



Isis-Women's International Cross-Cultural Exchange
Amplifying Women's Voice and Power

Advancing Women's Rights

In Conflict And Post Conflict Settings And Building Institutional Capacity



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(2013-2016)

End of Programme Evaluation

Conducted by Judy Kamanyi

Evaluation Report | i

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Acronyms

ACDO	Assistant Community Development Officer
CA	Community Activist
CEDAW	Convention on the Elimination of All Forms of Violence against Women
CEDOVIP	Centre for Domestic Violence Prevention
CSO	Civil Society Organisation
CSW	Commission on the Status of Women
DCDO	District Community Development Officer
FDG	Focus Group Discussion
GBV	Gender Based Violence
SDG	Sustainable Development Goal
SGBV	Sexual and Gender Based Violence
ICGLR	International Conference of the Great Lakes Region
Isis-WICCE	Isis Women's International Cross Cultural Exchange
LC	Local Council
LG	Local Government
NGO	Non-Governmental Organisation
PRDP	Peace, Recovery and Development Plan for Northern Uganda
SASA	Start, Awareness, Support, Action
UN	United Nations
UNSCR	United Nations Security Council Resolution
VAW	Violence against Women
WOPI-U	Women Peace Initiative Uganda

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Executive Summary

Isis-WICCE commissioned an end-of-programme evaluation to assess the extent to which the anticipated objectives and programme outputs were achieved; identify lessons learned and good practices, and propose future programming areas.

Isis-WICCE enhanced the quality of its programming by embracing and amplifying the SASA (Start, Awareness, Support and Action) approach that emphasizes prevention and empowers communities to respond to problems before they escalate. The SASA approach to Sexual and Gender Based Violence (SGBV) is based on a theory that aims to inspire, enable and structure effective community mobilization to prevent violence against women and the spread of HIV/AIDS. The “Advancing women’s rights in conflict and post conflict settings and building institutional capacity” programme meant to improve the lives of women and girls by addressing SGBV and its effects was implemented in Aromo sub-county, Lira District in northern Uganda. The programme sought to support communities to take action to effect beneficial changes in their lives, and to take issues identified by communities to national, regional and international spaces in order to catalyse necessary responses from responsible actors.

The programme ended in August 2016 and Isis-WICCE commissioned an end-of-programme evaluation to assess the extent to which the anticipated objectives and programme outputs were achieved; identify lessons learned and good practices, and propose future programming areas. The evaluation methodology included review of documents and collection of primary data through interviews with key informants and partners and focus group discussions with women and men from the Ogot and Akaidebe villages in Otara Parish in Aromo Sub-County, and Isis-WICCE programme staff.

The finding is that the programme is fully aligned to the relevant international and regional normative frameworks on discrimination against women and gender equality. It also factors national and local policies and priorities, and addresses the needs of the intended beneficiaries – the women and men. The programme was appropriate, feasible, culturally sensitive and inclusive. However, a gender analysis was not undertaken at programme inception.

In terms of effectiveness, the programme strengthened competence of targeted stakeholders and achieved results through its empowerment of women and men to interrogate power and promote a more equitable relationship between women and men that led to reduction in SGBV as perceived and attested to by many of the respondents. Many of the women and men who participated in the group discussions testified on how the SASA training the community activists (CAs) underwent, and the subsequent engagements – outreach that the CAs had with individuals and families had resulted in positive change in attitude towards gender roles, power in relationships, and a better understanding of the negative impact of domestic violence and a reduction in SGBV. There were cases cited of dramatic change in behaviour.

... the programme strengthened competence of targeted stakeholders and achieved results through its empowerment of women and men to interrogate power and promote a more equitable relationship between women and men that led to reduction in SGBV.

Whereas the rapid assessment undertaken in 2014 in Akaidebe and Ogot found that knowledge on violence against women was relatively low for both women and men, the evaluation established that knowledge on violence against women (VAW) had increased. The peace exposition that was held in Aromo Sub-County in 2015 also raised awareness of the root causes of violence against women and its connection to HIV infection among women, especially in the conversation circles such as the youth. Awareness was also raised through an inter-schools football tournament, an innovative strategy that Isis-WICCE introduced to mobilise more men and male youth in 2016 and succeeded in getting and increasing awareness among boys and male youth and their participation in reducing SGBV.

With regard to initiating policy shifts around SGBV at sub-national level activities, discussions held in 2014 and 2015 with district officials contributed to positive outcomes one of which was the move by the district leadership

to draft a domestic violence bill and a domestic violence ordinance for Lira District. At regional level, Isis-WICCE commissioned a regional research in 2014 to assess progress made in implementing the 2011 Kampala Declaration and findings from Lira District were incorporated in the report. At international level, Isis-WICCE and its partners undertook high-level advocacy engagements to influence and inform and lobby policy makers on gender responsive SGBV post-conflict programming and resourcing at the Commission on the Status of Women and at the London Global Conference to End Sexual Violence in Conflict in 2014.

At organisation level, the staff reflection meetings helped improve programme content and implementation and this was demonstrated by the flexibility, adaptability, and innovation that took place during programme implementation. This included the incorporation of trauma management, income generation for the community activists and the football tournament to enhance SGBV awareness among boys and male youth. In addition to the two SASA training workshops, staff also benefited from training that enhanced their gender capacities in feminist knowledge, analysis, planning and advocacy. However, because the programme document does not have a results and resources framework (logical framework) to guide periodic monitoring and reporting against set baselines, and clearly defined and measurable output indicators, this became a challenge for staff to effectively report on results in the implementation of the programme in a systematic and logical manner.

CEDOVIP technical expertise and competence to use the SASA approach and the capability to build the capacity of the staff of Isis-WICCE, WOPI-U and district local government, at Isis-WICCE offices in 2013 and 2014 was cost effective and therefore efficient. Isis-WICCE working with the district and sub-county officers to mobilise, build capacity and undertake regular support supervision, monitoring and regular report writing for accountability to the local district government and to Isis-WICCE was also efficient. The partners are not only rooted in the targeted communities but also have the mandate and responsibility to deliver services to the women and men. The 'Circles of Influence' that included the police, the local government officials, the health

At international level, Isis-WICCE and its partners undertook high-level advocacy engagements to influence and inform and lobby policy makers on gender responsive SGBV post-conflict programming and resourcing...

workers, the cultural and religious leaders created a critical mass of individuals who are able to offer their support in cases of SGBV at no cost.

Some key lessons were that by proactively partnering with district and lower local government and WOPI-U that work with and within local communities, and reaching out and engaging cultural leaders enhances the chances of a programme succeeding in achieving its objectives and securing programme sustainability. Cultural and religious leaders are central to combating GBV in highly patriarchal and conflict affected societies because of their status in society. In addition, the existence of strong political will and dedicated commitment by policy implementers to combat SGBV and HIV/AIDS enhances effective programme implementation, while a bottom-up evidence-based approach to influencing policy direction and practice yields results in terms of the responses that are targeted and needs-based.

In terms of recommendations, gender analysis should be the basis and entry point for a programme of this nature, and for all Isis-WICCE projects and programmes on women's rights, so that all needs are mapped and appropriate actions identified to address the needs.

In terms of recommendations, gender analysis should be the basis and entry point for a programme of this nature, and for all Isis-WICCE projects and programmes on women's rights, so that all needs are mapped and appropriate actions identified to address the needs. Isis-WICCE should work with CEDOVIP to include gender analysis in the SASA methodology for application in post-conflict settings. With regard to scaling up in programming, Isis-WICCE should support partners to monitor the implementation of the Peace, Recovery and Development Plan III and use findings from implementation monitoring reports to inform policy direction and action at the national level and the regional level through the International Conference of the Great Lakes Region (ICGLR) National Coordinator. Peace expositions should be institutionalised because they have proved to be the most efficient and effective way of mass mobilising for anti-SGBV campaigns and for capturing the realities on the ground. Isis-WICCE should also take lead on advocacy for the implementation of Sustainable Development Goal 16: "Promote peaceful and inclusive societies for sustainable development ..." with the aim of significantly reducing all forms of violence and related death rates.

1. Introduction

Isis-Women's International Cross Cultural Exchange (Isis-WICCE) is a global action-oriented feminist organization, grounded in social and gender justice and focused on contributing to enhancing women's leadership in conflict and post-conflict settings. Its mission is to ignite women's leadership, amplify voices and deepen their activism in (re)creating peace. Over the years, Isis-WICCE has strategically responded to sexual and gender based violence (SGBV) using research, response skills building and policy advocacy. However, as a result of gaps in initiatives meant to address the post-conflict needs of women; the increasing levels of violence caused by tensions in gender roles reversal and masculinity contestations; the unfulfilled political commitments to addressing women's rights and practical and strategic needs of women war survivors, in 2012, Isis-WICCE embarked on enhancing the quality of its programming to address some of the gaps by embracing and amplifying the SASA (Start, Awareness, Support and Action) approach in the "Advancing women's rights in conflict and post conflict settings and building institutional capacity" programme. The SASA approach to SGBV, which was initiated in Uganda by Centre for Domestic Violence Prevention (CEDOVIP) and Raising Voices, is based on the 'stages of change model', a theory that aims to inspire, enable and structure effective community mobilization to prevent violence against women (VAW) and the spread of HIV/AIDS.

The SASA model stages are: the ‘start phase’ which fosters the SASA team to experience the power within them to address the connection between VAW and HIV/AIDS. The ‘awareness phase’ which gets the team to engage the community to become aware of men’s power over women and how community silence over the power imbalance perpetuates VAW and exacerbates HIV/AIDS. In the ‘support phase’ the team engages the community in offering support to one another, by joining their power with others to address VAW. In the ‘action phase’ the team engages the community in using its power to take action with the aim of normalising shared power and non-violence demonstrating the benefits of prevention of VAW and HIV.

The purpose of the programme, implemented in partnership with CEDOVIP, Women Peace Initiatives, Uganda (WOPI-U) and the Lira District Local Government and the Lower Local Government of Aromo Sub-County, was to improve the lives of women and girls by addressing SGBV and its effects. The aim was to support two communities to interrogate the role of power in stimulating gender based violence (GBV), and to support communities to take action for change that would be beneficial to them, and for Isis-WICCE to take these actions and the issues identified by communities to national, regional and international spaces to catalyse necessary responses from responsible stakeholders. The programme objectives are:

- i. Strengthen the competence of key stakeholders in two communities in Aromo sub-county and Lira District through the use of SASA (Start, Awareness, Support and Action) methodology to reduce SGBV;
- ii. Raise awareness on violence against women and its connection to HIV infection among women;
- iii. Influence policy discourse and practice to effectively respond to the needs of survivors of SGBV, and
- iv. Improve Isis-WICCE staff leadership capacity for effective program implementation and organizational sustainability.

The programme ended in August 2016 and as per the partnership agreement with Anonymous, Isis-WICCE engaged the services of an external evaluator/consultant to undertake an end-of-programme evaluation.

2. Objectives Of The Evaluation

The objectives of the evaluation as stated in the terms of reference (Annex 1: Terms of Reference), are to:

01

Assess the effectiveness, appropriateness and relevancy of the project interventions in the given context of the project;

02

Assess the project implementation approach for efficiency (How efficient was the project? Was the method of delivery the most appropriate and efficient?);

03

Assess the extent to which the anticipated overall objectives and project results were achieved in quantitative and qualitative terms;

04

Identify and document lessons learned and good practices; areas of improvement and recommendations to mitigate identified challenges for future programming (Identify key lessons, stories of change and examples of good practice);

05

Propose future areas of intervention for continuation of the project (with practical recommendations for follow-up action), and

06

Assess sustainability of the project (assess the probability of continued long-term benefits. How successful has the project been at linking rights holders to longer term development programmes and if not, how can this be successfully achieved).



3. Methodology

3.1 Approach and process

Focus group discussions (FDG) were held primarily with beneficiaries – women and men at community level in two villages - Ogot and Akaidebe, in Aromo Sub-County to assess the effectiveness of the interventions using the SASA approach and the results thereof.

The evaluation criteria and principles, such as gender equity and participation were followed and the relevance of the programme was assessed in terms of determining the extent to which the interventions and activities implemented were appropriate for the objectives as stated in the programme document; the effectiveness of the programme was assessed by ascertaining the extent to which the objectives had been achieved, or are expected to be achieved; efficiency in terms of the extent to which the outputs were maximised for the inputs based on how efficiently the activities were delivered in terms of funds expended, human resources used, time spent and other technological and social capital that was available; and sustainability in terms of confirming the probability of the continuation of benefits accruing from the programme after Isis-WICCE exits from Aromo sub-county.

Different approaches and techniques for the collection of qualitative data, and to some extent quantitative data, were used to assess results. Several programme documents were reviewed with the bulk of information and data obtained from primary sources in the field. (Annex 2: Documents Reviewed). The respondents were randomly selected while the key informants were selected purposively. They included: partners at national and local level; key informants at the regional, national and sub-national level; sub-national policy makers and duty bearers; community activists; women and men in two villages in Otar Parish in Aromo Sub-County, and Isis-WICCE programme staff. (Annex 3: Persons Interviewed)

Focus group discussions (FDG) were held primarily with beneficiaries – women and men at community level in two villages - Ogot and Akaidebe, in Aromo Sub-County to assess the effectiveness of the interventions using the SASA approach and the results thereof. In-depth one-on-one interviews were held with selected partners and stakeholders, community activists and female and male beneficiaries. Semi structured, open-ended questions were used to collect views on programme effectiveness, efficiency and sustainability, while questions to members of staff sought to capture programme delivery effectiveness and utility of the capacity building/training received under the programme. Key informants at the regional, national and sub-national levels were interviewed. A question guide specifically designed for the evaluation was used to guide the interviews. (Annex 4: Data Collection Tools)

The quality of the question guides and the evaluation processes were assured through consultative engagements with Isis-WICCE staff to ensure quality and value for money. The evaluation endeavoured to distinguish, between the findings i.e. the facts, the conclusions and interpretation of the facts, drawing on the perspective and judgement and recommendations, i.e. reasoned advice and argument based on the evaluation findings and conclusions. The findings were analysed, collated and synthesised and a report compiled.

3.2 Evaluation Scoring

Evaluation scoring was used to rate programme implementation and management performance against each evaluation criteria, i.e. relevance, effectiveness, efficiency, and sustainability. The scoring was: A+ Exceeds benchmark substantially; A Meets benchmark; A- Meets benchmark satisfactorily; B Did not meet benchmark; C Significantly did not meet benchmark. The four programme outputs were assessed and scored for effectiveness and an overall average score for effectiveness given.

3.3 Limitations

Communication during the one-on-one interviews and the FDGs in Aromo sub-county was a constraint making translation necessary but time consuming and subject to misinterpretation and loss of some content of the feedback and responses (and distortion). Several quotable quotes on achievements, individual transformation and progress realised during the one-one interviews and FDGs with the communities were therefore not captured for incorporating in the report.

4. Findings

4.1 Relevance

This evaluation criterion assessed the extent to which the programme and its intended outputs were consistent with international and regional frameworks; national and local policies and priorities, and the needs of the intended beneficiaries, as well as the extent to which Isis-WICCE was able to respond to changing and emerging priorities and needs in a responsive manner. It also assessed the appropriateness in terms of cultural sensitivity and acceptability, the feasibility of the activities, and the methods of programme design.

UN Security Council Resolution (UNSCR) 1325 (2000) calls on all parties to armed conflict to take special measures to protect women and girls from GBV and emphasizes the responsibility of States to put an end to impunity and to prosecute those responsible for these crimes.

International and regional frameworks: The Convention on the Elimination of Discrimination against Women (CEDAW) Article 5 requires States Parties to take all appropriate measures to modify the social and cultural patterns of conduct of men and women, with a view to achieving the elimination of prejudices and customary and all other practices which are based on the idea of the inferiority or the superiority of either of the sexes or on stereotyped roles for men and women. The United Nations (UN) recognises the severity of the impact of SGBV on women and girls and the need to prevent SGBV and provide support for survivors. UN Security Council Resolution (UNSCR) 1325 (2000) calls on all parties to armed conflict to take special measures to protect women and girls from GBV and emphasizes the responsibility of States to put an end to impunity and to prosecute those responsible for these crimes. The UNSCR 1820 which sharpened the issue of SGBV broadly outlined in 1325, urges States and UN entities to support the development and strengthening of the capacities of national institutions, in particular of judicial and health systems, and of local civil society networks in order to provide sustainable assistance to victims of sexual violence in armed conflict and post-conflict situations.

At the regional level the Protocol to the African Charter on Human and People's Rights and the Rights of Women in Africa (2003) requires States Parties to take appropriate and effective measures to identify the causes and consequences of VAW and take appropriate measures to prevent and eliminate such violence; while in the Prevention and Suppression of Sexual Violence against Women and Children Protocol (2006) of the International Conference on the Great Lakes Region (ICGLR), the Heads of State and Governments of the Member States, committed to comply with UNSCR 1325 with respect to the protection of women and children during armed conflict, having acknowledged the high prevalence and widespread incidence of sexual violence in the Great Lakes Region and its destructive impact on the lives, health, physical, sexual, psychological, social, and economic well-being of women and children. The Goma Declaration on Eradicating Sexual Violence and Ending Impunity in the Great Lakes Region (2008) recommends Member States to support the implementation of a gender equality programme aiming to transform the relationship between women and men in a sustainable and equitable manner, involving traditional and religious leaders, as well as women leaders at the grass-root level.

National frameworks, policies and priorities: The National Gender Policy (2007) makes the connection between GBV and limited awareness about rights among women and men, and identifies sensitisation on gender issues at all levels, and promoting community dialogue to address gender issues at household level as a one of the strategies to achieve the objectives of the gender policy. The draft National Policy on Gender Based Violence (2011) requires the State to end all forms of violence against women including unwanted or forced sex, whether it takes place in private or the public sphere. The National Development Plan (2015-2020) identifies the attainment of gender equality and women empowerment as a prerequisite for accelerated socio-economic transformation, while the Peace, Recovery and Development Plan for Northern Uganda Phase III (PRDP) (2015-2020) identifies the elimination of GBV, through public education to address GBV, as a priority thematic area. The prioritisation of GBV in the PRDP was informed by research that established that 48 per cent of people surveyed across the PRDP region stated that cases of SGBV were common in their communities.

The National Development Plan (2015-2020) identifies the attainment of gender equality and women empowerment as a prerequisite for accelerated socio-economic transformation...

The evaluation findings are that the programme is fully aligned to the relevant international and regional normative frameworks on discrimination against women and gender equality.

Local priorities and needs of beneficiaries: Lira District Development Plan (2011-2016) recognises the need to prevent SGBV, protect women during conflict and ensure the participation of women in peace building processes. In 2013, Isis-WICCE held a planning meeting with Lira District Local Government officials and technocrats and WOPI-U to ensure that the programme was appropriate; grounded in the realities of the people of Aromo Sub-County, and culturally acceptable. SGBV also features in the Lira District Local Government Work Plan (2016/17). While a rapid needs assessment undertaken by Isis-WICCE in 2014 affirmed that violence against women was a problem in the two villages (previously internally displaced persons camp sites) in Aromo Sub-County in Lira District, there was willingness on the part of the affected communities to address the problem.

The evaluation findings are that the programme is fully aligned to the relevant international and regional normative frameworks on discrimination against women and gender equality as presented and described above. The programme also incorporated national and local policies and priorities, and the needs of intended beneficiaries – the women and men. Programme implementation demonstrated flexibility and adaptability to local needs in a very responsive manner. For example, in 2014 the power posters, conversation charts and Ludo were translated into the local language - Langi, after user-trails. These tools were made to be more needs-based, context specific and therefore more effective in delivering the intended messages and therefore result. This change in approach was based on feedback from the programme beneficiaries.

The category of people that we meet, sometimes you find people gathered around a pot of local brew, if you go with the methodology that disrupts their sitting some people will not attend to you. However, with Ludo you can put it there and get them to play without disrupting the circle. Partner Aromo Sub-County Local Government

The programme was appropriate and feasible because its approach was culturally sensitive and inclusive, having assessed local needs and involved the local leadership in the programme incubation and design. In addition, Isis-WICCE continued to provide input to local district planning processes, remained attuned to priorities and needs through regular field visits and in so doing established a unique and mutually beneficial learning, adjusting and growing relationship with the district and sub-county leadership and WOPI-U.

However, although a rapid needs assessment was undertaken in February 2014 to assess the levels of knowledge and attitude towards violence, and subsequently in 2016 as well, a gender analysis was not undertaken at the inception phase; specifically, an analysis that establishes the actual situation of women, men, boys and girls, vis-à-vis power relations as prescribed by the socially constructed gender roles and responsibilities, norms and practices under patriarchy. For example, information and data from key questions was not collected - Who makes decisions and on what? When? How? Who has access to resources and which resources? Who owns and controls what assets? Who does what under productive roles? Who does what under reproductive roles? What contestations and conflicts exist around gender roles in the post-conflict setting? Why? What impact do the contestations and conflict have on women, men, boys and girls in the community?

Relevance: A- Meets benchmark satisfactorily

4.2 Effectiveness

The effectiveness of the programme was assessed in terms of the extent to which the intended results, i.e. the outputs had been achieved, including the extent to which progress toward the outputs had been achieved. Specifically, the assessment examined: (i) the extent to which the competencies of stakeholders to reduce SGBV had been strengthened and the extent to which there has been tangible and observable transformation in attitudes, behaviour; changes

The programme was appropriate and feasible because its approach was culturally sensitive and inclusive, having assessed local needs and involved the local leadership in the programme incubation and design.

in levels of knowledge and agency by stakeholders; (ii) the extent to which awareness of the root causes of violence against women and its connection to HIV/AIDS had been raised; (iii) the extent to which policy discourse and practice to respond to the needs of SGBV survivors was effectively influenced at the local, national, regional and international level, and (iv) the extent to which Isis-WICCE staff capacity for programme implementation (project cycle management) was enhanced. Specific examples of achievement and progress made at output level are described under each of the four outputs of the programme and scored accordingly.

Output 1: Strengthen the competence of key stakeholders to reduce SGBV

The SASA approach focuses on strengthening competence and achieving results through its empowerment of women and men to interrogate power and promote a more equitable relationship between women and men that could lead to reduction in SGBV and the spread of HIV/AIDS. Isis-WICCE rolled out its campaign against SGBV using the SASA model in Lira District in 2013, working in partnership with the district and sub-county leadership, CEDOVIP, and WOPI-U and targeting women and men in Akaidebe and Ogot villages in Aromo sub-county, Lira District in northern Uganda. The programme was initiated through consultative meetings with the district leadership who identified Aromo sub-county for the programme because of the very high incidents of violence reported. This was followed with an assessment of government responses to the sexual and reproductive health needs of women and SGBV survivors for use to inform national reporting to the ICGLR architecture on the implementation of the 2011 Kampala Declaration, and then a community mapping exercise aimed at identifying the different types of gender based violence and their causes in the target communities. A competence building training for partners and Isis-WICCE staff, using the SASA training modules was conducted and followed by the selection of women and men for training as ‘community activists’ (CAs).

Isis-WICCE rolled out its campaign against SGBV using the SASA model in Lira District in 2013, working in partnership with the district and sub-county leadership, CEDOVIP, and WOPI-U and targeting women and men...

During the evaluation, a partner from the district local government staff affirmed that the first SASA training she attended in August 2013 under the “Start” phase provided insight on the efficacy of the SASA approach to create the needed change in communities.

I learnt that SASA deals with realities of life, basic everyday things that affect us that we need to face differently to create the change we need. All the trainings in the community were for nothing because they were not brought together to deliver the package well to create harmony in [the] community. SASA works to influence the people’s behaviour and surroundings. This helps a breakthrough to the affected partners in society.

Community Development Officer, Lira District

In terms of strengthening individual competence, enhancing understanding and ability to reduce SGBV, another partner from the district local government who participated in the second SASA training of trainers’ workshop under the “Awareness” phase held in September 2013 expressed similar sentiments about the training and how she viewed her ability to contribute to the reduction of SGBV in the two villages in Aromo sub-county. She affirmed that the SASA training provided her with better understanding on how to handle cases of SGBV and stated that the skills acquired would enable her to use them to transform the situation and lives of people affected by GBV.

As a Community Development Officer, I didn’t know how to handle cases of domestic violence. People have been coming to me and I have been instructing them on what to do...From this training I am going to be a better CDO in supporting people to improve their relationships. *Assistant Community Development Officer, Aromo Sub-County*

A CA who also participated in the 2014 training of trainers’ workshop affirmed that his knowledge and skills were built by the technical team comprising CEDOVIP, WOPI-U and the staff from the local government, and attested to having acquired the essential skills to address GBV in his community.

...This training has also equipped me that in case I encounter domestic violence in the community, I know how to handle [it] *Male Community Activist, Aromo Sub-County*

SASA training provided better understanding on how to handle cases of SGBV and the skills acquired would enable transform the situation and lives of people affected by GBV.

Another CA experienced a life-changing moment and vowed to help transform the lives of women and men affected by GBV in his community.

*I am not educated but I have learnt skills to work in the community... Male
Community Activist, Aromo Sub-County*

During the 2nd phase of SASA, the “Awareness” phase, 29 CAs participated in a training that enabled them re-connect with the “Start” phase, and provided them with skills to mobilise and engage communities on issues of SGBV. Some of them testified how the new knowledge and practical exchanges that took place during the “Start” phase impacted their lives and how they were enabled to reach out to others in their communities – joining their power with others.

During the 2nd phase of SASA, the “Awareness” phase, 29 CAs participated in a training that enabled them re-connect with the “Start” phase, and provided them with skills to mobilise and engage communities on issues of SGBV.

...The training taught me how to relate with people better, I have so far reached out to 30 people and sensitised them on how to prevent domestic violence. As a result, I was elected a clan leader. Male Community Activist, Aromo Sub-County

During the evaluation two partners substantiated the change that had occurred at individual and community level as a result of competencies acquired from the SASA training in September 2013 and 2014.

What I've seen is that the rate of GBV in the two villages has reduced because the number of cases that reach police has reduced... the CAs have been able to engage people in the two villages. ACDO Aromo Sub-County Local Government

Discussions held with some of the CAs indicated that because of significant shifts in consciousness at the individual level, coupled with changes in attitude and behaviour on the part of the CAs, tangible changes in competencies did occur as a result of the training. The competencies cited were improved ability to communicate effectively, ability to manage family finances, ability to manage conflicts amicably, improved self-respect in relationships, practicing responsible parenthood, self-confidence and general improvement in domestic relations.

I experienced it myself. My wife is healthy. We know our status. When I am not at home things are moving. She makes me very happy a lot. Community Activist, Akaidebe Village

Many of the women and men who participated in the FGDs gave testimonies on how the SASA training the CAs underwent and the subsequent engagements the CAs had with individuals and families during the “Action” Phase had resulted in positive transformation in attitudes towards gender roles, power in relationships, and a better understanding of the negative impact of domestic violence and a reduction in SGBV.

It has greatly improved because men used to think that it's the woman who does everything in the family while they go out to drink and gamble. Right now it is harvest season for soya and the men feel like they are the ones in charge of the money, but it goes straight into their pockets. But now the attitude has really changed they have realized that women are very important within the community. *Religious Leader, Aromo Sub-County*

Other examples in changes in behaviour given by respondents as a result of the SASA competence building included a drop in the rate of killings as a result of GBV, reduction in child marriages, responsibilities and resources being shared, and reduction in alcoholism. Peace in the home and having a peace of mind was severely cited, as was increase in love between couples. However, all the positive perceptions on transformation in behaviour that was provided in qualitative terms was not backed by figures – quantitative data that clearly demonstrates trends over the period evaluated. A trends analysis was not possible because relevant quantitative data was not collected. There were also no baselines for use to assess trends in behaviour change for example in the number of deaths as a result of GBV in the two communities.

Notwithstanding this shortcoming in quantitative evidence in behavioural change the ecological model ‘Circles of Influence’ was far reaching and created a ‘critical mass’ of people who recognised that the individual in a community, relationships with acquaintances, the community at large, and societal normative frameworks and processes, influence personal experiences and beliefs about violence. By March 2016; 5,742 women, 4,433 men and 928 youth had been reached and benefited directly from different programme interventions and activities and outreaches, including the peace exposition.

Peace in the home and having a peace of mind was severely cited, as was increase in love between couples. However, all the positive perceptions on transformation in behaviour that was provided in qualitative terms was not backed by figures...

Effectiveness Output 1: A- Meets benchmark satisfactorily

Output 2: Awareness of the root causes of violence against women and its connection to HIV infection among women raised

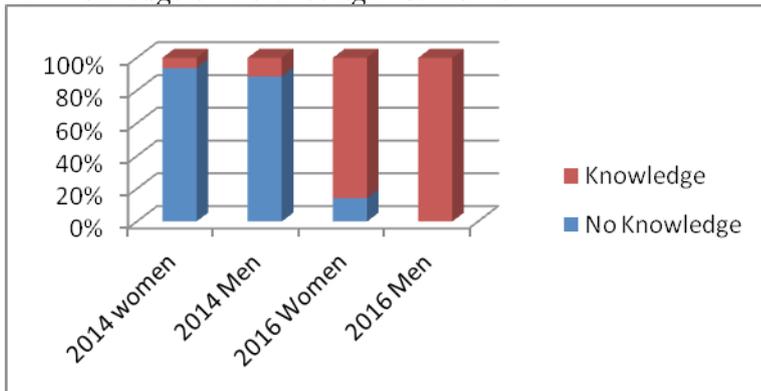
The rapid assessment undertaken in 2013 in Akaidebe and Ogot found that knowledge on violence against women was relatively low for both women and men - 35.77 percent women and 33.94 percent men. Up to 50 per cent of women affirmed that women have a right to refuse sex with the husband. About 50 per cent of the women and men knew that women experiencing violence from a partner are at a higher risk for HIV infection than other women. Twenty eight per cent of women and 39 percent of the men believed that VAW was acceptable. The rapid assessment affirmed that violence against women is a problem in the two communities, and that there is willingness to address the problem.

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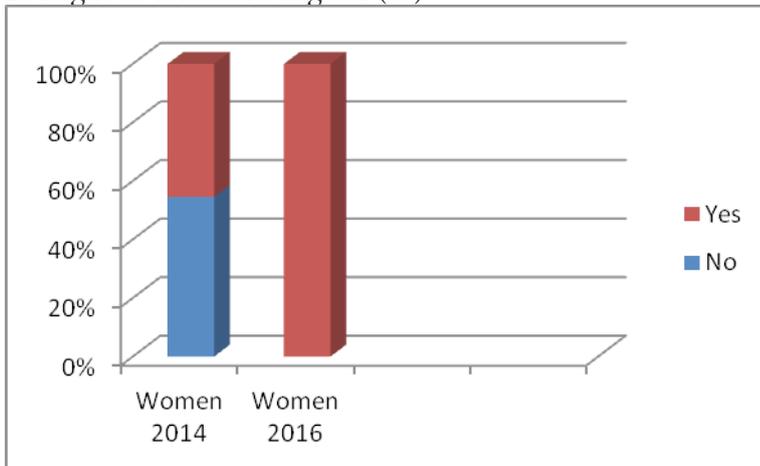
The CAs helped the communities to understand the different forms of violence beyond assault. *Partner, CEDOVIP Kampala*

During the evaluation the same questions were posed to two separate focus groups - one comprising 34 women from Ogot and Akaidebe, and one comprising 24 men from both villages. The exercise established that knowledge of VAW had increased among both women and men and women acknowledged that SGBV was the root cause for the spread of HIV/AIDS as illustrated in the info graphs.

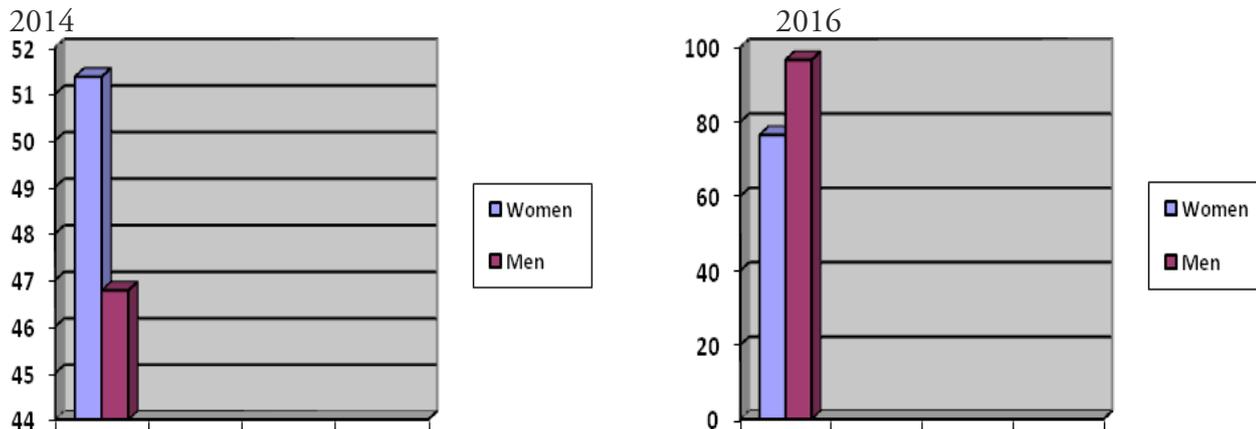
A. Knowledge of violence against women



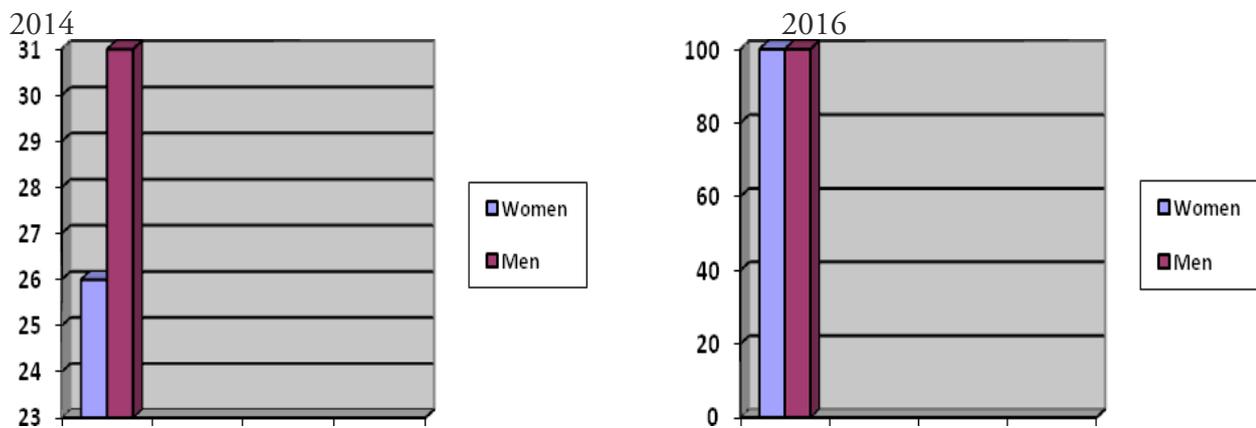
B. Right to refuse having sex (%)



C. Women experiencing violence from a partner are at a higher risk for HIV infection than other women (%)



D. Men should not be involved in housework



Other root causes of violence against women cited by the women were alcoholism, gambling, and the conflict and violence it causes. The men also identified drinking as the root cause of VAW in their communities. Some women and men stated that some challenges still remain. These include abuse of rights by some women and men, including conjugal rights; power struggles and disrespect between couples which triggers violence.

The peace exposition that was held in Aromo Sub-County in 2015 also raised awareness of the root causes of violence against women and its connection to HIV infection among women, in the conversation circles of the youth.

For instance, young girls were saying no more getting pregnant in school, no more getting pregnant outside marriage, because the questions made them understand that they were just being abused. *ACDO, Aromo Sub-County Local Government.*

An innovative strategy to mobilise more men and male youth was introduced in 2016 that worked in getting and increasing awareness in this group and their participation in reducing SGBV. An inter-school football tournament, involving three primary schools was held and yielded positive results in attendance with distribution of sports gear – T-Shirts with messages on sexual violence and reproductive health.

Like there was a football tournament that was organized with the theme “Kick Violence out of Lira District” organized by Isis-WICCE, the real intention was to bring in men. We have been failing to catch men in many of our programs when you go for a radio talk show the men are out drinking and they left the radios at home so it’s only women and children who are listening to what you are talking about. You go for a community dialogue it is more of women, majority of men are not participating. When the football approach came in there were more men, because men naturally love football. So there was an inter-schools competition with a trophy and the men came.

Ag District Community Development Officer, Lira District

An innovative strategy to mobilise more men and male youth was introduced in 2016 that worked in getting and increasing awareness in this group and their participation in reducing SGBV.

Effectiveness Output 2: A+ Exceeds benchmark substantially

Output 3: Policy discourse and practice to respond to the needs of SGBV survivors influenced

The ‘peace expositions’ are an innovative platform that Isis-WICCE and community based activists initiated in 2010, when 10 years of UNSCR 1325 was being commemorated. The expositions have four core pillars that anchor Isis-WICCE’s bottom-up, evidence-based approach to policy advocacy. Pillar 1 is on community driven recommendations for addressing the root causes of conflict; Pillar 2 embraces culture as a pathway to challenging negative attitudes that bring about conflict and dehumanize women and enabling communities to acknowledge what is wrong; Pillar 3 is on moving away from the stereotype to learning and appreciating diversity and building friendship, and Pillar 4 is on healing the body, the mind and spirit to address the needs of survivors of armed conflict. Under this programme a peace exposition was held in Aromo Sub-County in December 2015. The theme was, “Happy Homes, Peaceful Communities”.

It was estimated that over 2,500 people attended the 2015 peace exposition instead of the anticipated 1,000 because of the media strategy. Over the two-day event, community members and their leaders discussed how to combat SGBV and activities included a peace march, a sexual and reproductive health screening (medical camp), conversation circles, music, dance and drama, radio talk shows to raise awareness around the event. Across the different social and age groups there was consensus that alcoholism was a major cause of violence in homes. Recommendations to duty bearers included the need to address alcoholism and prevent child marriages.

The peace exposition provided the women and men the space to engage and dialogue with duty bearers.

“...the difference between the peace expo and other public events is that in other events it is only big people who talk, talk and talk as we the community only listen and then we go home. The peace expo was different for me. It allowed us to challenge issues we were not happy with and even sit with the community leaders who we elected to discuss with them, propose on what we want to be done”. *Woman Participant, Lira (February 2015)*

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The peace exposition held in Kasese in 2011 and Lira in 2012 and attended by the Lira District leadership, as well as the conversations emanating from the expositions and the subsequent discussions held with the officials contributed significantly to catalyzing the district local government political leadership in resolving to mainstream SGBV in all the district programmes, and in so doing linking rights holders to longer term development programmes. Later in 2015 this also led to the drafting of a domestic violence bill and a domestic violence ordinance for Lira District, as well as moving to incorporate these activities in the Lira District Development Plan that was submitted to the Ministry of Finance, Planning and Economic Development in 2016 for resource allocation in Financial Year 2016/2017.

The peace exposition helped us as leadership of the district to understand SGBV better and also to devise ways of dealing with it...We have also decided as a council that SGBV must be mainstreamed in all the district development programs, such as production. We cannot achieve much with SGBV in our communities. All these decisions have been incorporated in the District Action Plan on SGBV. *Lira District Chairperson (February, 2015)*

The fact that the district team was there also made it recognized and people took it seriously. Because Chairman LC 5 was there, a representative of CAO was there, RDC was there and other district councillors attended made it look like it was an issue of urgency. So we had to make a follow up in the community to see whether it had an impact on their lives and a lot of testimony had been coming in so we were trying to counsel them and make referrals where necessary. There was local drama and educative songs against GBV so it made it lively for the people. *Local Council III Sub-County Chief*

At regional level, Isis-WICCE commissioned a study in partnership with other CSOs working together under the ICGLR Civil Society Coordinating Committee to assess progress made in implementing the 2011 Kampala Declaration to prevent, punish, and respond to SGBV in the region. The review factored information gathered from the 2012 Peace Exposition ‘Conversation Circles’ and dialogue between the participants and local government officials that was held in Lira. The peace exposition theme was “Promoting Zero Tolerance to Sexual and Gender Based Violence” and one of

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the recommendations made was that, “All actors should embark on large-scale community sensitization focused on attitudinal change to eliminate cultural practices that promote SGBV.” Isis-WICCE embraced the recommendation and this is reflected in this programme. The implementation of aspects of the Kampala Declaration has been on-going in Aromo Sub-County, and together with other initiatives in the region the Kampala Declaration is recognised as being the first declaration to be most widely implemented in the Great Lakes Region.

*The spirit of collectivism continued beyond the 2011 Kampala Declaration.
Partner, ICGLR Civil Society Coordination Forum*

Isis-WICCE partners and alumni undertook high-level advocacy engagements to influence and inform and lobby movers and policy makers on gender responsive SGBV post-conflict programming and resourcing.

At international level, Isis-WICCE partners and alumni undertook high-level advocacy engagements to influence and inform and lobby movers and policy makers on gender responsive SGBV post-conflict programming and resourcing. This took place during the UN Commission on the Status of Women (CSW) held in 2014 when Isis-WICCE participated in a panel where findings on government response to SGBV needs of survivors was presented; and at the Global Conference to End Sexual Violence in Conflict held in London in 2014, where voices from different parts of Uganda including Aromo sub-county, (and from Nepal, Kashmir India and Liberia) were presented to global leaders with recommendations for addressing SGBV in conflict. A key product was the ‘International Protocol on the Documentation and Investigation of Sexual Violence in Conflict’, which outlines the basic standards of best practice on the documentation of sexual violence as crime under international law.

Effectiveness Output 3: A+ Exceeds benchmark substantially

Output 4: Staff leadership capacity for effective program implementation and organizational sustainability improved

Programme implementation was managed by the Exchange Programme Manager, Exchange Programme Officer, together with the Programme Manager -Research, Monitoring, Evaluation and the Programme Officer - Research, Monitoring and Evaluation, who were all trained by CEDOVIP on the SASA methodology in 2013 and again in 2014. Programme implementation included planning meetings with partners, support supervision of the CAs, organising the peace exposition, undertaking rapid assessments, and reviews, lobbying government officials, communication and materials production, monitoring and reporting on programme implementation and advocating for the rights of women affected by conflict in different fora. The changes that took place at individual and community level and stories were documented and at the end of each SASA stage assessments were undertaken to establish knowledge and skill utility.

The Isis-WICCE staff reflection meetings helped improve programme content, delivery and implementation. For example, after one of the field monitoring visits, the existence and experience of trauma by individuals in the community including some CAs was discussed by programme staff and it was agreed to get a trauma resource person to provide trauma services in the community. A trauma specialist was engaged and services provided at community level. Staff allowed for flexibility and adaptability in programme implementation, as well as innovation in programming as indicated under Output 2 above. Another example was the integration of an exchange visit for the CAs to Lira in the “Action” phase that allowed for their participation in 16 days of activism against GBV, and enabled them better appreciate the scope of SGBV.

In addition to the SASA training, all staff underwent training for enhancing their gender capacities in feminist knowledge, analysis, planning and advocacy that was conducted by the School of Women and Gender Studies, Makerere University. Themes covered were not only pertinent but also relevant to the

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implementation of the programme. These were questions around gender and feminist theory and implications for programming; gender, the State and policy analysis, and feminist research, documentation and advocacy.

However, with regard to results based monitoring and reporting, the original programme document does not have a results and resources framework (logical framework) to guide periodic monitoring and reporting against set baselines, and clearly defined and measurable output indicators and targets. In other words, a log frame was not developed at the design stage. Staff argued that this was because the programme was in four distinct phases. Regardless, log frames are the basis for credible monitoring and evaluations to take place and for rigorous evaluation. In addition, whereas partners at the sub-national level collected data much of it was qualitative, with no quantitative data to back qualitative information.

The identification and partnership with CEDOVIP that had the technical expertise and competence to use the SASA approach and the capability to build the capacity of all Isis-WICCE staff, WOPI-U staff and district local government staff at Isis-WICCE offices on two separate occasions was cost effective.

Effectiveness Output 4: A- Meets benchmark satisfactorily

Overall Effectiveness Score: A Meets benchmark

4.3 Efficiency

The evaluation assessed the extent to which the outputs were maximised for the inputs, based on how efficiently the activities were delivered in terms of funds expended, human resources used, time spent and other technological and social capital that was available. The identification and partnership with CEDOVIP that had the technical expertise and competence to use the SASA approach and the capability to build the capacity of all Isis-WICCE staff, WOPI-U staff and district local government staff at Isis-WICCE offices on two separate occasions was cost effective. Secondly, by using purposive criteria for the selection of CAs, Isis-WICCE ensured the selection of individuals who could deliver with minimum supervision and at minimal cost because they would be motivated

and self-driven. Thirdly, the fact that individuals who were not necessarily ‘role models’ in the community were also selected as CAs and worked to persuade many in the community that behavioural change was possible. This was both efficient and effective. A religious leader in Ogot village gave the example of a CA who used to fight a lot and used to beat his partner and would be drunk most of the time, always smoking and dirty but had changed, was very smart, had stopped drinking and smoking and attends church services and had consulted the religious leader about getting married.

The mandate of the District Local Government Community Services Department is to mobilise and sensitise communities on government programmes. Isis-WICCE worked through this structure and with the backing of the district leadership used the District Community Development Officer and the Assistant Community Development Officer at sub-county level to mobilise, build capacity and undertake regular support supervision, monitoring and regular report writing for accountability to the local district government and Isis-WICCE. This was a cost saving strategy for delivering results but also strengthened local government capacity.

The community chats were conducted within communities as one-on-one conversations or group conversations, such as the ‘Sunday Clubs’ which are male social groupings; the method was cost effective as no cost was incurred for mobilisation at pre-determined sites and neither were costs incurred for interpretation/translation. This strategy also gave room for deep analysis of power relations between women and men in ‘social groups’ – in peoples ‘areas of comfort’. The process consequently led to more people becoming aware of the impact of GBV on individuals, their families and community at large. In 2014, Community Activists carried out 120 community conversations with 1,590 women and 1,625 men, many of them at these social groups.

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Score for Efficiency: A+ Meets benchmark substantially

4.4 Sustainability

From the onset the programme was partnership-based, and worked with WOPI-U and Aromo Sub County through Lira District Authority – institutions and organisations that are not only rooted in the targeted communities but also have the mandate and responsibility to deliver services to rights holders – the women and men. In addition, the involvement and engagement of actors in the ‘Circles of Influence’ such as the police, the local government officials, the health workers, the cultural and religious leaders created a critical mass of individuals who can offer and have been offering their support in cases of SGBV, thus ensuring the long term benefits of the programme. This approach is not only more efficient in terms of resource utilisation but also ensures the sustainability of the programme because ‘social capital’ in terms of expertise and local knowledge exists, resides and remains within the community.

The Lira District Local Government Work Plan (2016/17) identifies key activities that will sustain the programme going forward. These include the planned tabling of a district GBV Bill in the District Council; district community dialogues on gender-based violence in seven sub-counties including Aromo; a Lira District GBV Ordinance produced and disseminated; 16 Days of Activism against GBV supported, and gender equality activities and programmes promoted. This clearly demonstrates the commitment of Lira District to continue work on combatting SGBV and attaining gender equality. Furthermore, Lira District Authority leadership also proposed that the SASA methodology be incorporated in all district programmes including education, health, water and sanitation. This policy decision is based on the evident changes the district observed from the programme. This not only ensures sustainability of the benefits accruing from the programme going forward, but also Lira District local government embracing one of its responsibilities as duty bearer.

The identification of community-residing CAs by Isis-WICCE together with the community members and the knowledge and skills acquisition of the CAs that has enabled them to continue providing basic GBV-related services, such as dispute resolution through mediation, and counselling, and advice on referrals, was not only an efficient way of delivering the programme and of working, but ensuring the sustainability of the programme when Isis-WICCE and WOPI-U exit. In addition, Isis-WICCE persuaded the CAs to form an income generation group and then negotiated with the district leadership for a grant for the group under the “Community Driven Development Grant” to address the economic challenges in everyday life experienced by the CAs, and in so doing ensuring the longer term implementation of the programme by the CAs.

Sustainability: A+ Meets benchmark substantially

5. Lessons Learned And Good Practice

Gender analysis is imperative for initiatives that interrogate power relations between women and men, in public and in private, when using the SASA approach to address SGBV in post-conflict settings.

Proactively partnering with district local government and lower local government, women's organisations that work with and within local communities, and reaching out and engaging cultural leaders enhances the likelihood of a programme succeeding in realising its objectives and achieving sustainability. Designing, planning and implementing projects in partnership provides more avenues for tapping into existing resources, while the opportunity of using available human resources rationalises usage of funds. In addition, support supervision yields results.

SGBV and HIV/AIDS awareness raising interventions using the SASA approach benefit conflict-affected communities better when trauma management, including counselling and livelihoods support are also integrated as components in the programme. This is because post-conflict trauma and poverty in some cases hinders meaningful behavioural change, social transformation and the creation of violence-free and harmonious communities.

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Cultural and religious leaders are central to combating GBV in highly patriarchal and conflict affected societies because of their status in society; the mediatory and community stabilising role they play, and their ability to influence attitudes and behaviour.

The existence of strong political will and dedicated commitment especially by district leaders to combat SGBV and HIV/AIDS, as well as collaborative relationships, ensures successful implementation of programmes of this nature that target long-standing regressive traditions and practices and patriarchy, while the use of social capital resident in ‘Circles of Influence’ within communities – the religious and cultural leaders, healthcare providers, the police and local leaders – to whom cases of violence can be referred for intervention is efficient and important for the success of programmes using the SASA approach.

Integrating activities, such as football competitions interspersed with targeted messaging, that attract the attention and participation of men and the male youth to engage in anti-SGBV campaigns is a good practice for raising greater awareness among males.

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A bottom-up evidence-based approach to influencing policy discourse, direction and practice yields results in terms of securing responses that are targeted and needs-based and better informs policy content, approach and action for addressing SGBV and HIV/AIDS at the local, national, regional and international level as demonstrated under Output 3 above. Furthermore, collective organising at the regional level on SGBV prevention yields greater outcomes because resources can be leveraged from on-going national programmes.

6. Recommendations

The recommendations are derived from the evaluation findings, observations and stakeholder perspectives.

Recommendation 1: Relevance

Gender analysis should be the basis and entry point for a programme of this nature (and all Isis-WICCE projects and programmes on women's rights in conflict and post-conflict settings) since it is designed to address the socially constructed gender roles that perpetuate gender inequality and discrimination and contribute to violence, especially in post-conflict situations where reversals in gender roles are contested and masculinities challenged. Gender analysis is also the basis for feminist arguments for women's rights to be protected. Therefore, gender analysis becomes an imperative so that the situation during project design is appropriately analysed, the root causes of existing gender inequalities and discrimination in the given context identified, and then appropriately addressed in the programme. Isis-WICCE should use this recommendation to inform future programming around SGBV and work with CEDOVIP to include a gender analysis module in SASA methodology for application in post-conflict settings to interrogate power relations that are determined by socially constructed norms, practices and traditions that perpetuate hegemonic masculinity and outright discrimination.

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Gender analysis is also necessary in order to identify different needs and priorities of women and men in both the near and long term and to collect sex-disaggregated data and gender statistics for baseline data for use in results-based monitoring, reporting and evaluation of progress. This is required of all development actors under the new sustainable development goals framework; and relevant to Isis-WICCE work is SDG 16: Promote peaceful and inclusive societies for sustainable development, (provide access to justice for all and build effective, accountable and inclusive institutions at all levels.) Gender analysis also enhances the likelihood of strong and sustainable activity results.

Isis-WICCE should support partners to monitor the implementation of PRDP III and use findings in monitoring reports to improve policy and practice at the national and regional level

Recommendation 2: Effectiveness

There were calls by partners for Isis-WICCE to continue providing technical support to the CAs to do their work in the two communities and to expand the programme to other parishes in Aromo Sub-County (there are eight parishes in this sub-county).

Isis-WICCE should continue with the team in Aromo until they are able to stand on their own. Having learnt from those two parishes, they should move on to the next two parishes. Parishes that are adjacent to each other. *Former Staff/Partner WOPI-U*

I want it in Amach sub-county because they also had these kinds of problems, they were second to Aromo, and it's towards Dokolo. While you leave the trainers to still work in Aromo we could have similar training in Amach. *LC5 Chairperson Lira District*

However, it is the responsibility of the Government through the Lira District to fund the implementation of programmes of this nature under PRDP Phase III (2015-2020) and find local CSOs to implement the interventions. PRDP III clearly identifies GBV as a 'conflict driver', a 'new development' and a constraint to achieving and consolidating peace (See PRDP Phase III Strategic Objective 1: Consolidation of peace; Priority thematic area: Elimination of gender based violence; Possible areas on intervention: Public education to

address GBV) It argues that prevention and support to victims will require coordinated efforts by the police, social services, community development officers, CSOs, local and traditional leaders among others, engaging with both women and men, and that male engagement will be key in eliminating GBV and addressing structural impediments to women's empowerment. With this commitment by government, Isis-WICCE should support partners to monitor the implementation of PRDP III and use findings in monitoring reports to improve policy and practice at the national and regional level by: (i) undertaking evidence-based advocacy and(ii) reporting PRDP implementation by government and submitting reports to the ICGLR National Coordinator, through the CSO National Coordination Forum, for onward submission and reporting on progress on implementation of the Kampala Declaration and other relevant protocols, to Heads of State during ICGLR Summits.

The regional peace expositions continue to be Isis-WICCE's niche, which should be institutionalised because they have proved to be the most efficient and effective way of mobilising local communities in large numbers around anti-SGBV campaigns and for capturing the realities on the ground from different groups – the women, the men, the youth, the disabled, cultural leaders and religious leaders – who make up the constituency on the 'demand' side. The numbers of women and men, boys and girls who get involved ends up being far greater because of the varied activities that take place; especially the health camps with cervical cancer screening and HIV/AIDS testing that have attracted many women and enabled them to secure information on their reproductive health status.

I was very happy that they had cervical cancer screening at the expo. We need to do more, the public needs to get engaged. *LC5 Chairperson Lira District*

There should be other peace expositions in the wider Lira District area, they shouldn't only target Aromo because there are other SGBV cases coming up in sub-counties like Bar and Amach where GBV is on the rise. *ACDO/Partner WOPI-U*

The regional peace expositions continue to be Isis-WICCE's niche, which should be institutionalised because they have proved to be the most efficient and effective way of mobilising local communities

I think Isis-WICCE should not lose out on the peace exposition because that platform gives the community the chance to interface with their leaders. We should really push forward with that. *Isis-WICCE Programme Staff*

The peace expositions should include football matches for the different age groups including the elderly to enhance male awareness on the negative aspects of SGBV and to secure their engagement and participation in the campaigns.

Also much of the work was targeting adults but children were also affected, youth and children need to be engaged more because the young ones have also learnt to be violent from their elders so it's necessary to talk to them as well.

Partner Aromo Sub-County

Isis-WICCE should also move forward, take lead, engage the Peace and Security Cooperation Framework for The Great Lakes Region and undertake advocacy for the implementation of Sustainable Development Goal 16

Recommendation 3: Effectiveness

Because Isis-WICCE is a renowned regional and international woman, peace and security organisation, with the credibility and a track record of influencing policy decision-making in critical decision-making fora it should consolidate its leadership on peace and security in the proposed National ICGLR Civil Society Forum by pulling other CSOs working in this sector. Isis-WICCE should also move forward, take lead, engage the Peace and Security Cooperation Framework for The Great Lakes Region and undertake advocacy for the implementation of Sustainable Development Goal 16: “Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels”, with the target of significantly reducing all forms of violence and related death rates everywhere. (SDG 16, Target 16.1)

Isis-WICCE needs to appreciate that the centrality of a results framework (logical framework) for every programme designed by strengthening its results-based monitoring and reporting through robust staff capacity building.

Annexes

Annex 1: Terms of Reference

1. Background to the Programme (2013-2016)

Isis-WICCE has been responding to Sexual and Gender Based Violence using a number of approaches including research, skills building and policy advocacy. Through a number of reflections and learning from other stakeholders, Isis-WICCE enhanced her programming approach by designing yet another initiative that emphasizes prevention and empowers communities to respond to problems before they escalate. The new approach based on the SASA (Start Awareness Support & Action) Model was initiated by Centre for Domestic Violence Prevention (CEDOVIP) and Raising Voices in Uganda. The SASA methodology is based on the stages of change theoretical model, which aims to inspire, enable and structure effective community mobilization to prevent violence against women and HIV/AIDS. The methodology suggests that change happens in stages. The four main stages include awareness raising, preparation for action, implementation and then maintenance of change. In Uganda, Isis-WICCE rolled out its campaign on SGBV using the SASA model in Lira District, with special focus in Aromo Sub-county.

This campaign was further linked to the national and regional level campaigns calling for Zero Tolerance to SGBV. Isis-WICCE thus organized Peace Expositions and engaged in regional fora like the ICGLR Civil Society Forum and Peace and Security Cooperation Framework for The Great Lakes Region. The programme also had a focus on building Isis-WICCE's capacity as an institution.

1.1 Programme goal:

To engage key stakeholders including government (health, legal and security), cultural institutions and communities to combat sexual and gender based violence.

1.2 Programme objectives:

- i. To avail information on the level of government's response to the health needs of sexual and gender based violence survivors.
- ii. Strengthen the competence of key stakeholders in Aromo village and Lira district through the use of SASA methodology to reduce SGBV
- iii. Influence policy discourse and practice to effectively respond to the needs of survivors of sexual and gender based violence
- iv. To improve Isis-WICCE staff leadership capacity for effective program implementation and organisational sustainability

2 The end of programme evaluation

The Evaluation is intended to; assess the effectiveness of the programme; track the changes that have emerged as a result of the programme implementation; and generate new lessons to inform Isis-WICCE's programming in the area of work being evaluated.

On the overall, the evaluation is expected to look at coherence between the project design, delivery mechanisms and its performance.

2.1 Objectives of the evaluation

This evaluation seeks to:

- i. Assess the effectiveness, appropriateness and relevancy of the project interventions in the given context of the project.
- ii. Assess the project implementation approach for efficiency (How efficient was the project? Was the method of delivery the most appropriate and efficient?).
- iii. Assess the extent to which the anticipated overall objectives and project results were achieved in quantitative and qualitative terms.
- iv. Identify and document lessons learned and good practices; areas of improvement and recommendations to mitigate identified challenges for future programming (Identify key lessons, stories of change and examples of good practice).

- v. Propose future areas of intervention for continuation of the project (with practical recommendations for follow-up action).
- vi. Assess sustainability of the project (assess the probability of continued long-term benefits. How successful has the project been at linking rights holders to longer term development programmes and if not, how can this be successfully achieved).

2.2 Scope of the evaluation

The evaluation will focus on the results and indicators as stipulated in the project documents between Isis-WICCE and Wellsprings/AJWS. The evaluator will use the OECD DAC guidelines for programme evaluation.

The key tasks will include;

- i. Design an appropriate methodology to conduct the Evaluation
- ii. Develop data collection tools for the Evaluation
- iii. Review all the literature and outputs related to the project.
- iv. Conduct interviews with stakeholders and beneficiaries of the project.
- v. Synthesize and analyse the information generated from the interviews and literature review.
- vi. Prepare and submit an analytical evaluation report on the performance, achievements, challenges and lessons learnt from the project and insights for future programming.

The evaluation will be carried out in Lira District and Kampala district. On a few instances actors who have interfaced with this intervention will be engaged through telephone and internet based platforms.

Annex 2: Data Collection Tools

A. DAC Criteria-based Evaluation Questions

DAC Criteria	Evaluation Questions
Relevance	<ol style="list-style-type: none"> 1. To what extent is the project and its intended outputs (or outcomes) consistent with national and local policies and priorities and the needs of intended beneficiaries? 2. To what extent is the project responsive to empowerment and gender equality issues as articulated in international gender equality frameworks such as CEDAW, the Beijing Platform for Action, the Maputo Protocol, and UN resolution 1325? 3. To what extent was Isis-WICCE (IW) able to respond to gaps in development programming and financing in a responsive manner? 4. To what extent is the project ‘cultural acceptable’ 5. To what extent were the project activities feasible – using the SASA approach as a method of delivery for this development initiative?
Effectiveness	<ol style="list-style-type: none"> 6. To what extent has the project delivered its intended results, i.e. have the results at output level been achieved? 7. What tangible transformation/transformational change and benefits has the project yielded at the individual level? Give examples. 8. What tangible transformation/transformational change and benefits has the project yielded with the communities? Give examples. 9. What positives have the Peace Expositions yielded? Give examples.
Efficiency	<ol style="list-style-type: none"> 10. To what extent were inputs minimized for specific outputs? 11. To what extent have the available resources to the project (human resources, funds, time, knowledge, technology) been economically utilized to produce the desired outputs? Give examples. 12. To what extent has the partnership strategy with CEDOVIP and WOPI-U rationalized the use of available resources?
Sustainability	<ol style="list-style-type: none"> 13. To what extent will the project interventions be sustained by the “Community Activists’ after IW exits from Aromo Sub-County? 14. To what extent will the project interventions be sustained by existing NGOs after IW exits from Aromo Sub-County? 15. To what extent will the project interventions be sustained by existing institutional structures (such as local government, FBOs, cultural structures), and community structures and mechanisms (e.g. family rules, community by-laws, FBO protocols) after IW exits from Aromo Sub-County?

2. QUESTIONS GUIDE

A. Partners at national level - CEDOVIP

1. What are your views about Isis-WICCE embracing the SASA approach (combining awareness raising and social norm change) for the prevention of SGBV and HIV/AIDS at individual and community level in post-conflict, recovery and reconstruction settings?
2. What is the added value of the SASA Approach to programming for Isis-WICCE?
3. To what extent do you think that the SASA approach is a more effective way of delivering a programme?
4. To what extent do you think that the SASA approach is a more efficient way of delivering a programme?
5. How does the SASA approach feed into advocacy work at the sub-national, national, and regional level? Give examples of the horizontal and vertical linkages between SASA and SGBV advocacy?
6. What lessons have been learned?

B. Key informants and stakeholders at national and regional level – ICGLR Secretariat, ICGLR CSO Forum (Akina Mama wa Afrika)

1. In what ways/how has IW contributed to the implementation of the ICGLR Protocol on Prevention and Suppression of Sexual Violence against women and children?
2. What role has IW played in the implementation of the 2011 Kampala Declaration?
3. What role did IW play in the follow-up of the implementation of the 2011 Kampala Declaration?
4. What role did IW play in the “Zero Tolerance for SGBV campaign?
5. What lessons have been learned by the ICGLR Secretariat on the Regional ICGLR CSO Coordinating Committee?

6. What good practices emerged from the work of the Regional ICGLR CSO Coordinating Committee?
7. What recommendations would you like to make to IW on SGBV advocacy with the ICGLR?
8. What do stakeholders and actors need to do differently in programming to reduce SGBV and the spread of HIV/AIDS?
9. What should actors do to secure adequate funding for programmes that allow for reflection at the individual level and dialogue at the community level on the root causes of SGBV and the spread of HIV/AIDS?
10. How effective is the Isis-WICCE peace exposition strategy for broad awareness raising and advocacy for more resources for SGBV programmes in post-conflict, recovery and reconstruction settings?
11. To what extent do you think that the SASA approach is a more efficient way of delivering a programme?

C. Stakeholders – Local Government officials at district and sub-county level

1. What direct contribution has the project made towards reducing SGBV and HIV/AIDS in Lira District?
2. What needs to be done differently by all actors to reduce SGBV and HIV/AIDS in the district?
3. How effective was the Isis-WICCE peace exposition that was held in Lira for raising awareness and activism on SGBV and HIV/AIDS in Lira District?

D. Partners at sub-national level – District Local Government Leadership (LCV, RDC, DPC, etc.), Sub-County Chief and Women’s Peace Initiative -Uganda

1. How effective has the SASA approach been in changing attitudes towards violence against women in the district?

2. By partnering with Isis-WICCE what has been the ‘value added’ for your organisation?
3. To what extent do you think that the SASA approach is a more effective way of delivering a programme?
4. To what extent do you think that the SASA approach is a more efficient way of delivering a programme?
5. What lessons have been learned?

E. Key Informants – opinion leaders, cultural leaders, etc. at sub-national level

1. What changes in behaviour towards violence between women and men have you seen in the community since your participation in the peace exposition?
2. What changes in attitude towards power relations between women and men have you seen in the community?
3. What else needs to be done by duty-bearers to reduce violence between women and men at household level?
4. What else needs to be done improve power relations at the household level?
5. What was your experience with the Peace Exposition held in Aromo and the use of the SASA approach to address the challenge of SGBV and HIV/AIDS within communities?

F. One-one-interviews (Beneficiaries in Ogot and Akaidebe villages who have been reached out to by the CAs)

1. Give examples of how your attitude towards violence (men beating women /husbands beating wives) has changed with time?
2. Why did your attitude towards violence between women and men change?
3. What do you think caused the change in your attitude towards violence against women?
4. Give examples of how your attitude towards men having more power than women has

changed with time? (Power to make decisions)

5. What tangible (real) changes in the behaviour of women and men in your community have you seen? Give examples.
6. How did you benefit from project as an individual/personally?
7. How has the community benefitted from the project?
8. What challenges still remain with regard to violence against women in your community?
9. What challenges still remain with regard to sexual violence in your community?
10. What else needs to be done at family/household level to reduce violence?
11. What else needs to be done within the community to reduce SGBV?

G. Focus Group Discussions with Community Activists at sub-national level

1. What tangible (real) changes in the behaviour of women and men have you seen in your community? Give examples.
2. How has the community benefit from the project?
3. What challenges still remain with regard to violence between women and men in your community?
4. What challenges still remain with regard to sexual violence and HIV/AIDS in your community?
5. What else needs to be done at family/household level to reduce SGBV?
6. What else needs to be done within the community to change attitudes towards gender relations and power at household level?
7. How have you managed to balance your role as a trainee with your personal work? How have you managed to be accountable?
8. What lessons have you learned?

9. What good practices have come out of this project?

H. One-one-interviews with community activists; Local Government CDO/ACDO, the Police, Health workers, CBOs and at sub-national level

1. How did you become a community activist - anti SGBV and HIV/AIDS?
2. How did Isis-WICCE identify you as a potential community activist?
3. How have you used the knowledge, skills and technical support you received to change attitudes and behaviour of individuals and communities?
4. Give examples of how you have been a change agent? What did you do? Why do you think you succeeded in changing attitudes and behaviour?
5. Give examples of how your attitude towards men having more power than women has changed with time? (Power to make decisions)
6. What tangible (real) changes in the behaviour of women and men have you seen in your community? Give examples.
7. How has the community benefit from the project?
8. What challenges still remain with regard to violence between women and men in your community?
9. What challenges still remain with regard to sexual violence and HIV/AIDS in your community?
10. What else needs to be done at family/household level to reduce SGBV?
11. What else needs to be done within the community to change attitudes towards gender relations and power at household level?
12. How have you managed to balance your role as a trainee with your personal work? How have you managed to be accountable?
13. What lessons have you learned?

14. What good practices have come out of this project?

I. Focus Group Discussions (mixed, male only, and female only)

1. Give examples of how attitudes towards violence (men beating women /husbands beating wives) have changed with time in your community?
2. Why do you think attitudes towards violence have changed in your community?
3. What do you think caused the change in attitude towards violence against women in your community?
4. Give examples of how attitudes within the community towards men having and deserving more power than women, has changed with time? (e.g. Power to make decisions)
5. What tangible (real) changes have you seen in the behaviour of women and men in your community? Give examples.
6. Describe how the 'change agent' contributed to changes in attitude towards violence and power in your community? What did she/he do? Why do you think the change agent succeeded in changing attitudes and behaviour towards violence and power?
7. How has the community benefited from the project?
8. What challenges still remain with regard to violence between women and men in your community?
9. What else needs to be done at family/household level to reduce violence?
10. What else needs to be done within the community to reduce SGBV?

J. Isis-WICCE programme staff

1. How effective has the SASA approach been in changing attitudes towards violence against women in the district?
2. By partnering with Isis-WICCE what has been the 'value added' for your organisation?

3. To what extent do you think that the SASA approach is a more effective way of delivering a programme?
4. To what extent do you think that the SASA approach is a more efficient way of delivering a programme?
5. How have you used the knowledge, skills and technical support you received to change attitudes and behaviour of individuals and communities?
6. To what extent are the programme's M&E systems able to document results and learn lessons?
7. What lessons have been learned from implementing the project?
8. What good practices have come out of this project?
9. How has Isis-WICCE been a space for reflection and learning for staff?
10. How has/did the training enable undertake improved advocacy on SGBV and HIV/AIDS in post-conflict and recovery Lira District?
11. How did the training enable you to effectively monitor and report on the implementation of the project?
12. Give examples of how you have applied mentorship skills you acquired from the training.
13. How have you managed to translate the benefits and outcomes from the staff reflection meetings for improved implementation of the project?
14. Give examples of efficiency in project implementation in terms of rational use of funding, human resources, time, technology and knowledge. Give examples for each of the five areas.
15. What has been the value added for Isis-WIICE in implementing the project with CEDOVIP and Women's Peace Initiative Uganda?

Annex 3: Documents Reviewed

1. Activity Report on SASA Training by Gloria Oguttu Adett 20th February 2014
2. Community Activists Training (Training of Trainers) on Combating Sexual and Gender Based Violence 23rd – 27th September 2013, Aromo Sub-County Lira
3. Cultural Leaders Strategize to Combat GBV in Lira District, Uganda 16th – 17th June 2015
4. Helen Kezie Nwoha. “Documentation of SGBV Cases”. A presentation at the regional stakeholders meeting on the implementation of the ICGLR Kampala Declaration on SGBV
5. Enhancing Gender Capacities of Isis-WICCE staff in Feminist Knowledge, Analysis, Planning and Advocacy, A Process Report by School of Women and Gender Studies, Makerere University, Kampala, Uganda, August 31st 2015
6. Follow-up meeting with the Community Activists 24th October 2015
7. Juliet Were Oguttu. “Gender Based Violence in Lira District” A Baseline Report
8. Nkinzi Suzan. “HIV & Transformative Gender Approaches 30th November 2015
9. Juliet Were Oguttu. “I am the Change: A Dialogue with Community Activists in Aromo, Lira District”, 25th February 2014 A report.
10. International Protocol on the Documentation and Investigation of Sexual Violence in Conflict: Basic Standards of Best Practice on the Documentation of Sexual Violence as a Crime under International Law.
11. Isis – WICCE. “Signature Campaign to Respond & End Sexual Violence in Conflict, Voices from Democratic Republic of Congo, South Sudan, Liberia, Nepal, Pakistan and Uganda” – presented to World Leaders at the 2014 London Summit
12. Isis- WICCE 5th International Peace Expo at The Global Summit to End Sexual Violence in Conflict 10 -13 June 2014 London ExCel Centre, UK
13. Isis- WICCE Annual Report 2013 “A Message of Change From an African Goddess”
14. Isis- WICCE Annual Report 2014 “40 Years of Amplifying Women’s Voice and Power”
15. Isis- WICCE Annual Report 2015 “Promoting Women’s Rights in Conflict and Post Conflict Settings”
16. Isis- WICCE Strategic Thinking and Reflection Meeting Report 22nd – 24th September 2015

17. Isis-WICCE **Communications Strategic Plan 2013 -2017** “Engage, Mobilize, Respond”
18. Isis-WICCE **Transition Reflection Meeting Report 20-21st August 2015**
19. **Joining Power With Others To End SGBV: Skills Enhancement For Community Activists – 3rd Phase**
20. **Knowledge Generation for Community Activists- Phase 11: Awareness Phase**
21. **Lira District Local Government Gender Based Violence Bill 2015**
22. **Mid- Term Review of Project to Combat SGBV** in Lira February 2015 by Harriet Musoke
23. **National Consultative Meeting on Sexual and Gender Based Violence (SGBV) The International Conference Great Lakes Region (ICGLR) 12th – 13th June 2012** A report by Dinnah Nabwire (ACORD) Grace Amito (CARE)
24. **Peace Exposition 2012 “Zero Tolerance for Sexual and Gender Based Violence”** Lira, Uganda 2012
25. **Peace Exposition 2013 “Healthy Families for a Peaceful Community”**, Kotido District Karamoja
26. **Peace Exposition 2015 “Happy Homes, Peaceful Communities”**, Aromo Sub- County Lira
27. **Rapid Assessment of Progress of the Support Phase in Aromo Sub- County, Lira District** Report by Nkinzi Suzan, 25th April 2016
28. **Rapid Assessment Survey in Aromo Sub-County, Lira District** by Juliet Were Oguttu, February 2014
29. **Regional Stakeholders Meeting on the Implementation of the ICGLR Kampala Declaration on SGBV Lusaka, Zambia** February 14-15 2013
30. **Report on the Strategy Meeting to Combat Sexual and Gender Based Violence (SGBV) in response to 2012 Peace Exposition** 28th February 2013
31. **SASA Partners Review Meeting** 23rd October 2015
32. **The Legacy of The Peace Exposition “Re-cantering Women in Post Conflict Reconstruction”**
33. **Towards an Anti-Sexual and Gender-Based Violence Norm in the Great Lakes Region of Africa : A Civil Society Review of the Implementation of the 2011 ICGLR Kampala Declaration**
34. **Training of Trainers on Combating Sexual and Gender- Based Violence Using SASA Methodology** 23rd -27th September 2013, Aromo Sub-County, Lira District

Annex 4: Persons Interviewed

	Name	Sex	Designation/Position	Institution/Organisation
1.	Nathan Byamukama	M	Ag Director	ICGLR Training Centre
2.	Catherine Awor	F	Former Coordinator	WOPI-U
3.	Diana Aromo	F	Field Officer	WOPI-U
4.	Alex Oremo Alot	M	District LC V Chairperson	Lira District
5.	Rashida Adomg Akecha	F	Ag. Coordinator	WOPI-U
6.	Mary Akawo	F	ASP Child & Family Protection Unit	Uganda Police, Lira District
7.	Suzan Nkinzi	F	Programme Officer, RM&E	Isis-WICCE
8.	Jimmy Obwana	M	Community Activist	Akiabebe Village
9.	Lydia Akello	F	Farmer	Ogote Village
10.	Martin Okulu	M	Farmer	Ogote Village
11.	Lilly Amoli	F	Farmer	Ogote Village
12.	Susan Okello	F	Farmer	Ogote Village
13.	Moses Okello	M	Farmer	Ogote Village
14.	Barbara Apio	F	Farmer	Ogote Village
15.	Geoffrey Ogwang	M	Religious Leader	
16.	Oyar Steven Ojwor	M	Farmer	Akiadebe Village
17.	Boscoe Okwera	M	Farmer	Akiadebe Village
18.	Jacinta Okwera	F	Farmer	Akiadebe Village
19.	Emmanuel Okello	M	Farmer	Akiadebe Village
20.	Christine Okello	F	Farmer	Akiadebe Village
21.	Jespher Lira	M	Registered Nurse	Aromo Sub-County
22.	Raymond Ogwang	M	Clan Leader - Ajimo	Akiabebe Village
23.		M	Officer in Charge	Uganda Police
24.	Ocet Peter Okello	M	LC III Chairperson	Aromo Sub-County
25.	Richard Okumu	M	Catholic Catechist	Akiadebe Village
26.	Emmanuel Komakech	M	Sub-County Chief	Aromo Sub-County
27.	Dr Tom Charles Otim	M	Senior Consultant Obstetrics & Gynaecology	Lira University
28.	Mwaka Elu Tukumor	M	Resident District Commissioner	Lira District
29.	Patience Ayebazibwe	F	Programme Officer	Akina Mama wa Afrika
30.	Harriet Musoke	F	Exchange Programme Manager	Isis-WICCE
31.	Helen Kezie-Nwoha	F	Executive Director	Isis-WICCE
32.	Juliet Were	F	Programme Manager RM&E	Isis-WICCE
33.	Christine Anono	F	Community Development Officer	Lira Municipality

A total of 34 women and 24 men participated in two FDGs in Ogote village

