

**Joint Programme on Peace Building and Enhancing Protection  
Systems – Gender Promotion Initiative End of Programme  
Evaluation**



**Evaluation Report**

March 2016

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The views and opinions expressed in this report are of those of the authors and do not represent the views of the UN agencies.

### **EVALUATION TEAM:**

Ngonidzaishe Marimo (Team Leader)  
([ngoni@developmentsolutions.co.zw](mailto:ngoni@developmentsolutions.co.zw))

Dan Opio ([dan@desamconsultants.com](mailto:dan@desamconsultants.com))

### **EVALUATION MANAGEMENT:**

**Evaluation Manager:**  
Apolo Kyeyune (*UN Women*)

**Reference Group members:**  
Marianna Garofalo (*UNICEF*)  
Sserukeera Thaddeus (*UN Women*)

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## Acronyms

ALCs	Area Land committees
AU-RTF	African Union Regional Task Force
CA	Contribution Analysis
CCF	Christian Counseling Fellowship
CDO	Community Development officer
CFPU	Child and Family Protection Unit
CPC	Child Protection Committee
CSO	Civil Society Organizations
DCDO	District Community Development Officer
DPC	Division Police Commander
EOC	Equal Opportunities Commission
FGD	Focus Group Discussion
FIDA	The Uganda Association Of Women Lawyers
GBV	Gender Based Violence
GO	Gender Officer
GPI	Gender Promotion Initiative
GUSCO	Gulu support the Children Organization
KICWA	Kitgum Concerned Women's Association
KII	Key Informant Interviews
KKA	Ker Kwaro Acholi
LC V	Local Council Courts V
LCII	Local Council courts II
LRA	Lord's Resistance Army
MDG	Millennium Development Goals
MPC	Media Population Council
MSC	Most Significant Change
NGO	Non-Governmental Organization
PBF	Peace Building Fund
PMF	Performance Measurement Framework
PRDP	Peace Recovery and Development Plan
PTSD	Post-Traumatic Stress Disorder
SSA	Special Service Agreement
TOC	Theory of Change
UN WOMEN	United Nations Entity for Gender Equality and the Empowerment of Women
UNDAF	United Nations Development Assistance Framework
UNEG	UN Evaluation Group
UNICEF	United Nations Children's Fund
UNJP	United Nations Joint Programme for Peace
UNJPFGM	United Nations Joint Programme on Female Genital Mutilation
UNJPGVB	United Nations Joint Programme on Gender based Violence
UNPBF	United Nations Peace Building Fund
UNPRAP	UN Peace Building and Recovery Assistance Programme
UPDF	Uganda People's Defense force
UPF	Uganda Police Force
WCC	War Child Canada

## Executive Summary

### Background

#### Description of the programme

The Joint Programme (JP) on Peace Building and Enhancing Protection Systems – Gender Promotion Initiative (GPI) was in line with the Secretary General’s 7 –point Action Plan for Women’s Participation in Peace building, and falls under the priority area four set forth in the Terms of Reference of the Peace Building Fund (PBF), i.e. establishment or re-establishment of essential administrative services and related human and technical capacities. Specifically, it aimed to strengthen gender components under:

- UN JP 1: Output 1.1.2 “Transitional justice processes, mechanisms and capacities for mediation, peace building, conflict resolution and reconciliation facilitated” ; and
- UN JP 2, Output 6. “Children formerly associated with armed forces and groups and other children affected by conflict are supported through reception, interim care and/or reunification with families/communities of origin’.

The objective of the programme was to fully reintegrate these marginalized women and girls by facilitating community acceptance and empowerment through income-generation, so that they can positively contribute to community cohesion and become integral members of their communities. Hence GPI complimented the JP 2 reunification and reintegration of children by emphasizing the gender-dimension in the reintegration support.

The programme activities explicitly address the discrimination and marginalization of women and girls who were either formerly abducted by the LRA or were former combatants, to realise their empowerment through social reintegration and access to land.

The GPI proposal document mentions two main components of the programme:

1. Social reintegration of girls and young mothers formerly associated with LRA; and
2. Empowerment of women and former combatants to have access to land.

#### Context of the programme

When guns finally fell silent and open hostilities ceased in the Acholi sub-region, conflicts and tensions within the communities took over, with many youth, women and girls affected by war being subjected to forms of violence, stigmatization and gender based discrimination. Post war programs like the Government of Uganda Peace Recovery and Development Plan (PRDP) were designed with priorities that largely failed to consider the post conflict needs of women, including issues of protection from gender based violence, ending impunity for sexual violence offenders and for women to have greater participation and decision making in peace building and recovery discussions. Therefore the specific needs of women remained unaddressed.

Local Council Courts, together with traditional community mechanisms for land conflict resolution, such as Ker Kwaro Acholi (KKA) play a fundamental role in adjudicating and mediating land disputes, especially those involving returnees. However, the capacity of these institutions to handle land cases in a gender sensitive manner was the target of few support initiatives. The absence of effective law enforcement mechanisms as well as the inadequate capacity of traditional leaders and of Ker Kwaro Acholi<sup>1</sup> (KKA) and Local Council Courts (LC II) to handle land disputes in a manner that upholds the rights of women and youth, to reconcile families and communities, and to protect the traditional rights of women to use the

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<sup>1</sup> KKA is the umbrella body for traditional chiefs in Acholi sub-region.

customary land, created an environment in which women and girls were robbed of the dividends of peace in Acholi.

When the emergency situation reduced, many humanitarian agencies started exiting the sub-region from 2010 as priority shifted to post-war recovery. Meanwhile, the increased number of women and children that returned to Uganda from LRA captivity (mainly because of the efforts of AU-RTF to defeat the LRA) challenged the capacity of the NGOs to provide sustainable response to the needs of the returnees, especially in terms of follow up once the reintegration process was completed.

### **Purpose of the evaluation**

As the Joint Programme ended in December 2015, it was due for an end of programme evaluation. According to the Terms of Reference the objectives of the evaluation were to:

- (i) Take stock of programme achievements, challenges and opportunities;
- (ii) Verify the continued relevance (alignment with national and local needs) and pertinence of the programme as well as the related sustainability of benefits thereof;
- (iii) Assess the programme design, objectives, strategies and implementation arrangements in light of changes in the program context and the risks therein;
- (iv) Identify key lessons, good practices and make recommendations on how to improve joint programming on Gender Equality and women's empowerment in Uganda. The evaluation will be a tool for deepening knowledge and understanding of the assumptions, risks, options and limits of development programming and cooperation around GEWE in Uganda.

### **Evaluation objectives and scope**

Specifically the evaluation was guided by questions organized around the following OECD evaluation criteria: relevance, validity of design, efficiency, effectiveness, impact and sustainability. The ToR added another criterion in management and coordination. The specific questions are presented in the Terms of Reference in Annex 1. The evaluation focused on the programme period from January 2013 – December 2015 in the seven districts of the Acholi Sub-region (Gulu, Pader, Agago, Kitgum, Amuru, Nwoya, and Lamwo).

### **Evaluation Methodology**

The evaluation was inclusive to facilitate the involvement of different stakeholder groups. It used an equity-focused and rights-based approach which promotes three main principles: the accountability of duty bearers, the participation of right holders, and equity / non-discrimination. This approach followed the guidelines provided in the UNEG guidance documents: "Integrating Human Rights and Gender Equality in Evaluation: Towards UNEG Guidance"; and Guidelines and methodologies developed by the UN Women Independent Evaluation Office to mainstream gender equality and human rights perspectives in evaluation.

The evaluation was mainly qualitative comprising key informant interviews and focus group discussions. Key activities included the following: 1) document review; 2) consultations at district level using a variety of methods such as observations, in-depth individual interviews (to develop most significant change stories), as well as key informant and group interviews.

All seven districts targeted by the programme were visited for the evaluation.

An Evaluation Reference Group, which was established for the end of programme evaluation reviewed outputs from the process. A stakeholder validation meeting was held on 18<sup>th</sup> March, 2016, attended by a cross section of implementers of the programme to validate the results from the evaluation.

**Scoring criteria:** For each evaluation criterion a four point rating scale was used for performance scoring as follows:

- A – Very good
- B – Good
- C – Satisfactory with some changes required
- D – Serious deficiencies with significant changes to the programme required.

### **Evaluation Findings**

The findings of the evaluation are organized according to the key themes of analysis: relevance, validity of design, efficiency, management and coordination, effectiveness, impact, and sustainability.

#### Relevance

**Score: B– The programme is relevant to the needs of beneficiaries and priorities of stakeholders and their capacities.**

Relevance measured the extent to which the objectives of the GPI were consistent with the evolving needs and priorities of the beneficiaries, partners, and stakeholders. While no needs assessment was conducted prior to the design of the programme, it was based on the gaps of the UNJP1 and UNJP2 in addressing gender issues in peace building and recovery in Northern Uganda. The programme interventions addressed correctly the problems facing women and girls formerly abducted by LRA and their children which include: (a) limited economic opportunities; (b) destitution; (c) limited access to services health, education (for their children or themselves); and (4) deprivation of right to own land.

Adopting a needs and rights based approach enabled the programme to meet immediate and future gaps (lack of economic opportunities, ownership of land etc.) of the target group. The evaluation finds that while the programme has made some strides in relieving women and girls formerly associated with LRA of these challenges (destitution, limited access to social services, and economic opportunities etc.), it is difficult to gauge the extent of the problem of former female abductees. This is because there was no study to determine their numbers and the extent of the problem as some return from captivity through non-official channels.

Ownership of the programme concept varied between the districts. Districts where implementing partners worked with the districts demonstrated greater ownership as exemplified by some districts e.g. Kitgum and Pader which put in place mechanisms that would consider women and girls formerly abducted by LRA a priority beneficiary of government programmes in the districts. Other partners not in the programme such as Gulu Women Economic Development and Globalization (GWED-G) have taken up some of the programme components.

The GPI addressed the rights of women to be free from violence, access, utilize and own land and to participate in their own development. It directly addressed MDGs on gender equality and poverty reduction. Programme partners highlighted the potential of the programme activities to relieve former abductees of the problems they face, citing examples of women who had improved their lives and those of their children as a result of the support.

### Validity of design

**Score: A – The design was very good.**

While no formal gender analysis report is available, the situation analysis presented in the proposal document includes elements of gender<sup>2</sup>. Notwithstanding this, the GPI as highlighted earlier was built on the need to address gender deficiencies in the UNJP1 and 2 which related to targeting women specifically to participate in the peace building efforts. Despite the absence of a gender analysis the programme interventions were able to address the underlying causes of the challenges former female abductees and their children faced in the Acholi sub-region. The Theory of Change of the programme largely held and was premised on valid assumptions. Outputs and outcomes were well aligned to the situation facing girls and young mothers formerly abducted by LRA. They provided clear guidance for interventions. Indicators in the Results Framework were clear and measurable within the tools and means of monitoring in the programme with all the results domains in the Theory of Change measured. However, there were some indicators which were problematic to measure such as mediation cases heard by LC II and traditional chief courts because they do not keep records of the cases except those that are referred.

There were some issues with the programme design:

1. The spread of the programme was too wide for the human and financial resources available to it, undermining its effectiveness and the scale of outcomes.
2. Limited linkages (as UN Women and UNICEF operated in different localities) in implementation between the components of UNICEF and UN Women yet they were complimentary (UNICEF focused on re-integration; and UN Women on transitional justice mainly focusing on right to own land and community awareness on the rights of women and girls formerly associated with LRA). More linkages especially operating in similar localities would have afforded beneficiaries more holistic support.

### Efficiency

**Score: B – The programme represents good value for money but the spread of the programme affected intensity of support for beneficiaries.**

UN financial management systems provide for strong fiduciary risk management. Implementation was guided by the individual partner results framework ensuring activities were within the agreed framework and therefore linking to the overall programme results.

In general, programme funds were disbursed in a timely manner from the donor and to the partners. Delays were experienced with implementation of both outcomes due mainly to: (1) capacity gaps in one of the major partners, FIDA at the beginning; and (2) challenges in finding trainers for vocational skills training under outcome 1. The presence of both UN agencies in Northern Region enhanced oversight and monitoring of programme implementation. The programme implemented low cost high impact interventions.

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<sup>2</sup> It was learnt during the validation workshop that War Child Canada did a baseline survey in Gulu, Kitgum, Pader and Agago at the start of their activities. Later on when the remaining Districts were added, a rapid assessment was also done in Amuru, Nwoya and Lamwo. However, these reports were not widely shared among the partners and the two UN agencies. As a result, UN Women did not include these reports among the documents that the Consultants reviewed.



There were a few constraints to addressing human rights and gender equality in the programme. For example there was some slowness from some traditional leaders in adopting the mediation guidelines leading to introduction of exchange visits in the last year of the programme. There are several components that needed to be changed to improve efficiency: (1) the recruitment of five implementing partners for a small programme as this increased transaction costs; and (2) coordination of the programme was weak.

Limited involvement of Ker Kwaro Acholi (KKA), a critical interlocutor with the traditional institution could have undermined achievement of required changes in mediation practices of chiefs. While the evaluation is aware of the need not to provide direct grants to KKA and the efforts of FIDA, WCC and UNICEF to work with them, they were still not involved as an integral implementing partner (involved in the planning, implementation and delivery of the services).

#### Management and coordination

**Score: C – The programme had no structures for programme coordination and management between the UN agencies.**

The responsibilities were clearly delineated with UN Women taking the coordinating agent role. However, implementation of this role was not done fully and undermined the complementary implementation and management of the programme through the absence of platforms for: (1) lesson and knowledge sharing; and (2) joint planning and decision making.

Stakeholders at sub-regional level felt there was more that could have been done by UN Women to improve coordination of the programme. The programme had no formal joint programme management structures. Monitoring was done individually with no joint monitoring.

This was mainly because the GPI came into being from remaining funds in the UN JP 1 and UNJP 2 to address gender issues in the peace building process. This resulted in the coordination budget being too small to support coordination of a joint programme. Nonetheless, opportunities for enhancing coordination could have been sought e.g. joint monitoring and planning.

#### Effectiveness

**Overall Score: B – The programme delivered on all its outputs. Outcomes are visible but not wide spread in accordance with the scale for the programme.**

Score on outputs: A – Very good met all targets

Score on outcomes: B – good but outcomes not wide spread.

The programme achieved all its outputs (with some surpassed). The girls and young mothers greatly appreciated the benefits received. These benefits were also observable on the ground. Women were operating successful businesses, reintegrated successfully with other women formerly associated with LRA also coming out to participate in the cleansing ceremonies, and children were going to school and accessing medical services. There was evidence of traditional leaders and LC II courts mediating land cases involving women in a gender sensitive manner to conclusion.

Achievement of results is supported by: (1) focusing on low cost high impact interventions; (2) interventions grounded on community acceptable practice; (3) building on on-going interventions; (4) appropriateness of interventions; (5) timely disbursements; and (6) on the ground support and oversight.

These outcomes are not widespread in accordance with the geographical scope of the programme. While there is an increase in number of women and former combatants accessing land, some still face challenges.

Wide scale realization of outcomes was undermined by the programme being spread too thin to effect outcomes.

#### Impact

**Score: C – because of the short time period and limited achievement of outcomes.**

Given that outcomes were not on a wide scale, impact was limited for the programme. Not only was impact limited by the chosen approach to implementation (targeting seven districts and 54 chiefdoms); the time period was also too short to achieve the transformational objectives. It would be difficult for the programme to achieve the outcomes without further support.

#### Sustainability

**Score: C – Beneficiaries will likely not continue with benefits without further support for current outputs.**

The Evaluation approached Sustainability as the ability of beneficiaries to continue enjoying the benefits after the project ends, not the capacity of institutions to continue with the activities of the program. To this end the majority of beneficiaries (women and girls formerly associated with LRA, chiefs, ALCs and LC II) are not able to continue with the benefits. Given that wide scale outcomes were not achieved, sustainability of activities is of paramount importance to support the transition from outputs to outcomes and to impact. However, partners are hamstrung by inadequate financial resources. With development partners reducing their funding for the Northern Uganda region, the situation is not likely to improve soon.

Nonetheless, there are opportunities to continue with the interventions. The agreement of UN agencies in the GBV convergence group to continue supporting community dialogues and monitoring mediation by Chiefdom courts, LC II Courts and ALCs will ensure outputs are nurtured and awareness continues. Documentation produced by the programme on guidelines can be easily used by other NGOs intervening in the area. These include:

1. Manual for the training of Local government structures and Area Land Committees
2. Case Management Handbook for Administering traditional justice in Acholi
3. Case Management Handbook for Local council and Area Land Committees
4. The Acholi Gender Principles
5. Gulu District GBV Ordinance

UN Women has incorporated work with women and girls formerly associated with LRA, LC II, ALCs and chiefs in their 2016-2020 country strategy ensuring continuity of activities to reach sufficient scale for impact. UNICEF also continues to address the issue of women and children coming back from captivity beyond the programme. Reintegration of young mothers and children is part of the wider child protection programme that UNICEF implements with national and district level Government counterparts.

Districts' support for the interventions is high, represented by the incorporation of former female abductees and their children in district development plans in the districts visited. The Community Development departments in the districts visited were talking to returnees, offering psycho-social

support, helping with tracing of families, linking to social service providers, livelihood support, and coordinating all partners.

## **Conclusion**

**Overall Programme Score:** B – Good. It was good value for money, had huge potential for achieving impact and can be easily scaled up. But it faced challenges in management and coordination, impact and sustainability.

In general, the GPI was a success as it managed to achieve all its target outputs and exceeding on some. The main reasons for achieving these results was that the programme: (1) supported low costs interventions; (2) built on on-going initiatives; (3) promoted gender responsive community acceptable practices as entry points; interventions were appropriate to needs of the target group; and (4) timely disbursements and on the ground support to partners by the two UN agencies. However, results at the outcome level – access to services, gender responsive mediation, and full integration are not on a wide scale in accordance with the geographical expanse of the programme. Several reasons militated against this but the main ones were: (a) the programme being too wide to provide all elements of support required for sustained outcomes; and (b) the financial and human resources were inadequate for the depth of interventions required for the transformational objectives espoused in the programme document.

The programme components and objectives were appropriate to the needs of beneficiaries. Some changes were required to some components, e.g. the training of traditional leaders to go beyond chiefs to incorporate chieftom committee members and follow up support, long term psychosocial support, etc. These challenges were known to implementers but the required changes were hamstrung by lack of resources although there were efforts to offset this by encouraging partners to form linkages with other services providers especially under outcome 1. However, these linkages were not widespread.

Sustainability of the programme outcomes and activities remained a challenge because partners and local government do not have necessary financial resources to continue and sustain the achievement of outcomes at the scale of the programme. Furthermore, the policy and development framework for peace and reconciliation in Northern Uganda (through the PRDP II and now III) does not prioritize the needs of women and girls formerly associated with the LRA.

## **Lessons learned**

1. Support for women and girls who were formerly associated with LRA requires a programme to be holistic (i.e. address livelihood, psychosocial and protection concerns) and flexible, driven by individual needs. It needs to recognize that beneficiaries may require long term psychosocial support to treat PTSD as well as monitoring changing circumstances.
2. To support this holistic design, the GPI programme shows that platforms for linking with other service providers need to be established to take advantage of economies of scale and filling of capacity gaps. For example, the partnership between Kitgum district and CSOs outside the programme provided the district with additional skills absent in the district office e.g. counseling and continued psychosocial support. Creation of linkages should be monitored guided by a clear results framework.

3. Financial support to and working with districts in the implementation can facilitate ownership and sustainability. However, this support needs to be informed by past performance of the district and their age in establishment. Districts with a history of under-performance may require a system of incentives for performance. The evaluation shows new districts in most cases do not have the capacity to carry out extensive externally funded programmes in addition to their core government funded activities. Support for such districts needs to take care not to overburden the lean staff.
4. Training of traditional and other transitional justice structures does not only require once off training workshop but needs follow up on site support and monitoring, addressing gaps in knowledge and specific circumstances during application of the new knowledge. In this way the knowledge transfer is supported to actual outputs of improved mediation.
5. The programme has shown that with low funding for a programme that aims to change engrained cultural principles and social practices that undermine women's rights, the focus needs to be on concentration rather than spread as the latter approach poses the risk of thinning out support which limits effectiveness. For example concentrating on fewer districts and achieving entire district coverage (chiefdoms) could be an alternative approach.

### Recommendations

1. Building capacity of duty bearers to be able to respond to the rights of women is good and forms the foundation that enables women to claim their rights. However, there is **need to build in the design of a similar programme capacity of indigent women to demand their rights**. A similar programme should explore organizing the women into mixed groups (former female abductees and other women in the communities) to achieve two objectives:
  - a. raise awareness on rights of women formerly abducted by LRA and catalyze support of other local institutions – peace committees, CPCs etc.; and
  - b. act as a process for fostering community cohesion with female ex-returnees and thus their social inclusion through developing bridging bonds<sup>3</sup> with strong ties.
2. UN agencies in joint programmes and implementing complimentary activities need to consider targeting the same geographical areas to achieve holistic support and therefore increase chances of achieving impact. This could entail: (1) partners of agencies working in similar sub-counties and villages; (2) Agencies can synch their activities in a complimentary manner. E.g. entry meeting into a district/community by Implementing Partners could be the same; (3) partners could have coordination meetings in the district.
3. When training to improve mediation at traditional courts **it is not only important to train chiefs**. Chiefdom committees **should also be included as they conduct the actual hearing and recording of cases**. The evaluation shows that training chiefs alone does not lead to changing mediation practices.
4. **Effective psychosocial support is long term** and similar programmes (whether government or external donor funded) should be structured to provide such kind of support. Counseling should also be provided to the family of the women formerly associated with LRA to ensure full integration for them and their children.

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<sup>3</sup> Bridging social capital ... refers to the building of connections between heterogeneous groups; these are likely to be more fragile, but more likely also to foster social inclusion.

5. Embrace alternatives to building peace for marginalized groups – concept of bridging social networks and social capital. Peace building initiatives targeting marginalized women should aim to support the building of strong bridging bonds between the marginalized groups and the mainstream community members than homogenous groupings of the marginalized groups. The advantage is that this process facilitates the establishment of social capital which ultimately contributes to social cohesion and enhancing reconciliation and peace.
6. The evaluation shows that the GPI is a programme that has potential to achieve results at low cost. It is therefore imperative for UN agencies to mainstream activities of the GPI in their annual work programmes and five year country strategies to effectively support peace building and recovery in Acholi sub-region.

## 1 Background

The Joint Programme (JP) on Peace Building and Enhancing Protection Systems – Gender Promotion Initiative (GPI) implemented by UN Women and UNICEF was in line with the Secretary General’s 7–point Action Plan for Women’s Participation in Peace building, and falls under the priority area four set forth in the Terms of Reference of the PBF, i.e. establishment or re-establishment of essential administrative services and related human and technical capacities.

The GPI fits under the United Nations Peace Building Fund (UNPBF) Priority Plan for Uganda, UN Peace Building and Recovery Assistance Programme (UNPRAP) Outcome 1, Programme Outcome 2; ‘Transitional justice processes, mechanisms and capacities for mediation, peace building and reconciliation facilitated’ and Programme Outcome 4; “recovery, reintegration, protection services, systems and structures established and accessible to vulnerable groups/affected population groups”.

The GPI aimed to compliment the PBF funded United National Joint Programme 1: Peace Building through Justice for All and Human Rights (UNJP 1) and United Nations Peace Building through Enhancing the Protection System (UNJP 2) – January 2009-June 2012 - with a focus on gender equality dimension.

Specifically, it aimed to strengthen gender components under:

- UN JP 1: Output 1.1.2 “Transitional justice processes, mechanisms and capacities for mediation, peace building, conflict resolution and reconciliation facilitated” ; and
- UN JP 2, Output 6. “Children formerly associated with armed forces and groups and other children affected by conflict are supported through reception, interim care and/or reunification with families/communities of origin’.

It responded to unmet needs of women and girls by enhancing the gender perspective in some of the outputs and ongoing activities under the PBF funded UNJP 1 and UNJP 2. Under UNJP 1 which supported transitional justice processes, mediation, and conflict resolution, and the mobilization of LC2 courts and the strengthening of the Ker Kwaro Acholi, the principle of non-discrimination especially related to gender-equality was emphasized. The UN JP 2 supported one activity for the children and their mothers returning from the LRA. The activities in this programme supported the women and girls formerly abducted by LRA and who had returned but, were still facing challenges in the communities on their own facing resistance, non-acceptance and discrimination.

The objective of the programme was to fully reintegrate these marginalized women and girls. Community acceptance and empowerment through income generation were the main approaches used so that they could positively contribute to community cohesion and become integral members of their communities. Hence the GPI complimented the JP 2 through reunification and reintegration of children by emphasizing the gender-dimension in the reintegration support.

The programme activities explicitly addressed the discrimination and marginalization of women and girls who were either formerly abducted by the LRA or were former combatants, so that they are empowered through social reintegration and access to land.

The GPI proposal document mentions two main components of the programme:

1. Social reintegration of girls and young mothers formerly associated with LRA; and
2. Empowerment of women and former combatants to have access to land.

Both components built upon and complimented the ongoing efforts of peace building and recovery by UN agencies and CSOs but also aimed to address the existing gaps especially related to gender discrimination. Both components had ex-LRA women and girls as the beneficiaries, the first one addressing their social and economic reintegration back into their communities of origin with full acceptance and support of the communities, and the second one addressing their access to land through the transitional justice system as well as the formal Local Council 2 Courts. Strong linkages exist between the two components. The overall cultural, normative, and administrative environment is made more protective by raising the awareness of Clan leaders about their own Acholi Principles on Gender, training of members of Land Committees, supporting women and girls to access land (2<sup>nd</sup> component), mobilizing communities, holding communities dialogues, holding cleansing ceremonies, communities develop actions plans to support these women and girls, and the District Local Governments include specific measures for their support in their district and budget plans. (1<sup>st</sup> component).

#### 1.1.1 Funding

The GPI was funded by the United Nations Peace Building Fund for an initial US\$1,020,000. A one year cost extension for the period 1 January to 30 September 2015 was granted in 2014 totaling US\$441,000, increasing the programme's total planned budget to US\$1,461,000. A final no-cost extension was granted up to 31<sup>st</sup> December 2015.

#### 1.1.2 Partners

Although the programme document mentions a total of 10 CSO partners, progress reports show the programme eventually worked with five partners. Norwegian Church Aid, Population Media Council and ISIS-WICC who were planned as potential CSO partners were not mentioned in annual reports as eventual partners of the programme. The following are CSO partners mentioned in annual reports of the programme:

1. Gulu support the Children Organization (GUSCO) for both phases 1 and 2
2. Kitgum Concerned Women's Association (KICWA) for phases 1 only
3. Christian Counseling Fellowship (CCF) Pader for phase 1 only
4. The Uganda Association Of Women Lawyers (FIDA Uganda) for both phases 1 and 2
5. War Child Canada (WCC) for both phases 1 and 2

#### 1.1.3 Geographic coverage

The programme was implemented in the Acholi sub-region. The first phase of the program (February 2013 to December 2014) covered three districts: Gulu, Kitgum, and Pader districts. Four additional districts were added in 2015 to scale up training of informal justice systems and traditional structures to respond to rights of women and girls returning from LRA and deepen access to justice. The four districts were: Agago, Amuru, Nwoya, and Lamwo.

#### 1.1.4 Division of labor

The division of labor for the JP between UN Women and UNICEF is presented clearly in the programme documents. UNICEF was responsible for the first component of the programme (Social reintegration of girls and young mothers formerly associated with LRA) while UN Women was responsible for the second (Empowerment of women and former combatants to have access to land) as presented in in Table 2. In addition, UN Women had the role of Managing Agent (MA) responsible for: overall coordination of programme implementation, and consolidating monitoring and financial reports for submission to the UN PBF.

**Table 1: Responsibilities for the UN agencies**

Agency	Responsibilities
UNICEF	<p>Psychosocial support to returning young mothers and their children associated with LRA</p> <p>Support reintegration of young mothers and their children, and children that return alone through community dialogues with traditional leaders, men, women and young people, family tracing and cleansing or prayer ceremonies</p> <p>Support for economic empowerment of young mothers returning from LRA through training and provision of start-up kits for income generating activities.</p>
UN Women	<p>Capacity of women to address injustices against them with specific focus on land rights</p> <p>Support to informal justice systems: Building capacity of Ker Kwaro Acholi to implement the Acholi gender cultural principles in dispute resolution.</p> <p>Support to formal justice systems: training and logistical support to LC 2 courts and Land Area Committees to adjudicate land matters that come on appeal from the chiefs.</p>

## 1.2 Programme Theory of Change

The Theory of Change is based on a number of assumptions that include:

1. Populations that return home where the joint programme is being implemented will be able to stay in return areas due to peace and stability
2. Government sustains strong leadership in efforts to sustain capacities for protection services especially for women and children
3. Community members, traditional and religious leaders are open and receptive to community dialogue in the recovery and peace building process

Some of these assumptions became real risks during implementation of the programme, requiring an additional one year financing to manage them. Conservative chiefdoms proved a challenge for the programme with the programme suggesting exchange visits between these conservative chiefdoms with more open and progress oriented ones to increase the pace of change and manage this risk. Government participation in reintegration was noted as minimal and a risk to sustainability of the programme. Mechanisms to increase government involvement in the reintegration process to facilitate sustainability were proposed in the one year extension.

There were also other risks identified such as the transformation of support to justice institutions (formal and informal) into practical delivery of gender responsive mediation on land matters involving women and young mothers formerly associated with LRA. A system for monitoring functionality of these institutions was proposed in the main proposal document to manage this risk. This risk management strategy to safeguard effectiveness of interventions forms the supporting framework for results.

Through its interventions the programme addressed three key challenges for women and girls formerly associated with the LRA in Acholi region:

1. Women and girls returning from LRA being rejected by communities;
2. Women and girls returning from LRA facing violence and rights violations with no redress because justice systems (formal and informal) do not support them; and
3. Women and girls returning from LRA lacking economic opportunities, access to basic services, and justice.



Interventions of the programme were varied but centered on: changing community attitudes towards returnees to facilitate reintegration, supporting and building capacity of existing alternative dispute resolution systems (formal and informal) for land matters involving women young mothers formerly associated with LRA, and direct provision of basic services (e.g. health care and psychosocial support) and livelihood startup.

These interventions would lead to the following outputs:

1. Girls and young mothers formerly associated with LRA are reintegrated within their families and communities;
2. Communities support the socio-economic reintegration of ex-LRA women and girls;
3. Strengthened social cohesion towards ex-LRA women and girls;
4. An improvement in the mediation on land disputes involving women as victims by the Acholi chiefs in the 10 sub-counties in the five target districts; and
5. An improvement in the handling of land cases involving women as victims by the Local Council courts II (LCII) and Area Land committees (ALCs) in the 10 sub-counties in the five target districts.

The anticipated outcomes were:

1. Recovery, re-integration, protection services systems and structures established and accessible to vulnerable groups/ affected population groups
2. Transitional justice processes, mechanisms and capacities for mediation, peace building, conflict resolution and reconciliation facilitated

Relating to the causality chain, once women and young mothers formerly associated with LRA are able to access services, opportunities, and communities ably accept them, they would in turn go through a process of empowerment. Using the women's empowerment framework<sup>4</sup> with access to services and opportunities supported by community acceptance and fair conflict/dispute resolution mechanisms, female returnees reform perceptions about their position in society and believe that gender roles should be fair and agreeable to both sides, and not based on the domination of one over the other. This allows them to challenge rights violations and abuse. This is **conscientisation** in the women's empowerment framework. With these changing perceptions and attitudes female returnees would begin to **participate** equally in the decision-making process, policy-making, planning and administration within their communities and family. The highest level of change aspired by all gender equality programmes is **control** over resources – where women and men have equal control over factors of production and distribution of benefits without domination or subordination.

A detailed schematic presentation of the Theory of Change is presented in Annex 3.

### 1.3 Project Context

When guns finally fell silent and open hostilities ceased in the Acholi sub-region, conflicts and tensions within the communities took over, with many youth, women and girls affected by war being subjected to forms of violence, stigmatization and gender based discrimination. Post war programs like the Government of Uganda Peace, Recovery and Development Plan (PRDP) were designed with priorities that

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<sup>4</sup> The Framework was developed by Sarah Longwe of Zambia and is internationally accepted. It aims to achieve women's empowerment by enabling women to achieve equal control over the factors of production and participate equally in the development process.

largely failed to consider the post conflict needs of women, including issues of protection from gender based violence, ending impunity for sexual violence offenders and for women to have greater participation and decision making in peace building and recovery discussions. While it provided a good framework for post conflict reconstruction, the specific needs of women and girls within its strategic objectives were largely unaddressed. The participation of women in peace building and post conflict reconstruction remained largely in the periphery, as advocates, and their critical needs especially for justice, human and economic security remained largely unmet as evidenced by the high levels of sexual and gender-based violence and the failure of the majority of women adversely affected by the war in Northern Uganda to successfully reintegrate.

Local Council Courts, together with traditional community mechanisms for land conflict resolution, such as Ker Kwaro Acholi (the Cultural institution of the Acholi people), play a fundamental role in adjudicating and mediating land disputes, especially those involving returnees. However, the capacity of these institutions to handle land cases in a gender sensitive manner was the target of few support initiatives under the PRDP or other development programmes. The absence of effective law enforcement mechanisms as well as the inadequate capacity of traditional leaders and of Ker Kwaro Acholi and Local Council Courts to handle land disputes in a manner that upholds the rights of women and youth, to reconcile families and communities, and to protect the traditional rights of women to use the customary land, created an environment in which women and girls were robbed of the dividends of peace in Acholi.

When the emergency situation reduced, many humanitarian agencies started exiting the sub-region from 2010 as priority shifted to post-war recovery. Meanwhile, the increased number of women and children that returned to Uganda from the Lord's Resistance Army (LRA) captivity (mainly because of the efforts of African Union Regional Task Force (AU-RTF) to defeat the LRA) challenged the capacity of the NGOs to provide sustainable response to the needs of the returnees, especially in terms of follow up once the reintegration process was completed. This required strengthening the collaboration with the local authorities so as to ensure sustainability of the mechanisms put in place during the implementation of the programme, and ensure a more adequate response and follow up of cases.

The Uganda Vision 2040, launched in 2013, emphasizes gender equity and women empowerment for socio-economic transformation by implementing gender responsive policies, programs and actions, by enabling women to directly participate in education and skills development, business, agriculture and industry as well as their equal political representation at all levels among other development aspects. Such policies and actions include land reforms and domestic relations law and programs that will enable women effectively use land to support the agriculture production, elimination of harmful cultural practices like GBV, early marriage, child sacrifice, denial of right to education and participation in employment among others.

The constitution of Uganda provides for recognition of the rights of women, promotes and protects social justice and equality of all Ugandans. Specific articles address the empowerment and encouragement of active participation of citizens, in governance at all levels, and gender balance and fair representation of marginalized groups. Although the Constitution has positive provisions, the laws in Uganda still lack separate provisions that protect/address women rights of inheritance ownership of property, marriage and divorce. An Equal Opportunities Commission (EOC) was established in 2010. Women's political representation in Parliament and at local council level is around 30%. Public presence of women is related directly to affirmative action policies. Affirmative action measures have also been applied to education and politics.

Women in Northern Uganda, like others elsewhere in Uganda, face a lot of challenges when it comes to their participation in the social, economic and political development of Uganda. While several policies and laws exist, their implementation is affected by many factors including the attitudes and practices of the male folk. Women continue to suffer discrimination and insensitive attitudes of the society towards the needs of women. Gender equality and women's rights have been formally acknowledged by the government of Uganda as central to sustainable development. This commitment has translated in the establishment of national gender mechanisms and revision of its legal and policy framework to address gender inequality and violations of women's rights.

#### **1.4 Purpose and Scope of the Evaluation**

This section presents the evaluation's purpose and specific objectives and scope.

#### **1.5 Purpose of the Evaluation**

The purpose of the evaluation was to:

- (i) Take stock of current programme achievements, challenges and opportunities;
- (ii) Verify the continued relevance (alignment with national and local needs) and pertinence of the programme as well as the related sustainability of benefits thereof;
- (iii) Assess the programme design, objectives, strategies and implementation arrangements in light of changes in the program context and the risks therein;
- (iv) Identify key lessons, good practices and make recommendations on how to improve joint programming on Gender Equality and women's empowerment in Uganda. The evaluation will be a tool for deepening knowledge and understanding of the assumptions, risks, options and limits of development programming and cooperation around GEWE in Uganda.

#### **1.6 Evaluation Objectives and Scope**

Specifically the evaluation was guided by questions organised around the following OECD-DAC evaluation criteria: relevance, validity of design, efficiency, effectiveness, impact and sustainability. The ToR added another criterion on management and coordination. The specific questions are presented in the Terms of Reference in Annex 1.

The evaluation focused on the programme period from January 2013 – December 2015 in the seven districts of the Acholi Sub-region (Gulu, Pader, Agago, Kitgum, Amuru, Nwoya, and Lamwo).

## 2 Evaluation Methodology

The evaluation used a combination of qualitative and quantitative research methods. Qualitative data collection approaches were used to answer the specific questions under the evaluation criteria especially: relevance, validity of design, management and coordination, sustainability, efficiency and impact. In addition to providing information to answer the evaluation questions, qualitative data was used to provide explanation on emerging themes in the analysis. Quantitative data on the other hand was mainly used to determine: progress on the Performance Measurement Framework; and data on outputs to determine specific questions on efficiency (e.g. determining delivery rates). Quantitative data was obtained from secondary data sources.

The approach ensured adoption of a human rights based perspective to data collection that interviewed both rights holders and duty bearers.

### 2.1 Sampling

#### 2.1.1 Consultations at national level

At the national level, consultations were held with UN Women and UNICEF through face to face interviews. A preliminary findings presentation was made to UNICEF and UN Women to verify findings as well as fill outstanding gaps on knowledge of the programme.

#### 2.1.2 District level consultations

All seven districts in the Acholi Sub-region were visited for the evaluation. A total of 43 key informant interviews were held at the district level which included the following categories (*see Annex 4 for complete list of people interviewed*):

1. UNICEF Gulu Office
2. UN Women Gulu Office
3. CSO staff of FIDA, GUSCO, CCF, KICWA, Ker Kwaro Acholi at district level
4. Clan leaders/Acholi chiefs at Chiefdoms or sub-county level
5. District Authorities: Local Council (LC) V chairperson, secretary for production, and secretary for Women
6. Sub-County authorities: LC III Chairperson, Secretary for production and Secretary for Women
7. District statutory actors: District Community Development Officer (DCDO), Gender Officer, Land Officer and Child Protection Committee (CPC)
8. Sub-county statutory actors: Community Development Officer (CDO), Sub-county chief, and CPC at sub-county

#### 2.1.3 Community level consultations

Community level consultations consisted of focus group discussions and key informant interviews with the following:

1. Young women and mothers benefiting from the GPI support
2. Pool of Trainers at parish level
3. Peace Committee members
4. Members of Area Land Committees (ALCs) at parish level
5. Members of Local Council II Courts at parish level

Focus group discussions were mainly with the groups of women that benefited from the programme activities while key informant interviews were held with the traditional leadership, peace committees, ALC and LC II members.

#### *2.1.4 Selection of areas to visit*

Selection of sub-counties to visit was done in a two stage process. First, sub-counties were grouped by either UNICEF or UN Women operational areas as interventions implemented by the two agencies were dissimilar. An equal number of sub-counties (one each of from UNICEF and UN Women) in each district were selected and visited. In the three districts covered during the extension in 2015, only one randomly selected sub-county was visited.

## **2.2 Data Collection Methods**

The evaluation was mainly qualitative comprising key informant interviews, focus group discussions and workshops were used to explore issues encapsulated in the evaluation framework. Key activities included the following: 1) document review; 2) consultations at national level using key informant interviews and group discussions; and 3) consultations at district level using a variety methods, observations, in-depth individual interviews (to develop most significant change stories), key informant and group interview (See Annex 4 for people consulted, Annex 5 for documents reviewed, and Annex 6 for tools used for the evaluation).

The process for development of tools was participatory and involved the review by the Reference group and revisions requested incorporated by the evaluation team. This included tailoring the tools to the different stakeholders of the programme.

## **2.3 Data Analysis**

All data from the field visits was collated, triangulated and verified before conclusions were made. For the qualitative data, thematic analysis that distils trends in the qualitative data on different themes of analysis was used. MS Excel software was used for this analysis.

## **2.4 Description of Scoring**

The evaluation used a scoring framework for performance against the evaluation criteria. For each evaluation criterion a four point rating scale was used to assess performance as follows:

- **A: Very good.** The programme performed well according to the criterion and no changes were required.
- **B: Good.** The programme performed well according to the criterion but some changes were required.
- **C: Satisfactory with some changes required.** The programme required significant changes to perform on the evaluation criterion. Without the changes performance would be negatively affected.
- **D: Serious deficiencies with significant changes required.** The programme did not perform on the criterion and required significant changes early to ensure the programme performed as expected.

## **2.5 Review and Validation Process**

Preliminary findings were presented to UNICEF and UN Women to validate issues emanating from the field and to seek clarifications on information gaps. A second workshop was held in Gulu district involving all stakeholders to the programme to validate the findings.

## **2.6 Stakeholder Participation**

Primary stakeholders of the GPI (UN agencies, Implementing partners, Local government and beneficiaries) participated in the evaluation in various ways as:

- a) reviewers of the evaluation design;
- b) respondents during the consultations;
- c) reviewers of the draft evaluation report; and
- d) Participants in the regional validation workshop.

## **2.7 Limitations of the Evaluation**

The main challenge for the evaluation was the limited mobilization of stakeholders for interviews during the fieldwork given the usual annual holiday period during which the evaluation was conducted for Local government and NGO staff in the field. This meant that not all the interviews required were conducted (*see Annex 7 for detailed fieldwork report*). Since the evaluation team managed to speak with about 80% of the required respondents provides a reasonable sample size to make judgments.

### 3 Findings

This section presents the findings of the evaluation which are structured according to the evaluation criteria of relevance, validity of design, efficiency, management and coordination, effectiveness, impact and sustainability. The findings answer questions in the Evaluation Framework presented in Annex 2.

#### 3.1 Relevance

Relevance measured the extent to which the objectives of the Joint Program were consistent with the evolving needs and priorities of the beneficiaries, partners, and stakeholders.

##### *3.1.1 How has the programme addressed the relevant needs in the country? Have new, more relevant needs emerged that the programme should address in future*

Priorities of Government for Northern Uganda are encapsulated in the Peace Recovery and Development Programme (PRDP) for Northern Uganda. The PRDP II put a lot of emphasis on infrastructure and little on peace-building processes. On the other hand, the successor PRDP III does not focus on new and emerging conflict drivers such as land, youth unemployment, GBV and border disputes. It instead focused on broad issues like consolidating peace and security, economic revitalization and development as well as enhancement of services to reduce vulnerability to poverty. It is important to note that northern Uganda includes Acholi, West Nile, Lango, Karamoja and Teso sub-regions, each with varied needs and issues that were gathered in the Office of the Prime Minister (OPM) led consultations prior to the formulation and launch of the PRDP III document in 2015.

Results of the evaluation showed that girls and young women face a myriad of challenges which are caused by: (1) traumatic experiences during their period of association with LRA; and (2) rejection by the community and their own families. These two challenges present the root causes of problems girls and young women formerly abducted by LRA face including:

1. limited economic opportunities;
2. destitution;
3. limited access to services health, education (for their children or themselves); and
4. Deprivation of right to own land.

Land is a key means of production and source of livelihood in Acholi sub-region. While discussions with stakeholders including former abductees revealed that access to land is not a challenge, they however face problems in ownership. While access to land can allow a former abductee to rent out land, the uncertainty that comes with this arrangement makes it difficult to plan production as the land can be withdrawn at any given time. Challenges of ownership of land are a result of a combination of root problems: (i) cultural practices of land inheritance; and (2) cultural principles that discriminate against women owning land. Comparison of these challenges and the programme components shows it correctly addressed the root problems for the challenges that former abductees face in Acholi sub-region.

The GPI also adopted rights and needs based approaches. This combination was important to meet immediate and future challenges that women and girls formerly associated with LRA may face. For example the rights based approach empowers former abductees to demand their rights and for duty bearers to provide them especially related to their ownership of land, access to services etc. both in the present and in the future. The needs based approach which includes facilitation of livelihood activities (income generating activities, farming etc.), provision of psychosocial support, medical support etc. helps the abductees meet their immediate needs. Furthermore they reinforce the rights message by demonstrating the positive effects that can be had in the lives of indigent women.

In terms of new and emerging needs, the evaluation finds that while the programme has made some strides in relieving former abductees of these challenges it is difficult to gauge the extent of the problem of former female abductees. This is mainly because some of the target group is “invisible” (did not return through official channels) and therefore quantification of the extent of the need is difficult without a structured means of identification and needs assessment. However, the qualitative interviews with stakeholders gave indications that the needs are still apparent. A worrying development is the lack of the right to ownership of land for the children of former abductees born during their abduction. This is because land is inherited based on lineage of the father. Since in many cases the home of the father of the child born during abduction is not known, they cannot claim a right to inheritance of land from the mother’s lineage. This will become more apparent as more of the children in this category reach ages of marriage or self-reliance, introducing potential conflict.

### 3.1.2 How have the stakeholders taken ownership of the programme concept?

Ownership as demonstrated by district or implementing partner initiatives to either compliment or continue activities of the programme was variable but limited to a few districts. Of the districts visited, only two effectively demonstrated ownership. Districts such as Gulu and Kitgum demonstrated high ownership. In Kitgum deliberate efforts were made to specifically target former abductees with development programmes in the district.

*“...when we did counseling we realized that they had many problems. So it was not only accepting them but they were marginalized in terms of services”* KII with District statutory authority

Furthermore, the district linked with Straight Talk to provide specialized counseling services to former abductees during the district’s visits. In Gulu the GBV ordinance was well supported by district stakeholders. Ker Kwaro Acholi is doing peace building and reconciliation, community empowerment, inclusive governance in addition to its traditional role of cultural preservation.

One factor that seems to have affected ownership of the programme activities was the varied nature of implementation approaches adopted by the partners where some partners worked with the district community development office while some avoided or paid courtesy calls without meaningful involvement. Similar circumstances were apparent at sub-county levels as one sub-county community development officer said:

*“...they do not come to us...they go direct to the communities we are not aware of what they are doing”* Sub-county community development officer

In another it was apparent the implementing partner was working with the sub-county:

*“...we talked to the community to accept them and live with them amicably. We tried to get support for them to get businesses by helping them form groups. We sat down with them to discuss the issues of the children they came back with. There were those who needed operation and those who came back crippled that we linked to NGO service providers. There is a lot of improvement in their lives. When they first came back they were not interacting with others but after counseling they now mix freely with others and you cannot tell the difference”* KII with Sub-County Chief

In summary in a majority of the sub-counties visited, six out of the eleven visited were not involved in programme implementation by implementing partners.



The absence of implementation guidelines for implementing partners seems to have caused this situation.

Working through the districts - providing funds directly to the districts for implementation fostered ownership in some cases such as Kitgum but in a majority of cases it seemed the issue was to do with individual performance and commitment to the programme activities, while some such as Agago and Nwoya were because they were relatively new districts with weak capacity.

Other partners have taken up activities of the programme components. Gulu Women Economic Development and Globalization is working on affected people by removing bullets, supporting amputees and counseling.

**3.1.3 How do the partners, target groups and beneficiaries consider that the programme achieved its goal in contributing towards enabling women access services and opportunities?**

Programme partners highlighted the potential of the programme activities to relieve former abductees of the problems they face, citing examples of women that had improved their lives and those of their children as a result of the support. For example, the evaluation team visited a woman in Amuru sub-county of Nwoya district who had received support to start a restaurant business. She was doing well and able to support her three children. At the time of the visit she was also venturing into another business to expand her income sources. In Kitgum the evaluation team heard of stories of women who were rejected by their communities being taken back and accepted and in some cases remarrying. This acceptance improved their social status in the communities, enabling them to engage in progressive livelihood activities.

Discussions with peace committee members in Paijimu sub-county highlighted how former abductees in the community were improving their social status as a result of the cleansing/prayer ceremonies facilitated by the programme. Women themselves for example in Paijimu highlighted the work of peace committees in helping them address challenges they face especially related to conflicts with community members or violence committed against them (psychological, physical etc.).

While the programme made significant strides in access to justice and ownership of land (discussed under effectiveness) especially the training of traditional leaders, local council courts, documenting of Acholi cultural principles, there are still challenges for women in accessing to justice and right to own land (see discussions under effectiveness and validity of design).

Despite this, the programme is perceived positively by partners, traditional leadership, beneficiaries and government.

*“...thanks for the support. We will dig using our oxen and we are sure we will see change”* **FGD with Nencan Ki Wangi group in Acholi Bur**

*“we appreciated very much the capacity building of stakeholders. As a sub-county we saw the traditional chiefs get organized, guided as we coordinated and monitored their activities. The impact of the conflict was very great in this sub-county. This sub-county suffered a lot from LRA. We are now happy to see that the children who returned are fully accepted in the community”* **KII with Sub-county Chief of Atiak**

*“...the support from UNICEF was very timely. It came at a time when we were having difficulty effecting the role of the Child protection committees (CPCs) since they were not enough to cover all areas of the district. Reporting became hard and some cases would pass unreported. There*

were child mothers who were rejected and were subject to abuse. Others wanted to remarry because of hard life. Also we did not have CDOs in all the sub-counties. So the program enabled us to bring traditional leaders and NGOs like GUSCO, CBOs and Police whom we trained in areas of psychosocial support, restructured and trained afresh our CPCs focusing on reporting, follow-up, case management and decision making. The result was that more cases of abuse were reported; people now appreciate formal and informal roles; media reporting on abuse increased; and we rescued our children who were being married off.” **KII with a DCDO**

**3.1.4 To what extent has the programme contributed to the national priorities stipulated in key documentation?**

The programme is in line with the priority areas of the government of Uganda’s development framework. It contributes to the National Gender Policy (2007-2015), National Development Plan (NDP), The Peace Recovery and Development Plan (PRDP) and the GBV Policy. Table 2 shows the priorities of the different development planning instruments.

**Table 2: Alignment to National Development Plans, Policies and Programmes**

National Development Plan	Relevant strategy/outcome of the GPI
NDP I (2010-2015)	Developing and implementing interventions that respond to diverse livelihood needs of women and men
National Gender Policy (2007-	(i) Designing and implementing programmes to improve women and men's access to justice; (ii) Developing and implementing interventions to prevent and respond to gender based violence in all its forms and at all levels; and (iii) Developing and implementing legal literacy programmes to improve women and men's awareness of their legal rights (iv) Developing and implementing interventions that respond to diverse livelihood needs of women and men.
National GBV Policy (2011-2015)	(i) GBV Prevention Strategies at Household and Community Levels (ii) Advocacy and Sensitization on Human Right
Peace Recovery and Development Plan (PRDP)	No specific mention of gender equality and women’s empowerment. GPI programme components not reflected in the PRDP II.

**3.1.5 How have the programme objectives addressed identified rights and needs of women and girls in national and regional contexts? How much has the programme contributed to shaping women’s rights priorities?**

The Ugandan Parliament unanimously adopted a resolution that opens the door to the country’s first gender-sensitive reparations fund on April 9, 2014. The resolution urges the government to provide reparations for both women and men who were subjected to violence by the Lord’s Resistance Army (LRA) in northern Uganda, and calls upon the government to take robust action to remedy the plight of thousands of victims still in need of assistance. The programme used community sensitization and community dialogues to collect data on women/ girls with children born in captivity to contribute to official statistics that will be used to further lobby government for funding for this category of survivors.

Secondly the programme has been contributing to discussions on transitional justice adoption as part of the Justice and Law and Order Sector.

3.1.6 What rights does the program advance under CEDAW, the Millennium Development Goals and other international commitments? How has the program contributed towards the achievement of MDG3 in Uganda?

The GPI addresses rights of women related to:

1. women live a life free from violence
2. right to access, use and own land
3. right to participate in their own development

The programme also addressed achievement of the MDG goal 3 on gender equality as it directly addressed challenges of gender equity faced by women and girls formerly abducted by the LRA. By addressing livelihood recovery and reintegration, the programme contributed to poverty reduction among the groups of women.

3.1.7 How have the programme objectives addressed identified rights and needs of women and girls in national and regional contexts? How much has the programme contributed to shaping women's rights priorities?

While no needs assessment was conducted prior to the design of the programme, it is based on the gaps of the UNJP1 and UNJP2 in addressing gender issues in peace building and recovery in Northern Uganda. Furthermore, the programme was building on work that was already being done by UN Women with FIDA on transitional justice and land ownership for women in Northern Uganda. Some partners e.g. FIDA, KICWA, CCF, conducted their own situation analyses or baseline studies to inform their interventions or provide basis for measuring performance.

As highlighted in sections 4.1.1 and 4.1.2, the programme addressed correctly the needs and rights deprivations of former female abductees and their children.

3.1.8 Summary

The evaluation **scores a B on relevance**. The programme was aligned to the needs of beneficiaries and contributed to national development priorities. But ownership of programme components was variable depending on implementation approach and general performance of districts.

## **3.2 Validity of Design**

Validity of design measures how well the programme was conceived and what affect it had on its potential to achieve the postulated results.

3.2.1 Was a gender analysis conducted during the UNDAF or the development of the programme? If undertaken, did the gender analysis offer good quality information on underlying causes of inequality to inform the programme design?

While no formal gender analysis report is available, the situation analysis presented in the proposal document includes elements of gender. Notwithstanding this, the GPI, as highlighted earlier, was built on the need to address gender deficiencies in the UNJP1 and 2. It also continued what UN Women and UNICEF were already doing in the Acholi Sub region premised on addressing gender inequalities in the peace and recovery process, in particular the specific challenges faced by female returnees and their children.

The programme interventions were able to address the underlying causes of the challenges former female abductees and their children faced in the Acholi sub-region. In terms of drivers of inequality, cultural

principles and beliefs are the main drivers of inequality for females formerly abducted by LRA. For example, the lack of women owning land is a cultural principle issue where land is inherited through lineage to which the woman is not part as they will be married and join another. Even in the one they join through marriage they cannot claim right to ownership of land. Second is the issue of rejection by the community and family members, which is associated with the evil spirits they bring back from the war that can affect family/community harmony. Cultural principles are tackled by the programme through community dialogues, training of traditional leaders in land disputes mediation etc.

Because of this feature of the programme, the Theory of Change largely held. Communities often excluded returning mothers and their children from development programme benefits because they saw them as outsiders and non-deserving. The Theory of change was also premised on the assumption that there would be political commitment and willingness among stakeholders (government, traditional leadership, and communities) to support the addressing of gender inequalities in transitional justice systems, rights of women to land, etc. This assumption largely held true as evidenced by the involvement of traditional leaders in the training on land mediation within the Acholi principles and in a way that preserves the rights of women. Examples of traditional leaders actually improving their practices in mediation especially in land cases were provided e.g. in Gulu. In most cases in the districts visited, the cleansing and prayer ceremonies were successful and in some cases such as in Kitgum and Pader, the events ended up benefiting many more women formerly abducted by LRA requesting to be cleansed and therefore be accepted by the community and their families.

### 3.2.2 Were the planned programme outputs and results relevant and realistic for the situation on the ground? Did they need to be adapted to specific (local, sectoral etc.) needs or conditions?

Outputs and outcomes were well aligned to the situation facing girls and young mothers and children formerly abducted by LRA. They provided clear guidance on interventions. However, the scale of the programme (geography in 7 districts) and number of partners (5) with segregated operation areas was too wide for the budget available between the two UN agencies. This affected intensity of the support and scale of results required to achieve the programme's ambitious results. For example, design of a capacity building programme especially that aimed at changing attitudes and practices requires constant follow up, monitoring and technical support. This requires adequate financial and human resources. The training of traditional chiefs and its intended results were particularly undermined by the lack of this intensive follow up and technical support. It is important to note that some of these limitations were noted by the two implementing agencies and deliberate efforts made to encourage implementing partners to form linkages with other service providers to leverage on economies of scale. However, this was not consistently done throughout the programme because this was not effectively monitored and enforced.

### 3.2.3 Is the intervention logic coherent and realistic? What needs to be adjusted?

The intervention logic as highlighted in section 4.1.1 and section 4.2.2 was coherent with the interventions mutually reinforcing (see description of the Theory of Change in section 1.2).

### 3.2.4 What are the main strategic components of the programme? How do they contribute and logically link to the planned outcomes?

The main strategic components of the programme were: (1) Social reintegration of girls and young mothers formerly associated with LRA; and (2) Empowerment of women and former combatants to have access to land. Facilitating social re-integration of girls and women formerly associated with LRA opens up opportunities for their empowerment, economic development and social inclusion. This reintegration is supported by access to land, a primary means of production in Acholi sub-region, enabling a process of

economic empowerment. For these women and girls to become socially acceptable and economically productive members of their communities, social reintegration support was provided through the first component in the form of vocational and income-generation skills training along with start-up kits, improved seed, tools, and oxen and oxen ploughs for commercial agricultural activities, while the second component provides for legal support to access their land. Thus both components of the proposal are inter-related and inter-dependent. The programme intended to end in December 2014 was extended for another 12 months to 31st December 2015.

### 3.2.5 *How well do they link to each other?*

As presented in the Theory of Change the outcomes link and complement each other. However, the linkages only existed in the outcome results and not necessary at the beneficiary level. The main reasons are that UNICEF and UN Women operated in different sub-counties and that there was not a large enough overlap between interventions for the target groups. This could be a result of different rationale for targeting sub-counties between the UN agencies. UNICEF targeted sub-counties where young mothers and children were resettled to ensure their long term re-integration. UN Women on the other hand targeted sub-counties where work with chiefs had been carried out prior to the GPI at the onset and all chiefdoms in the final year of the programme. Agreeing on one common targeting criteria for sub-counties could have been the starting point for enhancing linkages between the programme components.

Facilitation of linkages would have been important as this would have provided the supported beneficiaries with more holistic support and therefore achievement of the results chain in the Theory of Change. For example, evaluators met beneficiaries in Acholibur who were given ox ploughs and oxen but were failing to utilize these start up because of lack of access to land (see picture below – figure 1). Second, because UNICEF and UN Women operated in different sub-counties the reinforcing effects of work on - (1) gender responsive transitional justice, awareness and changing non-gender responsive cultural practices; and (2) support for reintegration – were not experienced in the programme all the time.

**Picture 1: Beneficiaries of livelihood support**



These women in Acholibur received start-up kits in the form of oxen and oxen-drawn ploughs. They have been failing to utilize this economic support due to the lack of access to and ownership of land.

3.2.6 Who are the partners of the programme? How strategic are partners in terms of mandate, influence, capacities and commitment?

The programme partners included:

1. Kitgum Concerned Women's Association (KICWA)
2. Gulu support the Children Organization (GUSCO)
3. Christian Counseling Fellowship (CCF) Pader
4. The Uganda Association Of Women Lawyers (FIDA Uganda)
5. War Child Canada (WCC)
6. District Local Governments (DLGs) of the seven districts in Acholi sub-region

Majority of the partners were pre-selected at the proposal development stage with the exception of WCC. Other pre-selected partners were later not included the programme. This includes Media Population Council (MPC) and Ker Kwaro Acholi (KKA). KKA was suspended due to alleged negative accounting issues. Generally the evaluation found that the partners were relevant and strategic for the programme activities. All partners had existing presence in Acholi Sub-region, others were already involved in similar activities and therefore the support either enabled them to scale and meet gaps in funding (GUSCO), building on initial work with the target group (FIDA's work with cultural institutions), livelihood support for vulnerable war returnees (KICWA and CCF). Because of their existing presence in the region it enabled UN Women and UNICEF to roll out the programme quicker. Secondly using these partners enabled the UN agencies to build on already existing work (in cases of Implementing Partners such as FIDA and GUSCO) thus ensuring continuity and increasing the possibility of success.

While the partners indeed worked with KKA, the Cultural institution of the Acholi people, they worked with them in different ways - as a participant and as an equal implementing partner. These varied ways of working with KKA may have disadvantaged the programme. The evaluation found KKA as a critical interlocutor for work with traditional leaders especially as it concerns mobilization of the traditional chiefs and continuity of the work after the programme. Closer working with KKA, with funding going through FIDA and WCC (who delivered interventions to support transitional justice processes) would have enhanced the programme's reach and sustainability.

3.2.7 How appropriate and useful are the indicators described in the programme document in assessing the programme's progress? Are the targeted indicator values realistic and can they be tracked? If necessary, how should they be modified to be more useful? Are the means of verification for the indicators appropriate?

Indicators presented in the Results Framework were clear and measurable within the tools and means of monitoring in the programme. All results on the Theory of Change are adequately measured in the Results Framework

While the indicators are measurable, some indicators especially concerning cases handled by traditional and LC II courts were difficult for programme implementers to measure as the courts did not keep records of their mediation except for those that are referred.

3.2.8 To what extent are approaches such as attention to gender, human rights based approach to programming and results based management understood and pursued in a coherent fashion?

By its nature the programme combined needs and rights based approaches with UNICEF focused on filling gaps in needs (family tracing, psychosocial support, income generation, cleansing ceremonies, etc.) while UN Women on promoting the rights of former female abductees with regards to land, free from violence etc. This also transcended to partners – CCF, KICWA and GUSCO were mainly needs oriented NGOs –

livelihoods, psychosocial support and reintegration. On the other hand, FIDA and WCC were rights focused institutions with FIDA more focused on women's rights than WCC.

Results based management in the programme was facilitated by the development of a Results Framework and linking project reporting to the framework. The evaluation team came across cases where results of reporting were used to inform programme implementation such as the ceasing of community dialogues by GUSCO after review by UNICEF that they were ineffective at the current scale, the need to conduct additional training and technical support of traditional leaders and LC II courts to implement the mediation guidelines. However, the absence of a programme structure such as a Joint Steering Committee, that brings together the two UN agencies to discuss results of the programme, and review programme wide design and implementation based on the results limited – results based management in the programme. There were some minimum efforts to foster better coordination such as the regional review meeting in Kitgum in October 2015 which brought together the two UN agencies, all the districts and partners.

### *3.2.9 Summary*

Validity of design scored an **A – very good**. The programme addressed correctly the underlying problems facing women and girls formerly associated with LRA. Assumptions made in theory of change were realistic ensuring the Theory of Change held true. Effectiveness in achieving the anticipated results chain was undermined by the spread of the programme which rendered the resources (human and financial) in adequate to provide sufficient inputs for outputs and subsequently outcomes.

## **3.3 Efficiency**

Efficiency in the context of this evaluation measured how economically resources / inputs (funds, expertise, time, etc.) were converted to results. No economic assessment of value for money was conducted.

### *3.3.1 What measures have been taken during planning and implementation to ensure that resources are efficiently used?*

UN systems have strong fiduciary risk management systems which include financial audits and partner risk assessments. One such risk assessment resulted in the suspension of KKA as an implementing partner due to doubts about its financial accountability strengths. Partners reported quarterly and funds were disbursed on adequate financial supporting documents for expenses.

Implementation was guided by the individual partner results framework ensuring activities were within the agreed framework and therefore linking to the overall programme results. Furthermore, all partners contracted for the programme by the two UN agencies were resident in the districts enabling close supervision and less costs in delivering the interventions.

### *3.3.2 Have programme funds and activities been delivered in a timely manner? If not, what were the bottlenecks encountered? How were they addressed?*

In general programme funds were disbursed in a timely manner from the donor and to the partners. In some instances especially in in the local governments, disbursements were delayed due to the bureaucratic processes in these institutions. For example, in the first quarter of 2015, Kitgum district took at least two months between disbursement by UNICEF and actual implementation leaving only two months for actual implementation. In this case implementation had to be done in a fast pace not ideal for quality delivery. However, this issue was not an extensive problem in the programme.

The start of outcome 2 was delayed by the suspension of KKA as a grantee and the slow pace of implementation by FIDA due to communication gap from UN Women at the beginning of the program<sup>5</sup>.

*3.3.3 What were the constraints (e.g. political, practical, and bureaucratic) to addressing human rights and gender equality efficiently during implementation? What level of effort was made to overcome these challenges?*

There were a few constraints to addressing human rights and gender equality in the programme. For example, some traditional chiefs were slow to change because of entrenched negative beliefs on women's ownership of land. During the one year extension the programme aimed to facilitate exchange visits of conservative chiefs to moderate ones to learn good practices.

Limited constraints to addressing human rights and gender equality were faced by the programme because it reinforced the message in Acholi cultural principles and customs that promote gender equality. This enhanced acceptance of the programme and enabled it to address other customs that undermine the rights of women and their children. Selected partners also had experience in rights based programming including in the areas of women's and children's rights (FIDA and WCC respectively).

*3.3.4 Could the activities and outputs have been delivered with fewer resources without reducing their quality and quantity?*

There are several components of the programme that could have been done differently. Firstly, the recruitment of five implementing partners for a relatively small programme of this nature increases overhead and other transaction costs for the programme (monitoring, management, coordination etc.) Considerations needed to be made on the extent of partnership and geographic coverage and areas of operation.

Secondly, the programme could have been better coordinated. While UNICEF had a platform for partners to meet and discuss lessons and achievements this was not the case with UN Women partners. There was no formal structure for UN Women and UNICEF to discuss the programme, its progress towards results and programme wide changes required to improve performance. Such a platform would have helped to improve the jointness in implementation which could have provided the programme efficiencies of scale. Through these platforms standard field visit monitoring tools could have been developed for the programme which would facilitate cross agency monitoring. For example, both UN Women and UNICEF operated in the same districts. Using these standardized tools opportunities for cost sharing can be realized where UNICEF and UN Women can share districts for monitoring thus realizing cost savings. Such an approach is used in other UN joint programmes e.g. the Government of Zambia and UN Joint Programme on Green Jobs where the International Labor Organization (ILO) is the lead agency with success.

*3.3.5 Were resources (financial, time, people) sufficiently allocated to integrate human rights and gender equality in the design, implementation, monitoring and review of the JP?*

The evaluation found that the financial and human resources were inadequate to address the wide scale of the programme and in turn achieve the ambitious objectives of behavior and practice change. Partners such as FIDA and WCC did not have adequate staff on the ground for monitoring and additional support required for chiefs after training. Trainers were also from Kampala which increased cost of

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<sup>5</sup> KKA later participated in the dissemination of the case management handbook that benefitted all nine members of the chieftdom committees. The initial 8 chieftdoms were also given extra copies.



implementation and limited the technical support and follow up of trained chiefs. Changing mediation practices for traditional courts required more than the classroom based training but also:

1. on-site support and reinforcement of the knowledge and message; and
2. to target chief court committee members as they are the ones that actually conduct the hearing and recording of the cases.

To do this and achieve the scale of impact required in all seven districts and 54 chiefdoms, required significant human and financial resources. Although there were success stories, wide spread impact of changing practices by traditional leaders was constrained by this inadequacy.

The same goes for the work of UNICEF with reintegration of former female abductees and the associated support (cleansing ceremonies, family tracing, psychosocial and medical support, income generating activities etc.). For example, all throughout the districts, the evaluation team heard of the importance of long term psychosocial support to former female abductees as a critical element in ensuring they integrate well with their families and society and indeed live a productive life. Long term psychosocial support is expensive and demands more human resources than was available for the programme especially given the geographic expanse. While efforts were made to encourage partners to link with other service providers in the localities, this was not consistently done but also requires financial support to catalyze such linkages (through cost sharing).

### 3.3.6 Have UN Women's (as coordinating agency) organizational structure, managerial and coordination mechanisms effectively supported the delivery of the programme?

UN Women has an office in Gulu district which supported implementation of the programme. The staff member in the Northern Region office also received support from the national office for M&E, administration and oversight.

However, more could have been done to ensure the programme was better coordinated and implemented in a joint manner (see section 4.4 for more details).

### 3.3.7 Summary

The programme is **rated B on efficiency representing good value for money**. Fiduciary risk is well managed and programme implementation is results based. However, transaction costs could have been lower by reducing the number of partners and geographical coverage. Coordination of the programme could also have been done better.

## **3.4 Management and Coordination**

Management and coordination answers the question, "*How well was the program managed and coordinated?*"

### 3.4.1 How well were the responsibilities delineated and implemented in a complementary fashion?

The responsibilities were clearly delineated with UN Women taking the coordinating agent role. However, implementation of this role was not done fully and undermined complementary implementation and management of the programme.

### 3.4.2 How well have the coordination functions been fulfilled?

Stakeholders at sub-regional level felt there was more that could have been done by UN Women to improve coordination of the program.

*“We worked with local structures including community-based services department and shared our progress report but collaboration with UN women implementers was non-existent—something went amiss, not by design” KII with UNICEF Implementing Partner*

It was common to find within the community-based services department, the DCDO and PSWO would be familiar with UNICEF work but not UN Women work as it was handled by the Gender Officer.

*“I have not interacted much with UN Women and FIDA. Meet gender Officer who was responsible for UN Women” KII with PSWO*

*“As Gender Officer, I did mainly referrals of most cases that came to my office to FIDA. Initially we were supposed to be doing the work together, but time was a problem. We were aware of what was going on and we got reports. The implementers involved me when they were engaging the cultural leaders” KII with a Gender Officer*

While there is an office in the sub-region and the head of office was proactive in organizing the stakeholders at Acholi sub-regional level in terms of joint monitoring and other activities, some partner programme managers were based in Kampala. This affected on the ground monitoring and effective support of activities as decision making was centralized in Kampala.

Some activities were organized jointly (UNICEF and UN Women) at the sub-regional level including: joint radio program in March 2015; joint dialogue meeting in Pader; and efforts to build synergies with other UN Agencies in the gender convergence group. For example, in the gender convergence group the seven districts in the sub-region were assigned to different UN agencies to support traditional chiefs in addressing women’s access to land and GBV related issues. Amuru, Nwoya and Gulu were assigned to UNICEF; Kitgum and Lamwo to UNFPA and Agago and Pader to UN Women. To ensure coordinated approach to M&E, in June 2015, UN women organized a capacity building workshop for M&E Officers of its partners using other funding. UNICEF also provided minimum lead on coordination including organizing the programme regional review meeting held in Kitgum in October 2015.

Limited coordination of the joint programme was a consequence of two causes: (1) the GPI came into being from remaining funds in the UN JP 1 and UNJP 2 to address gender issues in the peace building process. Since the UNJP 1 and UNJP 2 had weaknesses in joint programming these weaknesses were inadvertently transferred to the GPI; and (2) the coordination budget was small and therefore limiting coordination activities. Nonetheless, opportunities for enhancing coordination could have been sought e.g. joint monitoring and planning.

#### 3.4.3 How effectively has the programme management (JP Coordination Structures) monitored programme performance and results?

The programme had no formal joint programme management structures. Monitoring of program activities by implementers was done individually by the UN agencies with no joint monitoring.

#### 3.4.4 Has the relevant UN Joint Program information and data systematically been collected and collated?

The two UN agencies collected data using their individual M&E systems. This data was consolidated and presented in the bi-annual and annual reporting to the PBF support office.

#### 3.4.5 Has information been regularly analyzed to feed into management decisions?

There are examples of information from monitoring being used to improve the programme. For example, as highlighted earlier, some changes to programme implementation were made including cessation of community dialogues by UNICEF. Other issues noted through monitoring included: literacy as a major challenge for women targeted by the programme; limited recording of mediation cases heard by chiefs and LC II; and slow pace of implementation by FIDA resulting in the introduction of WCC by UN Women.

#### 3.4.6 How (if at all) has the programme made strategic use of coordination and collaboration with other Joint Programmes (UNJPGBV & UNJPFGM) to increase its effectiveness and impact?

While there were no linkages between the GPI and the UNJPGBV or UNJPFGM, through the gender convergence group UN Women was able to mobilize other UN agencies to take on GBV as an issue following on from the GPI (see section 4.4.2).

#### 3.4.7 Summary

**The GPI scores a C- Satisfactory** as the programme had no structures for joint programme coordination and management between the UN agencies. Roles and responsibilities were clearly delineated in the programme. The UN agencies individually regularly monitored the programme with consolidated data presented in annual reports.

### 3.5 Effectiveness

Effectiveness measured the extent to which the Joint Programme's objectives were achieved, or are expected / likely to be achieved?

#### 3.5.1 What has been the progress made towards achievement of the expected outcomes and expected results? What are the results achieved?

#### **Outcome 1: Recovery, reintegration, protection services, systems and structures established and accessible to vulnerable groups/ affected population groups**

As shown in Table 3, UNICEF achieved all its outputs under outcome 1. There was over achievement in outputs related to number of beneficiaries receiving re-integration support from partners those that received support from their community and family (225 against a target of 150). There was an under achievement on the number of villages conducting cleansing or prayer ceremonies to facilitate reintegration of women and girls formerly associated with LRA. The major reason for this was the long time it takes to reach agreement with the families and community members on whether to hold the ceremony and in some cases which type of ceremony to have (traditional cleansing ceremony or the Christian prayer ceremony). Data on output 1.2, District Local Governments (DLGs) and local Communities support the socio-economic reintegration of ex-LRA women and girls, was not available as it was not collected in a systematic manner.

**Table 3: Achievement of Outcome 1 Outputs**

Narrative Summary	Performance Indicators	Baseline (Jan. 2013)	EoP Target (Dec. 2015)	Actual (Dec. 2015)
Outcome 1. Recovery, reintegration, protection services, systems and structures established and accessible to vulnerable groups/ affected population groups	Global Indicator PMP: % of PBF supported programmes with evidence that ex-combatants and/or IDPs / refugees and their families coexist peacefully in communities they returned to	0	7	7
	Number of District Plans that incorporate specific measures for the protection and social reintegration of girls, young mothers and their children who were formerly associated with LRA	3	7	7
Output 1.1. Girls and young mothers formerly associated with LRA are reintegrated within their families and communities	Number of girls and young mothers formerly associated with LRA that received reintegration support	106	220	225
	Number of women and girls that have received support from the community and family	0	150	225
	Number of villages that have conducted the cleansing-acceptance ceremonies for ex-LRA women and girls	N/A	150	45
Output 1.2. DLGs and local Communities support the socio-economic reintegration of ex-LRA women and girls	Number of cases of women and children formerly associated with the LRA handled or followed up by the District	0	150	No data
Output 1.3. Strengthened social cohesion towards ex-LRA women and girls	Number of plans and commitments for formerly LRA children and women developed (by districts)	0	7	7

Several changes were observed at the outcome level. A proportion of the women (30-40%) returning from LRA and supported with business start-up were operating successful businesses. Their level of success is comparable to other women operating similar businesses in their communities. This shows their businesses are not shunned by other community members, a part reflection of the success re-integration. Income from these businesses was being used to support their children go to school and their medical needs. Cleansing and prayer ceremonies facilitated reintegration of the women returning from LRA within communities and their families and enabled some to be remarried. In some cases more women returning from LRA would request to be included during the ceremonies demonstrating its effectiveness.

Communities provide protection services through the systems and structures established/strengthened such as the peace committees and these are accessible to the vulnerable groups/affected population. There still remain challenges for women to access traditional courts because of the court fee required by traditional courts.

Mothers reintegrated with their families from GUSCO used the UGX 400,000 given to them to pay fees, meet basic needs and pay rent, and start up small businesses although some misused the money.

*“we gave them small money and expected them to perform miracles. We usually address a few symptoms and think we have achieved anything. The truth is we have not invested enough” KII with implementing partner*

There is also the issue of invisible returnees – those that did not go through the reception centres – and many might be missed by the programme. Because there is no extensive database on such women it was difficult to determine the extent to which this was a serious problem but it was highlighted as a challenge by stakeholders. Number of cases of women and children formerly associated with the LRA handled or followed up by the District is still small.

**Outcome 2: Transitional justice processes, mechanisms and capacities for mediation, peace building, conflict resolution and reconciliation facilitated**

As with Outcome 1, UN Women met all of its targets for all outputs under Outcome 2. Table 4 presents the achievement of outputs under outcome 2.

**Table 4: Achievement of Outcome 2 Outputs**

Narrative Summary	Performance Indicators	Baseline (Jan. 2013)	EoP Target (Dec. 2015)	Actual (Dec. 2015)
<b>Outcome 2.</b> Transitional justice processes, mechanisms and capacities for mediation, peace building, conflict resolution and reconciliation facilitated	Global Indicator 2.1. # of PBF country programmes with mechanisms in place to peacefully address disputes grounded in competition for access to land and use of limited resources (e.g. land, water)	N/A	N/A	N/A
	% increase in number of women and former combatants accessing land.	0	60	60
<b>Output 2.1.</b> Acholi Chiefs are successfully mediating land disputes according to the Acholi Principle on Gender and the Acholi Customary Land Tenure	% of land cases arbitrated by the Acholi Chiefs according to the Acholi Customary Land Tenure as stated in the Acholi Principles on Gender.	0	60	60
<b>Output 2.2.</b> Local Council Courts 2 and Land Area Committees in 5 districts (2 sub counties in each district) in Acholi are effectively handling land matters	% of land disputes resolved by the LC2 and Area Land Committees that were accepted by the parties without recourse to violence or further trial in other mediation/legal venues	0	60	60

Note: N/A- not available

Transitional justice processes, mechanisms and capacities for mediation, peace building, conflict resolution and reconciliation were facilitated by the programme. Acholi Chiefs are successfully mediating land disputes according to the Acholi Principle on Gender and the Acholi Customary Land Tenure. There are an increased number of land disputes resolved by the LC2 and Area Land Committees that were accepted by the parties without recourse to violence or further trial in other mediation/legal venues.

*“A lot of change has been seen in the traditional leaders. They know women and children have rights to own land. For cases of land that need their intervention, they convene clan meetings. Cases that pass through LC Courts cannot proceed to legal courts and yet without their recommendations women cannot have a way to go to legal courts.” KII with a Gender Officer*

*“There was negative attitude towards girls that came back with children and got another partner, as the children would not be welcome in the new home. They had no access to land because they did not know who their father was. We raised awareness and advocated for their rights. Because of that we now receive few such cases”* **KII with a DCDO**

While there is an increase in number of women and former combatants accessing land, some still face challenges. For example, beneficiaries from are finding difficulty getting land to cultivate. One lost both parents and now she is married but her brothers do not allow her to cultivate on the family land. She has to rent land for cultivation. There is the emerging challenge of children born in captivity who are failing to own land through the inheritance system. It raises potential for conflict.

*“I was caught in 2000 when in primary 4. I returned in January 2004. I have difficulty meeting my needs because I cannot produce food because I cannot afford the seeds and I cannot open a stall to sell vegetables.”* **An 18 year old beneficiary of Acholi Bur**

*“I was captured in 2000 and returned after five months, I got married and now have three children but my family does not like me. My brothers refused to give me land and I do not have money to rent land at UGX 20,000 per acre. The local leaders do not know the problems I face because when I tried to report to them they said I am not the only one suffering.”* **A 24 year old beneficiary of Acholi Bur**

*“Ex-LRA returnees face the same problems other women face. For them to fit back into community requires personal initiatives to try and cope with the situation they are in”* **KII with a Gender Officer**

*“They do not attend community planning meetings so their issues are normally not raised”* **KII with a Sub-County chief**

Some women returning from LRA still face Post Traumatic Stress Disorder (PTSD) symptoms such as nightmares, erratic violent behavior, etc. resulting in the community stigmatizing them. For example, discussions with community leaders highlighted that some women who were formerly abducted by LRA get married and continue to have nightmares that negatively affects their marriage – deepening the psychosocial related problems. There are also barriers to accessing transitional justice emerging such as the UGX 50,000 (approx. US\$15) fee to access traditional courts that has to be paid.

### 3.5.2 What are the reasons for the achievement or non-achievement?

#### **Factors promoting success**

The factors that enhanced achievement of results included:

1. The programme supported low cost interventions with potential for high impact (training, income generating projects, cleansing ceremonies etc.);
2. Adopting interventions that are grounded on community accepted practice (cleansing ceremonies, mediating according to the Acholi cultural principles that promote gender equality etc.);
3. Building on on-going initiatives (GUSCO, FIDA) and selecting partners already working in the target areas and with experience with the interventions;
4. Appropriateness of the interventions to the needs of the beneficiaries provided;

5. Timely disbursements; and
6. On the ground support and oversight through staff at the local UN agencies' offices in the Northern Region.

### **Factors that constrained success**

There are two factors that constrained success of the programme in transforming the outputs to sustained outcomes and impact:

1. The programme was spread too wide with the support reaching the beneficiary in some cases deficient of critical elements such psychosocial support to treat PTSD symptoms; and
2. Inadequate financial resources to implement holistically the programme interventions. For example the need to add follow-up, mentoring and expanding training beyond chiefs but all court committee members.

#### **3.5.3 To what extent have beneficiaries been satisfied with the results?**

The girls and young mothers greatly appreciate the benefits received. The vocational training was good but competition has affected some of the trades that were received by the beneficiaries. The supported institutions like ALC, LC II courts and traditional chiefs are seen by the beneficiaries as useful and effective in handling their issues.

*“We the child mothers do appreciate the program. It has helped us to get livelihoods, become marriageable. What we want now is an interface with social workers to advocate for us in terms of access to services and create a network of support but not to isolate us and try to deal with us separately. We need to be helped to open stalls to sell vegetables and support our children with education”* **FGD with Child mothers**

*“The program was adequate but we need to document success stories and see how the children and mothers get rights to family land and reduce stigma and get time to recover from trauma”* **KII with Gender Officer**

#### **3.5.4 Does the program have effective monitoring mechanisms in place to measure progress towards results? Were these monitoring mechanisms able to identify challenges and were the necessary follow up actions taken to address these challenges?**

The programme did not have a structured joint M&E system in place. However, routine monitoring visits were conducted by each agency for their activities. Some issues were identified by the agencies including the need to build ownership of programme interventions by funding the districts which occurred in the last year, identification of challenges of documentation mediation cases by traditional leaders (leading to further training but the on-site support envisaged was not provided due to inadequate resources), gaps in the interventions e.g. literacy for returning mothers, and traditional leaders resistance to change leading to the introduction of exchange visits (not conducted as envisaged due to lack of resources).

In general the programme would have benefited from a structured Joint M&E system for data collection, analysis, reporting and feedback into management decisions.

#### **3.5.5 To what extent have the capacities of duty-bearers and rights-holders been strengthened?**

The programme mainly focused on building capacity of duty bearers. There is emerging evidence of chiefs mediating cases involving female returnees from LRA in a gender responsive way that acknowledges their human rights. For example, duty bearers do not look at these returning women with blaming eyes. In Atiak sub-county, the chief reported that although they have not received many cases of rejection, they have

cases of stigmatization which they mediate upon. Because of this, many children who returned are fully accepted in the community. However this is still not widespread. The development of the GBV Ordinance in Gulu district empowers it to legislate on women's critical post conflict peace and security issues. The GBV Ordinance seeks to reduce impunity for violence against women and children especially.

Through supporting other community based structures such as peace committees, the programme has aimed to build capacity of the rights holders (the returning women) to be able to claim their rights. A formerly abducted young mother returned to Acholibur sub-county with a child fathered by an LRA fighter; she did not get his name or where he was from, only that he was called 'teacher'. When she returned to her community, her family did not receive her well. They insulted and ostracized her and her child, she did not adapt well to being back in the community and she became an alcoholic. One time she set fire to a home of one of the clan members. The family responded by sending her away. She left her daughter, who by this time was 8 years old with an unrelated old lady who was her neighbor, and left for Gulu. The peace committee stepped in and talked to the clan about their treatment of the returnee child-mother and her daughter. Up until now the returnee child-mother has not returned to Acholibur but her daughter is now talking to the clan. Secondly, the programme through FIDA and WCC also held awareness meetings on the legal rights of women and the procedures for reporting rights violations. These also contribute to building capacity of women to claim their rights.

#### 3.5.6 Summary

The GPI achieved all its outputs and exceeded on some. Outcomes were visible but the spread was not in accordance with the scale of the programme. This was because the programme spread itself too thin to make the necessary levels of investment to achieve outcomes. This hampered achievement of objectives. **The evaluation therefore scored effectiveness a B- Good.** It is a good programme with potential for meeting objectives with minor adjustments required to its implementation.

### 3.6 Impact

Several challenges limited the assessment of impact. First, the implementation period was too short to expect changes at the impact level: Girls and young mothers formerly associated with LRA participate in community decision making positions, are economically empowered not dependent on males. These are transformational changes and require more time than the two years in the programme. Therefore the programme set itself too high achievements. Second, the lack of complimentary support between the interventions of UN Women and UNICEF at the output level meant that in many cases beneficiaries did not receive adequate support to transform outputs to outcome and eventually changes in their lives.

Achievement of output targets increases the potential for achievement of impact level results. However, achievement of outcomes was not at sufficient scale to support achievement of impact. While impact examples were visible in some instances (e.g. the woman from Nwoya district who has been able to send her children to school, meet accommodation, food and medical costs from support received), they were not widespread. Discussions with KKA based on their monitoring show about 20 out the 54 chiefdoms (37%) were improving mediation practices but record keeping was still a challenge among all. Similarly, some women who started their businesses failed to run them and went broke because of PTSD symptoms or low literacy levels (although this could not be quantified by partners as this was not effectively and systematically monitored and documented across all IPs).

*"land dispute resolution is being done but there is a problem with documentation. Chiefs have gained confidence to address land issues because they now know the mediation processes. A*



*number of cases involving land, rights of women and children are being addressed by chiefs. However, only 20 out of 54 chiefdoms are doing well in mediating. When it comes to documentation all are not yet doing documentation” KII with KKA*

### 3.6.1 *Summary*

**Summary: Impact scored a C- Satisfactory.** Achievement of impact was going to be difficult to achieve with timeframe of the programme. Secondly, limited scale of outcomes also undermined achievement of impact.

### **3.7 Sustainability**

Sustainability measures the likelihood of a continuation of benefits from the joint programme after the intervention is completed or the probability of continued long-term benefits.

#### 3.7.1 *What is the likelihood that the benefits from the program will be maintained for a reasonably long period of time if the program were to cease?*

Sustainability seen as ability of beneficiaries to continue enjoying the benefits after the project ends, not the capacity of institutions to continue with the activities of the program. To this end the majority of beneficiaries are not able to continue with the benefits. Beneficiaries themselves think that there are a lot of challenges that may affect their ability to enjoy the benefits over a longer period. Some struggle with getting spare parts for the start-up tools given to them and paying rent. While for some issues of rejection and stigma were still a challenge and had the possibility of undermining their continued receipt of benefits from the programme’s support. Some beneficiaries in Pader who received ox-ploughs and oxen have difficulty getting seeds like groundnuts, sesame and maize. Others have to rent land expensively at UGX 20,000 per acre which is unsustainable in the long term.

*“The girls received training from the partners and since they were not literate they got vocational skills but sustainability was a problem. For example, people trained in bicycle repairs are out of business due to advent of motorbikes. The girls who were trained in tailoring are out of business due to influx of second-hand clothes or they got married” KII with CDO at a Sub-county*

### Case Study 1: Sustainability and Livelihood alternatives for beneficiaries

A beneficiary of Omiya Anyima Sub-County in Kitgum (shown in the picture below with her husband) was trained in tailoring through KICWA in 2013. Upon graduation she was given a sewing machine and accessories. She later got married to a village mate. While the machine enabled her to make some money when it was still new, she was no longer using the machine by the time of evaluation because it had developed mechanical problems and she had taken it to Kitgum town and left it there. She has now resorted to digging and looking after her three goats that she bought using the proceeds from the tailoring, with her husband.



Nonetheless, there are opportunities to continue with the interventions. The influence of UN Women in the Gender/GBV convergence group in Northern region to have UN agencies operating in Northern Region to support community dialogues on GBV and mediation by traditional courts during their monitoring and implementation visits will likely enable the continuation of activities that will support achievement of outcomes and ultimately their sustainability. UN Women has incorporated work with former female abductees, ALCs, LCII and chiefdoms in their 2016-2020 country strategy ensuring continuity of activities to reach sufficient scale for impact. During the current implementing period, UNICEF initiated the dialogue with stakeholders in Gulu district on how to address these challenges. Entry points to mainstream challenges facing women formerly associated with LRA were identified and relevant authorities to work with mobilized. In Kitgum district UNICEF facilitated the development of Standard Operating Procedures (SOPs) for reintegration of returnees and plans for 2016 are for Gulu and Pader to do the same. UNICEF has already set aside resources for this activity. UNICEF also continues to address the issue of women and children coming back from captivity beyond the programme. Reintegration young mothers and children are part of the wider child protection programme that UNICEF implements with national and district level Government counterparts.

Documentation produced by the programme is likely to provide a good foundation for interventions in this area in the future by UN Women and other partners. This includes: -

1. Manual for the training of Local government structures and Area Land Committees
2. Case Management Handbook for Administering traditional justice in Acholi

3. Case Management Handbook for Local council and Area Land Committees
4. The Acholi Gender Principles
5. Gulu District GBV Ordinance

The likelihood of sustaining the benefits therefore hinges on realization of these opportunities. Given that the Northern region's priority status for donors is waning and that government is constrained to finance the scale of interventions, the likelihood of the benefits being sustained is low.

The programme could have benefited from the development of an exit strategy at the onset to facilitate a structured and well planned exit that takes into consideration the risks to sustainability of programme outcomes.

*3.7.2 Do partners have sufficient financial capacity to continue with initiatives?*

Partners do not currently have sufficient funds to continue with the initiatives at the scale required to sustain benefits. Some CSO partners were downscaling their work in Northern region due to limited funding, e.g. GUSCO and WCC. District local government officials also expressed concern with low budget allocations that constrained their ability to take on and continue the programme's initiatives.

*3.7.3 Is the program supported by national/local institutions? Do these institutions, including Government and Civil Society, demonstrate ownership, leadership commitment and technical capacity to continue to work with the program or replicate it?*

Districts' support for the interventions is high, represented by the incorporation of former female abductees and their children in district development plans in districts visited. The Community Based Services departments in the districts visited were talking to returnees, offering psycho-social support, helping with tracing of families, linking to social service providers, livelihood support, coordinating all partners. The lower local governments take lead in follow-up of the reintegrated children and advise them to go through the lower local authorities for their issues to be solved--- issues like school fees, rejection by families, diseases, land related issues, children left behind in Central African Republic, children whose homes could not be traced. However, the scale of this support was limited due to financial resource constraints. Governments lack a proper plan in PRDP III to support civil society organizations like GUSCO and to strengthen the structures at community level especially cultural and religious institutions will likely further undermine financing and support for programme interventions.

In some programmes children born in captivity are given priority. In the government programme of restocking, operation wealth creation, and youth livelihood, and women enterprise fund, they treat these children as part of the beneficiaries. For example parish guidelines for restocking state that a group must have a formerly abducted person as a member. Other districts have gone around the limitations of direct financing of the GPI programme related interventions by incorporating former female abductees in programme interventions.

Staff in the different districts highlighted they had technical capacity to handle the interventions with one area, counseling and psychosocial support highlighted as key areas requiring further training.

*3.7.4 To what degree are partners changing their policies or practices to improve human rights and gender equality fulfillment (e.g. new services, greater responsiveness, resource re-allocation, improved quality etc.)?*

The Programme did not have much policy influencing at national level. At district level, in Gulu, a GBV ordinance was being developed. There is also a push for increase in the budget for community-based

services departments at the districts. However, because of the resettlement process, there are problems the communities tend to forget and do not feature in the village priorities. Hence village and parish plans do not provide for the needs of the ex-LRA girls and women although these are later added to the district development plans by district community development staff. At the district level, there is support for home-based care services on a limited level, e.g. in Nwoya by giving fuel to CBOs to visit homes. There is a push for government to have a proper plan included in the PRDP III for Ex-LRA girls and women.

**3.7.5 Based on the findings of the evaluation and demand from the beneficiaries and national institutions, which components of the program should be carried over into a future phase, and are there any recommendations for their improvement?**

Child mothers of ex-LRA want more interface with social workers to advocate for them in terms of access to services and creation of network of support without isolating them. Findings from the evaluation show that community dialogues in many cases were not implemented as a dialogue but as an awareness meeting. This limits their effectiveness. Secondly, the dialogues needed to develop action plans to facilitate community engagement and participation in the transformation process. Community dialogues may need to be upgraded to community debates (locally known as *kabake*).

There is need for a similar programme to contribute to building capacity of para-social workers in counseling and psychosocial support ethics when handling cases, ensuring confidentiality, follow-up and referral to where there are services. The same capacity should also be directed to local government staff.

The programme needed to build capacity of the religious and cultural institutions right down to those that handle day to day activities in the communities like the women leaders, chiefdom adjudicating committees and production units like the Rwot kweri and Rwot Koro for effective changes in mediation and case recording. A similar programme could consider improving documentation of cases by building KKA databases and training of people who handle cases—secretaries to the chiefs and Chiefdom courts committee members.

To build sustainability the programme needed to improve coordination between traditional institutions, district and other government institutions (sharing of information to avoid misrepresentation so that they do not address issues beyond their mandates—separating between criminal and psychosocial aspects)

District involvement in the programme needed to be increased: *“a number of times we need the partners to involve us in the planning and implementation. Sometimes we do not feel happy when they call us to implement when they have not even shared a work plan with us.”* KII with District PSWO

Lastly, coordination and jointness in implementation needed to be strong through establishing formal structures for joint review and decision making on the programme components between UNICEF and UN Women.

**3.7.6 Summary**

**Sustainability scored a C- Satisfactory. Most beneficiaries are unlikely to continue with benefits after the programme as the results were still emerging.** Sustainability will heavily depend on the realization of additional support from the UN agencies.

## 4 Conclusion, Lessons Learned and Recommendations

### 4.1 Conclusion

**Summary:** Overall the programme scored a B: Good. It is good value for money, has huge potential for achieving impact and can be easily scaled up. But it faced challenges of management and coordination impact and sustainability.

In general, the GPI was a success as it managed to achieve all its target outputs and exceeding on some. Women supported with reintegration had remarried as they were accepted by the community, operating successful small business at the same level as other women, were sending their children to school and meeting medical expenses. The main reasons for achieving these results was that the programme: (1) supported low costs interventions; (2) built on on-going initiatives; (3) promoted gender responsive community acceptable practices as entry points; (4) interventions were appropriate to needs of the target group; and (5) timely disbursements and on the ground support to partners by the two UN agencies.

However, results at the outcome level – access to services, gender responsive mediation, and full integration are not on a wide scale in accordance with the geographical expanse of the programme. Several reasons militated against this but the main reasons were: (a) the programme being too wide to provide all elements of support required for sustained outcomes; and (b) the financial and human resources were inadequate for the depth of interventions required for the transformational objectives espoused in the programme document.

The programme components and objectives were appropriate to the needs of beneficiaries. Some changes were required to some components e.g. the training of traditional leaders to go beyond chiefs and also incorporate chieftom committees and follow up support, long term psychosocial support, etc. These challenges were known to implementers but the required changes were hamstrung by lack of resources.

Sustainability of the programme outcomes and activities is a challenge because partners and local government do not have necessary financial resources to continue and sustain the achievement of outcomes at the scale of the programme and the policy and development framework for peace and reconciliation in Northern Uganda (through the PRDP II and now III) does not prioritize the needs of female former abductees.

Programme implementation was through well selected partners but there were weaknesses in programme wide monitoring and steering, and programme wide coordination between UNICEF and UN Women as expected in a joint programme.

### 4.2 Lessons Learned

This section presents findings on the key lessons learned in the design and management of a programme of this nature.

1. Support for women and girls who were formerly associated with LRA requires a programme to be holistic (i.e. address livelihood, psychosocial and protection concerns) and flexible, driven by individual needs. It needs to recognize that beneficiaries may require long term psychosocial support to treat PTSD as well as monitoring changing circumstances.

2. To support this holistic design, the GPI programme shows that platforms for linking with other service providers need to be established to take advantage of economies of scale and filling of capacity gaps. For example, the partnership between Kitgum district and CSOs outside the programme provided the district with additional skills absent in the district office e.g. counseling and continued psychosocial support. Creation of linkages should be monitored guided by a clear results framework.
3. Financial support to and working with districts in the implementation can facilitate ownership and sustainability. However, this support needs to be informed by past performance of the district and their age in establishment. Districts with a history of under-performance may require a system of incentives for performance. The evaluation shows new districts in most cases do not have the capacity to carry out extensive externally funded programmes in addition to their core government funded activities. Support for such districts needs to take care not to overburden the lean staff.
4. Training of traditional and other transitional justice structures does not only require once off training workshop but needs follow up on site support and monitoring addressing gaps in knowledge and specific circumstances during application of the new knowledge. In this way the knowledge transfer is supported to actual outputs of improved mediation.
5. The programme has shown that with low funding for a programme that aims to change engrained cultural principles and social practices that undermine women's rights, the focus needs to be on concentration rather than spread as the latter approach poses the risk of thinning out support which limits effectiveness. For example concentrating on fewer districts and achieving entire district coverage (chiefdoms) could be an alternative approach.

### **4.3 Recommendations**

1. Building capacity of duty bearers to be able to respond to the rights of women is good and forms the foundation that enables women to claim their rights. However, there is need to build in the design of a similar programme capacity of indigent women to demand their rights. A similar programme should explore organizing the women into mixed groups (former female abductees and other women in the communities) to achieve two objectives:
  - a. raise awareness on rights of women formerly abducted by LRA and catalyze support of other local institutions – peace committees, CPCs etc.; and
  - b. act as a process for fostering community cohesion with female ex-returnees and thus their social inclusion through developing bridging bonds<sup>6</sup> with strong ties.
2. UN agencies in joint programmes and implementing complimentary activities need to consider targeting the same geographical areas to achieve holistic support and therefore increase chances of achieving impact. This could entail: (1) partners of agencies working in similar sub-counties and villages; (2) agencies can synch their activities in a complimentary manner. E.g. entry meeting into a district/community by Implementing Partners could be the same; (3) partners could have coordination meetings in the district.
3. When training to improve mediation at traditional courts it is not only important to train chiefs. Chiefdom committees should also be included as they conduct the actual hearing and recording of cases. The evaluation shows that training chiefs alone does not lead to changing mediation practices.

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<sup>6</sup> Bridging social capital ... refers to the building of connections between heterogeneous groups; these are likely to be more fragile, but more likely also to foster social inclusion.

4. Effective psychosocial support is long term and similar programmes (whether government or external donor funded) should be structured to provide such kind of support. Counseling should also be provided to the family of the women formerly associated with LRA to ensure full integration for them and their children.
5. Embrace alternatives to building peace for marginalized groups – concept of bridging social networks and social capital. Peace building initiatives targeting marginalized women should aim to support the building of strong bridging bonds between the marginalized groups and the mainstream community members than homogenous groupings of the marginalized groups. The advantage is that this process facilitates the establishment of social capital which ultimately contributes to social cohesion and enhancing reconciliation and peace.
6. The evaluation shows that the GPI is a programme that has potential to achieve results at low cost. It is therefore imperative for UN agencies to mainstream activities of the GPI in their annual work programmes and five year country strategies to effectively support peace building and recovery in Acholi sub-region.

## Annexes

### Annex 1: Terms of Reference

#### Programme Title: Joint Programme on Peace building and enhancing protection systems – Gender Promotion Initiative (GPI) January 2013 – December 2015

Duty Station:	Kampala	Uganda
Application Deadline:		11 <sup>th</sup> September 2015
Type of Contract:		Special Service Agreement (SSA)
Post Level:		International Consultant <b>and</b> a national Evaluation Associate
Languages Required:		English
Starting Date:		19 <sup>th</sup> October 2015 <i>(Date when the selected candidate is expected to start)</i>
Typology of the consultancy:		One international consultant and One National Evaluation Associate
Duration of Initial Contract:		30 working days over a 2 month period
Expected Duration of Assignment:		30 working days over a 2 month period

#### I. Background, Purpose and use of the evaluation

As spelt out and planned in the programme document, it is a requirement to conduct an end of programme evaluation for the intervention. The purpose of the evaluation is to therefore assess the Joint Program design, operations, administration, and outcomes in order to identify lessons and good practices that can improve future Joint Programming on Peace building and enhancing protection systems with a gender focus.

The main objectives of the evaluation are to:

- (i) Take stock of current programme achievements, challenges and opportunities;
- (ii) Verify the continued relevance (alignment with national needs) and pertinence of the programme as well as the related sustainability of benefits thereof;
- (iii) Assess the programme design, objectives, strategies and implementation arrangements in light of changes in the program context and the risks therein;
- (iv) Identify key lessons and make recommendations on how to improve joint programming on Gender Equality and women's empowerment in Uganda. The evaluation will be a tool for deepening knowledge and understanding of the assumptions, risks, options and limits of development programming and cooperation around GEWE in Uganda.

The clients of the evaluation and main audience of the report are:

- Relevant staff in target ministries, local government and targeted government institutions, and participating
- CSOs.
- Target beneficiary communities/groups
- Relevant staff in participating UN-agencies.
- UN Agencies
- Technical units and head of Units in the participating UN-agencies.
- UN-agency Headquarters



- Development partners

Aligned with United Nations Evaluation Group (UNEG) Norms and Standards, this evaluation has an explicit focus on utility. The Government of Uganda, Donors and the UN will be the primary users of this evaluation. A synthesized knowledge product drawing upon lessons learned about the process and management of the joint program will provide recommendations for effective design, planning, management, monitoring and evaluation for future joint programming/programmes on GEWE in Uganda. Lessons learned and information relating to the outcomes of the Joint Program and its impact will provide input into the priority areas of focus for future programming in these areas. This knowledge product will be shared with key stakeholders, donors and partners. In line with Norms and Standards a management response will be prepared for this evaluation as practical means to enhance the use of evaluation findings and follow-up to the evaluation recommendations. The management response will identify who is responsible, what are the action points and the deadlines. The evaluation results will be shared broadly with all stakeholders involved in the programme to inform future initiatives. It will specifically be posted on the online UN Women 'Global Accountability and Tracking of Evaluation Use - GATE System' and other relevant online sites.

## **II. Context of the intervention (Programme)**

Land mark international resolutions such as UNCSR 1325 and 1820 recognize the differential impacts of conflict on men and women and call for the prevention and protection of women and girls from violence and their participation in peace building and post conflict reconstruction. Women, however continue to be marginalized from participation and their needs remain unmet. Any inequalities they faced before conflict are increased by the consequences of conflict and the challenges of reconstruction and reintegration. Women and girls in Acholi are no exception and they continue to be subjected to forms of gender based discrimination and violence.

In the development of the Government of Uganda's Peace, Recovery and Development Plan (PRDP) for war affected districts of Northern Uganda, women who had mobilized through the Women's Coalition for Peace to contribute women's views to the peace agreements and participated as observers at the Juba Peace Talks were not consulted. The PRDP went on to formulate priorities that largely failed to consider the post conflict needs of women, including issues of protection from gender based violence, ending impunity for sexual violence offenders and for women to have greater participation and decision making in peace building and recovery discussions.

Local Council Courts, together with traditional community mechanisms for land conflict resolution, such as Ker Kwaro Acholi, play a fundamental role in adjudicating and mediating land disputes, especially those involving returnees. The capacity of these institutions to handle complex land cases in a gender sensitive manner is however the target of few support initiatives under the PRDP or other development programmes. The absence of effective law enforcement mechanisms as well as the inadequate capacity of traditional leaders and of Ker Kwaro Acholi and Local Council Courts to handle land disputes in a manner that upholds the rights to women and youth, to reconcile families and communities, and to protect the traditional rights of women to use the customary land, created an environment in which women and girls are robbed of the dividends of peace in Acholi.

## **III. Description of the intervention (programme)**

The Joint programme is in line with the Secretary General's 7 –point Action Plan for Women's Participation in Peace building, and falls under the priority area four set forth in the Terms of Reference of the PBF, i.e. establishment or re-establishment of essential administrative services and related human and technical capacities.

This Programme proposal fits under the UNPBF Priority Plan for Uganda, UNPRAP Outcome 1, Programme Outcome 2; “Transitional justice processes, mechanisms and capacities for mediation, peace building and reconciliation facilitated” and Programme Outcome 4; “recovery, reintegration, protection services, systems and structures established and accessible to vulnerable groups/affected population groups”.

This Programme Proposal aims to compliment PBF funded UNJP 1 and UNJP 2 with a focus on gender equality dimension.

Specifically, it aims to strengthen of gender components under:

- UN JP 1: Output 1.1.2 “Transitional justice processes, mechanisms and capacities for mediation, peace building, conflict resolution and reconciliation facilitated” ; and
- UN JP 2, Output 6. “Children formerly associated with armed forces and groups and other children affected by conflict are supported through reception, interim care and/or reunification with families/communities of origin’.

It responds to unmet needs of women and girls by enhancing the gender perspective in some of the outputs and ongoing activities under the PBF funded UNJP 1 and UNJP 2. Under UNJP 1 which supported transitional justice processes, mediation, and conflict resolution, and the mobilization of LC2 courts and the strengthening of the Ker Kwaro, the principle of non-discrimination especially related to gender-equality will be emphasized. The UN JP 2, supported one activity for the children and their mothers returning from the LRA, while the activities in this programme support the women and girls formerly abducted by LRA and who have returned but, are still languishing in the communities on their own facing resistance, non-acceptance and discrimination.

The objective of the programme is to fully reintegrate these marginalized women and girls through community acceptance and empowerment through income-generation, so that they can positively contribute to community cohesion and become integral members of their communities. Hence this proposal compliments the JP 2 reunification and reintegration of children by emphasizing the gender-dimension in the reintegration support.

The programme activities explicitly address the discrimination and marginalization of women and girls who were either formerly abducted by the LRA or were former combatants, so that they are empowered through social reintegration and access to land.

This programme proposal has two main components:

3. Social reintegration of girls and young mothers formerly associated with LRA and,
4. Empowerment of women and former combatants to have access to land.

Both components build upon and compliment the on-going efforts but also aim to address the existing gaps especially related to gender discrimination. Both the components have ex-LRA women and girls as the beneficiaries, the first one addressing their social and economic reintegration back into their communities of origin with full acceptance and support of the communities, and the second one addressing their access to land through the transitional justice system as well as the formal Local Council 2 Courts. Strong linkages exist between the two components. The overall cultural, normative, and administrative environment is made more protective by raising the awareness of Clan leaders about their own Acholi Principles on Gender, training of members of Land Committees, supporting women and girls to access land (2<sup>nd</sup> component), mobilizing communities, holding communities dialogues, holding

cleansing ceremonies, communities develop actions plans to support these women and girls, and the District Local Governments include specific measures for their support in their district and budget plans. (1<sup>st</sup> component). For these women and girls to become socially acceptable and economically productive members of their communities, social and reintegration support is provided through the 1st component in the form of vocational and income-generation skills training along with startup kits, improved seed, tools, and oxen and oxen ploughs for commercial agricultural activities, while the 2nd component provides for legal support to access their land. Thus both components of the proposal are inter-related and inter-dependent.

#### **IV. Scope of the evaluation**

The evaluation will cover the programme period from January 2013 – September 2015 in the seven districts of the Acholi Sub-region (Gulu, Pader, Agago, Kitgum, Amuru, Nwoya, and Lamwo). The evaluation will be conducted over a 2 months period and will include consultations with the Participating UN Agencies (UN Women and UNICEF); their implementing partners; and the target beneficiaries across the seven districts.

#### **V. Evaluation questions**

The specific review questions and relevant evaluation instruments will be determined during the inception stage and in close consultation with the Evaluation Reference Group. The following questions shall guide the inquiry under the different aspects of the analytical framework.

**Relevance:** *The extent to which the objectives of the Joint Program are consistent with the evolving needs and priorities of the beneficiaries, partners, and stakeholders.*

- How has the programme addressed the relevant needs in the country? Have new, more relevant needs emerged that the programme should address in future?
- How have the stakeholders taken ownership of the programme concept?
- How do the partners, target groups and beneficiaries consider that the programme achieved its goal in contributing towards enabling women access services and opportunities
- To what extent has the programme contributed to the national priorities stipulated in key documentation (National Gender Policy, National Development Plan)?
- How have the programme objectives addressed identified rights and needs of women and girls in national and regional contexts? How much has the programme contributed to shaping women's rights priorities?
- What rights does the program advance under CEDAW, the Millennium Development Goals and other international commitments? How has the program contributed towards the achievement of MDG3 in Uganda?

**Efficiency:** *A measure of how economically resources / inputs (funds, expertise, time, etc.) were converted to results.*

- What measures have been taken during planning and implementation to ensure that resources are efficiently used?
- Have programme funds and activities been delivered in a timely manner? If not, what were the bottlenecks encountered? How were they addressed?

- Could the activities and outputs have been delivered with fewer resources without reducing their quality and quantity?
- Were resources (financial, time, people) sufficiently allocated to integrate human rights and gender equality in the design, implementation, monitoring and review of the JP?
- Have UN Women's (as coordinating agency) organizational structure, managerial and coordination mechanisms effectively supported the delivery of the programme?
- What were the constraints (e.g. political, practical, and bureaucratic) to addressing human rights and gender equality efficiently during implementation? What level of effort was made to overcome these challenges?

**Effectiveness:** *The extent to which the Joint Program's objectives were achieved, or are expected / likely to be achieved. The basis for this inquiry will be the JP results framework*

- What has been the progress made towards achievement of the expected outcomes and expected results? What are the results achieved?
- What are the reasons for the achievement or non-achievement?
- To what extent have beneficiaries been satisfied with the results?
- Does the program have effective monitoring mechanisms in place to measure progress towards results? Were these monitoring mechanisms able to identify challenges and were the necessary follow up actions taken to address these challenges?
- To what extent have the capacities of duty-bearers and rights-holders been strengthened?

**Sustainability:** *The likelihood of a continuation of benefits from a development intervention after the intervention is completed or the probability of continued long-term benefits.*

- What is the likelihood that the benefits from the program will be maintained for a reasonably long period of time if the program were to cease?
- Is the program supported by national/local institutions? Do these institutions, including Government and Civil Society, demonstrate ownership, leadership commitment and technical capacity to continue to work with the program or replicate it?
- Do partners have the financial capacity to maintain the benefits from the program? What might be needed to support partners to maintain these benefits?
- To what degree are partners changing their policies or practices to improve human rights and gender equality fulfillment (e.g. new services, greater responsiveness, resource re-allocation, improved quality etc.)?
- Based on the findings of the evaluation and demand from the beneficiaries and national institutions, which components of the program should be carried over into a future phase, and are there any recommendations for their improvement?

**Impact:** *Positive and negative, primary and secondary long-term effects produced by the Joint Program, directly or indirectly, intended or unintended. (The evaluation will not be able to fully assess the Joint Program's impact, as some activities are still ongoing; however it will address the following questions with the results and evidence that is available to date)*

- What are the intended and unintended, positive and negative, long term effects of the program, particularly on different groups of women and on their socioeconomic conditions?
- To what extent can the changes that have occurred as a result of the program be identified and measured?

- What is the evidence that the program enabled the rights-holders to claim their rights more successfully and the duty-holders to perform their duties more efficiently?

**Validity of the design:** *How well the program was conceived and what effect this had on its potential to achieve the postulated results.*

- Was a gender analysis conducted during the UNDAF or the development of the programme? If undertaken, did the gender analysis offer good quality information on underlying causes of inequality to inform the programme design?
- Were the planned programme outputs and results relevant and realistic for the situation on the ground? Did they need to be adapted to specific (local, sectoral etc.) needs or conditions?
- Is the intervention logic coherent and realistic? What needs to be adjusted? (refer to the programme Results Matrix)
- What are the main strategic components of the programme? How do they contribute and logically link to the planned outcomes? How well do they link to each other?
- Who are the partners of the programme? How strategic are partners in terms of mandate, influence, capacities and commitment?
- How appropriate and useful are the indicators described in the programme document in assessing the programme's progress? Are the targeted indicator values realistic and can they be tracked? If necessary, how should they be modified to be more useful? Are the means of verification for the indicators appropriate?
- To what extent are approaches such as attention to gender, human rights based approach to programming and results based management understood and pursued in a coherent fashion?

***Management and Coordination:***

- How well were the responsibilities delineated and implemented in a complementary fashion?
- How well have the coordination functions been fulfilled?
- Have the management and implementation capacities (coordination, participating UN agencies, IPs) been adequate?
- How effectively has the programme management monitored programme performance and results?
- Have appropriate means of verification for tracking progress, performance and achievement of indicator values been defined?
- Has the relevant UN Joint Program information and data systematically being collected and collated?
- Has information been regularly analysed to feed into management decisions?
- How (if at all) has the programme made strategic use of coordination and collaboration with other Joint Programmes (UNJPGE, UNJPGBV & UNJPFGM) to increase its effectiveness and impact?

**VI. Existing information**

The following documents will be shared with the evaluation team:

- Programme documents, MoUs, SAAs.
- UNDAF 2010-2014
- Results Matrix
- Various documents of the JP PBF
- Programme work plans
- Progress reports

- Publications and promotional materials
- Reports on specific activities
- Documents related to programme achievements

## VII. Evaluation approach, process and method

The evaluation methodology will be developed by the Evaluation Team and presented for approval to the Evaluation Reference Group. The methodology should use a combination of quantitative and qualitative research methods that are appropriate to address the main evaluation questions. These methods should be applied with respect to human rights and gender equality principles and facilitate the engagement of key stakeholders. Measures will be taken to ensure data quality, validity and credibility of both primary and secondary data gathered and used in the evaluation.

The evaluation will be carried following UN Evaluation Group (UNEG) Norms and Standards (see <http://www.unwomen.org/about-us/accountability/evaluation/>), as well as the Ethical Guidelines for evaluations in the UN system, see Annex to this ToR. In line with Norms and Standards a management response will be prepared for this evaluation as practical means to enhance the use of evaluation findings and follow-up to the evaluation recommendations. The management response will identify who is responsible, what are the action points and the deadlines.

The evaluation should draw on and serve to complement the previously conducted and ongoing Joint Program evaluations in Uganda (i.e. JPPBF, JP GBV, UNJPGE).

### Evaluation Process:

The consultant is expected to:

- (i) **Present and discuss an Inception Report** to the Reference Group at an inception meeting. This report should include, but not limited to:
  - Interpretation of the Terms of Reference
  - Detailed Work Plan Schedule – Detailed Data Collection Methodology Data Collection Tools.
- (ii) **Conduct a desk review** which will focus on an in-depth context analysis of the Joint Programme, and also answer some questions of relevance. The documents include all those listed in the next section of this ToR.
- (iii) **Conduct Key Informant Interviews:** Key informants are individuals who are knowledgeable or experienced in a specific areas or aspects of the Joint Programme. For the purposes of this evaluation the key informants will include, key staff of participating UN agencies and Government Ministries, key civil society partners, implementing partners, and representatives of the beneficiary groups. Depending on the nature of information required, available time and resources, the evaluating team will conduct semi-structured individual or group interviews. This methodology will be useful for triangulating information and interviewing a broad range of stakeholders.
- (iv) **Conduct Focus Groups / Consultation Workshops:** *Focus group discussions can gather in-depth qualitative information from a group of participants with a similar background/role in the Joint Program – for example, civil society partners, community leaders, program participants / beneficiaries, etc. The discussion will be facilitated and guided by a list of topics/questions developed by the evaluating team. The team will also identify focus groups based on the areas of evaluative inquiry.*
- (v) **Conduct Field and site visits:** A selection criteria will be developed in consultation with the evaluation team, the Joint Program management unit as well as national leadership

- (vi) **Submit a draft evaluation report and make a presentation** of the findings to stakeholders for validation. The consultant will integrate stakeholder comments as appropriate and submit an final evaluation report.
- (vii) **Submit an observations report** that documents the review process so that the process can be improved in the succeeding Joint Programme reviews

## VIII. Stakeholder participation

Key stakeholders to be considered include UN Women and UNICEF programme staff, Key staff at the Resident Coordinator’s Office, GPI implementing partners, Participating government institutions (local Governments, LC IIs), community structures, and the traditional institutions in Acholi. Following UN Women Evaluation Policy the evaluation will aim at engaging particularly different groups throughout the process. A select team of key stakeholders will act as a reference group and will be involved at various stages during the evaluation process. This includes, inter alia, providing comments on the TOR, on the inception report and draft report, and supporting the utilization and dissemination of the evaluation findings. The GPI partners will be included in data collection and analysis, reporting, dissemination and follow-up.

## IX. Expected products

The evaluator will be expected to deliver:

1. An **Inception report** that includes a detailed evaluation design outlining key questions, data collection and analysis methods, data collection tools/protocols, list of key informant/agencies; review of evaluation questions, performance criteria, issues to be studied; Description of the theory of change/intervention logic; Work plans for all members of the evaluation team with clear timelines and responsibilities; Evaluation matrix (with at least evaluation questions, indicators, methods of data collection, data sources, evaluation criteria). This framework should be developed in a participatory manner- (the evaluator and the evaluation committee will work closely) before commencement of the actual review.
2. **Data collection instruments/tools** that will inform a systematic and structured approach to information gathering and analysis.
3. A **draft report** for review by participating UN Agencies and main partners
4. A **second draft report** incorporating comments made on the first draft.
5. **Power point presentation** for dissemination purpose
6. To further promote learning and the exchange of experiences, a **dissemination strategy** will be developed for sharing lessons learnt and good practices from this review with UN partners, GoU stakeholders, relevant staff in participating UN-agencies, UN Women and other relevant stakeholders including beneficiary communities.
7. **Observations report** that documents the review process so that the process can be improved in the succeeding Joint Programme reviews.
8. **Final Report** to include the following components
  - a. Executive Summary (maximum five pages)
  - b. Programme description
  - c. Evaluation purpose
  - d. Evaluation methodology

- e. Findings, Analysis, and Conclusions (no more than 20 pages). *This section's content should be organized around the TOR questions, and include the finding and conclusions for each of the subject areas to be evaluated*
  - f. Lessons learnt
  - g. Recommendations
  - h.
9. As annexes to the final report:
- a. Terms of Reference.
  - b. List of documents reviewed.
  - c. Data collection tools used
  - d. List of UN agencies, implementing partners, staff and other stakeholders consulted.

All documents are to be written in English.

### Work plan and estimated time frame for the deliverables

Activity	Duration (days)
Conduct desk review	2
Drafting and presentation of inception report, and data collection tools and instruments	5
Field work ( <i>KIIs, Focus Group Discussions, Consultation workshops, site visits</i> )	16
Prepare and submit a draft report	5
Power Point presentation of findings to the Reference Group	1
Presentation and Validation of evaluation findings to stakeholders	2
Finalization of evaluation report and submission	5

### X. Evaluation team composition, skills and experience

This assignment will be done by a team of two people: One international consultant and one national Evaluation Associate. The International consultant will take the lead for the consultancy. The evaluation team will be assembled with the right mix of evaluation expertise, sex and special knowledge on gender, women's rights and empowerment. Each consultant will be recruited on an individual basis, but the two will form a team with the leadership of the international consultant, and agree on the work modalities after recruitment.

International consultant	Evaluation Associate
Advanced degree in social sciences/ development studies or other relevant field and with formal research skills	Advanced degree in social sciences development studies or other relevant field and with formal research skills
<ul style="list-style-type: none"> <li>▪ Strong professional experience (at least 7 years) and understanding of gender equality,</li> </ul>	<ul style="list-style-type: none"> <li>▪ At least 3 years' experience in conducting evaluations, and applying quantitative and</li> </ul>



<p>human rights and women’s empowerment programming of UN agencies, development partners and government.</p> <ul style="list-style-type: none"> <li>▪ Extensive experience and knowledge in conducting evaluations, including leading complex evaluations e.g. of UN Joint Programs, Delivering as One etc as team leader</li> <li>▪ Knowledge and experience in evaluating gender equality and women’s rights interventions, including in Peace building contexts</li> <li>▪ Demonstrable application and understanding of UN Mandates on Human Rights and Gender Equality</li> <li>▪ Demonstrable knowledge and understanding of Results Based Management methodologies</li> <li>▪ Extensive research experience, including applying quantitative and qualitative methods</li> <li>▪ Knowledge of regional/ country/local context</li> <li>▪ Proven experience and excellent networking and partnership</li> <li>▪ Proficiency in English, including excellent English writing skills</li> </ul>	<p>qualitative methods, including data analysis skills.</p> <ul style="list-style-type: none"> <li>▪ Knowledge and experience in evaluating gender equality and women’s rights interventions, including in Peace building contexts</li> <li>▪ Demonstrable knowledge and understanding of Results Based Management methodologies</li> <li>▪ Demonstrable application and understanding of UN Mandates on Human Rights and Gender Equality</li> <li>▪ Research experience, including applying quantitative and qualitative methods</li> <li>▪ Experience working in Northern Uganda, and particularly the Acholi Sub-region</li> <li>▪ Proficiency in English, including excellent English writing skills. Knowledge of the local language in the Acholi sub-region will be an added advantage</li> </ul>
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**Core values / guiding principles:**

The evaluators will adhere to the following core values and guiding principles:

- Integrity: Demonstrating consistency in upholding and promoting the values of UN Women in actions and decisions, in line with the UN Code of Conduct.
- Cultural Sensitivity/Valuing diversity: Demonstrating an appreciation of the multicultural nature of the organization and the diversity of its staff. Demonstrating an international outlook, appreciating differences in values and learning from cultural diversity.

**XI. Management of the Evaluation**

In line with UN Evaluation Group Norms and Standards, a Reference Group will be constituted to serve as a sounding board and consultative body to ensure the active involvement of stakeholders. The Reference Group will help to:

- Provide a more balanced picture of views and perceptions regarding the progress of the programme.
- Make the evaluation more relevant through influencing not only the way the evaluation process is designed and implemented, but also the possible consequences and utilization of the evaluation.
- Prompt primary users of the evaluation and other stakeholders into action during and after the evaluation.

Each participating Agency will appoint an evaluation focal person. The evaluators will thus be able to ask for any support and reports directly to the evaluation focal persons of the programme.

An Evaluation Manager will serve as the primary contact with the evaluator. The Evaluation manager will work with the Reference Group which will assist in key aspects of the evaluation process such as drafting ToR, making inputs in selecting the evaluator, review of preliminary report, establishing dissemination plan and implementation of recommendation strategy. It will also provide a technical guidance throughout the evaluation process and facilitate the evaluators' engagement with relevant stakeholders. The Reference Group will also coordinate the primary data collection. Prior to the evaluation, the Reference Group will discuss with the evaluators the ToRs and criteria for a good quality evaluation as outlined in the international norms, standards and guidelines quoted above. Upon the completion of the review, the RG will meet the evaluators to discuss whether the agreed upon criteria have been fulfilled. The RG will give approval for the final evaluation report. The evaluation coordinating agency, UN Women in consultation with the RC will provide the necessary guidance on the process and in reviewing the draft report.

## **XII. Ethical code of conduct**

To ensure the credibility and integrity of the evaluation process and following United Nations Evaluation Group (UNEG) **Ethical Guidelines**, the Consultants will be required to commit to the **Code of Conduct** for Evaluation (see <http://www.unevaluation.org/papersandpubs/>), specifically to the following obligations:

- **Independence:** Evaluators shall ensure that independence of judgment is maintained and that evaluation findings and recommendations are independently presented.
- **Cultural Sensitivity/Valuing diversity:** Demonstrating an appreciation of the multicultural nature of the organization and the diversity of its staff. Demonstrating an international outlook, appreciating differences in values and learning from cultural diversity
- **Impartiality:** Evaluators shall operate in an impartial and unbiased manner and give a balanced presentation of strengths and weaknesses of the policy, program, project or organizational unit being evaluated.
- **Conflict of Interest:** Evaluators are required to disclose in writing any past experience, which may give rise to a potential conflict of interest, and to deal honestly in resolving any conflict of interest which may arise.
- **Honesty and Integrity:** Evaluators shall show honesty and integrity in their own behavior, negotiating honestly the evaluation costs, tasks, limitations, scope of results likely to be obtained, while accurately presenting their procedures, data and findings and highlighting any limitations or uncertainties of interpretation within the evaluation.
- **Competence:** Evaluators shall accurately represent their level of skills and knowledge and work only within the limits of their professional training and abilities in evaluation, declining assignments for which they do not have the skills and experience to complete successfully.
- **Accountability:** Evaluators are accountable for the completion of the agreed evaluation deliverables within the 30 days timeframe and budget agreed, while operating in a cost effective manner.
- **Obligations to Participants:** Evaluators shall respect and protect the rights and welfare of human subjects and communities, in accordance with the UN Universal Declaration of Human Rights and other human rights conventions. Evaluators shall respect differences in culture, local customs, religious beliefs and practices, personal interaction, gender roles, disability, age and ethnicity, while using evaluation instruments appropriate to the cultural setting. Evaluators shall ensure prospective participants are treated as autonomous agents, free to choose whether to participate in the evaluation, while ensuring that the relatively powerless are represented.

- **Confidentiality:** Evaluators shall respect people’s right to provide information in confidence and make participants aware of the scope and limits of confidentiality, while ensuring that sensitive information cannot be traced to its source.
- **Avoidance of Harm:** Evaluators shall act to minimize risks and harms to, and burdens on, those participating in the evaluation, without compromising the integrity of the evaluation findings.
- **Accuracy, Completeness and Reliability:** Evaluators have an obligation to ensure that evaluation reports and presentations are accurate, complete and reliable. Evaluators shall explicitly justify judgments, findings and conclusions and show their underlying rationale, so that stakeholders are in a position to assess them.
- **Transparency:** Evaluators shall clearly communicate to stakeholders the purpose of the evaluation, the criteria applied and the intended use of findings. Evaluators shall ensure that stakeholders have a say in shaping the evaluation and shall ensure that all documentation is readily available to and understood by stakeholders.

**Omissions and wrongdoing:** Where evaluators find evidence of wrong-doing or unethical conduct, they are obliged to report it to the proper oversight authority.

### **XIII. Applying for the consultancy**

Applicants are required to submit an expression of interest to undertake the assignment/consultancy and include the following:

- Cover letter stating why you want to do this work, your capacity and experience and available start date.
- It should also indicate whether you apply for the International or National consultancy
- A brief technical proposal highlighting how you will conduct the assignment
- Detailed CV (UN Women P11 format). The form can be down loaded from the UN Women website (<http://unwomen.org> )
- Shortlisted candidates should be ready to avail on request three (3) of their most recent evaluation reports where they have played a lead role, with contacts (Name, Email and Phone) of supervisors.

Interested and qualified persons should visit the vacancies on the UN Women Site located at <http://www.unwomen.org/en/about-us/employment> for detailed vacancy announcement and submit application before **11<sup>th</sup> September 2015**.

## Annex 2: Evaluation Framework

Main question	Detailed questions/Issues	Indicators	Methods and sources
<b>Relevance</b> To what extent are the objectives of the Joint Program consistent with the evolving needs and priorities of the beneficiaries, partners, and stakeholders?	How has the programme addressed the relevant needs in the country? Have new, more relevant needs emerged that the programme should address in future?	Programme outcomes are linked to Northern Uganda Peace Recovery and Development Plan  Outstanding needs of women, girls and young mothers returning from LRA	Key informant interviews ( <i>traditional leaders, implementing partners, LC 2, LAC, Local Government in selected districts, UNICEF, UNWOMEN, Ministry of Gender</i> )  FGD/Case Study discussions ( <i>women/girls/young mothers returning from LRA</i> )  Literature review ( <i>programme monitoring reports, Northern Uganda Peace Recovery and Development Plan, GPI Programme document (original and one year cost extension, recent research on needs of returnees from LRA)</i> )
	How have the stakeholders taken ownership of the programme concept?	Stakeholders demonstrate an understanding of the issues programme components taken up by statutory bodies, traditional institutions and other partners.	Key informant interviews ( <i>traditional leaders, implementing partners, Local Government in selected districts e.g. (CDOs) , UNICEF, UNWOMEN, Ministry of Gender</i> )
	How do the partners, target groups and beneficiaries consider that the programme achieved its goal in contributing towards enabling women access services and opportunities	Positive perceptions of beneficiaries on: access to justice, land, equal access to livelihood/economic opportunities, feeling of empowerment as a result of the programme	FGD/Case Study discussions ( <i>women/girls/young mothers returning from LRA</i> )  Key informant interviews ( <i>traditional leaders, implementing partners, Local Government in selected districts, UNICEF, UNWOMEN</i> )
	To what extent has the programme contributed to the national priorities stipulated in key documentation (National Gender Policy, National Development Plan)?	GPI directly contributes to key result areas in the current NDP and the National Gender Policy	Key informant interviews ( <i>traditional leaders, implementing partners, LC 2, LAC, Local Government in selected districts, UNICEF, UNWOMEN, Ministry of Gender</i> )  Literature review ( <i>programme monitoring reports, National Development Plan, National Gender Policy, GPI Programme document (original and one year cost extension, recent research on needs of returnees from LRA)</i> )

Main question	Detailed questions/Issues	Indicators	Methods and sources
	How have the programme objectives addressed identified rights and needs of women and girls in national and regional contexts? How much has the programme contributed to shaping women's rights priorities?	<p>programme is based on clear needs and problem analysis</p> <p>Needs and unfulfilled rights and their causal factors addressed by the programme interventions</p> <p>contributions of programme to normative framework supporting women, girls and young mothers returning from LRA</p>	<p>Key informant interviews (<i>UNICEF, UNWOMEN, Ministry of Gender, implementing partners</i>)</p> <p>Literature review (<i>programme monitoring reports, any policy documents/programmes influenced by the programme</i>)</p>
	What rights does the program advance under CEDAW, the Millennium Development Goals and other international commitments? How has the program contributed towards the achievement of MDG3 in Uganda?	<p>GPI address key rights espoused in CEDAW</p> <p>GPI results directly contribute to MDG3 and other MDG goals (on poverty, hunger, peace and security etc.)</p>	<p>Key informant interviews (<i>UNICEF, UNWOMEN, Ministry of Gender, implementing partners</i>)</p> <p>Literature review (<i>programme monitoring reports, CEDAW, MDG, GPI programme document and one year extension</i>)</p>
<b>Efficiency</b> How economically were resources / inputs (funds, expertise, time, etc.) converted to results?	What measures have been taken during planning and implementation to ensure that resources are efficiently used?	<p>GPI management put in mechanisms to guard against fiduciary risk including selection of partners etc.</p> <p>Choice of delivery mechanisms for interventions ensures the least cost route and most beneficial route is take (partnership arrangements, staffing in agencies, monitoring systems etc.)</p> <p>Implementation arrangements and cost sharing mechanisms in the joint programme</p>	<p>Key informant interviews (<i>traditional leaders, implementing partners, LC 2, LAC, Local Government in selected districts, UNICEF, UNWOMEN, Ministry of Gender</i>)</p> <p>Literature review (<i>programme monitoring reports, GPI programme document and one year extension</i>)</p>
	Have programme funds and activities been delivered in a timely manner? If not, what were the bottlenecks encountered? How were they addressed?	<p>Activities are delivered as per annual work plans</p> <p>Challenges undermining delivery on time</p> <p>Actions taken to address the bottlenecks to delivery</p>	<p>Key informant interviews (<i>traditional leaders, implementing partners, LC 2, LAC, Local Government in selected districts, UNICEF, UNWOMEN, Ministry of Gender</i>)</p> <p>Literature review (<i>programme monitoring reports, GPI programme document and one year extension</i>)</p>

Main question	Detailed questions/Issues	Indicators	Methods and sources
	<p>What were the constraints (e.g. political, practical, and bureaucratic) to addressing human rights and gender equality efficiently during implementation? What level of effort was made to overcome these challenges?</p>	<p>Perceptions of Implementing partners on human rights and gender equality programming (knowledge of, adequacy of funding for, and coherence in human rights and gender equality programming)</p> <p>Community acceptance of a programme promoting rights of women returning from LRA</p>	<p>Key informant interviews (<i>traditional leaders, implementing partners, LC 2, LAC, Local Government in selected districts, UNICEF, UNWOMEN, Ministry of Gender</i>)</p> <p>Literature review (<i>programme monitoring reports, GPI programme document and one year extension</i>)</p> <p>FGD/Case Study discussions (<i>women/girls/young mothers returning from LRA</i>)</p> <p>FGD (<i>men and women in the community</i>)</p>
	<p>Could the activities and outputs have been delivered with fewer resources without reducing their quality and quantity?</p>	<p>Alternative mechanisms of delivery identified by stakeholders and beneficiaries</p>	<p>Key informant interviews (<i>traditional leaders, implementing partners, Local Government in selected districts e.g. (CDOs) , UNICEF, UNWOMEN, Ministry of Gender</i>)</p> <p>FGD/Case Study discussions (<i>women/girls/young mothers returning from LRA</i>)</p> <p>FGD (<i>men and women in the community</i>)</p>
	<p>Were resources (financial, time, people) sufficiently allocated to integrate human rights and gender equality in the design, implementation, monitoring and review of the JP?</p>	<p>Perceptions of beneficiaries on adequacy of support received</p> <p>Results achieved versus planned</p> <p>challenges faced in integrating human rights and gender equality in the design, implementation, monitoring and review of the JP</p>	<p>Key informant interviews (<i>traditional leaders, implementing partners, LC 2, LACs, Local Government in selected districts e.g. (CDOs) , UNICEF, UNWOMEN, Ministry of Gender</i>)</p> <p>FGD/Case Study discussions (<i>women/girls/young mothers returning from LRA</i>)</p> <p>FGD (<i>men and women in the community</i>)</p>
	<p>Have UN Women's (as coordinating agency) organizational structure, managerial and coordination mechanisms effectively supported the delivery of the programme?</p>	<p>Perceptions of stakeholders, implementing partners on the coordination capacity of UN WOMEN</p>	<p>Key informant interviews (<i>traditional leaders, implementing partners, Local Government in selected districts e.g. (CDOs) , UNICEF, UNWOMEN, Ministry of Gender</i>)</p>
<p>Effectiveness To what extent were the Joint Program's objectives achieved, or are expected /</p>	<p>What has been the progress made towards achievement of the expected outcomes and expected results? What are the results achieved?</p>	<p>Progress on results outcomes and outputs as per indicators in the PMF</p> <p>Specific successes registered in: Recovery, reintegration, protection services, systems and structures established and accessible to vulnerable groups/ affected population groups</p>	<p>Literature (<i>DLG plans, GUSCO records and those of KICWA and CCF, LC II Courts records, Chiefdom case management records, DPSWO, UPF, DCDO, ALC reports</i>)</p> <p>Key informant interviews (<i>traditional leaders, implementing partners, LC 2, LACs, Local</i></p>

<b>Main question</b>	<b>Detailed questions/Issues</b>	<b>Indicators</b>	<b>Methods and sources</b>
likely to be achieved?		Transitional justice processes, mechanisms and capacities for mediation, peace building, conflict resolution and reconciliation facilitated	<i>Government in selected districts e.g. (CDOs) , UNICEF, UNWOMEN, Ministry of Gender)</i>
	What are the reasons for the achievement or non-achievement?	Success factors Factors for failure	FGD/Case Study discussions ( <i>women/girls/young mothers returning from LRA</i> ) FGD ( <i>men and women in the community</i> )
	To what extent have beneficiaries been satisfied with the results?	Perceptions of beneficiaries on the quality of benefits provided – by the programme and as outputs from supported institutions	Key informant interviews ( <i>traditional leaders, implementing partners, LC 2, LACs, Local Government in selected districts e.g. (CDOs) , UNICEF, UNWOMEN, Ministry of Gender</i> )  FGD/Case Study discussions ( <i>women/girls/young mothers returning from LRA</i> ) FGD ( <i>men and women in the community</i> )
	Does the program have effective monitoring mechanisms in place to measure progress towards results? Were these monitoring mechanisms able to identify challenges and were the necessary follow up actions taken to address these challenges?	Existence of monitoring tools; and that they are used for tracking and reporting progress (e.g. PMF, log frame; report templates; data collection tools by service providers, etc.)  Evidence of use of monitoring information in programme planning  Monitoring system is well understood and inclusive	Key informant interviews ( <i>traditional leaders, implementing partners, LC 2, LACs, Local Government in selected districts e.g. (CDOs) , UNICEF, UNWOMEN, Ministry of Gender</i> )  Literature review ( <i>programme monitoring reports, GPI programme document and one year extension</i> )
	To what extent have the capacities of duty-bearers and rights-holders been strengthened?	Evidence that duty bearers (statutory bodies, traditional justice institutions) are better able to protect women’s rights  Evidence that rights holders (Women, girls and young mothers returning from LRA, CSOs working with the target group) are able to claim their rights from duty bearers (statutory and bodies and traditional/informal justice institutions)	Literature ( <i>DLG plans, GUSCO records and those of KICWA and CCF, LC II Courts records, Chiefdom case management records, DPSWO, UPF, DCDO, ALC reports</i> )  Key informant interviews ( <i>traditional leaders, implementing partners, LC 2, LACs, Local Government in selected districts e.g. (CDOs) , UNICEF, UNWOMEN, Ministry of Gender</i> )  FGD/Case Study discussions ( <i>women/girls/young mothers returning from LRA</i> ) FGD ( <i>men and women in the community</i> )

<b>Main question</b>	<b>Detailed questions/Issues</b>	<b>Indicators</b>	<b>Methods and sources</b>
<b>Sustainability</b>  What is the likelihood of a continuation of benefits from the joint programme after the intervention is completed or the probability of continued long-term benefits?	What is the likelihood that the benefits from the program will be maintained for a reasonably long period of time if the program were to cease?	Opinions of stakeholders on the likelihood of sustainability  Perceptions of beneficiaries on the sustainability of benefits	Literature review ( <i>programme monitoring reports, GPI programme document and one year extension</i> )  Key informant interviews ( <i>traditional leaders, implementing partners, LC 2, LACs, Local Government in selected districts e.g. (CDOs) , UNICEF, UNWOMEN, Ministry of Gender</i> )  FGD/Case Study discussions ( <i>women/girls/young mothers returning from LRA</i> ) FGD ( <i>men and women in the community</i> )
	Do partners have sufficient financial capacity to continue with initiatives?	Evidence of available resource in the present and future to sustain interventions (including alternative sources of funding)	
	Is the program supported by national/local institutions? Do these institutions, including Government and Civil Society, demonstrate ownership, leadership commitment and technical capacity to continue to work with the program or replicate it?	Role of national/local institutions is visible in the programme  Contributions by national/local institutions to the programme  Perceptions of national/local institutions on capacity to continue interventions and gaps that remain	
	To what degree are partners changing their policies or practices to improve human rights and gender equality fulfillment (e.g. new services, greater responsiveness, resource re-allocation, improved quality etc.)?	Evidence of changes in policies at national and organisational level, New services, greater responsiveness, resource reallocation and improved quality by local governments and other partners Community initiatives to address fulfillment of rights of women, young mothers and girls returning from LRA	
	Based on the findings of the evaluation and demand from the beneficiaries and national institutions, which components of the program should be carried over into a future phase, and are there any recommendations for their improvement?	Interventions still demanded by stakeholders and beneficiaries  Opinions on what interventions need to be improved	
<b>Impact</b>	What are the intended and unintended, positive and negative, long term effects of the program,	Beneficiary views on impact of the GPI programme (positive and negative) impact refers	Key informant interviews ( <i>traditional leaders, implementing partners, LC 2, LACs, Local</i> )

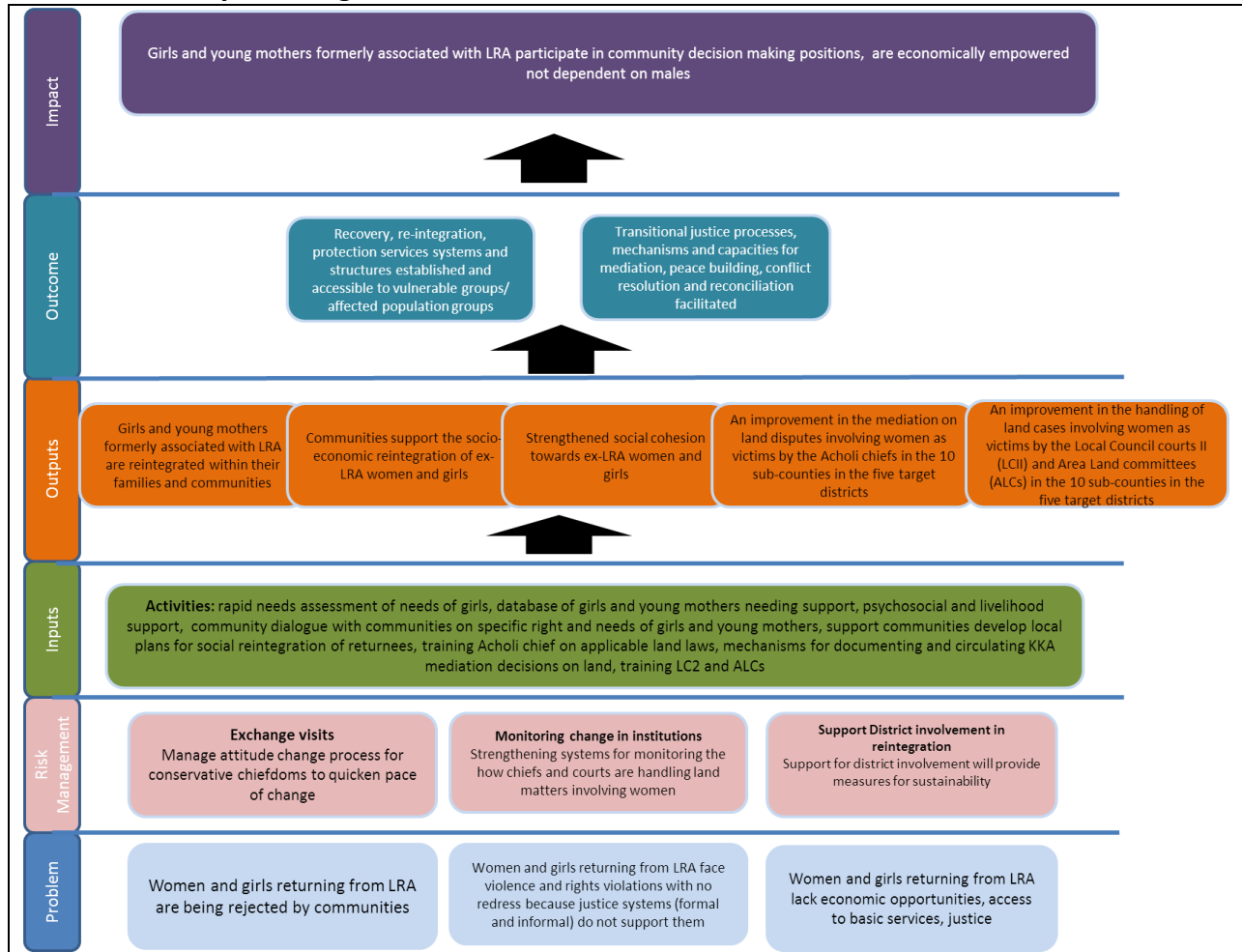


<b>Main question</b>	<b>Detailed questions/Issues</b>	<b>Indicators</b>	<b>Methods and sources</b>
What positive and negative, primary and secondary long-term effects have been produced by the joint program, directly or indirectly, intended or unintended?	particularly on different groups of women and on their socio-economic conditions?	to higher echelons of the women's empowerment framework: 1. Conscientisation 2. Participation 3. Control	<i>Government in selected districts e.g. (CDOs) , UNICEF, UN Women, Ministry of Gender)</i>  FGD/Case Study discussions ( <i>women/girls/young mothers returning from LRA</i> ) FGD ( <i>men and women in the community</i> )
	To what extent can the changes that have occurred as a result of the program be identified and measured?	Stories of impact at the three higher levels of the women's empowerment framework	Case Study stories ( <i>women/girls/young mothers returning from LRA</i> )  FGD ( <i>men and women in the community</i> )
	What is the evidence that the program enabled the rights-holders to claim their rights more successfully and the duty-holders to perform their duties more efficiently?	Examples of rights holders (Women, girls and young mothers returning from LRA, and CSOs supporting them) claiming their rights from duty bearers  Examples of duty bearers protecting the rights of Women, girls and young mothers returning from LRA	Case Study stories ( <i>women/girls/young mothers returning from LRA</i> )  FGD ( <i>men and women in the community</i> )  Key informant interviews ( <i>traditional leaders, implementing partners, LC 2, LACs, Local Government in selected districts e.g. (CDOs) , UNICEF, UN Women, Ministry of Gender</i> )
<b>Management and Coordination</b>  How well was the program managed and coordinated?	How well were the responsibilities delineated and implemented in a complementary fashion?	Clear management and Coordination roles between UNICEF and UN Women IPs demonstrate common understanding of these mechanisms	Literature ( <i>GPI Proposal Document, GPI annual reports, bi- and annual retreat reports, joint monitoring visits reports</i> )
	How well have the coordination functions been fulfilled?	Opinions of stakeholders on UN Women coordination capacity (technical support, M&E, linking agencies)	Key informant interviews ( <i>implementing partners, LC 2, LACs, Local Government in selected districts e.g. (CDOs) , UNICEF, UN Women, Ministry of Gender</i> )
	How effectively has the programme management (JP Coordination Structures) monitored programme performance and results?	Evidence of a robust M&E system (SMART indicators, clear means of verification, clear structures for data flow, clear frequency of data collection)	

Main question	Detailed questions/Issues	Indicators	Methods and sources
	Has the relevant UN Joint Program information and data systematically being collected and collated?	Evidence of programme information and data data systematically being collected and collated (systematic data flow and	
	Has information been regularly analysed to feed into management decisions?	Monitoring information is consistently used in decision making	
	How (if at all) has the programme made strategic use of coordination and collaboration with other Joint Programmes (UNJPGBV & UNJPFGM) to increase its effectiveness and impact?	Examples of collaboration between the UNJPGE and UNJPGBV & UNJPFGM	
<p><b>Validity of the design</b></p> <p>How well was the program conceived and what effect has this had on its potential to achieve the postulated results?</p>	Was a gender analysis conducted during the UNDAF or the development of the programme? If undertaken, did the gender analysis offer good quality information on underlying causes of inequality to inform the programme design?	<p>Evidence of gender analysis</p> <p>Opinions of stakeholders on the quality of gender analysis conducted to inform programme design</p>	<p>Key informant interviews (<i>traditional leaders, implementing partners, LC 2, LACs, Local Government in selected districts e.g. (CDOs) , UNICEF, UN Women, Ministry of Gender</i>)</p> <p>Literature review (<i>programme monitoring reports, GPI programme document and one year extension</i>)</p>
	Were the planned programme outputs and results relevant and realistic for the situation on the ground? Did they need to be adapted to specific (local, sectoral etc.) needs or conditions?	Alignment of outputs and outcomes to needs of and unfulfilled rights of the target beneficiaries, CSOs' and statutory and traditional institutions' needs to claim and protect women's rights	<p>Key informant interviews (<i>traditional leaders, implementing partners, LC 2, LACs, Local Government in selected districts e.g. (CDOs) , UNICEF, UN Women, Ministry of Gender</i>)</p> <p>Literature review (<i>programme monitoring reports, GPI programme document and one year extension</i>)</p> <p>FGD/Case Study discussions (<i>women/girls/young mothers returning from LRA</i>)</p> <p>FGD (<i>men and women in the community</i>)</p>
	Is the intervention logic coherent and realistic? What needs to be	Evidence results matrix was preceded by a theory of change/logic model for the programme design	Key informant interviews ( <i>implementing partners, Local Government in selected districts e.g. (CDOs, GOs) , UNICEF, UN Women, Ministry of Gender</i> )

Main question	Detailed questions/Issues	Indicators	Methods and sources
	<p>adjusted? (refer to the programme Results Matrix)</p> <p>What are the main strategic components of the programme? How do they contribute and logically link to the planned outcomes? How well do they link to each other?</p>		<p>Literature review (<i>programme monitoring reports, GPI programme document and one year extension</i>)</p>
	<p>Who are the partners of the programme? How strategic are partners in terms of mandate, influence, capacities and commitment?</p>	<p>Process for determining partners</p> <p>Opinions on relevance of partners</p>	<p>Key informant interviews (<i>implementing partners, Local Government in selected districts e.g. (CDOs, GOs), UNICEF, UN Women, Ministry of Gender</i>)</p> <p>Literature review (<i>programme monitoring reports, GPI programme document and one year extension</i>)</p>
	<p>How appropriate and useful are the indicators described in the programme document in assessing the programme's progress? Are the targeted indicator values realistic and can they be tracked? If necessary, how should they be modified to be more useful? Are the means of verification for the indicators appropriate?</p>	<p>Indicators presented meet the SMART criteria</p> <p>Indicators provide information to inform validity of the Theory of Change</p>	<p>Key informant interviews (<i>implementing partners, Local Government in selected districts e.g. (CDOs, GOs), UNICEF, UN Women, Ministry of Gender</i>)</p> <p>Literature review (<i>programme monitoring reports, GPI programme document and one year extension, publications on measuring women's rights in peace building initiatives, access to justice etc.</i>)</p>
	<p>To what extent are approaches such as attention to gender, human rights based approach to programming and results based management understood and pursued in a coherent fashion?</p>	<p>Partners demonstrate understanding of gender, human rights based approach to programming and results based management</p>	

### Annex 3: Theory of Change



#### Annex 4: List of People Met

People Met/Consulted in Key Informant interviews

No.	Name	Title	Organization/location
1	Jessica Anena	PSWO	Gulu District
2	Christine Anena	Gender Officer	Gulu District
3	Kidega Vincent	Chairperson, ALC	Labongo layamo, Kitgum district
4	Onyango George	Sub-County Chief	Labongo, Kitgum district
5	Morris Atwom	Community Development Officer	Labongo, Kitgum district
6	Patrick Ongaba	Sub-County Chief	Koro-Pageya, Gulu District
7	Aciro Lucy Grace	Community Development Officer	Koro-Pageya, Gulu District
8	Zakeo Labeja	Secretary Area Land Committee	Koro-Pageya, Gulu District
9	Peter Okot	LC III Chairperson	Paicho Sub-County, Gulu District
10	Agnes Angee	Community Development Officer	Paicho Sub-County, Gulu District
11	Jeneh Paul Okene	Sub-County Chief	Paicho Sub-County, Gulu District
12	Arop Poppy	Chiefdom Chief	Labongo Chiefdom
13	Martin Nyeko	Director	KICWA
14	Caroline Adyero	Program Officer	KICWA
15	Aluku Anhony Tolit	CDO	Padibe Town Council
16	Ochan Zakeo	DCDO	Lamwo District
17	Auma Mary	PSWO/Gender Focal person	Lamwo District
18	Francis Onek	LC II Chairperson	Gang Dyang, Padibe TC
19	Geoffrey Onyango	Land Officer	Lamwo District
20	Milton Obua	Program coordinator	CCF
21	Denis	Deputy Director Programs	CCF
22	Okidi Festo	DCDO	Pader District
23	Tolanya Anthony	PSWO	Pader District
24	Odokonyero Peter	Community para legal	Acholi Bur Sub-County
25	Nancy	Gender Officer	Agago Disrict
26	Ojok Geoffrey	DCDO/PSWO	Agago district
27	Ojok Ben	Sub-County Chief	Parabongo Sub-County
28	Robert Okeny	Program Coordinator	GUSCO
29	James Ociti	Field Officer	GUSCO
30	Margaret	Program manager	FIDA
31	Michael Onencan	Sub-County Chief	Atiak, Amuru District
32	John Bosco Olum	DCDO	Amuru District
33	Fancy Acirocan	Gender Officer	Amuru District
34	Michael Otim	PSWO	Nwoya District
35	Godfrey Akena	DCDO/Gender Officer	Nwoya District
36	Dickson Agula	Sub-County Chief	Alero Sub-County, Nwoya district
37	Ambrose Olaa	Prime Minister	KKA

38	Balmoi Caide Okello	Program coordinator /Gender Focal Person	KKA
39	Jacob Kilama	Administrative Officer	KKA
40	Joyce Atim Paklaki	Head of Office	UN women, Gulu
41	Marianna Garofalo	Child Protection Specialist	UNICEF
42	Apolo kyeyune	Planning, M&E Officer	UN Women
43	Dorothy	Program officer	WCC

#### **Group Interviews/Focus Group Discussions**

Location	Type of Respondents	Number attending
Omiya-Anyima Sub-County, Kitgum Disstrict	Ex-LRA girls and women	3
Acholi Bur sub-County, Pader District	Ex-LRA girls and women	4
Atiak Sub-County, Amuru District	LC II chairpersons/ALC	3
Koro Sub-County, Gulu district	Ex-LRA girls and women	5
Alero Sub-County, Nwoya district	Ex-LRA girls and women	5
KKA Palace	Technical Staff	3
KICWA, Kitgum	Technical staff	2
GUSCO, Gulu	Technical staff	2

## **Annex 5: List of Documents Reviewed**

- PBF Monitoring and Evaluation requirements summary, 2015
- 150803 No-Cost Extension Uganda GPI
- Revised project document, 2014
- PBF-IRF 63 Final GPI project Document
- Submission of revised proposal August 2012
- GPI Annual report 2013
- GPI annual Report 2014

## Annex 6: Tools

### 4.3.1 Annex 6.1: Key Informant Guide UNICEF and UN WOMEN

Estimated Time: 1hour 30 minutes

#### Relevance

1. How is the programme aligned to national priorities of peace building and recovery in Northern Uganda? Do you think it has addressed the relevant needs in Uganda and especially in Northern Uganda?
2. To what extent has the programme contributed to the national priorities on gender in Uganda? PROBE” National priorities espoused in the National Gender Policy and other national frameworks on GBV, economic empowerment of women etc.
3. Have new, more relevant needs emerged that the programme should address in future? Which are these?
4. Is there evidence that the stakeholders have taken ownership of the programme concept? What evidence is there? If not why?
5. While we will talk about results later, I would like to know your opinion on the programme achieving its goal in contributing towards enabling young mothers, girls and women returning from LRA access services and opportunities in Northern Uganda? **PROBE: Positive perceptions of beneficiaries on: access to justice, land, equal access to livelihood/economic opportunities, feeling of empowerment as a result of the programme**
6. Was a needs and problem analysis conducted to inform the programme? How was this used to design and plan the programme? **PROBE: Needs and unfulfilled rights and their causal factors addressed by the programme interventions.**
7. What have been the contributions of the programme to policy and legislation and institutional reforms supporting women, girls and young mothers returning from LRA?
8. What rights does the program advance under CEDAW, the Millennium Development Goals and other international commitments? How has the program contributed towards the achievement of MDG3 in Uganda?

#### Validity of design

9. Was a gender analysis conducted during the UNDAF or the development of the programme? If undertaken, did the gender analysis offer good quality information on underlying causes of inequality to inform the programme design?
10. Were the planned programme outputs and results relevant and realistic for the situation on the ground? Did they need to be adapted to specific (local, sectoral etc.) needs or conditions? **PROBE: Alignment of outputs and outcomes to needs of and unfulfilled rights of the target beneficiaries, CSOs’ and statutory and traditional institutions’ needs to claim and protect women’s rights**
11. Was the results matrix preceded by a theory of change/logic model for the programme design? Is the intervention logic coherent and realistic? What needs to be adjusted?
12. What are the main strategic components of the programme?
13. How do they contribute and logically link to the planned outcomes?
14. How well do they link to each other?

#### Efficiency

15. What measures have been taken during planning and implementation to ensure that resources are efficiently used? **PROBE: (1) GPI management put in mechanisms to guard against fiduciary risk including selection of partners etc. (2) Choice of delivery mechanisms for interventions ensures the least cost route and most beneficial route is taken (partnership arrangements, staffing in agencies, monitoring systems etc.). (3) Implementation arrangements and cost sharing mechanisms in the joint programme**
16. Were activities delivered as per annual work plans? what challenges were experienced in this regard?
17. What actions were taken to overcome bottlenecks and improve timely delivery of activities?
18. What were the constraints (e.g. political, practical, and bureaucratic) to addressing human rights and gender equality efficiently during implementation? What level of effort was made to overcome these challenges? **PROBE: Perceptions of implementing partners on human rights and gender equality programming (knowledge**



*of, adequacy of funding for, and coherence in human rights and gender equality programming). Community acceptance of a programme promoting rights of women returning from LRA*

19. Could alternative means of implementation have been adopted that could have reduced costs but maintaining the quantity and quality of activities?
20. Were there any challenges experienced by your partners in integrating human rights and gender equality in the design, implementation, monitoring and review of the JP?

#### Management and coordination

21. How well were the responsibilities delineated between UN WOMEN and UNICEF and implemented in a complementary fashion? **PROBE:** *Clear management and Coordination roles between UNICEF and UN WOMEN IPs demonstrate common understanding of these mechanisms*
22. What mechanisms were put in place by UN WOMEN to coordinate the programme well?
23. FOR UNICEF: In your opinion, do you think UN WOMEN put in adequate measures to coordinate the programme in a coherent manner? **PROBE:** *What were the good practices? What should be avoided?*
24. Has the relevant UN Joint Program information and data systematically being collected and collated by the coordinating agency to inform programme wide implementation and planning?
25. Has this information been regularly fed into management decisions?
26. How (if at all) has the programme made strategic use of coordination and collaboration with other Joint Programmes (UNJPGBV & UNJPFGM) to increase its effectiveness and impact? **PROBE:** *What is the evidence?*

#### Effectiveness

27. What are some of the key success you have registered with the programme? **PROBE:** *success factors and failure factors.*
28. Do you think the programme met its targets? **PROBE:** *Were there results difficult to achieve than others? What were the challenges in achieving results?*
29. What monitoring mechanisms were out in place for the programme? In your opinion were these adequate why? **PROBE:** *Existence of monitoring tools; and that they are used for tracking and reporting progress (e.g. PMF, log frame; report templates; data collection tools by service providers, etc.) (2) Monitoring system is well understood and inclusive; (3) Evidence of use of monitoring information in programme planning.*
30. What evidence is there that this monitoring system was able to identify challenges?
31. What evidence is there that duty bearers (statutory bodies, traditional justice institutions) are better able to protect women's rights
32. What evidence is there that rights holders (Women, girls and young mothers returning from LRA, CSOs working with the target group) are able to claim their rights from duty bearers (statutory and bodies and traditional/informal justice institutions)

#### Impact

33. When did implementation actually begin? Do you think this time period allowed achievement of results at the impact level of the women's empowerment framework: conscientisation, participation and control over resources?
34. Are there emerging results that demonstrate impact of the programme at these levels?
35. Are there any positive or negative unintended results of the programme?

#### Sustainability

36. What is the likelihood that the benefits from the program will be maintained for a reasonably long period of time if the program were to cease? **PROBE:** *is there an exit strategy and was this implemented?* **INSTRUCTION: OBTAIN A COPY OF THE EXIT STRATEGY**
37. Do partners have sufficient financial capacity to continue with initiatives? **PROBE:** *Evidence of available resource in the present and future to sustain interventions (including alternative sources of funding).*
38. What has been the role of national/local institutions? Was this adequate?
39. What have been their contributions to the programme?

What evidence is there that demonstrates ownership, leadership commitment and technical capacity to continue to work with the program or replicate it by government, CSOs and communities?

#### 4.3.2 Annex 6.2: CSO Implementing Partners

My name is.....Unicef and UN Women implemented a joint program in Acholi sub-region from January 2013-september 2015 in the seven districts of the Acholi Sub-region (Gulu, Pader, Agago, Kitgum, Amuru, Nwoya, Lamwo). The programme activities explicitly addressed the discrimination and marginalization of women and girls who were either formerly abducted by the LRA or were former combatants, so that they are empowered through social reintegration and access to land.

This programme had two main components:

1. Social reintegration of girls and young mothers formerly associated with LRA;
2. Empowerment of women and former combatants to have access to land.

One of the activities of the program was to build capacity of the DLGs and local Communities to support the socio-economic reintegration of ex-LRA women and girls. Specifically it was expected that DLGs would include specific measures for the support of these people in their district and budget plans and the overall cultural, normative, and administrative environment would be made more protective by raising the awareness of Clan Leaders about their own Acholi Principles on Gender, training of members of Land Committees, supporting women and girls to access land, mobilizing communities, holding communities dialogues, holding cleansing ceremonies, communities develop actions plans to support these women and girls.

Time has now come to take stock of current programme achievements, challenges and opportunities; Verify the continued relevance (alignment with national needs) and pertinence of the programme as well as the related sustainability of benefits thereof; and Identify key lessons and make recommendations on how to improve joint programming on Gender Equality and women's empowerment in Uganda.

I would like to ask you a few questions, but before I do that I would like to inform you that nothing you say will be attributed to you directly or indirectly without your permission, and that the notes on this interview will not be shared outside the data collection team. You may refuse to answer any question or choose to stop the interview at any time. Do you have any questions about the survey? Do I have your agreement to proceed?

#### General

1. What was your role in the programme and specific activities you implemented?
2. When did you start receiving funding for the programme?
3. Which areas do you operate in?

#### Relevance

4. Have new, more relevant needs emerged that the programme should address in future? Which are these?
5. Is there evidence that the stakeholders (traditional institutions, communities and local government) have taken ownership of the programme concept? What evidence is there? If not why?
6. While we will talk about results later, I would like to know your opinion on the programme achieving its goal in contributing towards enabling young mothers, girls and women returning from LRA access services and opportunities in Northern Uganda? **PROBE:** Positive perceptions of beneficiaries on: access to justice, land, equal access to livelihood/economic opportunities, feeling of empowerment as a result of the programme
7. Are you aware whether a needs and problem analysis was conducted to inform the programme? How was this used to design and plan the programme? **PROBE:** Needs and unfulfilled rights and their causal factors addressed by the programme interventions.
8. What have been the contributions of the programme to policy and legislation and institutional reforms supporting women, girls and young mothers returning from LRA?
9. What rights does the program advance under CEDAW, the Millennium Development Goals and other international commitments? How has the program contributed towards the achievement of MDG3 in Uganda?

#### Validity of design

10. In your opinion, were the planned programme outputs and results for your component relevant and realistic for the situation on the ground? Did they need to be adapted to specific (local, sectoral etc.) needs or conditions? **PROBE:** *Alignment of outputs and outcomes to needs of and unfulfilled rights of the target beneficiaries, CSOs' and statutory and traditional institutions' needs to claim and protect women's rights*
11. Are you aware of other activities in this programme? What is the evidence that collaborations have been undertaken with other partners/activities in the programme?

#### Efficiency

12. What measures have you taken during planning and implementation to ensure that resources are efficiently used?
13. Were activities delivered as per annual work plans? What challenges were experienced in this regard?
14. What actions were taken to overcome bottlenecks and improve timely delivery of activities?
15. Did you face any constraints in addressing human rights and gender equality during implementation?
16. Do you feel you had adequate knowledge of the human rights programming prior to the programme? What is the evidence?
17. Could alternative means of implementation have been adopted that could have reduced costs but maintaining the quantity and quality of activities?

#### Management and coordination

18. How well were the responsibilities delineated between UN WOMEN and UNICEF and implemented in a complementary fashion? **PROBE:** *Clear management and Coordination roles between UNICEF and UN WOMEN IPs demonstrate common understanding of these mechanisms*
19. What mechanisms were put in place by UN WOMEN to coordinate the programme well?
20. In your opinion, do you think UN WOMEN put in adequate measures to coordinate the programme in a coherent manner? **PROBE:** *What were the good practices? What should be avoided?*
21. Have there been mechanisms and processes put in place to let aware of the entire progress/activities by others/results being achieved/opportunities for collaborations?

#### Effectiveness

22. What are some of the key success you have registered with the programme? **PROBE:** *success factors and failure factors.*
23. Do you think you managed to achieve your objectives meet your targets? **PROBE:** *Were there results difficult to achieve than others? What were the challenges in achieving results?*
24. What monitoring mechanisms were out in place for the programme? In your opinion were these adequate why? **PROBE:** *Existence of monitoring tools; and that they are used for tracking and reporting progress (e.g. PMF, log frame; report templates; data collection tools by service providers, etc.) (2) Monitoring system is well understood and inclusive; (3) Evidence of use of monitoring information in programme planning.*
25. What evidence is there that this monitoring system was able to identify challenges?
26. What evidence is there that duty bearers (statutory bodies, traditional justice institutions) are better able to protect women's rights?
27. What evidence is there that rights holders (Women, girls and young mothers returning from LRA, CSOs working with the target group) are able to claim their rights from duty bearers (statutory and bodies and traditional/informal justice institutions)?

#### Impact

28. When did implementation of your activities actually begin? Do you think this time period allowed achievement of results at the impact level of the women's empowerment framework: conscientisation, participation and control over resources?
29. Are there emerging results that demonstrate impact of the programme at these levels?
30. Are there any positive or negative unintended results of the programme?
31. What can be done to improve impact?

#### Sustainability

32. What is the likelihood that the benefits from the program will be maintained for a reasonably long period of time if the program were to cease? **PROBE:** *is there an exit strategy and was this implemented?* **INSTRUCTION:** **OBTAIN A COPY OF THE EXIT STRATEGY**

33. Do partners have sufficient financial capacity to continue with initiatives? **PROBE:** *Evidence of available resource in the present and future to sustain interventions (including alternative sources of funding).*

34. What has been the role of national/local institutions in your activities? Was this adequate?

35. What have been their contributions to the programme?

What evidence is there that demonstrates ownership, leadership commitment and technical capacity to continue to work with the program or replicate it by government and communities?

#### 4.3.3 *Annex 6.3: Key Informant Interview Guide: Government (Excluding MGLSD)*

My name is.....UNICEF and UN Women implemented a joint program in Acholi sub-region from January 2013-september 2015 in the seven districts of the Acholi Sub-region (Gulu, Pader, Agago, Kitgum, Amuru, Nwoya, Lamwo). The programme activities explicitly addressed the discrimination and marginalization of women and girls who were either formerly abducted by the LRA or were former combatants, so that they are empowered through social reintegration and access to land.

This programme had two main components:

1. Social reintegration of girls and young mothers formerly associated with LRA;
2. Empowerment of women and former combatants to have access to land.

One of the activities of the program was to build capacity of the DLGs and local Communities to support the socio-economic reintegration of ex-LRA women and girls. Specifically it was expected that DLGs would include specific measures for the support of these people in their district and budget plans and the overall cultural, normative, and administrative environment would be made more protective by raising the awareness of Clan Leaders about their own Acholi Principles on Gender, training of members of Land Committees, supporting women and girls to access land, mobilizing communities, holding communities dialogues, holding cleansing ceremonies, communities develop actions plans to support these women and girls.

Time has now come to take stock of current programme achievements, challenges and opportunities; Verify the continued relevance (alignment with national needs) and pertinence of the programme as well as the related sustainability of benefits thereof; and Identify key lessons and make recommendations on how to improve joint programming on Gender Equality and women's empowerment in Uganda.

I would like to ask you a few questions, but before I do that I would like to inform you that nothing you say will be attributed to you directly or indirectly without your permission, and that the notes on this interview will not be shared outside the data collection team. You may refuse to answer any question or choose to stop the interview at any time. Do you have any questions about the survey? Do I have your agreement to proceed?

#### General

1. What was your role in the programme and specific activities you implemented?
2. Was this role adequate?
3. Did you receive any funding under this programme? When did you start receiving funding for the programme?
4. Which areas did you operate in?

#### Relevance

5. Have new, more relevant needs emerged that the programme should address in future? Which are these?
6. Are there initiatives you have undertaken as government to support the programme? What are these initiatives?
7. While we will talk about results later, I would like to know your opinion on the programme achieving its goal in contributing towards enabling young mothers, girls and women returning from LRA access services and opportunities in Northern Uganda? **PROBE: Positive perceptions of beneficiaries on: access to justice, land, equal access to livelihood/economic opportunities, feeling of empowerment as a result of the programme**
8. Are you aware whether a needs and problem analysis was conducted to inform the programme? How was this used to design and plan the programme? Do you think the programme addresses adequately needs and underlying problems causing the challenges women and their children and girls returning from LRA face? **PROBE: Needs and unfulfilled rights and their causal factors addressed by the programme interventions.**
9. Has the programme influenced changes in your activities and support in Northern Uganda?
10. Are you aware of any contributions of the programme to policy and legislation and institutional reforms supporting women, girls and young mothers returning from LRA?
11. To what extent has the programme contributed to the national priorities stipulated in key documentation (National Gender Policy, National Development Plan)?

### Validity of design

12. In your opinion, were the planned programme outputs and results relevant and realistic for the situation on the ground? Did they need to be adapted to specific (local, sectoral etc.) needs or conditions? **PROBE:** *Alignment of outputs and outcomes to needs of and unfulfilled rights of the target beneficiaries, CSOs' and statutory and traditional institutions' needs to claim and protect women's rights*
13. Are you aware of other activities in this programme? What is the evidence that collaborations have been undertaken with other partners/activities in the programme?

### Efficiency

14. What measures have you taken during planning and implementation to ensure that resources are efficiently used?
15. Were activities delivered as per annual work plans? What challenges were experienced in this regard?
16. What actions were taken to overcome bottlenecks and improve timely delivery of activities?
17. Did you face any constraints in addressing human rights and gender equality during implementation?
18. Do you feel you had adequate knowledge of the human rights programming prior to the programme? What is the evidence?
19. Could alternative means of implementation have been adopted that could have reduced costs but maintaining the quantity and quality of activities?

### Management and coordination

20. How well were the responsibilities delineated between UN WOMEN and UNICEF and implemented in a complementary fashion? **PROBE:** *Clear management and Coordination roles between UNICEF and UN WOMEN IPs demonstrate common understanding of these mechanisms*
21. What mechanisms were put in place by UN WOMEN to coordinate the programme well?
22. In your opinion, do you think UN WOMEN put in adequate measures to coordinate the programme in a coherent manner? **PROBE:** *What were the good practices? What should be avoided?*
23. Have there been mechanisms and processes put in place to let aware of the entire progress/activities by others/results being achieved/opportunities for collaborations?

### Effectiveness

24. What are some of the key success you have registered with the programme? **PROBE:** *success factors and failure factors.*
25. Do you think you managed to achieve your objectives meet your targets? **PROBE:** *Were there results difficult to achieve than others? What were the challenges in achieving results?*
26. What monitoring mechanisms were out in place for the programme? In your opinion were these adequate why? **PROBE:** *Existence of monitoring tools; and that they are used for tracking and reporting progress (e.g. PMF, log frame; report templates; data collection tools by service providers, etc.) (2) Monitoring system is well understood and inclusive; (3) Evidence of use of monitoring information in programme planning.*
27. What evidence is there that this monitoring system was able to identify challenges?
28. What evidence is there that duty bearers (statutory bodies, traditional justice institutions) are better able to protect women's rights?
29. What evidence is there that rights holders (Women, girls and young mothers returning from LRA, CSOs working with the target group) are able to claim their rights from duty bearers (statutory and bodies and traditional/informal justice institutions)?

### Impact

30. When did implementation of your activities actually begin? Do you think this time period allowed achievement of results at the impact level of the women's empowerment framework: conscientisation, participation and control over resources?
31. Are there emerging results that demonstrate impact of the programme at these levels?
32. Are there any positive or negative unintended results of the programme?
33. What can be done to improve impact?

Sustainability

34. What is the likelihood that the benefits from the program will be maintained for a reasonably long period of time if the program were to cease? **PROBE:** *is there an exit strategy and was this implemented?* **INSTRUCTION:** **OBTAIN A COPY OF THE EXIT STRATEGY**
35. Do partners have sufficient financial capacity to continue with initiatives? **PROBE:** *Evidence of available resource in the present and future to sustain interventions (including alternative sources of funding).*
36. What has been the role of national/local institutions in your activities? Was this adequate?
37. What have been their contributions to the programme?

What evidence is there that demonstrates ownership, leadership commitment and technical capacity to continue to work with the program or replicate it by government and communities?



#### 4.3.4 *Annex 6.4: Key Informant Guide: MGLSD*

My name is.....UNICEF and UN Women implemented a joint program in Acholi sub-region from January 2013-september 2015 in the seven districts of the Acholi Sub-region (Gulu, Pader, Agago, Kitgum, Amuru, Nwoya, Lamwo). The programme activities explicitly addressed the discrimination and marginalization of women and girls who were either formerly abducted by the LRA or were former combatants, so that they are empowered through social reintegration and access to land.

This programme had two main components:

1. Social reintegration of girls and young mothers formerly associated with LRA;
2. Empowerment of women and former combatants to have access to land.

One of the activities of the program was to build capacity of the DLGs and local Communities to support the socio-economic reintegration of ex-LRA women and girls. Specifically it was expected that DLGs would include specific measures for the support of these people in their district and budget plans and the overall cultural, normative, and administrative environment would be made more protective by raising the awareness of Clan Leaders about their own Acholi Principles on Gender, training of members of Land Committees, supporting women and girls to access land, mobilizing communities, holding communities dialogues, holding cleansing ceremonies, communities develop actions plans to support these women and girls.

Time has now come to take stock of current programme achievements, challenges and opportunities; Verify the continued relevance (alignment with national needs) and pertinence of the programme as well as the related sustainability of benefits thereof; and Identify key lessons and make recommendations on how to improve joint programming on Gender Equality and women's empowerment in Uganda.

I would like to ask you a few questions, but before I do that I would like to inform you that nothing you say will be attributed to you directly or indirectly without your permission, and that the notes on this interview will not be shared outside the data collection team. You may refuse to answer any question or choose to stop the interview at any time. Do you have any questions about the survey? Do I have your agreement to proceed?

#### Relevance

1. How is the programme aligned to national priorities of peace building and recovery in Northern Uganda? Do you it has addressed the relevant needs in Uganda and especially in Northern Uganda?
2. To what extent has the programme contributed to the national priorities on gender in Uganda? PROBE" National priorities espoused in the National Gender Policy and other national frameworks on GBV, economic empowerment of women etc.
3. Have new, more relevant needs emerged that the programme should address in future? Which are these?
4. Is there evidence that the stakeholders have taken ownership of the programme concept? What evidence is there? If not why?
5. While we will talk about results later, I would like to know your opinion on the programme achieving its goal in contributing towards enabling young mothers, girls and women returning from LRA access services and opportunities in Northern Uganda? **PROBE: Positive perceptions of beneficiaries on: access to justice, land, equal access to livelihood/economic opportunities, feeling of empowerment as a result of the programme**
6. Was a needs and problem analysis conducted to inform the programme? How was this used to design and plan the programme? **PROBE: Needs and unfulfilled rights and their causal factors addressed by the programme interventions.**
7. What have been the contributions of the programme to policy and legislation and institutional reforms supporting women, girls and young mothers returning from LRA?
8. What rights does the program advance under CEDAW, the Millennium Development Goals and other international commitments? How has the program contributed towards the achievement of MDG3 in Uganda?

#### Validity of design

9. Was a gender analysis conducted during the UNDAF or the development of the programme? If undertaken, did the gender analysis offer good quality information on underlying causes of inequality to inform the programme design?
10. Were the planned programme outputs and results relevant and realistic for the situation on the ground? Did they need to be adapted to specific (local, sectoral etc.) needs or conditions? **PROBE:** Alignment of outputs and outcomes to needs of and unfulfilled rights of the target beneficiaries, CSOs' and statutory and traditional institutions' needs to claim and protect women's rights
11. Was the results matrix preceded by a theory of change/logic model for the programme design? Is the intervention logic coherent and realistic? What needs to be adjusted?
12. What are the main strategic components of the programme?
13. How do they contribute and logically link to the planned outcomes?
14. How well do they link to each other?

#### Efficiency

15. What measures have been taken during planning and implementation to ensure that resources are efficiently used? **PROBE:** (1) GPI management put in mechanisms to guard against fiduciary risk including selection of partners etc. (2) Choice of delivery mechanisms for interventions ensures the least cost route and most beneficial route is take (partnership arrangements, staffing in agencies, monitoring systems etc.). (3) Implementation arrangements and cost sharing mechanisms in the joint programme
16. Were activities delivered as per annual work plans? What challenges were experienced in this regard?
17. What actions were taken to overcome bottlenecks and improve timely delivery of activities?
18. What were the constraints (e.g. political, practical, and bureaucratic) to addressing human rights and gender equality efficiently during implementation? What level of effort was made to overcome these challenges? **PROBE:** Perceptions of implementing partners on human rights and gender equality programming (knowledge of, adequacy of funding for, and coherence in human rights and gender equality programming). Community acceptance of a programme promoting rights of women returning from LRA
19. Could alternative means of implementation have been adopted that could have reduced costs but maintaining the quantity and quality of activities?
20. Were there any challenges experienced by your partners in integrating human rights and gender equality in the design, implementation, monitoring and review of the JP?

#### Management and coordination

21. How well were the responsibilities delineated between UN WOMEN and UNICEF and implemented in a complementary fashion? **PROBE:** Clear management and Coordination roles between UNICEF and UN WOMEN IPs demonstrate common understanding of these mechanisms
22. What mechanisms were put in place by UN WOMEN to coordinate the programme well?
23. FOR UNICEF: In your opinion, do you think UN WOMEN put in adequate measures to coordinate the programme in a coherent manner? **PROBE:** What were the good practices? What should be avoided?
24. Has the relevant UN Joint Program information and data systematically being collected and collated by the coordinating agency to inform programme wide implementation and planning?
25. Has this information been regularly fed into management decisions?
26. How (if at all) has the programme made strategic use of coordination and collaboration with other Joint Programmes (UNJPGBV & UNJPFGM) to increase its effectiveness and impact? **PROBE:** What is the evidence?

#### Effectiveness

27. What are some of the key success you have registered with the programme? **PROBE:** success factors and failure factors.
28. Do you think the programme met its targets? **PROBE:** Were there results difficult to achieve than others? What were the challenges in achieving results?
29. What monitoring mechanisms were out in place for the programme? In your opinion were these adequate why? **PROBE:** Existence of monitoring tools; and that they are used for tracking and reporting progress (e.g. PMF, log frame; report templates; data collection tools by service providers, etc.) (2) Monitoring system is well understood and inclusive; (3) Evidence of use of monitoring information in programme planning.

30. What evidence is there that this monitoring system was able to identify challenges?
31. What evidence is there that duty bearers (statutory bodies, traditional justice institutions) are better able to protect women's rights
32. What evidence is there that rights holders (Women, girls and young mothers returning from LRA, CSOs working with the target group) are able to claim their rights from duty bearers (statutory and bodies and traditional/informal justice institutions)

#### Impact

33. When did implementation actually begin? Do you think this time period allowed achievement of results at the impact level of the women's empowerment framework: conscientisation, participation and control over resources?
34. Are there emerging results that demonstrate impact of the programme at these levels?
35. Are there any positive or negative unintended results of the programme?

#### Sustainability

36. What is the likelihood that the benefits from the program will be maintained for a reasonably long period of time if the program were to cease? **PROBE:** is there an exit strategy and was this implemented? **INSTRUCTION: OBTAIN A COPY OF THE EXIT STRATEGY**
37. Do partners have sufficient financial capacity to continue with initiatives? **PROBE:** Evidence of available resource in the present and future to sustain interventions (including alternative sources of funding).
38. What has been the role of national/local institutions? Was this adequate?
  
39. What have been their contributions to the programme?  
What evidence is there that demonstrates ownership, leadership commitment and technical capacity to continue to work with the program or replicate it by government, CSOs and communities?

#### 4.3.5 *Annex 6.5: Key Informant Guide: Local Authority (DLG, SCLG, CPCs) / Ker Kwaro Acholi*

My name is.....UNICEF and UN Women implemented a joint program in Acholi sub-region from January 2013-september 2015 in the seven districts of the Acholi Sub-region (Gulu, Pader, Agago, Kitgum, Amuru, Nwoya, Lamwo). The programme activities explicitly addressed the discrimination and marginalization of women and girls who were either formerly abducted by the LRA or were former combatants, so that they are empowered through social reintegration and access to land.

This programme had two main components:

- Social reintegration of girls and young mothers formerly associated with LRA;
- Empowerment of women and former combatants to have access to land.

One of the activities of the program was to build capacity of the DLGs and local Communities to support the socio-economic reintegration of ex-LRA women and girls. Specifically it was expected that DLGs would include specific measures for the support of these people in their district and budget plans and the overall cultural, normative, and administrative environment would be made more protective by raising the awareness of Clan Leaders about their own Acholi Principles on Gender, training of members of Land Committees, supporting women and girls to access land, mobilizing communities, holding communities dialogues, holding cleansing ceremonies, communities develop actions plans to support these women and girls.

Time has now come to take stock of current programme achievements, challenges and opportunities; Verify the continued relevance (alignment with national needs) and pertinence of the programme as well as the related sustainability of benefits thereof; and Identify key lessons and make recommendations on how to improve joint programming on Gender Equality and women's empowerment in Uganda.

I would like to ask you a few questions, but before I do that I would like to inform you that nothing you say will be attributed to you directly or indirectly without your permission, and that the notes on this interview will not be shared outside the data collection team. You may refuse to answer any question or choose to stop the interview at any time. Do you have any questions about the survey? Do I have your agreement to proceed?

#### Relevance

1. Do you think the program addressed the relevant needs in the district?
2. As a stakeholder, what was your role in the program?
3. What did you benefit from the program? **PROBE:** *capacity building to facilitate and coordinate access to services and social reintegration for women, young mothers and children formerly associated with LRA and to ensure their economic empowerment; support to conduct bi-monthly community dialogue meetings with traditional leaders, men and young people; etc.)*
4. What have you done to ensure access to services and social reintegration for women, young mothers and children formerly associated with LRA and to ensure their economic empowerment? **PROBE::** *conducting bi-monthly community dialogue meetings with traditional leaders, men and young people; including issues of integration and empowerment of ex-LRA women and children in the district development planning process and budget; ensuring that community plans are prepared and that there is commitment on social reintegration and protection of ex-LRA women and children; etc.).*
5. Have you been able to implement policies or change practices to improve human rights and gender equality fulfillment (e.g. new services, greater responsiveness, resource re-allocation, improved quality of services, etc.)?

#### Validity of design

6. What are some of the challenges faced by ex-LRA women and children when they first got back into the District and then back to their communities? **PROBE:** land disputes, lack of livelihood, dealing with pain and trauma, stigmatization, discrimination).
7. Were these challenges different for women aged 25 years and above? If yes, in what way? If no, in what way?
8. How did you handle these challenges?
9. What are the main challenges that are still faced by ex-LRA women and children and how can these be addressed?
10. Are these challenges different for women aged 25 years and above? If yes, in what way? If no, in what way?

#### Efficiency

11. Do you think the scale and resources were adequate to achieve the intended results of the programme? What would you recommend for the future?
12. Through your interaction with the programme activities have you seen any challenges faced in addressing human rights and gender equality in the sub-counties and parishes?
13. Have new more relevant needs emerged that the program should address in future?

#### Effectiveness

14. Do you think the program achieved its goal in contributing towards enabling women access services and opportunities?
15. Are you satisfied with the results of this project?

#### Impact

16. Are there any changes in the community which occurred during this project that are positive or negative, which were not intended?

#### Sustainability

17. What is the likelihood that the benefits from the program will be maintained for a reasonably long period of time if the program were to cease?
18. Do you think there are enough ownership, leadership commitment and technical capacity in the district to continue to work with the program or replicate it? What is the evidence for this? What might be needed to support you to maintain these benefits?
19. What initiatives have you undertaken to support the work of this programme?

#### Lessons learned

What lessons have you learnt from this program?

#### 4.3.6 *Annex 6.6: Group Discussion/Key Informant Guide: Clan Leaders/Cultural Leaders*

My name is....UNICEF and UN Women implemented a joint program in Acholi sub-region from January 2013-september 2015 in the seven districts of the Acholi Sub-region (Gulu, Pader, Agago, Kitgum, Amuru, Nwoya, Lamwo). The programme activities explicitly addressed the discrimination and marginalization of women and girls who were either formerly abducted by the LRA or were former combatants, so that they are empowered through social reintegration and access to land.

This programme had two main components:

- Social reintegration of girls and young mothers formerly associated with LRA;
- Empowerment of women and former combatants to have access to land.

One of the activities of the program was to build capacity of the DLGs and local Communities to support the socio-economic reintegration of ex-LRA women and girls. Specifically it was expected that Acholi Chiefs would successfully mediate land disputes according to the Acholi Principle on Gender and the Acholi Customary Land Tenure, and the overall cultural, normative, and administrative environment would be made more protective by raising the awareness of Clan Leaders about their own Acholi Principles on Gender, training of members of Land Committees, supporting women and girls to access land, mobilizing communities, holding communities dialogues, holding cleansing ceremonies, communities develop actions plans to support these women and girls.

Time has now come to take stock of current programme achievements, challenges and opportunities; Verify the continued relevance (alignment with national needs) and pertinence of the programme as well as the related sustainability of benefits thereof; and Identify key lessons and make recommendations on how to improve joint programming on Gender Equality and women's empowerment in Uganda.

I would like to ask you a few questions, but before I do that I would like to inform you that nothing you say will be attributed to you directly or indirectly without your permission, and that the notes on this interview will not be shared outside the data collection team. You may refuse to answer any question or choose to stop the interview at any time. Do you have any questions about the survey? Do I have your agreement to proceed?

##### Relevance

1. Do you think the program addressed the relevant needs in the community?
2. As a stakeholder, what was your role in the program?
3. What did you benefit from the program? **PROBE:** *training on land dispute resolution, training on applicable laws—customary and statutory, training on land rights and gender equity)*
4. What have you done to ensure access to services and social reintegration for women, young mothers and children formerly associated with LRA and to ensure their economic empowerment? **PROBE:** *cleansing ceremonies, handling land disputes and applying gender equality principles; documenting mediation decisions, sensitizing communities on Acholi gender principles, child sensitive principles, Acholi customary land tenure laws; case management of data system; creating welcoming environment for returnee girls and single mothers; etc.)*
5. Why do you think these actions were important to young women and girls formerly associated with LRA?

##### Efficiency

6. Do you think the support you received from (name NGO) was adequate to help you address the rights of women and girls returning from LRA? What is missing? What would you recommend for the future?
7. Have you faced any challenges in addressing human rights and gender equality in your dispute resolution concerning women and girls returning from LRA and community members? What are these challenges and how can they be addressed?
8. Have new more relevant needs emerged that the program should address in future?

##### Effectiveness

9. You were expected to document your mediation decisions. What did you use and how did you do this?
10. May I have a look at the book where you documented these cases? **NOTE TO INTERVIEWER: IF GIVEN TO YOU, CHECK HOW SYSTEMATICALLY THE INFORMATION HAS BEEN DOCUMENTED, AND THE QUALITY OF THE INFORMATION**
11. Why do you think it was important for you to collect this information? What did you do with this information?
12. How many disputes have you handled involving women, young mothers and girls returning from LRA since your training and receipt of support from this programme? How does this compare with before the training?
13. What changes have you seen in your work when you compare before the training and currently?  
**Please provide examples.**
14. What initiatives have you taken as a result of your interaction with the project to improve human rights and gender equality fulfillment (e.g. new services, greater responsiveness, resource re-allocation, improved quality of services, etc.?)
15. Are you satisfied with the results of this project? What are these results you see? **PROBE: women and girls returning from LRA accepted by the community, more of the target group accessing courts for dispute resolution, target group engaged in economic activities and benefiting from other local services.**
16. What lessons have you learnt from this program?

#### Validity of design

17. What are some of the challenges you faced by ex-LRA women and children when they first got back into the District and then back to their communities? **PROBE: land disputes, lack of livelihood, dealing with pain and trauma, stigmatization, discrimination.**
18. Were these challenges different for women aged 25 years and above? If yes, in what way? If no, in what way?
19. How did you handle these challenges?
20. What are the main challenges that are still faced by ex-LRA women and children and how can these be addressed?
21. Are these challenges different for women aged 25 years and above? If yes, in what way? If no, in what way?
22. Have new more relevant needs emerged that the program should address in future?

#### Sustainability

23. What is the likelihood that the benefits from the program will be maintained for a reasonably long period of time if the program were to cease?
24. Do you think there are enough ownership, leadership commitment and technical capacity in the district to continue to work with the program or replicate it? What is the evidence for this? What might be needed to support you to maintain these benefits?
25. What initiatives have you undertaken to support the work of this programme – addressing reintegration, access economic opportunities, and justice for women and girls returning from LRA?

#### Impact

Are there any changes in the community which occurred during this project that are positive or negative, which were not intended?

#### 4.3.7 Annex 6.7: Group Discussion/Key Informant Guide: Members of Area Land Committees

My name is....UNICEF and UN Women implemented a joint program in Acholi sub-region from January 2013-September 2015 in the seven districts of the Acholi Sub-region (Gulu, Pader, Agago, Kitgum, Amuru, Nwoya, Lamwo). The programme activities explicitly addressed the discrimination and marginalization of women and girls who were either formerly abducted by the LRA or were former combatants, so that they are empowered through social reintegration and access to land.

This programme had two main components:

- Social reintegration of girls and young mothers formerly associated with LRA;
- Empowerment of women and former combatants to have access to land.

One of the activities of the program was to build capacity of the DLGs and local Communities to support the socio-economic reintegration of ex-LRA women and girls. Specifically it was expected that Acholi Chiefs would successfully mediate land disputes according to the Acholi Principle on Gender and the Acholi Customary Land Tenure, and the overall cultural, normative, and administrative environment would be made more protective by raising the awareness of Clan Leaders about their own Acholi Principles on Gender, training of members of Land Committees, supporting women and girls to access land, mobilizing communities, holding communities dialogues, holding cleansing ceremonies, communities develop actions plans to support these women and girls.

Time has now come to take stock of current programme achievements, challenges and opportunities; Verify the continued relevance (alignment with national needs) and pertinence of the programme as well as the related sustainability of benefits thereof; and Identify key lessons and make recommendations on how to improve joint programming on Gender Equality and women's empowerment in Uganda.

I would like to ask you a few questions, but before I do that I would like to inform you that nothing you say will be attributed to you directly or indirectly without your permission, and that the notes on this interview will not be shared outside the data collection team. You may refuse to answer any question or choose to stop the interview at any time. Do you have any questions about the survey? Do I have your agreement to proceed?

#### Relevance

1. Do you think the program addressed the relevant needs in the community?
2. As a stakeholder, what was your role in the program?
3. What did you benefit from the program? **PROBE:** training on land dispute resolution, training on applicable laws—customary and statutory, training on land rights and gender equity
4. What have you done to ensure access to services and social reintegration for women, young mothers and children formerly associated with LRA and to ensure their economic empowerment? **PROBE:** cleansing ceremonies, handling land disputes and applying gender equality principles; documenting mediation decisions, sensitizing communities on Acholi gender principles, child sensitive principles, Acholi customary land tenure laws; case management of data system; creating welcoming environment for returnee girls and single mothers; etc
5. Why do you think these actions were important to young women and girls formerly associated with LRA?

#### Efficiency

6. Do you think the support you received from (name NGO) was adequate to help you address the rights of women and girls returning from LRA? What is missing? What would you recommend for the future?
7. Have you faced any challenges in addressing human rights and gender equality in your dispute resolution concerning women and girls returning from LRA and community members? What are these challenges and how can they be addressed?
8. Have new more relevant needs emerged that the program should address in future?



### Effectiveness

9. You were expected to document your mediation decisions. What did you use and how did you do this?
10. May I have a look at the book where you documented these cases? **NOTE TO INTERVIEWER: *IF GIVEN TO YOU, CHECK HOW SYSTEMATICALLY THE INFORMATION HAS BEEN DOCUMENTED, AND THE QUALITY OF THE INFORMATION***
11. Why do you think it was important for you to collect this information? What did you do with this information?
12. How many disputes have you handled involving women, young mothers and girls returning from LRA since your training and receipt of support from this programme? How does this compare with before the training?
13. What changes have you seen in your work when you compare before the training and currently? **Please provide examples.**
14. What initiatives have you taken as a result of your interaction with the project to improve human rights and gender equality fulfillment (e.g. new services, greater responsiveness, resource re-allocation, improved quality of services, etc.?)
15. Are you satisfied with the results of this project? What are these results you see? **PROBE: *women and girls returning from LRA accepted by the community, more of the target group accessing courts for dispute resolution, target group engaged in economic activities and benefiting from other local services.***
16. What lessons have you learnt from this program?

### Validity of design

17. What are some of the challenges you faced by ex-LRA women and children when they first got back into the District and then back to their communities? **PROBE: *land disputes, lack of livelihood, dealing with pain and trauma, stigmatization, discrimination.***
18. Were these challenges different for women aged 25 years and above? If yes, in what way? If no, in what way?
19. How did you handle these challenges?
20. What are the main challenges that are still faced by ex-LRA women and children and how can these be addressed?
21. Are these challenges different for women aged 25 years and above? If yes, in what way? If no, in what way?
22. Have new more relevant needs emerged that the program should address in future?

### Sustainability

23. What is the likelihood that the benefits from the program will be maintained for a reasonably long period of time if the program were to cease?
24. Do you think there are enough ownership, leadership commitment and technical capacity in the district to continue to work with the program or replicate it? What is the evidence for this? What might be needed to support you to maintain these benefits?
25. What initiatives have you undertaken to support the work of this programme – addressing reintegration, access economic opportunities, and justice for women and girls returning from LRA?

### Impact

Are there any changes in the community which occurred during this project that are positive or negative, which were not intended?

#### 4.3.8 Annex 6.8: Key Informant Guide: Members of local council II courts District Level

My name is....UNICEF and UN Women implemented a joint program in Acholi sub-region from January 2013-september 2015 in the seven districts of the Acholi Sub-region (Gulu, Pader, Agago, Kitgum, Amuru, Nwoya, Lamwo). The programme activities explicitly addressed the discrimination and marginalization of women and girls who were either formerly abducted by the LRA or were former combatants, so that they are empowered through social reintegration and access to land.

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I would like to ask you a few questions, but before I do that I would like to inform you that nothing you say will be attributed to you directly or indirectly without your permission, and that the notes on this interview will not be shared outside the data collection team. You may refuse to answer any question or choose to stop the interview at any time. Do you have any questions about the survey? Do I have your agreement to proceed?

Relevance

1. Do you think the program addressed the relevant needs in the district?
2. As a stakeholder, what was your role in the program?
3. What did you benefit from the program? **PROBE:** capacity building to facilitate and coordinate access to services and social reintegration for women, young mothers and children formerly associated with LRA and to ensure their economic empowerment; support to conduct bi-monthly community dialogue meetings with traditional leaders, men and young people; etc)
4. What have you done to ensure access to services and social reintegration for women, young mothers and children formerly associated with LRA and to ensure their economic empowerment? **PROBE::** conducting bi-monthly community dialogue meetings with traditional leaders, men and young people; including issues of integration and empowerment of ex-LRA women and children in the district development planning process and budget; ensuring that community plans are prepared and that there is commitment on social reintegration and protection of ex-LRA women and children; etc.).
5. Have you been able to implement policies or change practices to improve human rights and gender equality fulfillment (e.g. new services, greater responsiveness, resource re-allocation, improved quality of services, etc.)?

Validity of design

6. What are some of the challenges faced by ex-LRA women and children when they first got back into the District and then back to their communities? **PROBE:** *land disputes, lack of livelihood, dealing with pain and trauma, stigmatization, discrimination*).
7. Were these challenges different for women aged 25 years and above? If yes, in what way? If no, in what way?
8. How did you handle these challenges?
9. What are the main challenges that are still faced by ex-LRA women and children and how can these be addressed?
10. Are these challenges different for women aged 25 years and above? If yes, in what way? If no, in what way?

#### Efficiency

11. Do you think the scale and resources were adequate to achieve the intended results of the programme? What would you recommend for the future?
12. Through your interaction with the programme activities have you seen any challenges faced in addressing human rights and gender equality in the sub-counties and parishes?
13. Have new more relevant needs emerged that the program should address in future?

#### Effectiveness

14. Do you think the program achieved its goal in contributing towards enabling women access services and opportunities?
15. Are you satisfied with the results of this project?

#### Impact

16. Are there any changes in the community which occurred during this project that are positive or negative, which were not intended?

#### Sustainability

17. What is the likelihood that the benefits from the program will be maintained for a reasonably long period of time if the program were to cease?
18. Do you think there are enough ownership, leadership commitment and technical capacity in the district to continue to work with the program or replicate it? What is the evidence for this? What might be needed to support you to maintain these benefits?
19. What initiatives have you undertaken to support the work of this programme?

#### Lessons learned

What lessons have you learnt from this program?

#### 4.3.9 Annex 6.9: Focus Group Discussion/In-Depth Interview Guide: Beneficiaries (15-24)

My name is...UNICEF and UN Women implemented a joint program in Acholi sub-region from January 2013-september 2015 in the seven districts of the Acholi Sub-region (Gulu, Pader, Agago, Kitgum, Amuru, Nwoya, and Lamwo). The programme activities explicitly addressed the discrimination and marginalization of women and girls who were either formerly abducted by the LRA or were former combatants, so that they are empowered through social reintegration and access to land.

This programme had two main components:

- Social reintegration of girls and young mothers formerly associated with LRA;
- Empowerment of women and former combatants to have access to land.

The program worked with local stakeholders to support the socio-economic reintegration of ex-LRA women and girls. Specifically it was expected that Girls and young mothers formerly associated with LRA would be reintegrated within their families and communities; DLGs would include specific measures for the support of these people in their district and budget plans and the overall cultural, normative, and administrative environment would be made more protective by raising the awareness of Clan leaders about their own Acholi Principles on Gender, training of members of Land Committees, supporting women and girls to access land, mobilizing communities, holding communities dialogues, holding cleansing ceremonies, communities develop actions plans to support these women and girls.

Time has now come to take stock of current programme achievements, challenges and opportunities; verify the continued relevance (alignment with national needs) and pertinence of the programme as well as the related sustainability of benefits thereof; and Identify key lessons and make recommendations on how to improve joint programming on Gender Equality and Women's Empowerment in Uganda.

I would like to ask you a few questions, but before I do that I would like to inform you that nothing you say will be attributed to you directly or indirectly without your permission, and that the notes on this interview will not be shared outside the data collection team. You may refuse to answer any question or choose to stop the interview at any time. Do you have any questions about the survey? Do I have your agreement to proceed?

- Where did you first report to when you returned to Acholi?
- What were your main needs when you reported?
- What were your main fears when you reported?
- Were you kept in some temporary place? How long?
- What support did you get while in this temporary place? **PROBE:** Psychosocial support, short-term and medium term counseling services, support to access basic services such as education and primary healthcare, vocational and business training, family tracing, reunification
- What are some of the challenges you faced when you first got home? **PROBE:** land disputes, lack of livelihood, dealing with pain and trauma, stigmatization, discrimination
- Did you manage to get back to your former home and people? How?
- What are some of the things done to you by the community to help you settle back home? **PROBE:** cleansing/reintegration ceremony
- Why do you think these actions were important to young women and girls formerly associated with LRA?
- How supportive were the family members and community to you?
- What are some of the things that contributed to your settling back in the community? (probe local land dispute mediation by chiefs, local council courts and area land committees handling land

disputes, vocational and business skills acquired, media campaigns and radio drama on rights, support from Uganda police force)

- Ever since you settled down, what are the most significant changes you have seen in your life and life of your children? (probe: empowered to demand services and justice; able to pursue economic activities that make them able to sustain self and children—access to land and established IGA, ability to deal with pain and trauma, acceptance/re-unification with family)
- Is there any change in your living condition or the community which happened during this project positive or negative, which was not intended?

#### Access to services, opportunities and justice

- Some women and young mothers were reintegrated and supported to establish their own businesses. Have you received similar support? How would you compare your business with those of other women and people in this area? **PROBE:** Are they receiving customers similar to comparable businesses run by other women, are they making profits as other women owned businesses?
- Have you heard of other women like you who have sought the intervention of chiefs/LCII courts/Area Land committees for resolution on land and other disputes? What are opinions on their fairness and how they consider needs and circumstances of women and girls like you?
- When you compare with other women and girls in this community who have not been in your situation, do you feel you are treated the same way with community and other service providers when you need to take opportunities such as selling, seeking medical treatment, intervention of elders and other leaders, police services etc. Why?

#### The future

- How do you see your future in this community? Why?
- What are the main challenges that you and your children still face and how can these be addressed?

What would you recommend for future projects like this that help people that have gone through challenging situations like you?

#### 4.3.10 Annex 6.10: Focus Group Discussion/In-Depth Interview Guide: Beneficiaries (25 and above)

My name is .....UNICEF and UN Women implemented a joint program in Acholi sub-region from January 2013-september 2015 in the seven districts of the Acholi Sub-region (Gulu, Pader, Agago, Kitgum, Amuru, Nwoya, and Lamwo). The programme activities explicitly addressed the discrimination and marginalization of women and girls who were either formerly abducted by the LRA or were former combatants, so that they are empowered through social reintegration and access to land.

This programme had two main components:

- Social reintegration of girls and young mothers formerly associated with LRA;
- Empowerment of women and former combatants to have access to land.

The program worked with local stakeholders to support the socio-economic reintegration of ex-LRA women and girls. Specifically it was expected that Girls and young mothers formerly associated with LRA would be reintegrated within their families and communities; DLGs would include specific measures for the support of these people in their district and budget plans and the overall cultural, normative, and administrative environment would be made more protective by raising the awareness of Clan leaders about their own Acholi Principles on Gender, training of members of Land Committees, supporting women and girls to access land, mobilizing communities, holding communities dialogues, holding cleansing ceremonies, communities develop actions plans to support these women and girls.

Time has now come to take stock of current programme achievements, challenges and opportunities; verify the continued relevance (alignment with national needs) and pertinence of the programme as well as the related sustainability of benefits thereof; and Identify key lessons and make recommendations on how to improve joint programming on Gender Equality and Women's Empowerment in Uganda.

I would like to ask you a few questions, but before I do that I would like to inform you that nothing you say will be attributed to you directly or indirectly without your permission, and that the notes on this interview will not be shared outside the data collection team. You may refuse to answer any question or choose to stop the interview at any time. Do you have any questions about the survey? Do I have your agreement to proceed?

- Where did you first report to when you returned to Acholi?
- What were your main needs when you reported?
- What were your main fears when you reported?
- Were you kept in some temporary place? How long?
- What support did you get while in this temporary place? **PROBE:** Psychosocial support, short-term and medium term counseling services, support to access basic services such as education and primary healthcare, vocational and business training, family tracing, reunification
- What are some of the challenges you faced when you first got home? **PROBE:** land disputes, lack of livelihood, dealing with pain and trauma, stigmatization, discrimination
- Did you manage to get back to your former home and people? How?
- What are some of the things done to you by the community to help you settle back home? **PROBE:** cleansing/reintegration ceremony
- Why do you think these actions were important to young women and girls formerly associated with LRA?
- How supportive were the family members and community to you?
- What are some of the things that contributed to your settling back in the community? (probe local land dispute mediation by chiefs, local council courts and area land committees handling land

disputes, vocational and business skills acquired, media campaigns and radio drama on rights, support from Uganda police force)

- Ever since you settled down, what are the most significant changes you have seen in your life and life of your children? (probe: empowered to demand services and justice; able to pursue economic activities that make them able to sustain self and children—access to land and established IGA, ability to deal with pain and trauma, acceptance/re-unification with family)
- Is there any change in your living condition or the community which happened during this project positive or negative, which was not intended?

#### Access to services, opportunities and justice

- Some women and young mothers were reintegrated and supported to establish their own businesses. Have you received similar support? How would you compare your business with those of other women and people in this area? **PROBE:** Are they receiving customers similar to comparable businesses run by other women, are they making profits as other women owned businesses?
- Have you heard of other women like you who have sought the intervention of chiefs/LCII courts/Area Land committees for resolution on land and other disputes? What are opinions on their fairness and how they consider needs and circumstances of women and girls like you?
- When you compare with other women and girls in this community who have not been in your situation, do you feel you are treated the same way with community and other service providers when you need to take opportunities such as selling, seeking medical treatment, intervention of elders and other leaders, police services etc. Why?

#### The future

- How do you see your future in this community? Why?
- What are the main challenges that you and your children still face and how can these be addressed?

What would you recommend for future projects like this that help people that have gone through challenging situations like you?

#### ***4.3.11 Annex 6.11: Focus Group Discussion/In-Depth Interview Guide: Men/Women Non-beneficiaries***

My name is.....UNICEF and UN Women implemented a joint program in Acholi sub-region from January 2013-september 2015 in the seven districts of the Acholi Sub-region (Gulu, Pader, Agago, Kitgum, Amuru, Nwoya, Lamwo). The programme activities explicitly addressed the discrimination and marginalization of women and girls who were either formerly abducted by the LRA or were former combatants, so that they are empowered through social reintegration and access to land.

This programme had two main components:

- Social reintegration of girls and young mothers formerly associated with LRA;
- Empowerment of women and former combatants to have access to land.

The program worked with local stakeholders to support the socio-economic reintegration of ex-LRA women and girls. Specifically it was expected that Girls and young mothers formerly associated with LRA would be reintegrated within their families and communities; DLGs would include specific measures for the support of these people in their district and budget plans and the overall cultural, normative, and administrative environment would be made more protective by raising the awareness of Clan leaders about their own Acholi Principles on Gender, training of members of Land Committees, supporting women and girls to access land, mobilizing communities, holding communities dialogues, holding cleansing ceremonies, communities develop actions plans to support these women and girls.

Time has now come to take stock of current programme achievements, challenges and opportunities; verify the continued relevance (alignment with national needs) and pertinence of the programme as well as the related sustainability of benefits thereof; and identify key lessons and make recommendations on how to improve joint programming on Gender Equality and Women's Empowerment in Uganda.

I would like to ask you a few questions, but before I do that I would like to inform you that nothing you say will be attributed to you directly or indirectly without your permission, and that the notes on this interview will not be shared outside the data collection team. You may refuse to answer any question or choose to stop the interview at any time. Do you have any questions about the survey? Do I have your agreement to proceed?

- What are some of the gender related challenges women and men face in this community?
- Do you have girls and women formerly associated with LRA that have returned to this community?
- How did they manage to get back to your former home and people?
- What are some of the things done to them to help them settle back home? ( probe reintegration ceremony)
- Why do you think these actions were important to young women and girls formerly associated with LRA?
- What are some of the challenges they faced when they first got back home? (probe land disputes, lack of livelihood, dealing with pain and trauma, stigmatization, discrimination).
- Were these challenges the same for both girls aged 15-24 years and women aged 25 years and above? If yes, in what way? If no, in what way?
- How did the community handle these challenges? Was that the best thing for the community to do?
- How supportive were the family members and community to these people?
- What are the main challenges that are still faced by ex-LRA women and children and how can these be addressed?
- Are these challenges different for women aged 25 years and above? If yes, in what way? If no, in what way?



- What are some of the things that contributed to their settling back in the community? (probe local land dispute mediation by chiefs, local council courts and area land committees handling land disputes, vocational and business skills acquired, media campaigns and radio drama on rights, support from Uganda police force)?
- Women and young mothers who were reintegrated and supported to establish their own businesses. How would you compare their business with those of other women and people in this area (probe: are they receiving customers similar to comparable businesses run by other women, are they making profits as other women owned businesses)?
- Ever since they settled down, what are the most significant changes you have seen in their lives and lives of their children? (probe: empowered to demand services and justice; able to pursue economic activities that make them able to sustain self and children—access to land and established IGA, ability to deal with pain and trauma, acceptance/re-unification with family)
- Is there any change in the living condition of these people or the community which happened during this project positive or negative, which was not intended?
- What lessons have you learnt from this program?
- What would you recommend for future projects like this that help people that have gone through challenging situations like those girls and women formerly associated with LRA?

## Annex 7: Field Work Report

Field Visit to seven districts in Acholi sub-region (Gulu, Kitgum and Pader, Lamwo, Agago, Amuru and Nwoya) for data collection		
Activity	Status	Date and time
Travel to Gulu	Both Consultants left for Gulu	4 <sup>h</sup> January PM
Entry meeting with UNICEF and UN Women in Gulu (other project stakeholders like members of NULP, HURIFO, WORUDET, GUSCO may also be invited to attend if they are within Gulu city at that time): <b>Agenda:</b> 1. Review detailed field itinerary with emphasis on Gulu District, finalize sampling of parishes/villages and mobilization plans for data collection 2. Make/confirm scheduled times for people to be interviewed in Gulu District (and other districts if possible)	No meeting was held with group of stakeholders except with UN Women.  Due to no prior mobilization, team had to change the district plans.  Since no list was given by UNICEF for their areas of operations, initial selection of sub-counties were based on UM Women areas of operation. Team had to change some of the selected sub-counties in the field to cater for UNICEF areas of operation as they were not necessarily the same as for UN Women	5 <sup>th</sup> January AM
1. Field site visits to two sub-counties in Gulu for data collection. (as per respondents in table 3 and annex 4 and list of selected sites in annex 5) of the inception report		-
Sub-County 1: Koro- Pageya KII at sub-county level	Met sub-county chief and CDO	5 <sup>th</sup> January AM
Sub-county 2: Paicho KII at sub-county level	Met Sub-county Chief and CDO and LC III Chairperson	5 <sup>th</sup> January AM
<b>Travel to Kitgum district</b>		5 <sup>th</sup> January PM
Discuss District Itinerary with stakeholders and finalize selection of parishes and mobilization plans Conduct KII in Kitgum (as per respondents in table 3 and annex 4) in the Inception Report	Interviewed DCDO and Gender Officer	6 <sup>th</sup> January AM
Meet with KICWA	Interviewed Martin the Director and Caroline the program officer	6 <sup>th</sup> January PM
1. Field site visits to two sub-counties for data collection. (as per respondents in table 3 and annex 4 and list of selected sites in annex 5) of the inception report		-
Sub-County 1: Labongo/Layamo KII at sub-county level	Interviewed Rwot Arop Poppy and Secretary to the ALC	6 <sup>th</sup> January PM
Sub-County 2: Omiya-anyima KII at sub-county level	Sub-county office was closed	6 <sup>th</sup> January AM
Parish/village 1: for FGDs	Interviewed Aber Agnes an ex-LRA captive	6 <sup>th</sup> January AM

<b>Field Visit to seven districts in Acholi sub-region (Gulu, Kitgum and Pader, Lamwo, Agago, Amuru and Nwoya) for data collection</b>		
<b>Activity</b>	<b>Status</b>	<b>Date and time</b>
<b>Travel to Lamwo</b>		-
Discuss District Itinerary with stakeholders and finalize selection of parishes and mobilization plans Conduct KII in Lamwo (as per respondents in table 3 and annex 4) of the inception report	Interviewed DCDO Interviewed Gender Officer, Mary Auma	7 <sup>th</sup> January AM
1. Field site visits to one sub-county for data collection. (as per respondents in table 3 and annex 4 and list of selected sites in annex 5)		-
Sub-County 1: Padibe West dropped and substituted with Padibe TC KII at sub-county level	Offices were closed for Padibe West. Went to Padibe Town Council instead	7 <sup>th</sup> January PM
Parish/village 1: Paibo for FGDs	Interviewed Ayela David, Parish Chief Interviewed LC II Chairman Gangdyang	7 <sup>th</sup> January AM
<b>Travel to Pader district</b>	Ngoni	-
Conduct KII in Pader with CCF (as per respondents in table 3 and annex 4) of the Inception Report	Interviewed Milton Obua, Program Coordinator, Child Protection	8 <sup>th</sup> January AM
Discuss District Itinerary with stakeholders and finalize selection of parishes and mobilization plans Conduct KII in Pader with district people	Interviewed Anthony Tolanya, PSWO	8 <sup>th</sup> January AM
1. Field site visits to two sub-counties for data collection. (as per respondents in table 3 and annex 4 and list of selected sites in annex 5) of the inception report		-
Sub-County 1: Pajule was dropped and substituted with Acholibur KII at sub-county level	Offices closed for Acholibur Sub-county	8 <sup>th</sup> January PM
Parish/village 1: for FGDs	Interviewed Odokonyero Peter Interviewed four members of “Nen can ki wangi” beneficiary group that received agriculture support	8 <sup>th</sup> January PM
Parish/village 2: for FGDs		8 <sup>th</sup> January PM
Sub-County 2: Pader Town Council dropped due to lack of time KII at sub-county level		8 <sup>th</sup> January AM
<b>Travel to Agago district</b>		-
Discuss District Itinerary with stakeholders and finalize selection of parishes and mobilization plans Conduct KII in Agago (as per respondents in table 3 and annex 4) of the inception report	Interviewed Gender Officer	8 <sup>th</sup> January PM

<b>Field Visit to seven districts in Acholi sub-region (Gulu, Kitgum and Pader, Lamwo, Agago, Amuru and Nwoya) for data collection</b>		
<b>Activity</b>	<b>Status</b>	<b>Date and time</b>
1. Field site visits to one sub-county for data collection. (as per respondents in table 3 and annex 4 and list of selected sites in annex 5)		-
Sub-County 1: Parabongo KII at sub-county level	Visited Parabongo sub-county but offices were closed as people were attending a funeral in the community	8 <sup>th</sup> January PM
Travel back to Gulu	Both consultants back to Gulu	9 <sup>th</sup> January AM
Writing Interview notes on Sunday	In Gulu	10 <sup>th</sup> January
Conduct KII in Gulu (as per respondents in table 3 and annex 4) of the Inception report	Interviewed Robert Okeny PC of GUSCO Interviewed Margaret, PM of FIDA on phone Interviewed Jessica Anena, PSWO Gulu Interviewed Christine Anena, Gender Officer, Gulu	11 <sup>th</sup> January AM
<b>Travel to Amuru district</b>		12 <sup>th</sup> January AM
Discuss District Itinerary with stakeholders and finalize selection of parishes and mobilization plans Conduct KII in Amuru (as per respondents in table 3 and annex 4) of the inception report	Interviewed Fancy Acirocan, Gender officer Amuru and John Bosco Olum, DCDO Amuru	12 <sup>th</sup> January PM
1. Field site visits to one sub-county for data collection. (as per respondents in table 3 and annex 4 and list of selected sites in annex 5)		-
Sub-County 1: Atiak KII at sub-county level	Interviewed Michael Onencan, Sub-county chief of Atiak	12 <sup>th</sup> January AM
Parish/village 1: for FGDs	Group interview with onen robert, LC II Chairperson of Parokele, Pido Genaro, LC II Vice Chairperson of Kal and Odida Marcimo, ALC chairperson	12 <sup>th</sup> January AM
<b>Travel to Nwoya district</b>		13 <sup>th</sup> January AM
Discuss District Itinerary with stakeholders and finalize selection of parishes and mobilization plans Conduct KII in Nwoya (as per respondents in table 3 and annex 4) of the inception report	Interviewed Otim Michael, PSWO Nwoya and Godfrey Onen	13 <sup>th</sup> January AM
1. Field site visits to one sub-county for data collection. (as per respondents in table 3 and annex 4 and list of selected sites in annex 5)		-
Sub-County 1: Anaka was dropped and substituted with Alero KII at sub-county level	Interviewed Dickson Agula, Sub-county chief Alero. Beneficiary girls and women difficult to trace as they were	13 <sup>th</sup> January PM

Field Visit to seven districts in Acholi sub-region (Gulu, Kitgum and Pader, Lamwo, Agago, Amuru and Nwoya) for data collection		
Activity	Status	Date and time
	not mobilized earlier and no partner staff accompanied the consultants	
Travel back to Kampala	Interview WCC in Kiryandongo en route to Kampala	15 <sup>th</sup> December AM
Synthesize findings		16 <sup>th</sup> January PM
Preliminary Findings Presentation to stakeholders in Kampala	Plan and date was changed from Gulu to Kampala	18 <sup>th</sup> January AM

**Category and number of respondents for the evaluation**

Method	Respondent	Number
<i>National level (Kampala)</i>		
KII	UNICEF Technical units and head of Units	2
	UNWOMEN Technical units and head of Units	2
	National based CSO partners (FIDA, War Child Canada)	2
<i>Sub-regional level (Gulu)</i>		
KII	UNICEF Gulu Office	1
	UNWOMEN Gulu Office	1
	IPs at sub-regional level (FIDA, War Child Canada)	3
	Ker Kwaro cultural head or Prime Minister	1
	Members of NULP (GWEDG, DIAKONIA, KIWEPI, ACORD).	4
	UPDF Child protection Unit	1
	Office of Prime Minister, Gulu	1
<i>District /Sub-County/Parish levels</i>		
FGD	8-10 Beneficiary Women (25 and above) at parish or village level	4
	8-10 Beneficiary Young girls (15-24) at parish or village level	4
	8-10 Women non-beneficiaries at parish or village level	4
	8-10 Men non- beneficiaries at parish or village level	4
KII	Clan leaders/Acholi chiefs at Chiefdoms or sub-county level	2
	Cultural leaders at institution level	2
	CSO staff of retained/dropped organizations (GUSCO, CCF, KICWA, Ker Kwaro Acholi) at district level	2
	District Authorities (LC V chairperson secretary for production and secretary for Women)	3
	Sub-County authorities LC III Chairperson, Secretary for production and Secretary for Women)	3
	District statutory actors (DCDO, PSWO, Gender Officer) at district level	3
	Sub-county statutory actors (CDO, Sub-county chief, and CPC at sub-county)	3
	Uganda Police force (DPC and CFPU) at district level	1
	Pool of Trainers at parish level	2
	Peace Committee	1
	Members of Area Land Committees at parish and sub-county levels	2
	Members of Local Council II Courts at parish level	2
MSC story	Beneficiary Women (25 and above) at village level	1
	Beneficiary Young girls (15-24) at village level	1

## Annex 8: Sub-counties visited

Sub-counties targeted by program	Visited sub-counties for data collection	Criteria/reasons for selecting the site/sub-county
<b>Gulu District</b> Koro/Pageya Paicho Palaro Awach Patiko	1.Koro Pageya	Conducted cleansing ceremony, has young women and girls that received economic support, has trained ALC, CPC, LC II Courts, has a trained traditional chief
	2.Paicho	Conducted cleansing ceremony, has young women and girls that received economic support, has trained ALC, CPC, LC II Courts, has a trained traditional chief
<b>Amuru District</b> Amuru Pabo Atiak Lamogi	1.Atiak	Conducted cleansing ceremony, has young women and girls that received economic support, has trained ALC, CPC, LC II Courts, has a trained traditional chief, easy access, is an urban setting
<b>Nwoya District</b> Alero Purongo Anaka Koch-Goma	1.Alaro	Conducted cleansing ceremony, has young women and girls that received economic support, is urban, has trained ALC, CPC, LC II Courts, has a trained traditional chief, easy access
<b>Kitgum District</b> Paloga Amida Agoro/Pobar Madi Opei Layamo Pajimo Akwang Padibe west Labongo Layamo	1.Labongo/Layamo	Conducted cleansing ceremony, has young women and girls that received economic support, has trained ALC, CPC, LC II Courts, has a trained traditional chief
		Conducted cleansing ceremony, has young women and girls that received economic support, has trained ALC, CPC, LC II Courts, has a trained traditional chief
	2.Omiya-anyima	Conducted cleansing ceremony, has young women and girls that received economic support, has trained ALC, CPC, LC II Courts, has a trained traditional chief
		Conducted cleansing ceremony, has young women and girls that received economic support, has trained ALC, CPC, LC II Courts, has a trained traditional chief
<b>Lamwo District</b> Padibe west Agoro	1.Padibe Town Council	Conducted cleansing ceremony, has young women and girls that received economic support, has trained ALC, CPC, LC II Courts, has a trained traditional chief
<b>Pader District</b> Lapul Pajule Pader TC Latanya Parabongo Arivel	1.Acholi Bur	Conducted cleansing ceremony, has young women and girls that received economic support, has trained ALC, CPC, LC II Courts, has a trained traditional chief
<b>Agago District</b> Lukole Parabongo Lapono Wol Paimol	1.Parabongo	has trained ALC, CPC, LC II Courts, has a trained traditional chief

### Annex 8: List of Key Informants interviewed

Type	category	Main audience/contact	Location and type of meeting	Issues discussed
Development partners at national level	Technical teams	UNICEF, UN WOMEN, RC	Kampala	Management, collaboration, coordination and relevance; lessons learned and recommendations
Government of Uganda (GOU) Local	Technical teams at District level	CAO, PSWO, DCDO, District Planner, Gender officer, Lands officer	District	Capacity and commitments to facilitate and coordinate access to services and social reintegration; sustainability, relevance, challenges faced by ex-LRA women and girls, lessons learned and recommendations
	Political Leaders at Sub-county	LC III Chairperson, Secretary for women	Sub-county	
	Technical teams at Sub-county level	CDO, Sub-county chief, Parish chief, Chairperson PDC	Sub-county	
Implementing partners at national level	CSO	FIDA and WCC	Kampala	Issues concerning relevance, Management, coordination, validity of design, efficiency, effectiveness, impact and lessons learned and recommendations
Implementing partners at local level	CSO	GUSCO, KICWA, CCF, KKA, FIDA, WCC	District	Support given, challenges, lessons learned and recommendations
Other	Beneficiaries that received economic support	Young Women and Girls	Parish	Support received/given to ex-LRA women and girls, acceptance to community, access to land, challenges and how handled, socio-economic conditions, lessons learned and recommendations
	Trainers	One in the parish	Parish	
	UPDF	Child Protection unit		
	Acholi Chiefs	Chiefdom Chief	Chiefdom	
	Local Council II Courts	Chairperson	Parish	
	Area Land Committees	Chairperson	Parish	
	Peace committees	Chairperson	Parish	
	Child Protection Committees	Chairperson	Parish	



## **Annex 9: Action Points from the Validation Meeting in Gulu**

### **Summary of Action Points from Validation Meeting**

A validation meeting was held in Gulu on 18 March to present findings of the report and agree on the areas a future similar programme to GPI should focus on. The action points below detail the agreements made with stakeholders at this meeting.

1. KKA to recruit and retain competent staff to be paid by the program in order to support the activities of the program in the 2016-2020 phase.
2. Both UN agencies should continue to support the current implementing partners since they did a good job.
3. Both UN agencies should improve on the communication with stakeholders in the program
4. The program should establish a platform for stakeholder interaction and lesson learning
5. There should be holistic planning of the activities and this should include updating data bases in the districts on women and girls formerly in LRA captivity
6. Coordination of agencies' and partners' activities should be joint
7. The program should facilitate the activities of the Chiefs in the Chiefdoms
8. All chiefdoms should implement the requirement for three women to be included in the chiefdom committees
9. Older chiefs should mentor younger chiefs on Acholi principles and practices
10. Chiefdom activities should be budgeted for in the sub-county budgets and KKA activities in the district budgets
11. Districts should plan for sustainability of the program and community ownership
12. Women representatives in the chiefdom committees should be empowered to talk about land issues and not only GBV issues.