



**EVALUATION OF UNDEF-FUNDED: GRASSROOTS WOMEN
LEADERS IN DEMOCRACY PROJECT
(UGA00055848/UDF-UGA-06-119)**

EVALUATION REPORT

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The consultant worked closely with a team of evaluation assistants to collect the required information and put it together; greatly appreciated is their hard work and delivered quality output.

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EXECUTIVE SUMMARY

Despite the existence of several political instruments designed to ensure affirmative action for women, youth, workers and people with disabilities are represented in political decision-making, gender equality in the political arena is still too low to create the desired impact on decisions at national and at lower levels in matters that affect these vulnerable groups. After 20 years of single and no party politics, Uganda held its first multi party politics election in 2006; and this was accompanied by the challenge of limited understanding of multiparty politics by the people, with women being more disadvantaged. Given this context of limited women political participation and representation, United Nations Democracy Fund (UNDEF) through United Nations Development Programme (UNDP) Uganda Country Office funded a project to empower women to participate in decisions that affect them and this was the Grassroots Women Leaders in Democracy (GWLD) Project implemented by Forum for Women in Democracy (FOWODE).

The GWLD project implemented over a one year period with a budget of USD 224,130 was aimed at increasing awareness of grassroots women in decision making and improving participation of women in political party leadership so as to register visibility in number and impact. Its’ intended outcome was democratic practices deepened and democratic institutions strengthened through engendered political processes and structures. The project objectives were to: (i) Increase the capacity of sub county female councilors to gather information, analyze proposed legislation, existing policies, plans and budgets and (ii) Build capacity of community based groups to conduct gender-sensitive monitoring of local government service delivery.

Following the end of the project which was implemented in the conflict affected districts of Gulu, Kitgum and Pader; UNDEF/UNDP commissioned an end of project evaluation to assess the extent to which the project attained its objectives and to learn lessons that would inform future projects. The evaluation adopted a participatory approach which entailed wide consultations with key stakeholders at all stages. The approach mainly employed qualitative data collection methodologies and these included; review of relevant documents to provide comprehensive understanding of the project, key informant interviews with key informants purposively chosen for their knowledge or participation in the project, community dialogue meetings and focus group discussions to explore the viewpoints of the beneficiaries of the project. There were a few limitations to the evaluation findings mainly related to far distances between implementation sites (sub counties) in the three districts. The evaluation team conveniently sampled respondents based on distances between data collection sites and this limited choice of sites and it could have limited divergence of views documented.

The following are the main findings of the evaluation: **the project design and implementation** though rated as satisfactory had a few challenges. UNDEF appointed UNDP as the executing agency for the project. This was strategic in that UNDP has a Country Office in Uganda and it was therefore able to monitor the execution of the Project; which it competently did. However, UNDP should probably have been involved in the assessment of the implementing partners’ right from the beginning and their input into the project documents could have been even more valuable. As revealed by the evaluation findings, in the process of UNDP aligning its role in the Project to its Country Programme mandate, delays in release of funds occurred and this affected project timely project implementation.

However, this evaluation established that the choice of FOWODE as an implementing partner was not misplaced as the organization already had the necessary capacity and experience for implementing a project of this kind. The strategy of UNDP sub-granting funds to FOWODE who in turn partnered with community based organizations to implement the project based on comparative advantage was rated by the evaluation team and supported by evaluation findings as appropriate.

An analysis of risks and assumptions revealed that assumptions had held true and the risks had been minimized during implementation of the project and thus had not affected the project outcomes. The general consensus among the respondents was that the **project was relevant** and it did meet the expectations of the beneficiaries. Its timing was good; as Northern Uganda came out of over 20 years of armed conflict, it better prepared the population for the up-coming elections due in the country in 2011.

In all the key informant interviews held, the respondents were able to clearly enlist the activities they had been involved in. During the community dialogue meetings/FGD the community members were able to enlist the topics covered during the civic education. According to the evaluation team, the beneficiaries’ ability to enlist activities of the project is an indication that the set activities of the project were indeed conducted in the community. This is further supported by the review of the project results framework that was conducted by the consultant; all set activities had been accomplished as per set targets. On triangulation of information collected from varying sources, there was a clear indication that the **project had been effective**; set objectives and targets were achieved.

The measures of efficiency considered included; project performance, workforce, project cost categories and disbursements, financial management, time and technical support. On this evaluation criterion, the evaluation team was satisfied that the entire project

implementation and management was carried out in a professional and efficient manner and this significantly contributed to the observed outcomes of the project.

The **project registered intended and un-intended impacts /changes /results**. Among the intended project intended impacts /changes /results was greater and meaningful participation by women leaders, increased awareness and confidence of women to participate in politics, progressively men were able to support women to participate in politics, changes were realized in the way gender equality was viewed, high uptake of civic education by the community and adherence to the Local Government Act of 1997 guaranteeing a 1/3 quota for women in local government councils. It is important to note that the project also realized some un-intended impacts /changes /results; some of these included the improved communication in families as a result of civic education attended and the formation of income generating groups by women leaders to support fellow women. In our opinion, these two were off-shorts of the projects which cannot be ignored.

Sustainability aspects of the project noted include knowledge passed to women leaders and communities as well as accrued benefits of the project to include confidence built among women leaders, improved attitude of men to women participating in politics and a sustained knowledge base that will continue to stimulate debates in the community about political agendas in this country. Sustainability strategies in place include; competence of FOWODE to attract additional funding, FOWODE's ability and capacity to build partnerships with community based implementing partners and local governments

Key lessons learnt include the demystification that communities in Northern Uganda cannot attend events if they are not given money, partnerships with community based organization is important and involvement of beneficiaries in project designs and plans is important. Main challenge encountered; twelve months was a very short time frame and funding was received late. The project was thus implemented under stress to meet set timelines.

It can thus be concluded that the project design and implementation process was appropriate but could have been better; the project was completely effective, largely efficient, had the desired impacts/changes, was relevant in the local, national and country context and has aspects that will be sustained.

Key recommendations include: (i) it is important for UNDP as an executing agency to get involved from the first principles of planning, design and implementation of similar projects; (ii) The GWLD project implemented in Uganda can be rated as a successful program; a best practice that can be shared by UNDEF with implementing partners outside Uganda and it can be considered for replication; (iii) UNDEF/UNDP could consider providing funding for

periods longer than one year; (iv) in the case of FOWODE it is recommended that, when implementing similar projects, there is need to re-focus field coverage of activities, even when targeting the same region. It could focus its activities in one/two sub counties of a district; (v) There is need for Government to provide communities with civic education as one of its obligations to its people, so as to raise the level of awareness of the population about political and legislative matters; this would empower them to hold their leaders accountable; (vi) Government needs to create space for people to interface with their leaders; and (vii) FOWODE should target the girl child and develop programmes for schools as well.

LIST OF ACRONYMS AND ABBREVIATIONS

FGD	Focus Group Discussion
FOWODE	Forum for Women in Democracy
GWLD	Grassroots Women Leaders in Democracy Project
IP	Implementing partner
KI	Key Informant
LC	Local Councilor
LG	Local Government
M&E	Monitoring and Evaluation
PWDs	People With Disabilities
SC	Sub-county
TC	Town Council
UNDEF	United Nations Democracy Fund
UNDP	United Nations Development Programme

CHAPTER ONE

1.0 INTRODUCTION AND BACKGROUND

This report is one of the deliverables of the Terms of Reference (TOR) and service contract for the Evaluation of “Grassroots Women Leaders in Democracy Project (UGA00055848/UDF-UGA-06-119)”. The report is presented in four chapters, namely; Chapter one presents the background and context of the project, Chapter two, the Evaluation Approach covers the evaluation methodology applied”, Chapter three presents the Findings of the evaluation, lessons learnt and challenges documented and Chapter four outlines Conclusions and Recommendations.

1.1 National Context

The 1995 Constitution of the Republic of Uganda provides for affirmative action¹ for women, youth, workers and people with disabilities in order to ensure their representation in political decision-making at national and local government level. The amended Local Government Act 1997 guarantees a 1/3 quota for women representation on all local government councils. Furthermore, Uganda’s National Gender Policy 1997 which is government’s policy for mainstreaming gender in all sectors provides a legal framework and mandates every stakeholder to address gender imbalances within their respective sectors. However, Gender equality in the political arena is still too low to create the desired impact on decisions at national and at lower levels.

Uganda held the first multi party politics election in 2006 after 20 years of single and no party politics. Given the fact that this was a new political dispensation, there was still limited understanding of how multiparty politics works and the importance of people participation particularly women political participation in the democratization process both at national and at the local levels. This challenge of women participation in political leadership has been worse in the conflict affected Northern part of Uganda. Women leaders in such areas are unable to influence policies in their favor due to limitations like lack of; funds, limited networks to support women candidates, low levels of confidence among women to participate, lack of skills and information to effectively engage the policy makers. Women are also marginalized in terms of capacity building opportunities, as service providers prefer to work in more secure areas.

¹ Article 33 of the Constitution of the Republic of Uganda states under sub-section 4 that “women shall have the right to equal treatment with men and that right shall include equal opportunities in political, economic and social activities” and sub-section 5 provides “without prejudice to article 32 of this Constitution, women shall have the right to affirmative action for the purpose of redressing the imbalances created by history, tradition or custom”.

Given this context of limited women political participation, the United Nations Democracy Fund (UNDEF) through United Nations Development Programme (UNDP) Uganda Country Office funded a project to empower women to participate in decisions that affect them and this was the Grassroots Women Leaders in Democracy Project (UGA00055848/UDF-UGA-06-119) implemented by Forum for Women in Democracy.

1.2 UNDEF and UNDP

This section presents brief information about UNDEF as a funding source and UNDP as an executing agency as per agreement signed between the two agencies.

UNDEF

UNDEF is a Trust Fund established through voluntary contributions from Member States, under the authority of the Secretary-General. UNDEF is guided by its Advisory Board, which includes representatives of Member States, eminent academics and global civil society leaders. Thus, participation in the activities of UNDEF bestows prestige to all its stakeholders and signifies for its beneficiaries a high level of political commitment to democratic values. UNDEF’s primary purpose is to strengthen the voice of civil society and ensure the participation of all groups in democratic practices. The Fund complements current UN efforts to strengthen and expand democracy worldwide and funds projects that enhance democratic dialogue and support for constitutional processes, civil society empowerment, including the empowerment of women, civic education and voter registration, citizen’s access to information, participation rights and the rule of law in support of civil society and transparency and integrity.

UNDEF finances projects primarily carried out by civil society organizations as well as independent constitutional bodies, regional and international organizations. UNDEF aims to support action-oriented projects to bring about measurable and tangible improvements in democracy and human rights on the ground, thereby translating the concept of “democracy” into practical solutions for people to have their voices and choices heard.

UNDP

The United Nations Development Programme (UNDP) is the United Nations’ global development network, advocating for change and connecting countries to knowledge, expertise, and resources to help people build a better life. The Programme works in 166 countries to generate solutions to national and global development challenges.

The organization’s main goal is to help developing countries build their own national capacities to achieve sustainable human development, using its global network to help the UN system and its partners raise awareness on and track development.

For over 30 years, UNDP has provided support to Uganda through various programmes. These include; Democratic Governance, Poverty Reduction and Conflict Prevention & Recovery. Specifically, for the period between 2006 and 2010 the UNDP Democratic Governance Programme focused interventions on the following areas:

- ❖ Democratization
- ❖ Respect, Protection and Promotion of Human Rights and Equity
- ❖ Transparency and Accountability
- ❖ Decentralization
- ❖ Mainstreaming HIV/AIDS in national planning frameworks and in local urban authorities

1.3 Forum for Women in Democracy

Forum for Women in Democracy (FOWODE) is a non-partisan Women’s organisation operating in Uganda. It grew out of the Women’s Caucus of the 1994-95 Constituent Assembly (CA) that debated and passed the 1995 Constitution. During the Assembly, the women delegates used the caucus to increase their political clout, broaden the base of support for women’s issues and advocate for a gender-sensitive Constitution. The success of the Women’s Caucus paved way for the formation of FOWODE as a women’s non-governmental organisation committed to advocating for gender equality and equity in decision-making. Continuing with the same spirit of the women in the CA, FOWODE’s **vision** is “a just and fair society where women and men equally participate in and benefit from decision making processes” and its **mission** is “to promote gender equality in all areas of decision making through advocacy, training, research and publications”.

In line with its mandate of building capacity of women in decision-making, advocating for gender equality in budgets and mentoring women in leadership, FOWODE received financial support from the United Nations Democracy Fund (UNDEF) in October 2007, to implement a one year *Grassroots Women Leaders in Democracy* (GWLD) project in the districts of Gulu, Pader and Kitgum. FOWODE’s current Strategic Plan (2007-2011), has three (3) core programmes namely; the Gender Budget Programme (GBP); Women and Decision Making Programme (WDMP) and Leadership Building Programme (LBP) and one sub-programme on Management and Administration. The GWLD project was placed under the WDMP and it contributed directly to the realization of WDMP’s objectives and FOWODE’s strategic objective which states “to enhance the capacity of 2000 women

aspiring for and in political decision making for engendered political processes at national level and in 10 districts by 2011”.

1.4 Grassroots Women Leaders in Democracy Project

The Grassroots Women Leaders in Democracy Project (GWLD) project was aimed to increase awareness of grassroots women in decision making in the districts of conflict affected areas of Gulu, Kitgum and Pader through Building the capacity of sub county councilors to gather information, analyze proposed legislation, existing policies, plans and budgets and for community based groups to conduct gender-sensitive monitoring of local government service delivery.

It was also going to conduct civic education on how a multiparty system operates, importance of women’s participation, roles and responsibilities of citizens in a democracy, conflict resolution and peace building, ethics and integrity, among others.

The GWLD project was aimed at improving participation of women in political leadership so as to register increased visibility in number and impact of grassroots women in decision-making in conflict affected areas in Northern Uganda. The intended outcome of the project was democratic practices deepened and democratic institutions strengthened through engendered political processes and structures

The project objectives were to: (i) Increase the capacity of sub county female councilors to gather information, analyze proposed legislation, existing policies, plans and budgets and (ii) Build capacity of community based groups to conduct gender-sensitive monitoring of local government service delivery.

The project implemented in a period of 12 months from October 2007 to December 2008, with a total budget of USD 224,130 geographically targeted Gulu, Kitgum and Pader districts.

1.5 Evaluation Objectives and Questions

Following the end of the support of the GWLD Project by UNDEF, an end of programme evaluation was conducted with the main aim of taking stock of achievements made and documentation of lessons learnt. The feedback from this evaluation will provide learning and determine whether the implementation model used in the project can be replicated in similar settings in future.

Specifically the evaluation addressed questions relating to effectiveness, relevance, sustainability, impact, project design and efficiency. In detail, it answered the following questions:

- a) **Relevance:** What was the degree to which the project was justified? Was it appropriate to the needs and the situation at the national level?
- b) **Efficiency:** What was the overall project performance? What were the outputs in relation to the inputs? Was the financial management and implementation timetable appropriate?
- c) **Project concept and design:** What was the appropriateness of the executing modality and managerial arrangements of the project?
- d) **Effectiveness of the project:** Were the intended objectives achieved?
- e) **Impact:** What were the positive or negative, intended or un-intended impacts/effects/changes attributable to the project?
- f) **Sustainability:** What are the prospects of sustainability? What sustainability strategies were put in place? Are there possibilities of replication of particular projects interventions after UNDEF support?

In addition to the above, the evaluation:

- Analyzed the challenges to the project success and lessons learned and highlighted the lessons learnt from the projects the results, the process followed and provided recommendations that are required for refining further UNDEF’s future project support.
- Analyzed the overall impact of the projects in targeting gender and marginalized groups and the good practices/success stories.

CHAPTER TWO

2.0 EVALUATION APPROACH/METHODOLOGY

2.1 Technical Approach

The approach to the assignment was participatory in nature involving consultations with key stakeholders at all stages. This involved engaging the stakeholders through interactive meetings to articulate the key evaluation issues. Feedback was sought from key stakeholders at every stage of the assignment. The interview methods were interactive so as to facilitate the learning process through dialogue. Active and passive qualitative data collection methodologies were employed during the evaluation. The active data collection approach was via documents review and use of data generated from the project reports.

2.2 Geographical Scope

The project was located in the Northern region of the Country; Acholi Sub-Region. The geographical scope of the evaluation covered the project districts of operation; these were Pader, Kitgum and Gulu.

2.3 Study Population

The study population consisted of beneficiaries of the project who included women leaders trained and members of the community who had attended the civic education sessions. The evaluation team interfaced with staff of FOWODE based at the Kampala Offices as well as FOWODE community based implementing partners in the three districts. For divergence of views, respondents also included local leaders; local male politicians and field staff who were responsible for project implementation UNDP staff were purposively sampled based on their knowledge and participation in the project, as well as List of respondents interviewed is attached as Annex I of the report.

2.4 Data Collection Methods and Tools

This evaluation used multiple sources of evidence to obtain a comprehensive and in-depth understanding of complex, diverse and multiple phenomena of the project. The results obtained from the different approaches were triangulated to provide a more rigorous and accurate analysis thus leading to accurate inferences. The data collection tool used for each variable is as shown in Annex II of the report.

Mainly qualitative data collection methodologies were employed in addition to photography of relevant sceneries. Data collection tools were designed to enable the consultant collect data from the respondents.

a) Review of relevant documents: Documents were reviewed in order to obtain a comprehensive understanding of the project goal and objectives. These included but were not limited to:

- UNDEF Project Evaluation Guidelines, First Round
- UNDEF/FOWODE Project document, January 2007
- Project Evaluation Report, January 2010, contracted by FOWODE and conducted by an external Evaluator.
- Project Annual Work plan Budget Sheet 2007 & 2008
- Project quarterly work plans
- Activity reports from Field Coordinators and Civic Educators
- Project Final Narrative Report
- UNDP/FOWODE Project document, March 2009
- A review of the project's result framework to evaluate status of implementation of key project outcomes was conducted. It also provided data on appropriateness of project concept and design, effectiveness, efficiency, relevancy and impact of the projects.

The outcome of the review provided a wider understanding of the project and this information was used in harmonization with the data collected from the field. The desk review also facilitated generation of an inventory of issues that needed further investigations/ verifications in the field.

b) Key informant interviews: with relevant staff of FOWODE and its community based implementing partners as well as UNDP and other key identified target respondents were conducted. Key Informant Interviews were held early in the evaluation process with the technical and management staff of FOWODE and UNDP which enabled the consulting team to understand the project. The aim was to get their views and opinions on the design, relevance, efficiency and effectiveness of the project in light of its goal and objectives.

- The consultant interacted with staff of the Governance Programme at UNDP Country Office. The UNDP Assistant Country Director (Team Leader for Democratic Governance Programme) , the Monitoring and Evaluation (M&E) Specialist and the Programme Associate were purposively identified as key informants because of their knowledge of the GWLD project. UNDP Country Office coordinated the UNDEF funds and thus the need to interface with the aforementioned UNDP staff.
- Key informants purposively sampled from FOWODE Kampala offices based on their knowledge and involvement in the GWLD project was the Programme Director and Programme Officer. Interviews were conducted with staff of the community based implementing partners in Pader and Kitgum as well as the three field

coordinators based in the three Districts. They provided perspectives of the community based project staff. Also interviewed were identified civic educators (TOT) and grass root civic educators who were the implementers of the civic education in the communities of the three districts.

- The consultant also sought the view of local political leaders (Chairpersons LCIIIs). Two of the chairpersons interviewed provided insight of the project from the local leaders' perspective.
- Women councilors at various levels; III and IV, from each of the districts were identified as key informants. The consultant was able to interact with three (3) in Pader, five (5) in Kitgum and six (6) in Gulu.
- The consultant was cognizant of the fact that women councilors cannot function in isolation of the community in which they work; he thus interviewed two (2) speakers to Council to have an insight on the performance of the women councilors in council.

c) Community dialogue meetings: Using a guide, two community dialogue meetings which facilitated discussions with members of the community who had attended civic education sessions was held. The meetings were held in Pader and Kitgum Districts. The meetings were facilitated by two moderators; to guide the discussion and record the proceedings.

In Pader, the community dialogue meeting was held in Atang, a sub-county 50kms from Pader town; it was attended by 23 community members who also included community members for Pajule sub-county. In Kitgum, meeting was held in Namokora, a sub-county 47kms from Kitgum Town; it was attended 56 community members.

d) Focus Group Discussions: Instead of a community meeting, in Gulu District, a FGD discussion using a FGD guide was held with seven community members in Koro Abili sub-county, 15kms from Gulu Town.

Attached as Annex III of the report is a matrix summarizing themes and methods of data collection used. In addressing the evaluation questions, the consultant had to provide answers to the evaluation themes and key questions/issues outlined in the Annex. Also detailed are the methods that the consultant deemed necessary for collection of the required data to answer the evaluation themes and questions highlighted.

2.5 Data Management and Analysis

Analysis of the information collected took on a step wise process; results themes were built and data collected was triangulated. Qualitative data was transcribed and analyzed using an analysis grid. Case stories were transcribed and reported verbatim.

2.6 Ethical Consideration

The evaluation team adhered to ethical guidelines in the execution of the evaluation. Verbal informed consent was sought from the respondents before the interview. Explanations were provided to respondents regarding likely benefits, rights, obligations and confidentiality of data collected.

2.7 Limitations to Evaluation Findings

The project as implemented by FOWODE in the three districts involved reaching each of the sub-counties of the districts with at least a civic education session. Women leaders were also drawn from various sub-counties of the districts for trainings organized at the town centres of Pader, Kitgum and Gulu.

During the evaluation, Women leaders interviewed and communities sampled for community dialogue meetings to be held in were conveniently sampled based on distance from town centres. Despite this, the team of evaluators still had to travel long distances outside the town centres to the communities. This limited choice of site for the community dialogue meetings/focus group discussions (FGDs) to one per district. It also limited the number of women leaders interviewed, thus limiting divergence of views.

CHAPTER THREE

3.0 FINDINGS

3.1 Introduction

The findings detailed in this section of the report provide an answer to evaluation questions set.

3.2 Project Design and Implementation

The executing agency for the project was United Nations Development Programme (UNDP), while the implementing partner was Forum for Women in Democracy (FOWODE).

As an executing agency, UNDP was responsible for the overall management of the project, it provided technical guidance to the implementing partner and had the mandate to conduct monitoring and evaluation using participatory methodologies of the project. According to the evaluation findings UNDP was able to deliver on its mandate. Despite UNDEF assessing and identifying FOWODE as a worthy organization to receive UNDEF funding; UNDP re-assessed FOWODE and it was only when it was satisfied that indeed it met the criteria to receive funding from a UN agency were the funds released. This caused delays in release of funds; FOWODE received the funds in October 2008 instead of January 2008 as planned. UNDP staff was part of the Project Management Team constituted by FOWODE and they participated in project site visits to the three districts. During the evaluation, respondents could remember that there was a UNDP staff in the team of supervisors that came from FOWODE Kampala offices to the field. The double assessment conducted independently by UNDP and UNDEF could be avoided if a common tool of assessment is agreed to by the two agencies and UNDP as the field agency could be allowed to carry the assessment and share the results with UNDEF. This should be a conditionality before project approval by UNDEF.

In the consultant’s opinion, the arrangement by UNDEF appointing UNDP as the executing agency was strategic in that UNDP has a Country Office in Uganda and it was therefore able to monitor the execution of the Project; this they were competently able to do. However, this arrangement despite it yielding results could be self limiting; UNDEF appointed UNDP after it had already identified the implementing partner. If UNDP was chosen for its strategic presence in the country, it makes sense to involve them in the assessment of the implementing partners’ capacity to implement the project right from the beginning and their input into the project documents could have been even more relevant. As revealed by the evaluation findings, in the process of UNDP aligning its role in the project to its Country Programme mandate, delays in release of funds occurred and this affected project

implementation timelines. While interacting with key informants from FOWODE, they felt they should have interacted with UNDEF staff and not just staff from UNDP; this feeling can be attributed to the fact that their first dealing was with UNDEF. For future purposes, this could probably be taken into account by UNDEF when planning, designing and implementing similar projects.

The evaluation noted that FOWODE as the implementing partner was responsible for the day to day management of the project, and was satisfied that project implementation was effective, efficient, and relevant, had impact and is sustainable.

3.2.1 Analysis of Project Risks/Assumptions

Introduction

This project was designed along one overall objective and some assumptions upon which the analyses in the internal and external environments were premised. A number of contextual changes occurred from the time the project was conceived to the time this evaluation was conducted as reflected in the findings hereunder. At project design, there were assumptions made and these included; the security situation in the districts will have improved, strict focus on women politicians may not be misinterpreted by the men, the move of people from IDPs to their villages will affect the project, the political environment will be conducive and FOWODE’s work will not be mistaken for partisan work advocating for a particular party and non responsiveness of different political parties to the advocacy for inclusion of gender issues. It is against these assumptions that the evaluation did take into consideration as discussed below:

Project risks/Assumptions

- a) **The security situation in the districts will have improved:** The security situation in the three districts in which the project was implemented had indeed improved. The evaluation teams were able to hold community dialogue meetings 47kms outside the town center without any security threat.
- b) **Strict focus on women politicians may be misinterpreted by the men:** The findings identified this as a major challenge at the beginning of the project. The men in the community in the beginning thought the project was a “women’s thing” and there were misconceptions that the project could encourage break up of homes as the women became empowered. However, the project strategy which focused on male involvement in all the project activities; trainings and civic education sessions helped to demystify these misconceptions. As the project allowed men and women to discuss issues affecting their communities and their expectations of leaders, it was realized that woman and men could co-exist as leaders in the community.

- c) **The move of people from IDPs to their villages will affect the project:** Despite the move by people back to their villages, the project was able to reach the community and women leaders of sub-counties were organized to receive trainings. This presented a challenge of mobilization of communities especially for the civic education sessions. Previously while in camps it was very easy for the community to get mobilized, however in their home settings in their villages they were not so easy to organize. Civic education session could never be scheduled in the mornings because communities were in the gardens. The sessions thus started after 2.00pm and many of the sub-counties are quite far from the town centers, so the civic educators returned from the field quite late, often times after 7.00pm.
- d) **The political environment will be conducive and FOWODE’s work will not be mistaken for partisan work advocating for a particular party:** FOWODE was careful to not be identified as advocating for any particular party. As an advantage FOWODE drew from its past work experience in promoting women in leadership. One of FOWODE’s strategic objectives is to *“to enhance the capacity of 2000 women aspiring for and in political decision making for engendered political processes at national level and in 10 districts by 2011”*.
- e) **Non responsiveness of different political parties to the advocacy for inclusion of gender issues.** The women trained under the project were used as agents to advocate for the gender agenda and the findings revealed high levels of confidence among them to get gender issues on the agenda for discussion.

3.3 Relevancy

The general consensus among the respondents was that the project was relevant and it did meet the expectations of the beneficiaries. Majority of the respondents felt the project was needed then as Northern Uganda came out of over 20 years of armed conflict. It better prepared the population for the up-coming elections due in 2011. As the targeted beneficiaries move from camps back to their homes, they will go back with the knowledge gained and this knowledge will become even more useful; they are now in a position to hold their leaders accountable and demand for services such as schools and water. They will have greater freedom to choose their leaders and ensure that the leaders deliver. The timing of the project was thus good.

However, the evaluation team notes that as the country moves towards the 2011 elections, there is even greater need for communities to receive civic education and for women with the confidence to aspire for leadership to be prepared to join the political arena.

The project strategy used was appropriate. Funds from UNDEF were granted to FOWODE a local organization and were channeled through UNDP. FOWODE in turn partnered with community based organizations to implement the project. Each partners played its role according to the comparative advantage it had and this contributed to the success of the project.

The evaluation also assessed the relevance and usability of IEC materials used. These were rated as very effective by the respondents.

3.4 Effectiveness of the Project Implementation Process

3.4.1 Introduction

The evaluation explored the extent to which the GWLD’s project objectives were achieved. Effectiveness of the project was assessed in accordance with the activities, outputs and outcomes detailed in the Results Framework enclosed in the project document. In the analysis of effectiveness, factors contributing and detracting results are also included.

3.4.2 Analysis of Achievement of Expected Results

The evaluation team explored the ability of the project beneficiaries to enlist activities that had been conducted under the project. In all the key informant interviews held, the respondents were able to clearly enlist the activities they had been involved in. The women councilors could enlist the trainings they had attended and they were able to articulate the topics that had been taught. The consultant explored with them if the project had indeed increased visibility of women and one of the key informant had this to say:

” Of course, it increased visibility of women, when issues are tabled in council we no longer keep quite. When I first joined council, I used to keep quiet and so did many of us, but after the training I got knowledge and with knowledge comes confidence, so we are able to express our opinions and they do listen to us“ KI, Woman Councilor III, Pader.

When asked if the trainings had made an impact on their performance in politics, all of them reported in the affirmative and went ahead to inform the consultant of their intentions to remain in political office and even aspire for higher offices.

During the community dialogue meetings/FGD the community members were able to enlist the topics covered during the civic education; these included role of women in leadership, qualities of a good leader and the roles and responsibilities of a citizen.

According to the evaluation team, the beneficiaries’ ability to enlist activities of the project is an indication that the set activities of the project were indeed conducted in the community.

This is further supported by the review of the project results framework that was conducted by the consultant; all set activities had been accomplished as per set targets. Some of the targets had even been surpassed by the project. Refer to table in Annex IV for an analysis of achievement of implementation results; included in the table are relevant comments of the consultant. It is the consultant's opinion that the project activities were adequate to achieve the project objectives.

Participation of women in political leadership so as to register increased visibility in number and impact of grassroots women in decision-making was achieved. On further analysis of this achievement, the consultant makes note that whereas visibility in number can confidently be rated as a registered success of the project; impact of the visibility may prove more difficult to rate. However documented in this report are resultant effects or changes that can be directly attributed to the project and based on this it will be assumed that increased visibility did have an impact on women in decision making

The project objective to increase the capacity of sub county female councilors to gather information, analyze proposed legislation, existing policies, plans and budgets was without a doubt achieved. The trainings provided by FOWODE under the project did increase their capacity to participate in the political arena with increased numbers expressing an interest to join politics or continue in politics. According to the evaluation team, this is a clear indication of achieved intended result. However, note should be made that this is a result at output level and it can only be projected as progressed towards intended outcome/impact.

The project objective to build capacity of community based groups to conduct gender-sensitive monitoring of local government service delivery was a challenge to achieve. The civic education of the community contributed significantly to the achievement of this objective. However, the ability of the community to actually monitor local government service delivery was a great challenge. Gender budget monitoring was piloted under this project and taking into account that monitoring is not a once off activity, the communities could not sustain it. The communities were mainly illiterate and they could not read or write; this hindered their ability to actually track service delivery expenditure patterns and this made monitoring an uphill task. The consultant can thus conclude that the achievement of this objective was not complete; the project set the ground for this objective to be achieved by training the civic educators and conducting civic education. However, in addition to this the strategy of ensuring that the communities actually conduct gender sensitive monitoring should have been improved. This is a lesson that can be taken and improved in similar projects.

FOWODE actually took this lesson to heart and in the interview with the Program Director, he said if he was to do this project all over again, in addition to training the civic educators and conducting civic education, he could identify persons in the community who were able to take the lead in ensuring that communities actually conduct gender sensitive monitoring. These key persons could be teachers or retired civil servants in the communities.

Key informants interacted with from UNDP, FOWODE and other stakeholders/respondents all agreed that the project objectives were achieved.

The following key factors were highlighted to have influenced the achievement of the project objectives: The commitment of the project implementers especially the three field coordinators in Pader, Kitgum and Gulu, together with the civic educators trained to mobilize for activities and ensure activities were implemented as per work plan.

- FOWODE established partnership with local community based organizations such as Pader NGO forum and Kitgum Local Government. This strategy helped in coordination of activities and dissemination of information to beneficiaries. FOWODE was cognizant of the fact that the community based organizations were in a better position to implement project activities at the grass root level; they were in touch with the local community, they could communicate easily to the community in the local language (Luo-Acholi), they knew the politics of the districts and they were readily available when needed. In some instances these partners cost-shared activity costs with FOWODE; Pader NGO Forum provided the field coordinator with office space and he had access to their transport facilities for his activities.
- The ability of the implementers to communicate in the local language was particularly important during civic education. Majority of the community members do not know English and in translation most often the message gets lost or is not as clearly understood by the community. The approach used was simple and folk-tales were sometimes used to clarify messages. In Acholi there are a number of rich folk-tales that clearly bring out meaning of messages if appropriately used. For example to emphasize the message that giving a woman independence to take part in politics and trusting her to carry herself with dignity without a spouse always monitoring what she is doing of the correct thing to do because if a woman is badly behaved she will still find a way to mis-behave, the following folk-tale was often used:

A man and his wife always did their house chores together. The man went with the woman everywhere she went including to the well. One day as they were coming back from the well, the women told the man a thorn had pricked her, as he bent to lovingly check her foot, a suitor hidden in a tree above throw a piece of meat in her water pot, on reaching home when the man put down the woman’s pot, he saw the piece of meat, on asking her how it got there she told him, “you are always with me, you put the pot on my head and you are the one who put it down, how am I supposed to know?”.

- The success of the civic education was clearly due to the fact that communication was easy and understanding of messages made easy.



At the end of a community dialogue meeting, the participants display their rich culture in a dance involving both men and women

- Very popular were the IEC materials especially the civic education pocket guides translated in Luo.
- Civic education in the villages targeted both men and women and the community did not take these education as ‘a women’s thing’ They actually participated in the debates and provide significant insights from the men’s perspective of women getting involved in politics.
- The GWLD Project involved local leaders in their activities. The local councilors (LCs) were mainly the ones responsible for mobilizing the communities at village level. The civic educators informed them of the date of the civic education and they advised on time and went ahead to mobilize the communities.
- UNDP provided technical support to FOWODE right up to the project implementation sites in the districts. The integration of UNDP representation in the Project Management Team served to steer the project.

3.5 Efficiency

3.5.1 Introduction

This is the determinant of a ratio of the outputs from a process activity in relation to the resource inputs, as measured by the volume of output achieved for the input used. The project can be described as efficient if all stages, maturity, delivery, initiation and implementation are accomplished within the constraints (assumptions) identified at its beginning, in terms of workforce, cost, time and objectives.

3.5.2 Measure of Efficiency

Project performance: All planned activities under each objective were implemented. However, this was under duress. Funds were received by FOWODE in October 2007, and yet the Memorandum of Understanding (MOU) indicated project start date as January 2007. In the opinion of the evaluation team, it is commendable that FOWODE was able to accomplish activities set in the results framework within the remaining project period. This is an indication of its ability to absorb funds and its competence to carry out projects.

Workforce: FOWODE staffing level as at 8th June 2010 was seventeen (17) staff: 12 programmatic staff and 05 support staff. The project fell in one of the three Directorates of FOWODE; Women and Decision Making Programme (WDMP). A Project officer was assigned to oversee the GWLD project. Based on this limited workforce, FOWODE strategically built partnerships with community based organizations in Pader and Kitgum and used its branch office in Gulu to implement project activities in the districts. FOWODE was cognizant that local organizations are better placed to carry out activities in their communities, they are quite familiar with the local setting and it was a cost saving mechanism for FOWODE.

From the evaluation, the strategy adapted by FOWODE to compliment its limited number of human resource proved to be a success and implementation of the project within available resources successfully conducted. The skills and competencies of the human resource cannot be underestimated given the achievements documented despite late release of funds.

Cost: The total project cost was \$224,130 contributed by UNDEF. All funds were disbursed to FOWODE by UNDP. The resultant effects of the project are commensurate to the level of funding provided and it can be assumed that reasonable efficiency levels and value for money was achieved. Utilization rate along all cost categories as presented in the project document were scored at 100%; implying that all funds disbursed to FOWODE for implementation of project activities were absorbed as shown in table 1 below.

Table 1: Project cost categories & disbursements

Cost Category	Amount	% of total project cost	Utilization rate
Salaries	11,836.53	100	100%
Contractual services	31,940.41	100	100%
Operating expenses	29,725.26	100	100%
Acquisitions/purchases	31,264.11	100	100%
Fellowships, grants and others	98,508.14	100	
Programme support cost	9,7979.05	100	
Total	213,071.5	100%	100%

Financial Management: Project funds were transmitted by UNDEF to UNDP who then granted it to FOWODE. The project funds were banked onto FOWODE bank account and handled by the organization’s Accountant in accordance to laid down financial regulations of FOWODE. For implementation of activities are the districts, FOWODE transferred funds to community based implementing partners/Field Coordinators. Accountability of these funds together with activity reports was expected on completion of designated activities. A Programme Management Team had the mandate to give overall guidance to the project and monitor project activities and use of funds. The Team held quarterly meetings and received progress reports. Also proving an oversight function to funds of the project was FOWODE Board of Directors constituted by five (05) members; a chairperson, a vice-chairperson, a Finance Secretary and two board members.

Time: The project was implemented within a timeframe of ten months instead of the planned twelve. This adherence to timeline scores favorably for FOWODE.

Technical Support: To promote efficiency of the project UNDP on behalf of UNDEF provided technical support to the project by way of: guidance in design and review of annual and quarterly plans, design and finalization of project documents, orientation on financial reporting and participation in project activities such as site visits to project implementation sites.

The evaluation team can thus pronounce itself on this evaluation criterion and state that the entire project implementation and management was carried out in a professional and efficient manner. This significantly contributed to the observed outcomes of the project.

3.6 Impact

3.6.1 Introduction

The overall objective of the evaluation was to establish the impact of the project to the target beneficiaries. Impact is often not easy to document and thus changes attributable to the

project were documented as resultant effects of the project and some could be graded as impacts of the project.

In assessing impact/resultant changes, the evaluation used the project result areas at overall objective level.

3.6.2 Project Intended Impacts /Changes /Results

- 1. Respondents were able to report greater participation by women in council meetings.** The Speakers to Kitgum Town Council and Gulu Municipal Council both reported that they were actually registering greater participation from the women councilors; they were able to advocate for gender issues. It is important to note that both speakers are men, but they both had high regard for their women councilors. The trained councilors were able to increasingly engage the local authorities to demand for gender sensitive service delivery.

As a result of pressure from women councilors, the budget in Pader District Council that was previously circulated late or not at all was now being circulated in time and the councilors had time to read and internalize the contents.

However, the achievement of this outcome can only be documented as reported by the respondents to the evaluation; any further analysis by the consultant of the quality of advocacy for gender by the women councilors would not be possible. This challenge was also pointed out in the FOWODE commissioned Evaluation report, January 2010. However, credit should be given to FOWODE for enhancing the capacity of women leaders to advocate for gender political parties.

- 2. Meaningful participation by women leaders:** Women leaders were not just participating in council meetings but they were willing and able to take up additional responsibilities in the Councils. In Gulu Municipal council, for example, there are 04 elected chairpersons of standing committees, two of whom are women. Previously only 01 was a woman, however, currently 02 are women and 02 men. The most powerful Standing Committee of Finance/Planning/Administration and Investment is headed by a woman!, and she had this to say:

“I am in my 3rd term in council and am going to contest for a 4th term. The trainings by FOWODE were an eye opener to most of us. We used to take budgets at face value and we did not know how to monitor budgets. I used the knowledge gained from the trainings and I was able to get elected a Chairperson Finance/Planning/Administration and Investment Standing Committee. One day I will aspire to represent my people at Parliament.”

3. In a key informant with her, she informed the consultant that she intended to raise a private membership bill to make Gulu a city; and she was clear about what was required to raise this bill.
4. **Increased awareness and confidence of women in political leadership** at the local level of their roles and responsibilities in multiparty politics. Women were increasingly aware of the importance of their role in politics. All the women councilors that the consultant interacted with were preparing to re-run for office. Some of them were aspiring for higher offices and they had the confidence that they could succeed.

*‘This is my second term in office, I am preparing to run for my third term, I do believe I can still serve my people and my goal is to encourage more women to join politics, I think women are great leaders and the society we live in is also beginning to see this.’
KI Woman Councilor, Kitgum*

The evaluation established that during the trainings carried out, terminologies such as “point of order”, “procedure”, “Budget reading/presentation” and “Budget conference” were clarified upon. Knowing what this meant increased the confidence of the women leaders and they were able to debate issues of interest to them. Also during key informant interviews, they pointed out that these words used to scare them, but later after knowing what they actually mean made it possible for the respondents/participants to take up their roles and responsibilities as demanded by the office they served.

They also revealed that they were better armed with course materials for legal address if technocrats failed to deliver as expected during budget presentations and they never hesitated to remind the technocrats of this fact.

5. **More women at the grass roots were able to express interest** in standing for political positions in the forthcoming elections. After the civic educations, the civic educators would ask women in the audience who feel they had been inspired to run for political positions to stand up. Many times a number of them stood up and expressed the confidence to take part in politics. The number of women willing to take up leadership had indeed increased.

‘If you check for visibility of women it is there, ask any woman in the village if they know a woman who is going to stand for leadership, they will reply in the positive, they have taken an interest in knowing women who want to be leaders’.

During the community dialogue meetings held by the consultant, women in the audience who had political aspirations were asked to stand up and they did so without any hesitation or prompting.

It should be pointed out that these women may not get elected to the political positions to which they are aspiring, but the fact that they are aspiring is good enough and worth applauding. Some of them cannot read or write but during the civic education sessions they learnt that you do not need to read or write to aspire for a political position such as LCI Chairperson. Many of them were scared that they did not know how to read and write, but on learning that all that was required of them was a voter’s card, that they should be Ugandan by nationality and have no prison record of more than six months, they gained the confidence to declare their intentions.

6. **Progressively men were able to support women to participate in politics.** Reported in key informant interviews with women leaders and field coordinators was the fact that as a result of the civic education, men were actually registering and encouraging their spouses to aspire for political positions. As a strategy FOWODE involved men in project activities. In the training for women leaders, men leaders were also trained. Civic education targeted both men and women. Issues were candidly discussed and opinions/views of both men and women were sought, and roles and responsibilities defined. This helped demystified the concept that FOWODE was aiming at “spoiling women.”

During one of the community dialogue meetings, the consultant asked the women aspiring for political office if they had the support of their husbands and their affirmative response was reiterated by their husbands who were also present in the meeting.



I talked to him about joining politics and he said he will stand by me



Yes I will support her if she stands.

7. **Changes were realized in the way gender equality was viewed.** Previously women themselves thought the GWLD project was going to disorganize their marriages! The concept of gender equality was wrongly portrayed as women behaving like men and having no regard to the societal roles attached to men and women. However, the differing roles and responsibilities of men and women were articulated in the civic educations. Sharing of house chores was emphasized as a lifestyle that made couples happy and it did not mean respect was lessened. It was emphasized that a woman being in political office did not mean she should have no respect for her spouse, if anything she can only be characterized as a good leader if she is respectful and that respect starts at home.
8. **High uptake of civic education by the community.** The community was willing to listen to the messages given during the civic education. The project had targeted to reach 4,000 people during the civic educations but they actually reached 6,493 people. During the community dialogue meetings/FGD, community members in attendance could outline characteristics they will be looking for in a leader come 2011 elections. They were able to point out weaknesses of past leaders.



During a community dialogue meeting in Pader district, an old woman confidently details the importance of civic educations.

9. **Adherence to the Local Government Act of 1997 guaranteeing a 1/3 quota for women in local government councils:** Findings of the evaluation revealed that local government (LG) councils had 1/3 (33%) or more of the councils constituted by women. Reported from field is the following pattern; (i) Pajule Sub-county Council was constituted by 15 members of whom 07 (47%) were women and 08 men, (ii) Kitgum Town Council was constituted by 23 members of whom 08 (35%) were women and 15

men and (iii) Gulu Municipal Council was constituted by 30 members of whom 14 (47%) were women. The consultant notes that it may not be easy to attribute these percentages to project interventions, but without a doubt the project did make a contribution to these percentages.

10. Impact of the project can be further highlighted by the two quotes below:

Helen Okot, Councillor LC III, Pader TC says: Before the training conducted by FOWODE, I was already a councillor, but I must say the training helped me get elected for my second term. When I run for office for the 1st time, we were four candidates and I managed to beat them. My running for the second term in office was tough. I run under the NRM ticket and people really hated NRM in the North, but I stood firm, used the skills and knowledge I had picked from the trainings and managed to convince them I was the best leaders for them despite my party affiliation and they gave me their vote of confidence. I have used my knowledge to bring women together. At my church as women leaders we started a women group called "seeds of love" and it has helped us help other women. In council I speak out, women's voices should be heard because we have a lot of knowledge to share. The civic educations helped too. It brought changes in our homes and I see men taking their wives to hospital, this is an achievement. I hope these trainings can reach young girls in schools so that early in their lives they know their worth.

Molly Lagulu, 46 years, Housewife says: I took part in a civic education session. I remember they told us what qualities to look for in a leader. They said a leader should have large ears so that he can listen to the people, a big head so that she/he gets ideas and plans for her/his people, a small mouth that cannot steal/eat what is meant for the people and large eyes to look into the future. I realized from those trainings that even I as a housewife can aspire for a political office, fear was my greatest enemy, I thought I could not manage but I gained confidence and I have the support of other women, I plan to try my luck and see if I can get elected Area Councillor LC III in the 2011 elections. At first men thought we could disrespect them as a result of the civic educations but we respect them. I do hope these educations can continue.

3.6.3 Un-intended Impacts /Changes /Results of the Project

1. Improved communication in families as a result of civic education attended. Women realized that they had the ability to be leaders and with the realization of their worth came confidence. This confidence was also translated in their communication with their spouses and they were actually surprised that they could get their spouse to listen to them;

"I never believed I could talk to my husband and he listens to my opinion, the first time I did it I was so scared, but I was amazed at his response, we are happy in our home and we do house chores together" Participant community dialogue meeting, Kitgum.

One of the women councilors confessed that the training was of use to her at home.

2. Uganda is due for its next elections in the year 2011 and the civic education provided information for the community to prepare for these elections as voters and aspiring leaders. The Electoral Commission is conducting civic education for voters but the community did inform the consultant that the content was not as rich as the civic education they received from FOWODE. It can be said that FOWODE in implementing the project has contributed to the civic education process leading to the 2011 elections in the Country. In this regard, they should be considered for accreditation to conduct civic education during and after the general elections.
3. It was reported that the skills gained by the women leaders enabled them to resolve conflicts in their communities especially those related to gender based violence (GBV). The trainings imparted to them skills to act as counselors in the face of GBV and restore peace especially when the cause was differing political viewpoints between spouses in their communities.

<p><i>"As a leader I am called when there is conflict on homes, I take time to teach them about GBV so that they can understand the cause and avoid it." Councilor LCIII , Pader</i></p>
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4. Women leaders encouraged other women to form groups that could help them make a living. In the FGD held in Koro Abili sub-county in Gulu district, the women revealed that after attending a civic education, they realized they could do something for themselves. They formed a group where they make a weekly contribution of 1,000/=. They can borrow from each other and they pay back with an interest, they also support each other and discuss their political aspirations. Others got involved in making of beads. They attribute this to their empowerment as women.

3.7 Sustainability

Explored was the sustainability of project benefits and development effects after the project completion and ending of funding by UNDEF. The respondents were able to identify components of the project that could be sustained:

- Knowledge passed to women leaders during the trainings and to the community during civic education sessions. The women leaders interviewed emphasized that the knowledge gained was theirs for keeps and it was something they could continue to use in their political lives.

Communities that benefited from the civic educations acknowledged that they were empowered with knowledge and they did not need UNDEF/UNDP to tell them to pass on this knowledge to those that did not receive it. In the community dialogue

meetings/FGD, it was clearly stated that this knowledge is already being passed on in the community.

- Accrued benefits of the project to include confidence built among women leaders, improved attitude of men to women participating in politics and sustained knowledge base that will continue to stimulate debates in the community about political agendas in this country.

Competence and knowledge of the civic educators. Even after the completion of the project, the civic educators when approached by members of the community who need guidance and help gave it to them;

“Yesterday I was faced by a woman who wanted me to help her plan her campaign strategy, I did, the knowledge I have will always be there and I will continue to use it” Civic Educator, Pader

3.7.1 Sustainability Strategies

The evaluation team was able to identify a number of strategies which are likely to contribute towards project sustainability were identified during the evaluation some of which include;

- **Competence of FOWODE to attract additional funding** to continue with project activities. After a monitoring exercise in September 2008, it was clear to the Project Technical Committee (PTC) that the project was on course but with gaps which if filled would enhance project results. Additional funding was sought and received from the United Nations Development Programme (UNDP) Kampala Uganda; to implement the “Support to training women in political leadership in northern Uganda” project. This was a 12 months project; January to October 2009. The project aimed at (i) raising awareness on importance of women participation in democracy, (ii) providing female and male councillors with leadership skills, and (iii) Producing documentaries of field activities. A highly successful strategy adopted during this project lifespan was the use of radio talk shows; they were highly successful and highly rated by evaluation respondents who thought it was part of the project activities under UNDEF funding.
- **Choice of a competent Implementing partner:** Even after funding from UNDEF/UNDP, FOWODE has integrated aspects of the projects into its mainstream project work plan and is able to use funds from other sources to funds these activities such as training of women leaders. They have also been able to support field

coordinators and civic educators to implement other aspects of FOWODE programs in the three districts which constitute the ten districts in which they operate countrywide.

- **Capacity was built** in the districts through the training of civic educators to conduct civic education. In Kitgum one of the civic educators was recruited by the Electoral Commission as part of its team of educators based on her previous experience as a civic educator under the GLWD project
- **Use of community resource persons;** the civic educators and field coordinators was a sustainable strategy for continued advocacy. The civic educators were still touch with communities. They were referred to as “teacher” by the communities. FOWODE had integrated the civic educators and field coordinators to implement FOWODE activities in the district and on average each was paid an allowance of 20,000/=. This token fee motivated facilitators to carry on the project work.
- **Partnerships built by FOWODE with community based implementing partners and local governments;** in Pader, Pader NGO Forum had continued to implement some components of the project activities. In Kitgum, FOWODE had a link with Kitgum Town Council. These partnerships also served to build the capacity of the organizations and promoted ownership of the programs by the community.
- The **involvement of district leaders** in the implementation of activities contributed to the strong support of the project among the beneficiaries. Civic educations were mobilized by LCI chairpersons; *“I played a key role in mobilization of communities for civic education” Chairman LCIII, Pader.* In Gulu district, the Field Coordinator was the Speaker to Gulu Municipal Council and his added clout as Speaker brought in the concept of ownership of project activities by district leaders. As one of the district leaders he could interface with colleagues and promote the agenda of the project.

3.8 Lessons Learnt

Summarized below are lessons learnt from the project that can be applied in similar settings in future:

- It is possible to conduct activities in the community without necessarily giving them money. Civic educations under the GWLD project did not have allowances budgeted for, however communities did attend the educations and on demand for money when the civic educators pointed out the value of information received they were positive and when called upon they again attended the civic educations laying to rest the anxiety of the civic educators that they could not turn up; it was thus noted that communication is a very important and once the community understands the need for an activity they will

selflessly give their support. This demystified the concept that people in Northern Uganda cannot attend events where money is not given.

- It is important to partner with local community based organizations. It serves to build their capacity and it is a cost saving strategy for the main implementing partner especially if its staffing levels are small. It also promotes ownership of project activities by the community.
- Gender is a sensitive issue because it involves cultures and so when handling it one needs to allow people to find their own solutions and adapt what works for them without compromising their cultures.
- It is important to involve project beneficiaries as well as local leaders in the design and planning of projects. The community listens to their leaders and for project success the leaders need to know and support the project.
- Women are an easy population group to work with; they are willing to take part in activities and have great interest on learning new things. They actually know their rights but they are held back by culture.

3.9 Challenges Encountered in Project Implementation

The respondents interviewed enumerated various challenges which affected implementation of the project interventions as indicated below:

- Twelve months is a very short time frame for a project, and funding was received late. The project was thus implemented under stress to meet set timelines. In all the discussions held at national level, all informants noted that the delay in having funds in time affected the timely implementation of the activities. In addition, the fluctuating dollar rate and inflated commodity prices that were not catered for in the original project budget affected programme implementation.
- The project was implemented at sub-county level in three districts; this was a very wide coverage and it affected quality of civic education. The sub-counties are very large and civic education was conducted at village level. The civic educators were hard tasked to choose which villages to conduct civic educations in and yet the demand for the educations was high. The wide coverage also presented a challenge of transport to civic education sites.

- The demand for the civic educations was very high and funding for the activity limited. The civic educators could not visit the sub-counties as regularly as the community required. During the project life, sub counties received at most two civic educations and this was quite irregular and far in-between.
- The IEC materials were very popular, however, they were limited. Distribution thus presented a problem. The civic educators took a decision of giving them to the LCI chairpersons to distribute.
- Refreshments for civic educations were not provided for by the project and hence not funded. This presented mobilization difficulties. After the training and sensitization sessions, the community used to demand for refreshments/money and the civic educators had a hard time explaining why this was not available.
- Funding for the program was provided by UNDEF but coordinated by UNDP. UNDEF did not get a face with the implementing partner FOWODE as all communications were delivered by UNDP.
- Despite women aspiring to take up political offices, their ambitions may be limited by availability of resources to support their bid for political office, especially financing campaigns and other expenses. Even those in office are unable to save funds to support their next political bid. Councillors are entitled to 20% of locally collected revenue and this is often not sufficient to cover their costs while in council.

CHAPTER FOUR

4.0 CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the conclusion and recommendations arising from the evaluation findings. The recommendations are made in light of the challenges that have been identified in this evaluation.

4.1 Conclusion

It can thus be concluded that:

- The project addressed the problem for which it was designed. It was able to increase the visibility of women leaders and build the capacity of the communities to participate in the democratic process of the country starting from the sub-county level through civic education. The executing modalities of the project as specified by UNDEF with UNDP as an executing agency and FOWODE the implementing partner was strategic but it can still be improved as indicated in the recommendations.
- The intended objectives of the GWLD project as outlined in the project document were fully achieved, both in terms of implementation and realization of targets and the intended results/effects/outcomes. The project activities as set were adequate to realize the objectives and they contributed to the measure of effectiveness of the project.
- Overall the project performance can be graded as excellent. Outputs reflected are commensurate with inputs of the project.
- The project was in line with defined needs of the beneficiaries. It can thus be said that it was justified and relevant in both the Country context as well as the context of the executing agency UNDP and the implementing partner FOWODE. The project contributed to the governance programme objectives of the UNDP Country Programme. It was also relevant and in line with the strategic objectives of FOWODE and thus got rightly placed in the Department of Women and Decision Making at FOWODE.
- The project did not only register intended impacts/changes but it also registered three unintended impacts/changes. All impacts/changes documented were positive and nothing negative pertaining to the project was found. The project impacts/changes had a multiplier effect in society.

- The key sustainable aspects of the project include: the knowledge gained by the target beneficiaries. Although continuation of activities will not be possible without additional funding, knowledge as a sustainable benefit in society with its multiplier effect cannot be under estimated.
- Overall, the evaluation team concludes that the project design and implementation process was appropriate but could have been better; the project was completely effective, largely efficient, had the desired impacts/changes, was relevant in the local, national and country context and has aspects that will be sustained.

4.2 Recommendations for Future Improvements

1. This evaluation recommends that UNDP as an executing agency should involve UNDP from the first principles of planning, design and implementation of similar projects. This eases UNDP’s role of an oversight agency of project activities.
2. The GWLD project implemented in Uganda can be rated as a successful program that can be shared by UNDEF with other relevant implementing partners outside Uganda and it should be considered for replication.
3. UNDEF/UNDP should consider funding projects for periods longer than one year. Project implemented within one year periods often pose a challenge to accurately attribute impact to. It is also very challenging for implementing partners to competently implement all project activities within one year periods. Three years are often more convenient timeframes.
4. The evaluation recommends FOWODE to consider re-focusing the coverage of activities when implementing similar projects. It could focus its activities in one/two sub counties of a district. This will enable the program to reach each parish and village of the sub-county. It will increase intensity of project activities in the areas of operations and scale up to other sub-counties can be done when the projects has been effectively and successfully accomplished.
5. While the project had limited interface with government structures, it however, complemented Government efforts in providing civic education to Ugandans. There is still need for Government to provide communities with civic education as one of its obligations to its people, so as to raise level of awareness of the population about political and legislative matters; this would empower them to hold their leaders accountable.

6. Furthermore, the Government needs to create space for people to interface with their leaders. Communities are able to articulate pertinent issues that affect them and they need to space to communicate this to their leaders. One of the spaces that were proved as successful by FOWODE when it received continued funding from UNDP was radio talk shows, since they have a wide community outreach. They are recommended as high impact space for interaction between leaders and the communities they serve.
7. FOWODE should target the girl child in targeting women leaders and develop appropriate programmes for schools. The boys and girls in school if exposed early to leadership issues and definitions of gender equality may have far reaching positive impacts in society.

ANNEX I: LIST OF PERSONS INTERVIEWED

Name	Title	Telephone Contact
UNDP		
Mr Sam Ibanda	Assistant Country Director, Democratic Governance Programme	
Ms Harriet Karusigarira	Programme Associate	
Mr. Augustine Wandera	M&E Specialist	
FOWODE Kampala Offices		
Mr Julius Mukunda Mugisha	Programme Director Gender Budget Programme	0414-286063
Ms Agripinner Nandhego	Programme Officer	0772-695423
Pader District		
Mr George Otto	Coordinator, Pader Ngo Forum	0772-971722
Mr Walter Okello	Field Coordinator	0774-998342
Hon. Helen Okot	Councilor LCIII, Pader Town Council (T/C)	0772-656974
Hon Adong Mackline	Woman Councilor, Pader T/C	0777-757100
Hon. Aciro Doreen O	Councilor LCIII,, Pajule S/C	0775-581116
Mr. Opoka P'owiny	Civic Educator	0782-801743
Mr. Okello Church-Hill	Civic Educator	0774-551091
Mr Walter Okello Railey	Civic Educator	0777-224647
Mr Owor Frank Robson	Civic Educator	0774-562086
Mr Unyer Richard	Civic Educator	-
Mr Piloya Steven	Civic Educator	-
Mr Okello James	Civic Educator	-
Ms. Molly Lagulu	Community Mobilizer	0777-488802
Mr. Omona Alphonse O	Chairman LCIII,	0782-303050
Community Dialogue Meeting: Attended by 23 Beneficiaries/Members of the Community		
Kitgum District		
Hon. Salaama Olweny	Councilor LCIII,, Kitgum T/C	0772-530747
Hon. Too-Oroma Walter	Speaker, Kitgum Town Council	0782-165963
Hon Jane Amto	Councilor LCIII,	-
Hon. Lucy Odiya	Councilor LCIII,	-
Hon. Ayoo Doreen	Councilor Representing PWDS	0775-010608
Ms Alaroker Harriet	Field Coordinator	0772-193347
Ms Doreen Anywar	Civic Educator	0774-677103
Ms Achirocan Rose	Civic Educator	0782-634002
Ms Acayo Grace	Civic Educator	0775-288670

Mr Oyet Richard	Chairman LCI Namokora S/C	
Community Dialogue Meeting: Attended by 56 Beneficiaries/Members Of The Community		
Gulu District		
Hon. Kelly Kumakech	Speaker, Gulu Municipal Council & GWLD Field Coordinator	0777-360759
Hon. Pauline Lukwayi	Councilor LC IV & Chairperson Finance/Planning/Administration and Investment Standing Committee, Gulu Municipal Council	0782-675803
Hon. Akech Lilian	Councilor Female Youth, Gulu Municipal Council	0774-190940
Hon Gladys Laker	Councilor LC IV & Chairperson Community Development and Production Standing Committee, Gulu Municipal Council	0782-668280
Hon. Adongo Betty Odong	Councilor LC IV, Gulu Municipal Council	0777-762262
Hon. Stella Odong	Councilor LC IV & Secretary Community Development And Security, Gulu Municipal Council	0772-672831
Opiyo Charles	Civic Educator	???
Mugisha Everine Adyeri	Civic Educator	0782-704030
Daniel Wilobo Owira	Civic Educator	0784-503233
Matina Okot Veronica Lamunu Aciro Rose Uma Alphonse Anywar Boniface Anywar Vincent	FGD Participants/ Beneficiaries	

ANNEX II: DATA COLLECTION TOOLS

A: PROJECT REVIEW CHECKLIST – GWLD, FOWODE

1.0. GENERAL INFORMATION

Respondent:

Designation:

Date of review:

2.0: ACHIEVEMENTS AGAINST SET OBJECTIVES & IMPACT OF PROJECT

2.1 Review work plan to rate extend of achievement of objectives – document objectives/activities in work plan, take into account measurable indicators and document status of achievement.

2.1.1 Establish the planned results areas with targets

2.2 Review if achievements are in line with project objectives and document any diversions

3.0. PROJECT CONCEPT AND DESIGN

3.1 Review project document with UNDEF, establish compliance to the agreements.

3.2 Document project implementation strategy used. Analyze appropriateness, effectiveness and possible alternatives.

3.3 Managerial arrangements:

- Personnel of the Implementing partner
- Presence of a board of directors/management committee
- Financial accounting arrangements; separation of financial powers
- Disbursement of funds for project activities
- Procedures for accounting for funds received
- Monitoring and evaluation (M&E) activities of the project
 - Compliance to reporting requirements
 - External support supervision visits received from UNDP Country Office/Representatives of UNDEF

4.0 SUSTAINABILITY & RELEVANCY

4.1 Review processes and systems in place to enhance sustainability; document.

4.2 Review the channels/types of information communication materials used.

REVIEWER’S COMMENTS:

B: KEY INFORMANT INTERVIEW SCHEDULE (A)
(Staff of implementing partners)

1. Background information
 - a) IP name
 - b) Respondent's name & Designation
2. In your opinion has the project achieved its objectives? Can you highlight some of your major achievements? What factors facilitated these major achievements? (***Probe for achievement of intended outcomes***).
3. What has been the project's contribution to the lives of your beneficiaries either directly or indirectly and the community in which they live? (***Probe for intended and unintended impacts on gender and marginalized groups***)
4. Please gauge with examples the relevancy of this project. Was the project justified and appropriate in your opinion?
5. The resources inputted in this project, did they deliver the expected results? (***Probe for optimal use of availed resources in view of deliverables of the project***)
6. In your opinion did the project meet the needs/expectations of the beneficiaries? Please substantiate your answer with examples/scenerios.
7. What type of technical support did you receive from UNDP/UNDEF/FOWODE?
8. The strategy used to implement the project, was it the most appropriate? (***Explore communication channels/types used. Also explore their relevancy & usability***)
9. To what extent did the project establish processes and systems that are likely to support the continued implementation of the project?
10. Were the involved parties willing and able to continue the project activities on their own (***Probe for partnerships built***)?
11. Are the project outcomes likely to be sustainable? If not, why not? Which remedial actions would have been good to take?
12. What challenges/constraints did you face in implementing this project?
13. What lessons can you report on? Are there any good practices/success stories that you can highlight?
14. What aspects of the project interventions could you recommend for replication? What are the sustainability possibilities of these interventions after UNDEF funding? (***Probe if the KI was to implement the project all over again, what could they focus on?***)
15. Do you have any recommendations for improvement of future funding from UNDEF?

Thank the Key Informant (KI)

C: KEY INFORMANT INTERVIEW SCHEDULE (B)
(Staff of UNDP)

1. Background information
 - a) Respondent’s name & Designation
2. In your opinion did the projects achieve their objectives? Can you highlight some of their major achievements? What factors facilitated these major achievements? (*Probe for achievement of intended outcomes*).
3. Please gauge with examples the relevancy of these projects. Were the projects justified and appropriate in your opinion?
4. The resources inputted in these projects, did they deliver the expected results? (*Probe for optimal use of availed resources in view of deliverables of the project*)
5. In your opinion did the projects meet the needs/expectations of the beneficiaries? Please substantiate your answer with examples/scenerios.
6. What type of technical support did UNDP/UNDEF give to the implementing partners?
7. The strategy used to implement the projects, were they the most appropriate? (*Explore communication channels/types used. Also explore their relevancy & usability*)
8. To what extent did the projects establish processes and systems that are likely to support the continued implementation of the project interventions?
9. Are the project outcomes likely to be sustainable? If not, why not? Which remedial actions would have been good to take?
10. What challenges/constraints did you face in implementing these projects?
11. What lessons can you report on? Are there any good practices/success stories that you can highlight?
12. Drawing from the lessons you learnt, if UNDP was to support implementation of similar projects, what would you focus on?
13. Do you have any recommendations for improvement of future funding from UNDEF?

Thank the Key Informant (KI)

D: KEY INFORMANT INTERVIEW SCHEDULE (C)
(Women leaders)

1. Background information: Respondent’s name & Designation
2. What activities/interventions of the Grassroots for Women Leaders’ Democracy project can you mention?
3. Can you say that your awareness/competence in decision making has been improved as a result of interventions of the Grassroots for Women Leaders’ Democracy project?
(Probe for result areas: Able to analyse proposed legislation and gather information, Can analyse existing policies, Can analyse plans and budgets)
4. What changes/impacts in your leadership role can you attribute to the interventions of the Grassroots for Women Leaders’ Democracy project?
5. Did the project meet your needs/expectations? *(Explore answers given)*
6. Were the project strategies used appropriate?
 - a. IEC materials: relevancy and usability
 - b. Use of workshops/meetings
7. What aspects of this project interventions do you think will be sustained after FOWODE project interventions?
8. Are there lessons you have learnt that you could like to share with us?
9. In your opinion what could have been done better under this project?
10. Any other comments

E: COMMUNITY DIALOGUE GUIDE/FGD GUIDE

1. What were you taught during the civic educations?
2. Did it help you?
3. Are there any women among you aspiring for leadership positions? Please stand up.
4. What kind of leader do you want? Probe for qualities of a good leader
5. What was wrong with past leaders?
6. What changes can you attribute to civic education
7. What recommendations do you have?

Thank you

ANNEX III: MATRIX OF EVALUATION THEMES

Evaluation theme	Key questions/issues	Method
Effectiveness: achievement of projects set objectives	<ul style="list-style-type: none"> • To what extent have the project's objectives been reached? • To what extent was the project implemented as envisaged by the project document? If not, why not? • Were the project activities adequate to realize the objectives? • What has the project achieved? Where it failed to meet the outputs identified in the project document, why was this? • Have any significant developments taken place since the project started, if so, explain how they affected the project goal and activities and evaluate the impact on the project? 	Key informant interviews Focus groups discussion Document review Observation Review checklist
Relevancy	<ul style="list-style-type: none"> • Were the objectives of the project in line with defined needs and priorities? • Should another project strategy have been preferred rather than the one implemented to better reflect those needs and priorities? Why? • Were risks appropriately identified by the projects? How appropriate are/were the strategies developed to deal with identified risks? 	Key informant interviews Focus group discussion Document review
Efficiency attained in implementation	<ul style="list-style-type: none"> • An analysis of overall project performance will be done. • Outputs achieved vis-à-vis inputs • Financial management 	Key informant interviews Review checklist
Impact of the projects	<ul style="list-style-type: none"> • To what extent has/have the realization of the project objective(s) had an impact on the specific problem the project aimed to address and on the targeted beneficiaries? • To what extent the project has caused and is likely to cause changes and effects, positive and negative, foreseen and unforeseen, on 	Key informant interviews Focus groups Case series

Evaluation theme	Key questions/issues	Method
	<p>society?</p> <ul style="list-style-type: none"> • Is the project likely to have a catalytic effect? How? Why? Please provide examples • Have the needs of project beneficiaries been met by the project? If not, why not? 	
Sustainability issues	<ul style="list-style-type: none"> • To what extent has the project established processes and systems that are likely to support the continued implementation of the project? • Are the involved parties willing and able to continue the project activities on their own (where applicable)? • Are the project outcomes likely to be sustainable? If not, why not? Which remedial actions would have been good to take? 	<p>Key informant interviews</p> <p>Focus groups</p>
Project concept and design	<ul style="list-style-type: none"> • Was the project design appropriate? If not, why not? • Was the project, including its finances, human resources, monitoring, and oversight and support managed efficiently? • What was the role played by the implementing agency(ies) and, where applicable, the executing agency in leveraging resources, internal or external, and expanding partnerships with other actors to support and expand this project? • Assess the appropriateness of current formal and informal communication channels between national stakeholders, implementing and executing agencies and UNDEF staff, including recommendations for improvement 	<p>Key informant interviews</p> <p>Focus groups</p> <p>Review checklist</p>

ANNEX IV: ACHIEVEMENT OF PROJECT SET TARGETS

Intended outcome: Democratic practices deepened and democratic institutions strengthened through engendered political processes and structures			
Outcome Indicator	Planned outputs	Achievement of results	Comments
1. Enhanced capacity to advocate for gender political parties	Women in political parties trained in advocacy for gender	35 women were trained in advocacy for gender in 02 National workshops	Target set was to train 20 women in 02 workshops, however, 35 women were trained
	Gender issues in party agendas documented	An analysis of gender issues in political parties was carried out and identified issues documented and published in a book entitled `Dancing to the tunes of Democracy; Women and political party agendas`. The publication was launched on 19 th December 2008	Documentation of gender issues is key to advocacy and the publication is a tool that will enhance advocacy
2. Increased capacity of women legislators to influence public policy	Women councilors trained gender analysis of legislation, budgets and policies.	12 workshops were held between the months of February and September 2008 and 120 women were trained	The targets set were achieved by 100%
3. Enhanced awareness of the importance of women participation in politics	Grass root civic educators trained	15 districts based TOTs were trained in the month of March 2008. They in turn trained 78 local civic education change agents/grass root civic educators	The set target of training 15 TOTs was achieved. Set as a target was the training of 75 grass root civic educators, however actual number trained was 78
	Village to village civic education conducted	A total of 91 villages meetings were held attracting 6,493 people of whom 3,990 were females and 2,503 males	Target set for village meeting was 150 meetings with a total attendance of 4,000 people. Despite the number of meeting registered being less than the set target, total

			attendance achieved surpassed the set target of 4,000 by 38%.
	Civic education manual produced	1000 copies of the manual was produced in English and distributed to the civic educators	
	Civic education IEC materials produced	IEC materials were produced in English and Luo. Produced were 5000 posters, 5000 civic education pocket guides and 5000 stickers	The civic education pocket guides in Luo was the most popular IEC material as reported during the community dialogue meetings held by the consultant
4. Increased targeting of women by local government service delivery	Grass root monitors trained in gender budgeting monitoring	20 grass root monitors were trained in a two day workshop	All activities documented under this outcome indicator were achieved as per set targets
	Monitoring report produced	Field monitoring report was produced with a specific focus of community monitoring of government health services in Northern Uganda, from a gender perspective	
	Public dialogue held	A Public dialogue was held attracting 48 participants	
5. Effective and efficient delivery of project activities	Site visits conducted	03 site visits were conducted; one to each district	The consultant verified this with activity reports on file at FOWODE Kampala offices
	Project technical support provided	Technical support was provided by the Project Technical Committee, UNDP and FOWDE	The field coordinators in their key informant interviews with the consultants reported that this was indeed true.
	Periodic reports prepared	05 progress reports were prepared and submitted on schedule	Copies of the reports were verified by the consultant at FOWODE offices

	Project mid-term review conducted	Not conducted as planned because of time constraints	A field review was conducted instead
	Mid-term progress report prepared	-	A report based on the field review and monitoring data was produced
	Certified financial statement prepared	Done	-
	Final evaluation report conducted	UNDP commissioned an external evaluation	In addition UNDEF contracted a consultant to conduct an end of program evaluation.
	Staff salaries paid	Done	Relevant accountability documents available
	Equipment acquired and maintained and utilities paid	Done	Relevant accountability documents available

ANNEX V: TERMS OF REFERENCE

TERMS OF REFERENCE FOR THE EVALUATION OF UNDEF-FUNDED “GRASSROOTS WOMEN LEADERS IN DEMOCRACY PROJECT (UGA00055848/UDF-UGA-06-119)”

A: National Context

The 1995 Constitution of the Republic of Uganda provides for affirmative action for women, youth, workers and people with disabilities in order to ensure their representation in political decision-making at national and local government level. In the same effort, the Local Government Act 1997 as amended, guarantees a 1/3 quota for women representation on all local government councils. Furthermore, Uganda’s National Gender Policy 1997 which is government’s policy for mainstreaming gender in all sectors provides a legal framework and mandates every stakeholder to address gender imbalances within their respective sectors. However, Gender equality in the political arena is still too low to create the desired impact on decisions at national and at lower levels.

Uganda has held the first multi party politics election in 2006 after 20 years of single and no party politics. Given the fact that this is a new political dispensation, there is still limited understanding of how multiparty politics works and the importance of people participation particularly women political participation in the democratization process both at national and at the local levels. This challenge of women participation in political leadership has been worse in the conflict affected Northern part of Uganda. Women leaders in such areas are unable to influence policies in their favor due to limitations like lack of; funds, limited networks to support women candidates, low levels of confidence among women to participate, lack of skills and information to effectively engage the policy makers. Women are also marginalized in terms of capacity building opportunities, as service providers prefer to work in more secure areas.

Given this context of limited women political participation United Nations Democracy Fund (UNDEF) through United Nations Development Programme (UNDP) Uganda Country Office funded a project to empower women to participate in decisions that affect them. This was: -

Grassroots Women Leaders in Democracy (GWLD) Project (UGA00055848/UDF-UGA-06-119) implemented by Forum for Women in Democracy (FOWODE)

The GWLD project by FOWODE was aimed to increase awareness of grassroots women in decision making in the districts of conflict affected areas of Gulu, Kitgum and Pader through Building the capacity of sub county councilors to gather information, analyze proposed legislation, existing policies, plans and budgets and for community based groups to conduct gender-sensitive monitoring of local government service delivery. It was also going to conduct civic education on how a multiparty system operates, importance of women’s participation, roles and responsibilities of citizens in a democracy, conflict resolution and peace building, ethics and integrity, among others

This support was one year period for GWLD-FOWODE project at the end of which, a mandatory project evaluation is supposed to be conducted to take stock of achievements and document lessons learnt. This will help improve design and implementation of future UNDEF supported interventions.

B. Summary of the Project to be evaluated

i)

Grassroots

Women Leaders in Democracy Project implemented by FOWODE

The Grassroots Women Leaders in Democracy (GWLD) project was aimed at improving participation of women in political leadership. Its objective was to see increased visibility in number and impact of grassroots women in decision-making in conflict affected areas in Northern Uganda.

Intended outcome: Democratic practices deepened and democratic institutions strengthened through engendered political processes and structures

Project Objectives:

- i) increase the capacity of sub county female councilors to gather information, analyze proposed legislation, existing policies, plans and budgets,
- ii) build capacity of community based groups to conduct gender-sensitive monitoring of local government service delivery,

Geographical Location: Gulu, Kitgum and Pader districts.

Project period: 01/10/2007-31/12/2008

Funded amount: \$224,130

C. Objectives of Evaluation

The evaluation will address questions in relation to Effectiveness, Relevance, Sustainability, Project design and Efficiency and impact. . In detail, it will answer the following questions:

- **Relevance:** What was the degree to which the project was justified? Was it appropriate to the needs and the situation at the national level?
- **Efficiency:** What was the overall project performance? What were the outputs in relation to the inputs? Was the financial management and implementation timetable appropriate?
- **Project concept and design:** What was the appropriateness of the executing modality and managerial arrangements of the project?
- **Effectiveness of the project:** Were the intended objectives achieved?
- **Impact:** What were the positive or negative, intended or un-intended impacts/effects/changes attributable to the project?

- **Sustainability:** What are the prospects of sustainability? What sustainability strategies were put in place? Are there possibilities of replication of particular projects interventions after UNDEF support?

In addition to the above, the evaluation will also:

- Analyze the challenges to the project success and lessons learned from managing them
- Highlight the lessons learnt from the projects the results achieved, the process followed provide recommendations that may be required for refining further UNDEF's future project support
- Analyze the overall impact of the projects in targeting gender and marginalized groups
- Analysis of the good practices/success stories if any
- Analyze the added value of UNDEF funding

D. Scope of Evaluation

The evaluation will cover project design, implementation, project results, resource utilization; issues of sustainability, lessons learnt and intended results of the project. The evaluation will cover the time period October 2007 to December 2008 when the projects were operational. In terms of geographical coverage, the evaluation will focus on the districts in which the projects were implemented. These are: Gulu, Kitgum and Pader districts for FOWODE project and Soroti and Kumi for UCOBAC project. The target population for the evaluation will be the local communities and leadership in the targeted districts which the projects intended to assist.

E. Products Expected from Evaluation

The following key products are expected from the evaluation team:

- Inception Report including detailed methodology and timelines
- Field work debriefing before draft report writing
- Two (2) Draft Evaluation Reports for :- i) FOWODE project and ii) UCOBAC Project
- Two (2) Final Evaluation Reports for : - i) FOWODE project and ii) UCOBAC Project

The final evaluation report structure will be guided by UNDEF evaluation report format and quality control checklist.

F: Evaluation report content:

The evaluation reports that should, at least, include the following contents:

1. **Context/background of the project:** This should include
 - the project aim and strategy with regard to the situation analysis in the project document. It should look at the democratic context in which the project was proposed and the problem it intended to address.

- An analysis of the situation with regard to the outcome, the outputs and the outcome-output linkages;
- key project stakeholders, partners and beneficiaries.

2. Programme Objective and components

- the appropriateness of the general objective of the project
- the value of the planned outputs and outcomes
- the success of the activities that were implemented]
- the total project budget and its adequacy
- the utility of participant feedback forms

3. Information about the evaluation process and the Evaluator:

- Description of the evaluation methodology used (field visits, interviews, review of relevant literature, documentation review, questionnaires, participation of stakeholders, etc
- Annexes: Work plan with duration of the evaluation; TOR, field visits, people interviewed particularly women, documents reviewed, etc.

4. An evaluation Summary

- Key findings (including best and worst practices, lessons learned)
- Conclusions and recommendations, including suggestions for future programming.

G. Methodology or Evaluation Approach

Though the evaluation methodology to be used will be finalized in consultation with the UNDP the following elements should be taken into account for the gathering and analysis of data:

- A desk review of relevant documents (country programme, project document, annual work plans, progress reports, financial reports, etc.)
- Discussions with the Team Leader and staff of the governance programme in UNDP;
- Consultations with Project Implementing Partners in FOWODE and UCOBAC
- Field visits to select key projects and consultation with interviews with stakeholders and beneficiaries i.e. local governments, UCOBAC&FOWODE, Local Leaders, etc

The detailed evaluation methodology will be developed by the evaluation team and submitted to UNDP as part of the inception report for approval. The detailed methodology will include:

- Research methodology
- Data collection approach
- Data collection tools
- Data analysis techniques
- A table indicating how to get to answers for all evaluation questions.

H. Skills and experience of the evaluation Consultant

The evaluation will be done by a local consultant with the following skills, experiences and qualifications:

- Master's degree in development studies or related social science fields
- At least 7 years of relevant experience in project evaluation or development programming.
- Proven experience in conducting project evaluations independently
- Proven experience in report writing and drafting
- Excellent ability to communicate in English both written and spoken, and to work in a team
- Familiarity with crisis and conflict situations

I. Implementation Arrangements

Though the evaluation will be fully independent, to facilitate the evaluation process, consultant shall work closely with the relevant Programme Analyst and report weekly on the progress of the consultancy to the UNDP Assistant Country Director in charge of the Democratic Governance Programme or any designated officer. It is expected that the Implementing Partners for these two projects to be evaluated will provide any other support needed by the consultant to carry out this task.

The timetable for the evaluation, including when different deliverables or products – such as briefs, draft report, final report is provided in the table below:

The timing and duration for the assignment will be 35 working days effective from the date of signing of the contract which is planned to be 10th May 2010. The work schedule should run as follows:

Deliverable	Time
Inception Report	5 days after signing of contract
Field work debriefing	Midterm
Draft Evaluation Report	30days after signing of contract
Final Evaluation Report	5 days after presentation of draft report (25 th June 2010)

The evaluation will include the following key activities:

- Evaluation design and work plan
- Desk review of existing documents
- Briefing with UNDP Uganda
- Field visits
- Interviews with partners
- Drafting of the evaluation reports
- Debriefing with UNDP
- Finalization of the evaluation reports (incorporating comments received on first draft)

The draft evaluation reports shall be presented to UNDP for review not later than 30 days after start of the assignment. Comments and feedback from all stakeholders should be incorporated into the final version of the report.

The consultants shall submit the final evaluation reports to the UNDP Assistant Resident Representative in charge of the Democratic Governance Programme not later than 5 days after presentation of the draft report.

J. Cost:

The Consultant shall be paid according to UNDP rates as detailed in the table below. In addition, the consultant shall be provided with Daily Subsistence Allowance (DSA) for a maximum of 10 days in the field and at the going UNDP rate. Any other exercise related costs will be claimed by the consultant as reimbursable not exceeding 20% of the contractual amount.

The payment shall be as follows:

- 40% at presentation of inception report (percent increased since it there is field work involved)
- 60% at presentation of final report

ANNEX VI: CURRICULUM VITAE

A: LEAD CONSULTANT'S CURRICULUM VITAE:

Mr. Namanya Bharam

P.O Box 21771 Kampala- Uganda

Tel: +256-77-2-463143;

Email: bharam_namanya@yahoo.com

Personal Detail

Nationality: Ugandan

Date of Birth: 21st June 1966

Marital Status: Married

Personal Profile

Bharam Namanya is a self-motivated, result-oriented and transparent team player, with good inter-personal communication skills and with values to protect. He has accomplished number tasks during his professional career. Bharam possesses knowledge and skills in leadership and management, programming, strategic thinking and planning, monitoring and evaluation; policy analysis, budgeting, budget management and sector wide approaches and frameworks. He has wide experience in areas of public health, reproductive health, HIV/AIDS, gender, and social-cultural issues, governance issues, community development work, and other social sector programmes, as well as capacity building of civil society organizations. I also have demonstrable evidence of having successfully scaled up HIV and AIDS Interventions through increased resource mobilization to support new initiatives at national level. Bharam is a person of self-initiative, has the ability to take up challenges, is a good team leader, reliable, and is always part of the solution in any given task and has potential to achieve the organizational and personal development goals. He is knowledgeable of the governance issues and development challenges in Uganda and the region.

Career Objectives

To be able to bring positive social change in the lives people who are in need.

Key Skills

- Very good knowledge of the project cycle—from project conception, design, appraisal, negotiation, implementation, to monitoring and evaluation;
- Development of resource mobilization, fund raising and advocacy plans;
- Programme coordination and management;
- Logistics and supplies procurement and management;
- Development of Institutional Strategic Plans;
- Preparation of Annual Budget and work plans;

- Financial management;
- Staff recruitment, training and development and supervision (human resource development);
- Planning and organization of training programmes, conferences and seminars;
- Report writing, speech writing and delivery, editorial work, news reporting and working with the media

Work experience:

Bharam has over twelve years of practical experience and in-depth knowledge of human rights based approaches to Reproductive Health and HIV/AIDS programme design, gender, governance, planning, implementation, management, monitoring and evaluation and coordination at regional, national and community levels. He has knowledge of broad range of HIV and AIDS and development issues at global, regional and national level.

He has worked with Multilateral (UN), Regional and National Organizations in collaboration with Multilateral (UN), Bilateral Organizations and Public sectors, Civil Society and Faith-Based Organizations. He has hands on experience in programme design management, monitoring and evaluation. Has 10 years experience working with UN funded projects at national and district levels. I have provided technical assistance to implementation of 5 year Regional HIV and AIDS Strategic Framework 2008-2012 with a budget of 7 million USD.

As Executive Director of a coordination institution for Civil Society, I have provided the strategic leadership to CSOs engaged in HIV and AIDS in the Country including building strategic partnerships with public sector at national and district level.

Provided the technical guidance to implementation of UNASO 4 year strategic plan and evaluation of two ending projects that have been focussing on capacity building for policy analysis and implementation at district level.

As a member of a number of national level technical working groups on monitoring and evaluation, programme design and management, I have provide technical in put to the preparation of Uganda Report for UNGASS for period ending 2009.

As Program Analyst, provided technical assistance to the designing, implementation and monitoring and evaluation of 4 year UNDP supported HIV/AIDS projects implemented by both Public Sector and CSOs including Uniformed Forces. As a Programme Technical Officer at UNFPA, designed, implemented and evaluated a five year national and community level Advocacy Program for Adolescent and Sexual and Reproductive Health including HIV/AIDS and Family Planning programs, which involved 10 implementing partners in 20 districts with an annual budget of 1.5 million USD.

I have initiated new interventions at policy and programme level including provision of data and information to inform programme design and implementation. Through networking and partnership building, I have mobilized resources to scale up HIV and AIDS interventions at national level. I

provided strategic leadership to the organizations I have worked for to ensure that they realize their vision, mission and objectives through effective utilization of their human, financial and material resources.

Lectured and examined Post Graduate students in Demography, Social Sector Planning and Management, Public health at Makerere University, Uganda. I have represented organizations I have worked with in various technical working Groups and teams.

Qualifications:

1997: Makerere University, Kampala, Uganda: M.A (Demography)

1996: Makerere University, Kampala, Uganda: P.G.D (Demography)

1993: Makerere University, Kampala, Uganda B.A (Sociology) Upper Second

Additional training:

- Planning for HIV/AIDS in Sub-Saharan Africa, Health Economics, HIV/AIDS & Research Division (HEARD), University of Kwa -zulu-Natal, 2006
- Monitoring and Evaluation, Health Economics, HIV/AIDS & Research Division (HEARD), University of Kwazulu-Natal, 2006
- Human Rights-Based Approach to Programming, UNFPA, 2005
- Evidence-based Program management, September 2002, UNFPA, Kampala.
- Effective rapid presentation skills building for population, reproductive health and development, Policy II Project, 2001, Entebbe
- Trainer of trainers: Advocacy for population development and reproductive health, 2000, Jinja

Work Experience:

Executive Director: (November 2009 to date): Uganda Network of AIDS Service Organizations (UNASO)

Providing overall leadership to coordination of CSO engaged in HIV and AIDS in Uganda.

Responsible for management and delivery of the UNASO mandate and strategic plan objectives.

EAC/UNAIDS HIV and AIDS Advisor- Short term assignment (May 2009 to November 2009) East African Community.

Provided technical assistance to EAC Secretariat in the establishment of the EAC HIV and AIDS Unit and operationalization of EAC Regional HIV and AIDS Multisectoral Strategic Plan.

Revised the EAC Regional HIV and AIDS Multisectoral Strategic Plan to include the mobile population and Most at Risk Population (MARPS) as targets for the plan

Developed annual Work plan and Budget for 2009 and Procurement Plan for the HIV and AIDS Unit.

Organized and facilitated three regional meetings with participation of stakeholders from East African Community Partner States, and International AIDS Partners and Civil society. These forums have come up with strong recommendations for EAC Member States to harmonize their HIV and AIDS responses.

HIV/AIDS Programme Analyst (February 2006 to April 2009): United Nations Development Programme (UNDP)

Institutional capacity building for coordination of HIV/AIDS response: Provided technical assistance to Public sector (Uganda AIDS Commission, Ministries of Finance, Planning, and Economic Development, Gender, Labour and Social Development, Agriculture, Works, National Planning Authority, ministry of Local Government) and CSO including PHAs to mainstream HIV/AIDS in planning and budgeting process.

Developed one year programme (**USD 620,000**) on supporting the Ministry of Finance, Planning and Economic development and Uganda AIDS Commission to establish systems of tracking resources for HIV/AIDS in the Country. The system would ensure that sources, disbursements and utilization by recipients are tracked.

Developed and managed two year Project (**USD 600,000**) to support Ministry of Finance, Planning and Economic development and Uganda AIDS Commission undertake Macro-economic assessment of HIV and AIDS Impact in Uganda. The timely study has been instrumental in positioning HIV as a developmental issue and not just health. It has provided empirical HIV and AIDS information to feed into the National Development Plan (NDP) being developed whose theme is Growth Employment and Prosperity for all.

Policy and Programme Development: Supported Parliament of Uganda, Uganda Law Reform Commission and Uganda AIDS Commission and Ministry of Finance, Planning and Economic Development to develop AIDS Bill and national HIV/AIDS Mainstreaming Policy and guidelines.

Developed a project to support Ministry of Local Government in building capacity for conflict affected districts in eastern Ugandan on planning and integration of HIV/AIDS in emergency response. Built capacity of six districts of Teso region in mainstreaming HIV and AIDS in development Planning and budgeting.

Provided technical assistance to AMICAALL to develop five year strategic plan on HIV/AIDS and work place policies on HIV/AIDS for urban centers in Uganda.

As a member of technical working groups represented UNDP and contributed to evaluation of the 2001/06 National HIV/AIDS Strategic Framework and development NSP 2007/08-2011/12.

Provided technical support to the evaluation of PEAP in relation to HIV/AIDS and also supported development of issues paper on HIV/AIDS to inform the ongoing process of developing the National Development Plan (NDP). As focal point person for all UNDP HIV/AIDS supported projects, provided technical assistance to policy and program design, implementation and monitoring and evaluation of UNDP supported HIV/AIDS projects and integrated HIV/AIDS in UNDP Uganda CPR and Poverty reduction interventions. Supervised and managed HIV/AIDS programmes and budgets supported by UNDP.

Partnerships: Represented UNDP and participated actively in the development partners and donors' coordination meetings including Joint UN HIV/AIDS programme of support and regional meeting on HIV/AIDS mainstreaming in PRSPs. Together with UNDP regional Service Centre bases in Johannesburg, provided technical assistance to the East African Community member States on HIV/AIDS mainstreaming in deployment planning at sectoral and national level. I have facilitated two regional training workshops (August 2007 in Arusha and June 2008 in Entebbe).

Program Technical Officer, Policy & Advocacy (2001 to March 2005) African Youth Alliance Project (AYA), UNFPA

Designed, implemented and managed the Advocacy Component of AYA Project, provided technical and financial assistance to 10 sub-projects at national, district and community levels. Developed advocacy action plans and M&E frameworks to track project changes, developed communication strategies based on baseline survey, trained 10 sub project staff in advocacy, budgeting, resource mobilization and reporting, documented best practices and shared with stakeholders in media, conferences and seminars and managed and supervised 20 staff implementing the project. Designed Faith-based institutions partnership policy and advocacy strategy for ASRH and family planning, this partnership resulted into integration of ASRH faith institutional plans, harmonization of canon law on age of marriage with Uganda constitution 1995 and development of curriculum for teaching colleges. In addition, organised, coordinated and managed evaluation and supervision missions for the Projects.

National Program Officer (April 1999 to Dec. 2000), United Nations Population Fund (UNFPA) Country Office:

Conducted appraisals for Country Programs and Sub-programs to ensure consistency with national and sectoral policies and available resources, developed, implemented and managed technical assistance plan for sub-projects, supervised research consultants, monitored and conducted annual program reviews for advocacy and PDS projects. In addition, organised, coordinated and managed evaluation and supervision missions for the Projects

Part-Time Lecturer, Makerere University (2000-July, 2001, 2007)

Lectured and examined post graduate students at the Institute of Statistics and Applied Economics, Institute of Public Health and Department of Social Worker in population and development areas

National Program Officer, Population Secretariat, Ministry of Finance, Planning and Economic Development (August, 1997 –April, 1999)

Coordinated and monitored national and CSO responses on population and development, prepared work plans, budgets and program reports, Monitored budget expenditures and worked with district population officers to achieve programs objectives.

Paper authored and presented

- The State of Uganda Population Report 2007: Internal Migration and Displacement; Development Implications for Reproductive Health Access, Human Rights with a focus on Northern Uganda
- The State of Uganda Population Report 2003: Situation of Adolescent Reproductive Health in Uganda.
- International Conference on AIDS and STIs in Africa (ICASA) 2003, Nairobi: Partnership with faith based institutions in HIV/AIDS prevention among young people,
- American Public Health Association 131st Annual Meeting & Exposition in San Francisco, CA 2003: Partnership with male cultural leaders for ASRH, Family Planning and prevention of HIV infection among young people. A case of Uganda.

Consultancies supervised:

- End of Programme Evaluation of Uganda Network of AIDS Service Organizations (UNASO) Grant Management Scheme for Capacity Building to NGOs/CBOs funded by the American Jewish World Service Project: January 2010.
- Assessment of access to treatment, care and prevention services by HIV and AIDS infected people in districts of Kabarole and Kasese, March 2010,
- Macro-economic assessment of impact of HIV/AIDS in Uganda, 2007-2008
- Assessment of Local Governments' capacity in mainstreaming of HIV and AIDS, 2008.
- Assessment HIV and AIDS mainstreaming in Sectors and Local Government Budget Framework Papers FY 2008/09 (November 2008 to Jan 2009)
- Development of National Guidelines on HIV/AIDS mainstreaming in planning and budgeting processes at national and districts level, 2007.
- Development of National HIV and AIDS Mainstreaming Policy, 2008
- Review and documentation of National laws and Policies related to Adolescent ASRH in Uganda 2002, conducted by Paradigm Consult Ltd, Kampala.
- Attitudes of Cultural Leaders towards cultural practices that expose Adolescents to teenage pregnancies, early marriages and HIV/AIDS in three Kingdoms of Tooro, Bunyoro and Busoga, 2002/2003.
- Policy Makers' knowledge, attitudes and Practices related to ASRH policies/laws and their allocation of resources to ASRH interventions, 2003, conducted by MISR.
- Documentation of Perspectives on Islamic tenets related to Adolescent Sexual and Reproductive Health, March 2003, conducted by Uganda Muslim Supreme Council.
- Media coverage of adolescent sexual and reproductive health in Uganda, 2003, conducted by Department of Mass Communication, Makerere University.

Research and evaluations Conducted

- Mid-term evaluation of SIMAVI –Netherlands Reproductive Health and HIV/AIDS supported interventions in Uganda and Kenya, 2007 and facilitated review of the changing trends of peer education programming for in Sub-Saharan Africa, 3rd to 8th November 2007 at Park Villa Hotel in Bungoma, Kenya.
- Documentation of best Practices under GOU/UNFPA 2000-2005 Programme, Population Secretariat, January 2006.
- Knowledge, Attitudes and Practices of Ugandan Men regarding Gender, HIV/AIDS and Family Health Issues, September 2005. Findings used to design HIV/AIDS prevention Youth programme (YEAH), funded by USAID.
- Situation analysis of current status of operationalization of Adolescent Sexual and Reproductive Health Policy in Uganda, Uganda Reproductive Health Advocacy Network (URHAN) December 2005.

Technical Skills:

- Proficient in use of statistical packages such as EPINFO, SPSS,
- International Computer Driving License (ICDL) including Operating Systems
- Excellent management, teamwork, leadership, and analytical and creative skills
- Completed Prince2 course.

Other competencies

Language Proficiency:

<u>Language</u>	<u>Writing</u>	<u>Speaking</u>	<u>Reading</u>
English	Excellent	Excellent	Excellent

References

- Dr. Stanley Sonoiya** Principal Health Officer, East African Community (EAC) – Arusha, Tanzania.
Contact info: 255 27 2504253/8, stanley.sonoiya@eachq.org
- Prof. John Rwomushana** Director, Policy and Strategic Advocacy, Uganda AIDS Commission.
Contact info: 256-772-387977

EVALUATION ASSISTANT'S CURRICULUM VITAE

Evelyn Akello

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eveakello@yahoo.com

Personal details

Date of birth: 31st August, 1972
Nationality: Ugandan
Marital Status: Married
Profession: Social Scientist /Health Manager/ M&E Specialist
Language: English - Fluent
Acholi - Fluent

Core competencies

- Monitoring and Evaluation of Projects/Programs
- Documentation of best practices & Research
- Strategic Planning and Management
- Project design and implementation

Qualifications

2002 – 2003: Master of Science in Health Services Management, Uganda
Martyrs University - Nkozi.
1998: Advanced Diploma Health Services Management, School of Public
Health, Makerere University
1992 – 1995: Bachelor of Arts, Social Sciences, Makerere University
1990 – 1992: Uganda Advanced Certificate of Education (UACE), Namasagali
College
1986 – 1989: Uganda Certificate of Education (UCE), Namasagali College

Work experience

1996 to date: Senior management position of Hospital Administrator, Uganda Prisons Health
Service – Murchison Bay Hospital. Key achievements include;

- Spearheaded the development of the Hospital Strategic Plan 2005/10.
- Developed a Monitoring and Evaluation Plan for the Hospital Strategic Plan 2005/10.
- Developed a training policy for Murchison Bay Hospital.
- Secretary National Hospital Policy drafting committee. The Policy was launched in February 2008 by the Hon. Minister of Health-Primary Health Care

April 2009: Serving as the Assistant M&E Officer of the UPS/CDC Project "Strengthening HIV
Prevention, Care and Treatment among prisoners and prison staff"

- Developed the project M&E plan.
 - Establishing a surveillance system for the project.
- 2000 -2008: A member of the Prisons HIV/AIDS Control Project Planning and Technical Committee. Key achievements include;
- Participated in the development of proposals that received funding from Global fund and Uganda AIDS Control Project.
 - Implemented activities focused on prevention of HIV infection, mitigation of the effects of HIV/AIDS and capacity building programs.
 - Served as Project Head of Secretariat (2000-2005).
 - Currently serving as the Program Administrator

Fellowship attended

In the period 2005 – 2007, was a Fellow based at Rakai District Directorate of Health Services under the School of Public Health, Makerere University and Centres for Disease Control HIV/AIDS Fellowship Program. My key achievements include;

- Held the position of Monitoring and Evaluation (M&E) Officer for the Health Directorate
- Developed a Monitoring and Evaluation System with a database for HIV/AIDS Interventions for Rakai District Directorate of Health Services.
- Played a key role in the development of the District HIV/AIDS Strategic Plan 2006/10
- Developed the Monitoring and Evaluation Plan for the District HIV/AIDS Strategic Plan.
- As a Team leader conducted a baseline survey for Rakai AIDS Counselors Association.
- Participated in the End of term Evaluation of the School of Public Health/CDC HIV/AIDS Fellowship Program.
- Participated in the End of term evaluation of UPHOLD.
- As a member of the District Health Team provided technical support in management of HIV/AIDS programs; PMTCT, HCT and comprehensive HIV care and support.
- Spearheaded the development of the Global Fund Round Seven proposals for Malaria, TB and HIV/AIDS for Rakai District.
- Facilitated at several workshops and trainings at the District
- Organized trainings for Rakai District Staff;
 - A one week workshop in data Management for 30 participants.
 - A course in M&E for 30 participants from the District and for 15 top managers of Rakai AIDS Counselors Association.
- Documented best practices and lessons learnt from Community HIV/AIDS Led Initiative (CHAI) Programs in Rakai District with funding from Uganda AIDS Control Project.

Consultancy services conducted to date:

1. **Team leader**, End of Program Evaluation for the Strengthening and Scaling up Hope for African Children Initiative (SSUH) DIP2 Program in Gulu District for CARE International in Uganda.
2. **Team member**, End Term Evaluation of 42 OVC implementing partners funded by USAID through Inter Religious Council of Uganda (IRCU). The implementing partners are involved in

providing comprehensive OVC package across the 10 core program areas. The Evaluation informed the scale up of access to HIV/AIDS services to OVC.

3. **Team Leader**, Development of an M&E strategy for the Human rights and good governance Programme in the Uganda Prisons Service with funding from European Development Fund.
4. **Team leader Northern Uganda**, Lot Quality Assurance Sampling survey conducted by Uganda AIDS Control Program.
5. **Team leader**: Documentation of the Impact of the SHAKIRA ECD Project for CARE International in Uganda.
6. **Trainer**: M&E Short Courses conducted by the MUSPH/CDC HIV/AIDS Fellowship Program.
7. **Team Member-External Resource Persons**: Mild may International Study centre course; Participatory Planning, Monitoring and Evaluation handing the sessions; “working with communities” and “Field visits for practical experience in application of PRA techniques learnt”.
8. **Rapporteur**, Second East African Community Regional Workshop on mainstreaming of HIV/AIDS and gender into sector and strategic plans funded by UNDP and a Consultative workshop by National Planning Authority on mainstreaming HIV/AIDS and gender into the National Development Plan.

Additional trainings/qualifications

- May 2002: Project Planning and Management, Uganda Management Institute (UMI).
- June 2006: Lot Quality Assurance Sampling (LQAS) Principles, Data Collection and Analysis, Uganda HIV/AIDS Control Project.
- August 2006: Participatory Planning, Monitoring and Evaluation, Mildmay International Study Centre
- April 2007: Data Analysis Workshop, Uganda Society for Health Scientists
- June 2007: Reproductive Health and Development: Analytic Skills for Policy and Programs, John Hopkins Bloomberg School of Public Health, USA.
- July 2007: Planning for HIV/AIDS in Sub-Saharan Africa Workshop, University of Kwazulu Natal – Health Economics & HIV/AIDS Research Division, South Africa.

Research and Publications

- April 1998: An Assessment of Quality of Health Care in Murchison Bay Prison Hospital.
- August 2002: The Economic Impact of Lacor Hospital on the surrounding community; Published on UMU Nkozi University website.
- October 2003: Implementation of Autonomy in Mulago Hospital Complex and Butabika Mental Hospital; published in the Medical Bulletin, UMU Nkozi University and on the website.
- March 2008: Design and Implementation of a Monitoring and Evaluation System for HIV/AIDS Interventions – Rakai District Directorate of Health Services.

Honours/Awards

- October 2007: Won the coveted Lukwiya Award as the best performing Fellow for the period 2005/7.
- March 2008: Awarded a certificate of appreciation for outstanding work and services provided to Rakai District in the fight against HIV/AIDS during the commemoration of 25 years of HIV/AIDS held at Kasensero, Rakai.

Professional and other affiliations:

- Member, Africa HIV in Prisons Partnership Network (AHPPN)
- Secretary General, Uganda National Association of Hospital Administrators.
- Board member, Uganda Society for Health Scientists.

Referees

1. Dr Johnson Byabaisaija, Commissioner General of Prisons, Uganda Prisons Service, P.O.Box 7182, Kampala-Uganda, Tel: +256-712-640443, Email: jbyabs@gmail.com .
2. Dr Jim Arinaitwe, Resident Advisor/Coordinator for the Global Fund against AIDS, TB and Malaria in Uganda, Uganda AIDS Commission, P.O.Box 10799, Kampala-Uganda, Tel: +256-772/775-404985, Email: jim_ari@yahoo.co.uk
3. Mr Joseph Matovu, Training Manager, MUSPH-CDC HIV/AIDS Fellowship Program, P.O.Box 7072, Kampala, Tel: +256-772-972330, Email: jmatovu@musphcdc.co.ug