



CARE INTERNATIONAL UGANDA

**End of Project Evaluation Report of Harnessing
Opportunity to Prevent and End Violence
(HOPE) in Northern Uganda**

By

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Abbreviations and Acronyms

ACORD	Agency for Cooperation in Research and Development
ADPI	African Development and Peace Initiative
ALREP	Agricultural Livelihoods Recovery and Empowerment Project
ARC	American Refugee Council
AYINET	African Youth Initiative Network
CHA	Cessation of Hostilities Agreement
CPA	Concerned Parents Association
DRC	Democratic Republic of the Congo
EPDRD	Economic Policy Development and Research Department
FAP	Formerly Abducted Persons
FGD	Focus Group Discussion
FRDC	FREDIS Rehabilitation and Disabled Centre
GBV	Gender Based Violence
GOU	Government of Uganda
GWED-G	Gulu Women Economic Development and Globalisation
HIV/AIDS	Human Immune deficiency Virus/Acquired Immune Deficiency Syndrome
HOPE	Harnessing Opportunity to Prevent and End Violence
HSM	Holy Spirit Movement
ICC	International Criminal Court
IDF	Independent Development Fund
IDP	Internally Displaced Persons
LC	Local Council
LCF	Lango cultural foundation
LG	Local Government
LRA	Lord's Resistance Army
MDD	Music Dance and Drama
MFPED	Ministry of Finance, Planning and Economic Development
MOU	Memorandum of Understanding
MTE	Midterm Evaluation
NAADS	National Agricultural Advisory Services
NUCBACD	Northern Uganda Community Based Action for Children
NUERP	Northern Uganda Early recovery Project
NUSAF	Northern Uganda Social Action Fund
OD	Organisational Development
PBF	Parish Based Facilitator
PLWHA	People Living with HIV and AIDS
PRDP	Peace, Recovery and Development Plan for Northern Uganda
SBF	Sub County Based Facilitator
SWVO	Support War Victims Organisation
TFV	Trust Fund for Victims
TPO	Transcultural Psychosocial Organisation
UGX	Uganda Shillings
UNDP	United Nations Development Programme
UNFPA	United Nations Fund for Population Activities
UNICEF	United Nations Children Fund
UPDA	Uganda Peoples Democratic Army
UYAP	United Youth Action for Progress
VSLA	Village Saving and Loan Association
WACA	War Affected Children Association

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Last but not least I thank all the research assistants with whom I worked in the various locations in West Nile, Acholi and Lango sub regions for their willingness to work at short notice and for the excellent data collection that they made. I very much look forward to further working with you in the future.

Executive summary

The Harnessing Opportunity to Protect and End Violence (HOPE) in Northern Uganda was designed and implemented within the framework of the Peace, Recovery and Development Plan (PRDP) for Northern Uganda whose over-arching framework and affirmative action was to address the post-conflict and recovery challenges in Northern Uganda. The project outputs directly contributed to Objective 2, 3, and 4 of the PRDP.

The Project was funded by the Trust Fund for Victims (TFV) of the International Criminal Court (ICC) and the target community were the direct and indirect victims of the war between Government of Uganda (GoU) and the Lord's Resistance Army (LRA), with specific reference from the time the Rome Statute came into effect in 2003. Project implementation was a partnership arrangement between CARE International In Uganda and a number of civil society organisations that included Agency for Cooperation in Research and Development (ACORD), African Development and Peace Initiative (ADPI), African Youth Initiative Network (AYINET), Concerned Parents Association (CPA), FREDIS Rehabilitation and Disabled Centre (FDRC), Gulu Women Economic Development and Globalization (GWED-G), and Lango cultural foundation (LCF). Others included Northern Uganda Community Based Action for Children (NUCBACD), KicaBerSupport War Victims Organisation (SWVO), Transcultural Psychosocial Organisation (TPO), United Youth Action for Progress (UYAP), KICA BER, Gulu University, and War Affected Children Association (WACA). At the assessment, the mission interfaced with ACORD, KicaBer, Gulu Women Economic Development and Globalization (GWED-G), Transcultural and Psychosocial Organisation (TPO), and Concerned Parents Association (CPA). The mission was informed that some other organisations had their relationship terminated along the way for various reasons.

HOPE was implemented in 10 districts in the three sub regions of West Nile, Acholi and Lango. The districts included Adjumani in West Nile; Amuru, Nwoya, Gulu, Kitgum and Agago in Acholi; and Oyam, Lira, Alebtong and Otuke in Lango.

The goal of the HOPE project was to improve the quality of life of the victims of the LRA conflict in Northern Uganda through ensuring efficiency and effectiveness in the use of grants provided by TFV and the purpose of the project was to address challenges faced by the victims of the LRA conflict in Northern Uganda by supporting them to lead a more fulfilling and rewarding life where they are economically empowered, physically and psychologically rehabilitated, socially integrated and living peacefully in their communities

The objectives of HOPE were as follows:

- a) CARE assesses, provides resources to and supports partner organizations to provide services to victims of the Northern Uganda conflict.
- b) Support partners to work with 2,500 direct victims of LRA activities in Gulu, Amuru, Nwoya, Lira, Alebtong, Otuke, Oyam, Kitgum, Agago and Adjumani districts of Northern Uganda to create a sustainable improvement in their economic livelihoods by November 2012.
- c) Support partners to create accessible psychosocial support services for communities affected by LRA activities in Northern Uganda for reduced trauma and better community cohesion by November 2012.
- d) Ensure partners working with cultural institutions and other social support networks in Northern Uganda contribute towards the restoration of their role towards social cohesion, effective reintegration and peaceful co-existence by November 2012

- e) Assess, identify and support 100 victims with need for physical rehabilitation in Northern Uganda in order that they are able to access services aimed at restoring their physical abilities by November 2012

Evaluation Objectives

The evaluation covered a sample of eight project districts including Adjumani, Amuru, Nwoya, Gulu, Oyam, Lira, Otuke and Alebtong. The overall objective of this end of project evaluation was to ascertain the contribution made by the HOPE project on the improvement of lives and welfare of the people of Northern Uganda. The major areas of focus for the end of project evaluation included but not limited to the project design, structures, purpose, results and sustainability with the view to make recommendations for replication in other areas and projects/programmes. The evaluation was expected to make recommendations that would help to ensure that the project impacts remained sustainable on the targeted victims and the community.

Methodological approach

The evaluation was conducted in a participatory and consultative manner with all stakeholders in their representative capacities informing the process. The final evaluation results were based on fieldwork by the mission to the West Nile, Acholi and Lango sub regions. The mission was conducted in coordination with CARE International in Uganda, and the implementing partners in the respective districts (20th to May 31st 2013). The report was presented to CARE staff in CARE Gulu offices on 04/07/2013 to validate the findings.

Evaluation design

The design used was non-experimental. It mainly focused on those were familiar with the project hence the choice of respondents including CARE International in Uganda Project Implementation Team, ACORD, KicaBer, GWED-G, CPA, and TPO; Sub-County Local Governments (LGs), and the communities that benefited from the intervention.

Sampling

Data was collected from eight out of the tendistricts. A multi stage sampling procedure was carried out to select the sub-counties, parishes, and villages from which focus group discussions and individual/household interviews were held with the beneficiary communities. A 2-2-1 procedure was used to arrive at the last unit of analysis. To do that, from every district, 2 sub-counties were selected; and from every selected sub-county, 2 parishes were selected; and from every parish, a village was selected and from each village and focus group discussion and 10 individual interviews were carried out with beneficiaries.

Data collection

Data collection was done using mainly five techniques. The consultant extensively reviewed literature comprising of project documents (proposals, progress reports,etc.) and other supplementary documents related to conflict in northern Uganda. This provided the background information necessary to enable the consultant identify the issues that needed to be addressed in the fieldwork.

The second technique used was focus group discussion. In every village that was sampled, a focus group discussion was held with project beneficiaries who were drawn from the neighbouring villages and parishes. Each focus group comprised of between 10-20 members and sometimes

more depending on the turn up. A focus group discussion guide was used to guide the discussion based on the main themes of the evaluation.

Household interviews were also carried out with a sample of the beneficiaries. In the course of the focus group discussion, a set of research assistants interviewed up to 10 individual members of the project beneficiaries using a semi-structured pre-coded individual/household questionnaire to capture the project effect at individual level.

The consultants also undertook key informants interviews with Local Government (LG) officials wherever they were mobilised. The key informant interviews were carried out using key informants interview guide.

Last but not least, the consultant used photography to document some of the individual stories of victims. Photographs of people whose lives were affected by the conflict and changed by the project were taken and are attached as part of the exhibits in this report.

Key Findings

HOPE was a relevant project given the post-conflict context in Northern Uganda and the state of the victims of the conflict in West Nile, Acholi and Lango sub-regions in particular. The mission felt that the holistic and integrated feature of the project was particularly relevant to the direct victims whose lives had been severely altered by the conflict. However, the mission has reservations on the exclusive/discriminatory nature of the project, which lays emphasis on those who became victims from 2003 onwards while ignoring those who became victims much early than the prescribed period. Even so, anecdotal information obtained from victims suggested that many more people who are victims were not reached suggesting that a lot more needs to be done.

The mission found that although tremendous efforts by partners produced good impact in the Lango, Acholi and West Nile sub regions, continued support (and hopefully a scaled-up second phase of HOPE) was advisable and recommended. Sustainability was the biggest challenge to the success of HOPE, given the enormity of the nature of the problem and the need for increased support to victims whose abilities were impaired by the war and were in need of physical rehabilitation and psychosocial support.

The mission established that there was political will on the part of the LGs, to support certain aspects of hope, particularly the livelihoods component; however, their capacity to do so will largely depend on the availability of government programmes. Programmes such as NAADS, NUSAF and PRDP projects were some of the areas that were discussed during the assessment. However, better sustainability could have been achieved if linkages with such programmes were established in the earlier stages of the project.

One critical aspect of sustainability that the mission saw as a good practice was the project implementation structure. In the first place, structure emphasised partnership with implementing organisations with presence in the target communities. This ensured the possibility of continuity that aspects of the project that fell within the programme areas of such implementing partners would continue. Secondly the use of local facilitators drawn from the respective communities was seen as critical in the sustainability of actions and continuous flow of project benefits to the community. Sub County and Parish Based Facilitators (SBF and PBF) enthusiastically worked with

the mission even when the project had closed over six months ago, and were also reported by project beneficiaries to be groups, which the mission saw as a good practice.

In terms of impact on the lives of the target communities, beneficiaries of the HOPE were quite empowered by some of the inputs although they called for additional training and support in the form of animal traction units, to enable them increase their agricultural production. They reported that they had more household incomes as a result of support to VSLA and increased agricultural production and as such they were able to meet their needs; they were more food secure and could even sell surplus; there was reduced domestic violence, stronger social cohesion and minimal stigmatisation as a result of the peace building and psychosocial support provided by the project. Likewise those who underwent physical rehabilitation had their hopes raised with some of them fully recovered and were actively involved in productive and income generating activities and businesses. Implementing partners reported improvement in their internal capacities in management and governance and improvement in the relationships between field offices and their respective headquarters.

However, the need for the continuity of the intervention was found to be apparent with a specific focus on direct victims of the war. In particular, more people in the communities were reported to be in need of physical rehabilitation and psychosocial support in all the three sub regions where the project was implemented.

Best Practices and replicability

The mission found several best practices, in the first place in connection with the choice of the partners. Most partners had all or part of the four elements of the project as part of their programmes, it was therefore easy for them to adapt to the project with ease. Save for physical rehabilitation (PR), most partners had livelihoods improvement, psychosocial support and peace building as part of their programme.

Secondly, partners chosen had physical presence in the regions and programme presence in the communities that they implemented the project. This is a good practice because it ensures sustainability of the intervention beyond the presence of the project.

The engagement and capacity building of local facilitators and SBF and PBFs, and above all their being part and parcel of the VSLA ensured that they continued supporting the groups after the project ended. This was demonstrated with the enthusiastic participation of the SBF and PBF during the evaluation six months after the project had ended.

Other good practices include mentorship in the area of organisational development that was carried out for all the partners; the use of VSLA as an entry point into the community was a good practice as it has become the norm for all programmes to be executed through the use of groups. Some of the good practices also included working closely with the local governments in a transparent and accountable manner.

Lessons learnt

Lessons learnt include need for timely disbursements of financial resources to enable implementing partners carry out planned activities in systematic and timely manner.

Timely provision of agricultural inputs so as to enable beneficiaries utilise in a timely manner given that agriculture in Uganda is rain-fed and relies largely on the seasonality prevalence of rain.

Involvement of technical expertise and project beneficiaries in procurement of inputs is critical in promoting responsibility and ownership of project.

Recommendations

The mission strongly believes that HOPE could have a bigger impact and a higher level of sustainability if there was a second phase. A scaled-up follow-up phase would be advisable and –if some of the recommendations from this final evaluation of phase one are adopted—it has the potential of having a much bigger impact and success during a second phase. This would also give the implementing agencies time to develop, plan and implement a better exit strategy, increase the capacity of local government and further empower communities. Based on the above, the mission recommends a follow-up second phase of HOPE.

However, the next phase of HOPE if considered should focus more on supporting physical rehabilitation and psychosocial support of the victims and less on providing economic support given that there are already other interventions, including government programmes under the PRDP for Northern Uganda, NAADS and NUSAF which are already addressing economic needs of the community in general. However, efforts should be made in the design of the second phase to create linkages between the project and other government programmes.

In addition, some aspects of the design of HOPE need to be changed. For instance, it should target all victims of war in Northern Uganda who need physical rehabilitation, and not only those who became victims from 2003 onwards. Given that physical rehabilitation deals with the alteration in the body part of the people, the risks associated with such conditions are enormous. It is important that a provision should be made in the design for beneficiary follow-up both in the immediate and short terms to ensure that beneficiaries fully recover from the effect of surgery.

1 Introduction and context

1.1 Introduction

The Harnessing Opportunity to Protect and End Violence (HOPE) in Northern Uganda was designed and implemented within the framework of the Peace, Recovery and Development Plan (PRDP) for Northern Uganda whose over-arching framework and affirmative action is to address the post-conflict and recovery challenges in Northern Uganda. The project outputs directly contributed to Objective 4 of the PRDP. It was a four year project funded by the Trust Fund for Victims (TFV) of the International Criminal Court (ICC) and the target community were the direct victims of the war between Government of Uganda and the Lord's Resistance Army (LRA).

Project implementation was a partnership arrangement between CARE International in Uganda and a number of civil society organisations that included Agency for Cooperation in Research and Development (ACORD), African Development and Peace Initiative (ADPI), African Youth Initiative Network (AYINET), Concerned Parents Association (CPA), FREDIS Rehabilitation and Disabled Centre (FDRC), Gulu Women Economic Development and Globalisation (GWED-G), and Lango cultural foundation (LCF). Others included Northern Uganda Community Based Action for Children (NUCBACD), Support War Victims Organisation (SWVO), Transcultural Psychosocial Organisation (TPO), United Youth Action for Progress (UYAP), KICA BER, Gulu University, and War Affected Children Association (WACA).

The mission was informed that implementing organisations (IO) came into partnership for project implementation at different times, with some coming in towards the closure of the project. For example TPO came in only four months to the closure of the project. The explanation provided for late entry into the partnership was that some agencies had had terminated because of the partnership challenges that they faced and as such had to be replaced. At the time of the evaluation, FRDC, LCF, WACA, UYAP, SWVO, NUCBACD, ADPI, and AYINET had reported been terminated and had been replaced with ACORD, TPO, and CPA. One of the main reasons for termination of partnership between CARE and the implementing organisations included impropriety on the part of these partners. Their areas of operation and project activities were therefore taken over by the agencies that replaced them.

HOPE was implemented in 10 districts in the three sub regions of West Nile, Acholi and Lango. The districts included Adjumani in West Nile; Amuru, Nwoya, Gulu, Kitgum and Agago in Acholi; and Oyam, Lira, Alebtong and Otuke in Lango. The project started in 2009 and was completed in March 2013, although the project closeout had not yet been done as some of the elements of the project were due for completion at the time of the evaluation. For example, delivery

The goal of the HOPE project was to improve the quality of life of the victims of the LRA conflict in Northern Uganda through ensuring efficiency and effectiveness in the use of grants provided by TFV and the purpose of the project was to address challenges faced by the victims of the LRA conflict in Northern Uganda by supporting them to lead a more fulfilling and rewarding life where they are economically empowered, physically and psychologically rehabilitated, socially integrated and living peacefully in their communities

1.2 Country Context

Uganda has been plagued by civil wars and violent conflicts since it gained independence in 1962 until six years ago, when relative political stability returned to the country. The most notable of

these conflicts was the twenty-year insurgency by the LRA, a rebel outfit notorious for their brutality, which only came to an end through a negotiated settlement, although the LRA is still active within the Great Lakes region.

In addition to security issues, the country also faces tough socio-political, economic and development challenges: it is 161st (out of 187 countries) on the Human Development Index and is estimated to have almost 34.5 million people (UNFPA, 2011). It also has one of the highest population growth rates in the world (3.1%) and has the highest number of youth (57% under 18 years old; 78% under the age of 30). The youth bulge and the fact that it has one of the highest youth unemployment rates (83%) in the world makes for a challenging mix (HDR, ILO, 2011).

Regional relationships present a challenge to Uganda, yet are essential to peace. The region is notably unstable and conflicts from most of its neighbouring countries (South Sudan, Kenya, Rwanda and the Democratic Republic of Congo) have repeatedly spilled over into Uganda, straining relationships and making Uganda's population vulnerable. The sub regions of Lango Acholi, and West Nile in the north of Uganda, for example, were heavily affected by the LRA conflict; and even the lawlessness and insecurity in Karamoja is closely linked to regional weapons smuggling from the Horn of Africa and from other regional hotspots.

1.3 Post-Conflict and the Economic Context

During the 1990s, poverty fell dramatically. The proportion of Ugandans whose expenditures fell below the poverty line fell from 56% in 1992 to 44% in 1997/8 and even faster to 34% in 2000. These changes were driven mainly by increases in average income, rather than by redistribution. Inequality was basically steady from 1992 to 1997, but increased thereafter. From 2000 onwards, the trends became less encouraging. Income poverty increased from 34% to 38% between 2000 and 2003.

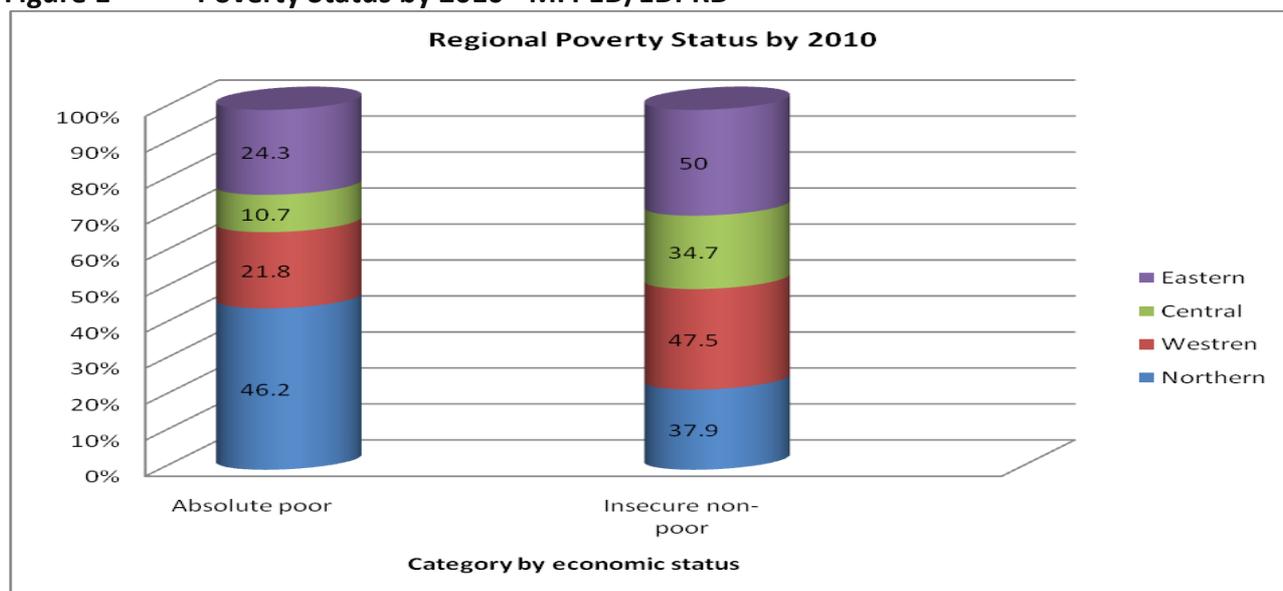
Table 1 Proportion of people below the poverty line (%)

1992	1993/4	1994/5	1996	1997/8	1999/2000	2002/3	
National	55.7	51.2	50.2	49.1	44.4	33.8	37.7
Rural	59.7	55.6	54.3	53.7	48.7	37.4	41.1
Urban	27.8	21	21.5	19.8	16.7	9.6	12.2
Central	46	28	19.7	22.3			
Western	53	43	26.2	31.4			
Eastern	59	54	35.0	46.0			
Northern	72	60	63.7	63.6			

Source: PEAP

As can be seen from the table above, northern Uganda where HOPE was implemented had higher numbers of people categorized as falling below the poverty line at 63.6% by 1997/98, and this might be even higher since 2004 as a result of displacement in the HOPE target districts. To date, though the official figures indicate a poverty decline from 56.4% in 1992 to 24.5% in 2010, Northern Uganda still has the highest number of poor people in the country.

Figure 1 Poverty Status by 2010 - MFPED/EDPRD



According to the graph above, the proportion of people in northern Uganda categorized as absolute poor at 46.2% and insecure non-poor 37.9% is staggering compared to 21.8% and 47.5% in Western Uganda; 10.7% and 34.7% in central Uganda; and 24.3% and 50.0% in Eastern Uganda according to the latest Poverty Status Report released by Economic Development Policy and Research Department (EDPRD) of the Ministry of Finance, Planning and Economic Development (MFPED) in May 2012¹.

1.4 Global Context — Peace building

Support to victims of war and development activities alone cannot stop or prevent conflicts, but the work of the international organisations and their local partners can support and encourage national conflict prevention capacities. What constitutes conflict prevention support for the CARE and its local partners encompasses a range of support to victims of conflict and development activities, including the livelihoods support in the form of inputs and related knowledge, establishment of forums for non-violent settlement of disputes, physical rehabilitation of victims who suffered injuries as a result of war, and psychosocial support to victims and all those affected by the war. The focus has been on supporting the civil society and empowering communities using local structures and resources that contribute to conflict prevention and peace building.

At global level, the civil society has also made progress in supporting opportunities for women to participate more fully in the emerging political and legal landscape of post-conflict countries. Notable successes include the expansion of female access to justice in some countries, especially for survivors of sexual and gender-based violence. Gender-based violence almost always increases during a civil war; yet, despite the disproportionate impact of conflict on women, they are often not included in decision-making and planning processes in most post-conflict countries. While the Civil Society has made concerted efforts to mainstream gender issues within programmes, the issue of macro-analysis and influence on government policy received relatively little attention. Also the placement and promotion of women's voices in economic and peace building processes

¹Poverty Status Report; Poverty reduction and the National Development Process: Reducing vulnerability, equalising opportunities and transforming livelihoods by EDPRD of MFPED, May 2012

remain below par at global level.

The civil society interventions in livelihoods and economic revitalization are an important and often innovative component of the broader approach to conflict-affected settings. While civil society's livelihood work in conflict-affected settings is widely acknowledged as beneficial in terms of contributing to immediate peace building and conflict prevention aims, its broader impact and sustainability needs to be strengthened in most post-conflict settings.

Gauging the efficiency and effectiveness of civil society support in post-conflict settings can be problematic, as many project activities are process-oriented, time-bound and subject to a rapidly changing political landscape.

1.5 Conflict Drivers and Uganda

Given the global approach in post-conflict settings and Uganda's context, it was highly relevant that peace building was a key input of the HOPE project; this was significant in a country like Uganda that has many of the drivers of conflict identified by the OECD framework.²

A UNICEF recent study has also identified the following main drivers of conflict at the national level in Uganda³:

- Concerns about political inclusion: particularly, political marginalization and a lack of representation at both the central and district in northern Uganda.
- Shrinking space for civil society.
- Uneven infrastructure development: in Uganda's poorest regions, including Lango, Acholi, West Nile, and Karamoja, leading to marginalization and neglect.
- Economic development and the bulging youth population.
- Natural Resource Management: including recent discovery of large oil reserves (and other natural resources)
- Land disputes: land disputes are pervasive throughout the country and currently make up roughly 94% of cases before local courts in the North.
- Social and cultural capacities for reconciliation and peace building: while significant resources exist to support reconciliation and peace building throughout Uganda, a tension remains between "traditional" and state mechanisms in this respect.
- Social norms related to violence: recourse to violent forms of conflict resolution is pervasive in Uganda. Both at the household level as well as within schools, Ugandans are often exposed to violence from a very young age. This cycle of violence poses a significant barrier to peace in Uganda, and addressing it is central to peace building at the community level.
- The conflict drivers above provide a contextual background to the Northern Uganda Early Recovery Project (NUERP) and make a good case for the peace building, equity and conflict-sensitive approach which is part of the project aims.

² OECD (2009) report on 'State building and Peace building Priorities and Challenges', which identified the following categories: Inclusive political settlements and processes; Basic safety and security; Justice and peaceful resolution of conflict; Capacity to raise revenues and meet expectations through service delivery; Effective management of resources and sustainable economic development; □ Societal capacities for reconciliation and peace; and Capacity to maintain constructive relations with neighbors and the region.

³UNICEF Peace building, Education and Advocacy Programme, Uganda Conflict Analysis, Anna Knutzen and Alan Smith, October 2012

- Regional and national security concerns: Uganda has highly developed security and defence capabilities, and has taken an active leadership in regional military interventions in the region.

Another recent report⁴ also focuses on the regional dimension, and specifically on the following three regional conflict drivers:

- Regional conflict spill-over: Uganda is geographically situated in the Great Lakes and the Horn of Africa regions both of which are conflict prone. Spill over includes small arms proliferation, refugees and strategic interests such as the Islamization agenda of Sudan under Bashir. Uganda has for example been host to refugees from Sudan, Somalia, DRC, Rwanda and Burundi.
- Trans-boundary Natural Resources: The country shares some of the strategic natural resources with other countries-- resources include oil under Lake Albert; Lake Victoria; River Nile, Mount Muhabura and Mt Ruwenzori.
- Boundary Dilemma: Uganda is increasingly facing the problem of poorly defined and demarcated international borders, including issues with DRC in West Nile and on Lake Albert, with Southern Sudan in West Nile, and with Kenya over Migingo and Ugingo Islands on Lake Victoria.

1.6 Post-Conflict and the Lango, Acholi and West Nile Sub-regions

Uganda has been affected by a regional context of conflict and insecurity, and the North of the country has paid a high price, especially its population. But despite the failure by the LRA to sign the Final Peace Agreement in 2008, the Juba peace negotiations between the government of Uganda and the LRA were credited for ushering relative peace and calm in Northern Uganda.

Following the signing of the Cessation of Hostilities Agreement (CHA) between the Government of Uganda and the LRA on 26 August 2006, IDPs began relocating from IDP camps: some IDPs went directly to their pre-displacement homes, while others relocated to 'Transit'/'Satellite' Camps - 'temporary' IDP camps. In the Lango sub-region, a near total return to pre-displacement homes was finally achieved by mid-2008 and in Acholi, most of these who were displaced have already resettled in their original homes.

Statistics put those still remaining in camps at about 35,000, comprising of those affected by land conflict, the extremely vulnerable that include the elderly, people with disability and orphans. During this assessment, the consultant was informed that in Adjumani, a reasonable number of people had not yet returned to their original villages/homes.

1.7 Background to the Project

The HOPE Project was a four year project funded by the TFV. The Rome Statute created two independent institutions: the International Criminal Court and the Trust Fund for Victims. While it is impossible to fully undo the harm caused by genocide, war crimes, crimes against humanity and the crime of aggression, it is possible to help survivors, in particular, the most vulnerable among them, rebuild their lives and regain their dignity and status as fully-functioning members of their societies. The Trust Fund for Victims advocates for victims and mobilizes individuals, institutions with resources, and the goodwill of those in power for the benefit of victims and their communities. It funds or sets up innovative projects to meet victims' physical, material, or

⁴ An Issue Paper for the Development of a National Peace Building and Conflict Resolution Policy for Uganda, Government of Uganda, May 2012

psychological needs. It may also directly undertake activities as and when requested by the Court. The Trust Fund for Victims can act for the benefit of victims of crimes, regardless of whether there is a conviction by the ICC. It cooperates with the Court to avoid any interference with on-going legal proceedings

The HOPE project aimed at addressing the challenges faced by the victims of the LRA conflict in Northern Uganda by supporting them to lead a more fulfilling and rewarding life where they are economically empowered, physically and psychologically rehabilitated, socially integrated and living peacefully in their communities. This project primarily targeted the direct victims of the war, including persons who have suffered harm as a result of the war like the formerly abducted persons (FAPs), physically mutilated, those with injuries and retained bullets, land mine victims, displaced communities, child headed households, child mothers, victims of rape/assault and widows/widowers.

The initial stages of the HOPE project was implemented in partnership with local organisations such as African Development and Peace Initiative (ADPI), African Youth Initiative Network (AYINET), FREDIS Rehabilitation and Disabled Centre (FRDC), Lango Cultural Foundation (LCF), United Youth Action for Progress (UYAP), and War Affected Children's Association (WACA), Transcultural Psychosocial Organisation (TPO), Concerned Parents Association (CPA), KICA BER, Support the War Victims (SWVO), Northern Uganda Community Based Action for Children (NUCBACD), Gulu University, Agency for Cooperation in Research and Development, (ACORD), and Gulu Women Economic Development and Globalisation (GWED-G). However, some of the organizations were discontinued when the project was still running allegedly because of impropriety. They included ADPI, WACA, AYINET and FREIDIS who were later replaced by ACORD, GWED-G, CPA and TPO respectively.

Implemented interventions comprised of the following: livelihoods support including vocational skills training, (art and craft, bakery, catering, tailoring, driving, motor vehicle mechanics, hair dressing, art and design, and small electric repairs); increased access to income through Village Saving and Loan Associations (VSLA) and start-up capital for Income Generating Activities (IGA); increased access to food security through distribution of agricultural production inputs such as seeds/planting material and farm tools (hand held hoes); group projects for poultry keeping, oxen and ox-plough, resettlement of abandoned and displaced vulnerable people; capacity building for peace and conflict management, and psychosocial support activities including music, dance and drama, sports events, and counselling through individual contact, group therapy, networking and referral.

In brief, the project intended to facilitate the return to normalcy by enhancing the capacity of individuals who were directly and indirectly affected by the LRA/Government of Uganda conflict by strengthening their livelihoods systems, providing physical rehabilitation for those who suffered different forms of physical injuries resulting from the war, providing psychological support to those traumatized by the conflict, and enabling an environment for reconciliation in the target sub regions.

A Mid-term Evaluation (MTE) of the HOPE project was carried out in 2010 with the purpose of informing CARE International Uganda on the progress made, challenges faced in the implementation of the project and strategies for a successful completion of the project for the remaining implementation period. The overall finding of the MTE was that the project had largely

achieved in absolute numbers but that it was too early to celebrate. The MTE also established that some cases of impact were evident, especially under economic empowerment, and that sustainability of the project benefits was a real challenge. The MTE recommended greater involvement of the different stakeholders, longer periods of a project of the kind, paying more attention to the children because of their unique needs, and training of PBF and SBF in counselling. The MTE further recommended uniformity in support and strengthening governance and management capacities of partners among others. It was rather difficult to establish what effort was made to implement the recommendations of the MTE however, the mission established that PBF and SBF underwent counselling training and were providing counselling services to victims. Likewise, capacity building of partners was carried out. The mission was not able to establish evidence of implementation of the other recommendations.

1.8 The Final Evaluation

The overall objective of this end of project evaluation was to ascertain the contribution made by the HOPE project in the improvement of lives and welfare for the people of Northern Uganda. The major areas of focus for the end of project evaluation included but not limited to the project design, structures, purpose, results and sustainability and the consultant was tasked make recommendations that would help to ensure that the project impacts remains sustainable on the targeted victims and the community.

Specific objectives of the end of project evaluation:

The end of project evaluation aims to achieve the following specific objectives:

1. To establish the impact made by the HOPE Project with regards to the following components of the project:
 - Psychosocial support
 - Economic empowerment
 - Peace building, specifically in regards to the cultural institution (s) and the existing social support network.
 - Social cohesion
 - Physical rehabilitation
2. To measure the impact the project has made on the capacity of the partners, institutionally and programmatically with regards to implementation of the project components in an integrated manner.
3. Identify best practices and lessons learned during the 4 years of implementation with regards to the different project intervention areas, and
4. Make recommendations for future project /programmes design targeting war victims.

1.9 Scope of work

Geographically, the evaluation covered all the three sub regions and was specifically conducted in the districts of Adjumani in West Nile sub region; Amuru, Nwoya and Gulu in Acholi sub region, and Oyam, Lira, Otuke and Alebtong in Lango sub region.

Programmatically, the evaluation mainly focused on impact of the project on the target community while not overlooking the other requirements including reviewing related documents, reviewing the structures, examining the strategies used, critically assessing the coordination

function, identifying challenges faced by the project, and measuring sustainability of project benefits among others.

2. Methodology

The evaluation was conducted in a participatory and consultative manner with all stakeholders in their representative capacity informing the process. Stakeholders included project beneficiaries, implementing partners, Local Government Representatives and CARE International in Uganda staff in the CARE Gulu Office.

2.1 Mission to West Nile, Acholi and Lango sub-regions in Northern Uganda

Stakeholder Consultations and Focus Groups Discussions: The consultant carried out Focus Group Discussions (FGD) with project beneficiaries (in the communities of Adjumani, Amuru, Nwoya, Gulu, Oyam, Lira, Alebtong and Otuke districts), in coordination with CARE International Uganda and implementing partners. The mission took place from 20th to 31st May 2013. The consultant was supported by CARE HOPE project staff and partners on the ground whose representatives accompanied the consultant throughout the mission and offered invaluable support, analysis and feedback.

2.2 Sample and Sampling Frame

A multi stage sampling procedure was carried out to select the sub-counties, parishes, and villages from which individual interviews and focus group discussions were held with the beneficiary communities. A 2-2-1 procedure was used to arrive at the last unit of analysis. To do that, from every district, 2 sub counties were selected, and from every selected sub county, 2 parishes were selected, and from every parish, 1 village was selected; and from each village, a focus group and 15 individual interviews were carried out.

2.3 Data collection

Given the time available for this evaluation and tight deadlines, data collection was carried out using both quantitative and qualitative techniques. Individual interviews, key informants interviews, focus group discussions, photography, and literature review were the main data collection techniques.

- Individual/household interviews:** Individual/household interviews were carried out with project beneficiaries to capture individual perception, opinions and beliefs of the project beneficiaries regarding the project. A semi-structure questionnaire was developed and administered to individual beneficiaries on the wings of the focus group discussions.

- Key informants interviews:** Key informants interviews were carried out with all the project partners that the consultant was able to meet, CARE project staff, and available Local Government representatives. The consultant met the key informants in their respective locations. A key informant's guide capturing the main issues depending on the type of key informant was administered.

- Focus Group Discussions (FGD):** FGD were conducted with beneficiaries at the community level. Up to 20 FGD were held in 20 villages. A focus group comprised of a minimum of 6 and a maximum of 15/20 people. They included individuals drawn from the beneficiary group. A focus group discussion guide capturing the main issues related to the project was

administered. Facts and perceptions of focus groups on the projects were explored and captured during the focus group discussions.

·**Photography:** Relevant photographs were taken and are appended to this report. Photos document individual stories associated with the project, as well as focus groups discussions,

·**Literature review:** Documents such as project proposals, project progress reports, project completion reports, and Midterm Evaluation report were reviewed to extract relevant information informing the evaluation.

2.4 Performance Standards

Management of the process: The overall responsibility of the consultancy rested with the consultant, including the coordination of inputs from different participants. The consultant enjoyed great support by the CARE Gulu Programme Office throughout the consultancy. The implementing organisations' staff facilitated the mission.

The Consultant was also responsible and accountable for the production of the agreed products including the following:

- Review of documentation to be provided by the project (implementation/evaluation reports);
- Conducting fieldwork together with HOPE project staff and interview of stakeholders, implementing organisations, Local Government officials, and the beneficiary communities to generate authentic information and opinions;
- Writing and compilation of the information and reports as needed;
- Presentation of key findings highlighting achievements and constraints, and making practical recommendations to decision makers and stakeholders;
- Finalization of the Final Evaluation Report.

2.5 Implementation Plan

A four-stage approach was used to undertake the assignment. This included the following: (1) Preparatory stage, (2) Fieldwork stage, (3) Validation stage, and (4) Reporting stage.

The preparation included agreement on the methodology and tools to be used, the parishes and the villages to be included in the sample, the key informants, agreeing on the timeframe and itinerary of assignment; and production of the final report.

Fieldwork started from the CARE Gulu project office in GULU with a project overview and agreeing on some of the people to be reached during the fieldwork. The client had earlier provided a contact list of all the implementing organisations representatives who were the first points of contact for the consultant. As a first step, the implementing organisation identified the parishes and the communities to be met who had earlier been mobilised. The consultant with the help of CARE project staff and implementing organisation project staff proceeded to meet the communities to collect data.

2.6 Data management

The collected data was analysed using appropriate quantitative and qualitative techniques. After collection of data from different sources, data was processed, analysed and followed by report writing.

2.6.1 Quantitative data

Quantitative data was processed and analysed using Statistical Package for Social Scientists (SPSS). Descriptive statistics was produced in line with the objectives of the baseline. Quantitative reports were summarised in tables and graphs.

2.6.2 Qualitative data

Thematic and content analysis techniques was used to analyse data and mainly focused on qualitative data collected using KII, FGDs, and literature review. Thematic analysis was done in order to facilitate understanding of the relation of study objectives to the data at hand. Relevant comparisons were made between the different groups of informants in consonance with the objectives of the baseline.

2.7 Management of the end of project evaluation process

The evaluation team was constituted by the consultant and Project staff from CARE office in Gulu and implementing organisations staff in the respective districts. The team was further joined by research assistants who were mobilised to carry out individual interviews. The research assistants were locally recruited. They collected data at household level under the supervision of the Consultant.

2.8 Stakeholder Participation

For the list of people met in the field during the field mission, please see Annex Four at the end of this report.

2.9 Limitation of the evaluation

The evaluation was carried out six months after the end of partnership with most implementing organisations. This meant that some of the information that could have informed the evaluation better was difficult to trace as project staff of implementing organisations who carried out the implementation or participated in the initial stages of the project could have either left the organisation or had their mandates changed and could not avail themselves to inform the assessment.

Secondly, the project was implemented at different times by different partners, some of whom were terminated. It was difficult to trace some of the records from such partners to inform the evaluation.

3. Diagnostic discussion of the findings

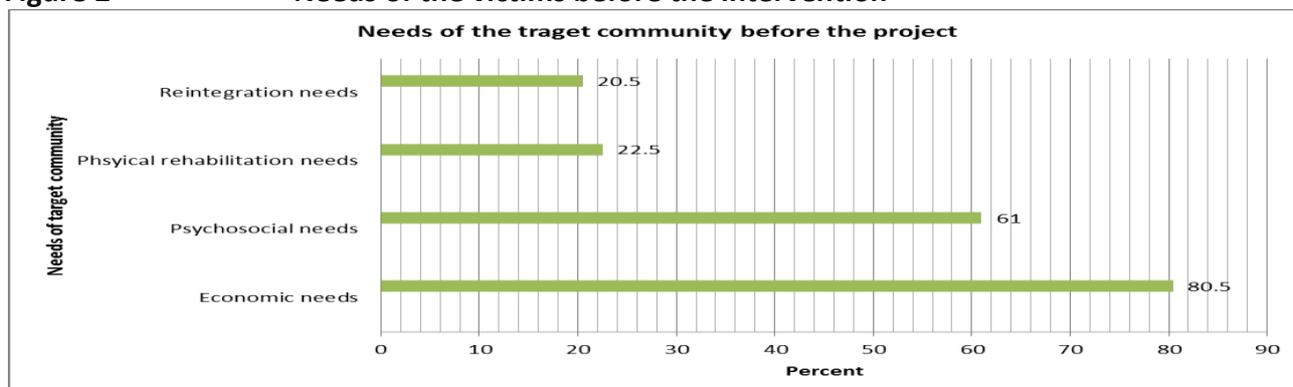
This section presents and discusses the findings of the evaluation with a specific focus on the impact of the project on the beneficiaries and implementing organisations as specified in the objectives of the evaluation in the TOR. The presentation is largely thematic and based on the four key impact areas, in addition to the impact of capacity building component of the implementing partners.

3.1 Project design, structure and organization

The design, structure and organisation of the project were discussed with different stakeholders. The general perception was that the project design was relevant to the needs of the target beneficiaries, largely because it targeted a “neglected area” (physical rehabilitation) but also because of its “holistic approach” to the needs of the target population. While addressing the physical rehabilitation needs of the victims, it also sought to empower the victims through

livelihoods and psychosocial support, in addition to creating an enabling environment for peaceful coexistence and making the regain their ability to become productive and contribute to the development of the community.

Figure 2 Needs of the victims before the intervention



According to Figure 1 above, up to 80% indicated that their needs were economic while 61% indicated that they had psychosocial needs. Up to 22.5% said that they had physical rehabilitation needs and 20.5 had reintegration needs. Other needs included lack of food, market, land conflict, poor housing and lack of livestock. Given the support provided, it may be concluded that the project responded to the needs of the victims, either directly or indirectly.

This perception is not only held by those who benefitted from it but also by the leadership of the areas where the project was implemented. They contended that, government had a primary responsibility for people who were victims of the LRA war and as such had the mandate to support people with physical rehabilitation needs, which unfortunately it hadn't done, hence their conviction that physical rehabilitation was a neglected area.

In terms of project organisation, the design is seen as a strategy for sustainability of project activities and continuous flow of project benefits to the target community. Although this has been discussed into more details in the sustainability component of this report, the presence of locally sourced Parish and Sub County Based Facilitators (PBF and SBF) is a design aspect that makes the HOPE project unique and sustainable. At the time of the assessment, the PBF and SBF were still actively involved with the beneficiary communities even when the project had ceased for over six months.

Further assessment of the validity of the design points out to the fact that the four project objectives were linked and mutually reinforcing. The design was therefore predisposed to address the recovery process of victims of post conflict communities in a holistic manner. The linkages between identified physical rehabilitation and physical assets (goats, oxen and ox-ploughs, inputs including seeds and other planting materials and cash provision); and provision of vocational education to the victims pointed to some of the strong points of the design. Secondly, the design provided some form of incentive framework for voluntarism, particularly for the PBF and SBF by making them part of the project beneficiaries as VSLA members.

Project objectives and outcomes were realistic. This was because they addressed existing and pressing needs as highlighted in the discussions with the different project stakeholders. Planned activities and outputs were clearly stated in the project document and implementation work

plans. Although the mission was not provided with the results framework of the project, project components and activities, outputs and outcomes clearly showed the causality in the results chain.

While the design strongly posits the project in very good light, certain aspects of the project design needed to be improved for better project delivery. The assessment established that the project design was discriminatory in the sense that it focused on individuals who became victims from 2003 onwards when the Rome Statute was put in place, yet the LRA insurgency has its roots in the immediate overthrow of the Okello military junta in January 1986 with the formation of the Uganda Peoples Democratic Army (UPDA), then the Holy Spirit Movement (HSM) of Priestess Alice Lakwena and later on the Lord's Resistance Army (LRA) of Joseph Kony. Throughout this time till 2003, many people became victims of conflict. The assessment established that the fact that it looked at victims from 2003 onwards did not resonate well with those who suffered earlier.

In light of the above finding, the mission is of the view that future project designs should as much as possible remain open to all victims of war, especially those who suffer physical injuries some of whom have since been crippled. This view is very strongly held by those who have undergone physical rehabilitation that the mission interfaced with, but also by the general populace who have on a daily basis seen the challenges that those who need physical rehabilitation go through. Out of the 200 households that were interviewed, 78% believed that the project should have addressed physical rehabilitation needs of the community.

"If I were the designer of this project, physical rehabilitation and not livelihoods would be my priority because with physical fitness, it's easy for someone to survive on their own because they will be able to work for it"

*Julius Peter Otoo,
Lalogi Sub County, Gulu District*

The other aspect of the design that also appears discriminatory is in terms of support provided. The nature and form of support provided varied from one sub region to another. While it was holistic for all the victims in Adjumani, some aspects of the package of support were not extended to victims in Acholi and Lango sub regions. For example, while victims in Adjumani received production inputs (oxen, hand held hoes, seeds, and ox-ploughs) in addition to cash, goats, vocational training and training in agronomic practices, in Acholi and Lango no cash was provided only a small proportion of victims were given goats. This was also raised in the MTR report but appears not to have been acted upon. While this could have been a mistake by the implementing organisation, it is likely that the open-ended nature of the project design left room for this discriminatory treatment of victims.

The mission is of the view that future project designs should as a matter of policy, provide for uniform package of support to avoid obvious discrimination across the project area. Any variations in the nature and form of support should be based on technical assessment. For instance in Ofua sub county of Adjumani district, the evaluation established that certain crops such as maize and groundnuts did not do well as such the support to Ofua sub county victims should have been matched with inputs that are technically suitable for the area, however, this was also not done.

The other weakness of the design was found its lack of mechanism to follow-up particularly for cases of those who got physical rehabilitation. The mission met a number of those who underwent physical rehabilitation and some of them indicated that they were required to go for review after some time; however, they couldn't do it because they lacked the necessary support. Some of

them indicated that although their situations had improved, they were still in a lot of pain and therefore needed to be reviewed. Project staff explained that it was planned that beneficiaries would be supported by the national health system; however, this appeared not to have worked given that the national health system is weak, which is one of the possible explanations for the why corrective surgeries could not have been undertaken until the project came on board. The mission established that this was probably an oversight in the project design that needs to be taken care of in the design of future project of the same kind.

Conclusion

The project design is seen in positive light for its relevance and holistic approach to the needs of the target and it is perceived to have addressed a “neglected area of concern” – physical rehabilitation, in addition to support to livelihoods, psychosocial and peace need of the victims. Its strength lay more in its structure because it was predisposed to promote sustainability.

However, the major weakness in the design was in its emphasis those who became victims from 2003 onwards. This point of emphasis left out a significant number of people who would otherwise had been considered for support. In addition, the project design did not emphasize uniformity in the support; hence different beneficiaries received different support from the project. Unfortunately, some of the inputs that were left out were the most needed by the majority of project recipients.

3.2 Project impact on the lives of the victims

The assessment of impact is a measure of the extent of change in the lives of individuals that are attributable to the intervention. HOPE was intended to cause change in the lives of the beneficiaries in terms of physical rehabilitation through corrective surgeries and other forms of medical procedures for people who were wounded as a result of the war; livelihoods improvement through provision of agricultural inputs, training in agronomic practices, support for vocational training; provision of psychosocial support services to those traumatized by the war; and lastly promoting peaceful coexistence. In addition, the project was also meant to build capacity of implementing organisations.

Table 2 Estimate of beneficiaries disaggregated by age, gender and type as of Jan 2013

Type of Direct Beneficiary to date	0-4		5-17		18-24		25-50		> 50		TOTAL
	f	m	f	M	F	M	f	M	F	M	
Widows/Widower					21	49	489	145	160	71	935
FAPs			44	7	388	539	403	393	179	70	1998
Ex-combatant				1	22	25	43	110	14	36	251
Land mine victims						1	2	17	1	5	26
Orphans	0	0	92	155	0	0	0	0	0	0	247
<i>Victims of torture</i>			26	50	66	86	30	239	51	54	602
<i>Victims with retained bullets</i>					19	18	61	97	15	28	238
<i>Gunshot victims</i>			5	5	9	12	55	158	19	26	179
<i>Disabled</i>				9	31	23	137	31	28	26	285

<i>Child mothers</i>			378							378	
<i>Children born in captivity</i>			40	16						56	
Child headed households			57	48						105	
Physical mutilations							4	8	1	1	14
Physical assault btn non partners					5	4	9	12		1	31
Early/forced marriage			21		1		6	2			30
Denial to education		6	3	2							11
HIV/AIDS	3				14	8	85	62	11	2	185
Bomb blast victims							11	73	4	9	29
Elderly Persons									60	147	207
Victims of massacre							2	3	7	6	18
Rape victims			8		11		24		1		44
Open wound					6	6	1	17		2	27
Fire burn victims											
TOTAL	3	6	674	293	593	771	1362	1367	551	484	6,104

The January 2013 report puts the total number of direct. These comprised of people who suffered in different ways that included widows and widowers, FAPS, ex-combatants, orphans, victims of torture, victims with retained bullets, victims of gunshots, people with disability, and child mothers. Others included children born in captivity, child headed household, victims with physical mutilations, victims of physical assault, victims of forced marriage, victims of denial to education, victims of HIV/AIDS, bomb blast victims, and elderly persons. It also included victims of massacre, rape victims, open wound victims, and fire burn victims.

3.2.1 Physical rehabilitation:

Physical rehabilitation was a key component of the project. It targeted those who sustained disabling injuries as a result of the conflict. Across all the three sub regions, physical rehabilitation was perceived by the general community and their leadership as the most relevant and successful intervention, largely because it targeted those whose physical needs were a subject of concern to the majority of the population. Those who benefited comprised of people who suffered from physical deformities ranging from broken limbs and torn muscles, to those whose bodies had retained bullets. There also beneficiaries who had been injured as a result of being manhandled by the warring parties particularly the LRA. Some of the victims got crippled and were unable to move at all while others used mobility aids such as crutches and walking sticks.

The perception of those who got physically rehabilitated was that the project had had significant change in their lives. Some of the changes that were brought to their lives that they pointed out included being to walk again particularly for those whose ability to walk was impaired by the injuries sustained during the conflict; ability to work again and become more self-reliant and productive for those who were rendered unable to work due to injuries that affected their ability to engage in any economic activities; some of those whose wives had left or threatened to leave

had regained the confidence of their wives as a result of being able not only to contribute towards meeting the needs of the families but also being able to perform their conjugal responsibilities. However, there was a consensus by all stakeholders that there were many more people within the communities across the three sub regions that needed physical rehabilitation. They noted that some of whom were in worse of state. It was their view that a second phase of the project was necessary and should look more specifically at supporting people in need of physical rehabilitation and psychosocial support. They argued that based on their experience, it was easy for an able-bodied person to stand on his own than one who was physically impaired as such physical rehabilitation would empower those whose capacities had been limited by injuries sustained during the conflict.

In the discussion with implementing organisations, project beneficiaries and the local government officials met during the fieldwork, a number of issues emerged that pointed to the challenges of the intervention in physical rehabilitation. Issues that were pointed out included a challenge of victims who refused to undergo corrective surgeries even when they were counselled. One of the victims Mr Richard Ocaka of Boll pii Village, Paibona Parish in Awach Sub County of Gulu District who was met by the mission had a bullet lodged in the back of his head told the mission that he feared he would die if the bullet was removed, even when he confessed that he usually got severe headaches which he attributed to the bullet in the back of the head. When asked whether he was willing was now convinced about the surgery having seen many of his friends undergoing surgery, Richard indicated that he was more than ready.

According GWED-G, they experienced up to four of those cases, particularly those who turned down the surgery at the last moment. It is understandable that many people fear the unknown and would adopt a “wait and see” attitude before making up their mind. However, a time-bound nature of the intervention does not support a cautious attitude of potential beneficiaries. It is therefore important that such an intervention be designed in such a way that there is a follow-up phase to take care of those who may be slow taking up opportunity.

The project was also observed to have limited access to physical rehabilitation by those who deserved because of its design. Anecdotal information obtained in the course of the evaluation suggested that TFV was limited to those who became victims of the LRA insurgency from 2003 onwards, following the coming into force of the Rome Statute. This was variously observed to have excluded the bulk of those who were affected prior to 2003. This has not gone down well with the leadership and the community within the three sub regions who felt that the project was discriminatory. The mission however came across some of the beneficiaries who became victims before 2003. It is possible that such beneficiaries were included because were more accessible to the project than others, or they were seen to be genuinely more deserving than others.

Secondly, under physical rehabilitation, no provisions were made for post-surgical/rehabilitation reviews, even when this is a routine in most surgical cases. Beneficiaries who were met during the mission indicated that although they were advised to go for review, they couldn't do so because there was no support for review or post rehabilitation follow-up.

One of the direct beneficiaries whose lives had been shattered by the conflict due to a crippling hip bone injury but underwent a UGX 9.2 million (about US\$4000) surgical procedure was extremely hopeful of the physical rehabilitation that he underwent because he could once again walk although with aid of crutches. However, he noted that his hopes started fading when he

started experiencing severe hip pain (he described as more painful than before the surgery), which required him to go for review but he was unable to do so because the project had closed and no provisions for follow-up was made.



Otoo Julius Peter was abducted by the LRA in 2001 and used as a luggage carrier. He escaped after four months when they went through an ambush. When he came back, he started feeling severe back pain and was taken to Lacor Hospital. He lived with the pain till 2012 when GWED-G came to KicaBer VSLA group and he was identified for assistance. Assessments were done for him and he was taken to Lacor Hospital for radiography when they discovered his hip bone was spoilt. In March 2013, he was taken to CURSO for surgery and was successfully done. However, his major problem is that he feels a lot more pain than he felt before the surgery. He would like to go for review but there is no one to support him. Before surgery, his wife had threatened to leave him; however, after undergoing surgery, he was able to walk on although with aid of crutches. Since then, his wife has since stopped threatening to quit the marriage which he attributes to the intervention.

The consultant is of the view that any interventions that deal with physical rehabilitation should as a matter of policy make provisions for reviews during and after surgical procedure. This is because physical rehabilitation involves corrective surgeries that in the undesired turn of events may end up getting complicated thereby creating the need for review and undertaking appropriate action. The case of Mr Julius Peter Otoo above is a clear testimony of the need for the change in design of future interventions in that direction.

3.2 Livelihoods support

Under livelihoods, support was provided in terms of production inputs including seeds and other planting materials, and hand held hoes to individual households; an ox-plough and a pair of oxen to individual Village Saving and Loan Associations (VSLA); a goat and UGX 75,000/= for individual victims of war; vocational trade training for selected individuals who are victims of war; a VSLA kit for each VSLA and VSLA management training for the VSLA leadership.

According to the project beneficiaries met across the three sub regions during the evaluation, a lot had been achieved by the beneficiaries under the support for livelihoods improvement for the victims, however, the impact varied considerably depending on the inputs provided, the activities undertaken by the beneficiaries, and the ability of the individual beneficiaries to convert the input into a livelihood.

3.2.1 Village Saving and Loan Association

The evaluation was informed that the VSLA methodology was used not only as an entry point into the communities but also as economic empowering tool for improvement of beneficiary livelihoods. Communities were mobilised to form VSLA in places where there were none, and in places where VSLA already existed, they (VSLAs) were identified for support.

The VSLA approach was used to identify different categories of victims of war including those who needed physical rehabilitation, those in need of psychosocial support, those who needed vocational training, and those who needed economic support among others. Support to VSLA included provision of VSLA kits and the relevant VSLA training for the different group leadership.

The mission was informed that after the mentorship by the implementing organisations, the leaders of the VSLA also trained their respective group members in VSLA management. Group members met during the mission reported that they understood the VSLA methodology well.

It was a consensus by all the stakeholders met during the evaluation fieldwork reported that VSLA was one of the strongest points of the HOPE intervention because it economically empowered the beneficiaries of the project. According to beneficiaries, VSLA was their major source financial services and it was from the VSLA that they met most of their needs and financed their “businesses”. Needs that were met by VSLA included emergencies such as medication in terms of sickness, scholastic requirements for the children, provision of food for the household in times of food scarcity (particularly hunger months), provision of clothing and acquisition of other domestic essentials like salt, soap and sugar and sugar.

According to beneficiaries, VSLA was the answer to most of their economic needs and some felt they owed their economic existence to the VSLA. A lot of success stories on how the VSLA changed individual lives were given in addition to the general changes. A reasonable number of individual beneficiaries from across the three sub regions reported that from the savings and the borrowings, they were able to generate income to enable them start different kinds of projects and businesses. Some had built or were building houses from themselves from the proceeds that’s had origins in the VSLA; others were involved in thriving businesses including flourishing groceries and wholesale marketing of beverages such as sodas, trade in agricultural produce and trading in charcoal. As a result, some of the beneficiaries reported that they had very successful business running into millions of shillings of profits.

Case study

On the 10th March 2005, GumaSabino’s wife was killed by the rebels in the presence of his child, who since then became dumb after witnessing the murder of her mother. As a single parent, Guma started selling sweets at the road side from which he earned little money to look after his child. When the project started and beneficiaries were mobilised, Guma joined the VSLA from which he started borrowing to expand his business. After a year, Guma’s business had grown and he rented a room in DzaiipiTrading Centre where he started a fully-fledged grocery shop. After two years, Guma started a business in selling beers and sodas. Besides the grocery, Guma also runs a wholesale business in sodas and beer. He estimate his turnover per month at UGX 5,000,000 or UGX 60,000,000 per year



Mr Sabino Guma Poses in his beer/soda wholesale shop



Mr Sabino Guma in his grocery

Other than economic empowerment, VSLA was reported to have reduced on the prevalence of domestic violence as more and more members, particularly the men reduced on the amount of

alcohol they consumed⁵ since they needed to save. Members of the Local Council met during the evaluation reported that less and less cases of domestic violence, particularly violence against women had significantly reduced. In addition, men were reported to be spending more time in productive activities in order to generate the needed incomes for saving as opposed to the time when men could engage themselves in drinking and playing cards following the idleness that they faced while in encampment.

Some of the impacts of the VSLA include acquisition of assets that included cows, goats, and chicken. Most members from the groups met during the evaluation indicated that they had invested in the above assets, while others used the money to buy land or for renting land on which they cultivated crops.

At group level, VSLA was lauded for its contribution towards strengthening of social cohesion and facilitating the building of social capital for the majority of the members. According to the different VSLA groups met, the VSLA approach had been and was still a major source of therapy for the majority of members, particularly the most vulnerable and traumatized. *“Through the groups, vulnerable people have found the strength to work for themselves and to confront life undesirable life situations to forget the traumatizing experiences they went through during the war as it provided a platform for both group and peer counselling”* remarked one PBF in Okwang Sub County of Otuke District.

While the VSLA methodology has worked well to enable HOPE beneficiaries meet most of their needs, the limited nature of support meant that only a small number of people could be helped. It should be taken into account that the methodology only works for those who chose to be in groups, however, there are victims who for one reason or the other may choose to not belong to groups, yet they could be more deserving than those in groups. Future project designs should take this into account and should devise mechanisms for reaching out to such people.

Overall, VSLA methodology emphasises a business oriented approach to borrowing and lending. As can be noted in the discussion above, the VSLA transactions have largely been towards meeting welfare needs. In principle, borrowing should be for business but this was not so. In a discussion with the beneficiaries, most of them indicated that they had not been provided with business skills training. The consultant is of the view that future projects with VSLA component should ensure that business skills training is part and parcel of the package so as to ensure that VSLA is profitable and savings are high.

Conclusion

Village Saving and Loan Associations increased incomes in the hands of the community thereby enabling them to meet their needs. Some of the outcomes of increased incomes include accumulation of assets such as goats, cattle, and chicken; ability to afford school fees and other scholastic materials; ability to meet domestic needs such as salt, sugar, soap, cooking oil and once in a while change in the diet. Other outcomes include being able to build own houses (permanent structures), use of funds to buy or rent land and to expand on the acreage cultivated per season etc.

⁵ Several researches have pointed out the link between alcohol consumption and the high prevalence of domestic violence among former IDP communities in Northern Uganda

Other than enabling people to acquire assets, VSLA has also been instrumental in fostering social cohesion within the community. It provided a forum through which groups met to discuss issues that affected them and also worked as a platform for group therapy and peer counselling for those who were traumatised.

However, the success of VSLA was undermined by a not so strong business culture to support increased savings. Besides, most of the borrowings from the VSLA were directed towards meeting welfare related issues and not entirely for business transactions. With little or no linkage between VSLA and a strong business culture, the chances that savings would be low and VSLA outcomes would be poor were high.

It is necessary that future project designs should as much as possible have VSLA components with strong component on business skills management training for more sustainability and better VSLA outcomes.

3.2.2 Agricultural inputs

Different types of production inputs were provided to the beneficiaries with the view to promote their agricultural production and productivity, hence improved food security for the victim households. Inputs in the form of seeds (groundnuts, maize, banana suckers, and lately rice) were provided. Handheld hoes and goats were also provided at household levels, while animal traction units (ox-ploughs and oxen) were given at group level to be shared by the members. Seedlings of pine trees were distributed and tree seed nurseries for timber and fruit trees were established with technical support from Gulu University.

On the whole, those who received inputs in the early days of the project reported that the inputs had been very instrumental in supporting their livelihoods. Most households reported that they were food secure and that they ate at least two meals a day and that their food stocks lasted from 6 months and above.

Figure 3 State of food security of the beneficiaries

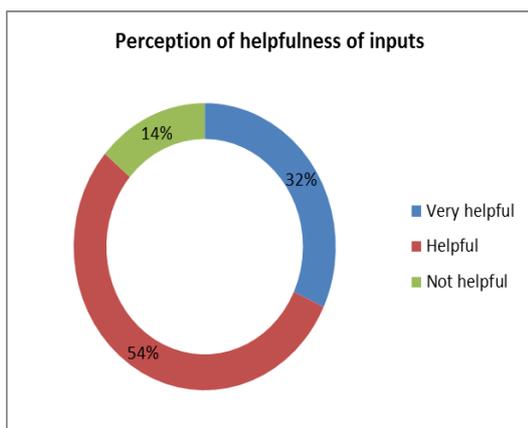


As can be seen in the figures above, only 16.1% of the beneficiaries ate a meal a day suggesting that very few were food deficient as compared to the rest who reported that they ate more than once a day. This is further corroborated by the finding that over 75% of the respondents had their

food stocks lasting for six months and above. While it is desirable that everybody should eat at least two meals a day and that food stocks should last for at least six months, according to the respondents, their situation was better off than before the project started as many of them returned to homes that had been ruined and had no food, and as such largely depended on food relief. By producing their own food and eating at least a meal per day they felt they were better off and that they felt more dignified than at the time when they depended entirely on relief food.

They also noted that they were no longer facing problems of seeds because they were using home-saved seeds. Beneficiaries also reported that other than being food secure, they were able to sell surplus and used the proceeds to meet their household needs. Given the limited nature of business that exist within the beneficiary communities, the mission established that VSLA savings were being derived from piecemeal sale of produce, further underscoring the need to support VSLA with production and/or business.

Likewise, the majority of those who were given goats reported that the goats had multiplied. Although a few deaths were reported among the goats, the majority of those whose goats survived reported that the goats had multiplied, and that each of them owned between 4 and 16 goats. Some reported that they had even sold some of the goats to meet their household needs. According to some members of the community in Adjumani, owning goats give a person pride and restores ones dignity among the community members.



As can be seen in the figure on the left, the general perception of the community was that the inputs that were provided were helpful. Only 14% were of the view that it was not helpful. When asked why they said it was not helpful, they reported that the weather conditions were not favourable and that the harvests were destroyed by pests. In addition, they reported that seeds were provided late when the planting season had already ended or was coming to an end. In some cases, seeds that were provided were not suitable for the type of soils. For example beneficiaries

met in Ofua Sub County in Adjumani District reported that they were supplied with maize, and groundnuts seeds of red-beauty variety which traditionally never did well in the area. The mission was curious to find out the level of consultations that were made with the respondents which would otherwise inform the type of intervention that would be made but was informed that very limited consultations were with beneficiaries done across the three sub regions. This could have contributed to some of the failures in agricultural productivity.

The mission also established that there were challenges with animal traction. Beneficiaries reported that they were supplied with bulls that were still young and as such unable to plough. As a matter of fact some of the bulls that were supplied in 2011 had just been trained and had started ploughing at the time of the evaluation. Just like the goats, some of the bulls were reported to have died and were never replaced.

While project beneficiaries were appreciative of the bulls, now that the bulls had matured, they observed that they were finding challenges in sharing (use) given the seasonality nature of agriculture in Uganda and the fact that agriculture in Uganda is rain-fed. With up to 30 households

per pair of oxen, the groups argued that for the bulls to go round it would mean that some households would get it off season.

The consultant is of the view that with the “do-no-harm policy” that CARE subscribes to, a lot more thought ought to have been given to the modus operandi of shared resources because of the risks of conflict that could arise from them. Understandably, it was difficult to provide more than a pair of oxen to each group given the limited resource envelop. However, a more creative way of sharing the resources without the risk of causing conflict in the group could have been found. For example, groups would have been advised to use the oxen as a group income generating resource by hiring out the oxen to members at a subsidized cost and to non-members at the market rate and the funds generated become part of the money that would be equally distributed to group members. The money so generated and distributed would go a long way to help with the needs of group members.

Save for the limited consultations that were done at the commencement of the project, The mission established that neither technical people nor project beneficiaries were involved in making the decisions on procurement of project inputs such as goats, seeds, and oxen. This could have resulted into some of the hiccups that the project experienced in improvement of the livelihoods of the community through agricultural production.

The mission views lack of participation of technical people and project beneficiaries as an area of improvement. Participation creates a sense of responsibility and ownership and as such is not only a good practice but a lesson learnt upon which future project of the kind should take note of.

Conclusion

The mission concludes that livelihoods support through provision of agricultural inputs led to increased production and productivity hence improvement in food security and better nutrition for the population; improvement in the incomes of the beneficiaries hence increased ability of the beneficiaries to meet their household needs; and improvement in self-image of the project beneficiaries.

However, the overall success of the support was undermined by unfavourable weather conditions, pests and late delivery of inputs. In addition, there was no uniformity in the way agricultural support was provided in addition to lack of involvement of both the technical people and beneficiary community in the procurement of inputs.

3.2.3 Vocational training

Vocational skills training was part of the package of the intervention that was provided to victims that were trainable. At the time of the assessment, several selected people, mainly youth victims had been trained in different vocational trades that included tailoring, motor vehicle mechanics, catering, carpentry and joinery, and brick laying and concrete practice among others. Some had already been provided with starter kits and were practising while others had already trained and were due to be provided with kits.

Based on the interaction that was made with some of the beneficiaries of vocational training, it is the impression of the mission that vocational skills’ training has contributed significantly to the transformation of the lives of those who benefited from it. Those that were met during the assessment reported that unlike before, they were now capable of providing for their families in a

more sustainable way. While there were still those who were yet to receive their kits, those who got the kits reported that they were able to provide food, meet medical needs, provide scholastic materials, and some had even started other businesses from which they were raising additional incomes while other had bought assets from the proceeds they get from the trade they were practicing.

Case study

Opio Joseph Kamilo Draga 37 of Pacere Village, Pacere Parish, Ofua Sub County of Adjumani District was lost his father to the LRA rebels on the 15th February 1996. Opio was later captured by the LRA rebels on 20th August 2001 together with five other boys and were made to carry loots for the rebels. When they crossed into the Sudan, they trained after which they were sent on missions in Uganda. In 2003, Opio escaped from the bush and was brought home after verification by his Local Council Chairperson. When Opio came back, he felt uncomfortable because the reception he was given was not good. He feared associating with other members of the community and largely stayed and did his things alone.

In 2010, ADPI come to the community to mobilise the former combatants and Opio joined the group. Opio was given UGX 75,000 (US\$30) which he used to buy chain-link for fencing his fledgling tree nursery. He then started raising seedlings of teak, eucalyptus, muvule and mahogany trees and sold it to NGOs and individuals. In addition, Opio benefited from training in motor vehicle mechanics.



Opio attending to a customer during the assessment in his garage

In addition to selling seedlings from which he earns about UGX 5 million yearly, at UGX 500 per seedling, Opio repairs motorcycles from which he earns additional an estimated UGX 3 million yearly and also operates a bodaboda (passenger motorcycle) from which he also earns 3 million yearly. Opio has also planted 4 acres of teak trees from which he earns UGX 1,800,000 yearly from carbon credit scheme. Overall, Opio earns approximately UGX 13 million yearly. Opio is currently looking after his 8 siblings and has managed to sustain all of them in school. Opio is supporting a brother who is in Gulu Primary Teachers' College, and other two brothers in Alere and Biyaya Senior Secondary Schools. The rest of the siblings are in primary school. But Opio is also supporting the education of his brothers children three of whom are in nursery school. The brother was killed by LRA.

Given that the evaluation was done long after the project had ended, it was rather difficult to trace all those who received vocational training, besides some of the beneficiaries of vocational training had not yet received their kits at the time of the assessment although the kits were already reportedly procured awaiting distribution and handover of the beneficiaries to the local authorities. Nevertheless, several success stories of those who underwent vocational training were related to the consultant anecdotally and as such the consultant cannot make an authoritative comment on the same.

Conclusion

Overall, support to vocational training of trainable victims of the LRA conflict has had a contribution to the lives of the victims and to their immediate families. It has not only helped in reintegrating the abductees and ex-combatants into their communities, but has provided them with a potentially sustainable source of livelihood. However, the sustainability of their livelihoods will largely depend on how well they utilise their skills and manage their businesses.

3.3 Psychosocial support

The assessment established that all the SBF and PBFs were trained in counselling as well as other skills including VSLA to support the groups with VSLA management but also to provide psychosocial support to individuals within the groups who needed counselling.

The mission was informed that a number of counselling centres were established to support those who needed psychosocial support. Group therapy, peer counselling and home visits were also used to provide psychosocial support to those who underwent traumatizing experiences.

According to the groups met by the mission during the assessment, amongst them there were individuals who were tortured during the war. There were those who had been abducted and used as carriers or as fighters many of whom were forced to kill and maim, and many especially women were abducted and turned as wives and/or sex slaves to the rebels. There were also those who lost their children and husbands through abduction and the children and husbands had never returned, and those whose wives and husbands were murdered in very brutal manner. There were also people living with HIV/AIDS (PLWHA) among members of the groups.

The mission established that SBFs and PBFs were instrumental in supporting the traumatized through the counselling centres that were established in the different places. At the time of assessment, the some of the beneficiaries were still receiving counselling at the centres although a huge number of beneficiaries preferred group, peer and home visits method of counselling to a more institutionalised one because of the near anonymous and less stigmatising nature.

In Minakulu Sub County, the mission was informed by the beneficiaries that that the counselling centre was not only far, but also stigmatizing and as such they preferred home visits, group therapy and peer counselling. This is a lesson learnt for future project design. More attention should be placed on home visits, peer counselling and group therapy.

According to the victims of conflict particularly those who were abducted and stayed in the bush with rebels for a longer period of time, counselling was extremely critical in their survival. They reported that through counselling they were able to reintegrate into the community. They noted that on return from captivity, much as they were welcomed by the immediate family members, the wider community did not readily accept them. Because of the suspicious treatment, they felt the sense of guilt and as such many of them reported that they felt like re-joining rebellion or killing those that stigmatized/annoyed them. Most of them also reported that on return they lived in isolation and never wanted to mix with the rest of the community. However, through counselling, they were able to join VSLA groups where they were able to benefit group therapy, peer counselling, and eventually home visits by SBFs and PBFs.

For the majority of the female ex-combatants who returned that were met during the assessment, counselling/psychotherapy was instrumental in helping them establish families and cope with the

trauma that they went through. Most of those met during the assessment indicated that they were able to get married after counselling. However, they reported that this did not come easy because those who proposed marriage to them were influenced by other people not to take their hands in marriage because of the stigma associated with the LRA rebels.

Interestingly in Elegu Parish of Dzaipi Sub County of Adjumani district, the mission met a formerly abducted lady who spent up to five years with rebels in the bush and had got married. She reported that she attended always counselling sessions together with her spouse (who was not in the rebellion) and this had been instrumental in cementing their relationship. The consultant found it a good practice that counselling sessions are attended by victims together with those close to them for it to be more effective.



However, psychosocial support was not all successful. To this date there are individuals who have failed to cope or are taking a rather long time to cope with the trauma. In Okwang Sub County of Otuke District, the mission met Ms Colin Akello who spent just 2 days in the bush. Colin and other members of her village were fleeing when rebel activities intensified in Okwang Sub County in 2003. At the time she was in Primary 5 and was 11 years old. Colin was abducted together with one other girl and three boys. After two days in the bush, Colin escaped and was reunited with her parents. However, Colin recalls that the two days she spent in the bush with the rebels was the most traumatizing in her life. At 11 years old, she was raped by her captors for two consecutive days. When she escaped, she was taken to the health centre at the IDP camp but never received any assistance till 2012 when through the project she was taken to Ayira Clinic in Lira and was provided with treatment that has only reduced the pain.

According to Colin, while she still experienced pain, it was not as painful as before. Colin can now do domestic chores including helping her elderly mother with work in the garden and cooking. She also helps her mother look after the cattle since her father passed away a year ago. However Colin remains isolated from the community. The only time she mingles with the community is when she is in church. Even when the consultations were taking place less than 50 meters away from her mother's house, Colin could not join the community much as she was a beneficiary of the project. Her interface with the mission was an effort by her mother.

While this is probably an isolated case, the mission takes it seriously that there could be many more people within the community who need assistance but cannot be reached. Given that counselling support was largely around groups, this implies that those who isolate themselves from group activities do not benefit from the project however deserving they might be. It is also possible that the extent of counselling provided was inadequate.

As already noted earlier in this report, the mission reiterates the need for a better strategy for reaching cases as cited above. In addition, the mission is of the view that psychosocial support needs to be a key component of any future interventions of this kind, as the trauma that victims went through cannot be addressed by a four year one-off project.

Conclusion

It's the conclusion of the evaluation that psychosocial support component of the project has been helpful in promoting integration of formerly abducted people and ex-combatants of the LRA as well as those who were traumatised during the war. However, the mission is of the view that while it has been useful in fostering reintegration, more people remain in the community who need psychosocial support.

The mission argues that while using VSLA as a major approach for entering into the community and delivery on the components, care should be taken that some of the most affected people do not necessarily belong to groups and as such strategies should be devised to reach them. In addition, there is need for a project of this nature to work closely with other stakeholders to take advantage of the available resource systems and network them through a well-defined referral system for the betterment of the beneficiaries.

Last but not least, the mission is of the view that psychosocial support is a critical area of such an interventions that ought to be considered if a scaled-up second phase of the project was considered.

3.4 Peace building/social cohesion

Peace building was the fourth component of the project and was meant to strengthen social cohesion. It was intended to promote reconciliation amongst people within groups and communities, more particularly so to foster smooth reintegration of formerly abducted people and/or ex-combatants into their communities. Cultural institutions were seen as important in undertaking this hence the inclusion of Lango Cultural Foundation (LCF) as an implementing partner.

Peace building comprised of carrying out traditional rites such as "*mato put*", and other rites meant to reconcile family members who have fallen apart or reunite members of the community with those who were abducted and forced into rebellion. Other activities aimed at promoting reconciliation included music, dance and drama (MDD) and community sensitization.

In the course of the evaluation, the mission witnessed several music, dance and drama performances that were loaded with messages of peace and reconciliation and primarily meant to show the negative impact of conflict and to reconcile the population. Nearly all the VSLA groups met during the assessment had MDD groups attached to them with some members of the VSLA being the actors and actresses.

The mission was informed that MDD groups usually staged drama within the community as a way of sensitising the community, not only on the importance of peace but also to communicate others development messages related to health, education, water and sanitation, etc. challenges and consultant was also informed that community sensitisation was also going on using radio talk shows particularly to discourage stigmatization of the formerly abducted people.

Findings of the evaluation revealed that as a result of the intervention, the level of stigmatization had significantly reduced. Several formerly abducted people met by the mission during the evaluation said that although “finger pointing” was still prevalent, the rate at which was done was no longer significant enough to affect their association with the rest of the community. Groups met also reported that MDD was strengthening group cohesion and that members of the group were protective of those who were formerly stigmatized.

Because of the reduced level of stigmatisation, the FAPs and ex-combatants reported that they were able to joined VSLA groups. Some of the FAP and ex-combatants were found to be holding leadership positions in the groups they joined and were running businesses.

Groups met during the evaluation reported that they had started helping other members of the communities who have conflicted to reconcile, noting that they were often called upon to facilitate reconciliation processes. The mission was unable to verify this information; however, discussions with the Local Council (LC) leadership that were met across the three sub regions revealed that domestic violence and inter-communal conflicts had significantly reduced.

However, the mission was also informed that there was high prevalence of land conflicts within the community, which pointed to the fact that the peace intervention had limited outward impact because it mainly focused on promoting peace within group membership and their families. It was challenging to establish what impact the awareness raising through MDD on the general community because of the limitations on the evaluation design, which was largely non-experimental.

A similar intervention known as Northern Uganda Early Recovery Project (NUERP) by the United Nations Development Programme (UNDP) in Oyam, Lira, Alebtong and Otuke that the consultant was part of its end of project evaluation had used a “Peace Ring” model for its peace component whereby members of the community were chosen and their capacity was built in peace building and conflict management. Although as individuals they were part of the VSLA groups, their mandate was to the community as a whole and they worked in unison with peers, Local Council members and the police depending on the nature and gravity of the case at hand.

Since they were drawn from different communities, they were the reference points for all the conflict related issues, to the extent that the local councils never received conflict related cases to preside over except those that needed to be referred due to their nature, such as those of capital nature.

The mission is of the view that the UNDP Peace Ring Model could be embedded in the design of future interventions that are intended to do peace building outside the beneficiary groups because of not only its prospects for sustainability but also because it was capable of reaching to the wider community and the peace agents drew their mandate not only from the group members they belong but from the wider community. UNDP has documented the success of the “peace ring” model and could be consulted in the future on how best the peace ring model is designed and how it works.

Conclusion

The mission concludes that the peace building component of the project has largely worked well in fostering peace and reconciliation within the members and households whose members are part of the beneficiary groups. It has helped in reducing on the level of stigmatisation of the formerly (FAPs) and ex-combatants hence promoting reintegration as well as reducing on the prevalence of domestic violence. The intervention has also helped in strengthening group cohesion.

However, the intervention was more inward looking and as such it did little to impact on the conflict outside the groups. Land conflicts were reportedly common and any future projects should consider land conflict as an issue that needs special attention if it is to foster sustainable reconciliation within the community.

3.5 Building capacity of implementing organisations

As part of the intervention, the project was also meant to build capacity of implementing organisations. The mission was informed that initial assessments were done for all the organisations that were involved and targeted capacity building was carried out. According to the implementing organisations met during the evaluation, capacity building was done in the area of financial management, governance, proposal development, and organisational development.

Implementing organisations met reported that capacity building was instrumental in streamlining their work and raising their profile. They were extremely particular about the organisational development (OD) which they recognised for building their capacity to develop their own strategic plans. Those who did strategic plan development for their organisations intimated that strategic plan development in their organisations used to be done by consultants; however, this changed when they underwent OD capacity building. Those that had their strategic plans developed after the OD training reported that they used the skills to develop their own strategic plans. Most importantly they noted that the OD capacity building emphasised the need for stakeholder involvement in strategic planning which they did when they were developing their strategic plans and found it extremely useful.

Other implementing partners reported that the OD not only streamlined the relationship between the board of directors and management but also improved on the relationship between field offices and headquarters. Individuals who were involved reported that they were empowered and this improved on the communication between subordinates and their bosses.

A number of implementing partners also alluded to the fact that their partnership with CARE and the capacity building raised their profiles. As a result, many of them were able to put proposals and a number of those proposals were successful. For instance GWED-G reported that the capacity building and association with CARE helped them to leverage funding from a number of organisations. For example GWED-G reported that since then they have been able to raised UGX 100 million for Gender Based Violence (GBV) from American Refugee Council (ARC), UGX 100 million from Independent Development Fund (IDF); UGX 100 million and the Dutch Government UGX 100 million; UGX 200 million from Open Society Initiative on the rights of women to access justice; UGX 80 million from Globemed – Columbia University; and UGX 140 from CARE International Uganda for a youth project.

Overall, the capacity building component of the project was very successful with all the partners reporting that it helped shape most of their operations. However, they noted that some of the

aspects of the partnership were not desirable. Aspects that were pointed out included the following:

1. Delay in signing the memorandum of understating (MOU) between the end of one phase and the beginning of another phase of the project. They noted that this did not foster a smooth flow of events because as implementing organisations rushed into implementation to beat the implementation and reporting deadlines.
2. Delays in disbursements of funds to the implementing organisations by CARE which in turn affected the flow of planned activities yet the implementation was time-bound. Delays in disbursements meant delays in implementation of planned activities vis-à-vis the need to provide accountability within a certain period of time. At the time of the assessment, ACORD had remained with close to UGX 4 million on its account which it was due to refund to CARE in spite of the fact that so many there are several victims have remained in the community whose lives could see a significant change if the said balances were used.

Implementing partners reported that in some cases they implement activities in a rush hence affecting the “critical path” approach to project implementation. A number of activities that should have preceded certain activities were not done at all. For instance, information on beneficiary needs was not updated as there was no time to do so. Implementing organisations largely relied on the initial assessments which were more of more of a scoping result and generalised information, which did not reflect the specifics of the responses to the challenges in different locations. This explains failure of certain inputs in certain areas, supply of inputs towards the end of the planting season etc. The mission is of the view that disbursements and supplies especially for agricultural intervention ought to be timely.

3. Concerns were also raised over the manner with which CARE project staff handled the relationship with CARE’x HOPE partners. Some partners were of the view that CARE imposed its systems on them instead of building on the systems they had. They noted that this strained the relationship between CARE and some of its partners.

Conclusion

Overall, the capacity building component answers the question “capacity building for what”. As noted in the discussion, capacity building has impacted in the way implementing organisations do things. It has turned strategic planning into an in-house and less expensive exercise as implementing organisations take on the task of developing their strategic plans on their own without engaging external resources. It has helped in improving management capacity in terms of financial management and accounting, management relationships, and it has streamlined organisations governance among others.

Areas of improvement include timeliness in the disbursement of project resources to the implementing partners and eventually to project beneficiaries; reducing on the gaps in the phases of the project, and improvement in the manner with which CARE related with its partners.

3.6 Sustainability

The mission found that although tremendous efforts by partners produced good impact in the three sub regions, continued support (and hopefully a scaled-up second phase of HOPE) was advisable and recommended. Sustainability was the biggest challenge to the success of HOPE, given the need for increased and sustained support to the victims particularly the victims that need physical rehabilitation and psychosocial support.

The will and enthusiasm at local level were high and even the local leaders expressed their support. They promised to sustain the project by integrating the VSLA groups into government programmes such as National Agricultural Advisory Services (NAADS), Northern Uganda Social Action Fund (NUSAF) and PRDP projects as a major way of sustaining the livelihoods component of the project. However, they expressed challenges with sustainability of physical rehabilitation of the component.

Some of the features of the project that mission considered was critical for sustainability of project activities and the flow of benefits in the longer term included the project design, which emphasised a structure that is anchored on the use of local resources. The use of SBFs and PBFs meant that they would be able to support the communities after the project closed. This was proved with the participation of the SBF and PBFs in the final evaluation even when the project had closed six months prior to the evaluation.

The mission also identified other features such as partnering with organisations with similar or aspects of the components of the project, in addition to organisations with local and programme presence in the community where they implemented the project.

The mission also noted that there was good political will that could be taken advantage of to sustain some of the project activities and benefits. Local council leaders met indicated that they were willing to take forward some component of the project by ensuring that the HOPE supported VSLA groups also benefitted from government programmes such as NAADS, NUSAF and PRDP funds. However, they noted that due to limited resources and ring-fenced funding, LG was unable to sustain the physical rehabilitation component of the project. They were of the view that a second phase of HOPE with a focus on physical rehabilitation would complement livelihoods rehabilitations that most interventions in the three sub-regions are focussing on.

The mission noted that more sustainability of the intervention could have been possible if the project had established formal linkages with other interventions including linkages with government programmes such as NAADS, NUSAF and PRDP, in addition to area specific intervention such as Agricultural Livelihoods Recovery and Empowerment Project (ALREP) etc.

While developing formal linkages with other programmes was a missed opportunity, future designs of a project of the kind should be mindful of the contribution of other programmes to the totality of the welfare of the community. A mapping of other interventions in the proposed areas of operation would be necessary for better targeting and could be used as one of the ways of developing a sustainability and exit strategy for the project.

Conclusion

The mission concludes that while the majority of the components, activities and outcomes of the project will be sustained because of the way the project was designed and structure, more

sustainability could have been achieved if the project was linked to other programme, particularly government programme. The mission notes that sustainability of the component on physical rehabilitation will be difficult and as such recommends as second phase of the project that will lay more emphasis on physical rehabilitation and psychosocial support while adopting a strategy for networking of beneficiaries of physical rehabilitation to the available livelihoods resource systems.

4 Conclusions and recommendations

4.1 Conclusions

The mission concludes that overall, the project design, structure and organisation has been relevant to the needs of the beneficiaries because it targeted a section of the community that had been neglected. Besides, it responded to the needs of the target community in a holistic manner because the various components were mutually reinforcing.

However, the mission has reservations about the rather limited time of the conflict that was targeted for response by the project even when there is full knowledge that the conflicts in northern Uganda and the LRA conflict in particular lasted for not less than two decades and throughout the war, hundreds of thousands fell victims of the war and are living with the scar of war. It's the view of the mission that the design should have targeted all victims of the conflict in northern Uganda.

The project has brought hope to the community, particularly those who suffered physical and disabling injuries who initially depended on the goodwill of relatives and friends for their upkeep. However, through physical rehabilitation, many of these people have regained their strength and have become productive members of the community and are contributing to development and welfare of their households and that of the community following the physical rehabilitation they underwent.

However, there still exist many more people who are in need of physical rehabilitation that the project did not reach. Besides, the project was designed in such a way that it never provided for further medical review for those who underwent physical rehabilitation. The mission believes that a complete physical rehabilitation would come with a follow-up/review as part of the package.

The project has caused significant transformation in the lives of its beneficiaries from net food relief receivers to a relatively food secure people who largely depend on the food they produce and even sell surplus. Through the VSLA, household incomes of the project beneficiaries have significantly increased and they can now afford cater for medical care, scholastic materials for their children, provide for food for their households in times of food through the market system during times of scarcity. A significant number of beneficiaries have been capable of accumulating assets such as livestock (goats, chicken and cattle); some have built houses for themselves while others were in the process of building permanent homes for themselves. A reasonable number do own businesses from which they derive their livelihoods.

In addition project has fostered successful reintegration of the FAPs and ex-combatants within the community through its psychosocial and peace building component. Through reintegration, the FAPS and ex-combatants have started contributing to the welfare of their households and community. Some of the FAPs and ex-combatants have even been elected to the leadership of

the groups from the community where they live. In a way, the project has strengthened social cohesion with the communities within which it was implemented.

However, the mission is of the view that more needs to be done in the area of psychosocial support. There is need for a mechanism to be put in place to reach out to victims who may not be reached by group approach. Even so, many more people still need psychosocial support given the lengthy duration of the war and the brutality of the war they were witnessed or experienced by the victims.

The project has significantly contributed to the capacity development of its implementing partners. Areas of change as a result of capacity building in the implementing organisations include competency in strategic plan development, improvement in management systems including financial management; improvement in the relationship between field offices and organisational headquarters, and improvement in the relationship between governance and management organs. Overall, organisational performance in the organisations has been enhanced.

While the concept of SBF and PBF The mission concludes that sustainability of certain outcomes has reservations on how most of the project outcome will be sustained, except for the livelihoods component and the implementing organisations capacity building. While it is clear from the discussion above based on the discussions held with the various stakeholders that livelihoods (VSLA and support to agricultural production) will be sustained based on their importance at group and individual levels, peace building, psychosocial support In terms of sustainability, certain aspects of the project will be sustained while others will not.

4.2 Recommendations

The mission strongly believes that HOPE could have a bigger impact and a higher level of sustainability if there was a second phase. A scaled-up follow-up phase would be advisable and –if some of the recommendations from this final evaluation of phase one are adopted—it has the potential of having a much bigger impact and success during a second phase. This would also give the implementing agencies time to develop, plan and implement a better exit strategy, increase the capacity of local government to take on the project and further empower communities. Based on the above, the mission recommends a follow-up second phase of HOPE.

However, the next phase of HOPE if considered should focus more on supporting physical rehabilitation and provision of psychosocial support of the victims and less on providing economic support given that there are already other interventions, including government programmes under the PRDP for Northern Uganda, NAADS and NUSAF which are already addressing economic needs of the community in general. However, efforts should be made in the design of the second phase to create linkages between the project and other government programmes.

In addition, some aspects of the design of HOPE need to be changed. For instance, it should look at supporting all the victims of war in Northern Uganda who need physical rehabilitation. The mission understands the restrictions that the project donors have put in terms of who should be targeted, partly because of the limited resources, however, the mission notes that the communities would be better off with a project that promotes inclusion than one that discriminates within people with similar problems some of whom more deserving than those targeted. The mission believes that support to communities who have been through conflict should be conflict sensitive and should adhere to “do no harm” principle.

Given that physical rehabilitation deals with the alteration in the body part of the people, the risks associated with such conditions are enormous yet it is being strongly recommended for a scaled-up second phase of the project, it is important that a provision should be made in the design for beneficiary follow-up both in the immediate and short terms to ensure that beneficiaries fully recover from the effect of surgery.

References

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4. Poverty Eradication Action Plan, 2004/5 – 2007/8
5. Poverty Status Report; Poverty reduction and the National Development Process: Reducing vulnerability, equalising opportunities and transforming livelihoods by EDPRD of MFPED, May 2012
6. Project Quarterly Reports 2009 -2012
7. Trust Fund for Victims (TFV), Project Proposals from CARE International in Uganda
8. UNICEF Peace building, Education and Advocacy Programme, Uganda Conflict Analysis, Anna Knutzen and Alan Smith, October 2012

Background

The conflict by the Lords Resistance Army (LRA) in northern Uganda that lasted over 20 years has been one of the longest armed conflicts in the history of Uganda. This conflict has had serious consequences on communities in northern Uganda and approximately 1.3 million people were displaced in IDP camps in the late 1990s. Since 1986 when the first rebel activities commenced in the region, life in Northern Uganda has been a night mare; over 61% of the population living below the poverty line⁶ have depended on relief food aid, high incidence of diseases (HIV/Aids prevalence cited at approx. 11%) and cases of human rights abuses have been rampant without proper systems for response or mitigation in the community.

The communities in Northern Uganda especially women and children have continued to bare the brunt of this war even when the guns have long gone silent. Apart from the physical harm like torture, maiming, rape and death, they as well live with the psychosocial impact of the war. Most of them lost their husbands and bread winners, their children were killed or abducted by the rebels and they have been forced to live with the new challenges that have come with the above. A number of girls and women have equally been abducted and forced into combatants, sex slaves and some of these died while many have returned home in most cases with children they did not choose to produce. Many of the community members who suffered physical harm continue to live in pain without proper access to medical care and continue to face diverse challenges in mobility and in venting for their basic needs and those of their families. There is thus a high level of trauma reflected by the high crime rates, heavy drinking, domestic violence and rights abuse.

However, since 2006, Northern Uganda has continued to experience relative peace following the progress of the Juba peace negotiations that led to the signing of some clauses of the cessation of hostility agreement. The issuing of the ICC arrest warrant against the key LRA leadership is believed to have equally contributed to the new trends in Northern Uganda. As a result of this relative peace, communities have returned and settled in their original homes after 20 years of live in internally displaced people camps. This trend however does not rule out the internal fear and doubt of the communities in the Juba peace process following failure by the rebel commander of the LRA, Joseph Kony to sign the final peace agreement in April 2008. Never the less, interventions in the region have shifted from humanitarian response to more of recovery and post conflict reconstruction and development.

In response to the challenges caused by the war and to enhance the community's capabilities and capacity to cope with the gaps caused by the war, CARE's work in northern Uganda has been focused on emergency, rehabilitation and transition interventions intended to save lives, strengthen community's capacity to prevent crisis, mitigate emergencies, promote access to economic opportunities, promote peace and reconciliation and alleviate poverty and social injustice in northern Uganda. CARE has worked closely with local governments and NGO partners to increase the provision of social services for the displaced communities with special emphasis on women and children. This intervention has been complimented with initiatives that promote the protection of women and girls from sexual and gender based violence through capacity building, advocacy and service delivery as well as focusing on all round empowerment of women to engage in activities that will help them meet their basic human rights. For economic and social empowerment of women and men, CARE has been supporting initiatives that increase mobilization of local savings as well as increase agricultural production aimed at improving the community's access to food and income security. CARE is also promoting women peace efforts, psychosocial and conflict transformation initiatives.

The HOPE Project overview

As part of the initiatives to reconstruct Northern Uganda, CARE has been implementing the project "Harnessing Opportunities to protect and End Violence (HOPE) project in West Nile, Acholi Sub-region and

⁶ IASC Working Group in Uganda, April 2007

Lango sub-region) with financial support from Trust Fund for Victims (TFV) for over the 4 years. The overall objective of the HOPE project was to improve the quality of life of the victims of the LRA conflict in Northern Uganda through ensuring efficiency and effectiveness in the use of grants provided by TFV. This is to be realized through these specific objectives:

- a) CARE assesses, provides resources to and supports partner organizations to provide services to victims of the Northern Uganda conflict.
- b) Support partners to work with 2,500 direct victims of LRA activities in Gulu, Amuru, Nwoya, Lira, Alebtong, Otuke, Oyam, Kitgum, Agago and Adjumani districts of Northern Uganda to create a sustainable improvement in their economic livelihoods by November 2012.
- c) Support partners to create accessible psychosocial support services for communities affected by LRA activities in Northern Uganda for reduced trauma and better community cohesion by November 2012.
- d) Ensure partners working with cultural institutions and other social support networks in Northern Uganda contribute towards the restoration of their role towards social cohesion, effective reintegration and peaceful co-existence by November 2012
- e) Assess, identify and support 100 victims with need for physical rehabilitation in Northern Uganda in order that they are able to access services aimed at restoring their physical abilities by November 2012

Overall objective of the end of Project evaluation

The overall objective of this end of project evaluation is to ascertain the contribution made by the HOPE project on the improvement of lives and welfare for the people of Northern Uganda. The major areas of focus for the end of project evaluation will include but not limited to the project design, structures, purpose, results and sustainability in order that recommendations are made for a replication in other areas and projects/programmes. The evaluation is expected to make recommendations that will help to ensure that the project impacts remains sustainable on the targeted victims and the community.

Specific objectives of the end of project evaluation:

The end of project evaluation aims to achieve the following specific objectives:

1. To establish the impact made by the HOPE Project with regards to the following components of the project:
 - Psychosocial support
 - Economic empowerment
 - Peace building, specifically in regards to the cultural institution (s) and the existing social support network.
 - Social cohesion
 - Physical rehabilitation
2. To measure the impact the project has made on the capacity of the partners, institutionally and programmatically with regards to implementation of the project components in an integrated manner.
3. Identify best practices and lessons learned during the 4 years of implementation with regards to the different project intervention areas.
4. Make recommendations for future project /programmes design targeting war victims.

Scope of work

The consultant/review team will undertake but not be limited to the following scope of work:

- Review a number of recent studies/documents on the trends in Northern Uganda, strategic documents including the PRDP, PEAP, NDP and the durable solutions, CARE working documents like the Long Range Strategic Plan (LRSP); Annual Operational Plan (AOP); P2P shift; UN Resolution 1325, 1820; the Rome statute, ICC/TFV status reports; Constitution of the Republic of Uganda; Project reports; partner reports and others to internalize the project and have the basis for its analysis.

- Assess the impacts made by the project to date looking at its strength (achievements), weakness, opportunities and threats (challenges) in terms of activities that have been implemented and financial expenditures incurred to determine ways of improving CARE's future programming for the war victims.
- To examine the performance of structures involved in the project implementation to establish structural effectiveness focusing at its relevance, engagement, strengths, capacity gaps and usefulness in achieving the project goal of empowerment.
- Make conclusive comparative analysis between the project implementation strategies indicated in the project design and how implementation was done. Focus should be on the integrated implementation strategy against each unique specific project component area of Livelihoods/Economic empowerment, Peace building, psychosocial support and physical rehabilitation.
- Assess and obtain the local partnership engagement to establish their reach, expertise, core values, commitment and how these translates to sustainable project impacts on the victims and community.
- Assess and ascertain to what extend CARE's efforts in skills and capacity development of partners has helped to build the technical and organizational capacity of the implementing partners and make recommendation to strengthen learning processes amongst the partners in future.
- Assess and determine the extend to which the partners' have been used and owned resources submitted to them to reflect efficiency, effectively and value for money with regard to approaches and methods of work employed.
- Review and establish how the existing coordination and linkages established by the HOPE project structures have aided networking and creation of internal and external linkages with other existing CARE projects as well as other stakeholders in the sectors of livelihoods, psychosocial support, peace building and physical rehabilitation and identify opportunities for strengthening networking and collaboration in the community and districts.
- Highlight any challenges faced with implementation of the project that could have been the result of the design or the changing context on the ground.
- Assess and ascertain the sustainability of the project with regard to community ownership, stakeholders' involvement and recommend appropriate measures to ensure that the project have lasting impact on the targeted beneficiaries.
- Make clear recommendations for the replication, future programmes/projects, consolidation and sustainability of the project impacts.

Approach/Methodology

1. The consultant will develop a detailed plan of action based on this TOR
2. Review CARE Uganda relevant documents like LRSP, programming principles, HOPE documents and the National and international framework documents for proper understanding of the project and its context.
3. Develop relevant research tools and consult with CARE staff, beneficiaries, partners and district officials and other CSOs in the field using various participatory methods.
4. Together with HOPE/CARE NUWEP team review the tools and strategies.
5. Prepare, compile and produce report that shall be shared during the feedback meeting to stakeholders and donor.
6. Integrate comments and concerns by the stakeholders and produce final report to CARE.

Key deliverables

- I. An inception report covering the approach/methods to be used and an implementation/action plan.
- II. Draft report to be availed to CARE to obtain feedback and comments.
- III. Revised report for presentation during the feedback meeting to obtain comments from the stakeholders during a one-day feedback meeting.
- IV. A concise final evaluation covering the processes undertaken, main findings, conclusions, lessons learnt and recommendations.

Time Frame and Reporting

The end of project evaluation is expected to be conducted within a period of not more than 19 working days, **starting 15th April and ending May 9th 2013.** The first preliminary debrief to CARE shall be done in Gulu after completion of the work on the 10th May 2013. The revised final report shall be submitted at CARE –Kampala office on the 15th May 2013.

Composition and Profile of the Review Team

The Consultant shall propose the team he/she would like to work with however; the following are the minimum requirements for the Consultant:

- ⌚ At least 5 years experience and strong knowledge of development of programmes aimed at empowering war victims in a conflict or post conflict situation preferably in Northern Uganda or East Africa.
- ⌚ Experience working on Economic and Livelihoods intervention programmes with the poor or the rural communities.
- ⌚ Human rights and policy analysis experiences.
- ⌚ Psychosocial support experience especially with social support programmes.
- ⌚ Previous experience with reputable organizations in research and documentation skills.
- ⌚ Project Planning and Management experience including M&E work and development of M&E systems.
- ⌚ Preferably a Holder of a Masters degree in a relevant field (Rural development, Economics, social Policy, Development Studies, Sociology, peace building, Human resource Management and others)

Participants in the end of project evaluation process:

To be directly involved

- CARE-Uganda Staff:
- CARE implementing partners: CPA, TPO, KSWVO, FOKAPAWA, NUCBACD, Gulu University, GWED-G and ACORD.
- National/District Local Government structures; CDOs, Gender Officer, Production Officer, Probation Officer, DPC, RDC, sub-county authorities
- Community structures: elders, opinion leaders, cultural and religious leaders.
- Project beneficiaries: Direct victims (beneficiaries), indirect beneficiaries, community leaders (women, men and youth leaders), community members.

Possible organizations/institutions to be consulted are highlighted below however note that this is not conclusive; the Consultant may still consider consulting others.

- UN Agencies (UNOCHA, UNDP)
- INGOs in the North (NRC, WVI, SCiU, CRS, CCF, AVSI, ACCORD, AMREF, Mercy Corps; SPRING
- Service providing Institutions – Lira hospital, Adjumani Hospital, Kitgum hospital and health centers in project sites, Ayira nursing Home, Lacor Hospital, Watoto, and Gulu regional referral Hospital - orthopedics workshop.
- The central and local government officials (OPM, Internal Affairs, Amnesty commission)
- Local NGOs including, NGO Forum and others to be identified

Annex 2 List of people met during the evaluation

Meeting in ACORD offices in Adjumani

Name	Title	Organisation
Charles Mawadri	Programme Coordinator	ACORD
Mawa Justus	Project officer	ACORD
Adrawa Charles	Project Officer	ACORD
Asigaci	Project Officer	ACORD
DramwiRebert	Chairman LC III	Ofua Sub County

Focus Group Meeting, Zoka Primary School, Zoka Parish, Itirikwa Sub County, Adjumani District

PalminaAgoaa	Zoka Parish	
RakeleKomaa	Baratuku Parish	
Rose Chandia	Baratuku	
AjioRakelelgama	Zoka	
AbioAnjelina	Zoka	
Kabasikra Rose	Baratuku	
Masudo Christine	Zoka	
Drapuri Angela	Kolididi	
Unzima Martina	Bacere	
Indrifua Sunday	Parish Based Facilitator	
Adraako Christine	Sub County Based Facilitator	
Igama James	Parish Based Facilitator	

Focus Group Meeting, Pacere Village, Pacere Parish, Ofua Sub County, Adjumani District

Opio DK Joseph	Bacere	
Oloya John	Oddu	
Asobasi Dominic	Bacere	
Lucy Eda	Bacere	
Ondoa Lillian	Bacere	
Ondoa Harriet	Bacere	
Dipio Susan	Bacere	
Ondoa Martin	Bacere	
DrateaAnjelina	Bacere	
DramioCizaria	Bacere	
AyaKorina	Bacere	
Mesiku Regina	Bacere	
Josephine Ajute	Bacere	
RuzinaAsio	Bacere	
AjioPalimira	Bacere	
Asienzo Veronica	Bacere	
Asupkwe Rita	Bacere	
Amadrio Sarah	Bacere	
Ocen Celina	Oddu	
Angua Peter Juliet	Bacere	
Raleo Ben Patricia	Parish Based Facilitator Oduu	

Focus Group Meeting at Mbgere Village, Dzaipi Parish, Dzaipi Sub County, Adjumani District

Amacha George	Sub County Fcailitator	
Drani Simon	Mbgere Parish	
Amoko albert	PBF Logoangwa	
Wani Samuel	Logoangwa Parish	
GumaSabino	Logoangwa	
JesicaTamadrio		
Abiriga Charles		
Asienzo Agnes		
Mazapkwe Christine		
Dragule Dominic		
OndoaSantian		
Ono Peter		
Valeria Apiku	Mbgere	
Baatio Gilbert	Logoangwa	
Adrupio Christine	Mbgere	
AbioKelementina		
Mociruku Beatrice		
TrondiKanta		

Focus Group Meeting at Elegu Village, Elegu Parish, Dzaipi Sub County, Adjumani Distroct

Mociruku Jane	Elegu Paris	MindraKonzu Group
Kelik Jacqueline Idro		
Angaa Beatrice		
Ondoa Grace	Arasi	
Asara Rose	Elegu	
Baako Lilly		
Makuma James		
Owole Peter		
Itrarar Richard		
Idere Dominic		
Maiku James	Ituji	
MoigoAopllonia	Arasi	
Esther Jurua		
Ayuru Cecilia	Elegu	
Drici Emma		
Kayodi Leticia		

Focus Grouo Meeting at Atiak Village, Atiak Parish, Atiak sub County, Amuru District

Okot Paul	Sub County Based facilitator	
Amony Lilly Okwera	PBF	
Akwero Agnes		AkemKwene
Adokorach Betty		Tic Ber
AciroMadalena		
AnyuuPalima		DwogPaco Ki Kuc

Layaana Anna		AkemKwene
Kilama Henry Ayaa		Tic Ber
Akun Mary		Tic Ber
Aloko Doreen		DwogPaco Ki Kuc
Oyela Betty		
Olana Betty Oyat		
Atoo Flo		Tic Ber
Anyango Josephine		
Oyat Basil		
Debele Justo		
Oluk Clement		
Richard Kinyera		AkemKwene
Omach Robert		Tic Ber
Acayo Mary		
Okech Paul		

Focus Group Meeting at Parwaca Parish, Atiak Sub County, Amuru District

Onwen Walter Obama	PBF	
Ongom Geoffrey		Can Dag Woo
Abeda Santo	Chairperson	
Acaye David		PacoBer
Kinyera Richard		Can Dag Woo
Ajok Jenifer		
Acomo Rose		
Layet Christine		
Obwona Amos		
Tabu Simon		
AtooErumalina	Treasurer	
AcengPulicikira		
Aciro Rose		
Omara John		
Bongomin Donald	Treasurer	
Acayoregina		
Auma Lillian		LacanCuke
Ayero Lucy		
Alal Brenda		PacoBer
Akongo Margaret		LacanCuke
Abalo Beatrice		
Aloko Rose		
Atoo Josephine		
LatooUrsla		
AbwoyoClementina		PacoBer
Aketo Margaret		LacanCuke
Anek Santa		
Acan Rose		
OlanaKetty		PacoBer

OkelloBaisl	Ag Sub County Chief	Koch Goma Sub County
Apoko Margaret	Chairperson	
AdokorachEvelyne	Treasurer	
Aciro Betty		
OpioBosco		
Akot Irene	Money Counter	
Amaro Rose		
Oneka Patrick		
Anyeko Josephine	Treasurer Welfare	
Amito Olga		
Apio Janet		
Ajok Esther	Key Keeper	
Ajok Santa		
Aryemo Mary		
Anek Alexandra		
AjokAganes		
Atim Kevin		
Akot Kevin		
Akell Beatrice		
Abalo Doreen		
Agnes Alunga		
Ayoo Santa		
Okello Samuel		
AtimVentorina		
AkelloJannet		
Ajok Rose		
Aryemo Margaret		
Ajok Josephine		
AolJackeline		
OdokiJenaro		
Okullo Patrick		
Ajok Lucy		
Ojera Charles		
Opio Denis Kilama		
TolitMichale	LC I Secretary	
Abdul Sunday	LC I Chairperson	
Moses Odong	RwotKweri	
Otoo Simon Peter	SBF, Koch Goma	

Focus Group Meeting at Coo Rom Village, Coo Rom Parish, Koch Goma Sub County

Latim Bernard		Can Oroma Group
AdongConsy	PBF	
Akello Nancy		
Acayo Grace		
Acwe Josephine		
Abuu Magdalene		

Opio George Omon	Secretary	
Okello Richard	Money Counter	
Maria Oryema		
OkechGaudencio	JagoKweri	
Acaye Martin		
Okot Justine		
Cecilia Atim		
AjulietaAlur		
Akello Christine		
Lalam Sylvia		
Arac Doreen	Key Keeper	
Lakwic rose		
OkotOdida		
KidegaAgwero	Security	
Anena Joy	Chairperson	
Ojok Christopher	Treasurer	

Focus Group Meeting at Jaka Parish, Lalogi Sub County, Gulu District

Nokrach Jimmy	PBF	
Acen Grace		
Aida Adong		
Sylvia Atoo		
Ladur Jenifer		
Ajalo Irene		
Apio Monica	Secretary	
Lanyero Grace		
Atoo Sunday		
Angeyo Florence		
AchengHellen		
Aloyo Betty		
Akello Eunice	Money Counter	
VasileOyee	Treasurer	
OkelloSule		
Karama Patrick		
Oweka Roselyn	Secretary	
NyakoPartick	Secretary	

Focus Group Meeting at Gem Parish, Lalogi Parish, Gulu District

Odongkara Denis	PBF Gem Parish	Lalogi Sub County
Ojok Santo	Chairperson	
Ocen John	Money Counter	
Ojok James	Key Keeper	
Okumu Peter		
Onek Francis	Secretary	
Adek Rose		
Akidi Doreen		
Akullu Caroline		

Angwec Grace	Money counter	
Laker Gladys	Treasurer	
Acan Bettys	Key Keeper	
Regina Ajok	Vice Chairperson	
Lamio Betty	Key Keeper	
Ayaa Florence		
Beatrice Akello		
Alice Akello	Security	
Akello Beatrice	Security	
Oyela Alice		
AlicantarinaAtoo		
Ajok Sunday		
Akullo Sophia	Vice Secretary	
Akello Janet		
Anena Jackie	Secretary	
Irene Akello	Vice Secretary	
Adyero Janet		
JesicaOroma	Security	
Apili Margaret		
AkelloPaska		
Atoo Edith		
Auma Alice		
Julius Peter Otoo		

Focus Group Meeting at Bollpii Village, Paibona Parish, Awac Sub County Gulu District

Odoki William		
Orach Michael	Vice Chair	OpokRyeko Group
Jogo Thomas	Secretary	
Dickson Oketa		
Ocaka Richard		
Patrick Komakech	Security	
Amoo Jenifer		
Aringo Grace	Key Keeper	
Aweko Doreen		
Apio Alice		
Akello Margaret		
Lalam Joyce		
JosphineLadur		
AjokBicantina		
Auma Sabina		
Acayo Sabina		
Abalo Jenifer		
Acan Anna		
Lapori Grace		
AumaGwentorina		
Akech Grace		

Focus Group Meeting at GwnegDia Parish, Awac Sub County Gulu District

Olweny Sunday		Can RwedePeke
Ayaa Joyce	Vice Chairperson	
Aciro Beatrice		
Akello Jackie		
LawinoPaska		
Amoo Joyce		
Ocora Walter		
Oyela Christine		
Layet Agnes		
Oyela Mary		
Lalam Carla	Key keeper	
Akot Gloria		
Aol Joyce		
OmonErukana		
Lalam Christine		
Amony Grace	Box Keeper	
Orach Andrew	Secretary	
Ajok Beatrice		
OjokAbondio	Chairperson	
OkotChristpher	RwotKweri	
BoscoEzangu	Programme Coordinator	GWED-G

Focus Group Meeting at Arak East Village, Adel Parish, Minakulu Sub County, Oyam District
Aweelmingo Group

MiddieAtino		Aweelmingo Group
EvalyneOpio	Security	
Sylvia Ayaa		
Aida Owiny		
Phoebe Anger		
Eunice Akello		
JentyOgwete		
HellenOkello		
Serena Erem	Key kepper	
Betty Aber		
Clara Gira		
Oyuru Patrick		
Susan Olwedo	Vice Cahirperson	
Gira Charles	Seretary	
Erem Robert	Coordinator	
Aciga Moses	PBF	

Focus Group Meeting at Nangabir B Village, Orit Parish, Ogur Sub County Lira District
AngeoKoma, Wii Lobo Wire, and OribCing groups

Agwee Thomas		AngeoKoma
OculaBosco	Chairperson	
OngomMoris		

Odongo Moses		
Ameny Wilbert		
Akello Caroline		
Luciano Awio		
Ocen CP		
SemmyOkello		
Apio Sylvia		
Akello Olivia		
Akello Florence		
David Ecan		
BoscoOrwaa		
Apio Susan		
Kia Ketty		
Ayoo Teddy		
Akello Teddy		
Acen Rose		
Akao Sarah		
Adong Caroline		
Owera Nancy		
AkulluColine		
Alum Jenifer		
Rose Ogoo		
KerubinaOcan		
Akello Esther		
Mary Ocan		
Atyang Caroline		
Kevin Ongora		
Anna Acai		
DillisYita		
Ejang Molly		
Otim Moses		
HellenTodi		
Opio Geoffrey		
Denis Odongo		
OtimEmmy		

Focus Group Meeting at AcanPewinyoAbwote Village, Ogur Parish, Ogur Sub County Lira District

ObwolaAlferd	PBF	AcanPeWinyoAbwote Group
Oyang Alex		
Miriya Moses Deo		
Omara Paul		
Lillian Ayudu		
Grace Olet		
Sophia Olong		
Lilly Olet		
Joy Oceng		

Joan Okello		
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Meeting at Okwnag Sub county Headquarters

Vincent Ogang	Assistant CDO	Okwang Sub County
Akullu Brenda	CDO	Okwang Sub County
Okello Jimmy	SBF	Okwang Sub County
OtimKeneth	PBF	Obwang sub county

Focus Group Meeting at Omenyo Village, Barocok Parish, Okwang Sub County, Otuke District

Oyuko Tom Robert	PBF	
Okello Sylvester	Chairperson	
Santa Otema		
DorcusOgwang		
Betty Ogwang		
Christine Odyeny		
Caroline Ogweng		
Agnes Oyuku		
Susan Owiny		
Eunice Odur		
Grace Meri		
Mary Okodi		
Florence Okello		
Apio Rose		
Catherine Okello		
KerenAkello		
Celina Amena		
BenjaminOgwang		
Richard Odongo		
Ongom Jimmy		
Etil Moses		
Ogwang Richard		
Okello Peter		
Oyuku Tom Richard		
ApioDorcas		

Focus Group meeting with Olowronguu Formerly Abducted Group (OFAG) at Okwang Sub County Headquarters

Castro Ogwal		
Akoli Night		
EkukaMoris		
Okello jimmy		

Focus Group Meeting at Alekodio Village, Awaoping Parish, Abako Sub County Alebtong District

Aluku Patrick	SBF	
Mary Opio		
Santa Ongom		

James Okello	Treasurer	
Julius Peter Ocen	Secretary	
Jimmy Oluma		
Patrick Opio		
Okello Peter		
Anna Aria		
HellenAwio		
JentyOmara		
Janet Obonyo		
JentyOmara		
SidonaOwala		
EromalinaOpio		
ErumalinaOcoma		
SijariaOmara		
Clara Oluma		
Rose Atuku		
Esther Okullu		
HellenApio		
Angelo Okello		
Julian Aluko	Treasurer	
Awany Julius		

Focus Group Meeting at Agwit Village, Alanyi Parish, Abako Sub County Alebtong District

DorikaOloko		Can OmioAngeo Group
Betty Akello		
JustnoraApio	Treasurer	
Awor Clara		
Awor Kato		
Akwii Agnes		
Santa Odida		
Akullu Grace		
Janet Tali		
EngolBosco	Secretary	
Atim Mary		
Mary Awany	Chairperson	
AngolJino		
Ouni Geoffrey		
Achola Rose		
Onyang Joel		
Onyok Richard	Secretary	
Ogweng Sam	VuceCahriperson	
RufinoOdongo	LC I Chairperson	