



## Uganda CSCF and GPAF Learning Workshop

British High Commission, Kampala, 19th February 2014

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**Photo Caption**

**Participants at the Uganda CSCF and GPAF learning workshop held on 19th February at the British High Commission in Kampala.**

**Disclaimer**

**This report was prepared by Triple Line Consulting in joint venture with Crown Agents and any views within are not necessarily held by DFID.**

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## Acronyms and Abbreviations

ANPPCAN	African Network for the Prevention and Protection of Children against Abuse & Neglect
BAU	Build Africa Uganda
CA	Crown Agents
CP	Cerebral Palsy
CSCF	Civil Society Challenge Fund
CSD	Civil Society Department
CSD	Civil Society Department
CSO	Civil Society Organisation

CtC	Child-to-Child
CWD	Children with Disabilities
DFID	Department for International Development
DGF	Democratic Governance Facility
EC-NGO	European Community NGO
GDP	Gross Domestic Product
GFATM	Global Fund on AIDS, Tuberculosis and Malaria
GPAF	Global Poverty Action Fund
IMP	Impact funding window of GPAF
INN	Innovation/Community Partnership funding window of GPAF
IRC	International Rescue Committee
JV	Joint Venture
KAP	Knowledge Attitudes and Practice
LEF	Living Earth Foundation
LRA	Lord's Resistance Army
MCH	Maternal and Child Health
MDGs	Millennium Development Goals
MM	Mentor Mother
MRDF	Methodist Relief & Development Fund
NGO	Non-Governmental Organisation
OPM	Office of the Prime Minister
OVC	Orphans and Vulnerable Children
PLWHA	People Living With HIV/AIDS
PMTCT	Prevention of Mother to Child Transmission
PONT	Partnerships Overseas Networking Trust
PSGs	Parent Support Groups
SMS	Short Message Service
SRH	Sexual Reproductive Health
SWOT	Strengths, Weaknesses, Opportunities and Threats Analysis
TLC	Triple Line Consulting
UFFCA	Uganda Fisheries and Fish Conservation Association
USDC	Uganda Society for Disabled Children
VAC	Violence against Children
VAD	Voluntary Action for Development
WASH	Water, Hygiene and Sanitation
WATSAN	Water and Sanitation



## INTRODUCTION AND OVERVIEW

This report documents learning from a workshop held in Uganda on 19<sup>th</sup> February at the British High Commission in Kampala for projects that are recipients of UK Department for International Development (DFID) funds through either the Civil Society Challenge Fund (CSCF) or the Global Poverty Action Fund (GPAF). These funds are managed through a Joint Venture between Triple Line Consulting and Crown Agents. Thirty-six project staff representing 19 CSO projects attended the workshop (3 CSCF projects and 16 GPAF). Three DFID Uganda staff also participated in different workshop sessions, which helped to familiarise them with the work carried out by these funds. At present, Uganda has a significant concentration of GPAF grants (currently 16) and combined with the 3 CSCF projects DFID's investment in civil society is worth £10.5 million<sup>1</sup>.

The workshop enabled participants to learn about the background to the CSCF and GPAF funds, how projects in Uganda are contributing to the objectives of these global funds and also how they relate to DFID Uganda overall priorities. Project staff who attended the workshop shared learning in four key areas: Approaches and methods used in project design and implementation; Gender mainstreaming, challenging discrimination and social inclusion; Measuring results for women and girls; and the Enabling environment for civil society in Uganda. Participants shared information and experiences with other CSOs working in Uganda on similar sectors or issues, in different stages of development and learned about both good practices and common challenges faced by other CSOs funded by DFID in Uganda.

This report is intended principally for the workshop participants and provides: a background to CSCF and GPAF and to DFID priorities in Uganda; a synthesis of learning points on the key themes and an outline of the next steps and feedback from participants. The workshop agenda, participant list and project summaries can be found at Annexes 1-3.

## 1 BACKGROUND TO THE CSCF AND GPAF

The Civil Society Challenge Fund (CSCF) began in 2000 and will end in March 2015; no further funding rounds are planned. The CSCF supports projects that empower poor and marginalised groups to have a voice and a role in holding their governments and communities to account for providing the essential services they need. The objectives of the fund are:

To improve the capacity of Southern civil society to engage in local/national decision-making processes;

- ≡ To contribute to global advocacy;
- ≡ Innovative service delivery;
- ≡ Service delivery in difficult environments.

Over its lifetime to date, CSCF has provided grants to over 500 projects, grouped under four thematic areas: Education, Health, Livelihoods and Social Inclusion in Africa, Asia, Latin America and the Middle East.

As of 1<sup>st</sup> April 2014, there are just 61 projects left in the portfolio and 3 of these are in Uganda.

The Global Poverty Action Fund (GPAF) is an active fund. As at end January 2014, 141 project awards have been made across 32 countries globally. Two recent rounds of calls for concept notes closed at the end January 2014. All projects in the current fund will close in 2016/17.

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<sup>1</sup> As at December 2013

The GPAF has two funding windows:

- ≡ **Community Partnership grants** support initiatives focused on delivering results for communities bringing real benefits for women, men, girls and boys. These form approximately 5-10% of GPAF funding and the maximum grant size is £250,000. The maximum allowable average annual income threshold is £1 million (this limit had been increased from £500k under the previous GPAF Innovation eligibility criteria).
- ≡ **Impact grants** support poverty reduction linked to the Millennium Development Goals, particularly those goals that are off-track. These grants form 90% of GPAF funding. The minimum grant size is £250,000 and the maximum is £4 million.

GPAF aims to contribute to poverty reduction and the achievement of the Millennium Development Goals (MDGs) in DFID target countries. Its objectives are to bring positive changes to poor peoples' lives through:

- ≡ Service delivery
- ≡ Empowerment and accountability
- ≡ Addressing issues of conflict, security and justice
- ≡ Capacity building and advocacy
- ≡ GPAF focuses on MDG-related sectors and emphasises gender mainstreaming and diversity.

Workshop participants raised questions about:

- The role of UK partners in the CSCF and GPAF projects;
- Will there be a follow-on fund? ; and whether it is possible for an organisation to apply for the funds for a second time.

Clarifications by the Fund Manager:

In the past all grants have been made through UK organisations but this is no longer the case for all grants: some Impact grants are made directly to developing country partners. Organisations are able to apply multiple times, and can only hold up to two innovation/community partnership grants and/or up to three Impact grants.

## 2 LEARNING OBJECTIVES, AGENDA AND METHODS

The learning workshop was conducted as part of a joint CSCF and GPAF learning visit in Uganda (17-28<sup>th</sup> February 2014). The Fund Manager and DFID felt that it would be both beneficial and cost effective to carry out a joint visit for the two Funds in Uganda, given that both sets of projects involve civil society organisations that receive DFID funding, both work on poverty reduction, report to the same fund manager/donor, work in similar thematic areas and share similar methodological approaches (improving service delivery, raising awareness; empowerment; voice and accountability). While emphasising these similarities, the joint learning visit also considered differences between the two funds.

The overall learning visit objectives were:

- ≡ To create a conducive and inclusive learning environment amongst DFID funded civil society projects in Uganda as well as between these, the Fund Manager and DFID;

- ≡ To learn and share lessons on what works, what works less well and why on key learning themes;
- ≡ To disseminate findings to key stakeholders: DFID (CSD; policy departments; Uganda country office); other GPAF and CSCF funded organisations;
- ≡ To carry forward learning into practice, policy and engagement.
- ≡ The Fund Managers and DFID identified four key learning themes as the focus of the learning visit and workshop:
- ≡ Approaches and methods used in project design and implementation;
- ≡ Gender mainstreaming, challenging discrimination and promoting social inclusion;
- ≡ Measuring results for women and girls;
- ≡ The enabling environment for civil society organisations in Uganda.

For each of these learning themes, specific questions were identified to provide the framework for field visits, group discussions and interviews (see Annex 4 Learning Visit Questions). In addition, as part of the workshop, it was felt important to have an 'Open Space' to hear feedback from the Ugandan project staff, which could provide insights to guide future fund management and design, as well as highlight other learning issues important to Ugandan partners.

The methodology for exploring the learning themes comprised:

- ≡ A review of project documents and other key literature
- ≡ The participatory workshop with project partners itself
- ≡ Field visits to 4 of the 22 CSCF and GPAF projects
- ≡ Discussions with DFID Uganda staff and other key informants in country
- ≡ Findings were synthesised, compared and triangulated across these sources as relevant.

The projects to visit were selected to represent a mix of both GPAF and CSCF projects at 'early' and more 'mature' stages of implementation and to include livelihoods, health and child protection projects. **Livelihoods** projects were chosen to draw out lessons to inform the final GPAF funding window, which is likely to be related to 'employment and livelihoods'. **Maternal & Child Health** and the **Reducing Violence against Children** projects were selected for potential insights into gender equality and measuring results for girls and women. During the visits, consultants talked to project staff, beneficiaries, partners and wider stakeholders in the relevant sectors, visited project sites and, where possible, observed project supported activities.

In addition to this report, the Fund Manager will produce a series of accessible and targeted learning outputs drawing out key lessons on the learning themes, to share with implementing partners, UK grant holders, the fund manager, and DFID as appropriate.

### 3 DFID'S PRIORITIES IN UGANDA<sup>2</sup>

The Deputy Head of DFID Uganda provided insights into DFID's Uganda operational plan and priorities. DFID is one of five UK departments operating out of the British High Commission compound. The UK-Uganda relationship includes strong bilateral engagement on diplomatic, political and security and trade issues as well as on development. The UK is the second-largest

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<sup>2</sup> This section draws heavily on DFID Uganda Operational Plan 2011-15, Updated November 2013

bilateral donor in Uganda and is one of only a few countries that is meeting its commitment to allocate 0.7% of its Gross National Income (GNI) to development aid.

The Uganda DFID budget was approximately £85 million in 2012-2013. DFID Uganda stressed the importance of and joint responsibility for ensuring efficiency and accountability in the use of UK government funds, and the increasing focus on “Value for Money”. This is a particularly sensitive issue in the UK where most other government departments have had to make cut backs due to austerity policies while DFID has maintained and even increased its spending.

DFID’s vision for 2011-15 is “to support Uganda in its transition to a prosperous, stable and accountable democracy, positioned to exploit the benefits of oil for all Ugandans and able to protect the interests of the most vulnerable”. It supports and is informed by the Uganda National Development Plan goal of “intertwining economic growth and poverty eradication”, and the Uganda Vision 2040’s target to transform Uganda “to a modern and prosperous country within 30 years”. The UK development programme will help Uganda to meet the Millennium Development Goals (MDGs) and create opportunities in particular for girls and women.

The main Pillars of DFID Uganda’s Operational Plan (2011-15) are:

- ≡ Health: especially maternal and child health;
- ≡ Wealth creation: access to finance, small business and infrastructure development;
- ≡ Accountability and governance: with a strong focus on improving capacity of the government audit office, strengthening fiduciary management and tackling corruption;
- ≡ Poverty, vulnerability and hunger: especially food for work and cash transfer programmes in Northern Uganda<sup>3</sup>.
- ≡ DFID’s aid programme is focused on the Northern region.

DFID works closely with other donors through a variety of donor coordination groups and donor basket funds, such as the Democratic Governance Facility started in 2011. This fund aims at deepening democracy, strengthening voice, promoting rights justice and peace, and accountability has around 85 partners, mainly CSOs. DFID currently chairs the Board of the DGF<sup>4</sup>.

Questions to DFID from participants concerned the reasons why DFID had recalled its funding to Uganda following the Office of the Prime Minister (OPM) corruption scandal, as well as the role of DFID Uganda in the CSCF and GPAF. Regarding the OPM scandal, DFID Uganda clarified that DFID was able to recover the money from the Uganda Government after which the funding modality changed from budget support to other means including channelling funds via the private sector and civil society. DFID in Uganda does not have a direct role in managing the CSCF and GPAF. These are global funds designed and managed from DFID’s Civil Society Department (CSD) in the UK. DFID Uganda does review and comment on the draft proposals but with a limited staff in country cannot manage or have direct oversight of a large portfolio of small projects directly.

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<sup>3</sup> The DfID operational plan notes that these are being phased out in favour of long-term livelihoods interventions.

<sup>4</sup> <http://www.dgf.ug>



## 4 KEY LEARNINGS FROM THE WORKSHOP

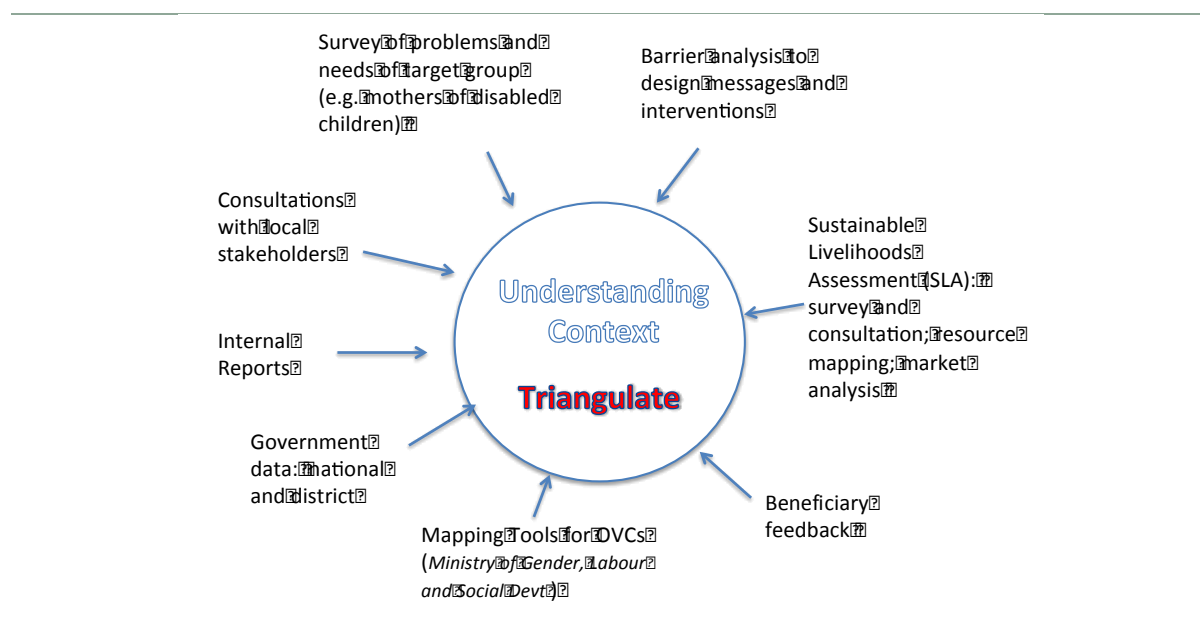
### 4.1 Approaches and methods in project design and implementation:

For this session, participants were organised into two parallel groups. The first focused on approaches and methods used in project design, particularly context analysis. The second group focused on challenges in implementation. Annex 4 contains details of the presentations shared during these sessions. Below we summarise key points emerging from the workshop discussions on what works in approaches to project design and in overcoming or prevent early implementation challenges.

**Figure 1** below illustrates a variety of approaches to **understanding and analysing the context**, used by project partners in Uganda, depending on the sector of intervention and the beneficiary groups, as well as the prior history of intervention. In-depth context analysis is more critical where the project is a new intervention, in a new geographical area, or targeting a new type of beneficiary. Where a project follows on from an earlier intervention, there is likely to be organisational knowledge and existing baseline surveys, evaluations or project reports to draw on. Some projects use specialised analysis tools related to the sector of intervention (e.g. market analysis in livelihoods interventions, barrier analysis in health) to design or refine their intervention strategies; others are using specific tools to understand the needs of particular beneficiary groups. Most commonly, either small-scale ‘needs assessment’ surveys or broader baseline surveys are used across all project types as well as various levels of stakeholder or beneficiary consultation.

Project staff highlighted the importance of community-based and participatory approaches to: needs/ problem assessment and stakeholder engagement at different levels to ensure accurate and comprehensive information. The dangers of over-reliance on single sources of data were highlighted, underlining the importance of triangulation between different sources and perspectives. Annex 5 contains a more comprehensive list from participants’ experience of what works, and what does not, in context analysis for project design.

**Figure 1: Approaches to context analysis used by Uganda implementing partners**



Challenges faced in using context analysis tools relate in part to timing and language, for example:

- The danger of over-reliance on one off surveys in a changing context;

- Surveys implemented very early in the design phase may be somewhat out of date by the time implementation starts;
- Surveys need to be implemented in the language of the beneficiaries;
- Critical to ensure that different household and community members are included (men and women of different ages and status, children, disabled people etc.)

In the parallel session on **challenges in project implementation**, participants each identified challenges experienced in the implementation of their respective projects. They were then asked to consider, to what extent they perceived the challenges were 'preventable' or 'unpreventable' and whether they took place early or late in implementation, and to represent these challenges accordingly on the below axes (see Figure 2).

Figure 2: Axes for locating Challenges in implementation

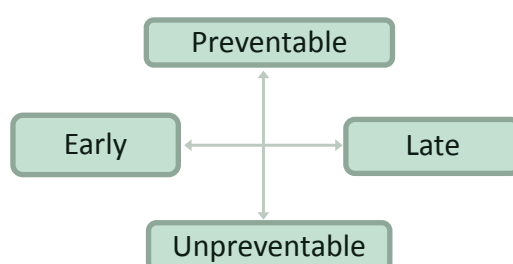


Figure 3 below captures the groups' challenges (described on post-its) along the vertical and horizontal axes, and underlines that most challenges experienced are to some degree **preventable**, or can be better mitigated, and that most happen **early in implementation**. The full list of challenges as well as strategies to overcome these is reported in Annex 6.

Challenges relating to **"negative" cultural attitudes** e.g. towards girls' and children's or disabled persons' participation in projects or community activities, formed the biggest group, suggesting that both **gender and social analysis of the context - including prevailing social norms - and early efforts to tackle discrimination against women and girls through attitudinal change, need to be further strengthened**. Strategies adopted to respond to these challenges included: advocacy with, and sensitisation and training of, key community members (e.g. leaders) around discrimination against particular social groups.

Figure 3: Photo of implementation challenges identified by participants



**Engaging and sustaining community participation** was another key area of challenge, which suggests that **consultation with beneficiaries needs to be strengthened in the project design phase**, and more investment made in understanding social and economic barriers to participation as well as communities' expectations. For the Voluntary Action for Development (VAD) community water sanitation and hygiene project, for example, challenges were experienced in maintaining the cohesion of the project structures at community level, and engaging communities in project monitoring (due to illiteracy). Key lessons were the importance of working with the community to determine activity timetables; the need to co-opt community leaders such as village health team members and local council members onto the project management structures to ensure sustainability; the importance of supporting project committees to generate incomes; and the need for ongoing support to local project structures in monitoring including adapting monitoring tools for use with illiterate groups.

Similarly, for the Heifer Project International Uganda project aiming to build sustainable livelihoods of people living with HIV and AIDS (PLWHA), through the improvement of their nutrition, food security and household incomes, key challenges have centred on the low capacity of PLWHA to take up or sustain labour intensive activities due to either the side effects of medication or poor health, or the limited time available for those caring for PLWHA to engage in livelihood activities. Strategies have included the adoption of low input and labour-saving agricultural techniques, such as introduction of drip irrigation, as well as diversification into less labour intensive activities. **Again, earlier analysis of the time and health constraints of project beneficiaries (both PLWHA and their carers) might have indicated from the outset the need to diversify livelihoods strategies and adapt technologies.**

Other common challenges included:

- ≡ Clarifying and managing beneficiary and stakeholder expectations;
- ≡ Working with government
- ≡ Coordinating with other actors
- ≡ Data collection and management and measuring results.

On this last point, the adoption of simple, 'user-friendly' computer programmes for collection and entry of monitoring data (or mobile and SMS technology for real time monitoring) could be a solution. However, in communities with low educational, organisational and institutional capacity, one off training for data collection is unlikely to suffice; training will need to be built on and consolidated over time, alongside basic capacities such as literacy. A final point was the need for **organisations that have limited internal staff capacity to hire in services to assist with project development in particular for the application of specialised analysis tools to design intervention strategies.**

## 4.2 Gender Mainstreaming, Social Inclusion and Measuring Results for Girls and Women

### Lessons identified by participants engaged in gender mainstreaming in civil society health education and HIV/AIDS projects

- ≡ Gender mainstreaming can encompass both measures to ensure **women's effective integration** and participation across all project activities as well as **targeted activities for women and girls** to address gender-based disadvantage, and **support for women and girls to start their own organisations to identify their own needs**;
- ≡ **Gender mainstreaming in implementing organisations matters: it starts from the recruitment of personnel in project management in technical advisory positions, in field positions working with communities, and in community project management or volunteer roles.** For example, Target Tuberculosis addressed these issues via discussions in the Board on gender gaps in human resources, changes to recruitment procedures and via community consultative meetings to ensure female as well as male representation on Village Health Teams;
- ≡ Projects often have targets for gender equality in beneficiary participation in activities but despite efforts do not always succeed in attaining a gender balance in numbers. **Focusing on always achieving 50:50 gender balance in activities is not always attainable or helpful.** (This corroborates findings from a CSCF learning visit to Kenya conducted in May 2013). **Of importance are measures to ensure the quality of women and girls' participation including creating spaces and opportunities for women and girls to determine their own priorities, to express themselves, to be heard and to influence group decisions**;
- ≡ Further, **addressing gender discrimination involves promoting changes in how men and women negotiate within households and communities and thus requires engagement with and, ideally, the support of men and boys in communities to enable the changes that women and girls want to see in their lives.** Gender training or sensitisation thus needs to involve men and women, together (as well as sometimes separately).
- ≡ **The economic empowerment of women and girls is critical to their being able to determine how they use their time and resources and to have some autonomy in decision-making.** Where women have the possibility to mobilise independent resources, this improves their capacity to negotiate effectively with men in relationships. For example, in the Uganda Fisheries and Fish Conservation Association (UFFCA) HIV/AIDS prevention project in fishing communities, savings schemes were introduced targeting women and girls (youth) to address women's lack of economic empowerment, and enhance their negotiation capacity in relationships.

- ≡ And, finally, **all projects highlighted the importance of capturing and measuring changes in attitudes and beliefs as key results of work on gender equity and women's and girls' empowerment**

#### Successes reported within civil society projects as a result of gender mainstreaming efforts

- ≡ **Promoting women's participation and voice in project activities, management and wider advocacy efforts.** For example, UFFCA's HIV/AIDS project had promoted women's as well as youth and PLWHA participation in Project Advisory Committees which have now become Community Action Groups that will advise local government on health issues; a broad forum of such groups has also been established promoting women's voice in local advocacy.
- ≡ **Changing attitudes both among women and girls themselves and wider communities.** For example, Target Tuberculosis interventions had enabled women living with HIV to increasingly believe that it is possible for them to give birth to a child free from HIV; Build Africa Uganda's education project had brought about changes in parental attitudes about the equal importance of girls' and boys' education, via the use of radio programmes and community meetings to raise gender awareness.
- ≡ **Engaging men and leaders in efforts to challenge discrimination and exclusion:** For example, Target Tuberculosis has engaged men in health activities via "positive living clubs," school programmes and condom distribution; other health projects have encouraged men to accompany wives to maternal and child health facilities or support wives' participation in MCH groups (International Rescue Committee; Samaritan's Purse).
- ≡ **Changes in institutional practices or behaviours, which promote girls' and women's inclusion,** e.g. Build Africa Uganda education project, School Management committees were persuaded through project advocacy efforts to introduce sanitary facilities for girls to persuade them to stay in primary schools. Similarly, as a result of girls' involvement in planning outreach screening for TB and HIV sensitisation, alongside clinic based screening, more females are now being screened and more women PLWHAS are accepting home-based care, as a result of changes in attitudes, through counselling (Target Tuberculosis project).
- ≡ **Some challenges in gender mainstreaming have been effectively addressed at project level through changes in design, while others required other interventions.** For example, the Uganda Fisheries and Fish Conservation Association (UFFCA) used weekly radio programmes to raise awareness of HIV/AIDS but found that women couldn't listen because the timing of radio programmes was inappropriate and because of male dominance during their meetings. The solution was to start daytime radio programmes so that women can listen in before their husbands return home. **A broader lesson is that use of media to promote awareness raising needs to be informed by prior analysis of gender differentiated patterns of media access and listening.**
- ≡ To address challenges in retaining girls in primary education, Build Africa Uganda (BAU) conducted a gender analysis to identify constraints at household, community and institutional levels. Constraints identified include: a lack of female teachers in schools so lack of positive role models and support for girls; the heavy domestic workload of girls; a lack of infrastructure and sanitation facilities in schools; and an 'over sexualised' culture towards girls and young women creating a negative environment for girls' education. The use of gender analysis led BAU to the conclusion that educational interventions have to be combined with support to improved livelihoods and health and nutrition, which addresses household poverty as well as reduces girls'



domestic workload. Changes in the educational support system are also required including more recruitment and retention of female teachers, greater flexibility in the curriculum and schedules to accommodate gender specific needs and constraints (hours that don't exclude women teachers and girls), improved sanitation as well as innovative childcare facilities.

### Working with girls and children: inclusion, child participation and measurement of results

Two presentations by participants highlighted successful strategies and challenges in promoting inclusion of children and disabled persons in projects.

**An innovative child protection model:** The African Network for the Prevention and Protection of Children against Abuse and Neglect (ANPPCAN) Uganda Chapter's project to strengthen formal and informal child protection systems has introduced a number of successful innovations to improve child protection and reduce violence against children including:

- ≡ Anonymous letter boxes enabling children to report violence (trained teachers address issues through assemblies, child rights clubs and follow up individual cases); Lessons learnt include that confidential mechanisms such as the letter link box increase child abuse cases reported;
- ≡ Community conversations to raise awareness and support identifying/reporting violence against children;
- ≡ Working with media has created a platform for child participation and advocacy.

Challenges encountered by ANPPCAN include weak law enforcement and justice systems, leading to out of court negotiations which are not necessarily in the best interest of the child (e.g. parents accepting financial settlements or even offers of marriage of abused daughters); the inability of some children to express themselves in writing to report cases; and negative attitudes towards children participating in decision making.

ANPPCAN has also introduced some innovations to capture data and measure results as well as ensure beneficiary (especially children's) feedback. An online casework database is used to document reported cases as soon as the field officers get in contact with the case. Data on both the victims and the perpetrators is collected to help in understanding the trends in child abuse. In addition, participatory child-friendly project monitoring tools are used in schools and participatory beneficiary service feedback tools in addition to quarterly monitoring/annual reviews

**Applying the child to child approach with disabled children:** The Uganda Society for Disabled Children (USDC) project promotes Inclusive Education for Children with Disabilities in Uganda using the *Participatory Child-to-Child (CtC) Approach*. The CtC approach uses 'buddying'/pairing of children and participatory tools designed specifically for children (e.g. 'communication map'; 'Me and my buddy'). School, classroom and teacher observation checklists are used to monitor the capacity building of teachers in CtC approaches and they incorporate CtC in school families' initiatives. The project also engages with local and national actors on inclusive education and creates avenues for influencing government policies and practices towards inclusion (via the Ministry of Education.) Results are measured using Knowledge Attitudes and Practice (KAP) surveys (baseline and follow up) with children, parents, local and national key interest groups; as well as verification and analysis of school enrolment records.

The major challenge to inclusion/participation of children with disabilities (CWD) is pervasive negative attitudes towards the parenting; care and education of CWDs. Strategies to overcome these attitudes include recruitment of parents into peer support groups; and awareness raising and

advocacy on inclusive education. Key lessons learned via project implementation to date are the need: to link Parent Support Groups (PSGs) to ongoing programmes and projects and to strengthen relationships between teachers, PSGs and districts officials. More hands on support is also needed for is teachers to fully integrate CtC tools into their teaching.

#### 4.3 The enabling environment for civil society in Uganda

Uganda's 1995 Constitution enshrines strong rights for citizens including freedom of expression and assembly and explicitly prohibits discrimination<sup>5</sup>. Historically, government has encouraged and enabled NGO activity not only in service delivery but also as an active participant in policy processes. Ugandan civil society is diverse, vibrant and growing, with close to 10,000 registered CSOs<sup>6</sup>.

While positive improvements are observed in the civil society and political environment, overall the trajectory is perceived as less positive in terms of freedom of expression and assembly, for example, and concerns have also been expressed about electoral processes<sup>7</sup>. In 2006 Uganda amended its NGO Act in ways that, according to the Uganda NGO forum, as well as external commentators, restrict operations of NGOs and CSOs through convoluted registration requirements and by giving greater discretionary powers to the NGO Board and local political leaders<sup>8</sup>. Responding to widespread protest about corruption, new restrictions were also introduced on public demonstrations and assembly in October 2013<sup>9</sup>. These tightened government regulations arguably reflect a narrowing of government's vision of the role of NGOs to one focused essentially on service delivery and a growing suspicion and antagonism towards NGOs focused on rights and advocacy. In this context, the learning visit sought to understand:

- ≡ The scope for civil society to play its strategic role in complementing government efforts to addressing poverty and disadvantage as well as empowering citizens to demand their rights and hold government accountable, in this context; and
- ≡ The role which bilateral aid can play in supporting a strong and accountable civil society as well as in fostering greater trust and dialogue between CSOs and government.

To address these questions, workshop participants conducted a joint SWOT analysis to answer the questions: **What are the strengths and weaknesses, opportunities and threats of CSOs / NGOs in Uganda, in terms of their capacity to meet CSCF and GPAF objectives?** The focus of the discussions was on civil society organisations, collectively, in Uganda but participants were also invited to highlight differences between sectors. Annex 6 summarises the participants SWOT analysis of Ugandan civil society.

Participants identified the **key strengths** of Ugandan civil society in relation to CSCF and GPAF as *the diverse and specialised skills of staff* as well as *strong networks and coordination structures*. Other strengths are *familiarity with the local context* and the *resilience needed to work in difficult*

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<sup>5</sup> Constitution of Uganda 1995 Chapter 4 in particular articles 21 and 29.

<sup>6</sup> Commonwealth Foundation, 2013, 'A civil society review of progress towards the Millennium Development, Uganda National Report, ' p 14, citing Uganda NGO Board data.

<sup>7</sup> DFID 2013 Uganda Operational Plan 2011-15 Human Rights Assessment p 14.

<sup>8</sup> Various sources including: International Centre for Not-for Profit Law, NGO Monitor, Uganda Feb 14 2014, <http://www.icnl.org/research/monitor/uganda.html> 1.4.14; Civicus, State of Civil Society 2013; <http://socs.civicus.org/?p=3560>; Human Rights Watch, 2012, Curtailing Dissent: Intimidation and Obstruction of Civil Society in Uganda.

<sup>9</sup> Public Order Management Act 2013.

*situations*. There was some disagreement on whether accountability and transparency is a strength or weakness of CSOs. Some participants felt that there were many instances of 'briefcase' NGOs (i.e. set up in pursuit of individual advantage) and not infrequent instances of mismanagement and fraud in the sector. Moreover, not all CSOs share information about their resources: some felt this showed a lack of transparency. Others pointed to ongoing efforts of NGOs and CSOs to improve accountability and transparency and to high level of trust of donors and beneficiaries in CSOs. There was also divided opinion on whether coordination between CSOs is a strength or a weakness, pointing to variable experiences across sectors or districts.

**Key weaknesses** which were highlighted were overreliance on donor funds and lack of sustainability, as well as personalisation especially of CBOs, lack of staff motivation and poor internal coordination and management structures such that it can be difficult to design and implement collectively defined goals.

Many projects, including CSCF and GPAF, work through or with government structures to deliver services and have built strong relationships at national, district and lower levels. These relationships are identified primarily as an **opportunity** since participants see the possibility for building further positive relationships with government at different levels. Existing forums for NGOs - both for overall coordination and sectorial networks are identified as a key opportunity for learning, capacity building and advocacy and many – though not all – felt they are working well, perhaps reflecting variability between sectors and districts.

Strengthening the transparency and accountability of CSOs is important to increasing the credibility of the sector as a whole in the face of frequent government (and sometimes donor) references to 'briefcase NGOs' and 'fraud'. Standards have been developed by the wider NGO sector (via the NGO Forum) for the assessment of NGOs but that these have not yet been widely adopted<sup>10</sup>.

The need to diversity partnerships including funding sources is also seen as an opportunity, including the scope for increased or strengthened relationships of CSOs with the private sector. Examples given to illustrate the potential here were those of companies building school or health infrastructure (while communities supported by CSOs fund on-going costs); and mobile phone company collaboration with CSOs on the first ever Ugandan, national child helpline. The existence of national basket funds (pooled donor funds) such as the Democratic Governance Facility (DGF) and Civil Society HIV/ AIDS Funds were also stressed as opportunities for CSOs. Global Funds such as that on AIDS, Tuberculosis and Malaria (GFATM) are important not just as financing mechanisms but also, importantly, because they compel government to engage with CSOs as they require evidence of CSO consultation in design and participation in monitoring.

In spite of the generally positive view of CSO's relationship with government from workshop participants, there is clearly a perception among the broader CSO community that 'space' is narrowing particularly for CSO advocacy work and that political factors are playing an increasing role in relations between CSOs and government. **Key threats** discussed were the current proposals of government to further revise the NGO law and policy, although some NGOs seemed less directly affected by 'interference' from politicians. National NGOs have gathered information on proposals for revision of the NGO law via their links to politicians and are intending to work through individual, sympathetic politicians to influence this debate.

In terms of the role that DFID can play to support CSOs, participants highlighted the importance of donors playing a mediation and supportive role during challenging times and also of regular communication channels with CSOs. An example was given of the EU stepping in to support CSOs during a recent conflict with government. The quarterly meetings of DFID with CSOs were seen as

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<sup>10</sup> The NGO Quality Assurance Mechanism (QUAM)

an important opportunity for dialogue as well as recently established structured dialogues between the EC and CSOs.

## 5 “OPEN SPACE” DISCUSSION AND ONGOING LEARNING

An hour-long “Open Space” session was set aside for participants to raise any issues of interest or concern not covered in the rest of the workshop. Discussions covered three main points:

- ≡ Participant feedback on CSCF and GPAF
- ≡ Issues faced by projects which would benefit from shared input / learning
- ≡ Mechanisms for building on learning and developing and maintaining networks

### 5.1 Participant feedback on CSCF and GPAF

Workshop participants raised the following issues in relation to the CSCF and GPAF:

<b>Project development</b>	The local Partners would like to be more involved in proposal development. They also need to know why projects have to be tagged to a UK partner.
<b>Project duration</b>	Some participants felt that the grant duration is too short to have a long-term impact. There is also then a question about the sustainability/ and continuity of projects and of learning, if there is no opportunity to extend or renew the grants. Further, the fund allows only one project (per partner) at time.
<b>Budgeting and financial management</b>	There is rigidity in the budget lines especially in the first year, which means that projects face difficulties if they have to adapt approaches or do additional activities to achieve outputs. Development, say participants is not an exact science and budgets cannot be predicted with complete accuracy. The partners have to fund the activities for the first quarter before they begin to receive resources from the Fund Managers. The policy on unused funds forces partners to hurriedly use up funds, or lose them. Moreover, sometimes funds come in late.
<b>Administration and reporting</b>	The Fund Manager is perceived to be supportive. However the administration of these funds (reporting) is time-consuming and inflexible.

### 5.2 Supporting mechanisms for on-going learning

Participants found the workshop very useful (see 7 below and Annex 7) and suggested that this learning opportunity be built on with facilitation from the Fund Manager. In terms of topics, disability mainstreaming was considered particularly important.

CSCF and GPAF grantees said they could:

- ≡ Build maintain and develop the connections established at the workshop with others working in similar areas or on related issues, and share information or identify opportunities for future collaboration.

- ≡ Make (better) use of the networking and learning foras available in country (such as the quarterly meetings of DFID with CSOs/ EC-NGO structured dialogues; NGO Forum/ Deniva (Development Network of Indigenous Voluntary Associations) meetings, workshops, coordination structures, and leaders meetings.

Participants suggested DFID might support:

- ≡ Annual lesson learning workshops
- ≡ Policy forums with parliamentarians
- ≡ Online learning/ resource platform. Previous experience however shows that this is difficult to sustain if hosted by one of the CSOs, leading to the question: can the Fund Manager host an on-line resource? A simple alternative in the short term is to use the email list of CSCF and GPAF projects in Uganda to circulate information, share reports etc.
- ≡ Circulation of CSCF/GPAF project email list for intra project sharing.

## 6 CONCLUSIONS, NEXT STEPS AND PARTICIPANT FEEDBACK

Overall, the workshop discussions highlighted the importance of **context analysis** (especially on social norms and attitudes) and **beneficiary and stakeholder consultation to informing project design**, and preventing implementation challenges. Specifically, it underlined that gender mainstreaming and social inclusion needs to be informed by systematic gender and social context analysis, and that project design needs to include specific strategies both to strengthen women and girls' negotiating and decision making capacities, addressing the (economic) drivers of gender discrimination, as well as to engage men and boys in supporting positive changes in their own behaviour and in women's lives. Innovative communications mechanisms and consultation methods have been developed by CSOs that provide a 'voice' for groups that are discriminated against, and spaces for consensus to be built locally around tackling discrimination. Capturing attitudinal changes in communities and in practices of informal as well as formal institutions is critical to tracking progress in tackling gender discrimination.

The workshop highlighted various opportunities for CSOs to adapt to challenges in the CSO enabling environment. These include: improvement of CSO internal management, accountability and transparency and the wider adoption of quality standards in the sector; strengthened networking and coordination, coalition building and diversification of funding sources to include private sector partnerships as well as engagement with new technologies, social media, and individual politicians. Participants felt that donors including DFID can play an important role in maintaining ongoing dialogue with CSOs, in mediating in cases of CSO conflict with government, and in providing a platform for high level policy debate.

Participants said most of the sessions were either useful, or very useful (see Annex 7 for full details). The sessions most appreciated were: DFID Uganda priorities; the background to the CSCF and GPAF; and the session on the enabling environment. Time limitations constrained the presentations and the discussions on gender mainstreaming and social inclusion. Some participants said they would have preferred more 'guidance' on these areas rather than 'experience sharing'. Several participants highlighted they wanted more on inclusion and disability.

Next steps after the workshop included:

- ≡ Project visits: Living Earth Uganda, Grow Movement, IRC and ANPPCAN
- ≡ Workshop learning to be synthesised and shared in a report
- ≡ Feedback to DFID Uganda and UK (Civil Society Department)



- ≡ UK Grant holders workshop (March 21<sup>st</sup>)
- ≡ Briefing notes on key learning themes to be developed (April /May).

**Participants expressed a desire for ongoing learning and more information on a number of topics and follow up on:**

- ≡ DFID's work in Uganda
- ≡ Scale-up of projects and project sustainability and future funding opportunities including the future of CSCF and GPAF
- ≡ An overview/ portfolio analysis of CSCF/ GPAF
- ≡ Gender mainstreaming and social inclusion
- ≡ Technical aspects of grant management especially reporting requirements
- ≡ A strong desire was expressed to sustain the networking and learning environment, including invitations to future CSO meetings organised by DFID Uganda and on-line learning platforms or exchanges.

## Annex 1: Learning Workshop Agenda

Time	Activity
08.30 - 09.00	Registration
09.00 - 09.30	Welcome and Introductions: Objectives of the day and Agenda
09.30 - 10.00	DFID - the 'big picture' and context to the projects: <ul style="list-style-type: none"> <li>≡ The Civil Society Challenge Fund and the Global Poverty Action Fund – overview (<i>presentation from the Fund Manager</i>)</li> <li>≡ Priorities for DFID Uganda (<i>presentation from DFID</i>)</li> </ul>
10.00 - 10.15	Coffee / tea break
10.15 - 11.45	Learning theme 1 <ul style="list-style-type: none"> <li>≡ Approaches and methods in project design and implementation (<i>presentations from four projects followed by group discussions and feedback</i>)</li> </ul>
11.45 - 13.00	Learning theme 2 <ul style="list-style-type: none"> <li>≡ Working with women, girls and children: civil society experience of gender mainstreaming across different sectors</li> <li>≡ Working with women, girls and children: approaches to inclusion and measurement of results</li> </ul> <p><i>(choice of two sessions each opening with presentations from projects followed by group discussions and feedback)</i></p>
13.00 - 14.00	Lunch
14.00 - 15.15	Learning theme 3: <ul style="list-style-type: none"> <li>≡ Enabling environment for strengthening civil society (<i>interactive group session</i>)</li> </ul>
15.15 - 15.30	Break
15.30 - 16.30	Open Space <ul style="list-style-type: none"> <li>≡ Your feedback to us; review of expectations and learning; identification of interesting issues to take forward.</li> </ul>
16.30 - 17.00	Summing up, next steps, evaluation and close

## Annex 2: Participating Organisations

Ref No	Organisation Name
INN-014	AbleChildAfrica
INN-037	Act4Africa UK
IMP-016	Build Africa
CSCF 0506	ChildHope UK
INN-011	Grow Movement
IMP-061	Heifer International
INN-05-PL-1102	Hospice Africa Ltd
IMP-090	International Rescue Committee UK
INN-023	Lively Minds
IMP-087	Living Earth Foundation (LEF)
IMP-011	Methodist Relief & Development Fund (MRDF)
IMP-057	Mothers2mothers South Africa
CSCF 0544	PLAN UK
INN-003	PONT - Partnerships Overseas Networking Trust
IMP-023	Samaritan's Purse UK
IMP-077	Send a Cow Uganda
IMP-097	Stromme Foundation
IMP-066	Target Tuberculosis
IMP-063	The Motivation Charitable Trust

## Annex 3: Project Summaries

Ref No	Organisation Name	Project Title	Summary	Partners
CSCF 0506	ChildHope UK	Reducing Violence Against Children in Uganda	This initiative seeks to break the cycle of silence around violence against children (VAC) through preventive, rehabilitative and protective measures. The outcome will improve the basic education and opportunities for lifelong learning of girls, boys and their families by promoting child-friendly safe schools and combating various forms of VAC. There will be an increase in the proportion of primary school age girls and boys completing school as a result of reduced violence. This will be achieved through increasing knowledge and commitment of children, parents, policy makers, teachers, law enforcement agencies, allied professionals; civil society organisations and other community members on children rights, responsibilities of children and the harmful effects of violence against children; increasing safe schools promotion programmes, and access to response and support mechanisms for children who have been harmed by violence.	African Network for Prevention and Protection against Child Abuse and Neglect (ANPPCAN) – Uganda Chapter.
CSCF 0540	Basic Needs	From Victims to Victors	The aim is to empower orphans and vulnerable youth (OVYs) in Northern Uganda to meet their needs and exercise their rights. Expected outcomes include: at least 3500 OVYs (55% female) able to meet their basic needs; 8 Community Based Organisations (CBOs)/NGOs have the capacity to integrate OVYs in development programmes; self held groups (SHGs) of OVYs are able to advocate for their rights and needs; changes effected by the project will be measured and lessons learnt documented and disseminated at national and international level; there will be increased awareness of mental health and development issue in the UK. The project will affect 150 SHGs and enable 3500 OVYs to access psychosocial services and 1500 OVYs become literate.	BasicNeeds Foundation Uganda – Uganda Information for Youth Empowerment Programme – Uganda Transcultural Psychosocial Organization - Uganda

Ref No	Organisation Name	Project Title	Summary	Partners
CSCF 0544	PLAN UK (merger with Interact Worldwide)	Scaling-up a comprehensive and integrated HIV and AIDS prevention intervention and support services for fishing communities around the shores of Lakes George and Edward in Uganda	The project aims to build capacity of fishing communities around Lake George and Lake Edward to reduce their vulnerability to HIV/AIDS and to advocate for the HIV/AIDS and Sexual & Reproductive Health services they are entitled to. It will empower fishing communities, involve the most vulnerable groups, change attitudes and perceptions of service providers, government officials, and other duty bearers, and create dialogue and mutual planning between communities and duty bearers. Through these changes fishing communities will benefit from 1) Improved knowledge about HIV/AIDS prevention, SRH and rights; 2) Increased capacity of community clubs and support groups to engage duty bearers in advocacy and planning; 3) Increased access to quality HIV/AIDS prevention and treatment services; and 4) Improved organisational and advocacy capacity of the Uganda Fisheries and Fish Conservation Association (UFFCA).	Uganda Fisheries and Fish Conservation Association
IMP-011	Methodist Relief & Development Fund (MRDF)	Improving Water, Sanitation and Hygiene in Central Uganda	Improving the use of clean water and adequate sanitation amongst 26,376 community members and 3,600 children in 63 underserved villages. The project will combine delivery of WATSAN facilities and hygiene and sanitation education with the formation and capacity building of 138 CBO's and 7 SHC's to ensure the benefits of the project are maintained. Beneficiaries will also be trained in lobbying for better government services related to water, sanitation and health provisions.	Voluntary Action for Development (VAD)
IMP-016	Build Africa	Increasing Retention and Completion at 40 Ugandan Schools	READ will increase retention and completion rates at 40 rural Ugandan schools, contributing towards MDG Two. READ will empower communities to take responsibility for school development and hold duty bearers accountable by increasing parental participation, strengthening school management and governance, and addressing gender specific barriers, directly benefiting 23,662 school community members through participatory school planning and capacity building.	Build Africa Uganda Vision Terudo RDP LACWADA
IMP-023	Samaritan's Purse UK	Improving Maternal Child Health in Karamoja, Uganda	The purpose of this project is to increase access to and uptake of essential MCH services and encourage positive behaviour change and integrated management of newborn and child illnesses in Moroto and Napak Districts of Karamoja Sub-Region in Uganda, thereby contributing to a reduction in the high maternal and under-five mortality rates in these districts.	Samaritan's Purse Uganda



Ref No	Organisation Name	Project Title	Summary	Partners
IMP-057	mothers2mothers South Africa	Improving access to HIV prevention and support services for 243,949 women and children in five countries of East and Southern Africa	<p><b>Context:</b> HIV rates in all project countries are high and MDG 6 off-target. New infections disproportionately affect women of child-bearing age. MDG 5 is off target in Burundi, Kenya, South Africa, Tanzania and Zimbabwe. HIV has increased maternal mortality in South Africa and Zimbabwe, despite strategies to tackle the issue.</p> <p><b>Approach:</b> The 'mentor mother' (MM) model will be used, an approach which hinges on 'task-shifting' in under-resourced health facilities, driving demand for prevention of mother to child transmission (PMTCT) services through education and psychosocial support to HIV positive mothers. The project aims to scale up existing programmes in South Africa, Kenya, Malawi and Tanzania, encouraging national ownership and sustainability.</p>	<p>Sarah Auma Monitoring and Evaluation Coordinator for the mothers2mothers' Uganda Country Programme Sarah.Auma@m2m.org</p>
IMP-061	APT Action on Poverty	Integrated community livelihood support and care systems for 6,960 vulnerable rural families in Amuria District, Uganda	<p>The project enables poor smallholders, particularly those affected by HIV/AIDS, in the Kapelebyong, Asamuk, Apeduru and Okungura sub-counties of Amuria District, to build sustainable livelihoods, self-reliance and reduce their chronic poverty. It directly reaches 2,565 vulnerable families (at least 13,595 people) and indirectly 4,395 neighbouring families (over 23,300 people); improving their agricultural productivity, incomes, food security and nutrition and access to HIV/AIDS services. the project aims to address the massive loss of livestock due to cattle rustling by armed Karimojong from neighbouring districts in the 1980s as well as the 20 year rebellion by the LRA which led to disruption of community livelihoods and severe impoverishment.</p>	<p>Heifer Project International - Uganda AHF-Uganda Cares</p>

Ref No	Organisation Name	Project Title	Summary	Partners
IMP-063	The Motivation Charitable Trust	Supporting the survival and inclusion of 2,000 disabled children in Uganda	The project addresses a lack of services and support for families of children with cerebral palsy (CP) and other physical disabilities in Uganda. These children are routinely excluded from health services and education. Their parents/carers lack support and knowledge of how to care for them and promote their healthy development. Without access to appropriate supportive seating, the children are vulnerable to potentially fatal secondary health complications, including scoliosis, pressure ulcers and respiratory infections, which are often compounded by malnutrition through poor feeding techniques. Working with communities and health structures, the project will improve the care of 2,000 disabled children, increase their access to education and facilitate economic empowerment opportunities for their parents and carers in Gulu, Amuru, Kasese and Kampala. The project will establish professional wheelchair services able to prescribe intermediate mobility devices, through which 1,000 supportive seats will be provided to disabled children.	Motivation Africa Charitable Trust (MAFRO) Gulu Disabled Persons' Union Motivation Africa Charitable Trust (MAFRO); Gulu Disabled Persons' Union
IMP-066	Target Tuberculosis	Reducing TB and HIV related mortality and morbidity for 66,530 urban slum dwellers in Kampala, Uganda	The project is based on a community empowerment model with involvement of local leaders and trained VHTs from Makindye Division. The project aims to reduce TB and HIV related mortality and morbidity for 66,530 urban slum dwellers from Makindye in Kampala through improved access to essential TB and HIV/AIDS information, prevention, testing and treatment services. Apart from the general population, the project targets MARPS to include PLHAS, youth in and out of school, CSWs and boda-boda drivers who will benefit from improved health and a reduction in the associated economic impacts of ill health, enabling them to lead more productive lives. The project also addresses the barriers identified by beneficiary groups which contribute to poor health outcomes. For example by reducing the need for multiple clinic visits through community based services and facilitating access to integrated TB/HIV clinics and encouraging patients to utilise clinics where testing and treatment is free of charge.	International Medical Foundation

Ref No	Organisation Name	Project Title	Summary	Partners
IMP-077	Send a Cow Uganda	Improving agricultural production and incomes for 1,600 subsistence farmer households in post conflict eastern and northern Uganda	The project aims to increase incomes for 1600 (85% female) smallholder farmers in post conflict eastern and northern Uganda to above US\$1 a day and to triple farm production. The target group are ex-internally displaced persons who have re-settled on their land and are resuming farming after being dependent on aid for many years. This initiative is contributing to the recovery and rehabilitation efforts, helping returnees to embark on productive farming. The project mobilises, organises and trains farmers in market-oriented sustainable agriculture that integrates livestock with crop production, value chain development and climate change adaptation. The project is expected to contribute to gender equality, community resilience to climate change shocks, improved food security and increased opportunities for gainful employment in agriculture.	N/A
IMP-087	Living Earth Foundation (LEF)	Increasing employment opportunities, income and participation in decision-making for women and youths in the context of an emerging oil economy in Hoima and Buliisa Districts in Uganda	The project aims to increase employment opportunities for 6,170 people, particularly women and youths, in the Hoima and Buliisa districts of Western Uganda where the discovery of oil promises much but also threatens disruption and the possibility of corruption, pollution and conflict. The initiative has three main strands: improving the delivery and focus of local vocational training so that it is more relevant to new economic prospects in the region and so that local people can find jobs; building the skills and competitiveness of local poor people's enterprises to win service contracts within the oil industry supply chain and, because experience shows that poor women are disproportionately negatively affected in such circumstances, supporting women to take a greater role in decision-making at local government and community levels.	Living Earth Uganda

Ref No	Organisation Name	Project Title	Summary	Partners
IMP-090	International Rescue Committee UK	Increased access to quality health care for children under five and mothers, in Acholi and Karamoja Regions of Uganda.	By increasing quality, coverage, uptake and equity of maternal and child health interventions, this program will reduce morbidity and mortality of 1,000,000 children and 330,000 mothers (direct beneficiaries) in the Acholi and Karamoja Regions in Uganda and thereby contribute to attainment of MDGs 4 and 5. Strengthening the technical expertise and material capacities of public and private health providers through training, mentoring, ensuring availability of required drugs and supplies, stronger monitoring and accountability mechanisms. In collaboration with the district health teams, the project will utilise effective community interventions to increase demand and access to quality services.	Program for Accessible health, Communication and Education (PACE) Program for Accessible health, Communication and Education (PACE)
IMP-097 (IMP-03-PL19 39)	Stromme Foundation	Skills Building for Empowerment and Self-reliance Among Out of School Adolescent Girls in Northern Uganda and South Sudan (SHONGLAP)	The project aims to reduce the vulnerability of 6,750 adolescent girls in highly impoverished areas of South Sudan and Northern Uganda through training in life and occupational skills, and a dialogue-based empowerment process involving both the girls and their environment (community, parents and authorities). The project combats violence against girls, literacy, vulnerability to diseases, early marriages and pregnancies, while promoting economic independence and community participation.	ACROSS, NHDF, ECS, CREAM, CPF, ADP
INN-003	PONT - Partnerships Overseas Networking Trust	Developing an Innovative Three Phase Emergency Ambulance Network in Mbale Region	Over the next 3 years PONT intends extend its Primary Care network to another 180 villages (average 700 people per village, total 126,000), by training 60 new operational level health workers per year. This provides huge benefits, but unless seriously ill infants and mothers in obstructed labour can get to hospital, they are left to die in the community, resulting in loss of confidence. Evacuating emergencies from remote mountain villages is technically difficult, so PONT has devised an innovative 3 phase ambulance service with each village having a single wheel mountain rescue stretcher (180 in total) for footpaths. These will link with pushbike ambulances (30 in total) on village tracks which in turn will link with motorbike ambulances (6 in total) on the roads. Therefore about 126,000 people will have emergency services - all pushbike and motorbike drivers will be trained in first aid - and access to secondary care provided for them.	SAO UWCM Salem Jenga, Mbale Coalition Against Poverty

Ref No	Organisation Name	Project Title	Summary	Partners
INN-011	Grow Movement	Increase household income and livelihood security for 38,000 people and create up to 2,400 jobs in Uganda, Rwanda and Malawi by providing free remote consulting to 1,200 local micro and small business entrepreneurs.	Grow Movement uses a global volunteer team of business consultants to provide business advice using Skype, phone and email to micro, small and medium entrepreneurs in Uganda, Rwanda and Malawi. In these countries the economy is largely driven by these types of organisation but many do not grow due to a lack of finance and business management tool kits. With additional skills entrepreneurs are able to run more effective businesses increase their profits and employ more people. The project helps to plug this knowledge gap: a locally employed African team recruits volunteers, matches the skills and experience to the entrepreneurs, and manages the 12 consultancy sessions.	Enterprise Uganda Pearson Education Ltd (Pearson) National Association of Business Women, Indigo Int Enterprise Uganda, Pearson Education Ltd (Pearson), National Association of Business Women, Indigo Int
INN-014	AbleChildAfrica	A Child to Child approach to inclusive education for 6,300 children in Uganda	This project contributes to the achievement of Universal Primary Education (UPE) in Uganda. By holistically addressing impairment, alongside environmental, institutional and attitudinal barriers to inclusion, disabled children are able to access and succeed in mainstream primary schooling. Using the innovative Child to Child (CtC) approach, children are empowered to become powerful agents of change in their communities. Project activities simultaneously build the capacity of Parent Support Groups (PSGs) to hold the government to account to commitments to Inclusive Education (IE).	The Child-to-Child Trust , Uganda Society for Disabled Children
INN-023	Lively Minds	Improving early years education & health for 3,700 deprived children and empowering 600 vulnerable caregivers in rural Uganda through	The project will improve the educational attainment of 3,700 deprived rural children by setting up high quality educational Play Centres in 20 deprived rural communities. It will train 30 individuals from each community, targeting marginalised women, to run the Centres themselves as Volunteers. This is a cheap, scalable and sustainable way to improve the cognitive skills, school preparedness and health of children, whilst simultaneously building the capacities of caregivers and improving their wellbeing.	Lively Minds Uganda



Ref No	Organisation Name	Project Title	Summary	Partners
		community-run Play Centres.		
INN-037	Act4Africa UK	Reducing HIV/AIDS risk through health care and business enterprise training for out-of-school adolescent girls and young women and through delivery of HIV services to people in rural Uganda.	To reduce HIV/AIDS risk among out-of-school adolescent girls and young women in Mayuge District, Uganda through an innovative and integrated programme that will provide financial literacy and empowerment, HIV prevention knowledge and services, and social support. The project will serve 3,000 adolescent girls and young women with financial empowerment and HIV prevention services and offer HIV prevention information and services to a further 6,000 men and women.	Act4Africa Uganda
INN-05-PL-1102	Hospice Africa Ltd	The introduction of the first palliative care services for 450 children in Western Uganda and the provision of a training base for 390 health workers in children's palliative care.	Women in Northern Uganda constitute about 51% of the population and 80% of all food crop producers. Women smallholder farmers are constrained by poor access to markets and limited entrepreneurial skills. The project will improve market access and enhance the ability of resource-poor women farmers to diversify their links with markets, resulting in improved incomes and an overall economic development. The overall aim is to facilitate women farmer group formation, skills development, collective marketing and improved seed production, storage of seed produce as a tool to improve farm gate prices and productivity and reduce the incidence of poverty. The expected outcomes are the increased use of relevant information by women farmer groups to market their produce and enhanced capacity in seed production and marketing - thereby contributing to their economic improvement; strengthened local seed marketing systems, linkages and networks.	Hospice Africa Uganda

## Annex 4: List of workshop presentations

Samaritan's Purse Uganda.

Use of Barrier Analyses in Karamoja Maternal Child Health Project

Living Earth Uganda

Approaches, methods and tools that inform project design and implementation.

Voluntary Action for Development

Challenges in implementation of community based WASH projects

Heifer International Uganda

Challenges of implementing a livelihoods project in HIV/AIDS affected communities.

### **Panel 1: Civil society experience of gender mainstreaming across different sectors**

UFFCA

Gender mainstreaming in HIV/AIDS in fishing communities

Build Africa Uganda

Gender Mainstreaming with specific focus on girl child education

International Medical Foundation

Gender mainstreaming, inequality, discrimination and exclusion, including measuring results for girls women (health)

### **Panel 2: Working with girls and children: approaches to inclusion and measurement of results**

Child to Child Trust

Inclusion and child participation

ANPPCAN

Formal and informal child protection systems

## Annex 5: Lessons on approaches to project design

### What works?

Identify need, analyse problem

Use of existing reports: end project reports/ evaluations; other studies; district development plans etc.

Barrier Analysis: gives an idea of what the challenges, rapid, results can be easily incorporated into curricula (for training/ awareness raising)

Potential or actual beneficiaries giving feedback

Participatory community needs assessments; use of participatory methods (e.g. PRA tools)

Involvement of the local authorities to identify issues that affect that community

Community approach: involvement of all stakeholders from district, sub-county parish and the beneficiaries

Wider/ inclusive consultations (of different stakeholders)

Collaboration with other partners

Baseline survey: helps to get information on project indicators

Use of survey tools: to interface with beneficiaries and get more information to improve project design. Works if practical, and if done on the ground and with the right beneficiaries.

Questionnaires need to be done in stages: design, monitor/follow up; review after period of time.

Triangulation of information, findings

### What doesn't work?

Projects, which are desk designed without stakeholders' input

Limited funds (for project design)

Limited time always available for context analysis

Past document review may not be relevant

Reliance on government data – often delayed – e.g. Census

Reliance solely on stakeholder consultations

Relying on one-off baseline survey: context changes continue so need to keep learning

Need for survey or analysis tools, which are translated into local languages

Coordination of the programme within the local setting

Political interference

Limited tools from government

Lack of coordination between implementers and local government

Language barriers/ inefficiency

Competition with others doing the same activities (failure to map out zones)

Administering questionnaires (!)

Communities understanding what you are introducing to them

Making sure the stakeholders are involved

Low levels of literacy among beneficiaries especially women limits their capacity to highlight problems, fear of speaking out in public

Low adoption rate of beneficiaries (of changes in practices/ behaviours)

Donor dependency /sustainability of programme after project funding

## Annex 6: Challenges in early project implementation and strategies to overcome them

Challenges	Strategies
<b>Managing expectations</b>	
Different expectations from beneficiaries than stated project goals	Client interviews to prepare beneficiaries and provide understanding of project goals
Expectations of allowances/hand outs	'moving to other areas where no other orgs operate with hand outs'
High expectations from target communities and partners (x3)	Engage all project stakeholders in introductory and planning activities (x3)
Unrealistic expectations	Continuous clarification of expectations with all stakeholders. They must be informed of any changes.
<b>Cultural and social norms, discrimination and exclusion</b>	
Negative cultural norms - cultural leaders were not included in the design	Budget for advocacy among cultural leaders at district and national level
Cultural considerations	Research to understand culture norms and values of that region
Changing deeply ingrained mind-sets e.g. about children with disability	Community behaviour change/ fund resources to continually engage with community/frequency of communication/scale down the scope
Attitude towards the girl child in some communities – especially out of school adolescents	Advocacy and sensitisation
Resistance/Negative social norms that discourage proper child upbringing e.g. child marriages, corporal punishment, sexual abuse	Involve traditional and religious leaders in campaigns for positive child rearing
Gender and its negative perception from community members	Conduct gender based sensitisation activities and trainings
Some parents attach little importance to girls' education	Sensitisation and talks
Low esteem among the target girls to demand services	Life skills training
<b>Engaging communities and sustaining participation</b>	
The beneficiaries refused skills training	They held interviews to explain the process
Sustaining participation of committees and beneficiaries	Continuous professional development. Networking with local government
Limited community participation	"Motivation/awareness"
<b>Social and economic barriers</b>	
High illiteracy levels among the community based monitoring teams ,especially the CMT and WUC team members- - inability to read and interpret WASH household indicators	Revised the training methods and used pictures instead of words. Integration of pictorial messages on the data collection tools for easier interpretation of indicators
Poverty among parents to afford basic school requirements	Introduce income generation activities
Adaption to new technology	Dialogue with key players and beneficiaries
<b>Infrastructure/capacity</b>	
Lack of meeting venues	Project provided some building materials for community to put up a structure for meetings
Venues for teaching/training (no churches, schools or community halls)	'Unpreventable'.
Overwhelming demand on our services with limited	Partnerships, linkages, services

Challenges	Strategies
funds	
Need additional training and support for teachers as intervention is innovative and unlike anything they have done before. Needs more support than planned	Apply for additional 'top up' funding. Needs assessment with schools and teachers prior to project start. More in depth than survey etc.
<b>Working with Govt/other agencies</b>	
Depending on Govt departments for logistics/service delivery. They are not as fast as CSOs -	Actively engage/solicit government support. Help government departments to improve their systems e.g. drug procurement/logistics/ liaise with other implementing partners and ministries to influence policy
Some Village health teams were less skilled than expected (they had received Govt training only 1 year before) (IRC)	Build capacity of VHT immediately
Staff attrition rates among some critical Govt departments e.g. police, probation, teachers	Advocacy, negotiation and contract signing (MoUs)
Poor coordination of actors-	Networking to avoid duplication, transparency
Delay in signing MoU, agreeing initial meetings with key stakeholders, local Govt scepticism/busy schedules (Living Earth)	Clarity on project goals/objectives/manage stakeholder expectations
Lacking full participation of all key stakeholders like district Govt officials	
<b>Staff and grant management</b>	
High staff turn over and transfers	Refresher course for key people were inducted
Budgets limited	'Budget revised'
Not knowing DFID reporting requirement –when should data be communicated? How?	Should chase DFID more frequently. Agree timeline with Triple Line at start of project
Theft of inputs	Take care over how distribute inputs
<b>Measuring results</b>	
Data use by direct implementers: people seem to avoid figures	Routine data reviews, action planning, on site mentorship to encourage data use
Data entry and analysis to create meaningful information	Documentation and development of user friendly tools to capture data
Limited funds to manage the impact assessment and M&E process- e.g. transport, airtime, facilitation	More realistic budgeting
Delays in baseline due to school holidays etc.	
Community members understanding data collection and analysis	More frequent feedback and in the field support. Clear roles and responsibilities
<b>Climate Change:</b>	
Seeds died	Replant, use drought resistant seeds, ensure at least 2 distributions, not just one
Poor soil	
<b>Policy and enabling environment</b>	
Weak implementation of child protection laws due to inadequate government budget allocation to child protection sector- MoG, L, SD and 'PSWO'	Intensified advocacy using multi stakeholder strategy
Delays in legislation/policy change	Continued engagement with government
Justice system for child abuse victims unfriendly (policy environment)	
Weak law enforcement (policy environment)	
Civil war in south Sudan	
<b>Sustainability</b>	Involvement of like minded organisations to provide services that we do not provide

## Annex 7: The Strengths, Weaknesses, Opportunities and Threats of CSOs / NGOs in Uganda to meet CSCF and GPAF objectives.

Strengths <sup>11</sup>	Opportunities
<p><b>Skilled and competent staff (2); Specialised expertise (e.g. women, children, disability) (2);</b> Variety of competencies and skills among CSOs ; Different expertise in project design and implementation                      Focused  <b>Accountability (finance, results) (2) and Transparency</b>  <b>Good partnerships (with CSOs), networking and coordination (3)</b>                      Familiar with local context                      Resilience – experience of working in difficult situations</p>	<p><b>Existing CSO /NGO forums and networks existing in several sectors to build on (4)</b>                      Strong advocacy platform                      Newly evolving technologies; infrastructural availability i.e. ICT                      Enabling policy environment                      Conducive policies enabling consultation, role definition and smooth implementation, e.g. the public private partnership for Health and Orphans and Vulnerable Children (OVC) policies.                      Independence – minimal government interference                      Good working relationship with government                      Government is signatory to various international treaties and instruments                      Peace and stability                      Newly evolving technologies; infrastructural availability i.e. ICT  <b>Availability of donors/grants that can be tapped into (2)</b>                      Donor trust in CSOs                      Individual politicians and civil servants willing to support CSOs                      Media are somewhat open: new opportunities with social media                      Community trusts more in CSO work                      Increasing private sector/ CSO partnerships                      Good relationship with neighbouring countries encouraging learning, trade and peace, especially for CSOs focusing on economic empowerment                      Existing and increasing demand/ need for services and opportunities to impact on life positively</p>
Weaknesses	Threats
<p><b>Over reliance on donor funding; driven by donor agenda? (4)</b>                      (Lack of) sustainability                      Lack of passion/ poor attitudes towards work among NGO staff                      Personalisation of organisations (esp. CBOs)</p>	<p><b>Rampant corruption across sectors / Corruption impacts on accountability /High level of corruption (3)</b>                      Politicians interference during implementation                      Public Order Management Act – affecting ‘space’                      Space to do advocacy work becomes narrow</p>

<sup>11</sup> Multiple answers are in bold



Conflicting approaches to development Poor infrastructure within CSOs Limited investment in research and information “Brief case” /fake NGOs which discredit the sector Duplication of services between NGOs, competition between CSOs and weak coordination structures.	Revisions of NGO policies Election period, “pre, during and post” Global financial crisis Increasing rural poverty Low literacy levels Potential increase in conflict due to inequitable sharing of resources
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## Annex 8: Summary of Participant Feedback

		Very useful	Useful	Not useful	Could be improved by...
<b>DFID priorities session</b>		23	8		*More time focused on Uganda context than global; *more frequent updates; *overall areas of funding
<b>CSCF and GPAF portfolio analysis: the big picture</b>		23	6		*This is a lovely relationship which will lead to the development of Africa and Uganda; * more detail on reporting requirements * not very clear;
<b>Approaches and methods in project and design and implementation</b>		17	14		*Sharing best practice; *more time for discussion (4); *don't limit presentation themes- keep them more open
<b>Panel Session</b>	<b>Gender</b>	12	10	1	* <b>Getting understanding of DFID's explanation of gender; share more on best practice and recommendations; more field examples (3)</b> *'There was not much of a panel. Some presentation made me personally wonder whether gender mainstreaming is well understood. Only through questions did it become clear that gender does not only mean women/girls programming'; *Include men in these activities since they determine factors for women's participation; *More time for discussion
	<b>Social inclusion</b>	18	6	1	*Presenter should be to the point, less info about their organisations; *Would like more focus on disability mainstreaming (2). *Good to share child participation approaches *Plenary session for feedback would be helpful
<b>Enabling Environments</b>		12	13		*Nice refresher and opportunity to hear what others are thinking; *SWOT discussion could have been facilitated in a more inclusive way
<b>Open Space</b>		15	9		*Better if some of the issues raised were addressed in the workshop (2); *More time
<b>The most useful and/or enjoyable part of the day...</b>		Enabling environment (9); open space (6); Group discussions and sharing info (5); Background to CSCF/GPAF and pf analysis (5); Approaches/methods (4); Challenges, lessons and ways forward (4) (and being open about what is working and what needs to change); DFID priorities (4); presentations from projects , participatory learning e.g. post its			
<b>The least useful and/or enjoyable part of the day...</b>		Fire alarm (5); missing out on feedback from other sessions not attended/division into groups (2); social inclusion; approaches and methods in context design; gender mainstreaming; not enough time for presenters; enabling environment			
<b>Any other comments... (Facilitation, logistics etc.)</b>		*Confined/unfriendly environment (9) (e.g. 'venue very confined/crowded/like a prison- one feared to go out during the breaks/poor projector/ no room to enjoy environment etc. ;) *Good facilitation (5) e.g. 'great ladies facilitating'/'facilitators were one in a million- very skilled and open! *Regular quarterly meetings to get us together; very useful learning, more should			

	Very useful	Useful	Not useful	Could be improved by...
				<p>be planned (5) in different districts (1) ;</p> <p>*DFID Uganda should get involved/interact with the DFID funded projects (3); good to see DFID actively engaging and giving feedback and support to donor recipients;</p> <p>*Logistics well arranged (5); tea break should have more options; meals were wonderful;</p> <p>*Day was too short; more time for discussion (3) ;</p> <p>*More emphasis on inclusion for children with disabilities and girls (2);</p> <p>*General recap at the end was useful</p>
<b>What would you like more information on?</b>				<p>DFID Kampala; funding opportunities; gender; how to sustain the networking and learning environment (And how DFID could facilitate?) (2); reporting requirements (x3); workshop report (2); info on panel sessions; soft copies of presentations (2) ; sustainability (2); approaches and methods in design and implementation (2); invitation to CSO meetings organised by DFID; constant info sharing and involvement in shaping the direction of DFID programmes; scale up plans for active projects; differences between CSCF/GPAF; feedback between implementation partner, UK partner and fund manager; future of GPAF/CSCF; CSCF/GPAF portfolio analysis;</p>