



**Evaluation of UNDEF-Funded: Human Rights and Fundamental
Freedoms Awareness Project
(UGA00055848/UDF-UGA-06-120)**

EVALUATION REPORT

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EXECUTIVE SUMMARY

The 1995 Constitution of the Republic of Uganda provides for civic rights of Ugandans and their right to be aware of their civic responsibilities, rights and obligations. To facilitate the human rights awareness process, the Uganda Human Rights Commission (UHRC) was set up in 1997 to promote and protect the human rights of the citizens of Uganda. However, many communities in Uganda have not been fully and continuously informed or engaged on their rights and responsibilities. Similar to women participation, the situation on observance, protection and promotion of human rights is worse in the conflict affected areas of Northern Uganda and neighboring districts. The conflict increased the vulnerability of the communities affected by the war. United Nations Democracy Fund (UNDEF) through United Nations Development Programme (UNDP) Uganda Country Office funded a one year project to improve Human Rights Fundamental Freedoms Awareness. The project was implemented by the Uganda Community Based Association for Child Welfare (UCOBAC).

The Human Rights Fundamental Freedoms Awareness (HRFFA) Project received a grant amounting to USD 100,221 to promote Human Rights Advocacy in the Districts of Kumi and Soroti. The purpose of the project was to contribute to the deepening of democratic practice and the strengthening of existing democratic institutions through rights based political processes and structures. Specifically, the project aimed at enabling communities and elected members of local governments level access information, knowledge and skills to advocate, lobby and influence ordinances/by-laws and programmes in favor of human rights observance. Communities were encouraged to actively participate in human rights promotion and protection that would change their lives positively. The project targeted most vulnerable population groups including women, children, people living with HIV (PHAs) and people with disabilities (PWDs).

Following the end of the project 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 took on 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, focus group discussions to explore the viewpoints of the beneficiaries of the project and case stories to give the project a human face. There were a few limitations to the evaluation findings mainly related to the identification of actual beneficiaries, especially school children who had since joined secondary schools in different parts of the country. In this

case, the evaluation team had to use snowballing sampling to identify the beneficiaries and this limited randomization and scope of choice.

The following are the main findings of the evaluation: **the project design and implementation** though rated as satisfactory had a few challenges. Appointing UNDP as the executing agency for the project was strategic in that UNDP has a Country Office in Uganda and therefore able to monitor the implementation 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 timely project implementation.

Nevertheless, this evaluation found out that the choice of UCOBAC as an implementing partner was not misplaced. The strategy of UNDP sub-granting funds to UCOBAC who in turn partnered with community facilitators to implement the project 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 findings indicate that interventions implemented complemented the work of Uganda Human Rights Commission and other partners in the area. Furthermore, the project had a strong community level interface on issues of human rights and gender, which are not only governance related but also were a major part of the UNDP Country Programme (2006-2010) and UNDEF focus areas.

The evaluation explored the ability of the project beneficiaries to enlist activities that had been conducted under the project. In all the key informant interviews and focus group discussions held, the respondents were able to clearly mention the activities they had been involved in. The evaluation findings indicate that there was increased knowledge of human rights and the role communities can play in protection of human rights. Majority of the respondents in Kadungulu and Ongino sub counties of Soroti and Kumi districts respectively acknowledged there was increased awareness of the children's rights, domestic violence and child abuse among the community. A review of the work plans and project progress reports indicates that all set activities had been accomplished as per set targets. It is a considered opinion of the evaluation team that, since the beneficiaries were able to remember activities of the project implemented and attribute their increased knowledge on human rights issues to the project, **the project had been effective.** However, this conclusion is reached but with caution in that for the project was aimed at increasing knowledge and to have effectively

addressed the needs and achieved expected results it probably should have been implemented in the community for more than 6 months

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 pronounced itself and states 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 impacts /changes /results**. It is important to note that increase in school enrolment and reduction in domestic and child abuse in the two districts is attributable to a multiplicity of factors; however, all respondents alluded to the fact that school enrolment had improved. Through different activities, respondents in schools observed that there was a reduced school drop as a result of realizing the importance of education and also popularizing the girls' education, early marriages had reduced and reintegration of young mothers in school was improving. However, it should be noted that the achievement of this outcome can only be documented as reported by the respondents to the evaluation; any further analysis by the consultant of what factors could have improved school enrolment, would not be possible. As a result of rights education and promotion, the findings indicate that there was reduced domestic violence and child abuse. Two case stories recorded further elaborate on the impact of the project in the community.

Sustainability aspects of the project include partnerships created with the District Local Governments of Soroti and Kumi and the schools contributed to sharing of roles and responsibilities to strengthen a sense of ownership through continuous involvement. The involvement of district leaders and community facilitators in implementation of activities has contributed to the strong support of the project among the beneficiaries. Although it was generally known that the project will not continue, other respondents especially in schools reported that child rights clubs and human rights sensitization talks were still being implemented, especially during Parents Teachers Association (PTA) meetings in their schools, funerals and school assemblies. Capacity building for community facilitators was one of the integral parts of the project activities. However, majority of the respondents acknowledged that the project sustainability strategies were not well integrated into both district and school plans to ensure ownership and sustainability after the project end. The project helped UCOBAC leverage resources for a new five-year project from other donors elsewhere which is being implemented in a different area (Mityana and Mubende- covering four sub counties in each district) due to lessons learnt.

Key lessons learnt include participatory based needs assessment within the community provides information jointly owned and increases buy in of the beneficiaries and using

community based resource persons who know their communities, culture etc. with little training and ready to support implementation of interventions provides a strong foundation in increasing knowledge and skills among communities and district stakeholders. The main challenge encountered was that twelve months was a very short time frame for such a period and the funding was received late. The project integration in existing structures and technical support and monitoring was limited.

It can thus be concluded that, the entire project implementation and management was carried out in a professional and efficient manner having utilized all funds disbursed. This significantly contributed to the observed outcomes of the project. The evaluation further concludes that the project was, to an acceptable extent, implemented as planned. As an intervention, it was relevant and appropriate to promotion of human rights among the communities in the two districts. The project triggered positive developments in the participating districts which can be sustained through integration into their other interventions. The capacity developed among community facilitators and schools in advocacy and promotion of human rights contributed to reshaping the districts to better position themselves for resource leveraging in order to improve human rights in their areas.

Key recommendations include: (i) while it is strategic for UNDEF to appoint UNDP as an executing agency, this evaluation believes that UNDP should be involved in the entire process of project identification, selection and assessment of implementing partner (i.e. from the first principles of assessment of partners, planning, design and implementation of similar projects); (ii) UNDEF/UNDP should consider providing funding projects for periods longer than one year; (iii) this evaluation recommends increased coverage, resources and scale: even though the project was intended to be catalytic, it was narrow in geographical coverage (one sub county in each district) the scale of services were limited to campaigns and meetings and the community members who were trained especially at school left a lot to be accomplished; (iv) UCOBAC when implementing similar interventions should ensure involvement of stakeholders in determining their needs, strategies to address those needs, and who lead the process in the community is critical in building ownership and a critical mass that would sustain the programs benefits to the community; (v) UCOBAC needs to address the issue of language sensitivity and uniformity of materials; and (vi) There is need for UCOBAC to use of existing structures in subsequent projects.

LIST OF ACRONYMS AND ABBREVIATIONS

FGD	Focus group discussion
HR	Human Rights
HRFFA	Human Rights Fundamental Freedoms Awareness Project
IP	Implementing partner
KI	Key Informant
M&E	Monitoring and Evaluation
PHAs	People having HIV/AIDS
PWDs	People with disabilities
UCOBAC	Uganda Community Based Association for Child Welfare
UHRC	Uganda Human Rights Commission
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 “Human Rights and Fundamental Freedoms Awareness Project (UGA00055848/UDF-UGA-06-120)”. The report is presented in four chapters, as follows: Chapter one presents the background and context of the project, Chapter two, the Evaluation Approach covers the evaluation methodology used, Chapter three presents Findings of the evaluation including lessons learnt and challenges documented and Chapter four outlines “Conclusions and Recommendations”.

1.1 National Context

In the area of Human Rights, the 1995 Constitution of the Republic of Uganda provides for the right of Ugandans to be aware of their civic responsibilities, rights and obligations. It further states that all persons are equal before and under the law in all spheres of political, economic, social and cultural life. In an effort to facilitate this, the Government of Uganda set up the Uganda Human Rights Commission (UHRC) in 1997 and it is the constitutionally recognized institution to promote and protect human rights of the citizens of Uganda. In spite of this, many communities in Uganda have not been fully and continuously informed or engaged to understand their rights and responsibilities. Similar to women participation, the situation on observance, protection and promotion of human rights is worse in the conflict affected areas of Northern Uganda and neighboring districts. The conflict increased the vulnerability of the communities affected by the war. At present the Uganda Human Rights Commission has 6 regional offices including the Teso sub region office in Soroti but this coverage is limited in provision of the required support in addressing all the human rights related complaints and issues.

Given this context of limited awareness of people’s rights, promotion and protection of human rights, the United Nations Democracy Fund (UNDEF) through United Nations Development Programme (UNDP) Uganda Country Office funded a one year project to improve Human Rights Fundamental Freedoms Awareness Project (UGA00055848/UDF-UGA-06-120) implemented by Uganda Community Based Association for Child Welfare (UCOBAC).

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 Human Rights Fundamental Freedoms Awareness Project

The support to the Human Rights Fundamental Freedoms Awareness (HRFFA) Project implemented by Uganda Community Based Association for Child Welfare (UCOBAC) was to promote Human Rights Advocacy in the Districts of Kumi and Soroti through training of local councilors on rights issues, advocacy and lobbying, conducting media campaigns, community dialogue and discussions at sub county level and in schools to create awareness on rights and responsibilities, printing and disseminating of advocacy materials on human rights, child rights and responsibilities among others.

The purpose of the project was to contribute to the deepening of democratic practice and the strengthening of democratic institutions through rights based political processes and structures. Specifically, the project aimed at enabling communities and elected members of local governments (in Soroti and Kumi) to access information, knowledge and skills to advocate, lobby and influence ordinances/by-laws and programmes in favor of human rights observance. Also was to encourage communities to actively participate in human rights promotion and protection that will change their lives positively. The project targeted primarily the vulnerable population groups including women, children, people living with HIV (PHAs) and people with disabilities (PWDs).

The project was implemented in a period of 12 months from October 2007 to September 2008, with a total budget of USD \$100,221 and targeted two sub-counties of Kadungulu in Soroti and Ongino in Kumi district.

1.4 Evaluation Objectives and Questions

The support by UNDEF was one year for HRFFA-UCOBAC project and this evaluation aimed at taking stock of achievements and document lessons learnt. The feedback from this evaluation would provide learning and determine whether the implementation model can be replicated in similar settings in future.

Specifically the evaluation addressed questions in relation to Effectiveness, Relevance, Sustainability, Project design and Efficiency and Impact. 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 and involved wide consultations with key stakeholders at all stages. This involved engaging 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 through documents review and use of data generated from the project reports.

2.2 Geographical Scope

The geographical scope of the evaluation covered the project districts of operation and specifically project sub-counties of Kadugulu in Soroti district and Ongino in Kumi district.

2.3 Study Population

The evaluation team interfaced with the beneficiaries of the project such as school children aged 12 -16years, teachers, local leaders, community facilitators who included women and people living with HIV and district management team. UCOBAC field staffs that were responsible for project coordination at community level were interviewed. UNDP staff and staff of UCOBAC who were purposively sampled based on their knowledge and participation in the project. 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.

a) Review of relevant documents

Documents were consulted and reviewed in order to obtain a comprehensive understanding of the project. These included but were not limited to:

- UNDEF Project Evaluation Guidelines, First Round

- UNDEF/UCOBAC Project document, January 2007
- Project Annual Work plan Budget Sheet 2007 & 2008
- Rapid assessment report
- Project quarterly work plans
- Project Final Narrative Report

A review of the project's result framework was conducted to evaluate status of implementation of key project outcomes and attainment of project results. 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 understating of the project and information that was used in harmonization of the data collected. The desk review facilitated generation of an inventory of issues that needed further investigations/ verifications in the field.

b) Key informant interviews with relevant staff of UCOBAC and UNDP and other key identified target respondents were conducted. These were held early in the evaluation process to enable the evaluation team better 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 UNDP Assistant Country Director and Democratic Governance Team Leader; the Governance Specialist, the Monitoring and Evaluation (M&E) Specialist and the Programme Associate who were purposively identified as key informants because of their knowledge of the project. UNDP Country Office coordinated the UNDEF funds and thus the need to interface with the aforementioned UNDP staff.

Furthermore, the key informants were purposively sampled from UCOBAC Kampala offices based on her/his knowledge and involvement in the project was the Programme Officer. In addition, interviews were conducted with sub-county and district leaders and head teachers and senior teachers who were the key facilitators of peer education on human rights in schools. This was done purposely to gather their views since they had had an interaction with the project and some were part of the project coordination committee at sub-county and district level.

c) Focus Group Discussion: Using an FGD guide, three focus group discussions were held with twenty five school children aged 12 to 16 years from three schools in Kadungulu and Ongino sub-counties in Soroti and Kumi districts respectively. The two discussions also were held with 17 community facilitators in the two sub-counties.

d) Case stories: Case stories documenting life experiences of the beneficiaries and how the project impacted on the beneficiaries were recorded and are reported in this report verbatim. Narratives were sought from community members who benefited from interventions of the project. Two case stories from a school peer educator and community facilitator were recorded.

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

Identifying actual beneficiaries such as school children who had since left the schools targeted by the project proved difficult; they had joined secondary schools. The evaluation targeted primary schools in which the project had been implemented. The evaluation team had to thus adopt snowball sampling while in the field to identify the beneficiaries. This limited randomization and choice of respondents.

The project was focused on creation of awareness about human rights. The evaluation took place two years after the closure of the project. In assessing awareness, the evaluation team explored if awareness could be pegged as knowledge gained and memory lapse among the respondents due to the time lag could have affected the consultants' opinion.

CHAPTER THREE

3.0 FINDINGS

3.1 Introduction

This section presents the findings of the evaluation based on evaluation themes and key 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 Uganda Community Based Association for Child Welfare (UCOBAC).

As an executing agency, UNDP was responsible for the overall management of the project, 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. It was also noted that UNDP was asked by UNDEF to execute the project when the process of project approval and assessment of the implementing partners was already concluded by UNDEF. However, UNDP re-assessed UCOBAC 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. This double assessment should in future projects be avoided by the two institutions agreeing on one assessment tool/approach.

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 better 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 timely project implementation. For future purposes, this could probably be taken into account by UNDEF when planning, designing and implementing similar projects.

3.3 Analysis of Project Assumptions

3.3.1 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; a resistant, hostile and non-complying community and resistance from administrators and staff in schools. It is against these assumptions that evaluation did take into consideration as discussed below:

3.3.2 Project Assumptions

- **Resistant, hostile and non-complying community:** The findings indicate that there was no resistance and the project was received by the community. The sensitization and orientation of the district leaders on the objectives of the project at the beginning provided a positive foundation for successful implementation of the project.
- **Resistance from administrators and staff in schools:** The evaluation established that at school level, the administrators were at first skeptical about the intentions of project on promotion of human rights. However, with time the attitudes changed positively to improve the situation after the objectives of the project were clarified through school mobilization and orientation sessions involving both teachers and administrators. This resulted in supportive relationships and productive engagement which contributed to the positive results registered under the project.

3.4 Relevancy

The relevancy of this program is highlighted along community needs, selection criteria for program, target beneficiaries and district and community participation. Given the human rights situation that was prevailing in the project implementation area due to Lords' Resistance Army (LRA), Cattle rustling by Karamojong, project was relevant in addressing the human rights promotion and protection. The findings indicate that interventions implemented complemented the work of Uganda Human Rights Commission and other partners in the area. Furthermore, the project had a strong community level interface on issues of human rights and gender, which are not only governance related but also were a major part of the UNDP Country Programme (2006-2010) and UNDEF focus areas. This led to effective participation of the people in the project activities. As Uganda is in the process of institutionalising the multiparty political dispensation and implementing a recovery and development programme for northern Uganda, this project contributed to this process.

In answering community needs, the project was further relevant because there were reported cases of human rights abuses especially among the children who were made to work at the fishing sites along the shores of Lake Bisinia. The findings indicate that this project was the first of its kind to be implemented in the area. As noted by one key informant;

“ Kadungulu sub county had high incidences of human rights abuses, it is bordering the shores of Lake Bisinia and fishing site, no development partner has ever rolled projects there and it is the remotest sub counties in Soroti district” Vice Chair person LC V and Secretary for children affairs Soroti district,

“Before this project started 4 to 6 cases of child neglect were being reported per week and now only one case sometimes none, there are few child abuse and domestic violence” KI – Kadungulu sub county.

From the above findings, one can conclude that the project interventions were relevant and met the needs of the community.

3.5 Effectiveness of the Project Implementation Process/Model

3.5.1 Introduction

In assessing the effectiveness of the project during this evaluation, targets set under the specific objective were compared to the achieved outputs and a percentage computed. Each expected result (Outputs) had stated indicators and activities with set targets. The planned targets constituted the denominators and the achieved outputs the numerators. For each expected result, the individual percent scores were summed up and divided by the total number of outputs to generate the average score. This formed the basis for assessing project effectiveness as detailed below. Refer to Annex IV for an analysis of achievement of implementation results, included in the table are relevant comments of the consultant.

3.5.2 Analysis of Achievement of Expected Results

The HRFFA project aimed at creating community awareness of human rights and responsibilities; building capacities of local council legislators to advocate, lobby and influence by-laws and programmes that ensure observance of human rights especially for vulnerable children, people living with AIDS (PLWA) and people with disabilities (PWD) in Kadungulu and Ongino sub counties in Soroti and Kumi districts respectively.

The evaluation explored the ability of the project beneficiaries to enlist activities that had been conducted under the project. In all the key informant interviews and focus group

discussions held, the respondents were able to clearly mention the activities they had been involved in. The teachers and school children 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 their knowledge of human rights. A key informant at one of the schools had this to say *"Children appreciate and attend club meetings every Wednesday, parents are also informed during parents meetings at school and some cases like early marriages are being reported by parent "* Senior Man Teacher- Kanapa primary School

The evaluation findings indicate that there was increased knowledge of human rights and the role communities can play in protection of human rights. Majority of the respondents in Kadungulu and Ongino sub counties of Soroti and Kumi districts respectively acknowledged there was increased awareness of the children's rights, domestic violence and child abuse among the community. The consultant noted that the awareness creation was mainly through child rights clubs, community dialogue meetings, drama, posters and radio talk shows conducted mainly by project trained community facilitators, teachers and peer educators in schools.

Most respondents acknowledged that the project enhanced understanding of the rights for children to have a safe and clean environment both at school and home. For example; separate latrines for boys and girls, provision of water and stopping corporal punishments in schools in order to boost the children's right to education and a safe environment for their better growth. The findings further indicate that there was increased access to information, knowledge to the communities and skills to advocate/lobby for human rights issues in the two sub-counties.

"The HRFFA project was an eye opener in our communities, before the project there were many cases of child abuse, domestic violence reported in Kadungulu Sub County compared to now. Women are aware of their rights and their men know that in case of any abuse they can be reported to the relevant offices in the community" KI, Soroti district.

It is a considered opinion of the evaluation team that, since the beneficiaries' were able to remember activities of the project implemented and attribute their increased knowledge on human rights issues, the project indeed conducted the planned activities in that community.

The consultant further wanted to establish with the respondents whether, the project built the capacity of the community to address their needs in human rights promotion and protection.

The findings indicate most beneficiaries like teachers, and community facilitators received training on human rights and also received manuals and posters that enhanced their skills and knowledge that enabled them to facilitate and promote human rights issues in schools and communities.

It was acknowledged by most community-based resource persons that their capacities were built in human rights awareness and promotion and protection and that community involvement in the project implementation was instrumental for the success of the project. In addition, working relationship with Local Government for instance Probation Officer, Police/Community Liaison Officers and networking with other human rights institutions like UHRC-regional office in Soroti who offered technical assistance facilitated the implementation of the project activities.

Overall all planned activities were implemented within one year as planned however, for the project to have effectively addressed the needs and achieving results the project needed to be implemented in the community for more than 6 months.

3.6 Efficiency

3.6.1 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.

Objectives: All planned activities under each objective were implemented. However; these interventions were not delivered on time due to late release of funds from the donor one year after signing the Memorandum of Understanding (MOU). Activities were implemented in a record of ten months overall and for 6 months at community level where the project was most needed. In partnership with community's facilitators and other key stakeholders at district level there were efforts to timely deliver the services.

Human resource: The project had a total workforce of one staff at UCOBAC National Office as Project officer with support from the Executive Director and Finance team and one field officer based in two districts. From the evaluation, the number of human resource was adequate to implement the project in view of the resources available, their skills and competencies.

Cost: The total project cost amounted to US \$100,221 contributed by UNDEF.

The funds were spent according to the following cost categories illustrated in Table 3 below:

Table 1: Project cost categories

Cost category	Amount	% of total project cost	Utilization rate
Administration (<i>Including human resource and handling costs e.g. bank charges, audit, overheads etc</i>)	4,772	100	100%
Salaries	16,217	100	100%
Meetings and trainings	39,944	100	100%
Project equipment	2,800	100	100%
Advocacy	27,811	100	100%
Monitoring and Evaluation	8,677	100	100%
Total	100,221	100%	100%

From the assessment, the project was fully funded as per the proposal. This resulted into implementation of all planned activities. Looking at the results generated and the amount of funds availed, the resultant effects of the project were enormous thus implying reasonable efficiency levels, value for money and resources well invested.

Time Frame: The project was implemented ten months overall and for 6 months at community level. This was attributed to by the delay in the release of funds by UNDEF/UNDP. It was evident that UCOBAC was able to implement most of the activities during the shortest period that was available.

Technical Assistance: 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, and orientation on financial reporting.

3.7 Impact

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.

3.7.1 Project Intended Impacts /Changes /Results

School enrolment: It is important to note that increase in school enrolment and reduction in domestic and child abuse in the two districts is attributable to a multiplicity of factors ranging from other players in the same field to the overall national efforts, high population rate, existence of recent bi laws where every parent is required to send children to school which the project alone cannot lay claim to. This evaluation took into account the responses from the key informants to assess this result. All respondents alluded to the fact that school enrolment had improved.

Through different activities, respondents in school argued that there was a reduced school drop as a result of realizing the importance of education and also popularizing the girls' education, early marriages had reduced and reintegration of young mothers in school was improving.

"There was reduced absenteeism and drop out of school when the project started in their school in 2008" KI at Abulabula PS.

This assertion was further supported by the data from four schools in the two sub-counties which were some of the project beneficiaries as illustrated in Table 3 Annex 4.

However, it should be noted that the achievement of this outcome can only be documented as reported by the respondents to the evaluation; any further analysis by the consultant of what factors could have improved school enrolment, would not be possible. One can still conclude that the project intervention through promoting the rights of children to school attendance contributed to this positive change in the community.

Domestic violence and child abuse: As a result of rights education and promotion, the findings indicate that there was reduced domestic violence and child abuse. This further attributed to improved communication in

In Omoyo village, Kadungulu Sub County, community facilitators, beneficiaries and sub county leaders acknowledged that there was change in reduction of domestic violence and child abuse. Before the project there were about 3 and above cases of child abuse and

domestic violence reported to the LC 1 Chairman in a week, however there is a reduction in the cases reported since the project started to 3 cases in a month or sometimes no case.

"People's attitudes have changed, approach to domestic issues on abuses have been integrated in drama and the messages are clear" KI – Soroti District

The impact of the project is further illustrated by the case stories documented below:

Case story 1

"Building on what UCOBAC started" a community facilitator tells her story.



I am Ilakut Keletesia, a 55 years old widow taking care of nine Orphans and Vulnerable Children living in Ceele village, Ongino sub county, Kumi district. I am one of the trained 30 Community Facilitators to plan, implement and report on the community dialogue meetings in my village for the HRFFA project. Through sensitization meetings which I facilitate at least 3 times a month, a total of 977 people have been reached using community gatherings like funerals, church, community meetings and drama. I discuss with targeted beneficiaries different topics such as children's rights, women's right to own property, child abuse, rights of children with disabilities, PLWA rights and domestic violence among others.

This is my summary report book:

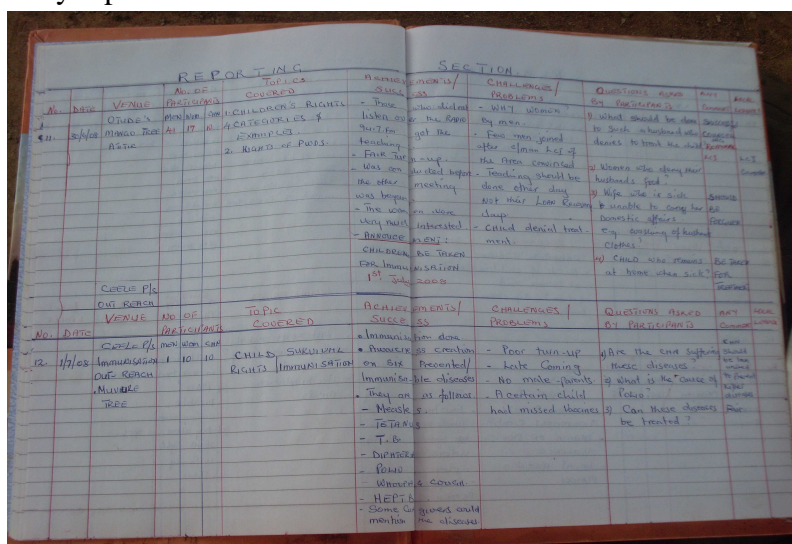


Table adopted from Ilakut Keletesia's summary book.

Date	Topic covered	Number reached		
		M	F	C
24/6/08	What are HR and challenges	7	8	6
26/6/08	Community dialogue on HR	70	180	100
28/6/08	Rights of PWDs	41	17	10
1/7/08	Child survival rights (immunization	10	25	12
7/7/08	Rights for PLWA	34	25	
21/7/08	Drama on early marriages and discrimination of PWDs	15	2	5
27/7/08	Will writing: why will?	8	30	20

As a human rights advocate I am highly valued in my community due to the roles I play; I visit schools to give talks on human rights, children's rights, early marriages among others and select participate in radio talk show. I also participate in exchange visits with fellow Community Facilitators to neighboring villages to learn, present drama to enhance community understanding human rights aspects. People like us as advisors, people usually come here, and say mummy, my husband is abusing me, I would want you to intervene, I usually visit them and counsel them.

The project was very good and an eye opener to my community. Before children and parents did not know where to go to seek redress for cases of abuse and now places for redress are known. Referral of complicated cases has also been established between the community and other state bearers.

Of course not all was a bed of roses. I am constrained by lack of transport to mobilize the community for sensitizations and to participate in the exchange visits. On very few occasions, I was facilitated with transport refund. I would advise that in future the project gives us bicycles to ease our movements in the communities.

I am very grateful to the HRFFA project, I am known to the community as a Human Rights Advocate. The monthly facilitation I got from UCOBAC and other NGOs I have put up ironed roofed house and pay school fees for my children, I refreshed my English speaking skills and it gives me strengthen that I can still contribute to my community even though am old. My skills and respect in the community have been recognized and taken on by other new projects like THETA and CBHC (Community Based Health Care) in my village as their community facilitator.

Case story 2

"Inspiring young people to understand human rights"



I am Isaac Opolot, a 14 year old pupil in P.7 at Kadungulu Primary School, Kadungulu Sub County, Soroti district. As others say, Kadungulu was "a forgotten place" Before the HRFFA project in my school, we were not aware of children's rights, what to do in case a child is abused. But now my life has changed after the introduction of the HRFFA project in my school. I was trained as a peer educator by UCOBAC; I learnt about different children's rights and responsibilities for example the right to education, protection against child abuse, shelter, good feeding among others. I also learnt that as children we have a responsibility to respect elders, to attend school, not to steal among others.

As the Chairperson of the club, I am responsible for leading 26 club members in sensitization of children's rights with the help of the Senior Woman Teacher and using training manuals. Sensitization talks are done during school assemblies every Wednesdays; we also conduct music and drama at school and on some occasions in the neighboring schools. As chairperson I participated in a radio talk show in Soroti town on Kyoga Veritas FM with the Senior Probation and Social Welfare Officer Soroti, it was a very exciting experience for me to speak on radio about children's rights and responsibilities.

Through training and responsibilities I have held as chairperson, I have learnt a lot of things like the children's rights and how to speak in public with confidence. The project has increased awareness on children's rights in my school and in the community. Some children used to stay home babysitting, fishing or digging but now they are coming to school regularly and also corporal punishments by teachers in our school have reduced which has made the school environment more child friendly than before.

However, we also experienced some problems especially transport to the neighboring schools and communities, we used to walk a distance of 12 kms to sensitize the communities.

I am now planning to recruit more members into the club since majority of the current members will be sitting their primary leaving examinations at the end of the year and hence leaving the school myself inclusive, I am currently mentoring one club member to take over as chairpersonship.

I am very grateful to UCOBAC for bringing the HRFFA project to their school and community.



A message in Issac's school

3.8 Sustainability

Another area 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:

- The partnerships created with the District Local Governments of Soroti and Kumi and the schools contributed to sharing of roles and responsibilities. This will further facilitate strengthening a sense of ownership through continuous involvement. Linkages between school, Sub-county and community on promotion and support of human rights issues, continued with reinforcement of messages to children, parents and leaders at different structural points. *"We are all fighting at deferent levels; sometimes community people give contradicting messages "* KI – Kadungulu Primary school
- The involvement of district leaders and community facilitators in implementation of activities has contributed to the strong support of the project among the beneficiaries. This will contribute to strengthening ownership of project actions which are expected to continue. Use of community resource persons was sustainable strategy for continued advocacy respondents argued, community facilitators were still in touch with beneficiaries and LC leadership in resolving conflict in households. Beneficiaries in Kadungulu argued that LC courts ask for money to listen to cases reported and yet when reported to community facilitators they are not charged money. The sensitizations were still going on even after the project ended and the people were still reporting child abuse and domestic violence cases to the community facilitators than to LC 1 and police. The momentum among community facilitators and teachers was however reducing steadily due to lack of facilitation. On average each community facilitator was given allowance of 20,000/= though little, it motivated facilitators to carry on the project work.
- Although there was a general feeling that project will not continue, other respondents especially in schools argued that child rights clubs and human rights sensitization talks were still being implemented during Parents Teachers Association (PTA) meetings in their school, funerals and school assemblies. In all the schools visited (4 schools), it was noted that the children's rights talks were incorporated in other school programmes/ clubs like the Girl Guide club, Debate clubs, however, some schools were more active than others. For example the Kadungulu PS Child Rights club had integrated sensitization through music and drama to neighboring schools as well.
- Capacity building for community facilitators was one of the integral parts of the project activities. This was supported by conducting trainers of trainers (TOTs). This support enhanced partners' capacity with the needed support to ensure effective project interventions after the project has closed.

- However, majority of the respondents acknowledged that the project sustainability strategies were not well integrated into both district and school plans to ensure ownership and sustainability after the project end.

"Once the project comes to an end, the project ends too, some activities do not require money like school clubs on rights but the education department was not involved to continue with this activity" KI- Vice Chairperson LC 5 – Soroti district.

"Ownership of programs by district is a challenge as soon as the project end, our leaders believe in money, hardly do they take on such programs as their own and without facilitation its difficult" KI – UCOBAC

- The project helped UCOBAC leverage resources for a new five-year project from other donors elsewhere which is being implemented in a different area (Mityana and Mubende- covering four sub counties in each district) due to lessons learnt.

"If it was not the lesson learnt from this project, we would not have been able to mobilize other resources to implement similar interventions in districts of Mubende and Mityana" KI- UCOBAC

3.9 Lessons Learnt

The positive lessons learnt from the project that can be applied to other NGOs/CBOs in similar settings in future have been delineated as follows:

- Participatory based needs assessment within the community provides information jointly owned and increases buy in of the beneficiaries. The project was therefore able to demonstrate the evidence informed implementation.
- Using community based resource persons who know their communities, culture etc. with little training and ready to support implementation of interventions provides a strong foundation in increasing knowledge and skills among communities and district stakeholders. The approach further strengthens ownership of interventions and creates a good foundation for sustainability. It further supports building of mutual trust among the different stakeholders important in information sharing and improvement in service delivery.

3.10 Challenges Encountered

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

- **Delays in release of funds:** In all the discussions held at national level, all informants were unanimous on the issue of delays in release of funds to the project. The delay in having funds in time affected the timely implementation of the activities. In addition, fluctuating dollar rate coupled with inflated commodity prices that were not catered for in the original project budget affected the programme implementation.
- **Project timeframe:** The project implementation timeframe was short (one year) of which the first 6 months were spent preparing for the inception of the project at the district, sub county and the communities. The actual implementation at community level lasted 6 months only. According to a Community Facilitator in Ceele village, Ongino sub county Kumi district *"the HRFFA project was like a flower so beautiful and yet very short lived"*. In Kadungulu Sub County some of the activities were not completed because of limited time.
- **Integration of project in existing structures;** Integration and ownership of the project by the relevant sub counties was hard. The project operated parallel to the existing sub county programmes. In Ceele village, Ongino Sub County, there is hardly any continuity of the HRFFA project except in schools where TESDA (Teso Students Development Association) is currently implementing the Human rights project in some schools like Kanapa primary school and Oseera primary school.
- **Technical support and monitoring:** All the respondents interviewed acknowledged strongly that, there was inadequate technical support. They noted that the project could have performed much better if they were regular support and refresher training to TOTs. This hindered the smooth flow and continuation of Children Rights Clubs in Kanapa PS, Abulabula PS and Oseera PS.
- **Inadequate number of peer educators:** The 5 peer educators required sensitizing a school population of 923 and more was inadequate, the peer educators were responsible to educate their fellow pupils and the communities where they lived. In addition to this, one teacher was trained to support the peer educators; the implementation was further hindered by normal teacher's transfers and peer educators trained graduating to secondary schools.
- **Inadequate facilitation to community facilitators:** From the review of the activities conducted by the facilitators, their work required them to draw monthly plans, report and

travel to submit these to sub county headquarters. On average each facilitator conducted 3 meetings in month with allowance of only 20,000/= one of the facilitators had this to say. *"I used to walk for long distances, I would use a motor bike sometimes to go to Ongino, and we were never reimbursed apart from only 2 occasions out of the 20 trainings / sensitization meetings done"*. This in turn affected their output and resulted into a drop off of some of the facilitators from the programme for example in Kadungulu sub county, a quarter of the facilitators trained dropped off due to the poor facilitation.

- **IEC and Advocacy materials:** Lack of local language translated materials like posters, handouts and training manuals in schools, these were not only in English but the materials were very few and were not as durable. By the time of the evaluation, only 1 of the 4 schools visited still had the posters distributed hanging on the wall in the Head teacher's office and 2/4 only had 1-2 talking compound messages on human rights.
- **Inadequate planning and participation of District PMT:** Meetings were not regular; planning was mainly conducted in Kampala, largely the field officer was not involved in the planning only mobilized participants whenever requested by the Kampala office.

CHAPTER FOUR

4.0 CONCLUSIONS AND RECOMMENDATIONS

This chapter presents the conclusions 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 General Conclusion

In both districts, the project contributed significantly towards improved human rights awareness among the most vulnerable groups such as the women, orphans and persons infected with and affected by HIV and AIDS in the project areas. The partnerships established between the UCOBAC and District Local Governments in both districts played a significant role in the positive results registered during the project period. There was strong political support exhibited by the top leadership in both districts and sub-counties which contributed to the drive and enthusiasm surrounding the project. UCOBAC project office in Kampala played its leadership and coordination roles leaving operational project implementation to the respective community facilitators in the two districts as a means of strengthening their capacity in human rights, community facilitation and dialogue on human rights. The role of UNDP in providing technical assistance to the project cannot be understated since it was well targeted and able to strengthen implementation process.

4.2 Specific Conclusions

Overall, UCOBAC interventions were effective in delivering the desired outcomes. Most of the intervention endeavors focused on outcomes which were based on the rapid assessment findings which facilitated rational target setting as evidences in the 100% delivery on planned outputs.

- In conclusion, the entire project implementation and management was carried out in a professional and efficient manner having utilized all funds disbursed. This significantly contributed to the observed outcomes of the project.
- The evaluation further concludes that project was to an acceptable extent implemented as planned. As an intervention, it was relevant and appropriate to promotion of human rights among the communities in the two districts. The project triggered positive developments in the participating districts which can be sustained through integration into their other interventions. The capacity developed among community facilitators and schools in advocacy and promotion of human rights contribute to reshaping the districts to better position themselves for resource leveraging in order to improve human rights.

4.3 Recommendations for Future Improvements

1. UNDEF in its choice of UNDP as an executing agency should involve UNDP from the first principles of assessment of partners, planning, design and implementation of similar projects. This eases UNDP's role of an oversight agency of project activities.
2. UNDEF/UNDP should consider providing funding 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 projects within one year periods. Three years are often more convenient timeframes, especially for a project of this nature to make impact.
3. Increased coverage, resources and scale: the project was narrow in program coverage (one sub county in each district) the scale of services were limited to campaigns and meetings and human resources trained especially at school left a lot to be accomplished. It is recommended to UNDEF and UNDP that if such programs are to be designed again and effectively achieve the desired results, human resource has to be increased, and program coverage. The human rights issues are critical and majority of the population lack knowledge on their rights and can't demand for their rights either.
4. For UCOBAC, when implementing similar interventions, there is need to involve stakeholders in determining their needs, strategies to address them and who leads the process in the community is critical in building ownership and a critical mass that would sustain the programs benefits to the community. The selection of community facilitators should be participatory to reduce bias and enhance the ability of communities to select persons who can deliver to their expectation.
5. UCOBAC need to address the issue of language sensitivity and uniformity of materials: majority of the materials that aided the awareness activities were written in English, language sensitivity especially when the program is community based should be considered.
6. Use of existing structures: it was observed during the evaluation that some departments were not brought on board during and implementation of the project, using or building on the existing structures is one known strategy to enhanced sustainability and ownership of the programs. The HRFFA project ought to have been incorporated in the District Education Plan for continuity. It is our recommendation that use of existing structures enhances ownership and sustainability of interventions and therefore, UCOBAC needs to consider this at every design of interventions in future.

ANNEX I: LIST OF RESPONDENTS INTERVIEWED

FOCUS GROUP DISCUSIONS PARTICIPANTS- SCHOOLS				
	Abulabula PS	Class	Age	Sex
1.	Opio Eddy	P.7	16	M
2.	Asio Glades	P.7	15	F
3.	Opio Tom	P.7	14	M
4.	Okello Alex	P.7	16	M
5.	Emolu Daniel	P.7	15	M
6.	Akurut Tabisa	P.7	15	F
7.	Aliba Esesa	P.7	15 yrs	F
	Kadungulu PS			
8.	Opolot Isaac	P.7	14 yrs	M
9.	Anyong Margaret	P.7	12	F
10.	Amuge Agnes	P.6	14	F
11.	Okello Lekevam	P.7	14	M
12.	Ilotu Sarah	P.6	15	F
13.	Opolot David	P.7	14	M
	Kanapa PS			
14.	Aisu James Peter	P.7	14	M
15.	Akurut Stella Rose	P.6	13	F
16.	Achadu Alibina	P.5	12	F
17.	Opo Moses	P.6	16	M
18.	Akwi Jesca	P.5	13	F
19.	Adacapar Kokas	P.6	12	M
20.	Akol Lambert	P.6	14	M
21.	Omujo Fred	P.7	15	M
22.	Ikwakol Esther	P.6	15	F
23.	Adeke Stella	P.7	15	F
24.	Apiot Deborah	P.7	14	F
25.	Ademun Esther	P.6	13	F
FOCUS GROUP DISCUSIONS PARTICIPANTS- COMMUNITY				

FACILITATORS				
	Kadungulu Sub-County	Village	Sex	
26.	Epou Micheal	Agule	M	
27.	Emate Andrew	Kadungulu	M	
28.	Ariong David	Adiding	M	
29.	Auua Catherine	Abata	F	
30.	Aguro Anna	Amiem	F	
31.	Okello David	Kadungulu	M	
32.	Anguunyau A.B	Alilimiki	F	
	Community Beneficiaries Kadungulu S/C			
33.	Magor Lucy	Omoyo	F	
34.	Amuge Mary	Omoyo	F	
35.	Akayo Edisa	Omoyo	M	
..	Agemo N.G	Omoyo	F	
36.	Asekeye Rose	Omoyo	F	
37.	Ayu Stella	Omoyo	F	
38.	Aibo Namme	Omoyo	F	
39.	Eperu Nathan	Omoyo	M	
40.	Ekou Gilbert	Omoyo	M	
41.	Agemo Ann	Omoyo	F	

Key informant – District and Sub-county leaders

Osekenky Openy Festus, LC3, Ongino, Sub-county, Kumi district

Icilat Charles, V C/ LC3, Ongino, Sub-county, Kumi district

Akiling Wilfred, ACDO, Ongino, Sub-county, Kumi district

Okiring Alex, Probation officer, Kumi district

Ekallam Joseph, Probation officer, Soroti district

Okomol Peter, LC III, Kadungulu, Sub-county, Soroti district

Erwau John Andrew, S/C Chief, Kadungulu, Sub-county, Soroti district

Key informant - School level

1. Akweny Eunice- Head teacher – Kanapa PS

2. Endongot J.J Senior Man Teacher – Kanapa PS

3. Okiror Samuel – Head Teacher – Kadungulu Ps

4. Akello Florance- Senior Woman Teacher – Kadungulu PS

5. Areu Johnson- Senior Man Teacher – Abulabula PS

6. Okaso Andrew- Head Teacher- Abulabula PS

7. Emuron Micheal –Senior Man teacher – Oseera PS

Key Informant (Implementing Partners)

1. Paul Okwaru – Field Officer – UCOBAC
2. Alice Kayongo- Project Officer – UCOBAC

Key Informant (UNDP)

1. Sam Ibanda
2. Harriet Karusigarira
3. Augustine Wandera

ANNEX II: DATA COLLECTION TOOLS

A: PROJECT REVIEW CHECKLIST (HRFFA-UCOBAC)

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 extent 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 grant agreements 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 guage with examples the relevancy of this project. Was the project justified and appraite 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 recieve from UNDP/UNDEF?
8. The strategy used to implement the project, was it the most appraite? (*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/sucess stories that you can highlight?
14. What aspects of the project interventions could you recomment 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 guage with examples the relevancy of these projects. Were the projects justified and appropraite 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 appropraite? (*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 similiar 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 (D)
(Teachers/local leaders/DPMT-UCOBAC)

1. Background information: Respondent's name & Designation
2. What interventions of the Human Rights and Fundamental Freedoms Awareness project can you mention?
3. Can you say that your capacity to promote HR advocacy has been enhanced by the interventions of the Human Rights and Fundamental Freedoms Awareness project?
(Probe for result areas: HR issues, advocacy and lobbying skills, conducting community dialogue)
4. What changes/impacts in your role as a teachers/local leaders/DPMT can you attribute to the interventions of the Human Rights and Fundamental Freedoms Awareness 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. Radio messages and spots
 - c. Use of workshops/meetings
7. What aspects of this project interventions do you think will be sustained after UCOBAC 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: FGD GUIDE

1. What interventions have you received from GWLD-FOWODE/HRFFA-UCOBAC? **(Probe for activities provided as per the objectives of the project).**
2. Can you name any benefits that you, your families or the community has got as a result of the services provided by this GWLD-FOWODE/HRFFA-UCOBAC? **(Probe for any impacts whether positive/negative, intended/un-intended, in the short and long term).**
3. Can you say these services met your expectations? **(Probe extent to which the services provided met the needs of the community and aspects of relevancy)**
4. What comments can you make on the strategy used by GWLD-FOWODE/HRFFA-UCOBAC to run their projects? **(Probe beneficiaries perception of appropriateness of project concept and design)**
 - a. IEC materials: relevancy and usability
 - b. Radio messages and spots
 - c. Use of workshops/meetings
5. What challenges/constraints can you identify as beneficiaries of the interventions provided by the projects.
6. What do you think are the prospects of sustainability or replication of these project interventions? **(Also probe for best practices and lessons learnt)**
7. Do you have suggestions for improvement?

Thank you

F: CASE SERIES: INTERVIEW GUIDE

1. Situation before the intervention
2. Benefits from the project
 - Ask for mention of services recieved
 - Probe for benefits to individual/family and community
3. Impact/changes attributable to project
 - Establish transformations in lives/situation after intervention
 - Seek for whether needs were met and consequences of this
4. Ask for mention of desired vis a vis recieved report/recommendations

Thank you

ANNEX III: MATRIX SUMMARIZING THEMES

Evaluation theme	Key questions/issues	Method
Effectiveness: achievement of projects against 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 society? 	Key informant interviews Focus groups Case series

Evaluation theme	Key questions/issues	Method
	<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? 	Key informant interviews Focus groups
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 	Key informant interviews Focus groups Review checklist

ANNEX IV: ACHIEVEMENTS VERSUS PLANNED TARGETS

Result area and targets	Planned activities	Progress	Achievement Level (%)	Comments
Output 1: Increased community understanding of the status of human rights promotion and protection in Kumi and Soroti Districts				
Rapid assessment. Target Rapid assessment report	Conduct rapid assessment on status of human rights promotion and protection	Rapid assessment conducted and findings shared with district leaders and stakeholders	100	The findings informed the subsequent implementation of the project interventions
Sensitization workshop Target 100 stakeholders by category to be identified and sensitized	Hold sensitization workshops for stakeholders on the project objectives	100 stakeholders including districts leaders, representatives of CSOs, PWDs and PHAs mobilized and oriented on the project objectives	100	The orientation provided the foundation for the project implementation and a platform for input into rapid assessment findings
Output 2: Capacity of communities' own resource persons built to address community awareness of human rights promotion and protection in Kumi and Soroti				
Formation of DPMT Target: 5 Member DPMT	Form and inaugurate a 5 member team in each district to oversee the project implementation	The District project management was formed and was composed of District Probation Officer, District Planner, Community Lesion Officer-Police, Sub county Chief and Community Based Services at district level. 3 Quarterly meetings were	100	The meetings were ad hoc especially after not adhering to the implementation plan.

		held in each district to review and plan for the implementation.		
Identification of master trainers Target: 6 Master trainers trained	Identify 6 master trainers (2 national level, 4 district level)	Trainers identified and trained	100	These trained facilitated the training of the Community facilitators
Identify and train 60 TOTs Target: 30 TOTs in two selected sub-counties	Train 30 TOT in each selected sub county	A total of 60 TOT were trained as community and school facilitators.		Largely the communities felt they needed to be involved in selecting community facilitators as one member had this to “ <i>some members are not respected in community, we role models to teachers</i> “ <i>Teacher Abulabula Primary school</i>
Identify and train peer educators in schools Target: 30 Peer educators	Identify and train 30 peer educators from 10 schools	30 peers educators (15 in Kadungulu and 15 in Ongino sub counties respectively 10 senior men or women were also trained. To support the peer educators and also spearhead the formation of child rights clubs in 5 selected schools in both districts.		

Output 3: Strengthen community interventions on advocacy and lobbying for human rights and promotion and protection				
Training of Local council leaders Target: 30 local leaders from two districts	Train 30 local councilors in advocacy, lobbying and communication skills	30 leaders trained for three days.	100	The training focused on human rights, skills building in advocacy
Conduct community dialogue meetings Target: 180 Community dialogue meetings	Conduct community dialogue meeting and on human rights targeting local leaders and vulnerable groups	240 community dialogue meetings were conducted in Ongino Sub-county and Kadungulu.	100	These community dialogues formed a learning and sharing platforms for the participants on issues of human rights promotion and protection
School Community dialogue meetings Target: 120 dialogue	Conduct dialogue meetings in schools on child rights and responsibilities	120 schools dialogue were conducted by school clubs on child rights club.	100	The results of this activity were more evident in Kadungulu primary school than any other school. The chairperson of the club already has drawn a plan to handover to other club members since he is finishing his P.7. Also plans to recruit more children in the club since other members are completing primary.
Output 4: Increased community knowledge and awareness on human rights promotion and protection in Kumi and Soroti				
Develop and translate IEC materials into local language Target: Posters	Develop and translate training manuals and IEC materials into local	4 posters and 4 sticker's messages were developed, translated and disseminated in the communities		400 copies of each posters message were disseminated and 100 stickers were also disseminated.

Stickers manuals	language (Ateso)	and schools.		
Holding of radio programmes in the two districts Target: 60 radio programmes	Conduct radio programmes and sport messages on human rights	Approximately 24 radio talks were held in each of the districts. 3 radio spots were run 5 times in week in local language in each district	80	The talks draw participants like community facilitators, peer educators, probation officers to discuss different rights regarding children and parents.
Output 5: Strengthened UCOBAC capacity for effective programme implementation				
Conduct Meetings to review progress Target: 4 Meetings	Hold quarterly review meeting of the DPMT	Three meetings were held	90	These meetings helped in reviewing the progress of project implementation
Conduct quarterly monitoring visits Target: 4 Field Visits	Conduct quarterly monitoring visits			
Conduct annual audit of the project Target: 1 Audit	Conduct annual financial audit	Audit conducted	100	
Procure the computer equipment Target: 1 computer	Procure computer equipment	One computer equipment was procured	100	

SCHOOL ENROLMENT TRENDS

Year	Kadungulu sub county						Ongino sub county					
	Abulabula PS			Kadungulu PS			Oseera PS			Kanapa PS		
	Gir ls	Boy s	Tota l	Girls	Boys	Total	Girl s	Boy s	Tota l	Girls	Boys	Total
2007	325	342	667	383	377	760	380	510	890	440	456	896
2008	385	375	760	372	352	724	394	523	917	449	467	916
2009	454	449	903	499	441	940	374	500	874	498	533	1031
2010	459	464	923	483	498	1081	339	478	817	525	545	1070

ANNEX VI: TERMS OF REFERENCE

TERMS OF REFERENCE FOR THE EVALUATION OF UNDEF-FUNDED "HUMAN RIGHTS AND FUNDAMENTAL FREEDOMS AWARENESS PROJECT (UGA00055848/UDF-UGA-06-120)".

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.

In the area of Human Rights, the 1995 Constitution of the Republic of Uganda provides for civic rights of Ugandans to be aware of their civic responsibilities, rights and obligations. It further states that all persons are equal before and under the law in all spheres of political, economic, social and cultural life. In an effort to facilitate this, the government of Uganda set up the Uganda Human Rights Commission (UHRC) that is constitutionally recognized to promote and protect Human rights of the citizens of Uganda. In spite of this, many communities in Uganda have not been fully and continuously informed or engaged on their rights and responsibilities. Similar to women participation, the situation on observance, protection and promotion of Human Rights is worse in the conflict affected areas of Northern Uganda and neighboring districts that increased the vulnerability of the communities affected by the war. At present the Human Rights commission has 6 regional offices including the Teso sub region office in Soroti but this coverage is limited to provide the required support in addressing all the human rights related complaints and issues.

Given this context of limited women political participation and limited awareness of people's rights, United Nations Democracy Fund (UNDEF) through United Nations Development Programme

(UNDP) Uganda Country Office funded two projects to empower women to participate in decisions that affect them and to advocate for Human Rights. These were: -

Human Rights and Fundamental Freedoms Awareness (HRFFA) Project (UGA00055848/UDF-UGA-06-120) implemented by Uganda Community Based Association for Child Welfare (UCOBAC).

The support to the Human Rights and Fundamental Freedoms awareness Project was to promote Human Rights Advocacy in the Districts of Kumi and Soroti through training of local councilors on rights issues, advocacy and lobbying, conducting media campaigns, community dialogue and discussions at sub county level and in schools to create awareness on rights and responsibilities, printing and disseminating of advocacy materials on human rights, child rights and responsibilities among others.

This support was one year for HRFFA-UCOBAC 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

Human Rights and Fundamental Freedoms Awareness Project implemented by UCOBAC

This project aimed to promote human rights advocacy through the following;

Intended Outcome: to contribute to the deepening of democratic practice and the strengthening of democratic institutions through rights based political processes and structures.

Objectives:

- i) to enable communities and elected members of local councils at local government level (in Soroti and Kumi) access information, knowledge and skills to advocate, lobby and influence ordinances/by-laws and programmes in favor of human rights observance
- ii) to encourage communities to actively participate in human rights programmes that will change their lives positively.

Geographical Location:	Soroti and Kumi
Project Period: 01/10/2007-31/09/2008	
Funded Amount:	\$100,221

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:

- 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 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 and these are, Soroti and Kumi. 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
- Evaluation Reports for
- Final Evaluation Report for

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 UCOBAC
- Field visits to select key projects and consultation with interviews with stakeholders and beneficiaries i.e. local governments, UCOBAC, 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
2 Draft Evaluation Reports	30days after signing of contract
2 Final Evaluation Reports	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 IV: 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 CV

Ms Gorretti Kiiza Mbabazi

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Tel +256772436987

Email: kgorretti@yahoo.com

Personal details

Date of birth: 24th October 1976

Nationality: Ugandan

Marital status: Married

Personal profile

Gorretti is Passionate and committed to adding value to leadership and management capacities of institutions designing and implementing Health and social protection interventions including HIV/AIDS and Orphans and Vulnerable Children. As specialist in programme development, policy analysis and M&E, She creatively engage new approaches to effectively improve organizational programming achieve a distinctive difference in the overall desire change for the target beneficiaries: a good planner and demonstrate abilities in developing and strengthening both organizational and staff capacities in programming and management, governance and leadership, documentation of practices and approaches to improve programming , monitoring and evaluation; policy analysis, budget management, and program sustainability.

She is an efficient and effective communicator in both print and oral presentation, analytical, critical thinker, and very innovative to seeking alternative approaches to position programs and partners rightly to achieve the desired results. Self- driven for results and has the ability to take up challenges and work as team leader, very reliable and easily adopt to situations and has potential to achieve both organizational and personal development goals.

Work experience

She has over eight years of practical experience in reproductive health, Gender, HIV/AIDS and OVC programme development and management, partnership development, strategic and operational planning, monitoring and evaluation and best practices documentation. Gorretti has 5 years experience in organizational capacity development and strengthening, management of livelihood interventions through working with both public and civil society organizations directly and indirectly. She has competently built capacity of both government mainly MGLSD, Districts and NGO in 6 main components of organizational development and team leader in the scale up National OVC MIS in 26 districts. Team leader in Uganda under HACI program to spearhead development of M&E framework to track the changes of a holistic integrated livelihood program targeting vulnerable children, Documented models and perceptions of children and caregivers on HIV/AIDS policies and programs for scale up and planning for both small and large organizations implementing HIV/AIDS, adolescent health and OVC interventions. While at CARE/HACI Gorretti was focal point person for Monitoring Evaluation for Emergency Program Plan (MEEPP) a USAID web based data tracking system.

Educational Background

- 2003: Master of Arts Demography, Makerere University
- 2001: Dip. Demography, Makerere University
- 2000: Bachelor of Arts Economics, Makerere University
- 1996: Uganda Advanced Certificate in Higher Education, St Edwards Bukumi
- 1993: Uganda National Examination Board, Kyebambe Girls S.S.S

Additional training

- 2007: Certificate of attendance HIV/AIDS Fellowship program – School of Public Health/ CDC – Makerere University
- 2007: Certificate – Quality Assurance Standards for OVC programming, MGLSD
- 2006: Certificate- Organization development and strategic management, IIRR
- 2006: Certificate – Monitoring and evaluation, HEARD-Durban South Africa,
- 2006: Certificate– Participatory planning, monitoring and evaluation, Mild May International,
- 2003: Certificate – Middle managers’ leadership development, Kampala
- 2003 Certificate- Life skills for RH and HIV/AIDS, Kampala

Consultant (OVC) UNICEF- Strengthening Capacity of MGLSD to Manage OVC response (July 2009 – to date)

As consultant, I have provided technical support to MGLSD to the review and develop a national roadmap to development of the National Strategic Plan for vulnerable children, team leader in supporting MGLSD to rollout and operationalize OVC MIS in the 26 selected districts including development of a capacity building plan to support TSO and districts to manage and coordinate the OVC response. Part of the core team to provide technical support to review of the existing OVC coordination structures and develop national accepted harmonized OVC structures and referral guidelines to enhance access to comprehensive services to vulnerable children. Gorretti was part of the SAFE team that developed the Rolling work plan 2010-2014.

Gorretti has been part of the National M&E technical team that reviewed OVC indicators and tools for the overall OVC MIS. Lead person in development of a concept notes on the use of mobile phone SMS approach to enhance OVC data collection process and integration OVC cross sectoral indicators into health, education sectors. Led and was part of the team that developed UNICEF/USAID grant proposal “Strengthening MGLSD Capacity to Manage OVC response which will be implemented by UNICEF for 3 years. Lead person in providing technical support in the review of both OVC and Child labour policies and plans to facilitate the harmonization processes of coordination structures for OVC response at national and sub national levels. Led and convened joint UN Social Support team on AIDS for a period of five months, during this period i reviewed, consolidated the teams’ reports, plan and budgets.

Programme Coordinator- CARE International – Uganda – HACI program (2007- 2008)

As a programmes Coordinator for HACI/CARE, Developed and managed an integrated HIV/AIDS and OVC project targeting OVC in Gulu and Busia districts. Developed M&E Framework for

Strengthening and Scale up OVC interventions in Gulu district, trained CARE/HACI grantees in HIV/AIDS and OVC programming. Coordinated and successfully built capacity of HACI/CARE partners in developing 5 organization strategic plans, 6 human and financial policies and systems and supported 8 Organizations to develop and use monitoring and evaluation plans. Developed and monitored budgets and supported grantee in grant management and accountability. Participated in grantees selection, managed selected grantees and provided oversight role on the overall utilization of the grants at district and national levels. Successfully supported grantees to implement a holistic service delivery model with components of micro finance, modern agriculture, early Childhood development, life skill s anf health water and sanitation interventions targeting OVC, caregivers affected and infected with HIV/AIDS and communities.

Initiated and supported the development of organization business plans to ensure CARE/HACI supported organizations' interventions for OVC and caregivers are sustained with or without donors. Supported establishment of partnerships between districts, HACI/CARE and supported grantees to mobilization and leverage resources to enhance sustainability of program benefits to communities; This partnership enhanced interdepartmental collaboration and linkages among Education, Agriculture, health, water and finance which provided technical support to implementation of the holistic service delivery model. Reported on the program progress biannually and annually and supervised all external studies for example baseline and end of program studies. Supervised and mentored staff who worked with the program.

Fellowship attended (November 2005- October 2007) School of Public Health –MUK

Management: Headed the organizational capacity building program for 2 years as fellow attached at Hope for African Children Initiative-Uganda (HACI) and CARE International, coordinated and managed 10 civil society organizations which implemented HACI/CARE HIV/AIDS and OVC responses in Lira, Katakwi, Busia and Gulu districts funded by USAID.

Organizational Capacity development: Conducted organizational capacity assessment of 10 organizations aimed at identifying capacity needs and further developed capacity building result plan to respond to organizational needs. Mentored, coached and trained 35 staff and board members from 10 organizations using different approaches to strengthen organizational and individual capacities in strategic leadership, M&E, resource mobilization, strategic partnership building, program development and management practices; OVC/ HIV programming and management and sustaining community programs in order to improve quality service delivery targeting OVC and caregivers at community level.

Monitoring and Evaluation: Developed a comprehensive tracking system for both qualitative and quantitative changes brought about by the organizational capacity building interventions. The HACI capacity building tools and Result plan was used to guide other 8 African countries implementing HIV/AIDS and OVC programmes to establish Organization development interventions. Supported partners to develop funding proposals and mobilized over 1 billion Uganda Shillings to support community interventions in early childhood development and health for OVC. This contributed to

both organizational and program sustainability plan and enhanced organizations capacities to mobilize additional resources for OVC response.

Research and Dissemination: Documented and shared community programming models, lessons learnt from community based HIV/AIDS and OVC programming to inform policy makers, HACI, CARE and partner organizations in planning efforts through media, meetings, workshops and conferences. Conducted operational research to evaluate the relevance, effectiveness and efficiency of the national HIV/AIDS/OVC policies and programs on children and caregivers infected and affected by HIV/AIDS. The findings were instrumental in designing holistic interventions for OVC among 10 organizations supported by HACI/CARE in Uganda.

Regional Project Officer (March – October 2005) TASO Uganda

Worked closely with 5 Uganda district hospitals and community health centers to mainstream The AIDS Support Organization (TASO) like HIV/AIDS services targeting to reach people infected and affected by HIV/AIDS in the central region. Conducted capacity assessments among selected hospitals in central region and successfully built skills of hospital staff in strategic planning, resource mobilization, Monitoring and evaluation, HIV/AIDS management and counseling in Kamuli, Mubende, Kibaale, Mityana and Kiboga districts. As program head participated in granting process, selection and provided technical support to selected hospital in the provision of reproductive health and HIV/AIDS services. Prepared program reports and monitored budget utilization both at regional and partner levels. Conducted monitoring visits to ensure planned activities are implemented in accordance to the agreements with grantees.

Project Officer- Adolescent Sexual and Reproductive health project (2002-2004) Build African formally International Care and Relief - Uganda

Implemented the Adolescent sexual and Reproductive health project and supervised staff. During this period Gorretti worked at national and 5 districts to develop multi sectoral Advocacy Action plans and monitoring tools for Adolescent Sexual reproductive Health project. Facilitated the formation of district and subcounty level advocacy teams for adolescent health and trained advocacy teams at district, Sub County councils and school leaders in 5 districts of Soroti, Kaberamaido, Mbale, Sironko and Kumi districts to integrate adolescent sexual reproductive health and HIV/AIDS issues into district, school and sub county development plans which was successfully achieved and districts supported the implementation of the plan.

Publications

- Mbabazi Kiiza Gorretti (2007) Children and Caregiver's perceptions on National HIV/AIDS policies and programs in Iira, Katakwi and Tororo districts, HACI/SPH-CDC
- Mbabazi Kiiza Gorretti (2006) Assessing Organizational capacity needs among selected CBOs: improving effectiveness in OVC programming, HACI, Uganda
- M. Kiiza Gorretti (2006) A tool for CSO to effectively engage in central government planning processes
- Mwebembezi A. and Kiiza M.G (2003) Hand book on National Laws and Policies related to Adolescent Sexual and Reproductive Health in Uganda, International Care and Relief, Uganda

- Mwebembezi A. and Kiiza M.G(2003) Monitoring Hand book for district, sub county and school advocacy teams on Adolescent sexual and reproductive Health, International Care and Relief, Uganda
- Mbabazi Kiiza Gorretti. (2002) Factors hindering condom use among Adolescents in Uganda: A case of Central and Eastern Uganda, MA in Demography thesis.
- Mbabazi kiiza Gorretti "Health as a business tool"- The Weekly Observer (2006)
- Mbabazi Kiiza Gorretti "NGOs helps Orphans"- The Weekly Observer (2006)
- Mbabazi Kiiza Gorretti "Is ABC Approach that simple" – The weekly Observer (2006)
- Mbabazi Kiiza Gorretti "Attention to University students"- The Weekly Observer (2007)

Research, Assessments and Evaluations

- Lead Investigator: Conducted an organizational capacity assessment for 6 PHA organizations working with Uganda National AIDS Service Organization (UNASO) and provided technical assistance in developing a capacity building plan(2007)
- As part of the team evaluated "Strengthening and Scaling-up HIV/AIDS and OVC Programme" USAID funded project implemented by CARE, Malawi and HACI, Senegal, 2008.

Presentations

- Relevance, effectiveness and efficient of HIV/AIDS Policy Framework and programs: Perceptions of children and caregivers' A case of Lira , Tororo and Katakwi Districts Nov 2007 Kampala
- A model for HIV/AIDS/OVC programming that has evolved and scaled up, HACI Technical Exchange Network (TEN), July 2007, Kampala
- What CSOs do, and need to do while programming for OVC, HACI Technical exchange network (TEN) NOV,2006, Kampala
- Increasing support and care for OVC affected by AIDS through Micro enterprise programming in Gulu district , HACI TEN , 2007, Nairobi Kenya

Additional skills

- Use of participatory approaches in program design and organization assessments
- Documentation and Public presentation skills

Interests

- Debating
- Adding value

Referees:

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