



# **ENGENDERING DECENTRALIZED POVERTY RESOURCE MANAGEMENT**

**(2008-2012)**

## **EVALUATION REPORT**

Submitted to:  
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## **LIST OF ABBREVIATIONS**

AFARD	Agency for Accelerated Regional Development
EDPRMP	Engendering Decentralized Poverty Resource Management Project
EU	European Union
FGDs	Focus Group Discussions
GRA	Gender Responsiveness Audit
LC	Local Council
LLG	Lower Local Government
NGO	Non-Governmental Organisation
SPSS	Statistical Package for Social Scientists
SWOT	Strength, Weakness, Opportunities, Threats
ToR	Terms of Reference
UGX	Uganda Shillings
WCE	Women Council Executives

## ACKNOWLEDGEMENT

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## EXECUTIVE SUMMARY

### About the Project

The Agency For Accelerated Regional Development (AFARD) received a 40-month grant from the Delegation of the European Commission (EC) in Uganda for the implementation of “*Engendering Decentralized Poverty Resource Management Project (EDPRMP)*.” The project set to address the low participation of women in lower local governments planning and budgeting processes due to the limited political capabilities among local government leaders, especially women leaders who ideally should champion women’s interests in decentralized governance.

Thus, the overall objective of EDPRMP was to enable, “Lower Local Governments (LLGs) in the selected West Nile districts of Nebbi and Yumbe provide gender sensitive and equitable services to the community.” Specifically, the project aimed at achieving the following objectives: (i) Women and Local Government leaders have increased knowledge and skills to champion women’s needs in Local Government decision making processes; (ii) Effective participation of women in Local Government planning and budgeting increased; and (iii) Local Governments are transparent and accountable to their constituents in general and women in particular.

### The Evaluation Objectives and Processes

In line with the EC contracting guidelines this external evaluation was commissioned with two broad objectives (and focus see annex 1 for the Terms of Reference (ToR)); namely:

- a) To provide an independent assessment of the performance of the projects, paying particularly attention to the impact of the project actions against its objectives; and
- b) To identify key lessons and propose follow-up recommendations for Non-state actors in development

In order to answer the topical questions in the ToR, the evaluation involved both quantitative and qualitative methods. Individual questionnaires were administered among local government leaders and interviews were conducted with the project beneficiaries, key informants, and the project staffs of EC and AFARD. Literature reviews complemented the data collection process.

### Evaluation Findings

The findings revealed that 95% of the project beneficiaries considered it a success. On the whole:

- On relevance, EDPRMP was a third-phase project built on past project experiences and lessons. The project addressed the felt needs of low participation of women in LLG planning processes in part due to the low political capabilities of women leaders. Finally, the project was in conformity with the EC policy framework of social and downward accountability as well as the national policies of human rights and decentralized governance.
- In terms of effectiveness, overall more than 98% of the project activities were implemented (and outputs delivered). Shortfalls in the deliverables were attributed rightly to funding gaps that arose from improper interpretation of EU procedures by AFARD (given that not all approved funds was disbursed to AFARD due to delayed approval of accountability reports). Besides, 89% of the respondents pointed out that they participated in the project activities and 88% timely. The vigilance of the Women Forum was noted.

The key drivers of this success were: Addressing the right problem, Adoption of locality specific approaches, Putting women leaders at the forefront, having a focused AFARD staff, Financial support of the project, and Formation of Women Forum.

- On efficiency, the project exhibited sound flexible management practices. AFARD policies were adhered to. Periodic reflection meetings were held. Annual financial audits were conducted. Local resource persons were used to execute trainings. And timely reports were submitted to EC and the Board of Directors. Regular monitoring thus helped shape learning and strategy development.
- On impacts, the project achieved most of its planned outcomes (although not to the projected scope). More women leaders knew their roles and were executing it. Women's participation in planning processes increased. LLGs became responsive to women's priority projects. Accountability started taking root. Thus trust and community support to LLG projects improved. As a result of all these, 6 strong Women Forums were established and they won a number of physical projects for women; construction of a health unit in Drajini Sub-county, and allocation of office space to Women in Jangokoro Sub-county. Further, many women gained political skills to contest and win elections. These gains contributed immensely to equitable economic and social development and good governance. More women gained access to better services like in production, health, and education, among others; gains that improved their livelihoods. They also gained access to the decision-making arena that was hitherto controlled by men.
- The replicable best practices from the project include among others: (i) anchoring any intervention on a valid baseline; (ii) building direly needed political capabilities to improve local governance; (iii) conducting trainings in the local languages and by locally trained trainers; (iv) formation and support of Women Forum for a beneficiary-led advocacy; and (v) participatory gender responsiveness audit (GRA).
- The crucial lessons for replication include: (i) Social mobilization for change is important in challenging hegemonic local governance; (ii) Political capabilities building matters in transforming participatory governance; (iii) Information matters for the people to participate and gain trust in their government.
- With regards to sustainability, EDPRMP anchored on Women Forums that were formed by and are managed by women leaders for their shared goal of championing women's interest in local government. This has given them the ownership to own their change direction and scope by exploiting the support for existing LLGs and national legal and policy frameworks the 1995 Constitution, the Local Government Act 1997, and the National Development Plan.
- Finally, on visibility EDPRMP adhered to EC visibility guidelines. Project equipment had EC stickers and public channels of communications bore EC-AFARD logo. This made many beneficiaries (91%) aware of EC as the funder of the project and 89% knew AFARD as the implementing partner.

## **Recommendations**

In order to improve on the project follow-up actions:

- There is the urgent need for nurturing the newly elected leaders on the critical issues of LLG budget cycle management and gender responsiveness.
- The fund disbursement challenges calls for redress by the EC in cascading fund disbursement in line with (bi) annual planned outputs especially if both narrative and financial reporting is done on time and correctly by the beneficiary organisations -
- The challenge of limited resources with which LLGs are expected to deliver services calls for collective advocacy at the donor, ministerial and parliament levels.

- Finally, the success and innovation of this project (inherent in the non-partisan Women Forum) deserves geographical and other special interest groups up-scaling.

## **1.0: INTRODUCTION**

This section presents the background to the final evaluation, its overall objectives and the key dimensions of the evaluation exercise.

### **1.1. Project Background**

The Agency for Accelerated Regional Development (AFARD) is a local NGO operating in five of the eight districts in West Nile, Uganda. With a vision of a “prosperous, healthy and informed people of West Nile,” AFARD works in capacity building for sustainable livelihood through: (i) management and technical skills development; (ii) participatory action research; (iii) information gathering and dissemination; (iv) resources mobilization; (v) networking and linkages; and (vi) advocacy.

This Engendering Decentralized Poverty Resource Management Project (EDPRMP), an expression of that commitment, was funded by the European Commission primarily to address the marginalization of women in decentralized development due to low participation of women in lower local governments planning and budgeting processes. The cardinal causes for such low participation were inadequate political capabilities of local government leaders, especially women leaders (both in the local councils and women council) to champion women’s interests. This gap was compounded by the limited awareness of women’s rights within decentralized governance, inadequate information about Lower Local Government (LLG) planning processes, and local leaders’ negative attitudes towards accountability.

EDPRMP was implemented in six sub counties of Drajini, Akworo, Panyimur, Pakwach, Nyaravur, and Jangokoro in Yumbe and Nebbi districts respectively. Its overall objective was that “Lower Local Governments in the selected West Nile districts of Nebbi and Yumbe provide gender sensitive and equitable services to the community”. The specific objectives were:

1. Women and local government leaders have increased knowledge and skills to champion women’s needs in local government decision making processes;
2. Effective participation of women in local government planning and budgeting increased; and
3. Local governments are transparent and accountable to their constituents in general and women in particular.

To achieve its goal, the project focused on promoting an empowered society through building the capacity of local communities for social accountability and poverty resource monitoring, and the capacity of the lower local governments for downward accountability so as to make decentralization work for women.

## 2.0: THE EVALUATION FOCUS

AFARD commissioned an external evaluation of **EDPRMP** primarily to elicit an independent assessment of the project's performance as well as to draw lessons and recommendations for follow up actions. Annex 1 details the evaluation focus. Overall, the evaluation aimed to:

- 1) Assess the project with regard to relevance, effectiveness, efficiency, impact, sustainability and visibility.
- 2) Analyze the project design, management, reporting, and documentation of lessons learned and best practices to improve future replication;
- 3) Assess the main strengths, weaknesses and any constraints to implementation process;
- 4) Formulate appropriate recommendations pertinent for future interventions; and
- 5) Assess the extent to which the project has contributed to increased dialogue and engagement between women and Local Government institutions.

## 3.0 METHODOLOGY AND APPROACH

The evaluation was conducted in a participatory manner with a high degree of stakeholder involvement as is shown by the following steps:

### *Step 1: Briefing and Agreement on Itinerary*

The assignment started on 10<sup>th</sup> April 2012 with a briefing meeting in Nebbi attended by AFARD staff and the Consultant. This meeting agreed on strategies, costs, and work plan.

### *Step 2: Field Activities*

The field activities primarily focused on data collection. Data collection instruments (annex 2) were designed (and reviewed in an on-going process). The field team had an induction on data collection and subsequently engaged in data collection through interviewing key informants, focus group discussions, document reviews (see annex 3 for documents that were reviewed and annex 4 for list of persons interviewed) and administering individual leaders' questionnaires. Daily reflection meetings helped shape the teams' performance.

Important to note is that the individual survey covered a random total of 193 respondents (65% females and 35% males) who were mainly aged more than 35 years (67%). They were also with some form of education (88%) and largely married (85%). The respondents were also randomly drawn from male Sub county councilors (30%), Women Council Executives (28%), Women Councilors (15%), LLG civil servants (11%) and other people (14%).

### *Step 3: Data Analysis and Drafting of Final Report*

After field work, the team embarked on data transcription and quantitative data entry into the Statistical Package for Social Scientists (SPSS). Using the available data, the draft report was prepared with objective triangulation approach. The draft report was shared with AFARD management for review and finally discussed and revised into this final report.



## **4.0: FINDINGS**

This part of the report presents the achievements made by the project in terms of its outputs, outcomes and impacts. It is presented in adherence to the Consultancy ToR.

### **4.1: Relevance**

To assess the relevance of the project attention was paid to the extent to which the objectives of the project intervention were consistent with beneficiaries' requirements. Specifically, this analysis focuses on the extent to which: the project was based on lessons learnt from past experience, the needs, priorities and rights of the target group as well as its consistency with and supportive of the national and EC policy and programme framework.

#### ***4.1.1: Previous Interventions upon which the project was based***

From documentary evidences and interviews with key informants, it was evident that EDPRMP was a third-phase project built on past project experiences. In phase 1, AFARD with funding from HURINET targeted only Women Council Executive (WCE) members. However, this category could not make inroads within local government structures as councilors, including women councilors, excluded them from LLG transactions. In phase 2, with funding from EC Civil Society Capacity building Project, AFARD led a national best-grantee awarded project that brought together WCEs and Women Councilors to champion women's interests in decentralized governance. This project, therefore, improved on the earlier projects by building the political capabilities of all LLG leadership to ensure that they "dance to the same gender sensitivity tune."

#### ***4.1.2: Extent to which the Project Interventions Addressed the Needs, Priorities and Rights of the Target group***

The project proposal and baseline report revealed that at the project design stage AFARD relied on the findings of the previous projects (a sign of prudent lessons learning). However, the baseline survey indeed confirmed the critical problem of low women's participation. Fewer women participated in local government planning processes; a decline from 30% at village levels to only 4% in local government project monitoring. The pinning of such limited participation to the weak political capabilities among women leaders also came true from the civic engagement capacity assessment findings which revealed that among Women Councilors, only 51% knew that they were required to keep in close consultation with their electoral areas. A paltry 3% were aware that they were to use their skills for the development of their areas. Awareness and performance of all other roles were below 50%. Equally, only 59% of WCE knew their roles of identifying women's needs and none knew that for policy sensitization. Yet only 48% were identifying women's needs; needs they hardly presented to government or development partners for support. Finally, women leaders were found lacking almost all core civic engagement skills. None of the women leadership structure scored 50% in core skills for mobilization, communication, information management, planning & budgeting, monitoring & evaluation, advocacy, and alliance building. Worst cases were for Women Councilors who had no advocacy and monitoring and evaluation skills.

During the FGDs, councilors across all the 6 sub-counties professed that, before the intervention of the project, women and men alike had ignorance of their roles in the councils and the functioning of the LLGs. They also had no skills with which to plan, lobby, and resist the culture that keeps women at home. Indeed majority of the respondents (84.5%) agreed that the choice of the project activities addressed the originally identified gaps.

#### ***4.1.3. Project Proposal Conformity with the Goals of the National and EC Policy and Programme Framework***

From diverse literature review, it is evident that both the project problem statement and implementation modalities were in consonance with the national and EC policy. For instance, the project was approved for funding because it adhered to the requirements of the call for proposal among which was conformity with EC guidelines. It covered the three components that embrace strengthening capacities of local communities for social accountability and participatory poverty resource monitoring and downward accountability performance of Local Governments with special emphasis on addressing women's needs.

Further, it anchored its training and advocacy on the basic tenets of the 1995 Constitution and the 1997 Local Governments Act (now amended). It prioritized the rights and equality of women as do men in the effective participation, resource allocation and accountability of the LLG governments. This aimed at transforming women into active agents with voice and choice on how they should be governed.<sup>1</sup> Indeed, the project objectives aligned with all these in targeting to increase women and LLG leaders' knowledge and skills to champion women's needs in the decision making processes through ensuring increased participation and more responsive and accountable LLGs.

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<sup>1</sup> Examples of some relevant constitutional alignment includes adherence to: Article 33 that allow women to have the right to equal treatment with men including equal opportunities in political, economic and social activities. Article 180 augments this by providing for affirmative action for the marginalized groups for the purpose of redressing the imbalances created by history, tradition or custom. Article 176 compels LLGs to ensure people's participation and democratic control of decision making. Article 196 links this participation to among other things revenue mobilization, compliance to financial control and accountability; Article 70 provides for transparency and accountability; and Article 176 provides for LLG employee performance, which the LGA Schedule 2 lists as mandatory services to be provided by LLGs.

## **4.2: Effectiveness**

In assessing the effectiveness of EDPRMP an analysis was conducted of the extent to which project's results were attained. The main thrust was on: whether the planned outputs were achieved; whether the intended beneficiaries participated in the intervention; and the crucial factors for the achievement or failure to achieve the project objectives.

### ***4.2.1: Whether planned outputs were achieved***

A review of the project activity, annual and completion report reveals that overall more than 98% of the project activities were implemented (and outputs delivered). Annex 5 details the main outputs achieved. It is evident that there were a number of cases of over performance such as in training of trainers, training in women's rights, mobilization and communications and gender responsive planning and budgeting, sectoral committee meetings, and parish information sharing meetings. These were achieved within the proposed budget (also sign of efficiency).

However, there were also some outputs that were not adequately delivered, namely: training follow ups, production of T-shirts, and exchange visits. Our discussions with the Project Manager revealed that such shortfalls were not due to performance inadequacy. Rather, they were linked to either late or inadequate disbursement of funds (given that not 100% of the agreed upon funds were disbursed to AFARD). In an attempt to validate field findings and the project manager's views on undelivered outputs, the consultant engaged the EC contact person who observed that there was one incident where disbursement of funds was delayed due to poor reporting and poor expenditure verification report. He further explained that failure to deliver some project outputs cannot be attributed to EU, but to AFARDs inability to understand and manage funds and reporting systems as per funding general conditions.

### ***4.2.2: Whether the Intended Beneficiaries Participated In the Intervention***

The EDPRMP primarily targeted Councilors and Women Council Executive Members. To assess their effective participation, two critical questions were asked: whether or not they participated in all the planned activities and how timely such participation took place? Overall, 89% of the respondents pointed out that they participated in the project activities and 88% timely.<sup>2</sup>

In addition, women leaders pointed out in the FGDs to how they championed their mobilization of grassroots women to solicit development priorities which they used for lobbying fellow councilors and other technical staffs to secure affirmative action projects. They also mentioned that the project field officers helped the women leaders to shape the ideas that they always used for demonstrating to LLG leaders how unfair resource allocations were being done.

### ***4.2.3: The Factors That Were Crucial For the Achievement or Failure to Achieve the Project Objectives***

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<sup>2</sup> The over 10% variation in the rating of participation can be attributed to the high entry of new political leaders.

Important to note is that 95% of the responded asked in the individual survey noted that the project was a success. This success the various key informants and FGDs alluded to a number of factors as are highlighted below:

- i. *Addressing the right problem:* Many political leaders and technocrats supported the project because it addressed the inherent challenges they had faced under decentralization. It was noted that for long it has been assumed that LLG leaders are gender literate. In some cases, CDOs highlighted that such trainings were given to selected people who unfortunately have “lesser weight in decision- making”. Thus, the political capability building empowered all actors for the same goal.
- ii. *Adoption of locality specific approaches:* AFARD was noted to have worked closely with WCEs, Women Councilors, Males Councilors and technical staffs. These are actors who matter in the planning and budgeting processes. By engaging all these actors together it became easier to win support for gender sensitive budgets. Further, by training trainers drawn from the beneficiary LLGs, the project was easily accepted and each trainer worked his/her best in ensuring that they produced results.
- iii. *Putting women leaders at the forefront:* It was also noted that much of the success drew from the ownership women leaders had of the project. They played crucial roles to mobilize women, identify priorities, lobby councilors, share information, and audit LLGs. In so doing, they embedded the project within the LLG operations; something external actors hardly address with zeal.
- iv. *Focused AFARD staff:* The crucial roles of the field officers were also noted as inspiring and backstopping to Women leaders. In Akworo it was pointed out that “the field officer was always present when we faced uphill tasks such as when technical leaders turned to technical (but confusing) jargons”. In so doing, even technical leaders knew they had no leeway to continue lying to women.
- v. *Financial support of the project:* Participants highlighted the fact that their success was due to the project funding which helped them conduct regular meetings let alone the acquisitions of civic engagement skills. The means of transport leaders received helped them with being effective mobilizers.
- vi. *Formation of Women Forum:* It was noted by both male and female leaders that the formation of Women Forum that drew together Women Councilors and WCE members under a unified goal of championing women’s interest greatly motivated the engagement of women for a common goals. Unlike in the past when these women leaders competed for recognition, under the Forum they were able to strategize together, pursue their priorities together and seek accountability together. These shared acts in one voice, noted the Chairman of Drajini, “made it rather difficult for other members of the council to ignore the voices and demands of women.”

However, some factors hindered the scope of achievements. This included:

- The late disbursements of project funds affected the vigour with which the different actors could have engaged with the LLG leaders in the budget cycle. This was in part

due to the challenges AFARD experienced with its financial audits conducted by KPMG.<sup>3</sup>

- High level of illiteracy especially at the grassroots levels among women. This gap continues to delimit effective participation in LLG meetings, prudent analysis of LLG budgets, and adequate follow up of LLG plans and budgets.
- All LLGs are resources dependent on central government. Funds decentralized to local governments for development work are too inadequate to meet all the prioritized needs of the people. Added to inadequate planning skills, such limitation has made many LLGs to roll over their approved projects in anticipation that more funds will be secured. This situation has also been further worsened by the creation of many LLGs and administrative units with new leadership structures.
- LLGs still lack established accountability systems. For instance, the public notice boards are not effectively used to display critical information for the public. Thus, there is limited accessibility to documents by Councilors. Access to documents at the sub-counties including the budgets, financial statements and work plan is still limited. This constrains oversight functions of the Councilors and the monitoring accountability of the sub-counties.

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<sup>3</sup> Interview with Mr. Ashton Peter (of EC, Uganda)

### **4.3: Efficiency**

Another area of evaluation focus was on efficiency where this section delves into by exploring: The quality of management; The extent to which the costs of the project have been justified by the benefits; The extent to which capacities and potentials in service provision were improved and used to achieve project objectives; and the extent to which the project used monitoring of progress to inform programming, learning and accountability.

#### ***4.3.1: Quality of Management***

Worthy to note is that EDPRMP was managed in accordance with AFARD's existing policies and guidelines. These were only complemented by the EC (contracting authority) guidelines (detailed in the contract document). Thus, the approved Board Regulation, Human Resource Policy, Finance and Administration Policy, and Asset management Guideline, among others were the key documents used.

In order to manage the project, two field officers and an administrative officer were recruited. These staffs worked together with already established staffs – the Executive Director, Programme Manager, Finance and Administration Manager, and Accountant. For these staffs, regular appraisal and mentoring were conducted during the Monday morning meetings.

Financial management benefited from annual audits and special expenditure verification. Meanwhile the limited project assets were managed in accordance with the organizational policy in place.

For the operational management, annual plans were extracted from the project proposal into the annual report was used. Management also presented timely annual reports to EC and bi-annual reports to AFARD Board of Directors. However, the approval of the annual reports were always delayed by review of the financial audit reports but the EC contact person attributed the delay to the quality of financial reports from AFARD.

#### ***4.3.2: Use of Capacities and Potentials to Achieve Project Objectives***

The project staff and assets including vehicles, funds, motorcycles, computers, and furniture were useful in implementing project activities. Moving assets like the vehicle, the motorcycles were used for Coordination of sub-county activities across the 2 districts. The bicycles distributed to councilors and heir maintenance allowance support facilitated the movements of councilors to attend council meetings and cascade training down to the parish and village councilors on their roles in representing the people.

The project also used locally trained trainers identified from the beneficiary LLGs (a technical staff charged with community development and a member of the WCE. This created the effective use and sustainable means of channeling trainings to the lower units of governments. During the evaluation, it came out that even if most of the technical staffs have been transferred (a normal practice in civil service), the remaining women trainers are effective in their LLGs.

### ***4.3.3: Extent of Project Monitoring of Progress To Inform Programming, Learning And Accountability***

AFARD used a flexible management approach. It had weekly staff meetings to review past performance and plan the week. During these meetings, FOs reported on their performance and challenges. Lessons learnt were incorporated into the weekly plans.<sup>4</sup>

Bi-annually gender audits were conducted to assess the LLG budget performance in line with the approved plan and budget. This participatory audit enabled leaders to address whatever shortfalls were identified. Pertinent issues from this audit formed critical advocacy focus for Women Leaders.

The project applied daily, weekly and bi-annual reports to monitor project progress at the institutional level. At the donor level, the project applied annual project reporting arrangements and feedback to the donor as important ingredients for monitoring project progress. Review of the programme records revealed that weekly meetings were held to track progress of the performance and this is evidenced in the minutes.

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<sup>4</sup> Minutes of 26.04.2011, 8.11.2010, 1.11.2010, 11.10.2010

## 4.4: Impact

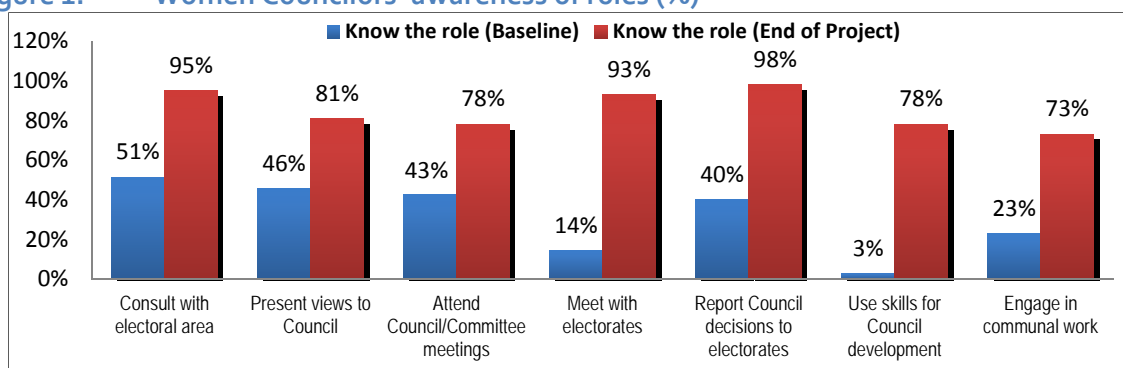
The evaluation also explored: The extent to which the planned overall objectives of the project, in stakeholders view, was achieved; whether the effects of the project produced any positive or negative impacts; Whether the general effects contributed to economic and social development, poverty reduction, gender equality, and good governance; and the best practices and lessons/case studies that can be learned from the project. This is the focus of this part.

### 4.4.1: The Extent to Which the Planned Overall Objectives of the Project, in stakeholders' views, were achieved

The log-frame of EDPRMP targeted the achievements listed below. To a large extent, all the planned outcomes were achieved although not to the precise targets as is shown below:

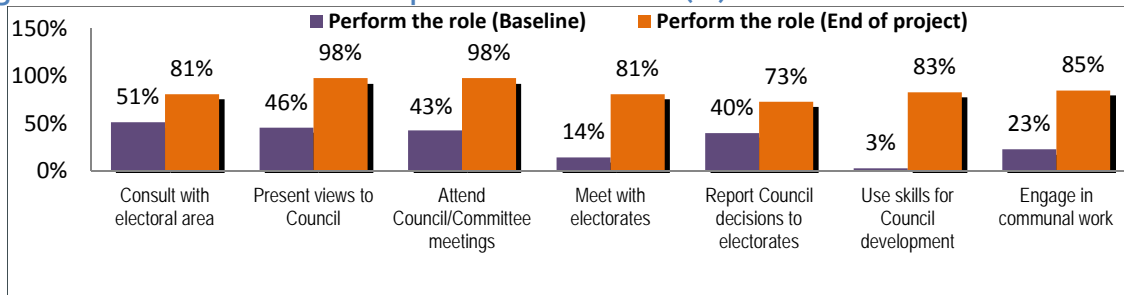
- All women and LLG leaders know their roles and at least 65% practice such roles. Figures 1-4 presents the results. There has been a marked increase in both awareness about and performance of roles among both Women Councilors and WCEs.
- Women's participation in local government planning and budgeting processes increased by 50%. Although this evaluation did not test the scope of participation, discussions with women and LLG leaders revealed that women's participation has greatly increased because the Women Forum mobilize women to participate in meetings at all levels.
- Alliance between WCE and WC and local government officials built and working smoothly thereby enhancing the strategic and vocal women's voices. This has been achieved through the Women Forum that provides a platform for alliance among women leaders and linkage with other LLG structures.
- Budget allocation and disbursement for services sectors increased by at least 25%. Over the project years it was only 5% increase in budget allocation and 1% increase in actual disbursement. The LLG officials attributed this fact to increased staffing levels.
- LLG allocate and disburse at least 5% of their budgets for affirmative actions. Between 2008/09 and 2011/12 budgets, there was a 33% increase in LLG budget allocation for affirmative actions from 67% to 100%.
- All LLGs reached out to are using accepted accountability practices. While many LLG leaders are now open about development programmes and budgets, there is still a weak accountability system in place.
- Community contribution to LLG projects improved given that people's needs are starting to guide resource allocation. The Women Forum increased the mobilization of women especially towards the project they requested for.

Figure 1: Women Councilors' awareness of roles (%)

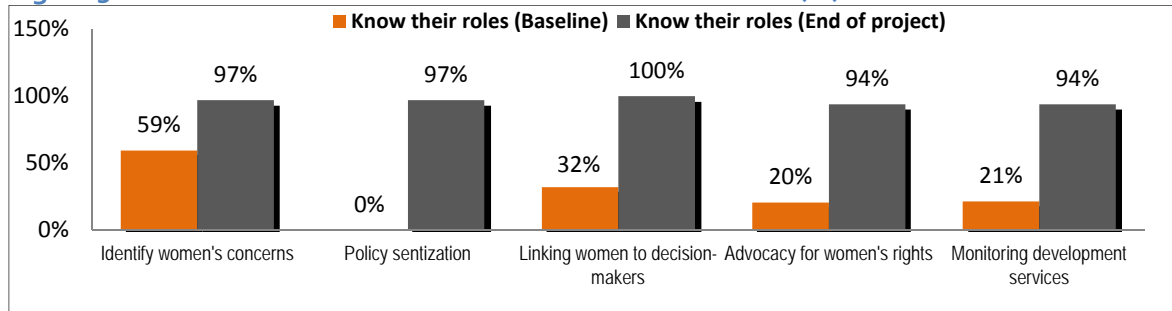




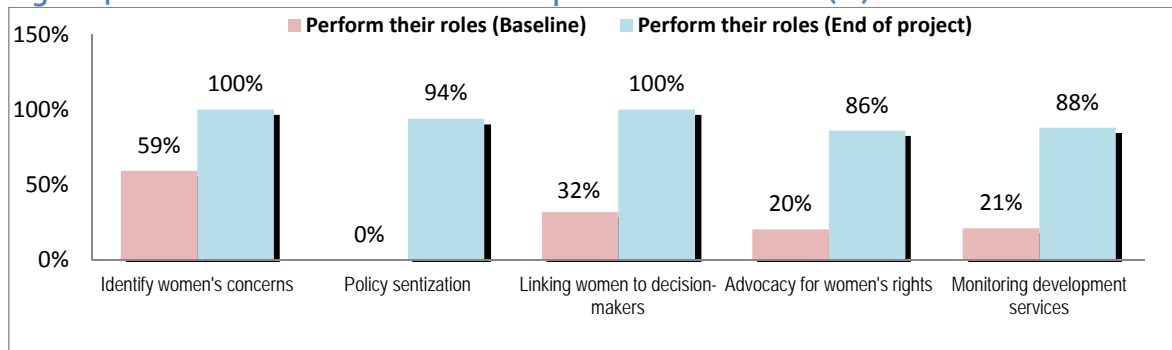
**Figure 2: Women Councillors' performance of roles (%)**



**Figure 3: Women Council Executives' awareness of roles (%)**



**Figure 4: Women Council Executives' performance of roles (%)**



#### 4.4.2: Positive and Negative Impacts

There were various changes attributed to the project by the evaluation respondents, namely:

- Through the project Women Forums (6 at LLG and 23 at parish levels) were formed in the project LLGs. These Forums are member-driven. They are composed of old and new Women Councillors and Women Council Executives regardless of their party affiliations. Through the Forums, it was pointed out that women leaders engage frequently with grassroots women. They mobilize them to participate in planning process as well as to identify concrete and few priorities for a given financial year. From these priorities, a strategic task force is set up to lobby LLG officials so that women's projects are approved in the various sectoral committees. As a result, many women than men attend planning meetings. The concerted pressure from women

leaders did also yield a number of physical projects<sup>5</sup> something that has built envy among youths, PWDs, etc. In Akworo Sub County, the Chairman LC 3 pointed that “the Women Forum forced us to rethink NAADS project distribution. Now we are clear on the number of men and women who will and must benefit from NAADS”. Indeed, 96% of the respondents acknowledged that now women’s concerns are mandatorily included in their development plans and budgets.<sup>6</sup>

- Many old women leaders remarked during the FGDs that their winning of the competitive elections were due to the political capabilities they acquired from the project. For instance, the Chairperson of Drajini, Mr. Kayiah Linus, noted that old members of the Women Forum were more articulate in presenting their manifesto to the electorates when compared to non-members then.
- As a result of persistent pressure from the Women Forum, many LLG officials acknowledge that they had no choice but to open up their management system. “Women leaders wanted accountability and there was no other way around it”, echoed the Sub County Chief of Pakwach. He further noted that overtime it became usual to adopt the practice of providing accountability to the entire population. The Chairman for Panyimur, Mr. Kinobe Shaban, highlighted the fact that “members of Women Forum are hard to sideline. They know their rights and follow it to the final conclusions. Should you approve their projects, until such projects are completed they will not stop visiting the concerned offices.” This change also came with better management of record as well as better collaboration between LLG and Women Forums. For instance, in Jangokoro the LLG provided an office space for Women Forum.

#### ***4.4.3: Contribution of the Project to Economic and Social Development, Poverty Reduction, Gender Equality, and Good Governance***

Beyond the attainment of the planned objectives as well as the transformation of local governance, EDPRMP was also noted to have produced broader effects within the beneficiary LLGs. Many respondents noted that from the improved resource allocation and disbursement for services sectors there is evident marked improvement in access to and utilization of better and quality services. For instance:

- Access to better seeds from NAADS improved the food security status in many homes. Women as the breadwinners (given their gender roles with food production) were enabled to increase food production. High yields also improved household incomes as women had the opportunity to sell part of their harvest in order to meet the basic home needs (salt, soap, clothes).
- Access to safe water points increased labor participation in farming activities. It also improved school attendance for girl children who traditionally accompany their mothers to far off water points.

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<sup>5</sup> References to some of these projects are contained in e.g., Jangakoro Sub-county Council Minutes of 02.04.11, 29.04.11, 31.08. 11; Nyaruvu Sub-county minutes of 05.11.2010, 01.08.2010; and Panyimur Sub-county council minutes 20.04.11

<sup>6</sup> The councilor Parakoto Parish observed that they feel confident while deliberating in council meetings with male councilors. They now regularly consult with the electorate and get their views, and also follow the implementation of government programmes.

- Access to maternity units reduced deliveries at homes as well as its accompanying deaths of children and mothers.
- Access to decision making structure enables many women to gain voice and start demanding for their rights. This gain, it was chorused in many LLGs that the Women Forum has provided the epitome of true democracy. That old and new women leaders, from different political parties, sit together and agree without any conflict on a common and shared interests of women constituency was an indicator that shared interest can take community development some step forward. These are the true principles of democracy.

#### ***4.4.4: The Best Practices and Lessons Learned From the Project***

The key implementation best practices from the project raised by the beneficiaries and indicated in the proposal and annual reports included first, conducting a baseline from which the political capabilities of the women and LLG leaders were clarified. In so doing, interventions aimed at building the leaders capacities remained real and focused. Second, the project trainings were conducted in their local languages of the areas and by locally trained trainers. This ensured that all councilors benefitted from the trainings. Third, the formation and support of the Women Forum enabled women to take the lead in championing their own needs (beneficiary-led advocacy). Finally, the bi-annual participatory gender responsiveness audit (GRA) conducted in all enabled the leaders and the women to appraise performance of their LLGs as well as to agree on how to address existing loopholes.

The above practices and the results noted above provide some critical lessons for replication, namely:

- United by a common agenda and a functional institution, any social category (women, youth, PWD) can engage LLGs to secure services for their constituency. With a clear focus of the kind of priority projects they wanted, Women Forum inspired participation, demanding for projects and eventually they secured those projects (Social mobilization for change is important!).
- Access to LLG services delivery is limited because people are not empowered to demand for such services as well as accountabilities thereof. The project had demonstrated that while initially women hardly received any project, empowered with how to demand for their rights, they were able to secure a number of development projects to improve their livelihoods (Political capabilities building matters!).
- While demanding for services is just a part of the equation, supplying to the demand requires another approach. Often, LLGs divert from their approved plans into what gives meanings to the leaders. However, with adequate information, Women Forum ensures effective follow up of approved project to ensure that they were delivered (Information matters!).

## **4.5: Sustainability**

To assess the project sustainability, attention was paid on: The ownership of achievements by the local actors; Supportive policy to citizen engagement for claiming their rights to development; the institutional capacity of Local Government to support women's engagement; and the financial sustainability of the Women Forum. Below are the findings.

### ***4.5.1: The Ownership of Achievements by the Local Actors***

During the FGDs and Key Informant Interviews, it consistently emerged that all the above achievements were the outcome of the efforts of the Women Forums. In all the LLGs, Women Forums are established and they are functional. It was reported by the Field Officer Nebbi that “had the Women Forum not been active, the routine delays in financial disbursements by EC for the project could have limited their level of achievement.” This is testimony that the Women Forum will continue to pursue women's interests in their LLG plans and budgets.

### ***4.5.2: Supportive Policy to Citizen Engagement for Claiming Their Rights to Development***

That this project is anchored on the 1995 Constitution and the Local Government Act 1997 which decentralized power to lower Local Governments and the need for all citizens to participate in managing their own affairs gives the Women Forums adequate legal space to operate. In support of these legal frameworks are policies that support people-led development approach like the National Development Plan into which many sector policies (health, education, road, agriculture, electrification, etc) falls.

### ***4.5.3: The Institutional Capacity of Local Government***

LLGs have the structures and systems that are pro- poor people and engendered development. With adequate guidance from the ministry as well as the existing capacity in the Women Forum, there is potential for continuity of engendering decentralized governance. The main shortcomings remain with staffing as many community development officers are also doubling as Sub county Chiefs and inadequate financial resources; scenario that affects community empowerment. However, in all the project sub-counties, the LC III Chairpersons and technical staff pledged continued support to the Forums.

### ***4.5.4: Financial and Technical Sustainability of the Women Forum***

From the onset the Women Forum were well prepared for the tasks ahead of them. They are mobilizing funds to support their operations although the funds are yet inadequate. The various trainings that the old and new members received have also built their capacity to effectively represent their constituency.

## **4.6: Visibility**

EDPRMP adhered to a large extent to EC visibility guidelines. Project motor vehicles and motor cycles and bicycles had EC stickers on them. Project computers were engraved with EC initials. Project communications were on letterheads with EC-AFARD logo. Besides, project documents were produced with EC-AFARD logo. The project also produced and distributed T-shirts and caps bearing EC-AFARD logo.

Asked about their knowledge of the funder, 91% responded being aware of EC as the funder of the EDPRMP and 89% knew AFARD as the implementing partner. The stickers of EC were also visible at the Sub-County Head Quarters.

## 5.0: CONCLUSIONS AND RECOMMENDATIONS

### 5.1: Conclusions

The Engendering Decentralized Poverty Resource Management Project (EDPRMP) was implemented for 40-months in six sub counties of Drajini, Akworo, Panyimur, Pakwach, Nyaravur, and Jangokoro in Yumbe and Nebbi districts respectively. Its overall objective was that “Lower Local Governments in the selected West Nile districts of Nebbi and Yumbe provide gender sensitive and equitable services to the community”. The specific objectives were: (i) Women and local government leaders have increased knowledge and skills to champion women’s needs in local government decision making processes; (ii) Effective participation of women in local government planning and budgeting increased; and (iii) Local governments are transparent and accountable to their constituents in general and women in particular.

This external evaluation primarily aimed to elicit an independent assessment of the project’s performance as well as to draw lessons and recommendations for follow up actions. It was conducted by an independent consultant (see Annex 5) to: (i) Assess the project with regard to relevance, effectiveness, efficiency, impact, sustainability and visibility; (ii) Analyze the project design, management, reporting, and documentation of lessons learned and best practices to improve future replication; (iii) Assess the main strengths, weaknesses and any constraints to implementation process; (iv) Formulate appropriate recommendations pertinent for future interventions; and (v) Assess the extent to which the project has contributed to increased dialogue and engagement between women and Local Government institutions.

The evaluation was conducted in a participatory manner with a high degree of stakeholder involvement. It involved both qualitative and quantitative methods of data collection. Individual survey was conducted among 193 randomly sampled women and LLG leaders.

The findings revealed that 95% of the project beneficiaries considered it a success. On the whole:

- On relevance, EDPRMP was a third-phase project built on past project experiences and lessons. The project addressed the felt needs of low participation of women in LLG planning processes in part due to the low political capabilities of women leaders. Finally, the project was in conformity with the EC policy framework of social and downward accountability as well as the national policies of human rights and decentralized governance.
- In terms of effectiveness, overall more than 98% of the project activities were implemented (and outputs delivered). Shortfalls in the deliverables were attributed rightly to funding gaps (given that not all approved funds was disbursed to AFARD). Besides, 89% of the respondents pointed out that they participated in the project activities and 88% timely. The vigilance of the Women Forum was noted. The key drivers of this success were: Addressing the right problem, Adoption of locality specific approaches, Putting women leaders at the forefront, having a focused AFARD staff, Financial support of the project, and Formation of Women Forum.

- On efficiency, the project exhibited sound flexible management practices. AFARD policies were adhered to. Periodic reflection meetings were held. Annual financial audits were conducted. Local resource persons were used to execute trainings. And timely reports were submitted to EC and the Board of Directors. Regular monitoring thus helped shape learning and strategy development.
- On impacts, the project achieved most of its planned outcomes (although not to the projected scope). More women leaders knew their roles and were executing it. Women's participation in planning processes increased. LLGs became responsive to women's priority projects. Accountability started taking root. Thus trust and community support to LLG projects improved. As a result of all these, 6 strong Women Forums were established and they won a number of physical projects for women. Further, many women gained political skills to contest and win elections. These gains contributed immensely to equitable economic and social development and good governance. More women gained access to better services like in production, health, and education, among others; gains that improved their livelihoods. They also gained access to decision-making arena that were hitherto controlled by men.
- The replicable best practices from the project include among others: (i) anchoring any intervention on a valid baseline; (ii) building direly needed political capabilities to improve local governance; (iii) conducting trainings in the local languages and by locally trained trainers; (iv) formation and support of Women Forum for a beneficiary-led advocacy; and (v) participatory gender responsiveness audit (GRA).
- The crucial lessons for replication include: (i) Social mobilization for change is important in challenging hegemonic local governance; (ii) Political capabilities building matters in transforming participatory governance; (iii) Information matters for the people to participate and gain trust in their government.
- With regards to sustainability, EDPRMP anchored on Women Forums that were formed by and are managed by women leaders for their shared goal of championing women's interest in local government. This has given them the ownership to own their change direction and scope by exploiting the support for existing LLGs and national legal and policy frameworks the 1995 Constitution, the Local Government Act 1997, and the National Development Plan.
- Finally, on visibility EDPRMP adhered to EC visibility guidelines. Project equipment had EC stickers and public channels of communications bore EC-AFARD logo. This made many beneficiaries (91%) aware of EC as the funder of the project and 89% knew AFARD as the implementing partner.

## 5.2: Recommendations

In order to improve on the project follow-up actions:

- There is the urgent need for nurturing the newly elected leaders on the critical issues of LLG budget cycle management and gender responsiveness. In their current form, the

arena is dominated by old Women Forum members. This is a scenario AFARD experienced in its phase 2 when LLG leaders without the requisite skills simply shut down the decision-making arena and pursued local governance as usual.

- Given that AFARD has additional projects in those sub counties, it is cost-effective and sustaining to provide continuous support supervision to ensure that the new lot of Women leaders appreciate their roles and become active agents of the Women Forums. Further, the weak financial basis of the Women Forums calls for exploring innovative avenue to engage Women leaders into exemplary leadership through income generation.
- The fund disbursement challenges calls for redress by the EC and benefiting organisations. It is vital to make funding procedures flexible and clearly known to local organizations' given their financial capacity. Withhold a huge sum of money is a good control mechanisms.).
- The challenge of limited resources with which LLGs are expected to deliver services is ideally beyond the capacity of AFARD and the Women Forum to address. It however calls for collective advocacy at the donor, ministerial and parliament levels.
- Finally, the success and innovation of this project (inherent in the non-partisan Women Forum) deserves up-scaling. Such an upscale can be by increased geographical outreach or through piloting in other special interest groups who are marginalized in the LLG plans and budgets (e.g. youths, persons with disabilities, persons living with HIV/AIDS, etc.).



# Annexes

## Annex 1: ToR for the Evaluation

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**EXPRESSION OF INTEREST FOR  
FINAL PROGRAMME EVALUATION  
ENGENDERING DECENTRALIZED POVERTY RESOURCES MANAGEMENT PROJECT**  
**Target Country/region:** Uganda, West Nile  
**Project number:** DCI-NSAPVD/2008/169-745

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### 1. INTRODUCTION

In November 2008, the Agency for Accelerated Regional Development (AFARD) signed a 34-month grant contract with the Delegation of the European Commission in Uganda for the implementation of Engendering Decentralized Poverty Resource Management Project (EDPRMP). Implementation commenced in December 2008 in six sub counties of Yumbe and Nebbi districts respectively. However, with the general election that was concluded in February 2011, a 6-month no-cost extension was granted. The stated overall objective of the project is, “*Lower Local Governments (LLGs) in the selected West Nile districts of Nebbi and Yumbe provide gender sensitive and equitable services to the community.*” The specific objectives of the project were:

1. Women and Local Government leaders have increased knowledge and skills to champion women’s needs in Local Government decision making processes;
2. Effective participation of women in Local Government planning and budgeting increased; and
3. Local Governments are transparent and accountable to their constituents in general and women in particular.

The following results are expected of the EDPRMP:

- a) Budget allocation and disbursement to services sectors increased by at least 25%
- b) Lower Local Governments allocate and disburse at least 5% of their budgets for women’s affirmative actions.
- c) All women leaders know their roles and 60% ably apply such roles
- d) Women’s participation in Local Government planning and budgeting processes increased by 50%
- e) All lower Local Governments reached out to are using accepted accountability practices.

### 2. THE EVALUATION OBJECTIVES

This project has come to an end. In line with the Technical and Administrative Provisions of the project’s Financing Agreement an external consultant is being sourced to conduct the final evaluation, which aims at providing the European Commission and AFARD with:

- c) An independent assessment of the performance of the projects, paying particularly attention to the impact of the project actions against its objectives;
- d) Key lessons and proposed follow-up recommendations for Non-state actors in development.

The specific objectives of the assignment include:

- The assessment of the performance of the programme: its relevance, effectiveness, efficiency, impact and sustainability and extent to which the overall objectives were achieved;
- Analysis of programme design, management, reporting, and documentation of lessons learned and best practices to improve future programme implementation;
- Assessment of main strengths, weaknesses and any constraints to the implementation process and suggest appropriate recommendations;
- Formulation of key recommendations pertinent for future interventions; and
- Assessment of the extent to which the programme has contributed to increased dialogue and engagement between women and Local Government institutions.

### 3. METHODOLOGY

The evaluation, after contracting out, will be implemented as presented below:

#### **a) Inception Phase (2 Days)**

In this stage, the following indicative relevant programming documents will be reviewed:

- The Women Council Statute; The Local Government Act 1997 (amended); Harmonized planning guidelines for lower Local Governments; Project baseline study reports; Project financing agreement and addendum; Project's annual progress reports; Relevant documentation from national/local partners and other donors; Relevant policy documents from national/local partners and other donors; and Project sub county development plans and approved budgets

On the basis of the information collected the evaluator will:

- Describe the project context and logical framework.
- Comment on the suggested evaluation questions (see annex 1) and where necessary propose an alternative or complementary set of evaluation questions justifying their relevance. Develop the evaluation into sub-questions identify provisional indicators and their verification means, and describe the analysis strategy.
- Propose the work plan for the finalization of the assignment.
- Present an indicative methodology detailing the evaluation questions and sub questions, data needs, means of verification, and analysis strategy to the overall assessment of the project.

#### **b) Field phase (5 days)**

This phase will commence upon approval of the Inception Phase report by the contracting authority. The evaluator will therefore:

- Ensure adequate contact and consultation with, and involvement of, the different stakeholders;
- Interview the key stakeholders including: EU Delegation officials, AFARD Programme Staff, District Women Council Executives, Lower Local Government leaders, and Members of Women Forum (Women Councilors and Women Council Executives).

#### **c) Synthesis phase (5 days)**

This phase is mainly devoted to the preparation of the draft final report. The consultant will make sure that his/her assessments are objective and balanced, affirmations accurate and verifiable, and recommendations realistic. This report will be shared with the contracting authority 5 days before the validation meeting phase.

#### **d) Validation meeting and Final Report (3 days)**

This meeting will be held at AFARD to check the factual basis of the evaluation, and to discuss the draft findings, conclusions and recommendations. On the basis of comments made by participants the evaluator has to write the final version of the report, in which the rules applying to the integration of comments are considered.

Note that comments requesting methodological quality improvements should be taken into account, except where there is a demonstrated impossibility, in which case full justification should be provided by the evaluator. Comments on the substance of the report may be either accepted or rejected. In the latter instance, the evaluator is to motivate and explain the reasons in writing.

### **REPORTING REQUIREMENTS**

The reports, written in English, must match quality standards. The text of the report should be illustrated, as appropriate, with quotes, maps, graphs and tables; a map of the project's area(s) of intervention is required (to be attached as Annex). The consultant will submit a soft copy and 5 hard copies to the Executive Director. The following reports will be required:

1. **Inception report** of maximum 10 pages to be produced within 2 working days from the start of the consultant services. In the report, the consultant shall describe the first finding of the study, the foreseen degree of difficulties in collecting data, and other encountered and/or foreseen difficulties in addition to his/her programme of work.
2. **Draft final report** (of maximum 25 pages) using the structure set out in **Annex 1**. Besides answering the evaluation questions, the draft final report should also synthesize all findings and conclusions into an overall assessment of the project.
3. **Final report** should contain the same specifications as mentioned under 2 above, BUT incorporate any comments received from the concerned parties on the draft report.

### **THE EVALUATION TEAM**

The evaluation will be conducted by one consultant with the following profile and qualifications: Adequate exposure in human rights, gender, governance and democratization policy analysis and experiences with the Ugandan context of Local Government planning processes, participation, local advocacy, capacity development, monitoring and evaluation and project evaluation.

**Preferred qualities:**

- a solid experience of project evaluation with a bias in gender and governance, gender budgeting, and advocacy;
- solid experience in the human rights and local governance in Uganda;
- Fluency in English and excellent report writing skills;
- A master's degree in a relevant field is desirable.
- Ability to organize and conduct programme reviews, familiar with logical framework, project cycles and procurement procedures of activities supported by international organizations.
- Fully conversant with the principles and working methods of project cycle management and European Commission aid delivery methods; and
- Knowledge of local language(s) is an added advantage.

**WORK PLAN**

The consultant shall develop his/her work plan and timetable in line with the 4 phases noted above taking into consideration all the foreseen reports/deliverables in section 4 and 5 above. Overall, the assignment is expected to start by the **10<sup>th</sup> March 2011** and be completed within **15 working days**.

**FINANCIAL IMPLICATIONS**

The consultant is required to present a budget that includes both professional fees and reimbursable costs to cover eligible stationery, communication, travel and transport costs, per diems and cost of validation meeting.

**Note:**

- 1. The closing date for submission of technical and financial proposal is March 5, 2012.**
- 2. The assignment is estimated to start in March 10, 2011.**
- 3. Submissions can be made to: Executive Director, The Agency for Accelerated Regional Development (AFARD), E-mail: [afard@afard.net](mailto:afard@afard.net)**

## **LAYOUT, STRUCTURE OF THE FINAL REPORT**

The final report should not be longer than approximately 25 pages. Additional information on overall context, programme or aspects of methodology and analysis should be confined to annexes.

*The main sections of the evaluation report are as follows:*

### **1. EXECUTIVE SUMMARY**

This will be a no more than 2 pages of succinctly clear and to-the-point component. It should focus mainly on the key issues of the evaluation, outline the main analytical points, and clearly indicate the main conclusions, lessons learned and specific recommendations.

### **2. INTRODUCTION**

This part should provide a short description of the project, the evaluation, and methodological explanations.

### **3. FINDINGS**

This part of the report should present conclusive factual and well-reasoned answers to the various evaluation questions. It should focus on the following evaluation criteria: relevance, effectiveness, efficiency, impact and sustainability.

#### **3.1 Problems and needs (Relevance)**

The relevance criterion will explore the extent to which the objectives of the project intervention are consistent with beneficiaries' requirements. This analysis will focus on the following design issues:

- The quality of the analyses of: existing problem; lessons learnt from past experience; sustainability issues; logical framework matrix; assumptions and risks; and the extent to which stated objectives correctly address the identified needs.
- The extent to which the project interventions addressed the needs, priorities and rights of the target group.
- The extent to which the project has been consistent with, and supportive of, the national and EC policy and programme framework.

#### **3.2 Achievement of purpose (Effectiveness)**

The effectiveness criterion, concerns how far the project's results were attained, and the project's specific objective(s) achieved. The analysis of Effectiveness will therefore focus on such issues as:

- whether in the key stakeholders' views the planned benefits have been delivered;
- whether the intended beneficiaries participated in the intervention;
- The factors there were crucial for the achievement or failure to achieve the project objectives.

#### **3.3 Sound management and value-for-money (Efficiency)**

The efficiency criterion concerns how well the various activities transformed the available resources into the intended outputs, in terms of quantity, quality and timeliness. The assessment of Efficiency will therefore focus on such issues as:

- the quality of management (operations, personnel, assets, budget, and reporting deadlines);
- The extent to which capacities and potentials in service provision were improved and used to achieve project objectives.
- The extent to which the project used monitoring of progress to inform programming, learning and accountability.

#### **3.4 Achievements of wider impacts (Impacts)**

The term impact denotes the relationship between the project's specific and overall objectives. At impact level the final evaluation will make an analysis of the following aspects:

- the extent to which the planned overall objectives of the project have been achieved.
- whether the effects of the project noted above have produced any positive or negative, intended and unintended impacts on women leaders on the one hand and Local Government leaders/institutions on the other hand; and
- Whether the general effects above have contributed to economic and social development, poverty reduction, gender equality, and good governance.
- What best practices and lessons/case studies can be learned from the project.

#### **3.5 Likely continuation of achieved results (Sustainability)**

The sustainability criterion relates to whether the positive outcomes of the project and the flow of benefits are

likely to continue after external funding ends. The final evaluation will assess the sustainability of benefits on basis of the following issues:

- the ownership of achievements by the local actors;
- supportive policy to citizen engagement for claiming their rights to development;
- the institutional capacity of Local Government (e.g. through policy and budgetary support) to technically, financially and managerially support women's engagement;
- financial sustainability of the Women Forum to cover all their operation and project costs;
- technical capacity of women and Local Government leaders to self-manage the dialogue for change process.

#### **4. VISIBILITY**

The consultants will make an assessment of the project's strategy, activities, the results obtained and the impact achieved in the field of visibility, information and communication.

### **5. CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Conclusions**

This chapter will synthesize all the answers to evaluation questions into an overall assessment of the project with articulate findings, conclusions and lessons.

This chapter introduces the conclusions relative to each question. The conclusions should be organized in clusters in the chapter in order to provide an overview of the assessed subject. It should features references to the findings (responses to the evaluation questions) or to annexes showing how the conclusions derive from data, interpretations, and analysis and judgement criteria.

The conclusion chapter should feature a balanced view without any bias to only the successes observed but also the issues requiring further thought on modifications or a different course of action.

#### **5.2 Recommendations**

The ultimate value of an evaluation depends on the quality and credibility of the recommendations offered. **Recommendations** should therefore be as realistic, operational and pragmatic as possible; that is, they should take careful account of the circumstances currently prevailing in the context of the project, and of the resources available to implement them. They should also be targeted.

They could concern policy, organizational and operational aspects for both AFARD and for the Commission; the pre-conditions that might be attached to decisions on the financing of similar projects; and general issues arising from the evaluation in relation to, for example, policies, technologies, instruments, institutional development, and regional, country or sectoral strategies.

### **6. ANNEXES TO THE REPORT**

The report should include the following annexes:

- The Terms of Reference of the evaluation
- Summary CVs of the evaluator
- List of persons/organizations consulted
- Literature and documentation consulted

## Annex 2: Evaluation Tools

### Key Informant: Key Staff & Some Key Beneficiaries

Topical Guide: With examples provide responses to the following questions

#### 1. Relevance & quality of design

- 1.1. Were the design appropriate in line with the baseline survey results?
- 1.2. Were recommendations from previous evaluations incorporated in the design?
- 1.3. Were risks properly assessed?

#### 2.0. Efficiency of implementation

- 2.1. How was the project implemented in terms operations, personnel, assets, budget, and reporting deadlines
- 2.2. Were all key staff in post within 6 months of start up? And maintained through project life?
- 2.3. Were all activities Implemented on time?
- 2.4. Looking at the activities implemented were they of acceptable quality?
- 2.5. Was the methodology of implementation the right one under the circumstances?
- 2.6. Did the capacity and potential of AFARD improve and used to achieve project objectives?
- 2.7. Did the project use monitoring of progress to inform programming, learning and accountability?
- 2.8. Were most of the outputs achieved to an acceptable standard?
- 2.9. Was the budget spent according to the proposed budget lines?
- 2.10. Was the rate of spending acceptable?
- 2.11. To what extent did the NGO/agency take on board the recommendations from EC's field visits and feedback on progress reports provided by the EC?

#### 3.0. Effectiveness

- 3.1. Have we delivered the planned benefits?
- 3.2. Did the intended beneficiaries participate in the intervention?
- 3.3. Were the effects of the project felt equally across the project area or were some areas neglected?
- 3.4. Critical factors for achievement or failure to achieve the project objectives.

#### 4.0. Impact to date

- 4.1. To what extent have beneficiaries, including Sub-counties, benefited from project activities and outputs under the project intervention of improving the capacity of women & LG leaders?
- 4.2. To what extent have local government institutions benefited from the activities and outputs?
- 4.3. To what extent have local leaders benefited from the activities and outputs?
- 4.4. Did the project produce any positive or negative, intended and unintended impacts on women leaders
- 4.5. Did the project produce any positive or negative, intended and unintended impacts on local government leaders/institutions on the other hand
- 4.6. To what extent is the impact sustainable over the longer term?
- 4.7. To what extent did the project alleviate poverty in the host population?
- 4.8. Was there any attempt made to measure the extent of poverty at the start of the project and at the end?

#### 5.0. Potential sustainability

- 5.1. To what extent can the outputs be expected to be sustainable over the longer (5-10 years) term?
- 5.2. What characteristics make the outputs sustainable or unsustainable?
- 5.3. Do the local government authorities fully support the initiatives taken by the project?
- 5.4. Do the local community leaders fully support the initiatives taken by the project?
- 5.5. To what extent has the project strengthened the capacities of local government and local leadership structures?.
- 5.6. To what extent are the people themselves contributing to the sustainability of the initiatives?

- 5.7. To what extent has the private sector become involved in the development of the area as a result of the project?
- 5.8. To what extent can Women Forum cover all their operation and project costs?
- 5.9. To what extent can women and local government leaders technical capacity enable them self-manage the dialogue for change process
- 5.10. Did AFARD formulate a practical exit strategy and is it working?

#### **6.0. Reporting**

- 6.1. Was monitoring and progress reporting adequate according to the EC requirements?
- 7.0. Observations on donor's role and influence on project implementation.
- 7.1. Were communications with the Contracting Authority satisfactory in terms of promptness and content?
- 7.2. Was technical / administrative support provided timely and adequately when requested?
- 7.3. Were Grant Contract administrative procedures and actions timely taken care of and did these influence project implementation in any way?

#### **8.0. Visibility**

- 8.1. What are some of the strategies used to send out information to stakeholders
- 8.2. What things did you receive from AFARD as a trainer in local government?
- 8.3. Frequency of addressing press conferences on project issues
- 8.4. Web site content and its functionality
- 8.5. Were you told the source of funding for the project

## Questionnaire for Beneficiaries

### **SECTION A: BACKGROUND CHARACTERISTICS**

**Sub-county:** .....

**Interviewer's name** .....

Coding categories	Response (Tick)
<b>A1. Sex</b>	
Female	
Male	
<b>A2. Age</b>	
1. 18-25	
2. 26-35	
3. 36-45	
4. 46 and above	
<b>A3. Leadership position</b>	
1. Women council executive	
2. Sub- county Councilors	
3. Civil servant	
4. Women Council member	
5. Other .....(specify)	
<b>A4. Highest level of educational attainment</b>	
1. None	
2 O level	
3 A level	
4 University	
6. FAL	
<b>A5. Marital status</b>	
1. Married	
2. Single	
3. Separated	
4. Widowed	

### **SECTION B: RELEVANCE, EFFICIENCY, EFFECTIVENESS, IMPACT, SUSTAINABILITY, VISIBILITY**

In this section, please tick the number that best reflects your opinion of each of the following statements

**KEY: 1(Y) =YES; 2(N) =NO; 3(D) =DON'T KNOW**

	Y	N	DK	NA
<b>RELEVANCE</b>				
5. Were all the scheduled training activities conducted?	1	2	3	4
6. The choice of activities for the project addressed identified gaps	1	2	3	4
7. The gaps identified at baseline were included in the project implementation	1	2	3	4
8. What do you consider to have been the main issues that the project addressed? .....				
9. Are there any areas which you feel the project could have addressed, but were actually not addressed? .....				



10. Women feared to discuss in public. Did the design of the project target that? Would you say with confidence that the design of the project was in line with the needs of the beneficiaries? In what ways? .....				
<b>EFFICIENCY</b>				
11. The timing of the project activities was appropriate	1	2	3	4
12. The project started on time	1	2	3	4
13. Key project staff were available at the start of the project	1	2	3	4
14. Most of the project activities that I have participated in were implemented on time	1	2	3	4
15. The quality of project activities was satisfactory	1	2	3	4
16. The implementation methodology was satisfactory	1	2	3	4
17. Implementation lessons were fed into the project activities	1	2	3	4
18. The outputs of the various methodologies were of acceptable standards	1	2	3	4
19. Project money was well utilized for Women Council costs	1	2	3	4
20. Concerning the timing of the various project activities, what areas do you consider to have been very well managed? ( <b>Probe</b> ; Trainings, radio talk shows, study tours?) .....				
21. Which areas did you find lacking in regard to the methodologies that were used during the project implementation? .....				
22. What is your assessment of the project implementation in terms <b>operation (community meetings), staff (access to project staff)</b> ? .....				
<b>EFFECTIVENESS</b>				
23. Intended beneficiaries participated in the various activities	1	2	3	4
24. All project areas were attended to	1	2	3	4
25. The project was a success	1	2	3	4
26. What, in your view, do you consider to be benefits that accrued from the project? ( <b>Probe</b> ; exposure to better budget management?) .....				
27. What are the factors that you think facilitated the success or failure of the project? ( <b>Probe</b> ; community support?, addressed people's real needs?) .....				
<b>IMPACT</b>				
28. The ability of the women to discuss issues during the council meetings has improved	1	2	3	4
29. I freely participate in council deliberations	1	2	3	4
30. Local Governments have benefited from the project	1	2	3	4
31. Local Governments capacity to mainstream gender in resource utilization has been enhanced	1	2	3	4
32. Women concerns are now integrated in the sub-county planning and budgeting processes	1	2	3	4
33. The project has improved my living standards				
34. What are some of the ways in which you think the project has improved the capacity of the women and local government leaders? (raising women concerns in different forums, demanding for accountability, participation in planning and budgeting) .....				

.....  
 35. Please explain the reasons for your answer in 33 above.  
 .....

<b>SUSTAINABILITY</b>				
36. The project has strong community structures to support its continuity	1	2	3	4
37. Community leaders show support for project activities	1	2	3	4
38. Community leaders have acquired skills to enhance the project's sustainability	1	2	3	4
39. There is support to the project among local leaders	1	2	3	4
40. Operational project management committees exist in our area	1	2	3	4
<b>Financial sustainability</b>				
41. Council can meet operational costs of the office	1	2	3	4
42. A proper exit strategy for the project was communicated to us	1	2	3	4
43. If there are any positive achievements that you consider to have developed from the project, how do you think they can be sustained over time? .....				
<b>VISIBILITY</b>				
44. The project regularly communicates to the beneficiaries	1	2	3	4
45. Communication about the project is normally got through radio programmes	1	2	3	4
46. We are normally contacted by phone to attend meetings	1	2	3	4
47. The project is funded by European Commission	1	2	3	4
48. Do you know the implementer of the project?				
How did you get to know about the project and its activities? .....				
What do other people say about this project? .....				

**Thank you Very for your Time**



### **Annex 3: Literatures that were reviewed**

The 1995 Constitution of Uganda of the Republic of Uganda

The 1997 Local Government Act

AFARD 2012 Capability Statement

AFARD Human Resource Policy

AFARD Financial and Administration Manual

Project Proposal and MoU with EC

Project Baseline Survey Report 2009

Project Financial Audits by KPMG for 2010 and 2011

Annual Project report for AFARD 2010 and 2011

AFARD Project Completion Report

**Annex 4: List of respondents**

No.	Name of Respondent in the Evaluation	Sex	Designation	Contact
	Ashton Peter	M	Programmes Officer, EC	
	Dr. Alfred Lakwo	M	Executive Director	
	Florence Candiru	F	Finance and Administrative Manager , Nebbi	
	Fiona Ochora	F	Field Officer Nebbi	
	Flavia Vuni Julie	F	Field Officer Yumbe	
	<b>(Nyaravur Sub-county) 11th April 2012</b>			
1	HON. BABU TOMMY	M	C/P GENERAL PURPOSE	
2	HON. OKETH STEPHEN	M	SPEAKER	
3	OGENRWOTH B KACHUKUW	M	PARISH CHIEF	
4	OMEGA ANDREA	M	C/M LC II	
5	HON. GIERA JUSTINE	F	COUNCILOR	
6	Ocaya BEN	M	C/M PDC	
7	JENARO OKOKO	M	C/PERSON LC II	
8	ONGAN NATALINE	F	COUNCILOR	
9	HON. OWACHGIO PONSIANO	M	VICE C/MAN	
10	HON. ONGAN KIZITO	M	DISTRICT COUNCILOR	
11	ONGEYO WUM SILVIYO	M	LC II PAMORA JOWER	
12	HON. FUAMBE IDA	F	DISTRICT COUNCILOR	
13	AVUNI GERALD	M	AASP /NYARAVU	
14	JANE ANGEYANGO	F	V/CP WC III	
15	MANANO ALBA	F	SEC WC III	
16	AKELLO ROSE	F	TREASURE	
17	ONEGU ATHINDA ORESTE	M	C/M LC II	
18	OLANGI FLORENCE	F	SEC /P WC III	
19	REJINA JATHO	F	SEC W/C II	
20	OROCHI GEORGE WILLIAM	M	CDO	
21	ONON MADHALENA	F	C/P WC II	
22	OVONJI HENRY	M	C/M PDC	

No.	Name of Respondent in the Evaluation	Sex	Designation	Contact
23	HON. TEKAKWO PEACE	F	D/ SPEAKER	
24	HON. ABEDILEMBE LUKE	M	COUNCILOR	
25	ODUBA SOPHY	F	W/C II ,MBARO	
26	HON. ACHIOCHAN JENETY	F	PWD COUNCILOR	
27	HON. OROMA PERPETUA	F	COUNCILOR	
28	ABEKA ROBERT	M	P/CHIEF	
29	PUYULU LAZARUS	M	PDC MBARO PARISH	
30	OCHUNA BEATRICE	F	SAA	
31	HON. ADUBANGO CELLY	F	COUNCILOR	
32	AYIKANYING RICHARD	M	H/A	
33	HON. ACEN STELLA MARIS	F	SEC PRODUCTION	
34	BITHUM NEZIA	F	C/PWC III	
35	ONEGIU ALEX JUDAGI	M	C/P LC III	
36	ONDUR SETA	F	WC II	
39	GIRATHO ROSE	F	WC III	
40	ONYAI PASKA	F	WC III TREASURER	
	<b>Packwach Sub-county (12th April 2012)</b>			
<b>No.</b>	<b>NAME</b>	<b>SEX</b>	<b>DESIGNATION/TITLE</b>	
1	ONGOM MORRIES OBEN TUNDU	M	HEALTH ASSISTANT	
2	KOMAKECH PETER	M	FISHERIES OFFICER	
3	ANYAYO PRISCA	F	ACDO	
4	ATHIERO NIMUNGU LUCY	F	PWF	
5	UPOLWUN JOYCE	F	WC	
6	OCIBA SEVEFINE	F	C/P W/C III	
7	OCWIARACH ALI	M	PWD COUNCILOR	
8	ANGEKON GRACE	F	COUNCILOR	
9	ONGOT NKARA SALOME	F	COUNCILOR	

No.	Name of Respondent in the Evaluation	Sex	Designation	Contact
10	ONGOM FOYSON	M	COUNCILOR	
11	ALOYO SUSAN	F	COUNCILOR	
12	ANGEYO ROSE ELIA	F	COUNCILOR	
13	OROMA JACKLINE	F	V/C PERSON	
14	OKENDE MUSA	M	FINANCE SECRETARY	
15	MAKANDI JAMES	M	SPEAKER	
16	OWECHI EVALYN APECU	F	V/C PERSON WC ATYAK	
17	PACUTHO SARAH	F	VICE C/PERSON W/C III	
18	OWINYI MIRIAM	F	SEC W/C II MUKALE	
19	MARY OKENDE	F	TR W/C II PAROKOTO	
20	ABIWEKANGO ROSELINE	F	V CHAIRPERSON	
21	FLORENCE AVOYO	F	W/C PERSON PAROKETH	
22	AROMBORACH GILDA	F	C/P WOMAN ATYAK	
23	LEONORA OKABA	F	V/C W/C II	
24	ORYEMA AWEL	M	C/MAN LC II	
25	GLADYS OKETHI	F	C/PERSON LC II	
26	ZAMABO OMACH	F	MOBILIZER PARUKETO	
27	OKORI ANTHONY	M	AGRICULTURAL OFFICER	
28	LANGETHYO PARMA	F	MOBILIZER LC III	
29	MONO DAISY	F	MOBILIZER WC II ATYAK	
30	AYERANGO IMMACULATE	F	SEC W/C II OLYESA	
31	OTUBA ANTHONY	M	PBW CHAIRPERSON	
32	ATIMANGO AGNES	F	W/C SEC	
33	OPENYTHO SAM	M	C/M LC II	
34	OKECHAGIU CYPRIAN	M	C/P PDC	
35	ANNA GIDOGO	F	TREASURER W/C III	
36	OKELLO LUSU	M	C/P PDC	
37	ACIRO BETTY	F	C/P WF	
38	YONIKAMU GABRIELA	F	TREASURER W/C III	
39	SALOME ANGEL	F	LC II	

No.	Name of Respondent in the Evaluation	Sex	Designation	Contact
40	OLANGU B GAVIN	M	LC III C/P	
41	AITHKA JOHN BOSCO	M	SAS	
42	AMIA GRACE	F	CDO	
43	ORYEK MOSES TAPOLO	M	PARISH CHIEF	
	<b>Akworo Sub-County (13th April 2012)</b>			
1	OUCHI ISAAC	M	RECORD ASSISTANT AKWORO	
2	MUGISHA CONCOLATA	F	W COUNCIL II KASATO	
3	OWOKI GRACE	F	C/P WC II RERE	
4	OAYA HILDA	F	SEC WC II KASATO	
5	ANGALA FAITH AGNES	F	VC/P WC AKWORO S/C	
6	AKELLO DORINE	F	SEC PRODUCTION AKWORO	
7	OZUNGA MARTIN KOLE	M	HON. COUNCILOR AKWORO	
8	HON. OGWOK-MU GEOFFREY	M	LC III COUNCILOR	
9	YO-ACEL JAMES	M	PARISH CHIEF RERO	
10	AGENRWOTH GERALD	M	YOUTH COUNCILOR AKWORO	
11	OMIKUMU J CHARLES	M	SEC FINANCE AKWORO	
12	ANYOLI ALFRED	M	LC III COUNCILOR ONDYERI	
13	AKUMU ROZELINE	F	SEC MURUSI	
14	OZELE MERI	F	MV MURUSI	
15	OKANA LEUTISA	F	CM MURUSI	
16	AKELLO HADIJAH	F	SW COUNCILOR	
17	HON. ONYUNGROTH J OPERI	M	VICE CM AKWORO	
18	ONEN JUSTINE	F	TREASURE W/C	
19	ODAGA ROSELINE	F	VC WC I RERO	
20	ONYUTHA WINNIE	F	WC III RERO	
21	HON. IUTUNG JENETY	F	HON. COUNCILOR	



No.	Name of Respondent in the Evaluation	Sex	Designation	Contact
22	HON. ANIGING-RWOTH SOLFISA	F	HON. COUNCILOR	
23	NGIRIPACU ROZA	F	TR W/C KITUM	
24	HON. AYERA-UGO ROSELINE	F	HON. COUNCILOR	
25	MARY ODAGA	F	CX RERO	
26	OCANDA ADOKWON FRASWAZI	F	HON. COUNCILOR	
27	ODAGA JOHN	M	PARISH CHIEF KITUNA	
28	UNYAI HENRY	M	ACTING S/C CHIEF	
29	MARYEKTHO JAMES PETER	M	LC II CHAIRMAN	
30	REJINA LAZAR	F	MOB WC II KASATO	
31	ONEGU RICHARD	M	O/C POST	
32	APIO AMESIANA	F	VICE WC II MURUSI	
33	OUCHA GRACE	F	MOBILIZER	
34	PICHAM JANE JOYCE	F	C/P WC III	
	<b>PANYIMUR (13th April 2012)</b>			
1	LILIAN ENYANGA	F	C/PERSON WOMEN FORUM	
2	HON. ALITHUM. O. MARK	M	SEC FOR PRODUCTION	
3	HON. JANET AMULA	F	VICE CHAIRPERSON	
4	THOMARA RICHARD	M	HEALTH ASSISTANT	
5	OCHIKA MARGARET	F	COUNCILLAR	
6	LUCKY ADHEE	F	FINANCE GANDA	
7	FLORENCE ANGELA	F	VICE CHAIRPERSON GANDA	
8	OTIM LUCY	F	CHAIR PERSON W GANDA	
9	LEOTISIA JARACH	F	W.C BORO	
10	ANGOM ESTER	F	COUNCILOR	
11	OROMA RONALD	M	COUNCILOR	
12	NYIRACH LILY	F	WOMEN COUNCIL	
13	BIRWINYO GRACE	F	WOMEN COUNCIL	
14	WATHUM STELLA	F	SPEAKER	

No.	Name of Respondent in the Evaluation	Sex	Designation	Contact
15	WAKUMA M OLEL	M	COUNCILOR	
16	HON. ONEN WILFRED	M	COUNCILOR	
17	HON. OKELLO G WALTER	M	COUNCILOR	
18	HON. ACHANDA JULIET	F	COUNCILOR	
19	HON. GIPATHO PAULA	F	COUNCILOR	
20	OFOYORWOTH DORINE	F	COUNCILOR	
21	OKELLO JACKLINE	F	WOMEN COUNCIL	
22	GRACE ODONGO	F	WOMEN COUNCIL	
23	ALICE MWANGA	F	WOMEN COUNCIL	
24	OZUNGA HARRIET	F	SECRETARY WOMEN COUNCIL	
25	AMAKA OKOTH	F	CHAIR PERSON WOMEN COUNCIL III	
26	ANERWOTH MARCELO	M	SUBCOUNTY STAFF	
27	OKARA ZEREMIA	M		
28	JASWA ROBERT	M	OFFICE	
29	ORUGA MATILDA	F	CHAIRPERSON	
30	YANGCHON ANDREW	M	AASP PANYIMUR	
31	HON JAMONY MIKE	M	SECRETARY FINANCE	
32	BIOLA OKABA	F	WOMEN COUNCIL	
33	ENYANGA FAUSTINE	M		
34	WALTER K ACERONGA	M	SUBCOUNTY CHIEF	
35	OWOR PATRICK	M	CDO	
36	OFOI SHABAN KIROBE	M	CHAIRMAN III	
37	MANANO FRANCIS	M	SUB ACCOUNTANT	
38	CEKECAN JULIET	F	WOMEN COUNCIL	
39	OTIM LUCY	F	WOMEN COUNCIL	
40	GRACE CHARLES	F	WOMEN COUNCIL	
	<b>Drajini Sub-county (14th April 2012)</b>			
1	OTIKO DORIS	F	C/P W/FORUM	774936935

No.	Name of Respondent in the Evaluation	Sex	Designation	Contact
2	ORIJABO HUMPHREY	M	SAS	772515702
3	KAYIAZI LINUS	M	LC III C/MAN	772656007
4	BAKO SHAMIRA	F	VC PW/F	777281452
5	BAKO ONESTA	F	VC PWC	775790451
6	MUNDURU FATUMA	F	NC PWC	777281536
7	ANANDRU IBRAHIM	M	CP WC III	777451829
8	ONZIMA MAJID	M	LC II C/MAN	774471071
9	AJAGA BRAN	M	P/CHIEF	752016517
10	ALUMA ISIDRO	M	P/CHIEF	775659800
11	ALORO AMIN	M	P/CHIEF OLIVU	783753098
12	ANGUANI PETER	M	COUNCILOR	784643563
13	OYARU FATUMA	F	SPEAKER DRAJINI	783465886
14	EYOTADY ALUAG	F	COUNCILOR	777188336
15	AKUMU NANCY	F	SNC	775163124
16	ONDORU MARGARET	F	C/P FINANCE DRAJINI	781043496
17	CANDIRU CHRISTINE	F	WOMEN COUNCILOR	789527215
18	LIKICO ALICE	F	WOMEN COUNCILOR	
19	BAYON SHARIFA	F	WOMEN COUNCILOR	753274120
20	DEBO APOLLO	M	WCP	
21	DUDU ZAKARIH	M	PDC OLIVU	779567556
22	ALAMIGA K SIMON	M	LC II C/P NYORS	785625605
23	AMULE SENTINA	F	LC II - YIBA	789866072
24	ONDORU ALICE	F	W/C III	785097364
25	MASUCORYO SUNDAY	M	COUNCILOR	781877011
26	AMVIKO NELLY	F	COUNCILOR	787158487
27	WAKU P HENRY	M	COUNCILOR	773101422
28	EZAKU CHARLES	M	LC II C/P OHIOR	789707882
29	BAMUA KASSIM	M	PDC C/M	782601130
30	ANDIMA GARD	M	LC II C/MAN	73295877
31	ALELE GABRIEL	M	P/C	785508620

<b>No.</b>	<b>Name of Respondent in the Evaluation</b>	<b>Sex</b>	<b>Designation</b>	<b>Contact</b>
32	ANDAMA HASSAN	M	P/CHIEF	782633151
33	BANDUGU JOHN STEPHEN	M	P/C	716287516
34	OMBADRO ALEX	M	CLERK	776823351
35	ORODRIYO EUNICE	F		781776625
36	ASERU MONICA	F	C/P	
37	AMANIYO JANET	F	COUNCILOR	
38	IJOGU A OZAA	M	COUNCILOR	787939913
40	ASEA JOSEPH	M	LC II C/MAN	

**Annex 5: Achievement of Planned Activities**

Activities	Planned outputs	Actual outputs	Success rate (%)	Remarks
<i>Objective 1: Women and local government leaders have increased knowledge and skills to champion women's needs in local government decision-making processes.</i>				
1.1 Baseline survey	1 baseline survey	1 baseline survey conducted	100%	A baseline survey report was produced and an information sharing meeting with District Local Government officials held only in Nebbi. This meeting was funded by WENDI Programme.
1.2 Capacity assessment of Parish Task Force	1 study	1 study conducted	100%	
1.3 Training manual development	Review and produce 1 manual with 7 modules	1 manual with 7 training modules developed, printed and disseminated	100%	
1.4 Training of trainers	Train 12 trainers	14 trainers trained	117%	The 2 Field Officers were also trained for purposes of providing effective quality assurance and routine backstopping to the trainers.
1.5 Training in Human and Women's Rights to development	Train 480 women and LLG leaders	484 women and LLG leaders trained	101%	The number went up because some former councilors joined the training
1.6 Training in PRMT, Mobilization and Communication skills	Train 480 women and LLG leaders	486 women and LLG leaders trained	101%	As above
1.7 Training in Gender Responsiveness Planning and Budgeting	Train 480 women and LLG leaders	486 women and LLG leaders trained	101%	As above
1.8 Training in Advocacy skills	Train 480 women and LLG leaders	480 women and LLG leaders trained	100%	
1.9 Training in Participatory Gender Monitoring and Evaluation	Train 480 women and LLG leaders	480 women and LLG leaders trained	100%	
1.10 Training in documentation for change and advocacy skills	480 women and LLG leaders	480 women and LLG leaders trained	100%	
1.11 Training follow ups	Conduct 36 training follow ups	10 training follow ups conducted	28%	This activity was conducted only once
<i>Objective 2: Effective participation of women in LLG budgeting and planning increased</i>				

2.1 Community awareness creation on women's rights and roles	6 awareness creation seminars	6 seminars held	100%	
2.2 Budget literacy seminars at parish levels	24 budget literacy seminars	23 seminars held	96%	The number of parishes reduced from 24 to 23 due to administrative restructuring
2.3 Mobilize women by drama shows	24 drama shows	46 drama shows staged	192%	Good bargaining with the Drama Groups made it possible to hold at least 2 shows per parish
2.4 Produce and disseminate IEC in the local language	7,500 posters 15,000 leaflets	12,500 posters 10,000 leaflets produced	167% 67%	Posters were preferred over leaflets because of the literacy levels and ease of use of the former.
2.5 Hold radio talk shows to mobilize women	30 hours of radio talk shows	10 hours of talk shows were conducted	33%	Fewer radio talk shows were held due to insufficient funds.
2.6 Hold Sub County Women Forums	Hold 18 Sub County women forums	18 sub county women held forums	100%	
2.7 Hold Parish Women Leaders forum	Hold 72 parish women forums	69 parish women forums held	96%	The number of parishes reduced from 24 to 23 due to administrative restructuring
2.8 Participate in planning meetings at LLG levels	46 planning meetings at LLG levels	37 planning meetings were attended	81%	In year 1, the project took off when the planning process had reached the Sub-County level. So the opportunity for some meetings were already lost
2.9 Support women leaders to attend sectoral committee meetings	Support 450 Women Leaders to attend sectoral committee meetings	540 Women Leaders were supported to attend sectoral committee meetings attended	120%	Many strategic lobbyist groups were formed as the numbers of sectoral committees were many (but within approved budget).
2.10 Inter district exchange visits	6 inter district exchange visits	2 inter-district and inter-Sub County exchange visit were carried out	33%	Fewer visits were made due to insufficient funds
<i>Objective 3: local governments are transparent and accountable to their constituencies in general and to women in particular</i>				
3.1 Develop and disseminate popular versions booklets of approved plans and budgets	1,800 copies of popular plans and budget	600 copies of popular and budgets were developed and disseminated	33%	The booklets were only developed for year 2 of the project due to insufficient funds.
3.2 Erect bulletin boards at every LLG head quarters	13 bulletin boards	12 bulletin boards erected	92%	The board for Lodonga was not procured due to insufficient funds
3.3 Conduct plan and budget analysis	18 budget analysis	18 budget analysis conducted	100%	
3.4 Training in Gender Responsiveness Audit (GRA)	Train 480 women and LLG leaders in GRA	480 women and LLG leaders trained	100%	
3.5 Conduct participatory plan	36 periodic plans and	24 budget tracking was	67%	The budget tracking for year 3 was not conducted due

and budget tracking	budget tracking	conducted		to the late disbursement of fund
3.6 Hold information sharing meetings at parish levels	72 information sharing meetings	138 parish information sharing meetings were held	192%	The Women Forum held bi-annual meetings instead of the planned one meeting a year.
3.7 Hold LLG advocacy meetings	36 Advocacy meetings	36 advocacy meetings carried out	100%	
3.8 Print T-shirts and caps	Print 700 T-shirts & caps	500 T-shirts & caps printed	71%	Few T-shirts were produced due to insufficient funds

## Annex 6: CV of Team Leader for the Evaluation

# GODFREY BWANIKA

P. O. Box 14602, Kireka, Wakiso; Uganda  
Mobile: +256 752 697 368, Email: [gbwanika@gmail.com](mailto:gbwanika@gmail.com) ; Nationality: Ugandan

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### PUBLIC SECTOR DEVELOPMENT CONSULTANT

*PhD* (Ethics and Local Government Procurement) *on-going*; *MA* (*Public Administration and Management*); *Postgraduate Diploma* (*Public Administration*); *BA* (*Political Science & Public Administration*)

### Specialization

*Decentralisation and Local Governance, Public Sector Management, Project/Programme Management, Monitoring & Evaluation and Research Methods*

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### SUMMARY

Over 15 years of over all experience acquired in Public and Private Sectors in management and consultancy, with practical skills in Public Sector Management, Decentralisation and Local Governance, Programme Monitoring and Evaluation, Financial Management and Human Resource Management as well as grounded understanding of Business and Project Management at both the Central and Local Government levels. As a seasoned Consultant, has had steady and progressive years of experience in management, training and consultancy levels with significant exposure in a number of public and private sector economic development projects.

### MEMBERSHIP IN PROFESSIONAL SOCIETIES & ORGANISATIONS

Associate Member of Chartered Secretaries and Administrators (UK);  
Board Member Masaka Diocesan Development Organisation (MADDO); and  
Board Member St Henry's College Namugongo Wakiso District

### EDUCATION BACKGROUND

2009 to date: **PhD (Ethics and Procurement in a Decentralised Framework of Governance)** – *on-going*, Uganda Marty's University Nkozi, Uganda

**December 2000: Masters in Public Administration and Management**, Uganda Management Institute, Kampala Uganda

**July 1997: Post Graduate Diploma in Public Administration**; Makerere University Kampala, Uganda

**June 1993: BA (SS) Political Science and Public Admin**, (MUK) Uganda

### EMPLOYMENT RECORD

*June 2004 to date: Associate Consultant* with Uganda Management Institute, **Lecturer** Nkozi Makerere, & Bugema Universities, and **Consultant** in Public Management, Project Management and Evaluation.

### Teaching Areas:

Research methods, M&E of Projects, Public Policy, Decentralised governance, Project Planning & Management, Management Improvement, Sustainable Development, NGO Management, Strategic Planning & Management, results Oriented Management, Human Resource Management, Gender, Consultancy Management and Corporate Governance, and performance improvement for all categories of employees.

*March 2000 to June 2004: Principle Assistant Secretary, Deputy Chief Administrative Officer (CAO)*, Mukono District Local Government, Uganda



May 1998 to March 2000: **Senior Assistant Secretary / Ag Deputy Chief Administrative Officer**  
Masaka District Local Government, Uganda

February 1996 – May 1998: **Assistant Secretary to Assistant Chief Administrative Officer,**  
Bukoto County, Masaka District Local Government, Uganda

October 1993 – February 1996: **Clerk to Council,** Masaka District Administration Uganda

January 1992 – October 1993: **Research Assistant,** Medical Missionaries of Mary, Kitovu Hospital  
Masaka, Uganda

## MAJOR RELEVANT PROFESSIONAL EXPERIENCE

Nature of Task/Role played	Client	Period	Remarks
Developed Strategic Plan for Build Africa Uganda	Build Africa Uganda	October 2011	Build Africa Uganda is a local organisation funded by Build Africa International. They specialize in promoting the quality of primary education and livelihood support systems
Developed a Strategic Plan for LEC Edukans	Local Expertise Centre	Aug/Sept 2011	LEC is a Local Organisation funded by Edukans Netherlands. It coordinates NGOs working in the education sector to promote the quality of education
Conducted Project Evaluation for Revenue Watch International	Revenue Watch International, Uganda	July 2011	Revenue Watch International funded a one year's pilot project of AFIEGO in Uganda on improving capacity of MPs, Media, & CSOs on better Oil governance
Training in Project Monitoring and Evaluation <b>(Sole consultant)</b>	SOCADIDO	6 <sup>th</sup> - 8 <sup>th</sup> July 2010	The training targeted staff of Soroti Catholic Diocese Integrated Development Organisation.
Training in Project Monitoring and Evaluation <b>(Sole consultant)</b>	Edukans based in Netherlands	10 <sup>th</sup> - 11 <sup>th</sup> June 2010	Edukans funds partners in Uganda and the workshop targeted all the partners. Emphasis was put on outcome indicators, & monitoring plans
Conducted a Baseline Survey to establish levels of awareness on extractive industries among MPs, CSOs, Media <b>Sole consultant)</b>	Revenue Watch Institute (RWI) based in UK	February 2010	RWI is a partner organization to African Institute of Energy Governance (AFIEGO) The two are working on enhancing the capacity of Ugandan MPs, CSOs, & the Media by enhancing their capacity to effectively guide the country in extracting oil and gas
Conducted a Baseline Survey	ACCOD in Iganga District, Uganda	October 2006	ACCOD is a local organization located in Iganga District. They had received a new donor who had wanted to establish the status quo of their performance in areas where the organization operates.
Participatory Capacity Assessment exercise <b>(Team Leader)</b>	ACCOD in Iganga District, Uganda	3 <sup>rd</sup> – 7 <sup>th</sup> January 2006	Alpha Child Care & Community Development Organisation (ACCOD) is a local organization located in Iganga District. They had received a new donor who had wanted to establish the organization', financial, personnel, & institutional capacity.
Impact Evaluation <b>(Assistant. Team Leader)</b>	MADDO, Uganda	October 2004	Tdh / Carritas MADDO education project in Masaka District funded by Tdh Nairobi Kenya
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