> <p>The extent that outputs correspond with outputs of the overall ToC, namely outputs related to:</p> <ul style="list-style-type: none"> – Advocacy efforts at country level – Strengthening of resource mobilisation, organizational development, governance, competence and democratic values – The provision of basic services – Communication, advocacy and education efforts in Finland | Document review, systematic interviews with the beneficiaries, other interviews | Programme strategies, reports; partner CSO staff; beneficiaries |
| | 2.2 What are the costs and utilisation of financial and human resources against the achieved outputs? | <p>Administrative costs per standard unit (e.g., beneficiary, training costs).</p> <p>Assessment of the planning and implementation process</p> | Document review including collection of statistical data, interviews | Programme and project documents, financial and progress reports, audit reports, partner CSOs |
| | 2.3 How efficient is the management of the programme-based support (CSO and MFA level), including M&E? | Allocation of human resources and administration in the programme; frequency of M&E reports; availability of data on results; management decisions with reference to specific M&E data/reports | Document review, interviews | Programme management and M&E manuals; programme progress reports, audit reports, financial reports, evaluation reports, minutes of annual meetings between MFA and Finnish CSOs, MFA and Finnish CSO staff; documentation of management decisions |
| | 2.4 How well have risks been identified and managed? | Availability of risk assessment tools; identification of major risks and possible measures taken for handling them. | Document review, interviews | Risk assessment plan, context analysis, planning documents; project management manuals |
| | 2.5 How are the human rights principles of participation, equality and accountability embedded in the implementation of the programme? | <p>The capacity of staff to work with human rights principles is built</p> <p>The extent that human rights principles, including gender equality, are integrated in implementation processes</p> <p>The realisation of human rights principles is monitored and reported</p> | Document review, systematic survey based on documents, interviews | Programme document and reports; monitoring and evaluation plans; evaluation reports; interviews with Finnish CSO and partner CSO staff; interviews with rights holders |

| DAC Criteria and Evaluation questions | Evaluation Sub-Question (SQ) | Indicators | Method of data collection | Source of data |
|---|--|--|--|--|
| EFFECTIVENESS EQ 3. What are the outcomes of the CSO programmes? | 2.6 How well were the funds utilised across various parts of the programme? | Means and resources allocated for capacity development activities (coaching, training, re-organization, strategy development etc.) compared to those allocated to service delivery | Document review, collection of statistical data, interviews | Progress reports, training plans and reports, training materials, Finnish CSO and partner CSO staff |
| | 2.7 Would there have been more cost-efficient alternatives? | Assessment based on comparison with similar projects | Document review, interviews | Project implementation plan, progress reports, interviews with implementers |
| | 3.1 What are the outcomes of the CSO programme (intended and unintended) and what are their value and merit from the perspective of the policy, CSO programme and beneficiary level? | Beneficiaries/right holders' assessment of change Other stakeholder's assessment of change Knowledge of basic rights Cases where rights have been claimed | Systematic document review, systematic group and individual interviews, observations | Programme document, baseline studies, Finnish CSO's monitoring reports, progress reports with information on outputs and outcomes, mid-term reviews; project management staff; beneficiaries |
| | 3.2 What were the internal/external factors that influenced the successes and challenges? | The extent that structures and systems internal to the programme supported/hindered the attainment of results The extent that external opportunities/threats affected the attainment of results | Document review/analysis, interviews | Programme ToC and supporting documentation; interviews with CSO staff, partner CSO staff, beneficiaries; data on change collected by the evaluation, evaluation reports |
| | 3.3 To what extent has the programme built the capacity of partner CSOs for delivering services or for advocacy (perceived and factual changes) | Quantity and quality of delivered services by each partner across the evaluation period Quality of advocacy by partner CSOs across the evaluation period | Systematic interviews, document review | Key staff from partner CSOs, stakeholders, monitoring reports, evaluation reports |
| | 3.4 Has the programme contributed to the achievement of key cross-cutting objectives including gender equality, reduction of inequalities and promotion of climate sustainability? | Change from the point of view of marginalised groups | Document review, systematic interviews | Annual programme reports, evaluation reports; beneficiaries |
| | 3.5 To what extent has the partner country CSOs benefitted from direct links to the Finnish CSO? | Perceptions on the value provided by Finnish CSO partners | Interviews | Partner organization's staff |

| DAC Criteria and Evaluation questions | Evaluation Sub-Question (SQ) | Indicators | Method of data collection | Source of data |
|---|--|---|--|---|
| IMPACT EQ 4. To what extent is there evidence of impact of the CSO programme in the partner countries? SUSTAINABILITY EQ 5. How far do the stakeholders have ownership and capacity to sustain the achieved results? | 4.1 What kind of evidence or signs are there of real and long lasting impact (positive or negative, intended or unintended)? | Evidence of likely contributions to real and long lasting change | Document review, interviews, statistical data when available | Annual reports, progress reports of development of partner countries goals; evaluation reports; stakeholders and beneficiaries |
| | 5.1 To what extent do partner organizations and beneficiary groups have ownership of the project(s)? | <p>The extent that partner organizations are in the drivers' seat and participate in decision processes. The extent that beneficiary groups have participated in decisions during the implementation process</p> <p>The extent that partners take own initiatives to address problems. The extent that the Finnish CSO funding to partner organizations constitutes core support</p> <p>The extent that partners describe programme as theirs</p> | Interviews, document review | Staff of Finnish CSOs and partner CSOs; stakeholders |
| | 5.2 What is the organizational, social, cultural, ecological and financial sustainability of the CSOs programmes? | <p>Effective use of social, cultural environmental or financial guidelines</p> <p>The extent that organizational capacities, including management, administration and governance, have been developed</p> | Document review, context analysis, interviews | CSOs' strategy documents, organizational, social, cultural, ecological and financial guidelines; programme reports, project reports, evaluation reports; stakeholders and beneficiaries |
| | 5.3 Has an exit strategy been developed and if so, how well is it being implemented? | <p>Documentation of the implementation of an exit/sustainability strategy.</p> <p>Level of own fund raising</p> | Document review Interviews | Project documents, Final reports, Annual reports; partner CSO staff |

| DAC Criteria and Evaluation questions | DAC Criteria and Evaluation questions | DAC Criteria and Evaluation questions | DAC Criteria and Evaluation questions | DAC Criteria and Evaluation questions |
|---|---|--|---------------------------------------|--|
| COMPLEMENTARITY, COORDINATION AND COHERENCE EQ 6. How and to what extent has the programme complemented and/or coordinated with other interventions? | 6.1 To what extent have CSOs' programmes been communicated to and/or coordinated with other CSOs, donors and other development partners? | The extent where the exchange of information among CSOs, donors and other development partners is Cases of coordination with other CSOs and development partners. | Interviews | Local partner organization, organizations they collaborate with, Finnish Embassy and relevant donor programmes |
| | 6.2 How and to what extent has the programme been able to complement (increase effect) of other Finnish policies, funding modalities (bilateral, multilateral) and programmes by other CSOs from Finland or developing countries. | Evidence of synergies with other Finnish interventions and/or developing country CSOs. | Interviews, document review | Local partner and Finnish Embassy; Evaluation of country strategies and country strategy modality |

ANNEX 3: PEOPLE INTERVIEWED

N.B. Titles and positions reflect the situation that prevailed at the time of the interviews, 2015–2016.

FINLAND

Ministry for Foreign Affairs of Finland

Georginah Gichohi, Programme Officer, Embassy of Finland, Nairobi

Taksvärkki

Lauri Peltonen, Director, Taksvärkki

Veera Blomster, Programme planner, Taksvärkki

Leena Honkasalo, Planner of Global Education, Taksvärkki

Marjukka Mankila, Coordinator of cooperation with schools, Taksvärkki

Kiviniityn school, Kokkola

Timo Nauha, Rehtori, Kiviniityn koulu, Kokkola

Eeva-Liisa Kiiskilä, Opettaja, Global Citizenship Project coordinator, Kiviniityn koulu, Kokkola

Elli-Noora Tammiainen, Oppilas, Oppilaskunnan edustaja, Kiviniityn koulu, Kokkola

Siiri Spets, Oppilas, Erasmus+, Kiviniityn koulu, Kokkola

Nelli Htoo, Oppilas, Guatemala group, Kiviniityn koulu, Kokkola

Anni Muilu, Oppilas, Guatemala group, Kiviniityn koulu, Kokkola

Jenny Salmela, Oppilas, Guatemala group, Kiviniityn koulu, Kokkola

Venla Knuutila, Oppilas, Guatemala group, Kiviniityn koulu, Kokkola

Jomi Alavesä, Oppilas, Guatemala group, Kiviniityn koulu, Kokkola

Olivia Prittinen, Oppilas, Oppilaskunnan puheenjohtaja, Kiviniityn koulu, Kokkola

Jukka Hulkko, Oppilas Nuorisovaltuusto ja tukioppilaat, Kiviniityn koulu, Kokkola

Alifeza Mozaffiri, Oppilas, Guatemala group, Kiviniityn koulu, Kokkola

Gigi Davis, Oppilas, Guatemala group, Kiviniityn koulu, Kokkola

Tui Kurival, Oppilas, Guatemala group, Kiviniityn koulu, Kokkola

Oo Meh, Oppilas, Guatemala group, Kiviniityn koulu, Kokkola

Zahra Rasouli, Oppilas, Guatemala group, Kiviniityn koulu, Kokkola

KENYA

UNDUGU

Celina Ogutu, Executive Director, Undugu Society of Kenya

Siprosa Rabach, Assistant Director, Social Programme, Undugu Society of Kenya

Joy Okinda, Senior Programme Manager, Undugu Society of Kenya

Hellen Kalinda, Programme Manager, Undugu Society of Kenya

Tabitah Midikali Mutiso, Team Leader, Kitengela Safety Home for Children, Undugu Society of Kenya

Stephen Lwanga, Administrative Officer, Kitengela Safety Home for Children, Undugu Society of Kenya

Siprosa Rabach, Assistant Director, Social Programme, Undugu Society of Kenya

Joy Okinda, Senior Programme Manager, Undugu Society of Kenya

Hellen Kalinda, Programme Manager, Undugu Society of Kenya

Tabitah Midikali Mutiso, Team Leader, Kitengela Safety Home for Children, Undugu Society of Kenya

Stephen Lwanga, Administrative Officer, Kitengela Safety Home for Children, Undugu Society of Kenya

Dedan Njeru, Youth facilitator, Dandora Field Office, Undugu Society of Kenya

John Karanja, Youth facilitator, Dandora Field Office, Undugu Society of Kenya

Fredrick Odhicimbo, Youth facilitator, Dandora Field Office, Undugu Society of Kenya

Oliver Gracho, Youth facilitator, Dandora Field Office, Undugu Society of Kenya

Johnson Mkiangi

Beldina Dnyango, CSEC volunteer, Undugu Regional Office, Kisumu

Silas Pile, RRR Volunteer, Undugu Regional Office, Kisumu

Felix Cdihambo, RRR Intern, Undugu Regional Office, Kisumu

Rebecca Atieno, RRR-CSEC, Undugu Regional Office, Kisumu

Jacob Musa Oyeyo, RRR YF, Undugu Regional Office, Kisumu

Emma Juma, RRR Volunteer, Undugu Regional Office, Kisumu

Charles Odhiambu, RR-Association, Undugu Regional Office, Kisumu

Elias Ngari, Programme Coordinator, Mathara, Undugu Society of Kenya

James Kamau, Secretary, Mukur uHerslat, Nairobi

Mathara

Christine Otumba, Children Officer, Department of Children Services, Mathara

Alice Wanjoh, Head Teacher, Mathara School, Nairobi

Sylvans Mutua, Social Worker, Mathara School, Nairobi

Luvutse Micheal, Child Support Group, Chairman, Mathara School

Samuel Ombuno, Child Support Group, Member, Mathara School

Thomas Nyambego, Child Support Group, Member, Mathara School

Caroline Akinyi, Child Support Group, Member, Mathera School
Angeline Ombango, Child Support Group, Member, Mathera School
Jane Andabwa, Child Support Group, Member, Mathera School
Jane Akinyi, Child Support Group, Member, Mathera School
Naomi Kombo, Child Support Group, Member, Mathera School
Moureen Mecha, Child Support Group, Member, Mathera School
Naom Kemunto, Child Support Group, Member, Mathera School
Roda Achero, Child Support Group, Member, Mathera School
Angeli Orango, Child Support Group, Member, Mathera School
Joanas Ownor, Child Support Group, Member, Mathera School
Geofry Mutinda, Child Right Club, Member, Mathare School
Ann Mueni, Child Right Club, Member, Mathare School
Grace Wanjiku, Child Right Club, Member, Mathare School
Faith Mbithe, Child Right Club, Member, Mathare School
Winnie Chepkoros, Child Right Club, Member, Mathare School
Melvin Dwate, Child Right Club, Member, Mathare School
Laureen Akinyi, Child Right Club, Member, Mathare School
Josephine Mumbi, Child Right Club, Member, Mathare School
Muoki Mutuku, Child Right Club, Member, Mathare School
Vincent Amwanjo, Child Right Club, Member, Mathare School
John Kalinga, Child Right Club, Member, Mathare School
Gideon Maundu, Child Right Club, Member, Mathare School

Youth Associations and Youth Groups in Kisumu

Collins Onyango, Youth Leader, Cross-over Reformed Group Youth Association, Kisumu
Evans Ochieng, Youth Leader, Swan Youth Association, Kisumu
Hillary Odhiambo, Youth Leader, Gonda Mashinami, Youth Association, Kisumu
Corrazonhe Aktoth, Youth Leader, Mahenga Youth Association, Kisumu
Beatrice Anyango, Youth Leader, Mahenga Youth Association, Kisumu
Nashon Omondi, Youth Leader, Mashinani Youth Association, Kisumu
Victor Ochieng, Secretary, Gonda Mashinavi Youth Association, Kisumu
Erick Omondi, Youth Leader, Kachok Youth Association, Kisumu
Kevin Otiendo, Youth Leader, Kaloleni Youth Association, Kisumu
Gilbert Odyor, Youth Leader, Mambeleo Youth Association, Kisumu
Collins Onyango, Youth Leader, Cross-over Reformed Group Youth Association, Kisumu

Evans Ochieng, Youth Leader, Swan Youth Association, Kisumu
Hillary Odhiambo, Youth Leader, Gonda Mashinami, Youth Association, Kisumu
Corrazonehe Aktoth, Youth Leader, Mahenga Youth Association, Kisumu
Beatrice Anyango, Youth Leader, Mahenga Youth Association, Kisumu
Nashon Omondi, Youth Leader, Mashinani Youth Association, Kisumu
Victor Ochieng, Secretary, Gonda Mashinavi Youth Association, Kisumu
Erick Omondi, Youth Leader, Kachok Youth Association, Kisumu
Kevin Otiendo, Youth Leader, Kaloleni Youth Association, Kisumu
Gilbert Odyor, Youth Leader, Mambeleo Youth Association, Kisumu

Youth Associations and Youth Groups in Nairobi

Youth Leader, Mukuru Herslas Youth Association, Nairobi
James Kamau, Secretary, Mukuru Herslat, Nairobi
Asnath Wangui, Youth Leader, Buiding Youth Association, Nairobi
Thomas Oduor, Secretary, Induka Sasa Association, Nairobi
Mary Njeri, Youth Leader, Round About Youth Association, Nairobi
Brian Maloba, Youth Leader, Induka Sasa Youth Association, Nairobi
Wambui Kamau, Youth Leader, VICCO Youth Association, Nairobi
John Ngugi, Youth Leader, Tujikuze Youth Association, Nairobi
John Owiso, Skills training provider, Johnist Autogarage, Nairobi

Others

Jane Muyanga Kitili, Assistant Director of Children Services, Ministry of Labour,
Social Security & Services, Republic of Kenya
Mohammed Juma, Health Officer, Medicine sans Frontiere, France
Elias Ngari, Programme Coordinator, Mathera, Undugu Society of Kenya

GUATEMALA

PAMI

Myrella Saadeh, Director, PAMI
Jorge Medrano, Subdirector, PAMI
Ana Silvia López, Project Coordinator, PAMI
Olga Marín, Administrator, PAMI
Larissa Fuentes, Administration Assistant, PAMI
Deborah Orozco, Communication, PAMI

Youth Movements

Keiner Barrios, Member, Youth Movement Suroccidente, Malacatán

Erick Barrios Orozco, Board member, Youth Movement Suroccidente, Malacatán

Cesar Rodas, Board member, Youth Movement Suroccidente, Malacatán

Dany Fernando Reyes

Father of Dany Fernando Reyes

Ligia Daniela Cordon Juarez, member, Youth Movement Moralense

Marlin Ralac Poroj, Youth Movement Moralense

Denese Echeverria, Youth Movement Moralense

Gladys Ramos, Youth Movement Moralense

Glendy Diaz, Youth Movement Moralense

Deshan Kimberly Echeverria, Youth Movement Moralense

Jeason Echeverria, Youth Movement Moralense

Zairy Diaz, , Youth Movement Moralense

Municipalities and Youth Networks

Èlida Garcia, Youth Facilitator, member of Red de Protección de la Niñez y Adolescencia, Coatepeque

Hector Garlo, Education officer, Court for Children and Youth of Coatepeque

Iris de León Velasquez, Officer, Municipal Office of Child, Adolescent and Youth, Malacatán

Heydi Hernández Mayorga, Coordinator, Municipal Office of Child, Adolescent and Youth, Morales

Henry Evans Flores, District Education Supervisor, Morales

Yulma de Garcia, Teacher,

Reina Zuñiga, Teacher

Marlene Galvez, School Assistant

Others*

Karla Yadira Martínez Ramos, mother of Gaudy Martínez

Sandra Arrivillaga, President, Municipal Commission for Woman, Coatepeque

Jeny del Carmen Pastor, Director, Instituto de Telesecundaria de Zunilito

Jesica López García, President, Consejo Comunal de Desarrollo, Mazatenango

Reina López Barrios, Social worker, First Instance Court for Child and Youth

José Marvin Rosal, Psicologist, First Instance Court for Family, Malacatán

*Interviews recorded by PAMI, 2014

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ANNEX 5: PROJECTS OF TAKSVÄRKKI'S DEVELOPMENT COOPERATION PROGRAMME

| Country & sector | Overall objective | Objective(s) of the project | Strategy / approach to achieve its objectives | Beneficiaries | Start - end dates | Implementing organization key partners |
|---|--|--|--|---|-------------------|--|
| CAMBO-DIA: Child Rights Advocacy and Youth Participation | <p>Non-formal: Contribute to the implementation of the Child Rights, youth participation and eradication of Child Labour in Cambodia</p> <p>In line with:</p> <ul style="list-style-type: none"> – UN Convention on the Rights of the Child (CRC) – Millennium development goals (MDG) – Development goals of the Royal Government of Cambodia stated in PRSP (Combating Child Labour and Trafficking, Child protection) – National Plan of Action on the Elimination of the Worst Forms of Child Labour (2008-2012) | <ul style="list-style-type: none"> – Increase mobilization among local communities on child rights and child protection issues – Increase knowledge, understanding and action among decision makers – Increase the capacity and effectiveness of LICADHO staff in Child Rights project management | <ul style="list-style-type: none"> – Local level Child protection Groups (CPG) acting as Child Rights agents – Creating space for children and youth being heard in community/ sangkat meetings – Advocating and campaigning on Child Rights, Child protection and Child Rights violation issues at local level | <p>Beneficiaries</p> <p>total: 97 870</p> <p>in Preah sihanouk, Koh Kong, Siam Reap, Kandal and Phnom Penh</p> <p>Project actors (active until June 2015):</p> <p>551 (230 F) adults, 106 (56 F) youths and 371 (190 F) children.</p> <p>Other beneficiaries</p> <p>2011-2015: 3143 children (and women in prisons) received intervention and assistance.</p> <p>Participants in public campaigns and awareness raising 93 699</p> | 1.2011 – 12.2015 | Cambodian League for the Promotion and Defense of Human Rights (LICADHO) |

| Country & sector | Overall objective | Objective(s) of the project | Strategy / approach to achieve its objectives | Beneficiaries | Start - end dates | Implementing organization key partners |
|--|--|---|---|--|-------------------|--|
| MOZAMBIQUE: Volunteerism, Education, vocational training, WASH, youth role in community development | <p>Non Formal: Reduction of poverty, crime and marginalization in the township of Chamanculo. Promote active citizenship and democratic participation.</p> <p>In line with:</p> <ul style="list-style-type: none"> – UN CRC – UN MDG <p>Agenda 2025, the Five Year Programme (<i>Programa Quinquenal do Governo para 2010-2014</i>) and the Action Plan for the Reduction of Absolute Poverty (PARPA II). + PARPA III</p> <p>Urban Poverty Reduction Strategy Paper (<i>Programa Estratégico para a Redução da Pobreza Urbana 2010-2014</i>, PERPU</p> | <ul style="list-style-type: none"> – Improve the living conditions of young people and adults in Chamanculo C – Promote democratic participation of young people and adults in Chamanculo C | <ul style="list-style-type: none"> – Reduce urban poverty of vulnerable youth in Chamanculo through access to training and employment – Improve equal opportunities to primary education through pedagogical and material support for vulnerable children – Promote youth participation in civil society and democratic processes through providing knowledge and experience – Contribute to reduction of youth delinquency and number of new HIV infections through activities and information provided for youth – Improve sanitation facilities for vulnerable families in Chamanculo | <p>Total direct beneficiaries: 11 915 in Chamanculo area:</p> <ul style="list-style-type: none"> – Vocational training: 364 (F 227) – Education: 2071 (F 1368) – Prevention of youth delinquency: 3282 (F 1765) – Sanitation: 6195 (F 3207) – Total indirect beneficiaries: 23 605 <p>Other beneficiaries:</p> <ul style="list-style-type: none"> – Volunteers: 80 (F 40) – Activists: 48 (F 28) – Asscodecha personnel through capacitation: 18 (F 7) | 1.2012–12.2016 | ASSCODECHA (Associação Comunitária Para o Desenvolvimento do Chamanculo) |

| Country & sector | Overall objective | Objective(s) of the project | Strategy / approach to achieve its objectives | Beneficiaries | Start - end dates | Implementing organization key partners |
|---|---|---|--|---|-------------------|--|
| SIERRA LEONE: Youth participation, second chance education | <p>Non formal: To build the capacities of youth to contribute, advocate, and draw the attention of stakeholders in Sierra Leone to the need to include youth in key decision-making processes.</p> <p>In line with:</p> <ul style="list-style-type: none"> – UN CRC – UN MDG – National Youth Policy (by NAYCOM) | <ul style="list-style-type: none"> – Youth in the targeted communities are educated and empowered to take action in the local decision making processes – Increased participation and influence of youth in decision making processes in the target communities | <p>The project builds upon the CCVAs information and networks that exists in the targeted project areas. The local authorities and school management have been engaged in the activities. The aim is to extend the network of skillful and active youth in the rural areas and to have role models who tell their story to their peers and leaders about the importance of education, social change and youth participation.</p> | <p>Direct beneficiaries: Livelihood skills for total 1100 youth annually:</p> <ul style="list-style-type: none"> – in and out of school youth / untrained youths – Young women and girls (rural girls, single parents/ teenage mothers and commercial sex workers) – People with disabilities including youth and children <p>75 school dropout girls for second chance education annually</p> <p>100 community leaders and chiefs annually</p> | 1.2014–12.2016 | <p>CCVA (Center for Coordination of Youth Activities)</p> <p>The National Youth Commission, Ministry of Education Science and Technology, Ministry of Health and Sanitation, the Ministry for Youth Affairs, the National Aids secretariat and the Ministry of Health and Sanitation are partners in the project implementation in Sierra Leone.</p> |

| Country & sector | Overall objective | Objective(s) of the project | Strategy / approach to achieve its objectives | Beneficiaries | Start - end dates | Implementing organization key partners |
|--|--|--|--|--|-------------------|--|
| GUATE-MALA: Child Rights Advocacy and Youth Participation | <p>Non formal: Contribute in positioning the rights and dignity of children and adolescents as central issues of municipal level politics in Guatemala</p> <p>In line with:</p> <ul style="list-style-type: none"> – UN CRC – UN MDG – PRSP Guate solidaria Rural (2006) – National Laws stating citizen participation on municipal development: <p>la Ley de Protección integral de la Niñez y Adolescencia, La Ley de Consejos de Desarrollo Urbano y Rural, Ley de Descentralización and Código Municipal</p> | <p>To improve the possibilities of adolescents and youth to act as active citizens and to increase their participation in local decision making processes, so that they can actively contribute to building societies that respect child and youth rights.</p> | <ul style="list-style-type: none"> – Creating six municipal youth movements, providing education (two years "diplomado" program) and capacitation to the movements, and encouraging the youth in local level advocacy work. – Trainings to adult decision makers to make them understand the importance of respecting youth rights, especially the right to participate and to be heard. – Youth movements networking and acting together with local adults to promote children's and youth's rights. – Local civil societies are activated to conduct social audits and prepare public policy proposals about children and youth issues in order to officially push the child rights public agendas in six municipalities in Guatemala. | <p>Total app. 11 300</p> <p>in Puerto Barrios, Morales, Coatepeque, Mazatenango, Zunilito and Malacatán</p> <p>Actors during 2013-2015:</p> <ul style="list-style-type: none"> – 685 (F 392) participants in youth movements – 98 adults (F53) – 57 organizations | 1.2013–12.2017 | PAMI Guatemala |

| Country & sector | Overall objective | Objective(s) of the project | Strategy / approach to achieve its objectives | Beneficiaries | Start - end dates | Implementing organization key partners |
|--|--|--|---|---|----------------------------|--|
| ZAMBIA: Street children and youth, right to recreation, youth participation | <p>Non Formal: <i>"The vision of the project is to see the Barefeet Children's Council (BCC) grow to be a children's parliament and becoming famous in Zambia."</i></p> <p>In line with:</p> <ul style="list-style-type: none"> – UN CRC – UN MDG <p>specifically in education, gender, and HIV awareness</p> <ul style="list-style-type: none"> – The vision 2030 plan for Zambia: using creative arts to promote gender equality and fight for human rights | <ul style="list-style-type: none"> – Children's Councils (BCC) established in Kaoma and Livingstone – Improved knowledge of the general public and gatekeepers about BCC's work and objectives | <ul style="list-style-type: none"> – Capacity building to BCC on planning and carrying out their activities – BCC in Lusaka will be a model for new BCCs in Kaoma and Livingstone – Networking with stakeholders (Child protection unit, social welfare, Ministry of Education, Ministry of Youth and Sports, other community gatekeepers) in order to strengthen the role of BCC and Barefeet Theatre in solving abuse cases in the communities | <p>N/A</p> <p>2015 is the first project year, the statistics on beneficiaries will be included in the annual report</p> | <p>1.2015– 12.2017</p> | Barefeet Theatre |

| Country & sector | Overall objective | Objective(s) of the project | Strategy / approach to achieve its objectives | Beneficiaries | Start - end dates | Implementing organization key partners |
|---|---|---|---|---|--------------------|--|
| KENYA: Street children and youth, Vocational training and entrepreneurship, Preventive youth work and rehabilitation | <p>Non formal: The project's vision: <i>"to see the number of children, youth and entire families living and working on the streets reduced in the whole country"</i></p> <p>In line with:</p> <ul style="list-style-type: none"> – UN CRC – UN MDG – Kenya's Economic Recovery Strategy (ERS) and Poverty Reduction Strategy papers (PRSP): economic growth, equitable social development and strengthening the political system – Kenya's "Vision 2030" | <ul style="list-style-type: none"> – To improve the wellbeing and livelihood opportunity of 400 children and 20 youth associations on the streets – To improve and enhance the capacities of parents, caregivers and children/youth in 10 schools by equipping them with relevant knowledge, skills and competencies to enable them prevent new children from entering the streets – To improve and enhance the capacity of USK's staff to undertake Advocacy and lobbying for the protection of the rights of vulnerable and marginalized children and youth living and working on the streets. | <ul style="list-style-type: none"> – Street associations formed by the youth for rehabilitation. – Vocational skills and life skills training (peer to peer approach) for the children and youth living in the streets. – Trainings for parents to improve their skills in effective parenting, access to alternative livelihoods and relationships with other stakeholders to address issues that affect children and youth from poor households. – Trainings to teachers and parents for knowledge and skills to prevent more children from going to the streets. | <p>N/A</p> <p>2015 is the first project year, the statistics on beneficiaries will be included in the annual report</p> | 1.2015– 12.2017 | Undugu Society of Kenya (USK) |

| Country & sector | Overall objective | Objective(s) of the project | Strategy / approach to achieve its objectives | Beneficiaries | Start - end dates | Implementing organization key partners |
|--|--|---|---|--|--------------------|---|
| NEPAL: WASH, education, youth participation | <p>Non formal:</p> <ul style="list-style-type: none"> – Child and environment friendly schools for pleasant and efficient learning, better access to schooling – Healthy environment through better sanitation and environment-friendly practices in communities <p>In line with:</p> <ul style="list-style-type: none"> – UN CRC – UN MDG – National Conservation Strategy (1988) – Poverty Reduction Strategy in Nepal, to support in campaign "Education for All" | <ul style="list-style-type: none"> – Child Clubs are strengthened and able to work as change agents in their schools and communities – Improved and sustained capacity of school stakeholders in project schools by acquiring relevant knowledge, skills and competencies to manage the school transparently and efficiently – Improved school environment in project schools – Improved capacity of ECCA to promote and lobby for improving school environment | <ul style="list-style-type: none"> – Establishing Child Clubs to act and advocate on school environment, sanitation and hygiene – Capacitating the school stakeholders and strengthening the cooperation between Child clubs and other school stakeholders to formulate and implement School improvement plans (SIP) – Creating model schools by improving sanitation, clean drinking water systems, classrooms and supporting vulnerable students | N/A the project activities will start in 2016 | 1.2016– 12.2018 | Environmental Camps for Conservation Awareness ECCA |

| Country & sector | Overall objective | Objective(s) of the project | Strategy / approach to achieve its objectives | Beneficiaries | Start - end dates | Implementing organization key partners |
|---|--|---|---|---|----------------------------|---|
| BOLIVIA: Education, Preventive Youth Work/ Access to Recreation, Youth Participation | <p>Non formal: Contribute to create and maintain spaces of wellbeing (to feel good with oneself and with others) with and for children, adolescents and youth of El Alto, based on respective inter and intra-cultural, inter and intra-generational relations</p> <p>In line with:</p> <ul style="list-style-type: none"> – UN CRC – UN MDG – El Plan de Desarrollo Nacional Bolivia Digna Soberana productiva y democrática (2008-2011) and Plan de Desarrollo Económico y Social (2012-2015), especially considering the new constitution and education reform stated by the Ley Avelino Siñani - Elizardo Pérez | <p>To provide local schools of El Alto with alternative teaching methods that develop communal leadership skills, self-esteem and identity of the children and youth to develop and strengthen the communal leadership skills, self-esteem and collective identities of children, youth and adolescents in outskirts of El Alto</p> | <ul style="list-style-type: none"> – Workshops for teachers on participative teaching methods developed by Compa – Training for youth to become trainers in Compa – Strengthening Compa's youth network – Art workshops and other creative activities for children and youth in Compa's four cultural centers and local schools – Public events and presentations to the community organized by children and youth as results of the workshops carried out at schools and cultural centers | <p>Direct beneficiaries total (estimated): 9740</p> <ul style="list-style-type: none"> – Youth network: 69 (F 29) active in the end of the project – children and youth in workshops 9141 – 530 teachers <p>The estimation of indirect beneficiaries (participants in public events, 9265 persons) reported only from the years 2011-2012, the total amount would be at least double</p> | <p>1.2010 –12.2014</p> | <p>Compa, Fundación Comunidad de Productores en Artes</p> |

| Country & sector | Overall objective | Objective(s) of the project | Strategy / approach to achieve its objectives | Beneficiaries | Start - end dates | Implementing organization key partners |
|--|--|---|--|---|-------------------|--|
| FINLAND: Global Citizenship Education | Increasing Finnish youth's awareness of global development issues and children's rights, and promoting youth active citizenship and participation. | Finnish elementary and secondary school students' understanding of and interest in global development issues and children's rights increases through school visits. Teachers learn how to use GCE methods and materials in their work. | Volunteer Global Educators receive training and then conduct school visits, giving workshops on development issues and children's rights for youth at elementary and secondary schools Teachers and teacher students receive training on GCE and its methods. Pedagogical approach: Participatory learning methods, popular education (Freire), transformative learning. | 16,203 students participated in workshops given at schools and youth centers around Finland (8,631 in 2013; 7,572 in 2014). 218 teacher students became acquainted with GCE methods at University Departments for Teacher Training. 99 teachers and other professional educators trained on children's rights and GCE methods. | 3.2013–12.2014 | Taksvärkki's member organizations (student organizations such as SLL ry, FSS rf, SAKI ry and others) Helinä Rautavaara Museum Global School / Maailmankoulu GCE network coordinated by Kepa |

| Country & sector | Overall objective | Objective(s) of the project | Strategy / approach to achieve its objectives | Beneficiaries | Start - end dates | Implementing organization key partners |
|--|---|---|---|--|---------------------|--|
| FINLAND: Global Citizenship Education | Finnish young people's understanding of children's rights, global development issues and youth as change agents increases, which leads to youth active citizenship. Students in Finland and their peers in developing countries share ideas and learn from each other. | Finnish elementary and secondary school students' and teachers' understanding of development issues and interest in global and children's rights increases. Teachers and teacher students learn how to use GCE methods and materials in their work. Students at Finnish partner schools get to know their peers in Taksvärkki's program countries and exchange ideas and opinions, which opens their eyes to the different realities of youth around the world. | Volunteer Global Educators receive training and then conduct school visits, giving workshops on development issues and children's rights for youth at elementary and secondary schools. Teachers and teacher students receive training on GCE and its methods. Advocacy for including GCE in curricula and schoolbooks. Developing tools and methods for quality GCE. Partner schools are selected for more in-depth cooperation and their GCE efforts are supported through teacher training and by facilitating experience exchange between Finnish youth and youth in Taksvärkki's program countries using social media. | 9,708 students participate in workshops given at elementary and secondary schools around Finland (by Dec 15, 2015). 106 teacher students become acquainted with GCE methods at University Departments for Teacher Training. 73 teachers and other professional educators trained on children's rights and GCE methods. Students and teachers in 5 partner schools and youth groups in 3 of Taksvärkki's program countries (estimated direct beneficiaries: 200, indirect: 1200–2000). | 1.1.2014–31.12.2016 | Taksvärkki's member organizations (student organizations such as FSS ry, SAKKI ry, SOOL ry and others) Global School / Maailmankoulu GCE network coordinated by Keka ECCA Nepal Barefeet Theatre, Zambia PAMI Guatemala |

| Country & sector | Overall objective | Objective(s) of the project | Strategy / approach to achieve its objectives | Beneficiaries | Start - end dates | Implementing organization key partners |
|-------------------------------|---|--|---|--|-------------------|--|
| Finland, International | Finnish young people's awareness and understanding of children's rights, global development issues and youth as change agents increases, which leads to youth active citizenship and participation. | <p>Reach thousands of children and youth with information campaigns that bring youth, reality and challenges from the Global South to classrooms in Finland whilst promoting global solidarity.</p> <p>Finnish elementary and secondary school students' and teachers' understanding and knowledge of and interest in global development issues, children's rights and global solidarity increases</p> <p>Students and student councils take part in the current campaign (Global Education workshops, classes and other campaign activities).</p> | <ul style="list-style-type: none"> – bring voices of the youth from the Global South to Finnish youth and present them as active and bright people eager to make a difference – breaking stereotypes – reach every secondary and upper secondary school and vocational school in Finland (principals and student councils in 1600 schools) – produce material both in Finnish and Swedish – reach more than 4500 individuals (teachers, principals) through direct monthly newsletter produce materials (short documentaries, video clips, short radio plays, tasks for lessons and workshops) that are easily used and adaptable for different schools, ages and groups with or without Taksvärkki's own Volunteer Global Educators | <p>About 24 000 students participated in the campaign in school year 2013-2014</p> <p>about 23000 students participated in the campaign in school year 2014-2015</p> <p>So far 16000 students participated in the campaign in school year 2015-2016 (by 31.12.2015)</p> <p>Thousands of students and youth who saw the photo exhibitions in more than 110 venues in libraries, youth centres and cafés and schools and universities around Finland 2013-2015</p> | 12.2013–12.2016 | <p>Taksvärkki's member organizations (student organizations SLL ry, FSS rf, SAKKI ry, OSKU ry, SOOL ry, others)</p> <p>CCYA, Sierra Leone, campaign 2013-2014</p> <p>Barefeet Theatre, Zambia, for campaign 2014-2015</p> <p>Undugu Society, Kenya, for campaign 2014-2015</p> <p>ECCA, Nepal, for campaign 2015-2016</p> <p>Curly youth magazine, in 2013, 2014 and 2015</p> <p>HAFF (Helsinki African Film Festival) in 2013, 2014 and 2015</p> <p>Global School / Maailmankoulu project Kepa.</p> |

ANNEX 6: EVALUATION CONCLUSION ON OTHER PROJECTS SUPPORTED BY TAKSVÄRKKI

| | Relevance | Efficiency | Effectiveness | Impact | Sustainability | Coordination Coherence Complementarity |
|--|--|---|--|---|--|---|
| Kenya/ UNDUGU Street children and Youth | Relevant in relation with Finland's development policy and with Taksvärkki's development cooperation programme of 2014-16. Respond well to the needs of target groups apart from the less attention given to girls and disabled living on streets | All activities managed efficiently including the financial management. Disbursement rate of funds is nearly 100%. PCM and RBM not implemented in project planning and reporting to Taksvärkki. | The street association model is an effective way of rescuing children and youth from the streets. Skills training, starting a business has helped many youth to resort from the life on the street and live in rented housing and even starting a family. Parent Support Groups and Child Rights Groups have proven effective in raising awareness of the rights of children and youth among the communities. Capacity building of the staff (social workers, interns and volunteers) who work with the parents and caregivers of neglected and abused children | Several youth and children departed from street life, Enhanced confidence and self-esteem of members of Street associations empowering individuals to aim for better life. Public awareness has increased Police harassment decreased UNDUGU model being transferred to other East African countries | UNDUGU's strategic approach of empowerment of the youth and also family re-integration through family therapy and follow-up promotes sustainability Using cost-efficient implementation mechanism through low-cost staffing (volunteers and facilitators) also provides a safeguard on continuation of the activities when the external financial support is radically reduced. | UNDUGU cooperates with several international and national organizations. (E.g. Department of Children Services under the Ministry of Labour and Social Welfare and Child Protection at regional and local levels, other international and national CSOs) Local networks have been established with other CSOs providing complementary services in child protection |

| Relevance | Efficiency | Effectiveness | Impact | Sustainability | Coordination Coherence Complementarity |
|--|--|---|---|--|---|
| <p>Guatemala/PAMI</p> <p>Child rights advocacy and youth participation</p> <p>Relevant in relation to Finland's development policy and well aligned with national policies and priorities.</p> | <p>Activities in the field are managed efficiently. There is a suitable balance between the project expenditures in Finland and Guatemala.</p> | <p>Significant achievement in regard to the recognition of the youth movements at municipal level, initial signs of youth empowerment, youth to engagement in community actions and awareness campaigns.</p> <p>Youth are learning fundamental skills on how to organize, plan, and communicate own needs and opinions.</p> | <p>The project has had an positive impact on almost seven hundred youth in enhancing their capacities, skills and self-esteem. The project has empowered approximately one hundred and fifty individuals and linked them to public organizations and civil networks</p> | <p>The strategic approach of PAMI to building and raise awareness in youth and adults living in poor municipalities promotes and/or secures sustainability</p> <p>PAMI depends on external funding from partners or agencies, and the capacity to sustain results is limited, unless there are mechanisms created under this project to attract funding from other sources</p> | <p>The project collaborates with local, national and international stakeholders working for the protection and promotion of children and youth's rights. The collaboration includes: municipal networks dealing with sexual and reproductive health, Municipal Networks of Protection and HIV/AIDS networks. At regional level the lessons of the project feed to the Niña-Niño Network, and the Latinamerican and Caribbean Network for the Defense of Rights of Children and Youth.</p> |
| <p>Bolivia/COMPA</p> <p>Art and Social Change project</p> <p>Human rights promotion and strong focus on equality of disabled, indigenous people and ethnic minorities and to a certain extent environmental sustainability aligned with Finland's development policy.</p> <p>Personal development of the youth as well as in reviving the cultural values a means of implementation</p> <p>Project was relevant at policy level and responding to the needs of beneficiaries.</p> | <p>The project activities were efficiently managed including the financial management. PCM in planning was not used.</p> | <p>Self-esteem among the beneficiaries (children and youth) was strengthened empowering them in becoming leaders within their communities.</p> <p>The youth network had been established and its members were committed to their groups. Their skills to observe and identify local problems and view them critically;</p> | <p>The alternative method developed by COMPA "liberating the body" (liberacion del cuerpo) can be applied in different contexts due to its flexibility has been used in COMPA's other projects indicating impact of the project outcomes. Whether this has happened is not clear.</p> | <p>The evaluation report recommends dissemination of the COMPA experiences through various networks and that its methods should be incorporated into teacher education in order to enhance its wider impact and sustainability.</p> <p>However, no data whether this has happened.</p> | <p>The evaluation does not report on this criterion</p> |

| | Relevance | Efficiency | Effectiveness | Impact | Sustainability | Coordination Coherence Complementarity |
|--|---|--|--|--|--|---|
| Cambodia/ LICADHO Promoting Child Rights and Pro- tecting Children from the worst forms of child labour | <p>Project aligned with the Finnish Development Policy Programme (2012). Also, the Cambodian legislation and government policies reflect the international commitments for child rights. However, gaps exist between the policies and their implementation.</p> <p>Project is relevant.</p> | <p>PCM systems and tools were developed and used. Logistical framework was only partly used with some outcome level indicators and none impact indicators. Efficiency had also been weakened by high staff turnover within LICADHO. At province level it was difficult to provide support to all CPGs due to staff workloads and time constraints.</p> | <p>Great variations on effectiveness, Child CPGs increased considerably, and the adult CPGs decreased.</p> <p>Adult CPGs slow in reporting child abuse cases – the youth and child CPGs very actively reporting</p> <p>The project had not yet included direct advocacy towards political decision-makers.</p> | <p>Increased awareness and understanding on child rights within CPGs and communities most likely as a result of awareness-raising.</p> <p>However, no documentation exists on identified abuse cases and their follow-up by local authorities, except the records kept by police. LICADHO keeps records on cases referred to them.</p> <p>High commitment and motivation among child and youth CPGs was also observed.</p> <p>55% of Child CPG members are girls. In youth CPGs the representation of girls and boys is equal.</p> | <p>Child and Youth CPGs are interested in continuing their CPG work even without LICADHO support. Children and youth had developed many fund-raising and saving activities to fund their activities. On the contrary the adult CPGs reported lack of funding and resources as an obstacle for their functioning.</p> <p>Changes in political settings can have a negative influence on the sustainability.</p> | <p>The evaluation does not report on this criterion</p> |

| Relevance | Efficiency | Effectiveness | Impact | Sustainability | Coordination Coherence Complementarity |
|---|---|---|--|---|--|
| <p>Mozambique/ ASSCODECHA Youth Livelihood and Participation</p> <p>Project is relevant in relation with Finnish development policy and aligned with the government of Mozambique and the Municipal Council plans</p> | <p>Financial administration at satisfactory level and competent financial officers confirmed by . External auditing.</p> <p>Using volunteers has promoted reaching a high number of beneficiaries in a cost-efficient manner. Good team work and commitment of the staff an indication of efficiency in managing the project.</p> | <p>Project has been effective in achieving the expected results in quantitative terms even though no systematic information on gender regardless of the focus on female beneficiaries.</p> <p>Systematic, disaggregated data is not available and hence, it was not possible to analyse the effect and impact on gender.</p> <p>The evaluation makes a recommendation to systematize Planning and reporting format including qualitative indicators and gender disaggregated data.</p> | <p>Short and long term impacts are visible, e.g. enhanced self-esteem, improved quality of life, improved literacy and vocational skills, positive behaviour change in children, existence of role models, improved hygiene, increased HIV testing, enhanced skills among the volunteers. Youth and children's active participation has increased as well as their understanding of human rights.</p> | <p>Some evidence of sustainability has been observed despite of the challenging work environment. This is due to the good collaboration with the authorities and due to the institutional capacity to acquire funds from other donors.</p> | <p>Evaluation does not report on this criterion.</p> <p>However, The evaluation's main recommendations emphasise enhancement of coordination, harmonisation and dissemination of lessons learned and best practices to the authorities, other CSOs in Chamanculo and beneficiaries.</p> |

| | Relevance | Efficiency | Effectiveness | Impact | Sustainability | Coordination Coherence Complementarity |
|--|---|---|--|--|---|---|
| Finland/ Taksvärkki Information campaigns and awareness- raising in schools | The project is aligned with Finland's Human Rights Based approach and the NBE's priorities concerning global education indicating relevance of the activities at school level. | Efficiently managed as measured against inputs vs. outputs E.g. 6000 students were targeted in 2013-2014 and 2014-2015, targets exceeded both years (8631 vs. 7688). Most quantitative targets met or exceeded with expenditures of appr. 63 000 in 2013 and 100 000 in 2014-2015/sept. Capacity to recruit and train volunteers and implement the activities in schools has been efficiently managed. Using volunteers has also contributed to the cost-efficiency. | Effectiveness was measured by collecting feedback from teachers and students after school visits. In 2014 written feedback was obtained from 169 teachers and from 633 students. The teachers' feedback was overwhelmingly positive praising the participatory methods in the workshops. The students' feedback was also positive even though they gave less open answers. 81% of the students considered theme of the visit important. Generally the feedback suggests that the global education had been effective . | Assessment of long-term impacts on the students' attitudes towards cultures in developing countries is difficult. Even though many comments were received on the eye-opening impact of learning of youth in developing countries. | Sustainability assessment was not applicable. | Taksvärkki's strength has been extensive networking and cooperation with other CSOs in Finland It has also intensified its cooperation with its member organisations |

| | Relevance | Efficiency | Effectiveness | Impact | Sustainability | Coordination Coherence Complementarity |
|--|--|--|--|--|--|--|
| Taksvärkki's programme – overall conclusions | <p>Taksvärkki is consistent in implementing its programme aligned with Human Rights approach focusing specifically on Child and Youth rights in its development cooperation programme</p> <p>Information campaigns and awareness –raising in Finnish schools are also in line with Finland's development policy</p> <p>Taksvärkki's programme in partner countries is based on the demands of the children and youth</p> | <p>Most projects are managed efficiently including financial management</p> <p>Taksvärkki's programme management is cost-efficient due to the utilization of volunteers in field activities</p> <p>In partner countries issues still remain in regard with MFA requirements on systematic planning using PCM with indicators at outcome and impact levels and reporting to the funding agency in accordance with RBM</p> | <p>Achievement of intended outcomes is clearly observed in the two projects in Kenya, and Guatemala and to certain extent in Bolivia and Cambodia.</p> <p>Particularly in Kenya the UNDUGU's Street Association Model has proven effective in rescuing and rehabilitating children and youth from the street</p> <p>The local partners have been selected focusing on good record of effective work modalities and are recognized at national level</p> <p>Desk review of the evaluation reports in other countries partially confirm this finding even though systematic data collection in some countries is lacking</p> | <p>The biggest overall impacts of Taksvärkki's programme in all partner countries are:</p> <ul style="list-style-type: none"> • The attitude change on child rights and protection • Enhanced self-esteem and confidence through empowerment • In Kenya the impacts are long-term in changing the lives of the youth on the streets • Taksvärkki has contributed to development of the UNDUGU's holistic model focusing on follow up of the interventions and continued support to the re-integrated families through family therapy | <p>Continuation of the activities after termination of the external funding is promoted in Taksvärkki's programme through using volunteers in field level activities which does not impose a heavy cost-burden to the partner organization</p> <p>However, continuous capacity building of the volunteers requires effective methods and competent staff which is the case in Taksvärkki's partner organisations</p> | <p>Taksvärkki implements an internally coherent programme and is widely networked with other organisations</p> |

ANNEX 7: INTERVIEW FORMATS FOR TARGET GROUPS

Kenya Project: Children and Youth Living and Working on the Streets live with love and dignity

Interviews with stakeholders

Method: semi-structured interviews with the different stakeholder groups

UNDUGU staff Focus on project *planning, implementation, monitoring and reporting*

Questions

- Could you give a brief overview of UNDUGU's work in the field of street children and youth and what are your main sources of funding? Does the Government of Kenya have a Child and Youth policy that is implemented throughout the country? If yes, describe the actions.
- How did your cooperation with Taksvärkki start? Who initiated the cooperation? How did you plan the project with Taksvärkki?
- Does Taksvärkki support complement your **other activities** in the field of *"empowerment of street children, vulnerable youth and marginalized poor urban and rural communities"*?
- Other NGOs and INGOs are mentioned in the programme document. How do you cooperate with them? What have been the main successes and challenges? What is UNDUGU's role in responding to the challenges?
- In which way Taksvärkki funding has contributed to your mission- overall assessment? In which areas the funding is adequate and in which areas deficient?
- Does UNDUGU pay special attention to gender equality in its advocacy work? Please, specify...
- How UNDUGU works with ethnic minorities and other vulnerable groups?
- Has Taksvärkki provided other added value to your work than just financing? If yes, please specify
- What activities you have implemented with Taksvärkki support? E.g capacity building etc.
- How successful has UNDUGU been in establishing youth groups for street children and increased their possibilities for livelihood? What are the main challenges?
- What have been the main *successes and/or obstacles* in improving and sustaining the capacity of parents, caregivers and children/youth for keeping them out of streets? How would you improve the capacity building and advocacy?
- What has been the added value of Taksvärkki in the activities above?
- How the Local authorities have responded to UNDUGU's work?
- In which way Taksvärkki has played a role in strengthening your organization?
- How do you report to Taksvärkki on the progress of activities and using the funds?
- Has Taksvärkki provided you guidelines and/or capacity building in monitoring and reporting? If yes, specify.

- What other capacity building you have received from Taksvärkki? How useful it has been for you?
- What have been the main results of the Taksvärkki support to your organization's capacity to promote Child Rights?
- If Taksvärkki's financial support is phased out, how would you continue with the work? Do you have alternative scenarios for funding? Or how important role has Taksvärkki played in this respect?

Youth Associations and youth leaders – focus on *usefulness for the beneficiaries – ownership – effectiveness, sustainability and impact*

- How did you establish the Youth Group? What was UNDUGU's role?
- What type of training you have received?
- Was the training useful and helped you to initiate the youth activities? Describe in detail...
- What difficulties you have encountered when becoming active in your community?
- How are your relationships with the local authorities after becoming active members of the youth groups? Give examples..
- In which way UNDUGU has helped you?
- What benefits you have attained from the training that you have received in the UNDUGU project?
- Do the boys and girls participate equally in the Youth Group? If no, what are the reasons?
- Do any minority groups, like disabled in your community participate in the Youth Groups? Which groups?
- Do you have any cooperation or contacts with international youth groups through the help of a NGO like Taksvärkki?
- Do your families support you in youth activities? In which way if yes..
- In which way participation in youth groups have improved your livelihood and also quality of life in general ?
- In general terms what have you learned when participating in the Youth Group?

Parents and caregivers – focus on *participation and attitude change – impact on parents*

- What is in your view the parents' and caregivers' role in supporting the children and youth?
- What type of support you have received on parenting and keeping the children out of street?
- What are the biggest challenges for you in parenting and family life in general?
- What changes you have experienced in your children/youth after participation in the youth groups and attending schools?
- What type of support you would appreciate in parenting?

Local authorities – focus on *ownership and change of attitudes*

- Has the formation of youth groups decreased the number of children and youth in streets? Can you specify, in what benefits have been reached?

- What are the main challenges remaining?
- What has been UNDUGUs role in increasing child rights and youth empowerment through formation of the youth groups and providing training?
- Have you observed an attitude change among the local authorities towards child and youth rights?
- Have come across of the Finnish NGO Taksvärkki and its support to UNDUGUs activities? If yes, what is your view on its contributions?
- What in your view are the challenges in promoting Child Rights and Youth advocacy in your community and in Kenya as a whole?
- Does the government of Kenya have a policy to promote child and youth rights in society? If yes, how is it implemented in communities?

Evaluación OSC / Taksvärkki

Proyecto en Guatemala: “Entre amigos construimos ciudadanía política”

Entrevistas con actores claves, personal de PAMI - planificación del proyecto, implementación, monitoreo e informes

Preguntas temáticas:

1. Descripción breve del trabajo que realiza PAMI en los temas de atención, derechos, movilización e incidencia de la niñez y adolescencia. Cuáles son las principales fuentes de financiamiento? ¿Cuál es la política gubernamental que contempla estos temas? ¿Puede describir las acciones?
2. ¿Cómo y cuándo se inició la cooperación con Taksvärkki? ¿Quién inició esta cooperación? ¿Cómo surgió la planificación del proyecto con Taksvärkki.
3. ¿Existe complementariedad entre el apoyo de Taksvärkki y otras actividades de PAMI en los temas de atención, derechos, movilización e incidencia de la niñez y adolescencia?
4. ¿Qué tipo de cooperación existe con otras organizaciones trabajando en estos sectores?Cuál es el papel/rol de PAMI en los retos del sector?
5. ¿En que medida el apoyo de Taksvärkki ha contribuido al desarrollo de la misión de PAMI? ¿En cuáles áreas/temas el apoyo es adecuado y en cuáles el apoyo resulta deficiente
6. ¿Cómo PAMI presta atención al tema de equidad de género en el trabajo de incidencia? Favor especificar
7. ¿Cómo PAMI trabaja con minorías étnicas y grupos vulnerables?
8. ¿Existe un valor agregado adicional en Taksvärkki? ¿En caso afirmativo, especificar
9. ¿Qué actividades han sido implementadas con el apoyo de Taksvärkki?
10. ¿Cuán exitoso ha sido PAMI en la creación y desarrollo de los grupo juveniles; cuan ha sido posible fortalecer su ciudadanía e incidencia política; cuanto ha sido posible fortalecer su bienestar?
11. ¿Cuáles son los principales logros y/o retos/obstáculos en mejorar y mantener las capacidades de los padres o cuidadores para fortalecer la incidencia política

TAKSVÄRKKI EVALUAATIO 17.2.2016/Kokkola

MAAILMANKANSALAINEN -PILOTTIKOULU: KIVINIITYN KOULU

Haastattelurunko

Rehtori Timo Nauha – Tavoite: yleiskuva hankkeesta

1. Taksvärkin hanke koulussa
 - Miten yhteistyö on alkanut? Miten koulu valikoitui mukaan?
 - Ketkä osallistuvat koulussa ja miten valittu (opettajat ja oppilaat)
 - Mitä tilaisuuksia koulussa on järjestetty
 - Mitä hyötyä koululle on globaalikasvatus hankkeesta
 - Mitkä ovat haasteita projektin onnistumiselle?
 - Miten näette hankkeen tavoitteet suhteessa koulun ops:n tavoitteeseen
2. Liittyykö globaalikasvatushanke koulun muuhun toimintaan, esim. VESO-koulutukseen
3. Arvio Taksvärkin kouluttamien vapaaehtoisten työstä
4. Miten yhteistyö Guatemala-projektin kanssa on järjestetty?
 - Hyvät kokemukset ja haasteet
5. Opetushallituksen rooli?
 - Integraatio valtakunnalliseen ops:iin

Gloaalikasvatusvastaava Eeva-Liisa Kiiskilä – Tavoite: hankkeen edistyminen ja yleiskuvan tarkennus

1. Yhteistyö Taksvärkin kanssa - arvio
 - Arvio materiaaleista - käytettävyyshasteet- mitä voisi parantaa
 - Arvio Taksvärkin vapaaehtoisista - kompetenssi kansainvälisyyteen - tiedot kohdemaasta - ohjaava rooli jne..
2. Oppilaat
 - Oppilaiden osallistumisinnostus- miten siihen on vaikutettu
 - Haasteet liittyen oppilaisiin- onko niitä ollut?
 - Mitä tuloksia hankkeesta on saatu/voidaan odottaa? Tiedot/asenteet/etc
3. Vanhemmat
 - Vanhempien suhtautuminen globaalikasvatukseen
 - Mahdollinen osallistuminen
4. Partneri hanke Guatemalassa
 - Minkälaisia yhteistyömuotoja on käytetty?
 - Mitä ongelmia on kohdattu tai missä on onnistuttu?
 - Mitä Guatemalaiset ovat oppineet Suomesta ja suomalaisista nuorista?

EVALUATION

**PROGRAMME-BASED SUPPORT
THROUGH FINNISH CIVIL SOCIETY ORGANIZATIONS I:
TAKSVÄRKKI
2016**



**MINISTRY FOR FOREIGN
AFFAIRS OF FINLAND**