

Joint Terminal Evaluation Report on the Project for Capacity Development of Local Government for Strengthening Community Resilience in Acholi and West Nile Sub-Regions

JUNE 2021

**JAPAN INTERNATIONAL COOPERATION
AGENCY
(JICA)**

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The Republic of Uganda
Ministry of Local Government

**Joint Terminal Evaluation Report on
the Project for Capacity Development of
Local Government for Strengthening
Community Resilience in Acholi and
West Nile Sub-Regions**

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Abbreviations

Abbreviation	English
ACAP	The Project for Capacity Development in Planning and Implementation of Community Development in Acholi Sub-Region
CAO	Chief Administrative Officer
CDD	Community Driven Development
CDO	Community Development Officer
CG	Central Government
CLD	Community-Led Development
CLIC	Community Livelihood Improvement Component
DCDO	District Community Development Officer
DDEG	Discretionary Development Equalization Grant
DLG	District Local Government
EVI	Extremely Vulnerable Individuals
FY	Fiscal Year
GIZ	Dustsche Gesellschaft für Internationale Zusammenarbeit
GOJ	Government of Japan
GOU	Government of Uganda
JCC	Joint Coordinating Committee
JICA	Japan International Cooperation Agency
LC	Local Council
LG	Local Government
LGDP	Local Government Development Plan
LLG	Lower Local Government
MoLG	Ministry of Local Government
MOU	Memorandum of Understanding
NPA	National Planning Authority
OJT	On the Job Training
OPM	Office of the Prime Minister
PDM	Project Design Matrix
PO	Plan of Operation
PS	Permanent Secretary
R/D	Record of Discussions
REAP	Reconstruction Assistance Programme in Northern Uganda
STPC	Sub-county Technical Planning Committee
TICAD7	7th Tokyo International Conference on African Development
TOT	Training of Trainers
TWG	Technical Working Group
UGX	Uganda Shilling
UNDP	United Nations Development Programme
VSLA	Village Saving Loan Association
WACAP	The Project for Capacity Development of Local Government for Strengthening Community Resilience in Acholi and West Nile Sub-regions

Summary of Evaluation Results

1. Outline of the Project		
Country: Republic of Uganda		Project Title: Project for Capacity Development of Local Government for Strengthening Community Resilience in Acholi and West Nile Sub-Regions
Issue/Sector: Peacebuilding - Governance		Cooperation Scheme: Technical Cooperation
Division in Charge: Office for Peacebuilding and Reconstruction, Infrastructure and Peacebuilding Department, Japan International Cooperation Agency (JICA) headquarters		Total Cost: 598.79 million yen at the time of the Terminal Evaluation
Period of Cooperation	(R/D): February 23, 2016	Partner Country's Implementing Organizations: 【Implementing Agency】 Ministry of Local Government (MoLG) 【Cooperation Agency】 Office for Prime Minister (OPM) and National Planning Authority (NPA)
	June 10, 2016–June 9, 2020 (Four years)	Supporting Organizations in Japan: None
		Related Cooperation: <ul style="list-style-type: none"> • Technical Assistance: Project for Capacity Development in Planning and Implementation of Community Development in Acholi Sub-Region (A-CAP, 2011–2015) • Northern Uganda Recovery Support Program Phase 2 (2016–2021) includes this Project and the following projects/programs: • Technical Assistance: Northern Uganda Farmers' Livelihood Improvement Project (2015–2020) • Grant Aid Project: The Project for Improvement of Gulu Municipal Council Roads in Northern Uganda (2016–2018) • Multi program: Business Support Program in Northern Uganda (World Bank's Japan Social Development Fund)
1-1 Background of the Project <p>Acholi Sub-region and West Nile Sub-region in northern Uganda have slightly different backgrounds, but both were affected by the civil war between an armed group called Lord's Resistance Army and the armed forces of Uganda that lasted more than 20 years from the 1980s, and other conflicts caused by multiple armed groups. Owing to the destruction of social and economic infrastructure during that time, these two Sub-regions lag behind in development compared with the southern part of Uganda. In West Nile Sub-region, a large influx of refugees from South Sudan has occurred since July 2016, which has gradually put a strain on local communities. Under such circumstances, it has become urgent to strengthen the service delivery of Local Governments (LGs).</p> <p>To enhance the individual capacity of officers and the institutional capacity of all 15 District LGs (DLGs)¹ in Acholi and West Nile Sub-regions in the planning and implementation of community development, the Project for Capacity Development of Local Government for Strengthening Community Resilience in Acholi and West Nile Sub-regions (hereinafter referred to as the "Project") has been implemented since June 2016 for four years, following the Detailed Planning Survey in October 2015, and the signing on the Record of Discussions (R/D) on February 23, 2016.</p>		
1-2 Project Overview <p>(1) Overall Goal: Trust between the local government and community, among communities are strengthened in the region.</p> <p>(2) Project Purpose: Capacity of local government for planning and implementation of inclusive and accountable community development in Acholi and West Nile Sub-Regions is strengthened.</p> <p>(3) Outputs:</p> <div style="border: 1px solid black; padding: 5px; margin-top: 5px;"> <p>Output 1 Utilization of planning tools is promoted in all Districts in West Nile Sub-Region.</p> </div>		

¹ The Districts were newly formed. By the time of the Terminal Evaluation, the number of target Districts was 19.

Output 2	Utilization of planning tools is sustained in all Districts in Acholi Sub-Region.
Output 3	Methodology of implementing community led development activities is improved and capacity of relevant LG officers is strengthened, with a view to contributing to social cohesion and inclusion in Acholi and West Nile Sub-Regions.

(4) Inputs

Japanese Side:

- **Total cost:** 598.79 million yen at the time of the Terminal Evaluation Study
- **Experts:** Five long-term experts² have been dispatched in the following professional fields: 1) Chief Advisor; 2) Development Planning; and 3) Coordination/Peacebuilding. Two experts on 4) Community Development and 5) Livelihood Improvement have been dispatched as the JICA Consultant Expert Team. One short-term expert³ has been dispatched to cover the following fields: 6) Social Survey and 7) Monitoring. The total person-months were 184.97 as of January 31, 2020 at the time of the Terminal Evaluation Study.
- **Cost of the Operation in Uganda:** 131 million yen, for the cost of operation in Uganda in such matters as inputs for Pilot Projects such as oxen, ploughs and sprayers, maintenance of vehicles, transportation, implementation of surveys, office operation, meetings, and printing.
- **Equipment:** 36 million yen for the cost of equipment such as 108 motorcycles, 13 solar power systems, and 9 generators.
- **Number of Trainees Received:** 38 for four-time training programs.

Ugandan Side:

- **Counterparts:** 65 people (To date, 109 people in total have been assigned as counterparts.)
- **Office Space Provided by the Ugandan Side:** The District Headquarters in Gulu of Acholi Sub-region has provided the office space for the Project. The District Headquarters in Arua of West Nile Sub-region has also provided the office space for the Japanese Expert on Development Planning.

2. Evaluation Team

Members of the Joint Evaluation Team (Japanese side)	Leader	Ms. Eri Komukai	Senior Advisor (Peace Building) JICA
	Evaluation Planning	Ms. Miki Ichikawa	Special Advisor, Office for Peacebuilding and Reconstruction, Infrastructure and Peacebuilding Department, JICA
	Evaluation Analysis	Ms. Toshiko Shimada	Senior Consultant, IC Net Limited
Evaluation Period	January 15–February 9, 2020		Type of Evaluation: Terminal Evaluation

3. Results of Evaluation

3-1 Confirmation of Results

(1) Achievement of Outputs

Output 1 has been almost achieved.

- | | |
|---------------|--|
| Indicator 1-a | Problems of the flow and mechanism of planning and way forward are identified in West Nile Sub-region. |
| Indicator 1-b | Sub-county Chiefs/Town Clerks and CDOs of all LLGs ⁴ receive training related to planning. |
| Indicator 1-c | More than 75 per cent of sub-counties in the 9 districts use the planning tools introduced by the Project (Inventory Sheet, Selection Criteria and Monitoring Sheet) by July 2019. |
| Indicator 1-d | More than 60 per cent of LC2 chairpersons realize that feedback from Local Governments is improved compared to before the Project started. |
| Indicator 1-e | District and LLG development plans and/or annual work plans are informed by the outputs produced by utilizing the planning tools. |

The Japanese Experts conducted the needs assessment for the provision of equipment in West Nile. After the introduction of planning tools by the Project, the District Planners, based on their proposal,

² Two experts were dispatched as Chief Advisor and Coordination/Peacebuilding respectively.

³ The same person was dispatched as expert on Social Survey and Monitoring.

⁴ The system of Local Government (LG) and Local Council (LC) comprises: 1) LC1 at Village level; 2) LC2 at Parish level; 3) LC3 at the Sub-county and Town Council level; 4) LC4 at the County level (constituency for members); and 5) LC5 at the District level. LC3 and LC5 have legislative and administrative authorities. Lower Local Governments (LLGs) include below the LC3. The Project has supported the DLGs as main C/Ps to provide technical guidance and supervision to the LLGs, which are the Sub-county and Parish levels, in the aspect of planning and implementation of community development activities.

conducted a Baseline Survey in the Project to assess the first-year planning tool utilization and discussed issues and countermeasures. Thus, Indicator 1-a has been already achieved. As for Indicator 1-b, the Project organized one-day Training of Trainers (TOT) for Sub-county Chiefs, Town Clerks and Community District Officers (CDOs). The Sub-county Chiefs and CDOs have also imparted knowledge of the planning process and the know-how of using planning tools to Parish Chiefs through the Sub-county Planning Committee. Some of the DLGs have conducted refresher training on their own. Considering the above, Indicator 1-b has been already achieved. According to the Project, the planning tools described in Indicator 1-c and Indicator 2-c are to be the five basic and sequential tools, namely: 1) Inventory; 2) Village Priority; 3) Parish Priority; 4) Basic Information; and 5) Scoring. The use of these five planning tools increased from 76% to 84%⁵ on average between the Baseline Survey in FY 2017/18 and the Endline Survey in FY 2019/20. Indicator 1-c has been already achieved because it exceeded the target value of 75%. Regarding Indicator 1-d, the Project conducted the Endline Survey but no Baseline Survey. In the Endline Survey, 30 of the 32 LC2 Chairpersons (93.8%) replied that the feedback from LGs had improved in the last three years. This exceeded the target value of Indicator 1-d. On the other hand, only 45% of the Lower Local Governments (LLGs) stated that they provided the feedback on investment priorities and project status to lower levels in FY 2019/20. Thus, the results of feedback implementation contradicted the LC2 Chairpersons' views. At the time of the Terminal Evaluation, both the C/Ps and the Japanese Experts recognized the need for improving feedback. In the Endline Survey, 97% of the 86 LLGs replied that they had drafted budget and a work plan for FY 2020/21 based on the outputs generated by using the planning tools. More specifically, 93% of them noted that they had used the inventory data for FY 2019/20 planning and budgeting. Similarly, 97% of them said that they had scored and ranked Parish priorities for FY 2019/20 planning and budgeting. As for the five-year development plan, 98% of them said that they had used the outputs produced by using the planning tools. However, according to the Japanese Expert on Planning, this number should be interpreted carefully because most of the LLGs had not started forming the development plan at the time of the Endline Survey. It may be fair to say that most of the LLGs had an intention to use the outputs for preparing the five-year development plan. Given the above, Indicator 1-e can be seen as being on track, although the Evaluation Team was unable to measure its achievement objectively because the indicator had neither a benchmark nor a target value.

Output 2 has not been achieved.

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|---------------|--|
| Indicator 2-a | Current issues of planning are identified. |
| Indicator 2-b | Sub-county Chiefs/Town Clerks and CDOs of all LLGs are oriented about LG planning through training, workshops, or TPC meetings. |
| Indicator 2-c | More than 75 per cent of sub-counties/town councils use the planning tools to inform LLG work plans and budgets. |
| Indicator 2-d | More than 60 per cent of LC2 chairpersons realize that feedback from Local Governments is improved compared to before the Project started. |

The field visit by the Japanese Experts, the consultation with the District Planners, and the results of the Baseline Survey revealed the low usage rate of the planning tools although Acholi was expected to keep using these tools from the intervention of A-CAP. Indicator 2-a has been already achieved. Some DLGs conducted the orientation training for the newly deployed CDOs. After the Baseline Survey, others also took initiative in strengthening technical guidance and undertaking the training for CDOs and Parish Chiefs. Thus, Indicator 2-b has been already achieved. The rate of using the five planning tools has improved substantially from 14% in the Baseline Survey to 69% in the Endline Survey. However, Indicator 2-c has not been achieved because it did not reach the target value of 75%. As for the feedback, 13 out of the 30 LC2 Chairpersons (43.3%) replied that the feedback from LGs had improved in the last three years. Therefore, Indicator 2-d has not been achieved because it did not reach the target value of 60%.

Output 3 has been on track.

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|---------------|--|
| Indicator 3-a | CDOs of all sub-counties receive trainings on planning, implementation and monitoring of community development activities and utilize them in their actual work. |
| Indicator 3-b | 136 pilot projects are implemented in the target districts with the community driven development approach. |
| Indicator 3-c | All target districts use method and forms for assessment of groups applied for community development funds introduced by the Project. |
| Indicator 3-d | At least 10 good practices/lessons learnt are identified through the implementation of |

⁵ This excludes Yumbe District. After the Terminal Evaluation, the Project confirmed the rate of utilization of five planning tools was 82% including Yumbe.

	the pilot projects with the community driven development approach by the end of the Project period.
Indicator 3-e	Socially vulnerable people (e.g. female headed households and minorities) are involved more in community development activities compared to before the Project started.
Indicator 3-f	Livelihoods of group members are improved through the pilot projects implemented by the Project.
<p>As for the training in Indicator 3-a, the Project has conducted the orientation program for not only the Sub-county Chiefs and CDOs in the pilot areas but also such officials in the non-pilot ones. The use of what they learned from the training overlaps with Indicator 3-c. The training part of Indicator 3-1 has been already achieved. The Project has undertaken 136 Pilot Projects in 68 LLGs of Acholi and West Nile Sub-regions; most of the Pilot Projects are animal traction activities by using oxen ploughing. At the time of the Terminal Evaluation, one Pilot Project was being assessed. Therefore, Indicator 3-b has been almost achieved. The community development funds of the government stated in Indicator 3-c was abolished and has been integrated into the District Discretionary Equalization Grant (DDEG). Sub-county CDOs of all DLGs have used the methods for assessing community groups that applied for the livelihood component of the DDEG. Indicator 3-c has been already achieved. Concerning Indicator 3-d, the Project is preparing the handbook that includes good practices and lessons learned from the Pilot Projects and will complete it by the end of the Project term. Thus, it is fair to say that Indicator 3-d is likely to be achieved. By focusing on the concept that “No one left behind” and its selection criteria such as “working together,” the Project has involved in socially vulnerable people in the community groups for the Pilot Projects. As for Indicator 3-e, the Evaluation Team was unable to assess whether the involvement of socially vulnerably groups in community development activities increased compared to the time prior to the implementation of the Project because of a lack of comparison data. However, the involvement of such groups was confirmed in the Pilot Project. All LC1 Chairmen of the 34 Pilot villages interviewed in the Endline Survey pointed out that the Pilot Projects helped improve the livelihood of group members. The reports from and the interviews with the District Community Development Officers (DCDOs) and CDOs revealed that the Pilot Projects brought about the improvement of livelihood of groups in such aspects as an increase in cultivated areas, crop production, income, and money saved. It was hard to confirm an improvement of livelihoods in all the group members. However, considering the above, Indicator 3-f can be seen as being achieved.</p> <p>The Team also confirmed that the Project produced the following outputs that were not originally included in the PDM: 1) Facilitating the MoLG and the OPM to develop a DDEG Community Livelihood Improvement Component (CLIC) Operational Manual for LGs and Communities; 2) Helping the NPA revise the Local Government Development Plan (LGDP) Guidelines; and 3) Helping the MoLG revise the DDEG Guidelines.</p> <p>(2) Project Purpose: It was hard to assess the achievement of the Project Purpose objectively based on the Indicators of the PDM. However, the substantial purpose of strengthening the institutional capacity of DLGs and LLGs has been steadily on track.</p> <p>Indicator a More than 60 per cent of the LC1 chairpersons interviewed recognize that Local Governments' planning process and implementation of development projects are more inclusive and accountable than before.</p> <p>Indicator b Level of recognition of core project counterparts of the District Local Governments (CAOs, District Planners, DCDOs) and Lower Local Governments (Sub-County Chiefs/Town Clerks, CDOs) has increased as to the importance of accountability and inclusiveness in planning and implementation, in comparison to the one at the commencement of the Project.</p> <p>Indicator c Level of recognition of core project counterparts of the District Local Governments (CAOs, District Planners, DCDOs) and Lower Local Governments (Sub-County Chiefs/Town Clerks, CDOs) has increased as to the improvement of their capacity in planning and implementation of community development activities.</p> <p>Regarding Indicator a, except for one Chairperson, 59 LC1 Chairpersons (98.3%) noted at the time of the Endline Survey that socially vulnerable people had participated in their village planning meeting. However, there were neither the baseline data of their views at the initial stage of the Project nor the comparison data on the extent of improvement in such inclusiveness in LG's planning process. As for Indicator b and Indicator c, there were also no comparison data of views of DLGs including Chief Administrative Officers (CAOs), District Planners and DCDOs on the importance of accountability and inclusiveness, as well as the improvement of their capacity in the planning and implementation of</p>	

community development activities. Given the above, the Team was unable to verify the achievement of the three Indicators objectively.

However, based on the review of the Project's various reports, the questionnaire surveys and the interview with the C/Ps and the Japanese Experts, the Team confirmed that the substantial purpose of strengthening the institutional capacity of 1) bottom-up and evidence-based planning and 2) implementation of community-led livelihood improvement has been on track. When the LLGs were asked about the positive changes of planning in the Endline Survey, "participation in planning" and "accountability" were among the top five in both Acholi and West Nile Sub-regions. Both the District Planners and the CDOs who were in charge of planning at the Sub-county level have gradually recognized the benefits of the bottom-up and evidence-based accountability in the planning process and duly put them into practice. Similarly, through the Pilot Projects, the DCDOs and the CDOs have acquired practical knowledge and know-how of group selection by nurturing ownership of groups and identifying community livelihood improvement activities by taking adequate time. Most of them have started applying such knowledge and know-how in similar programs.

3-2 Summary of Evaluation Results

(1) Relevance: High

The Project is designed for the capacity development of LGs in Acholi and West Nile Sub-regions in Northern Uganda, both of which are conflict-affected areas. It is consistent with the Second National Development Plan (2015/16–2019/20) and the third Peace, Recovery and Development Plan (PRDP 3, 2015/16–2019/20) for Northern Uganda. It also meets the needs of LGs in these Sub-regions that were behind in development. The Project is in line with Japan's Country Development Cooperation Policy for the Republic of Uganda (2017) and the JICA Reconstruction Assistance Program in Northern Uganda (REAP) Phase 2. It is also consistent with JICA's peacebuilding support policy because the Project aims to help build trust between LGs and the people in the conflict-affected areas.

The Project was formulated based on experiences and lessons learned from A-CAP and has been fully using the planning methods and tools as well as the implementation tools for community livelihood developed by A-CAP. The Project has been in line with the past Japanese assistance. The Project has strengthened the capacity of LGs to make plans in a bottom-up and evidence-based fashion for ensuring accountability. It has also implemented a Pilot Project by focusing on the concept of "no one left behind" and "working together among group members" to involve socially vulnerable people in the community-led livelihood improvement. These approaches were appropriate in the capacity development of both the LGs and the community people in the conflict affected areas.

Given the above, the Project has a high degree of relevance.

(2) Effectiveness: Moderately High

The most significant effect of the Project is not only individual and institutional capacity development of the LGs in the conflict-affected and less developed area but also institutionalization of the methods and tools of planning and community-led livelihood improvement at the national level based on the experiences of the Project. The institutionalization involved the following: 1) development of DDEG CLIC Operational Manual for LGs and Communities; 2) revision of the LGDP Guidelines; and 3) revision of DDEG Guidelines.

Although all the three Outputs have yet to be achieved, they have contributed to the achievement of the Project Purpose. The Team was unable to assess the exact extent of the achievement of the Project Purpose because its three Indicators have neither a benchmark nor a target value. However, the substantial purpose of strengthening the capacity of LGs including DLGs and LGs has been steadily on track.

Thus, the effectiveness of the Project was assessed as moderately high.

(3) Efficiency: Moderately high

Both the Ugandan and Japanese sides have provided most of the inputs as scheduled. Most of the Project activities have been smoothly undertaken. One of the contributing factors for the smooth implementation was the inputs from the Japanese Experts. Six out of the eight Japanese Experts who have worked in A-CAP as the stakeholders such as the experts, the consultants or the officers of JICA Headquarters have already obtained substantial knowledge about the experiences of A-CAP and have established good relations based on mutual trust with some C/Ps in the DLGs of Acholi and the MoLG. The provision of equipment such as the motorcycles for CDOs, the solar systems and the generators

for LLGs and some DLGs has contributed to enhancing the efficiency of the field activities of the Project. The training in Japan also has helped boost the motivation of C/Ps and promote their active participation in the Project. Furthermore, the implementation of the Baseline Survey that indicated the use of planning tools objectively by Acholi and West Nile Sub-regions respectively was very effective in sharing a consensus on the status of application of planning tools and related issues among the stakeholders, and improving the morale of C/Ps at the district level. Moreover, several C/Ps of the MoLG and the DLGs of Acholi have had worked in A-CAP, which was a promoting factor for the smooth implementation of the Project because they have been aware of JICA's scheme of technical cooperation and recognized the Project outcome of A-CAP.

On the other hand, the preventing factors that affected the smooth implementation of the Project to some extent include the following: 1) large target areas covering entire 19 DLGs in the two Sub-regions and many target groups for capacity development; 2) heavy workload for procurement including equipment and inputs for 136 Pilot Projects such as oxen and ploughs; 3) heavy workload for coordination among many stakeholders from the central and the LLG levels; 4) frequent transfer of CAOs including participants of the training in Japan that particularly affected the implementation of the Project at its initial stage; and 5) frequent transfer of CDOs and inadequate handover that have to some extent affected the implementation of community-led livelihood Pilot Projects. These factors have reduced the efficiency of the Project somewhat.

Considering the above, the Project's overall efficiency is moderately high.

(4) Impacts: Many positive impacts have already emerged.

The Evaluation Team did not assess prospects for the achievement of the Overall Goal because all four Indicators had neither baseline data nor target value. It is also difficult to verify the correlation between some Indicators and the Project's interventions. However, by the time of the Terminal Evaluation, the following positive impacts have already emerged at the national and international levels: 1) dissemination and institutionalization of the Project outcomes at the non-target District and the national levels; 2) applying the Project outcomes to other government programs and funds for refugee hosting communities financed by the Development Partners (DPs); 3) cooperating and coordinating with the DPs such as UNDP and GIZ based on the increased recognition of the Project outcomes; 4) sharing experiences of strengthening the capacity of LGs as refugee-hosting District by the CAOs at the solidarity summit side event co-organized by JICA and UNDP and a TICAD 7 JICA side event; and 5) generating synergy effects of the Pilot Project on the group members such as increased access to education and health services.

(5) Sustainability: Moderately high

Policy aspect: High

The capacity enhancement of LGs, particularly in North Uganda, to close the gap between the North and the rest of Uganda is highly likely to continue as a priority policy. The policy and institutional framework of planning and CLIC is also likely to be sustained even after the completion of the Project. Thus, it is fair to say that the sustainability in the policy aspect is high.

Technical aspect: High

Most of the C/Ps have recognized and internalized the effectiveness of acquired knowledge, skills and know-how of planning and the community-led approach for implementation of livelihood improvement projects. They are highly likely to keep applying these Project outcomes to their routine work. Therefore, the sustainability in the technical aspect is high.

Institutional aspect: Moderately High

The bottom-up and evidence-based planning and CLIC have been institutionalized at the LG and the Central Government (CG) levels, which are highly likely to be sustained. On the other hand, several issues remained at the time of the Terminal Evaluation. They include the need for further improvement of feedback mechanisms and monitoring in the planning cycle, mainstreaming outputs generated by planning tools into the sectoral departments of DLGs, and constant monitoring and follow-up on the Pilot Project. Based on the above, the sustainability in the institutional aspect is moderately high.

Financial aspect: Moderately high

Based on the experiences of and the feedback from the Project, the MoLG allowed LLGs more flexibility to allocate the budget from the DDEG to prioritized development activities. In other words, LLGs can allocate 10% of DDEG for planning and monitoring activities and the remaining 90% for prioritized development activities through the bottom-up and evidence-based planning procedures. On the other

hand, this may affect the sustainability of the community-led development activities. Previously, LLGs needed to allocate 30% of DDEG to livelihood improvement activities. Now, LLGs can allocate 90% of DDEG to prioritized development activities, which may not be livelihood improvement activities. Thus, the sustainability in the financial aspect is predicted as moderately high.

Organizational aspect: Medium

The frequent transfer of CAOs is likely to continue. However, this may not affect the sustainability of the Project because the capacity of the District Planners and the DCDOs has been adequately strengthened so that they can keep institutionalizing the Project outcomes in their organizations. On the other hand, the transfer and the newly deployment of CDOs in charge of the Pilot Project under Output 3 have occurred frequently particularly during the latter part of the Project. Thus, inadequate handover and follow-up on the Pilot Project have emerged in some cases.

Therefore, the sustainability in the organizational aspect is medium.

Given the above, it is fair to say that the overall sustainability of the Project is moderately high.

3-3 Contributing Factors for Generating Effects

(1) Factors Concerning Planning

As described in “3-2 (1) Relevance,” the scope of the Project meets the needs of the MoLG and the LGs in Acholi and West Nile Sub-regions. The Inputs from the Japanese side such as the dispatch of the experienced Japanese experts, and provision of equipment and training in Japan are considered as the promoting factors for the smooth implementation of the Project. These factors have enabled the C/Ps to participate in the Project actively with a strong sense of ownership and obtain relevant practical knowledge and skills from the Japanese experts.

(2) Factors Concerning the Implementation Process

The following factors have contributed to increasing the effectiveness, generating the impacts and strengthening the sustainability of the Project: 1) the process-oriented technical transfer from the Japanese Experts, which has enabled the C/Ps to participate in the Project actively and enhance their sense of ownership and responsibility; 2) the comprehensive approaches and user-friendly tools and forms of planning and CLIC under the Project; and 3) the Baseline Survey regarding the usage of planning tools, which has promoted the sharing of status and issues among the Project stakeholders, and stimulated the competitive spirit between Acholi and West Nile Sub-regions. The good communication and coordination among the MoLG, the OPM, the NPA, the 19 DLGs of the two Sub-regions and the Japanese experts have helped achieve the effects and the impacts of the Project. Such good communication and coordination have also helped increase the efficiency, effectiveness, and sustainability of the Project.

3-4 Inhibiting Factors

(1) Factors Concerning Planning

The PDM included many indicators regarding the perception of stakeholders before and after the Project's interventions. However, neither the baseline survey nor the Endline survey was planned as activities in the PDM to measure the exact extent of change in such perception.

(2) Factors Concerning the Implementation Process

The indicators in the PDM were not adequately monitored, causing unspecified and unmeasurable indicators to remain. As described in “3-2 (3) Efficiency,” several factors reduced the efficiency of the Project to some extent.

3-5 Conclusion

The most significant effects of the Project are not only strengthening the individual and institutional capacity of the LGs in the conflict-affected and less developed Northern areas but also incorporating the methods and tools of planning and CLIC into the local governance mechanism at the national level. It was hard to assess the achievement of the Project Purpose objectively based on the Indicators of the PDM. However, it was confirmed that the substantial purpose of strengthening the institutional capacity of DLGs and LLGs has been steadily on track.

Regarding the results of the five evaluation criteria, the Project has a high degree of relevance and effectiveness and a moderately high degree of effectiveness and efficiency. At the time of the Terminal Evaluation, several positive impacts have been already observed at the national and international levels. The results of the evaluation on sustainability in different aspects varied: the sustainability in the policy and technical aspects is high, the sustainability in the institutional and financial aspects is

moderately high, while the organizational sustainability is likely to be medium. Given the above, the overall sustainability of the Project is likely to be moderately high.

Considering the above, the Evaluation Team concludes that the Project should be terminated in June 2020 as planned. To implement the remaining activities and make the Project sustainable, it is recommended that the Project and the Ugandan side duly implement the measures specified in the recommendations below.

3-6 Recommendations

(1) Recommendations to Be Implemented during the Project Period

For the Project

1. Reviewing and modifying the Overall Goal and its indicators

To form a consensus among C/Ps and the Japanese Expert Team taking into account the clear direction of the Project, it is recommendable to review and modify the Overall Goal and its indicators, and set additional indicators if necessary. It is also important to set appropriate indicators so that the achievement of the Overall Goal can be assessed objectively during the Ex-Post Evaluation.

2. Compiling and sharing experiences and lessons in the peacebuilding aspect of capacity development of LGs in the conflict-affected areas

At the time of the Terminal Evaluation, the Project generated many effects and even impacts in the aspect of peacebuilding. However, the accumulated experiences and lessons obtained from the Project in the aspect of peacebuilding have yet to be fully analyzed and shared among the Project stakeholders. Thus, it is recommended that the Project compile and share the experiences and lessons in the aspect of peacebuilding acquired through its implementation in the conflict-affected areas.

For DLGs in relation to Output 1 & 2

3. Continuing to provide guidance and follow-up on the planning process requirements to LLGs

The planning tools and formats developed by the Project have been largely recognized and used by LLGs across the two Sub-regions. Thus, DLGs need to keep providing clear guidance and following up on the planning process requirements to ensure that all LLGs allocate adequate budgets for planning and fully use outputs generated by using the tools for planning and budgeting.

4. Re-emphasizing the importance of feedback to lower levels

DLGs should mainstream bottom-up and evidence-based planning procedures and use evidence-based planning outputs, particularly scored unfunded development priorities forwarded by LLGs. The results of the Endline Survey revealed that provision of feedback to lower levels still remained a key issue. Therefore, DLGs are strongly advised to re-emphasize the importance of feedback to lower levels for accountability and take strategic countermeasures for both DLG and LLGs to improve and institutionalize a feedback mechanism in the planning cycle.

For DCDOs in relation to Output 3

5. Disseminating the “Handbook for CDOs to Facilitate Group-based Livelihood Activities”

The Project is expected to develop the “Handbook for CDOs to Facilitate Group-based Livelihood Activities” (tentative title) by the end of its term. Thus, it is strongly recommended that DCDOs disseminate this handbook, particularly the procedures, tools and forms in it, at the quarterly meetings. The JICA Expert Team can be invited as resource persons.

6. Strengthening supervision and monitoring of LLGs for Pilot Projects of community-led livelihood

The progress of each Pilot Project on community-led livelihood may vary. Therefore, it is strongly recommended that DCDOs in the two Sub-regions, particularly those in Acholi Sub-region, strengthen their supervision and monitoring of the LLGs.

7. Ensuring proper handover and orientation of personnel transferred or newly deployed CDOs

Personnel transfer and/or deployment of newly recruited CDOs take place in the two Sub-regions. DCDOs need to ensure proper takeover of overall management, the handbook and tools and forms of Pilot Projects, and provide orientation in case of personnel transfer and/or deployment of newly recruited CDOs.

For LLGs in relation to Output 3

8. LLGs (Pilot Project Sub-counties) respecting MOU of the Pilot Projects

As the Pilot Project Sub-counties are co-signers of the Memorandum of Understanding (MOU), those Sub-counties are urged to follow the MOU, particularly their responsibilities described in the MOU.

(2) Recommendations to Be Implemented after the Project Period

For Central Government (CG)

1. Holding consultation meetings with DLGs in Acholi and West Nile Sub-regions

It is strongly recommended that the MoLG, NPA and OPM conduct joint consultation meetings as well as monitoring on planning tool utilization and implementation of community livelihood activities with DLGs in Acholi and West Nile Sub-regions to ensure the sustainability of the Project outcomes.

2. Rolling out planning tools and operationalizing the CLIC Operational Manual

The CG (NPA, MoLG and OPM) needs to roll out planning tools to all LGs and operationalize the CLIC Operational Manual, and share experiences and lessons learned from the Project with other DLGs in cooperation with the DLGs in Acholi and West Nile Sub-regions.

For DLG

3. Continuing to institutionalize the Project outcomes in the planning cycle

To ensure the sustainability of the Project outcomes, the DLGs in Acholi and West Nile Sub-regions need to continue the bottom-up and evidence-based planning by focusing on the improvement of the feedback mechanism in the planning cycle.

4. Continuing to monitor LLG activities in planning and implementation of community development regularly to ensure sustainability of the Project outcomes

To sustain the Project outcomes, the DLGs in Acholi and West Nile Sub-regions should keep monitoring the planning and implementation of community development regularly and providing necessary guidance to Sub-Counties/Town Councils.

5. Continuing to share experiences from the Project among DLGs in Acholi and West Nile Sub-Regions

It is strongly recommended that the DLGs in Acholi and West Nile Sub-regions continue to share experiences and lessons learned from the Project. Moreover, the DLGs in the two Sub-regions need to keep coordinating with each other to discuss issues and countermeasures of planning and implementation of community-led livelihood improvement projects.

3-7 Lessons Learned

1. Active participation of C/P in every step is effective in strengthening individual and institutional capacity, ultimately contributing to enhancing the sustainability of a Project

The Project has encouraged the C/Ps of DLGs and LLGs to participate in the process of the Project activities. This gradually stimulated the change of their mindset and enabled them to acquire the knowledge and skills on the bottom-up and evidence-based planning and the community-led livelihood improvement activities. Furthermore, this approach has accelerated institutionalization of the Project's effects at the levels of LG and CG, which contributes to enhancing the sustainability of the Project.

2. Active participation of community groups can generate synergy effects.

The Project has focused on the involvement of community group members in each stage of the process of the Pilot Project through a series of on-the-job training sessions by using tools and forms. This approach is effective in generating synergy effects such as increasing a sense of ownership and responsibility among the members and enhancing their livelihood. It may also help secure the sustainability of the Pilot Project.

3. Examining the framework of a project periodically with indicators is key to forming a consensus on the direction of the project.

Although the Project has reviewed and revised its PDM twice, detailed discussions regarding the direction of the Project seemed to be limited, which caused many unspecified and unmeasurable indicators to remain in the current PDM. It is difficult to determine the framework steadily at the time of project formulation, especially when a project aims at institutional building in the transition phase in a conflict-prone setting. Thus, examining the framework of the project periodically with indicators is

necessary and important to form a consensus on the direction of the project among stakeholders based on the reality facing the project and its progress.

4. The importance of inclusiveness in a conflict-prone environment means that vulnerable and/or disadvantaged people must not be left out from community activities and participatory planning.

The appropriate approach to promote inclusiveness varies depending on the context. It may not be always appropriate to provide special benefit to extremely vulnerable individuals or a particular vulnerable group, but each project in a conflict-prone situation needs to take an appropriate approach to make sure that no one is left behind. In this regard, the Project has focused on involvement of socially vulnerable people in both the planning and implementation of community-led livelihood Pilot Projects, which helped engage these people in various community activities. Thus, the importance of inclusiveness in a conflict-prone environment means that vulnerable and/or disadvantaged people must not be left out from community activities and participatory planning.

5. Implementation of a well-designed baseline survey is necessary and effective in grasping actual situations and issues, as well as in measuring the achievement of a project precisely.

The Project conducted the Baseline Survey for use of planning tools, which greatly contributed to grasping actual situations objectively and issues to address for the C/Ps and the Japanese Expert Team. The findings of the Baseline Survey also encouraged the C/Ps to accelerate implementing and institutionalizing the use of planning tools and formats. On the other hand, the evaluation could have been much more effective if this Baseline Survey was properly designed to provide relevant data on the perception of stakeholders that can serve as the basis for PDM indicators and evaluation. Thus, implementation of a well-designed baseline survey is necessary and effective in grasping actual situations and issues, as well as in measuring the achievement of a project.

6. Evidence-based planning attracts funding.

During the implementation of the Project, some of C/Ps of DLGs have allocated the funds for refugee hosting communities provided by the Development Partners to the unfunded projects identified by using the planning tools and forms of the Project. From the perspective of the Development Partners, it is important and necessary to allocate their funds to prioritized development activities of LGs based on the evidence-based planning for ensuring the accountability of their support. Considering the above, evidence-based planning attracts funding.

1. Introduction

1.1 Background

Since the two decades long insurgency in Northern Uganda ended in 2006, the subsequent peace encouraged over 2 million Internally Displaced Persons to begin returning to their original villages. In order to revitalize the affected area, the Government of Uganda (GOU) requested the Government of Japan (GOJ) for post-conflicted peace building assistance in July 2008. Responding to this request, Japan International Cooperation Agency (JICA) developed a comprehensive support programme named “JICA Reconstruction Assistance Programme in Northern Uganda (REAP)”, which mainly aimed at the following three areas: i) Revitalizing conflict-affected communities through community infrastructure development; ii) Strengthening local governance capacities; and iii) Livelihood improvement of the communities. As a part of REAP, JICA implemented “the Project for Capacity Development in Planning and Implementation of Community Development in Acholi Sub-Region (hereinafter referred to as “A-CAP”) with Ministry of Local Government (MoLG) from November 2011 to November 2015. The focus of A-CAP was capacity development of Local Government (LG) in the field of planning and implementation of community development projects in Acholi Sub-Region. A-CAP started to strengthen planning and implementation capacity of LG with focus of 4 Districts (Kitgum, Pader, Amuru and Nwoya) and expanded to all seven Districts in Acholi Sub-Region.

In order to sustain planning and implementation capacity of all Districts in Acholi Sub-Region, and to scale up A-CAP to West Nile Sub-Region, the GOU requested GOJ to implement “The Project for Capacity Development of Local Government for Strengthening Community Resilience in Acholi and West Nile Sub-regions (hereinafter referred to as “the Project”).

The Project has been implemented with the aim of strengthening capacity of Local Governments and thus increasing accountability and inclusiveness of community development since June 2016 for four years, following the Detailed Planning Survey conducted in October 2015, and the signature of Record of Discussions (R/D) on February 23, 2016. As the Project will terminate on June 9, 2020, the Terminal Evaluation was conducted from January 16 to February 8, 2020.

1.2 Joint Terminal Evaluation Team

The Joint Terminal Evaluation Team (hereinafter referred as “the Team”) consists of the following members:

[Ugandan Side]

Name	Title	Affiliation
Mr. Emmnuel Tugabirwe	Assistant Commissioner	District Administration, MoLG
Mr. Andrew Kaggwa	Principal Assistant Secretary	District Administration, MoLG
Mr. Ahumuza Samuel	Economist	Policy and Planning Department, MoLG

Mr. Horace Bashaija	Senior Economist	Northern Uganda Rehabilitation, Office of the Prime Minister (OPM)
Ms Akello Fulder Mary	Information Associate,	OPM
Mr. Chris Nokrach	Senior Planner	LG Planning, National Planning Authority (NPA)

[Japanese Side]

Name	Title	Affiliation
Ms. Eri Komukai	Leader	Senior Advisor (Peace Building), JICA
Ms. Miki Ichikawa	Evaluation Planning	Special Advisor, Office for Peacebuilding and Reconstruction, Infrastructure and Peacebuilding Department, JICA
Ms. Toshiko Shimada	Evaluation Analysis	Senior Consultant, IC Net Limited

1.3 Outline of the Project

The Project was implemented based on the tentative Project Design Matrix (PDM) that was agreed in the R/D on February 23, 2016. Once the Project commenced, the PDM Version 1 was as agreed upon by the first Joint Coordinating Committee (JCC) on September 15, 2016. This PDM was revised twice during the implementation of the Project. The PDM Version 3 is described below, which is the latest one approved on December 6, 2018.

(1) Overall Goal

Trust between the local government and community, among communities are strengthened in the region.

(2) Project Purpose

Capacity of local government for planning and implementation of inclusive and accountable community development in Acholi and West Nile Sub-Regions is strengthened.

(3) Output

Output 1	Utilization of planning tools is promoted in all Districts in West Nile Sub-Region.
Output 2	Utilization of planning tools is sustained in all Districts in Acholi Sub-Region.
Output 3	Methodology of implementing community led development activities is improved and capacity of relevant LG officers is strengthened, with a view to contributing to social cohesion and inclusion in Acholi and West Nile Sub-Regions.

1.4 Objectives of the Terminal Evaluation

- (1) To confirm progress of the Project and examine achievement of the Project Purpose by the end of the Project
- (2) To clarify the priority issues and challenges by the end of the Project
- (3) To assess the Project based on the five criteria: relevance, effectiveness, efficiency, impact, and sustainability
- (4) To make recommendations to be implemented by the end of the Project and after the termination of the Project
- (5) To obtain lessons learned from the Project for better implementation of other projects

1.5 Schedule of the Terminal Evaluation

Date	Program	
Jan 16 (Thu)	Arrival of Ms. Shimada at Entebbe, 16:00 Meeting/Interview with JICA Uganda Office	
Jan 17 (Fri)	8:30 Security briefing by JICA 9:40-11:10 Internal Pre-Meeting (TV conference) 11:30 Courtesy call and interview with the OPM 14:30 Courtesy call and interview with the MoLG Move from Kampala to Entebbe	
Jan 18 (Sat)	AM Move from Entebbe to Arua 14:00-15:30 Interview with the Japanese Experts	
Jan 19 (Sun)	14:00-18:00 Interview with the Japanese Experts	
Jan 20 (Mon)	8:00-10:00 Preparation 12:30-15:30 Interview with CAO, District Planner and DCDO at Zombo District 16:30-17:30 Interview with CDO in Paidha Sub-county, Zombo	
Jan 21 (Tue)	10:45-12:40 Interview with Deputy CAO, District Planner and DCDO at Pakwach District 12:45-13:15 Interview with Sub-county Chief in Panyango Sub-county, Pakwach 13:45-14:45 Interview with Pilot Project group (Chairperson/LC1 Chairperson and General Secretary)	
Jan 22 (Wed)	11:30-12:30 Interview with Acting District Planner at Yumbe District 12:30-13:30 Interview with CDO at Drajini Sub-county, Yumbe 14:30-15:30 Interview with Pilot Project group (Chairperson)	
Jan 23 (Thu)	12:10-14:45 Interview with CAO, Senior Planner and Acting DCDO at Ajumani District 16:15-17:10 Interview with Sub-county Chief in Ofua Sub-county, Adjumani 17:20-17:50 Interview with Pilot Project group (Chairperson and members)	
Jan 24 (Fri)	10:00-13:00 Interview with Acting District Planner and DCDO at Gulu District 13:30-15:00 Visit and Interview with Parish Chief	
Jan 25 (Sat)	AM Preparation of the evaluation report. Arrival of Ms. Ichikawa at Entebbe 14:00-16:00 Interview with the Japanese Expert	
Jan 26 (Sun)	AM Preparation of the evaluation report. Arrival of Ms. Ichikawa at Gulu District 18:00 Internal meeting	
Jan 27 (Mon)	11:00-12:00 Interview with DCDO and CDOs at Kitgum District 14:30-15:30 Interview with District Planner at Kitgum 15:30-17:00 Interview with CDOs	
Jan 28 (Tue)	10:00-11:00 Interview with Assistant CAO at Omoro District 11:00-12:00 Interview with Acting District Planner at Omoro District 15:00-16:00 Interview with Assistant CDO and Assistant Secretary in Bobi Sub-county, Omoro District	
Jan 29 (Wed)	9:15-10:15 Interview with DCDO at Nwoya District 10:20-11:20 Interview with the Planning Unit at Nwoya District 11:20-11:30 Courtesy call to CAO 12:30-13:30 Interview with CDO in Abelo Sub-county 14:00-15:30 Interview with Pilot Project group (Chairperson & members)	AM Move from Gulu to Kampala (Ms. Ichikawa)
Jan 30 (Thu)	Preparation of the evaluation report	Arrival of Ms. Komukai at Entebbe PM Interview with UNDP at Kampala
Jan 31 (Fri)	Preparation of the evaluation report	10:00-11:00 Interview with NPA 11:30-12:30 Interview with OPM 14:30-15:30 Interview with MoLG Move from Kampala to Entebbe
Feb 1 (Sat)	Move from Entebbe to Arua (Ms. Komukai and Ms. Ichikawa) 13:00-20:00 Internal Meeting	
Feb 2 (Sun)	8:30-18:30 Meeting with the Japanese Expert Team	
Feb 3 (Mon)	Meeting with CAO, DCAO, District Planner, DCDO and other officers at Koboko District, Meeting with SC Chief, SC Chairperson, CDO, Parish Chief at Dranya SC, and Pilot Project group at Dranya SC, Koboko and Pilot Project group at Oleba SC, Maracha District	

Feb 4 (Tue)	AM Meeting with C/Ps and the Japanese Expert Team PM Preparation for JCC
Feb 5 (Wed)	9:00-14:30 JCC and TWG
Feb 6 (Thu)	Move from Arua to Entebbe and Kampala
Feb 7 (Fri)	AM Report to JICA Office, Embassy of Japan PM Departure of Ms. Komukai and Ms. Ichikawa
Feb 8 (Sat)	Departure of Ms. Shimada

1.6 Methodology of the Terminal Evaluation

The Project was evaluated using Project Cycle Management method defined in the New JICA Guideline for Project Evaluation Second Edition (2014). The procedures for the Terminal Evaluation were as follows:

- 1) The Team reviewed the PDM Version 3 (See the ANNEX 1).
- 2) The Team developed an Evaluation Grid (See the ANNEX 2).
- 3) The Team collected the necessary data for evaluation by reviewing the Project reports and the relevant documents and undertaking a questionnaire survey for the counterparts (C/Ps) of District Local Government (DLGs) and the Japanese Expert Team. The Team also conducted an interview with the Project Manager, the C/Ps of the MoLG, the OPM, the NPA, and the C/Ps of 4 DLGs in Acholi, i.e., Gulu, Kitgum, Omoro and Nwoya and 5 DLGs in West Nile, i.e., Zombo, Pakwach, Yumbe, Adjumani and Koboko. The C/Ps of DLGs include Chief Administrative Officers (CAOs), District Planners and District Community Development Officers (DCDOs). In addition, the Team conducted the interview with the selected Sub-county Chiefs, Community Development Officers (CDOs), Parish Chiefs and Local Council (LC)1 Chairperson. Moreover, the Team undertook the Interview with JICA Uganda Office and United Nations Development Programme (UNDP).
- 4) The Team also conducted the site visits of the Pilot Projects in Pakwach, Yumbe, Adjumani, Nwoya Koboko and Maracha Districts.
- 5) The Team verified and evaluated the achievements as per the PDM Version 3 and implementation processes of the Project by referring to the Evaluation Grid.
- 6) The Team evaluated the Project based on the following five criteria:

Relevance	Relevance refers to the validity of the Project Purpose and the expected Overall Goal in accordance with the policy direction of the GOU and the Japanese Official Development Assistance as well as needs of beneficiaries and target groups.
Efficiency	Efficiency refers to the productivity of the implementation process, examining if the inputs of the Project were efficiently converted into the Output.
Effectiveness	Effectiveness refers to the extent to which the expected or desired outputs have been achieved as planned and examines if the outputs were produced by the Project.
Impact	Impact refers to direct and indirect, positive and negative impacts caused by implementing the Project, including the extent to which the expected Overall Goal has been attained.
Sustainability	Sustainability refers to the extent to which the GOU can further develop the Project, and the benefits generated by the Project can be sustained in the policy, financial, institutional, organizational and technical aspects.

- 7) The Team made a conclusion based on the results of evaluation analysis. Also, the Team made

recommendations to the Project, and obtained lessons learned from the Project.

2. Achievement of the Project

2.1 Inputs

2.1.1 Inputs by the Ugandan side

- 1) At the time of the Terminal Evaluation, 65 people were assigned as the C/Ps including the Project Director and the Project Manager, the officials of the MoLG, the OPM and the NPA, the CAOs, the District Planners and DCDOs in Acholi and West Nile Sub-regions. The total accumulated number of the C/Ps by the time of the Terminal Evaluation stood at 109 people (See ANNEX 3).
- 2) The District Headquarters in Arua has provided the office space for the Japanese Expert on Planning. In addition, the District Headquarters in Gulu has provided the office space for the Project.

2.1.2 Inputs by the Japanese side

- 1) Eight (8) experts were assigned. Their professional fields are as follows: 1) Chief Advisor; 2) Development Planning; 3) Project Coordination/Peace Building; 4) Community Development; 5) Livelihood Improvement; and 6) Social Survey and Monitoring. Two people were deployed as the Chief Advisor. Likewise, two people were deployed as the Expert on Project Coordination/Peace Building. The total man (person)-months for the Japanese Experts were 184.97 as of January 31, 2020 (See ANNEX 4).
- 2) The Japanese side has allocated 131 million yen for the cost of operation in Uganda such as inputs for Pilot Projects (oxen, ploughs, sprayers and others), maintenance of vehicles, transportation, development of deliverables, implementation of surveys, JCC meetings, workshops and training, salary of staff members and office operation costs (See ANNEX 5).
- 3) The Japanese side provided 36 million yen for the procurement of equipment such as 108 motorcycles, 9 generators and 13 solar power systems (See ANNEX 6).
- 4) The Project provided the training in Japan four times, in which 38 C/Ps participated (See ANNEX 7).

2.2 Outputs

The degree of achievement on each output is described below:

Output 1:	Utilization of planning tools is promoted in all districts in West Nile Sub-Region.
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Summary of Results of Evaluation for Output 1

At the time of the Terminal Evaluation, three out of five Indicators of Output 1 have been already achieved. Regarding Indicator 1-e, it can be seen as being on track. Indicator 1-d was achieved based on the result of interview with LC2 Chairpersons' views. However, this obviously contradicts the fact that the provision feedback still remains an issue among District Local Governments (DLGs) and Lower Level Governments (LLGs) in West Nile because of its low evidence rate confirmed for implementation. Considering the above, it is fair to say that **Output 1 has been almost achieved.**

The following are the indicators to assess the achievement of Output 1.

Indicator 1-a	Problems of the flow and mechanism of planning and way forward are identified in West Nile Sub-region.
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Indicator 1-a has been already achieved. The Project conducted the needs assessment for the provision of equipment in West Nile Sub-region. Based on this assessment and the additional on-site assessment, the Project has provided 108 motorcycles in total for 92 Sub-county CDOs and 7 Town Council CDOs in 9 Districts in West Nile and 3 Sub-county CDOs and 6 Town Council CDOs in 4 Districts in Acholi to improve their mobility for service delivery. In addition, it has provided 9 generators and 13 solar power systems in total for 9 District in West Nile and 1 District in Acholi (See Table 1 and Table 2).

Table 1: Provision of Equipment for West Nile

	Nebbi	Pakwach	Zombo	Arua	Maracha	Koboko	Yumbe	Moyo	Adjumani	Total
Motorcycles (sub counties)	8	5	11	26	7	6	12	8	9	92
Motorcycles (Town Councils)	0	1	2	0	1	0	1	1	1	7
Total no. of Motorcycles										99
Generators	n.a.	1	3	n.a.	n.a.	n.a.	3	n.a.	0	7
Solar Power System	1	n.a.	2	3	1	2	2	n.a.	1	12
Total no. of Power Equipment										19

Note: "n.a." indicates that sub-counties in those Districts did not qualify for needs/technical assessment conducted by WACAP, mainly by the fact that sub-counties are already equipped with basic items of back-up power supply system. Some of them might have been non-functional, but these were assessed to be remedied by replacing consumables by Sub-county LGs or District LGs.

Source: WACAP

Table 2: Provision of Equipment for Acholi

	Nwoya	Lamwo	Agago	Omoro	Total
Motorcycles (Sub-counties)	3	n.a.	n.a.	n.a.	3
Motorcycles (Town Councils)	n.a.	2	3	1	6
Total no. of Motorcycles					9
Generators	2	n.a.	n.a.	n.a.	2
Solar Power System	1	n.a.	n.a.	n.a.	1
Total no. of Power Equipment					3

Note: Acholi Sub-region had already benefited during the previous phase (A-CAP). Assessment and provision were conducted only in those sub-counties and District who are newly created, or Town Councils that did not benefit under A-CAP.

Source: WACAP

At the West Nile Planners' Forum, the C/Ps, i.e., District Planners proposed that a baseline survey be undertaken to assess the first-year planning tool utilization in 9 Districts covering all 99 LLGs in FY 2017/2018. After a series of discussions among the stakeholders, the respective Districts took the lead in conducting the Baseline Survey between June and July in 2018 under the Project. The Japanese Expert on Planning assisted each District in validating and analyzing the data/information. The results of the Baseline Survey revealed that 76% of LLGs were able to submit the evidence by indicating their use of the five planning tools such as a) Inventory, b) Village Priorities, c) Parish Priorities, d) Basic Information and e) Scoring. Based on the findings of the Baseline Survey, the Project has assisted both the DLGs and the LLGs to take necessary actions to fulfill the gaps identified in relation to allocation of budget and execution for

planning activities and implementation of bottom-up planning at the LLG level. The Project has also provided additional tools including monitoring check list, LLG annual planning and budgeting cycle, scoring criteria and guide, and national minimum standards for service delivery. Furthermore, the Project has developed “Handbook on LLG Planning Process & Planning Tools” in June 2019 and distributed mainly for Parish Chiefs.

Indicator 1-b	Sub-county Chiefs/Town Clerks and CDOs of all LLGs receive training related to planning.
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Indicator 1-b has been achieved. After the Project reviewed the planning tools and training manual in cooperation with the District Planners in West Nile, it organized the one-day Training of Trainers (TOT) in all 8 Districts respectively in February 2017. The participants of 99 LLGs including Sub-county Chiefs, Town Clerks and CDOs attended this TOT. As trainers, they introduced the planning tools to Sub-county Technical Planning Committee (STPC) members including technical staff in charge of sectors and Parish Chiefs.

After identifying the gaps based on the results of the Baseline Survey in July 2018, the Project has been engaging the DLGs to guide, follow up and provide backstopping to LLGs wherever needed in relation to planning in a sustainable manner. This is mostly because DLGs often do not have funding of their own to organize formal training. It also encouraged the LLGs to impart the knowledge of planning process and the know-how of using planning tools to Parish Chiefs through routine work and to STPC members through existing mechanism such as regular STPC meetings chaired by the Sub-county Chief.

Despite difficult funding situations, for example, Maracha DLG conducted refresher training and orientation training on LG planning process and planning tools for the Sub-county Chiefs, CDOs and LC3 executive committee members by allocating the capacity development budget of the Discretionary Development Equalization Grant (DDEG). The Team also confirmed the similar initiative at the time of the Terminal Evaluation. According to the Acting District Planner and the Senior CDO interviewed in Packwach, they carried out the refresher training programmes with the capacity development budget of the DDEG for Sub-county Chiefs, CDOs and Parish Chiefs. The Sub-county Chief of Panyango in Packwach District also noted that he encouraged Parish Chiefs at the STPC to follow the evidence-based planning process by using the planning tools developed by the Project.

The Project has also taken the necessary follow-up activities for DLGs respectively. For example, the District Planner in Arua conducted the monitoring of LLGs through the On the Job Training (OJT) from the Japanese Planning Expert to supervise the planning process of their LLGs and give technical support where necessary. Another example was that the Project supported the DLGs in Arua, Yumbe and Moyo to conduct the orientation and training programmes in February and March 2019. This was financed by the Government of Japan’s supplementary budget through the United Nations Development Programme (UNDP). More than 700 people from DLGs and LLGs including LC5 and LC3 executive committee members, LC3 Chairpersons and Sub-county Chiefs as well as Town Clerks participated in these programmes and deepened their understanding of the bottom-up and evidence-based planning.

The Project has recognized that the guidance and/or the orientation as well as follow-up from the District, in particular Planners, to Sub-county Chiefs/Town Clerks and CDOs are indispensable. Thus, it has also focused to engaging with District Planners. As a part of this, the Project has organized joint workshops in February and July 2019 for the District Planners of both West Nile and Acholi Sub-regions to share and learn the District-led initiatives and good practices. The participants have discussed the remaining challenges and possible countermeasures as well. In these workshops, the C/Ps from the MoLG and NPA also participated to disseminate and discuss key policy issues with Planners for strengthening the capacity of LLGs by the MoLG and the progress of revising the Local Government Development Plan (LGDP) Guidelines by the NPA.

Indicator 1-c	More than 75 per cent of sub-counties in the 9 districts use the planning tools introduced by the Project (Inventory Sheet, Selection Criteria and Monitoring Sheet) by July 2019.
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Indicator 1-c has been already achieved. According to the Project, the planning tools described in Indicator 1-c and Indicator 2-c have not been determined nor defined officially. However, to prevailing C/Ps' understanding, they are mostly concerned with the five basic and sequenced tools, namely, a) Inventory, b) Village Priority, c) Parish Priority, d) Basic Information and e) Scoring. The results of the Endline Survey in November and December 2019 indicated that: 92 % of the LLGs used the b) village priority and c) parish priority; 83% of LLGs used a) inventory sheets; 77% of LLGs used e) scoring; and 75% of LLGs used d) basic information sheets (See Table 3).

**Table 3: Average of usage of five planning tools and monitoring check list
with evidence across 86 LLGs in West Nile**

	a) Inventory	b) Village Priority	c) Parish Priority	d) Basic Info	e) Scoring	Average of 5 tools usage	f) Monitoring Check List
Evidence confirmed (LLG no.)	71	79	79	64	67	72	61
Evidence confirmed in % (across 86 LLGs)	83	92	92	75	77	84	71

Source: WACAP Endline Survey

As shown in the Table 4, the LLGs under the respective DLGs made good progress of using five planning tools in FY 2019/20. Particularly, the average usage rate of five tools in the Moyo District is 100%, which indicates that they have well internalized to use these tools across sequenced planning stages in the planning process while Planners continued following up and backstopping closely. The other three Districts including Nebbi, Koboko and Pakwach also have an average utilization of over 90%.

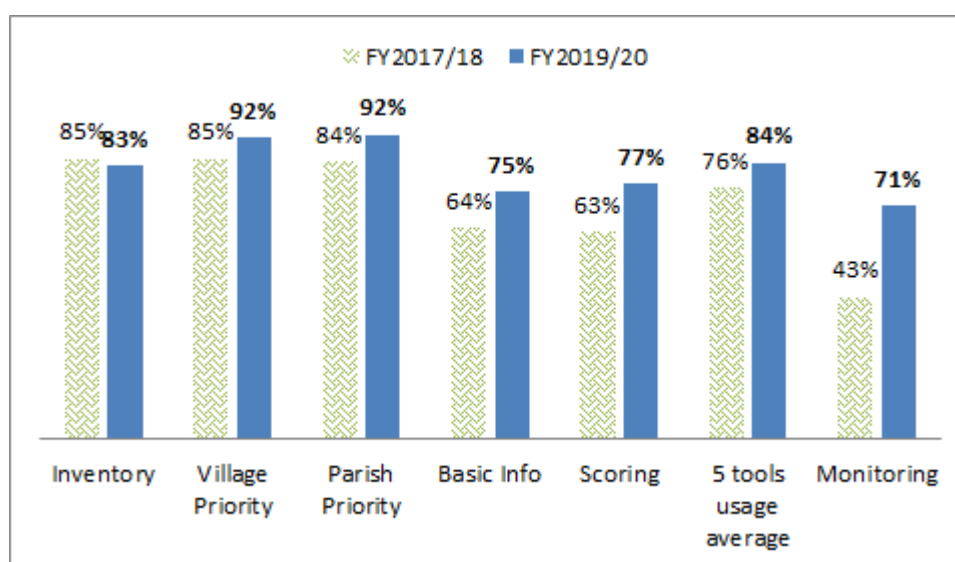
Table 4: Usage of five planning tools and monitoring check list confirmed by the evidence across 86 LLGs of West Nile in FY 2019/20

District (No. of LLG) Tools	a) Inventory	b) Village Priority	c) Parish Priority	d) Basic Info	e) Scoring	Average of 5 tools usage	f) Monitoring Check List
Arua (17)	78%	93%	94%	71%	79%	83%	59%
Madi Okollo (9)	84%	71%	84%	78%	81%	80%	78%
Nebbi (8)	92%	100%	100%	75%	100%	93%	75%
Pakwach (6)	83%	100%	100%	83%	83%	90%	50%
Zombo (13)	92%	92%	85%	77%	37%	77%	62%
Maracha (8)	70%	73%	88%	63%	72%	73%	100%
Koboko (6)	77%	100%	100%	90%	88%	91%	100%
Yumbe (13)*	0%	0%	0%	0%	0%	0%	0%
Moyo (6)	100%	100%	100%	100%	100%	100%	67%
Obongi (3)	100%	100%	100%	67%	67%	87%	100%
Adjumani(10)	70%	98%	88%	60%	90%	81%	60%

Note: * Data of Yumbe was not confirmed at the time of the Terminal Evaluation.

Source: WACAP Endline Survey

As presented in the Figure 1, the usage of planning tools, except for a) Inventory, has been steadily improved between FY 2017/18 and FY 2019/20. Regarding the Indicator 1-c, the usage of five planning tools increased from 76% to 84% on average during the above period, which exceeded its target value, i.e.75%.



Source: WACAP Endline Survey

Figure 1: Usage of 5 planning tools and monitoring check list between FY 2017/18 and FY 2019/20 in West Nile

Indicator 1-d

More than 60 per cent of LC2 chairpersons realize that feedback from Local Governments is improved compared to before the Project started.

Indicator 1-d has been achieved based on the result of interview of LC2 Chairpersons in the Endline

Survey. On the other hand, the result of utilization of tools by LLGs contradicted the former one. It should be noted that neither the Social Survey nor the Baseline Survey under the Project collected the baseline data of Indicator 1-d. Thus, respondents were asked in the Endline Survey whether feedback from the Sub-county had improved in the last 3 years.

According to its results, 93.8 % of LC 2 Chairpersons (30 out of 32 parishes) in West Nile Sub-region interviewed agreed that the feedback from LGs had improved in the last 3 years. This exceeded the target value of Indicator 1-d, i.e., 60%. Similarly, 83.3% of the LC 1 Chairpersons (30 out of 36 villages) surveyed agreed that the feedback from LGs had improved during the same period.

Regarding the feedback from the Sub-county LG to Parish, 87.5% of the LC 2 Chairpersons interviewed noted that they received feedback from Sub-county LG. Likewise, 86.1 % of the LC 1 Chairpersons surveyed replied that their communities received feedback on village priorities identified during the last planning cycle.

Contrary to the above results of interview in the Endline Survey, not many LLGs were able to provide the evidence that they had provided feedback. As illustrated in the Table 5, only 45% of the LLGs responded by presenting the evidence that they provided the feedback on investment priorities and project status to lower levels in FY 2019/20. As presented in the Table 5, seven of the nine Districts have less than 60% feedback implementation rates.

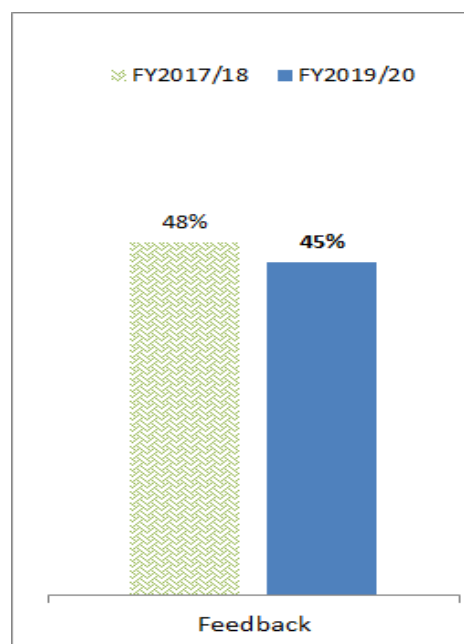
Table 5: Implementation of feedback confirmed by the evidence across 86 LLGs in West Nile

District (no. of LLG)	g) Feedback
Arua (17)	47%
Madi Okollo (9)	22%
Nebbi (8)	38%
Pakwach (6)	67%
Zombo (13)	31%
Maracha (8)	75%
Koboko (6)	33%
Yumbe (13)*	0%
Moyo (6)	33%
Obongi (3)	100%
Adjumani(10)	50%
Evidence confirmed (LLG no)	39
Evidence confirmed in % (across 86 LLGs)	45

Note: * Data of Yumbe was not confirmed at the time of the Terminal Evaluation.

Source: WACAP Endline Survey

As shown in the Figure 2, the proportion of LGs which presented evidence to prove the feedback implementation to lower levels with the evidence had slightly decreased from 48% to 45% between FY 2017/2018 and FY 2019/20. Thus, the survey did not confirm any improvement out of evidence confirmed, which indicates that there was still much room for improvement of provision of feedback from the LLGs to the lower level although the importance of feedback has been well recognized as crucial by the LLGs. Several District Planners interviewed by the Team emphasized that they had to institutionalize the feedback system from Sub-county to Parish as well as from Parish to village levels. Some of them pointed out that provision of feedback to the public on the status of previous FY activity has been included as one of the assessment items in the area of governance, oversight, transparency and accountability of the Local Government Performance Assessment conducted by the OPM. Others have already instructed the LLGs to provide the feedback duly by issuing the circular. More decisive decision was also confirmed by the Team at the time of the Terminal Evaluation. According to the CAO and the Senior Planner in Adjumani District, they had a plan to incorporate the results of the utilization of planning tools including the feedback into the performance assessment of Sub-county Chiefs from the next fiscal year.



Source: WACAP Endline Survey

Figure 2: Provision of feedback between FY 2017/18 and FY 2019/20 in West Nile

As for Indicator 1-d, there are significant differences between the result of LC2 Chairpersons' perception and the result of provision of feedback by LLGs with the evidence. This might be because the Project asked the LC2 Chairpersons about their views only after its intervention. Generally, one's view or perception can be influenced by many factors. Also, it is hard to set the target value appropriately without the baseline data. Thus, the perception survey about LC2 Chairpersons' views as to feedback from LGs should have been carefully designed and conducted twice to measure the change of their views before and after intervention. The same thing can be applied in Indicator 2-d of the Output 2 and Indicator a of the Project Purpose.

Indicator 1-e

District and LLG development plans and/or annual work plans are informed by the outputs produced by utilizing the planning tools.

Indicator 1-e can be seen as being on track. At the time of the Endline Survey, 97% of the 86 LLGs replied that their Sub-county had drafted budgets and a work plan for FY 2020/21 based on the outputs generated by using the planning tools. More specifically, 93% of the 86 LLGs noted that they had utilized the inventory data for FY 2019/20 planning and budget. Similarly, 97% of the 86 LLGs said that they had scored and ranked Parish priorities by using scoring sheets which informed FY 2019/20 planning and budget. These results illustrated that most of the LLGs in West Nile Sub-region had somewhat utilized the outputs generated by using the planning tools for their annual work plans.

As for the five-year development plan, 98% of the 86 LLGs said that they had utilized the outputs produced by using the planning tools. However, according to the Japanese Planning Expert, the interpretation of this number should be carefully analyzed because most of the LLGs had not started to develop the five-year plan at the time of the Endline Survey. It might be interpreted that most of the LLGs had an intention to utilize the outputs generated by using the planning tools for preparing the five-year development plan.

Concerning the annual work plans at the District level, the use of the outputs produced by using the planning tools might be different from one District to another. Some of the District Planners interviewed by the Team acknowledged that there was room for improvement for mainstreaming the evidence-based planning at their District level although it has been greatly in place at the LLGs. Others noted that they have started to incorporate the outputs generated by using the planning tools into their annual work plans. All District requested LLGs to submit scored unfunded priorities in FY2019/20.

It should be notated that the Team was unable to measure the achievement of Indicator 1-e objectively. That is because Indicator 1-e does not specify a benchmark or a target value although the Endline Survey was conducted. However, given the above, it is fair to say that Indicator 1-e can be seen as being on track at LLG level while more efforts are necessary to systematize utilization and incorporation of planning outputs generated by LLGs into DLG's work plan and budget.

Output 2:

Utilization of planning tools is sustained in all districts in Acholi Sub-Region.

Summary of Results of Evaluation for Output 2

Out of four Indicators, Indicator 2-a and Indicator 2-b have been already achieved. However, both Indicator 2-c and Indicator 2-d have not been achieved at the time of the Terminal Evaluation. Therefore, **Output 2 has yet to be achieved.**

The following are the indicators to assess the achievement of Output 2.

Indicator 2-a

Current issues of planning are identified.

Indicator 2-a has been already achieved. The Project has identified current issues related to planning

through the field visits by the Japanese Experts and the consultation with the District Planners. They included: 1) lack of staffing particularly at the Parish level; 2) lack of/or insufficient budget allocation required for planning; 3) insufficient guidance by DLGs/LLGs in planning process and utilization of planning tools; and 4) absence of internalized refresher training and/or orientation at the LLG level, particularly for the newly recruited staff members.

As previously described, the Project conducted the Baseline Survey in February-March 2018. Its results clearly and objectively indicated that utilization of the planning tools across all 74 LLGs in Acholi Sub-region was very low although these planning tools had been already introduced by the A-CAP. The average rate of usage of the five planning tools with evidence was only 14 %. At the time of the Mid-Term Review, the C/Ps of Acholi Sub-region and MoLG as well as the Japanese Experts have analysed these findings and the reasons behind and discussed the countermeasures to be taken.

Indicator 2-b

Sub-county Chiefs/Town Clerks and CDOs of all LLGs are oriented about LG planning through training, workshops, or TPC meetings.

Indicator 2-b has been achieved. In FY 2017/2018, Nwoya District conducted the orientation training for newly recruited LLGs staff, which was also attended by other LLG technical staff for refresher purpose. One of the CDOs interviewed by the Team described that she received training from the Project and the DLG when she was newly recruited.

After the Baseline Survey, the Project has provided technical support to four Districts such as Gulu, Lamwo, Pader and Agaro to conduct the orientation and refresher training on the planning and budgeting cycle and the use of planning tools. The District Planning Unit in Omoro took the lead in undertaking the training for CDOs and Parish Chiefs with the budget of capacity building of DDEG. The same initiative was also reported by the CDO in Kitgum at the time of the Terminal Evaluation. Amuru District carried out the LLG office visits and provided guidance for CDOs and Sub-county Chiefs. Thus, the Team confirmed that CDOs and Sub-county Chiefs/Town Clerks of all LLGs were oriented through refresher training, orientation, guidance and supervision, although the level of these content varied among the DLGs.

Indicator 2-c

More than 75 per cent of sub-counties/town councils use the planning tools to inform LLG work plans and budgets.

Indicator 2-c has not been achieved but on track. Because the DLGs in Acholi Sub-region have guided the LLGs to follow the LG planning and budgeting process and functions after the Baseline Survey, the LLGs have gradually improved several aspects. They included: 1) allocation of budget for planning activities at the LLGs; 2) reproduction of planning formats; 3) increasing tool utilization, especially increased number of LLGs which score development priorities; and 4) holding budget conferences before that of DLG. As presented in Table 7 Table 6, the average rate of usage of five planning tools was 69% in FY 2019/20. It was also observed that the average rate of usage of village priority tools and parish priority tools were 86% and 76% respectively. On the other hand, the rate of usage of other three tools including inventory sheets, basic information and scoring sheets were still less than 65%.

Table 6: Average of usage of five planning tools and monitoring check list with evidence across 74 LLGs in Acholi

	a) Inventory	b) Village Priority	c) Parish Priority	d) Basic Info	e) Scoring	Average of 5 tools usage	f) Monitoring Check List
Evidence confirmed (LLG no)	48	64	56	44	42	51	31
Evidence confirmed in % (across 74 LLGs)	65	86	76	60	57	69	42

Source: WACAP Endline Survey

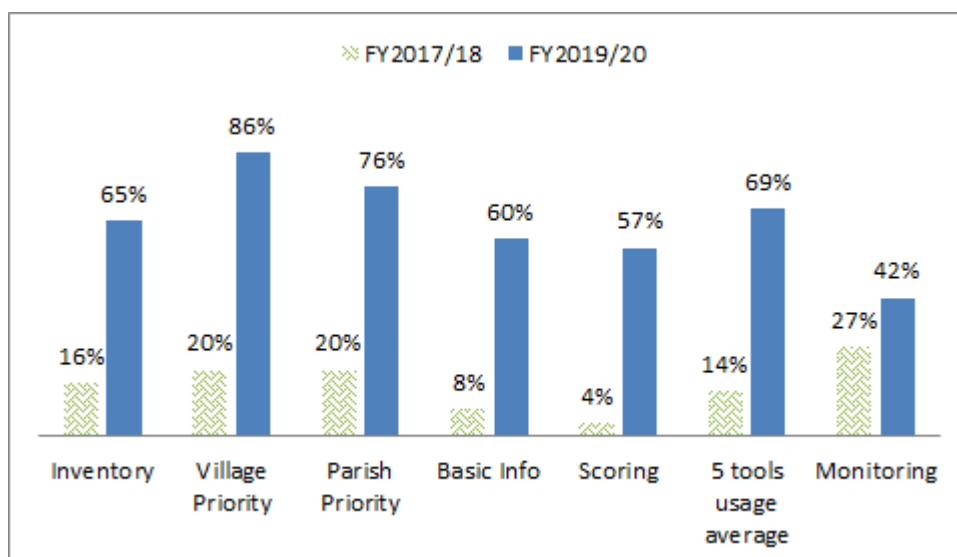
When analysed by Districts, the usage of five planning tools differed from one District to another. Three Districts such as Omoro, Kitgum and Nwoya highly used these tools, compared to the remaining Districts (Table 7).

Table 7: Usage of five planning tools and monitoring check list confirmed by the evidence across 74 LLGs of Acholi in FY2019/20

District (No of LLG) Tools	a) Inventory	b) Village Priority	c) Parish Priority	d) Basic Info	e) Scoring	Average of 5 tools usage	f) Monitoring Check List
Nwoya (8)	85%	95%	88%	75%	91%	87%	25%
Amuru (5)	40%	72%	56%	64%	90%	64%	60%
Kitgum (9)	89%	100%	89%	84%	94%	91%	67%
Pader (12)	52%	83%	77%	25%	29%	53%	33%
Agago (16)	51%	84%	70%	46%	42%	59%	0%
Lamwo (11)	53%	69%	55%	53%	36%	53%	36%
Gulu (6)	67%	90%	83%	73%	13%	65%	83%
Omoro (7)	100%	100%	100%	100%	93%	99%	100%

Source: WACAP Endline Survey

Although it did not slightly reach the target value of Indicator 2-c, the average of usage of five planning tools has substantially increased from 14% to 69 % between FY 2017/18 and FY 2019/20 (Figure 3). Particularly, the usage of Village Priority and Scoring has been highly improved. Various initiatives of respective DLGs including intensive guidance and follow-up activities with the support of the Project have brought about such a remarkable improvement of usage of five planning tools in Acholi.



Source: WACAP Endline Survey

Figure 3: Usage of 5 planning tools and monitoring check list between FY 2017/18 and FY 2019/20 in Acholi

Indicator 2-d	More than 60 per cent of LC2 chairpersons realize that feedback from Local Governments is improved compared to before the Project started.
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Indicator 2-d has not been achieved. According to the results of interview in the Endline Survey, 13 out of the 30 LC2 Chairpersons (43.3 %) agreed that feedback from LGs had been improved in the last 3 years. This did not reach the target value of the Indicator 2-d. As for LC 1 Chairpersons, the same trend was observed. LC1 Chairpersons of only villages (34.4%) out of 32 villages in Acholi Sub-region agreed that feedback from LGs has been improved in the last 3 years.

Other results of the Endline Survey also revealed there was still much room for improvement for feedback at the LLGs in the last 3 years. As shown in Table 8, the implementation of these activities varied among Districts. High implementation rate of feedback was observed in Omoro and Gulu. Both Amuru and Kitgum have been on track. The remaining Districts need to be much improved to promote feedback and monitoring.

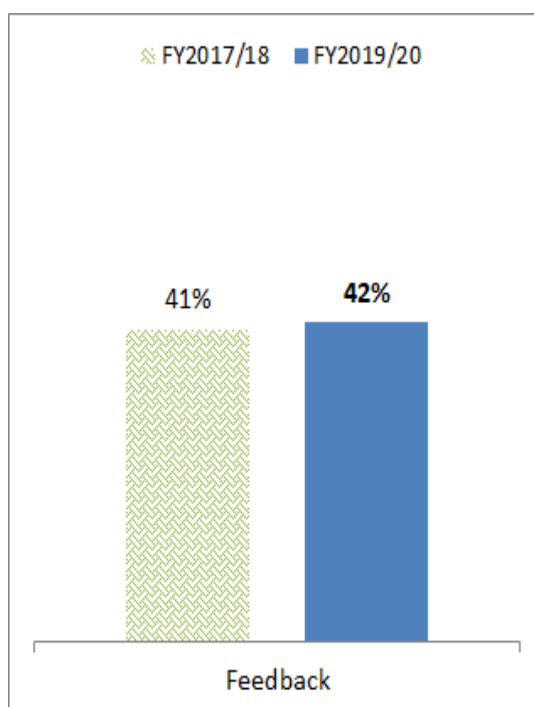
Table 8: Usage of implementation of feedback confirmed by the evidence in respective 8 DLGs in Acholi

District (No. of LLG)	g) Feedback
Tools	
Nwoya (8)	38%
Amuru (5)	20%
Kitgum (9)	44%
Pader (12)	42%
Agago (16)	6%
Lamwo (11)	55%

Gulu (6)	67%
Omoro (7)	100%
Evidence confirmed (LLG no)	31
Evidence confirmed in % (across 74 LLGs)	42

Source: WACAP Endline Survey

The Figure 4 illustrates that the usage of feedback has been slightly increased from 41% to 42% between FY 2017/18 and FY 2019/20. This was because most of the DLGs have provided clearer guidance and support for LLGs to put the feedback in practice, especially after the Baseline Survey (See also Indicator 2-a).



Source: WACAP Endline Survey

Figure 4: between FY 2017/18 and FY 2019/20 in West Nile

At the time of the Terminal Evaluation, these results have been already shared between the Japanese Experts and the C/Ps, in particular, the District Planners. Regarding the reasons of such a low rate of implementation of the feedback, all the District Planners in Gulu, Kitgum, Omoro and Nwoya interviewed pointed out that only limited number of villagers attended the budgetary and other meetings, in some cases because their demands were not fully fulfilled. Also, they reported other cases that Parish Chiefs were unable to hold meetings for providing feedback because villagers who expected to receive tangible benefits such as provision of inputs including money, were unwilling to attend the LG's meeting. According to them, many external organizations for aid support and politicians often provided inputs or incentives for villagers to hold meetings. The District Planning Unit in Nwoya noted that they have not constantly been able to monitor and encourage LLGs to provide feedback because of lack of transportation means.

Output 3:

Methodology of implementing community led development activities is improved and capacity of relevant LG officers is strengthened, with a view to contributing to social cohesion and inclusion in Acholi and West Nile Sub-Regions.

Summary of Results of Evaluation for Output 3

Out of six Indicators, two Indicators including parts of 3-a and 3-c have been already achieved. Indicator 3-b has been almost achieved and Indicator 3-d is likely to be achieved. Indicator 3-f is seen as being achieved. As for Indicator 3-e, it was not possible to assess its achievement objectively because of no comparison data. However, the involvement of socially vulnerable people was confirmed in the Pilot Project. Therefore, except for Indicator 3-e, it can be concluded that **Output 3 has been on track.**

The following are the indicators to assess the achievement of Output 3.

Indicator 3-a

CDOs of all sub-counties receive trainings on planning, implementation and monitoring of community development activities and utilize them in their actual work.

Indicator 3-a has been already achieved regarding the training for CDOs of all Sub-counties. As for Indicator 3-a, the following things should be confirmed: 1) whether CDOs received training and 2) whether they used them in their annual work. The latter part will be assessed later because it seems to be the same as Indicator 3-c.

To strength the capacity of CDOs to apply the Community-Led-Development (CLD) approach, the Project has conducted a series of review workshops, planning workshops, thematic workshops, orientation workshops on the Pilot Projects and field exchange visits for CDOs and DCDOs in Acholi and West Nile Sub-regions under the Output 3. In addition, the Project has undertaken four types of OJT for implementation of the Pilot Projects. They included: 1) Group Assessment comprising preliminary and secondary group assessments and Project Matrix; 2) Social Preparation for project implementation; 3) Project Tracking (monitoring); and 4) Impact Monitoring.

At the time of the Endline Survey in November and December 2019, 27 out of 32 Sub-county CDOs, i.e., 84.4% replied that they had received the training on methods and forms for assessment of community groups applied for community development funds. 94.1% of 17 CDOs of non-pilot Sub-county noted that they had also received training. This was because the Project has conducted the orientation programme particularly from the 3rd year for not only pilot Sub-county Chiefs and CDOs but also all Sub-county Chiefs and all CDOs to disseminate forms and tools developed by the Project. The results of the Endline Survey revealed that 73.3% of 15 CDOs of pilot Sub-Country had received the training. According to the Project, those pilot Sub-county CDOs who had not received training were not CDOs of Pilot Sub-county at the time of the implementation of Pilot Project and later deployed as CDOs.

Based on the interview with the CDOs at the time of the Terminal Evaluation, most of them had received the training and OJT from the Project. Some who were newly recruited as CDOs or recently deployed to the pilot

Sub-counties also noted that they received the orientation or training from the DLGs. All of them appreciated the CLD approach, a series of OJT and tools and forms. For example, the Sub-county CDOs in Zombo District and Nwoya District stressed that the OJT by using tools developed by the Project enabled them to work easier than before, particularly in the aspect of group identification and project selection. Also, the pilot Sub-county CDOs in Yumbe and Kitgum interviewed emphasized the importance and necessity of taking the four steps of OJT although it took much time for assessment and consultation with group members before commencement of any activities, which was totally different from the previous practice before the Project. Given the above, the Team confirmed that Indicator 3-a has been already achieved.

Indicator 3-b	136 pilot projects are implemented in the target districts with the community driven development approach.
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Indicator 3-b has been almost achieved. The Project has implemented Pilot Projects in 68 Sub-counties in Acholi and West Nile Sub-regions to develop the capacity of the Community-based Service Department to implement programmes and projects for livelihood improvement with the CLD approach. By the end of the Project, the number of Pilot Project is likely to reach 136. As illustrated in Table 9, 126 out of 136 (92.6%) Pilot Projects have been undertaken for animal traction in which the costs for 6 oxen, 3 ploughs, 1 sprayer and transportation cost were paid by the Project while the group members were responsible for securing the land, constructing karrals or sheds for oxen and purchasing drug and medicine. According to the DCDOs and the CDOs interviewed by the Team, the reasons why many groups preferred the animal traction included: 1) enabling them to receive the tangible benefits such as increased productivity, increased income and food security for a relatively short time, 2) being not so difficult task once they receive orientation or training; and 3) being relatively affordable maintenance costs for them. The groups engaging animal traction interviewed also explained the similar reasons described above.

Table 9: Types of Pilot Projects

	Sub-region	Total number of Pilot Projects	Animal traction (ploughing by oxen)	Heifer Rearing	Vegetable cultivation	Others
1 st Year	Acholi	32	30	2	0	0
2 nd Year	West Nile	36	33	0	2 (1 for onion and 1 for cassava & peanut)	1 for bakery
3 rd Year	Acholi	32	32	0	0	0
4 th Year	West Nile	36	31	0	4 (1 for cabbage, 1 for onion and 2 for potato)	1 under assessment
Total		136	126	2	6	2

Source: WACAP

Most of the DCDOs and the CDOs interviewed noted that the group dynamics was one of the issues in the Pilot Project. For example, in one group in Acholi, some members sold the oxen without permission because of the troubles within the group. According to the Japanese Expert Team, such a problem tended to be arisen

in the Pilot Project in which the CDOs and the Sub-county Chiefs did not regularly conduct monitoring and consultation with the groups conducted because of the transfer of CDOs.

Indicator 3-c	All target districts use method and forms for assessment of groups applied for community development funds introduced by the Project.
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Indicator 3-c has been already achieved. The Project was originally supposed to implement community livelihood improvement activities under the Output 3 aligning with the MoLG's Community Driven Development (CDD) programmes. However, this programme was integrated into the CLIC under the DDEG. Considering the above background, the community development funds stated in Indicator 3-c can be interpreted as the DDEG.

As previously described in Indicator 3-a, the Project has strengthened the capacity of DCDOs and CDOs of pilot Sub-counties to use the method and forms for assessment of the groups through a series of OJT sessions. Moreover, it has introduced these method and forms to Sub-county Chiefs, Town Clerks and CDOs of even non-pilot Sub-counties through the orientation programmes. In other words, the Project has facilitated all Districts including pilot Sub-counties and non-pilot Sub-counties to apply the method and forms into the DDEGs.

These initiatives may have been influenced to the results of the Endline Survey. Twenty-two (22) out of the 32 Sub-county CDOs, i.e., 68.8% noted that they had used the forms for assessment of community groups applied for government programmes. All of these 22 CDOs indicated that they used these forms for the livelihood component of the DDEG. According to the Japanese Experts, those who responded that they did not use (21.4%) might be newly recruited. By the time of the Terminal Evaluation, 31 of 69 CDOs (45%) who were responsible for the Pilot Projects have been already transferred: When analysed by Sub-regions, 67% of Acholi and 26% of West Nile of CDOs have already left the Project.

At the time of the Terminal Evaluation, all the DCDOs and the CDOs interviewed appreciated the method and forms introduced by the Project and emphasized the benefits of using them. Both DCDOs in Zombo of West Nile and in Gulu of Acholi pointed out that the Project clarified the procedures of selection of groups, preparation of Pilot Projects, and implementation and monitoring of Pilot Projects by introducing user-friendly forms and tools. The CDO in Paidha Sub-county, Zombo District emphasized that it was much easier to assess the capacity of groups and select suitable groups for not only the Pilot Projects but also other government programmes by using tools and forms above described. The CDO in Drajini Sub-county of Yumbe District also noted that the tools and forms were easy to use for various government programmes. Furthermore, both CDOs stressed that the tools and the forms enabled the group members to analyse the feasibilities and sustainability of activities and to select an appropriate project type of the Pilot Projects, which has contributed to enhancing a sense of ownership among them. More specifically, the groups which requested for the Pilot Project of operation of grinding mill was able to be aware of less sustainability of such a project by using the project selection matrix because of high operating cost and difficulty in maintenance of machine. The DCDOs in Omoro and Kitgum also pointed out that the CLD approach and OJT as well as

tools and forms in the Project had much focused on the involvement of group members in each stage of process, which contributed to enhancing a sense of ownership for the Pilot Projects and generating the tangible effects such as reducing the time for ploughing, producing more vegetables and increasing income in the respective Pilot Projects of animal traction by using oxen.

Considering the above, it is fair to say that Indicator 3-c has been already achieved.

Indicator 3-d	At least 10 good practices/lessons learnt are identified through the implementation of the pilot projects with the community driven development approach by the end of the Project period.
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Indicator 3-d is likely to be achieved. To develop a handbook titled “Handbook for CDOs to Facilitate Group-based Livelihood Activities (tentative name)”, the Project formed a working group comprising two DCDOs of Acholi and West Niles and the JICA Community Development and Livelihood Experts. This handbook will be designed mainly for CDOs and its content will include the CLD method of community livelihoods project, accumulated good practices and lessons learned from the Pilot Projects. Good practices and lessons learned will be obtained particularly from each of four OJT sessions and overall implementation of the Pilot Projects. For example, in the case of animal traction by using oxen in Pilot Projects, it is a common practice to obtain the consent of not only a landowner but his/her family before signing a memorandum of land use for a cowshed to avoid disputes over the land in the future. In the process of preparation of the handbook, good practices and lessons learned will be determined based on the recommendations from the DCDOs.

At the 1st and 2nd thematic workshops held in December 2018 and November 2019 respectively, the DCDOs and several CDOs who participated in the training in Japan have discussed the handbook. Based on the discussions, the working group will further revise and include best practice and lesson learnt. Thus, the handbook including good practices and lessons learned is likely to be developed by the end of March 2020. For disseminating the handbook, the Project has facilitated the DLGs to take the lead in organizing meetings, seminars or workshops with their own.

Indicator 3-e	Socially vulnerable people (e.g. female headed households and minorities) are involved more in community development activities compared to before the Project started.
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Indicator 3-e cannot be assessed objectively, but the involvement of socially vulnerable people was confirmed in the Pilot Project. The Short-term Expert conducted the Social Survey in June – September 2016 to assess social and phycological impact of conflict in Acholi Sub-region, and social cohesion and inclusion of vulnerable people in Acholi and West Nile Sub-regions. Taking into consideration of the findings of this Survey, the Project has designed an approach for Pilot Projects

The Purpose of the Pilot Projects is to develop capacity of the Department of Community to implement programmes/projects with the CLD approach. The CLD approach aims 1) to support groups that are registered at LG; 2) to improve community’s livelihood; and 3) to implement without marginalizing

vulnerable groups and harming environment. The selection criteria of the Pilot Projects included: a) working together among group members; b) using local resources; c) affordable costs for operation and maintenance; and d) generating income.

As the results of the Endline Survey were indicated, all 34 group leaders of Pilot Projects in Acholi and West Nile noted that the socially vulnerable people were involved in their group activities. The similar response was received from LC1 Chairpersons. Except for one person, 33 LC1 Chairperson of Pilot Project villages (97.1%) described that the socially vulnerable people were involved in the Pilot Projects. The number of the vulnerable people per group was 4.7 on average with a range between 1 and 10. The results of the Endline Survey revealed that these socially vulnerable people were involved in various activities including Village Savings and Loan Association (VSLA), babysitting, cooking for other members, farming and grazing animals. All of the group leaders noted that they considered having socially vulnerable people in their groups as advantages. In contrast, 25 out of 34 group leaders (73.5%) opined that there were disadvantages of having vulnerable people in their group activities such as time-consuming and reducing quality of activities.

According to the Japanese Community Development Expert, generally, target groups for livelihood improvement projects or programmes tend to be selected from individuals who have physical strengths and can work effectively and efficiently. At the initial stage of the Project, some C/Ps of DLGs suggested that the Pilot Projects for livelihood improvement should target individuals rather than community groups. However, the Project has taken the CLD approach previously described for the Pilot Projects, focusing on the concept that “no one left behind” and the selection criteria for the Pilot Projects such as “working together”. In the Pilot Projects, CDOs have facilitated the community group to select the type of projects including several activities in which vulnerable people can also engage. The Team confirmed this by interviewing with the five groups engaged in the Pilot Projects (four animal traction and one vegetable cultivation). According to them, socially vulnerable people such as the disabled people and the elderly people in their respective groups engaged in babysitting and housework for other members instead of ploughing by oxen.

At the time of the Terminal Evaluation, most of the DCDOs and the CDOs in both West Nile and Acholi pointed out that the current government has emphasized the inclusion of Extremely Vulnerable Individuals (EVI) in its programmes. Many Development Partners and NGOs also have taken this into consideration in the process of planning and implementation of humanitarian aids and community development programmes/projects. Thus, EVI has been included in many groups of community development activities. According to them, the community people often tend to include these EVI into their groups because they expect more support available for inclusion of EVI from external implementing agencies.

As for Indicator 3-e, the Team could not assess whether the involvement of socially vulnerable groups in community development activities has been increased compared to before the implementation of the Project because of no comparison data. Also, it was hard to verify the correlation between the increase in involvement of vulnerable groups in community development activities and the Project’s intervention because the concept of EVI has been widely incorporated in many community-based projects by various development agencies.

The same thing can be said somehow in Indicator a of the Project Purpose.

Considering the above, Indicator 3-e cannot be objectively assessed. However, the Team confirmed that the Project has duly implemented the concept of “no one left behind” and “working together among group members” to involve the socially vulnerable people in the community-led livelihood improvement of the Pilot Projects.

Indicator 3-f	Livelihoods of group members are improved through the pilot projects implemented by the Project.
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Indicator 3-f can be seen as being achieved. As previously described in Indicator 3-e, the Pilot Projects have been carried out to improve the livelihoods of community groups. At the time of the Endline Survey, except for one leader, 33 group leaders (97.1%) noted that livelihoods of groups members in the Pilot Projects have been improved in the last 3 years. This was almost consistent with the responses of LC1 Chairpersons and LC2 Chairpersons. According to the results of interview, 89.7 % of LC1 Chairpersons (61 out of 68 people) and 84.4% of LC2 Chairpersons (54 out of 64 people) agreed that livelihoods of people in their communities or parishes had been improved in the last 3 years.

Regarding whether improvement of livelihoods had been caused by the Pilot Project, 29 out of 34 LC1 Chairpersons (85.3%) of Pilot Project villages said that livelihoods of group members had been improved because of the implementation of the Pilot Projects. Moreover, 31 out of 34 group leaders (91.2%) and 29 out of 34 LC1 Chairpersons (85.3%) described that the Pilot Project has contributed to improving livelihoods of other community people by cultivating more land using group oxen and providing loans to other community people.

The positive responses were also obtained by the Chairpersons of groups of the Pilot Projects interviewed at the time of the Terminal Evaluation. For example, the Chairperson of the group in Ofua Sub-county of Adjumani District of West Nile Sub-region noted the livelihoods had been dramatically enhanced because of the increase of productivity and income by implementing oxen ploughing activities under the Pilot Project. Accordingly, his group members were able to send their children to school, buy medicines and save more money. One member used to earn only just UGX 5000 per month but now this member become able to save UGX 10,000 per month after the commencement of the Pilot Project. Other Chairperson of the group in Abelo Sub-county in Nwoya District of Acholi that the animal traction of ploughing by oxen had improved their livelihood by increasing productivity and income and ensuring food security. Before the commencement of the Pilot Project, they have continued to be involved in VSLA. Because of the Pilot Project, the amount of saving by each member has been dramatically increased from UGX 1,000-5,000 per week to UGX 5,000-25,000 per week.

The Team obviously confirmed that the Pilot Project has brought about many positive effects and impacts on improvement of livelihoods of group members, though the Team was not able to obtain the comprehensive data for what extent their livelihoods of the whole groups had been improved by the Pilot Projects.

Considering the results of the Endline Survey and the interview conducted by the Team, the Team concluded that Indicator 3-f can be seen as being achieved.

Activities which were not originally planned in the PDM

The Team confirmed that the Project has implemented the following activities which were not originally planned in the PDM.

- **Facilitating to develop “DDEG Community Livelihood Improvement Component (CLIC) Operational Manual for Local Governments and Communities (April 2019)”:** The government’s CDD programme was phased out and the fund was integrated into the new funding modality, DDEG in FY 2016/17. All C/Ps of the DCDOs and the Japanese Experts reviewed the previous CDD guideline developed in 2012 based on the experiences of A-CAP and proposed its revision by preparing the draft to MoLG and OPM. JICA also provided financial support for printing costs of this manual.
- **Assisting the NPA to revise the Local Government Development Planning Guidelines:** The Project has assisted the NPA to revise the Local Government Development Planning Guidelines and prepare its draft by deploying local consultants. The draft Guidelines clearly stipulate “integration of participatory planning practices in LG development planning processes”. More specifically, the Guidelines describe objectives, process and prioritization for development activities based on scientific and evidence-based criteria which were introduced by A-CAP and the Project.
- **Assisting the MoLG to revise the DDEG Budget Guidelines:** The C/Ps of District Planners pointed out the necessity of the budget for planning activities such as printing formats and supporting planning meetings during the fact-finding field visit organized for the C/Ps of the MoLG and the OPM. Further, they recommended that the DDEG should allow the LLGs to allocate the budget more discretionally to the evidence-based priorities. Accordingly, the MoLG has reviewed the DDEG Budget Guidelines and incorporated these recommendations into the revised ones. According to the C/Ps of the MoLG, 10 % of DDEG can be allocated for planning and monitoring and its remaining 90% can be allocated for prioritized development activities based on the evidence-based planning. This revised Guidelines will be finalized soon.

2.3 Project Purpose

Project Purpose:	Capacity of local government for planning and implementation of inclusive and accountable community development in Acholi and West Nile Sub-Regions is strengthened.
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The status of each verifiable indicator is presented below.

Indicator a	More than 60 per cent of the LC1 chairpersons interviewed recognize that Local Governments' planning process and implementation of development projects are more inclusive and accountable than before.
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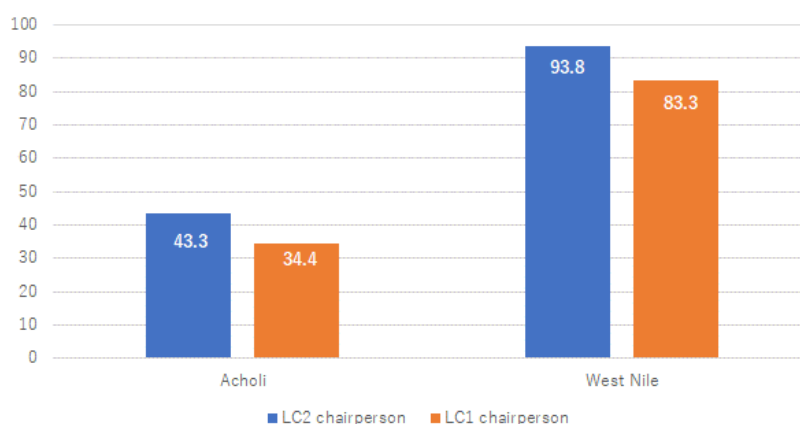
First, regarding inclusiveness of LG’s planning of development projects, except for one person, 59 LC1

Chairpersons (98.3%) including both Pilot Project villages and non-Pilot Project villages noted in the Endline Survey that socially vulnerable people had participated in their village planning meeting. When analysed by Sub-regions, 88.9% of villages in Acholi and 100% of villages in West Nile Sub-regions said that they had involved socially vulnerable people in their planning meeting. Inclusiveness of socially vulnerable people has been in practice in village planning meetings. However, there was neither the baseline data of LC1 Chairpersons' views at the initial stage of the Project nor the comparison data of what extent such inclusiveness in LG's planning process has been improved compared to before.

Second, as for inclusiveness of implementation of development projects, 33 out of 34 (97%) LC1 Chairpersons of Pilot Project villages noted that socially vulnerable people had been involved in the Pilot Projects. On the other hand, there was no comparison data of what extent such inclusiveness has been improved in the process of implementation of development projects compared to before.

As described in the evaluation result of Indicator 3-e, the Team confirmed that the Project has duly implemented the concept of “no one left behind” and “working together among group members” to involve the socially vulnerable people in the community-led livelihood improvement of the Pilot Projects. However, it was hard to assess the correlation between the increase in involvement of vulnerable groups in community development activities and the Project's intervention.

Third, with regard to accountability in LG's planning process and implementation of development projects, 41 out of 68 LC1 Chairpersons, i.e., 60.3 % agreed that feedback from LGs has been improved in the last 3 years. This exceeds the target value of Indicator a, though there were some differences between Acholi and West Nile Sub-regions (See Figure 5).



Source: WACAP Endline Survey

Figure 5: LC1 and LC2 Chairpersons who agree that feedback from LGs is improved in the last 3 years

Apart from the LC1 Chairpersons' view, the usage of five planning tools confirmed by the evidence was helpful to understand the accountability in LG's planning process to some extent. According to the results of

the Endline Survey the average rate of usage of five planning tools was 77% in two Sub-regions, i.e., 69% for Acholi and 84% for West Nile Sub-region.

More direct measurement of accountability can be verified by the data of whether feedback was provided. As previously described in the achievements of Indicator 1-d and 2-d, only 46 % of LLGs in Acholi and 45% of LLGs in West Nile were able to provide evidence of feedback. At the time of the Terminal Evaluation, the C/Ps of respective Districts in both Sub-regions felt that they need to address this issue with the advice of the Japanese Experts. There is a contradiction that Indicator a related to feedback is being achieved based on the LC1 Chairpersons' views although issues of feedback were confirmed at the Output level in PDM. When the recognition level of LC1 Chairperson is used as the supplementary indicator, it would have been better to obtain the baseline data prior to interventions and set the target value to measure the achievement objectively.

Indicator b	Level of recognition of core project counterparts of the District Local Governments (CAOs, District Planners, DCDOs) and Lower Local Governments (Sub-County Chiefs/Town Clerks, CDOs) has increased as to the importance of accountability and inclusiveness in planning and implementation, in comparison to the one at the commencement of the Project.
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Neither the Baseline Survey nor the Endline Survey collected the data related to Indicator b. In other words, there was no comparison data of what extent the recognition of the importance of accountability and inclusiveness in planning and implementation had been enhanced among core project C/Ps of DLGs and LLGs. As previously mentioned, it was hard to verify the correlation between the increase level of recognition about inclusiveness and the Project's intervention because the concept of "inclusiveness" has been widely recognized among the C/Ps of the DLGs and the LLGs.

According to the Japanese Planning Expert, the Project has not used the terminology of "inclusiveness" in planning under Output 1 and Output 2. Instead, it has used the terminology of "bottom-up planning" or "participation in planning" to involve all stakeholders including the village people in planning processes. This was supported by the following results of the Endline Survey regarding the effectiveness of using planning tools. The terminology of "inclusiveness" was not found. All 74 LLGs in Acholi Sub-region agreed that planning tool utilization is a practical and effective means to improve LG planning. Similarly, all 86 LLGs in West Nile Sub-region agreed that planning tool utilization is a practical and effective means to improve LG planning. As for the positive changes of planning, the respondents of LLGs in Acholi described the following: 1) participation in planning (86%); 2) decision making (85%); 3) evidence-based planning (78%) and accountability (78%); and 4) transparency (76%). In the case of West Nile, the respondents of LLGs pointed out the following positive changes of planning: 1) bottom-up planning (91%); 2) selection of priorities (90%); 3) transparency (87%); 4) participation in planning (86%) and 5) understanding of LG planning cycle (79%).

There was no data of views of DLGs including CAOs, District Planners and DCDOs in the Endline Survey.

At the time of the Terminal Evaluation, the C/Ps of DLGs such as the CAOs, the District Planners and the DCDOs interviewed highly appreciated the planning tools were very user-friendly and effective in improving the quality of data. Some of them pointed that these tools have substantially helped the LLGs make a bottom-up and evidence-based planning in a systematic manner, which contributed to enhancing the accountability and transparency of planning process. Furthermore, most of them emphasized that they have already internalized the practice of bottom-up and evidence-based planning by using these tools. In Acholi Sub-region, all the Districts have gradually guided their LLGs to allocate the budget for planning particularly after the Baseline Survey. Some of them have taken proactive actions to facilitate planning activities. For example, Kitgum District issued a circular for LLGs to follow a timeline and planning requirements including the use of planning tools. In Nwoya District, the CAO decided to incorporate tool utilization into performance contracts for Sub-county Chiefs, Parish Chiefs and Head of Departments of DLG. The same initiative was also confirmed in Gulu District to mainstream the planning tools into LLGs. In West Nile Sub-region, the CAO of Zombo District emphasized that the bottom-up and evidence-based planning practice introduced by the Project has contributed to improving the people's participation, quality of data, the quality of decision and the provision of feedback to the public. The District Planner of Zombo also pointed out the views of District Planners and CDOs about planning might be changed from their own tasks to the tasks of all the stakeholders including the public. The Assistant CAO and the Acting District Planner of Pakwach District described that they have recognized the importance of evidence-based planning and the data such as inventory sheets for improving the quality of planning. The CAO of Adjumani District noted that they had a plan to incorporate the results of the utilization of planning tools into the performance assessment of Sub-county Chiefs from the next fiscal year.

As for the implementation of community-led livelihood improvement, the Project has taken the CLD approach for the Pilot Projects, focusing on the concept that “no one left behind” and the selection criteria for the Pilot Projects such as “working together”. In the Pilot Projects, CDOs have facilitated the community group to select the type of projects including several activities in which vulnerable people can also engage.

At the time of the Terminal Evaluation, all the DCDOs and the CDOs interviewed appreciated the tools and forms introduced by the Project and emphasized the benefits of using them. They noted that it was much easier to assess the capacity of groups, and to select suitable groups in more a fair manner. Some of them pointed that using these tools and forms has contributing to minimize political interference in the process of group identification. Other indicated that the CLD approach and OJT as well as tools and forms in the Project had much focused on the involvement of group members in each stage of process, which led to enhancing their sense of ownership and responsibility for the Pilot Projects.

Indicator c	Level of recognition of core project counterparts of the District Local Governments (CAOs, District Planners, DCDOs) and Lower Local Governments (Sub-County Chiefs/Town Clerks, CDOs) has increased as to the improvement of their capacity in planning and implementation of community development activities.
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When the Team asked the C/Ps what effects have been brought about by the Project, most of them immediately pointed out the capacity enhancement of LLGs and DLGs in terms of planning and implementation of CLD activities in the Pilot Project. Judging from such interview results at the time of the Terminal Evaluation, it can be interpreted that the Project has highly contributed to enhancing their capacity regarding planning of LLGs and implementation of community-led livelihood improvement.

According to the Endline Survey, 30 out of 32 CDOs (93.8%) noted that their capacity to conduct planning activities had been strengthened because of the guidance and support by DLGs and the Project. Also, 28 out of 32 CDOs (87.5%) realized that their capacity to implement community development activities had been improved. Moreover, not only 93.3% of Pilot Sub-county CDOs but also 82.4% of non-Pilot Sub-county CDOs provided the same answer. However, there was no comparison data as for what extent their perception of capacity development has been increased among C/Ps. To measure individual capacity objectively in a certain area has been strengthened, more appropriate assessments such as a self-assessment, a competency assessment or a performance assessment of each areas which need to be strengthened should have been conducted before and after the intervention. In the case of perception survey or Knowledge, Attitude and Practice survey, a baseline survey should have been undertaken to collect the baseline data and to specify the target value. Also, its endline survey using the same questionnaire should have been carried out to measure the exact extent of improvements objectively.

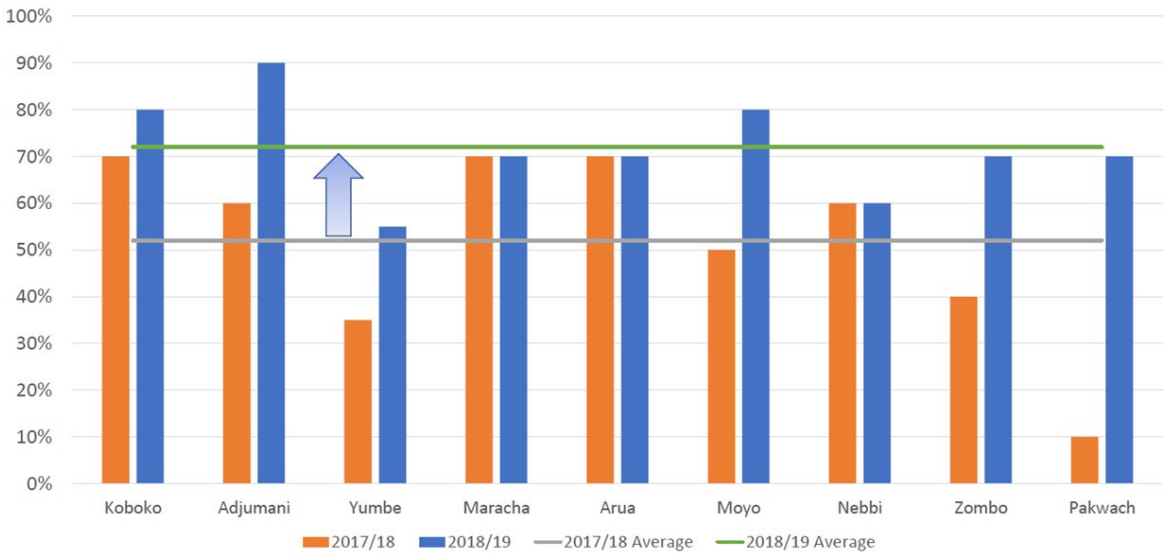
Measuring institutional capacity enhancement of LGs in the Project: Ideas for indicators

In accordance with the progress of the Project, the DLGs in both West Nile and Acholi Sub-regions have recognized the usefulness and effectiveness of methods, tools and forms for planning as well as for community livelihood improvement. At the LG level, many DLGs have taken various initiatives to internalize and institutionalize these methods, tools and forms for planning and community livelihood improvement. Such initiatives included: a) issuing the circular from DLGs to LLGs to utilize them; and b) incorporation of tool utilization into performance contracts for Sub-county Chiefs, Parish Chiefs and Head of Departments of DLG. At the CG level, the C/Ps of DLGs and DCDOs strongly recommended the institutionalization of these methods, tools and forms to the CG at several occasions. As a result, the Project has also provided technical and financial support for revision of LGDP Guidelines, revision of DDEG Budget Guidelines and development of CLIC Operational Manual (See “Activities which were not originally planned in the PDM”). Such initiatives for institutionalization at the LG level and such a recommendation by the LGs for institutionalization of the Project’s effects can be indicators of the Project Purpose to measure whether institutional capacity is enhanced of LGs.

Measuring institutional capacity of LGs: Local Government Performance Assessment

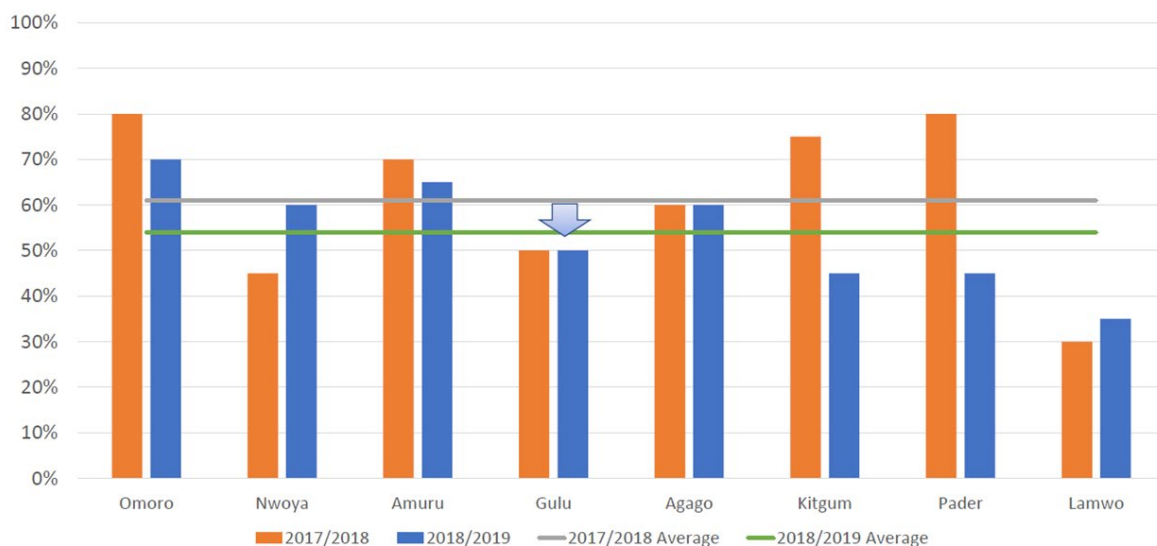
Since FY 2017/2018, the GOU has introduced the Local Government Performance Assessment under the leadership of OPM to promote effective behavior, systems and procedures to improve LG’s administration and service delivery. According to the C/Ps of OPM interviewed, this assessment comprising 7 thematic areas includes: 1) planning, budgeting and execution; and 2) governance, oversight, transparency and

accountability, which are related to the Project’s intervention. As presented in Figure 6 Figure 7, the 2018/2019 assessment results indicated an improvement in the performance of planning, budgeting and execution among DLGs in West Nile Sub-region compared to the 2017/2018 assessment results. The average performance of planning, budgeting and execution among DLGs in Acholi has been slightly decreased between FY 2017/2018 and FY 2018/19 (Figure 10). As for the performance of governance, oversight, transparency and accountability, both West Nile and Acholi Sub-regions have made good progress (Figure 8 and Figure 9). At the time of the Terminal Evaluation, the C/Ps of the MoLG appreciated it and pointed out that this improvement could be attributed to the Project’s intervention to some extent. The Local Government Performance Assessment is likely to serve as one of the references to assess the sustainability of the Project’s effects at the Ex-post Evaluation.



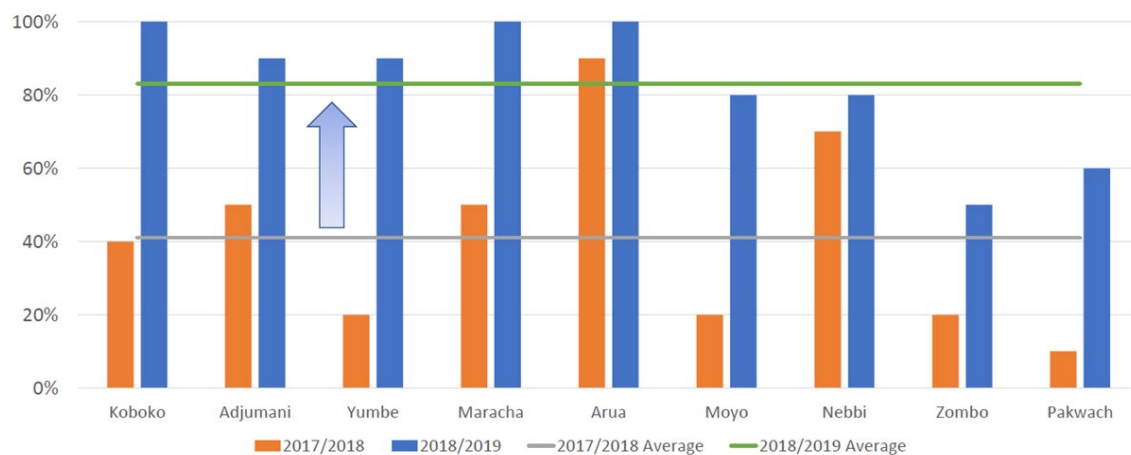
Source: WACAP

Figure 6: Performance change of planning, budgeting and execution in West Nile Districts from 2017/18 to 2018/2019



Source: WACAP

Figure 7: Performance change of planning, budgeting and execution in Acholi Districts from 2017/18 to 2018/2019



Source: WACAP

Figure 8: Performance change of governance, oversight, transparency and accountability in West Nile Districts from 2017/18 to 2018/2019

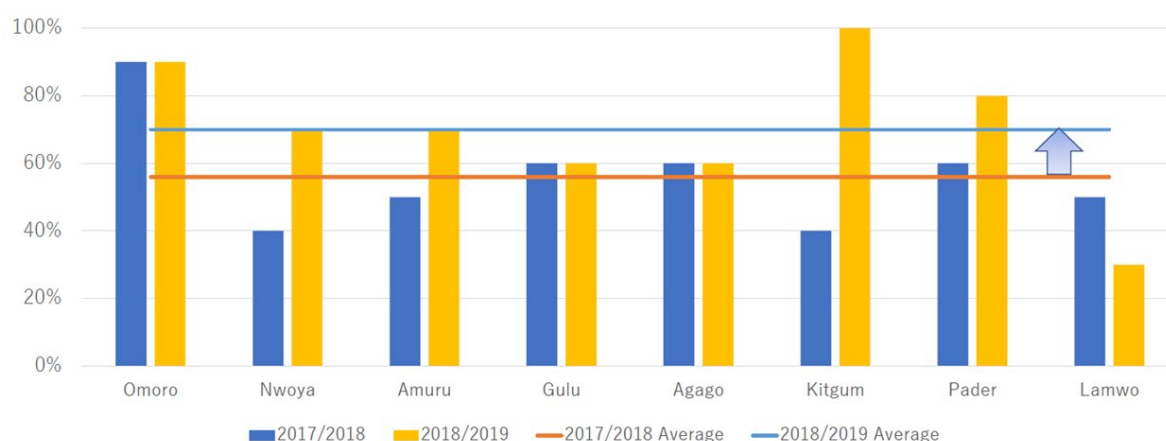


Figure 9: Performance change of governance, oversight, transparency and accountability in Acholi Districts from 2017/18 to 2018/2019

Summary of Results of Evaluation for the Project Purpose

It was hard to assess the achievement of the Project Purpose objectively because its indicators were flawed and some of the comparison data were not available. In order to measure the change of perception or attitude of the target groups, both the Baseline survey and the Endline survey should have been well designed and conducted before and after the Project’s intervention. Also, setting and/or revising appropriate indicators to measure the achievement of institutional capacity development objectively should have been carefully done at the initial stage of the Project or at the time of Mid-Term Review. The examples of such indicators may include: “X % of average use of five planning tools with the evidence by LLGs in both Acholi and West Nile Sub-regions”, “Initiatives for institutionalization of tools and forms of planning and community-led livelihood improvement confirmed at least in X DLGs in Acholi and West Nile Sub-regions” and “At least X recommendations made by the DLGs supported by the Project to the CG for institutionalization of tools and forms of planning and community livelihood improvement”.

It was confirmed based on the review of Project’s various reports, the interview and the questionnaires of the C/Ps and the Japanese Experts that **the substantial purpose of strengthening the institutional capacity of 1) bottom-up and evidence-based planning and 2) implementation of community-led livelihood improvement has been on track** through institutionalizing and internalizing by the DLGs and the LLGs in both Acholi and West Nile Sub-regions with a sense of ownership and initiative.

2.4 Overall Goal

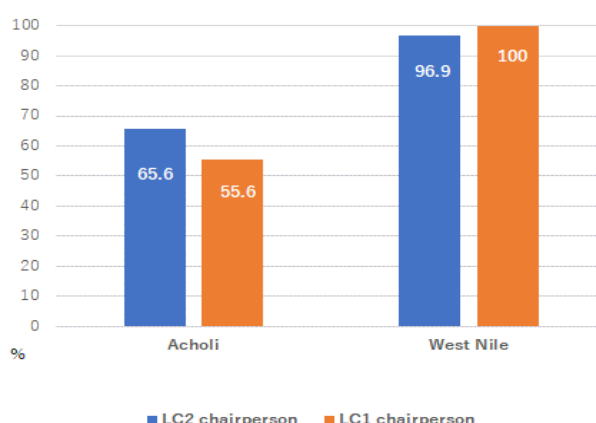
Overall Goal:	Trust between the local government and community, among communities are strengthened in the region.
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The status of each verifiable indicator is presented below.

Indicator a	People in communities where the Project is implemented realize that planning of development plan by local governments benefit communities.
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Indicator a might be set to measure whether the vertical relationship of trust between the LG and community has strengthened by the Project's effects and other interventions.

According to the results of the Endline Survey, 48 out of 60 LC1 Chairpersons (80%) agreed that planning of development plan by LGs had benefited communities. Similarly, 52 out of 64 LC2 Chairpersons (81.3%) replied the same answer. However, as shown in Figure 10, there were significant differences between Acholi and West Nile Sub-regions in the number of LC1 and LC2 Chairpersons who realized the benefit.



Source: WACAP Endline Survey

Figure 10: LC1 and LC2 Chairpersons who realize that planning of development plan benefits community

Concerning Indicator a, there was neither the benchmark nor the target value. This is the same as other three Indicators of the Overall Goal. In addition, the definition of “people in communities” is not clearly defined in the PDM and needs to be specified. This can be also applied to indicator b. “People” may include communities, District and Sub-county officers, Parish Development Committee members and LC1 Chairpersons because these people are described in the means of verification in the PDM. Except for the data of LC1 and LC2 Chairpersons, no data for other target groups was available at the time of the Terminal Evaluation. Therefore, the Team was unable to prospect the achievement of Indicator a.

Indicator b	People in communities where the Project is implemented feels cohesion with other community members.
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Indicator b might be set to measure whether the horizontal relationship for trust between the people in Pilot communities and other community members has strengthened by the Project's effects and other interventions.

As illustrated in the results of the Endline Survey, 31 out of 34 pilot groups (91.2%) agreed that Pilot Projects have contributed to uniting people in the community. Also, except of one people, all 33 LC1 Chairpersons (97.1%) provided the same answer.

“The Project” described in Indicator b seems to be “the Pilot Project” because non-pilot groups and LC1 Chairpersons of non-pilot villages were not investigated by the Endline Survey. The definition of “people” needs to be defined and the target value should be set.

Based on the interviews with the stakeholders including the DCDOs, the CDOs, the Chairpersons of groups of the Pilot Projects at the time of the Terminal Evaluation, it might be not so easy for the community group members in the Pilot Projects to feel cohesion with other community members. That is because the group dynamics may cause many issues. This should be also taken into consideration.

Indicator c	Social and psychological impacts of the armed conflict decrease in Acholi.
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The Endline Survey interviewed LC1 Chairpersons of 32 villages and LC2 Chairpersons of 32 parishes in Acholi Sub-region which got affected by the armed conflicts. 87.5 % of LC1 Chairpersons and 84.4% of LC 2 Chairpersons replied that the effects of armed conflicts had decreased in the last 3 years. It was hard for the Team to verify the correlation between the above results and the Project’s intervention.

Indicator d	Discontent among local population towards refugees is decreased in the target districts in West Nile.
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At the time of the Endline Survey, only 6 out of 36 villages surveyed in West Nile Sub-region were refugee hosting communities. Three LC1 Chairpersons out of the 6 refugee accommodating villages realize that there were discontents between their community people and refugees. Of 3 LC1 Chairpersons, 2 persons agreed that discontents between refugees and their communities had decreased. It was hard for the Team to verify the correlation between the above results and the Project’s intervention because the Pilot Project has not particularly targeted refugee hosting communities.

Summary of prospect of achievement of Overall Goal

At the time of the Terminal Evaluation, the Team was unable to prospect the achievement of the Overall Goal mainly because all Indicators had no target value. It will be also hard to assess the exact extent of the achievement of the Overall Goal at the time of the Ex-post Evaluation which usually will take place three years after the completion of the Project because of the following reasons. They include: 1) no target value of respective indicators; 2) no clear definition of “people” stated in Indicator a and Indicator b; 3) not having some of the baseline data related to Indicator a and Indicator b including “community people”, and 4) difficult to verify the correlations between Indicator c and Indicator d, and the Project’s intervention.

3. Implementation Process of the Project

Project management and progress of activities

Overall, the Project has been smoothly implemented although Acholi and West Nile Sub-region of Northern Uganda have been facing various challenges of the past conflict and incoming refugees. Most of the activities have been undertaken as planned. The Project's stakeholders have well communicated and coordinated one another. The monitoring has been regularly conducted through the JCC, the TWG and other means. The C/Ps have enhanced their sense of ownership and responsibility as well as obtained the practical knowledge and know-how of planning and implementation of community-led livelihood improvement.

Despite the close communication and coordination among the Project stakeholders, the detailed discussions regarding the direction of the Project and the frequent review and monitoring about the indicators in the PDM seemed to be very limited. This led to the fact many unspecified and unmeasurable indicators remained in the current PDM. Also, the accumulated experiences and lessons from the Project in the aspect of capacity development of LGs in the conflict affected areas have yet to be fully analysed and shared among the Project stakeholders.

Implementation structure

The Project established the Joint Coordinating Committee (JCC) chaired by the Permanent Secretary (PS) of the MoLG based on the R/D. The PS was appointed as the Project Director while the Assistant Commissioner of the Department of District Administration was appointed as the Project Coordinator. The Project has organized JCC meetings once a year as per the R/D. Most of C/Ps and the Japanese Experts have noted that they have shared the progress of activities and issues, reviewed/revised the PDM and approved annual work plans, Monitoring Sheets used for project monitoring and the revised PDM at the JCC meetings. Several C/Ps and the Japanese Experts opined that the JCC has also worked well as a platform to discuss some issues the LGs faced among the C/Ps of CG, the CAOs and the Japanese Experts.

The Project has formed Technical Working Groups (TWGs) in Acholi and West Nile Sub-regions respectively. For the initial two years, the TWG meeting has been held twice a year in respective Sub-region. Since 2018, it has been held once a year before the JCC meeting. Most of the C/Ps and the Japanese Experts pointed out that the TWG meetings have provided good opportunities for the participants such as the District Planners and the DCDOs to not only share the progress of Project's activities but also discuss challenges at the DLG and LLG levels. According to several C/Ps of DLGs interviewed, the TWG was very effective in discussing the concerned issues and the countermeasures regarding the Project's activities and other related activities of LGs among the DLGs as well as with the CG. Some C/Ps of CG appreciated TWG meetings with monitoring field visits have worked well to promote the common understanding of the Project and coordination among its stakeholders. A few people noted that JCC has been worked as sharing and confirming the progress of activities rather than discussing the challenges and necessary action to be taken. They also mentioned that there was room for further improvement in terms of the frequency of meetings and level of participation of C/Ps.

Monitoring

The Project has monitored the progress of activities by the following means: 1) JCC meetings; 2) TWG meetings; 3) Monitoring Sheets prepared by the C/Ps and the Japanese Experts every six months; 4) monitoring field visits at the time of TWG meetings; 5) others such as the field visits, the meetings, the workshops and the training programmes, and 6) budgetary conferences and other events organized by the LGs and/or CG. Most of the Project's stakeholders indicated that these monitoring means were appropriate to confirm the progress of activities.

Communication and coordination among Project stakeholders

Most of the C/Ps and the Japanese Experts stated that they have closely and effectively communicated and coordinated with one another although many C/Ps from different organizations were involved in the Project. The West Nile Planners' Forum has served to facilitate communication and coordination among the District Planners. In Acholi, the District Planners have communicated and coordinate one another through the SNS, "WhatsApp" of "the Acholi Regional Planners Fora." The DCDOs in Acholi Sub-region have also used WhatsApp to exchange various information. In Zombo District of West Nile Sub-region, the CDO interviewed indicated that he has often consulted with the DCDO about the Project's activities through the SNS.

Some Japanese Experts felt that it was not so easy to hold internal meetings frequently because the target area was too large, which made them hectic.

Sharing of knowledge and expertise and technical transfer

All C/Ps interviewed that their overall capacity related to planning and implementation of community livelihood Pilot Projects has been greatly strengthened. At the time of the Terminal Evaluation, most of the C/Ps interviewed highly appreciated the ways of technical transfer and guidance from the Japanese Expert Team. In addition, they noted that the planning tools and methods were user-friendly and practical, which enabled the LLGs to implement the bottom-up and evidence-based planning. Furthermore, they emphasized that the four steps of OJT with the various tools for implementation of community livelihood improvement were also comprehensive and systematic procedures, which enabled the CDOs to identify and mobilize community groups easier than before. With regard to the training in Japan, the participants obtained practical knowledge and good practices about the service delivery by LGs in Japan, the community participation and others.

Ownership of the C/Ps

Overall, the C/Ps have been actively involved in the Project activities with a sense of ownership. At the initial stage of the Project, the level of ownership of C/Ps towards the planning and CLD activities seemed to be different from one LG to another. As many C/Ps pointed out, the Project has promoted the active participation of C/Ps in all the processes of preparation and implementation of activities, which contribute to enhancing their sense of ownership and responsibilities. Once most of C/Ps have been highly aware of the importance and necessity of planning tools and practices as well as implementation of community-led livelihood, some

of them have internalized these initiatives in their routine work. Enhancing ownership and individual capacity of C/Ps have contributed to attaining remarkable institutionalization of the Project's effects such as development of the CLIC Manual and revision of the LGDP Guidelines and the DDEG Guidelines.

4. Results of Evaluation with Five Evaluation Criteria

The Team assessed the Project based on the five evaluation criteria of relevance, efficiency, effectiveness, impact, and sustainability on a five-level scale wherein 1=low, 2=moderately low, 3=medium, 4=moderately high, and 5=high.

4.1 Relevance: High

(1) Consistency with the policies of the Government of Uganda and the Government of Japan

The Project is consistent with the Second National Development Plan (2015/16—2019/20) which emphasizes improvement of the decentralization system and the functionality of LGs for effective service delivery. The Project is also consistent with the Peace, Recovery and Development Plan (PRDP) 3 (2015/16—2019/20) focusing on service delivery and socio-economic outcomes.

The Project is in line with Japan's Country Development Cooperation Policy for Republic of Uganda (2017) and the Official Development Assistance Rolling Plan of Japan for Republic of Uganda (2018). According to the policy and the plan, "stabilizing the society in Northern Uganda" is one of the four priority areas for assistance. The Project is also under the JICA's Reconstruction Assistance Programme in Northern Uganda (REAP) Phase 2 (2016—2021). Moreover, the Project is in line with one of the priority areas for JICA's peacebuilding support which focuses local governance support for realization of a trust-building between Local Governments and the people in the conflict affected areas. Thus, the Project is consistent with these Japanese aid policies. The Project has been fully utilizing the planning methods and tools as well as the implementation tools for community livelihood developed by the A-CAP and incorporating lessons and experiences of the A-CAP to sustain and expand its effects.

(2) Consistency with the needs of Local Governments

Given the fact that the LGs in Northern Uganda could not delivery service effectively and efficiently to the population because of more than 20 years insurgency, the capacity development of LGs including DLGs and LLGs was an urgent issue. At the time of the Terminal Evaluation, effective and efficient service delivery was still a main issue in Acholi and West Nile Sub-regions in Northern Uganda in the context of decentralization. Therefore, the Project meets the needs of the LGs in Acholi and West Nile sub-regions to strengthen their capacity for improving the service delivery.

(3) Appropriateness of project approach

Except for the JCC, the Project has formed the TWGs respectively in Acholi and West Nile Sub-regions to discuss the progress of Project's activities, issues which the DLGs and the LLGs and possible countermeasures. These TWGs have served as the platform for discussing and sharing experiences and lessons learned, which contributed to stimulating a competitive spirit among the C/Ps and to enhancing the sense of their ownership and responsibility. The Project has closely coordinated and cooperated with the MoLG, the OPM and the NPA from the initial stage of the Project. This enabled the C/Ps of these CG organizations to deepen the understanding of initiatives of the Project and the issues which the C/Ps of LGs

have faced at the site, and to take necessary actions at the policy level.

The Project has focused on encouraging the C/Ps including officials at central, District and local levels to participate in all the processes of implementation of its activities and take initiative through the technical transfer and support from the Japanese Expert Team. This approach was very appropriate for enabling them to increase their ownership and to institutionalize and internalize the effects of the Project. The Project has also adopted the similar approach during the implementation of community-led livelihood improvement activities in the Pilot Project by facilitating the community groups to get involved in all the processes of selection, preparation and implementation of Pilot Projects. In addition, the Memorandum of Understanding (MOU) which stipulates the roles and responsibilities of the stakeholders was signed among the community group, the Sub-county and JICA as well as the DLG as the witness. This has been adopted since the A-CAP. These approaches in the Pilot Project were consistent with the government's CLD approach and also appropriate with regard to nourishing their ownership and empowering them to carry out the livelihood improvement activities although it often took time in such approaches. Furthermore, these approaches were effective in enhancing the transparency and fairness of service delivery by DLGs and LLGs.

(4) Appropriateness of the provision of assistance in the development phase in the conflict affected areas of the country

The timing of the commencement of the Project was very appropriate because the PRDP 3 (2015/16—2019/20) which is a strategic framework for development of Northern Uganda also commenced. Particularly, the PRDP 3 has given more focus on service delivery and socio-economic outcomes for reducing gaps in income and poverty levels between the North and the rest of Uganda. It has also emphasized the livelihood improvement in its framework. Strengthening the capacity of LGs in the Project to make a plan in a bottom-up approach and implement the community-led livelihood improvement activities is greatly consistent with the strategic direction of PRDP 3. Moreover, when the Project commenced in June 2016, the increasing influx of refugees from South Sudan was one of the serious issues for the GOU, particularly for the LGs in northern Uganda. Under such circumstances, strengthening of LGs in West Nile and Acholi Sub-regions matched their needs as well as the felt needs of GOU. In this regard, the timing of the implementation of the Project was significantly appropriate.

The target area of the Project was also appropriate because of not only the PRDP 3 but also the fact that no other Development Partners has provided technical support for the entire LLGs of Acholi and West Nile Sub-regions in the area of capacity development of LGs. Furthermore, in the aspect of institutional capacity development of LLGs for planning and implementation community development activities, it was appropriate to target all LLGs in 19 DLGs of two Sub-regions in an equal manner. Selecting some Districts in the respective Sub-region will make it difficult to roll out the Project's effects to other Districts in the future. Targeting the two Sub-regions was valid because they could share and compare the progress of the intervention in the different settings and stimulate sort of competition between them for better outputs.

The primary target groups for capacity development of LGs in the Project include: 1) District Planners and

DCDOs of DLG; 2) Sub-chiefs and CDOs at Sub-county level and 3) Parish Chiefs. Selection of these target groups was feasible because the capacity area which need to be improved was bottom-up planning as well as implementation of community development activities. The target groups for Pilot Projects were selected from two existing community groups in each Sub-county by considering the inclusiveness of vulnerable people. This was also appropriate and feasible to meet the demands of vulnerable community people by enhancing their livelihood and to provide learning opportunities for the DLGs and the LLGs from the Pilot Projects during the limited time of implementation of the Project.

4.2 Effectiveness: Moderately High

Effects of the Project

The Project has brought about the following five significant effects:

1. The Project has mainstreamed the bottom-up and evidence-based planning by using practical planning tools into LLGs, i.e., Sub-county/Town Council and Parish levels. More specifically, the active involvement of C/Ps of DLGs and LLGs in the process of Project's activities has gradually stimulated the change of their mindset and enabled them to acquire the knowledge and skills regarding the bottom-up and evidence-based planning process and methods.
2. Not only individual but also organizational and institutional capacity has been strengthened in the above area. Most of the DLGs in West Nile and Acholi Sub-regions have internalized the effects of these planning practices and taken initiatives in providing clear guidance and more support to enable the LLGs to duly implement them.
3. The Project has strengthened the capacity of CDOs through a series of training, OJT and workshops to select the target community groups and facilitate the implementation of community livelihood activities in a more transparent and fair manner.
4. The Pilot Projects have enhanced the sense of ownership and responsibility among the community group members and directly contributed to enhancing their livelihood. Also, it has brought about the social effects including sending their children to schools and purchasing medicines when their family members are sick. Furthermore, it has helped enhance their self-confidence and empower them to seek for further improvement. In addition, it has promoted to build good relationships between CDOs and community members because the frequent consultation and interaction have been in place.
5. The Project has facilitated the C/Ps of CG as well as LGs to institutionalize the effects of the Project by developing the CLIC Operational Manual, revising the LGDP Guidelines and the DDEG Budget and Implementation Guidelines although these activities were not included in the PDM.

Degree of the achievement of the Project Purpose

The Team was unable to assess the exact extent of achievement of the Project Purpose because three Indicators of the Project Purpose in the PDM have some drawbacks. However, the substantial purpose of

developing capacity of LGs or planning and implementation of community development has been on track.

Contribution of Outputs

It is fair to say that the achievement of all the three Outputs is likely to contribute to the attainment of the Project Purpose although all of them have yet to be fully achieved at the time of the Terminal Evaluation. As previously described, the support for development of CLIC Operation Manual, revision of LGDP Guidelines and revision of the DDEG Guidelines was not stated in the PDM. At the planning stage of the Project, institutionalization of the Project's effects was not considered as its scope. However, the C/Ps and the Japanese Experts have immediately recognized after the Project commenced that institutionalization of the Project's effects was key to strengthening institutional capacity of LGs and ensuring the sustainability. At the time of the Mid-Term Review, various recommendations for each stakeholder were made. To implement these recommendations, the road map including these activities was also discussed and agreed among the Project stakeholders. Given the above, the Output for institutionalization of bottom-up and evidence-based planning and community-led approach such as development of CLIC Operational Manual, revision of LGDP Guidelines and revision of DDED Guidelines should have been included in the PDM to contribute to attaining the achievement of the Project Purpose.

Influence of Important Assumptions from the Outputs to the Project Purpose

One Important Assumptions were set from the Outputs to the Project Purpose, i.e., "1. District and sub-county officers are not transferred on a vast scale". During the implementation of the Project, the frequent transfer of CAOs has taken place. Also, both the recruitment and the transfer of CDOs have occurred particularly in FY 2019/20 in accordance with the government's administrative reforms which started since 2016. This Important Assumption influenced the efficiency of the Project to some extent but not seriously affected the achievement of the Project Purpose.

4.3 Efficiency: Moderately High

Inputs from the both sides

Most of the inputs from both the Ugandan and the Japanese sides were provided as scheduled. Particularly, the motorcycles provided by the Japanese sides have helped enhancing the mobility of CDOs, which led to the smooth implementation of field activities of the Project. The Project has targeted 16 DLGs in Acholi and West Nile Sub-regions at its commencement. The number of the target DLGs has increased to 19 DLGs by the time of the Terminal Evaluation because of the increase in newly established DLGs. However, this has not affected the implementation of the Output 1 and the Output 2 because the number of the target LLGs was the same as before. For the Output 3, it was decided that the Pilot Projects were not undertaken in the newly established DLGs because the DCDOs of new DLGs were less likely to provide necessary guidance and backstopping for the CDOs who were in charge of the Pilot Projects.

As for the activities under the Output 1 and 2, the original Plan of Operation (PO) was designed to focus on activities of West Nile under the Output 1 for the entire Project period. That was because it was the first time to target West Nile Sub-region while the A-CAP had been already implemented in some of the DLGs of

Acholi. The DLGs and the LLGs of Acholi were expected to be able to keep applying what they learned from the A-CAP. The PO was revised to spend more balanced time to follow-up both Sub-regions from the second year of the Project. However, the findings of the Baseline Survey revealed the low usage of planning tools in Acholi Sub-region. The frequency of transfer of CAOs during the first half of the Project also affected the efficiency of the Project to some extent because their commitment and guidance were necessary for DLGs to promote the bottom-up and evidence-based planning. Overall, the Project has undertaken its activities less smoothly during the above period, which to some extent affected the achievement of Output 2.

Regarding the Output 3, the Project was originally supposed to review and improve the MoLG's CDD Programme under the Output 3. However, this programme was integrated into the DDEG just before the commencement of the Project. Thus, the Japanese Expert Team was forced to reconsider the approach and activities of the Output 3 at the initial stage of the Project.

At the time of the Mid-Term Review, the Japanese Expert Team and the C/Ps discussed the low rate of usage of planning tools in Acholi Sub-region and possible countermeasures. It was decided that one official of MoLG was additionally assigned as the C/P of the Japanese Planning Expert. According to the District Planners interviewed at the time of the Terminal Evaluation, the objective findings of the Baseline Survey made most of C/Ps in Acholi Sub-region take it seriously and stimulated their motivation and competitive spirit for further improvement. Some of the individual performance of C/Ps of District Planners have been improved, which took the lead in providing guidance and supervision to the LLGs. In other words, the Baseline Survey was one of the contributing factors for enhancing the efficiency of the Project.

As for the inputs from the Japanese side, some of the Japanese Experts interviewed felt that the scope of work of Experts was too large to have internal meetings regularly. Others also pointed out the workload of both coordination among many stakeholders and procurement for equipment and inputs for the Pilot Projects was huge in this Project. A few of the C/Ps interviewed said that more Experts should have been assigned or the Experts should have been stayed longer to interact and share their knowledge with C/Ps more frequently to increase C/Ps' capacity.

During the latter half of the Project, most of the activities have been implemented more smoothly, and much progress has been observed in both Sub-regions. Especially with regard to the Output 1 and 2, most of the C/Ps of the DLGs in both Sub-regions have been more actively involved in the Project with the strong commitment after recognizing the room for improvement based on the findings of the Baseline Survey and receiving the technical guidance and support from the Japanese Expert Team and the C/Ps of the CG. Concerning the Output 3, the position as Assistant CDO was abolished. To fulfil the staffing gaps, CDOs and Parish Chiefs are recruited and deployed particularly in the final year of the Project. During the same period, some groups in the Pilot Projects have faced the issues of trouble among its members. In the worst case, several group members sold their oxen without permission. The Japanese Expert Team has considered that this has resulted from the inadequate follow-up on the Pilot Projects by the newly deployed CDO and the Sub-county Chief to some extent. The Project requested the DCDO and the CDO concerned to take necessary

actions and follow-up. Sometimes, the Project staff members had to conduct follow-ups in the cases where CDOs had not taken timely action to deal with issues which groups faced.

Degree of the achievement of the Outputs

The degree of the achievement of the Outputs varies among the three Outputs. Output 1 has been almost achieved. Output 2 has not been achieved. Output 3 has been on track.

Influence of Important Assumptions from the Activities to the Outputs

Two Important Assumptions were set from the Activities to the Outputs, i.e., “Conflicts and wars do not happen on a regional scale” and “Severe disasters do not happen in the region.” These Important Assumptions did not affect the implementation of the Project. Other external factor such as the influx of refugees in West Nile did not seriously affect the implementation of the Project. However, according to the C/Ps of DLGs and LLGs, in some cases, various Development Partners’ intervention in different aid modalities in both Acholi and West Nile Sub-regions adversely affected the community participation in the planning meeting and also bottom-up and evidence-based planning procedures because the community people expect to receive some incentives. Also, the workload of CDOs in Sub-county which has refugee hosting communities has dramatically increased, which forced them to omit the inventory survey and conduct prioritization in the bottom-up planning cycle. For the community-led livelihood improvement, the similar issue was reported by the Sub-county which has refuge hosting communities.

Influence of Pre-Conditions

As the Pre-Conditions of the PDM, " Adequate local human resources are available to undertake project activities" was set. Such Pre-Conditions were met.

4.4 Impact (Prospect): Many positive impacts have emerged.

Prospects for the achievement of the Overall Goal

The Team did not prospect the achievement of the Overall Goal because of neither a benchmark nor a target value of the Indicators.

Influence of Important Assumptions from the Project Purpose to the Overall Goal

Two Important Assumptions from the Project Purpose to the Overall Goal including “the CG allocates adequate financial and human resources to the DLGs in Acholi and West Nile Sub-regions” and “donors continuously commit to support Acholi and West Nile Sub-regions” were set in the PDM. As for staffing of LGs, recruitment of in particular CDOs, Sub-county Chiefs and Parish Chiefs has occurred, but still not adequately. Regarding the budgeting, the CG will allow LLGs to allocate the DDEG to prioritized development activities more discretionally than before. This might affect the sustainability of the Project not only positively but also less positively.

Ripple effects

The following positive impacts have already emerged:

Dissemination and institutionalization of the Project's effects at the non-target District and the national levels

1. The former Deputy CAO of Arua DLG who participated in the first training in Japan under the Project was transferred to the CAO of Kodito DLG. Based on the action plan prepared during the above training, he has applied the bottom-up and evidence-based planning to Kodito District in Karamoja Sub-region. At the national conference for District Planners and Chief Financial Officers of all DLGs which was chaired by the Permanent Secretary (PS) of the MoLG in August 2018, the Japanese Planning Expert made a presentation on “practical tools for participatory and accountable planning process-bottom-up and evidence-based prioritization for High Level Government/LLG development planning and budgeting”. In addition, the District Planner of Kodito shared experiences of using planning tools with the participants. At the end of the conference, the PS of the MoLG clearly mentioned to promote the usage of planning tools developed by the Project for the entire country.

Applying the effects of the Project to other programmes

2. Some of the CDOs have started to apply the tools and forms for community livelihood improvement developed by the Project to other government's programmes. According to the results of the Endline Survey, 6 out of 22 CDOs (27%) used them for Youth Livelihood Programme and 5 CDOs (23.8%) for Uganda Women Entrepreneurship Programme.
3. The District Planners of Aura, Koboko, Moyo and Obongi in West Nile Sub-region have allocated the fund for refugee hosting communities financed by the Development Partners such as the Uganda Development Response to Displacement Impact Project financed by the World Bank to the unfunded projects identified by using the planning tools and forms of the Project.

Recognition of the Project's effects by and cooperation with the government and the Development Partners

4. The Project, in coordination with the UNDP, facilitated the DLGs in Arua, Yumbe and Moyo to conduct the orientation and training programmes in February and March 2019 with the Government of Japan's supplementary budget through the UNDP. More than 700 people from DLGs and LLGs participated in these programmes.
5. Both the GOU and the Development Partners have widely recognized the importance of improvement of planning at LGs and established a sub-group for LGs' planning under the Comprehensive Refugee Response Framework under the leadership of OPM in October 2019. JICA and GIZ co-chaired this sub-group.

Sharing experiences of strengthening the capacity of LGs as refugee-hosting District

6. JICA and UNDP organized the Uganda Solidarity Summit on Refugee side event on “Enhancing development approaches for resilience and self-reliance of refugees and host communities: strengthening the capacity of LGs in Uganda” on June 22, 2017. At this event, the CAO of Yumbe District in West Nile, i.e., the C/P of the Project made a presentation about on-going efforts for integrating District planning of

refugees and host communities and issues for service delivery.

7. The CAO of Zombo District in West Nile, i.e., the C/P of the Project shared the Project's experiences and issues for strengthening capacity of LGs in the conflict-affected areas by his presentation at the 7th Tokyo International Conference on African Development (TICAD 7) JICA Side Event on August 30, 2019.

Impacts of the Pilot Project on community groups

8. The Pilot Project has generated many positive impacts on community group members. Particularly, the economic impacts such as increasing income and saving more money have greatly contributed to the improvement of their livelihood and food security.

4.5 Sustainability (Prospect): Moderately High

Policy aspect: High

The capacity enhancement of LGs is highly likely to continue as a priority policy of the governance sector in Uganda. Furthermore, the GOU has focused on fulfilling the gap of development between the North and the rest of Uganda by strengthening the capacity of LGs, which will contribute to poverty reduction and stabilization of society. As for livelihood improvement projects, focus has been given to group-based activities, which help sustain the Project's effects. Such a policy is likely to be sustained even after the completion of the Project.

The Project has contributed significantly to establishing the policy framework for the bottom-up and evidence-based planning and the community-led livelihood improvement by facilitating C/Ps to prepare three documents: 1) DDEG CLIC Operational Manual for LG and Communities; 2) the revised LGDP Guidelines; and 3) the revised DDEG Budget Guidelines. These policies are expected to be sustained after the completion of the Project, which will contribute to ensure the sustainability of the Project.

Organizational aspect: Medium

The frequent transfer of CAOs is likely to occur continuously after the completion of the Project. It is necessary for the District Planners and DCDOs to explain the Project's effects to newly deployed CAOs and to keep institutionalizing them in their organizations.

The transfer of officials will also occur at the DLG and LLG levels in the future. However, it may often take place within the District. Thus, they are highly likely to keep applying the knowledge and know-how acquired in the Project into practice.

As part of the reform of LGs, the position as Assistant CDO was abolished. To fulfil the staffing gaps, the CDOs as well as Parish Chiefs are recruited and deployed. By the time of the Terminal Evaluation, 31 out of 69 CDOs in total (45%) who were responsible for the Pilot Projects have been already transferred. In the case of Acholi, 20 out of 31 CDOs (65%) have left the Pilot Project, which was higher than that of West Nile

(28%). This clearly indicated such recruitment is likely to affect the sustainability of the Project. Furthermore, the workload of CDOs is likely to increase substantially because of abolishment of ACDOs and increased their roles and responsibilities as planners. In principle, CDOs played key roles in planning and implementing community-led activities at Sub-county level. Their roles of administration and planning are expected to increase because the CG will allow the LLGs to allocate DDEG more discretionally than before. Because of this, District Planners and DCDOs need to provide more guidance and monitor the performance of LLGs.

The new Districts will be continuously formed, which will require sharing experiences from the DLGs in two Sub-regions and providing guidance from the MoLG.

Institutional aspect: Moderately High

The C/Ps of the CG have already taken the lead in institutionalizing the Project's effects by development of the CLIC Operational Manual, revision of the LGDP Guidelines and revision of DDEG Guidelines. Furthermore, the DLGs and the LLGs have started to internalize and institutionalize the Project's effects as follows:

- 1) increasing the guidance and monitoring from the DLGs to the LLGs;
- 2) allocation and increasing budget for planning activities;
- 3) incorporating provision of the feedback to the lower level into the performance contract with the Sub-county Chiefs, CDOs and Parish Chiefs; and
- 4) applying the tools and methods of the Pilot Projects into other government programmes.

Several issues still remained at the time of the Terminal Evaluation to sustain the Project's effects in the institutional aspect. They include:

- Improvement of feedback mechanisms and monitoring in the planning cycle
- Mainstreaming outputs generated by planning tools into the sectoral departments of DLGs
- Constant monitoring and follow-up by both CDOs and DCDOs for issues of group dynamics in the Pilot Projects
- Taking over overall management, handbooks, tools and forms of Pilot Projects from the predecessor in case of personnel transfer of CDOs
- Sharing lessons learned and issues among DLGs in Acholi and West Nile Sub-regions
- Consultation and sharing lessons learned and issues between the CG and the DLGs

Financial aspect: Moderately High

Generally, LLGs have faced inadequate budget for development activities, which made it difficult for them to fully meet various demands from the people at village levels. However, the MoLG allowed LLGs more flexibility to allocate the budget from the DDEG to prioritize development activities. In this respect, LLGs can allocate 10% of DDEG for planning and monitoring activities. This is the positive sign of decentralization for LLGs. On the other hand, this may affect the sustainability of the community led development activities. Previously, the LLGs need to allocate 30% of DDEG to livelihood improvement activities. Now on, the LLGs can allocate 90% of DDEG to prioritized development activities such as community infrastructure

development projects more discretionally.

Technical aspect: High

The Project has strengthened the individual capacities for the C/Ps of the DLGs and the LLGs in Acholi and West Nile Sub-regions through various training, workshops, OJT programmes and technical transfer from the Japanese Expert Team. Moreover, most of them have been highly aware of importance and necessity of planning and the community-led approach for implementation of livelihood improvement projects. They have also recognized the effectiveness of planning tools and forms of community livelihood activities, and already taken initiatives in internalizing the Project's effects. Such awareness raising and attitude as well as behavior changes among respective C/Ps will help ensure sustainability of the Project in the technical aspect.

5. Recommendations and Lessons Learnt

5.1 Recommendations to be implemented during the Project period

5.1.1 Recommendations to be implemented during the Project period

For the Project;

(1) Reviewing and modifying the Indicators of the Overall Goal

To share the common understanding among C/Ps and the Japanese Expert Team taking into account the clear future direction of the Project, it is recommendable to review and modify the Indicators of the Overall Goal, if necessary and set additional indicators. It is also important to set the appropriate indicators to measure the achievement of the Overall Goal objectively during the Ex-Post Evaluation.

(2) Compiling and sharing experiences and lessons in the peacebuilding aspect of capacity development of LGs in the conflict affected areas

At the time of the Terminal Evaluation, the Project highly generated many effects and even impacts, in the aspect of peacebuilding. However, the accumulated experiences and lessons obtained from the Project in the aspect of peacebuilding have yet to be fully analysed and shared among the Project stakeholders. Thus, it is recommended that the Project compiles and shares the experiences and lessons in the aspect of peacebuilding acquired through implementation of the Project in the conflict affected areas.

For DLGs in relation to Output 1 & 2;

(3) Keep providing guidance and follow-up on the planning process requirement to LLGs

The planning tools and formats developed by the Project have been largely recognized and used by LLGs across the two Sub-regions. Thus, DLGs need to keep providing clear guidance and following up on the planning process requirements to ensure that all LLGs allocate adequate budgets for planning and fully utilize outputs generated by using the tools for planning and budgeting.

(4) Re-emphasizing the importance of feedback to lower levels

DLGs should mainstream bottom-up and evidence-based planning procedures and use evidence-based planning outputs, in particular, scored unfunded development priorities forwarded by LLGs. The results of the Endline Survey revealed that provision of feedback to lower levels still remained a key issue. Therefore, DLGs are strongly advised to re-emphasize the importance of feedback to lower levels for accountability purpose and take strategic countermeasures for both DLG and LLGs to improve and institutionalize a feedback mechanism in the planning cycle.

For DCDOs in relation to Output 3;

(5) Disseminating “the Handbook for CDOs to Facilitate Group-based Livelihood Activities”

The Project is expected to develop the “Handbook for CDOs to Facilitate Group-based Livelihood Activities (tentative title)” by the end of the Project. Thus, it is strongly recommended that DCDOs disseminate this handbook including procedures, tools and forms in particular, at the quarterly meetings. JICA Expert Team can be invited as resource persons.

(6) Strengthening supervision and monitoring of LLGs for Pilot Projects of community-led livelihood

The progress of each Pilot Project of community-led livelihood might differ from one to another. Therefore, it is strongly recommended that DCDOs in the 2 Sub-regions, in particular those in Acholi Sub-region strengthen their supervision and monitoring of the LLGs.

(7) Ensuring proper hand over and orientation of personnel transferred or newly deployed CDOs

Personnel transfer and/or deployment of newly recruited CDOs take place in the two Sub-regions. DCDOs need to ensure taking over overall management, the handbook and tools and forms of Pilot Projects, and provide orientation in case of personnel transfer and/or deployment of newly recruited CDOs.

For LLGs in relation to Output 3;

(8) LLGs (Pilot Project Sub-counties) respecting MOU of the Pilot Projects

As the Pilot Project Sub-counties are co-signers of the MOU, those Sub-counties are urged to follow the MOU, in particular their responsibilities described in the MOU.

5.1.2 Recommendations to be implemented after the Project period

For Central Government (CG);

(1) Holding consultation meetings with DLGs in Acholi and West Nile Sub-regions

It is strongly recommended that MoLG, NPA and OPM conduct joint consultation meetings as well as monitoring on planning tool utilization and implementation of community livelihood activities with DLGs in Acholi and West Nile Sub-regions respectively to ensure the sustainability of the Project outcomes.

(2) Rolling out planning tools and operationalizing the CLIC Operational Manual

The CG (NPA, MoLG and OPM) needs to roll out planning tools to all LGs and operationalize the CLIC Operational Manual, and share experiences and lessons learned from the Project with other DLGs in collaboration with the DLGs in Acholi and West Nile Sub-regions.

For DLG;

(3) Continue to institutionalize the Project outcomes in planning cycle

To ensure the sustainability of the Project outcomes, the DLGs in Acholi and West Nile Sub-regions need to continue the bottom-up and evidence-based planning by focusing on the improvement of feedback mechanism in the planning cycle.

(4) Conduct to monitor LLG activities in planning and implementation of community development regularly to ensure sustainability of Project outcomes

The DLGs in Acholi and West Nile Sub-regions should keep conducting monitoring of planning and implementation of community development regularly and providing necessary guidance to Sub-Counties/Town Councils to sustain the Project outcomes.

(5) Continue to share experiences from the Project among DLGs in Acholi and West Nile Sub-Regions

It is highly recommended that the DLGs in Acholi and West Nile Sub-regions continue to share experiences and lessons learned from the Project. Moreover, the DLGs in the two Sub-regions need to keep coordinating one another to discuss issues and countermeasures of planning and implementation of community-led livelihood improvement projects.

5.2 Lessons Learned from the Project

1. Active participation of C/P in every step is effective in strengthening individual and institutional capacity, which contributes to enhancing sustainability of a Project

The Project has encouraged the C/Ps of DLGs and LLGs to participate in the process of Project's activities. This gradually stimulated the change of their mindset and enabled them to acquire the knowledge and skills regarding the bottom-up and evidence-based planning and the community-led livelihood improvement activities. Furthermore, this approach has accelerated institutionalization of the Project's effects at the levels of the LGs, and the CG, which contributes to enhancing the sustainability of the Project.

2. Active participation of community group can generate synergy effects.

The Project has focused on the involvement of community group members in each stage of process of the Pilot Project through a series of OJT sessions by using tools and forms. This approach is effective in generating synergy effects such as increasing a sense of ownership and responsibility among them and enhancing their livelihood. It may also contribute to secure sustainability of the Pilot Project.

3. Examining the framework of a project periodically with indicators is key to have common understanding about a direction of the project.

Although the Project has reviewed and revised its PDM twice, the detailed discussions regarding the direction of the Project seemed to be limited, which led to the fact many unspecified and unmeasurable indicators remained in the current PDM. It is difficult to determine the framework steadily at the time of project formulation, especially when a project aims at institutional building in transition phase in conflict-prone setting. Thus, examining the framework of the project periodically with indicators is necessary and important to have common understanding about direction of the project among stakeholders based on the reality and its progress.

4. Importance regarding inclusiveness in conflict-prone environment is that vulnerable and/or disadvantaged people must not be left out from community activities as well as participatory planning.

The appropriate approach to promote inclusiveness varies by context. It may not be always appropriate to provide special benefit to EVIs or particular vulnerable group but each project in conflict-prone situation needs to take appropriate approach to make sure no one left behind. In this regard, the Project has focused on involvement of socially vulnerable people in both planning and implementation of community-led livelihood Pilot Projects, which helped to engage these people in various community activities they can do. Thus, importance regarding inclusiveness in conflict-prone environment is that vulnerable and/or

disadvantaged people must not be left out from community activities as well as participatory planning.

5. Implementation of a well-designed baseline survey is necessary and effective to grasp actual situations and issues, as well as to measure achievement brought by a project precisely

The Project conducted the Baseline Survey for usage of planning tools, which greatly contributed to grasping actual situations objectively and issues to be tackled among the C/Ps and the Japanese Expert Team. The findings of the Baseline Survey also encouraged the C/Ps to accelerate implementing and institutionalizing the usage of planning tools and formats. On the other hand, the evaluation could have been much more effectively done if this Baseline Survey was properly designed to provide relevant data of perception of stakeholders that can serve as the basis for PDM indicators and evaluation. Thus, implementation of a well-designed baseline survey is necessary and effective to grasp actual situations and issues, as well as to measure achievement brought by a project.

6. Evidence-based planning attracts funding.

During the implementation of the Project, some of C/Ps of DLGs have allocated the fund for refugee hosting communities financed by the Development Partners to the unfunded projects identified by using the planning tools and forms of the Project. From the perspectives of the Development Partners, it is important and necessary to allocate their fund to prioritized development activities of LGs based on the evidence-based planning for ensuring the accountability of their support. Considering the above, evidence-based planning attracts funding.

=END=

ANNEXES

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ANNEX 1: Project Design Matrix (PDM)

Project Title : Project for Capacity Development of Local Government for Strengthening Community Resilience in Acholi and West Nile Sub-Regions

Implementing Agency: Ministry of Local Government (MoLG) and all District Local Governments in Acholi and West Nile Sub-Regions

Period of Project: 4 years (June 2016- June 2020)

Target Group: People in Acholi and West Nile Sub-Regions

Direct Beneficiaries: District officers, Sub-County officers, and selected communities in Acholi and West Nile Sub-Regions

Version 3

Dated: October, 2018

Narrative Summary		Objectively Verifiable Indicators	Means of Verification	Important Assumption
Overall Goal				
Trust between the local government and community, among communities are strengthened in the region		<p>a. People in communities where the Project is implemented realize that planning of development plan by local governments benefit communities.</p> <p>b. People in communities where the Project is implemented feels cohesion with other community members.</p> <p>c. Social and psychological impacts of the armed conflict decrease in Acholi.</p> <p>d. Discontent among local population towards refugees is decreased in the target districts in West Nile.</p>	<p>a. Interview with people in communities, District and Sub-county officers, PDC (Parish Development Committee) members and LC1 chairpersons</p> <p>b. Follow up assessments by the Project, hearings from the local government officers</p> <p>c. TWG meeting minutes, Reports from the districts, Project reports, hearings from the local government officers and training participants</p>	<p>1. Political and security tensions which may divide community do not rise in the region.</p> <p>2. Local governments improve accountability in service delivery.</p>
Project Purpose				
Capacity of local government for planning and implementation of inclusive and accountable community development in Acholi and West Nile Sub-Regions is strengthened.		<p>a. More than 60 per cent of the LC1 chairpersons interviewed recognize that Local Governments' planning process and implementation of development projects are more inclusive and accountable than before.</p> <p>b. Level of recognition of core project counterparts of the District Local Governments (CAOs, District Planners, DCDOs) and Lower Local Governments (Sub-County Chiefs/Town Clerks, CDOs) has increased as to the importance of accountability and inclusiveness in planning and implementation, in comparison to the one at the commencement of the Project.</p> <p>c. Level of recognition of core project counterparts of the District Local Governments (CAOs, District Planners, DCDOs) and Lower Local Governments (Sub-County Chiefs/Town Clerks, CDOs) has increased as to the improvement of their capacity in planning and implementation of community development activities.</p>	<p>a. Interview with LC1 chairpersons</p> <p>b. Interview with CAOs, District Planners, DCDOs, Sub-county Chiefs and CDOs</p>	<p>1. The Central Government allocates adequate financial and human resources to the District Local Governments in Acholi and West Nile Sub-Regions.</p> <p>2. Donors continuously commit to support Acholi and West Nile Sub-Regions.</p>
Outputs				
1	Utilization of planning tools is promoted in all districts in West Nile Sub-Region.	<p>1-a. Problems of the flow and mechanism of planning and way forward are identified in West Nile sub-region.</p> <p>1-b. Sub-county Chiefs/Town Clerks and CDOs of all LLGs receive training related to planning.</p> <p>1-c. More than 75 per cent of sub-counties in the 9 districts use the planning tools introduced by the Project (Inventory Sheet, Selection Criteria and Monitoring Sheet) by July 2019.</p> <p>1-d. More than 60 per cent of LC2 chairpersons realize that feedback from Local Governments is improved compared to before the Project started.</p> <p>1-e. District and LLG development plans and/or annual work plans are informed by the outputs produced by utilizing the planning tools.</p>	<p>1-a: Project reports, Reports of experts</p> <p>1-b: Training reports, Follow-up assessments by the Project, Hearings from training participants</p> <p>1-c: Inventory Sheets, Results of the selection, Monitoring sheets, TWG meeting minutes</p> <p>1-d: Interview with District Planners, DCDOs, Sub-county chiefs, Sub-county CDOs and LC2 chairpersons.</p> <p>1-e: District and sub-county development plans</p>	1. District and sub-county officers are not transferred on a vast scale.
2	Utilization of planning tools is sustained in all districts in Acholi Sub-Region.	<p>2-a. Current issues of planning are identified.</p> <p>2-b. Sub-county Chiefs/Town Clerks and CDOs of all LLGs are oriented about LG planning through training, workshops, or TPC meetings.</p> <p>2-c. More than 75 per cent of sub-counties/town councils use the planning tools to inform LLG work plans and budgets.</p> <p>2-d. More than 60 per cent of LC2 chairpersons realize that feedback from Local Governments is improved compared to before the Project started.</p>	<p>2-a: Project reports, reports of experts</p> <p>2-b: Follow-up assessments by the Project. Hearings from training participants</p> <p>2-c: Interview with District Planners, DCDOs, Sub-county chiefs, Sub-county CDOs and LC2 chairpersons.</p>	
3	Methodology of implementing community led development activities is improved and capacity of relevant LG officers is strengthened, with a view to contributing to social cohesion and inclusion in Acholi and West Nile Sub-Regions.	<p>3-a. CDOs of all sub-counties receive trainings on planning, implementation and monitoring of community development activities and utilize them in their actual work.</p> <p>3-b. 136 pilot projects are implemented in the target districts with the community driven development approach.</p> <p>3-c. All target districts use method and forms for assessment of groups applied for community development funds introduced by the Project.</p> <p>3-d. At least 10 good practices/lessons learnt are identified through the implementation of the pilot projects with the community driven development approach by the end of the Project period.</p> <p>3-e. Socially vulnerable people (e.g. female headed households and minorities) are involved more in community development activities compared to before the Project started.</p> <p>3-f. Livelihoods of group members are improved through the pilot projects implemented by the Project.</p>	<p>3-a: TWG meeting minutes, Reports from the districts, Training reports, Follow-up assessments by the Project, Hearings from the local government officers and training participants</p>	

Activities		Inputs	Important Assumption
		The Ugandan Side	1. Conflicts and wars do not happen on a regional scale. 2. Severe disasters do not happen in the region.
1-1	To identify capacity development needs of District and Sub-county Local Governments	(MOLG) (a) Services of MOLG's counterpart personnel and administrative personnel: - Project Director (PS, MoLG) - Project Coordinator (MoLG) (b) Credentials of identification cards (c) Necessary facilities to the JICA experts for the remittance as well as utilization of the funds introduced into the Republic of Uganda from Japan in connection with the implementation of the Project (d) Running expenses necessary for the implementation of the Project	
1-2	To improve work environment of relevant officers of District and Lower Local Governments for smoothening the planning process		
1-3	To disseminate the planning tools to all sub-counties/town councils in West Nile through trainings for sub-county/town council officers (Sub-county Chiefs/Town Clerks and CDOs) and follow-up activities*		
1-4	To conduct thematic workshops on specific themes of development planning to share good practices and lessons-learned drawn from the Project's activities		
1-5	To conduct exchange visits to learn good practices of development planning		
1-6	To conduct trainings/exchange visits in Japan/other countries on development planning and community development		
2-1	To identify issues of planning at district and sub-county levels	(Districts in Acholi and West Nile Sub-Regions) (a) Room(s) and furniture necessary for the implementation of the Project upon the JICA's request (b) To maintain properly the equipment provided by the Project and ensure the provision of spare parts and materials to make the equipment sustained (c) Counterparts to work with the JICA experts (d) Provide available data (including maps and photographs) and information for the Project's implementation (e) Information as well as supports for the JICA Experts to get access to medical services	
2-2	To conduct refresher, re-orientation, and/or training for sub-county/town council officers		
2-3	To provide technical and advisory assistance to district officers (e.g. District Planners) concerning LG planning and tool utilization		
2-4	To conduct thematic workshops on specific themes of development planning to share good practices and lessons-learned drawn from the Project's activities		
3-1	To conduct social survey to assess social and psychological impacts of conflict in Acholi Sub-Region, social cohesion and inclusion of vulnerable people (e.g. IDPs, widows) in Acholi and West Nile Sub-Regions		
3-2	To identify issues in the implementation of community development projects		
3-2-1	To review similar livelihood programmes and identify issues related to their implementation		
3-2-2	To compile issues and lessons learned from A-CAP pilot projects		
3-3	To formulate/revise "Implementation Plan of the Pilot Projects"		
3-4	To conduct orientation of the Pilot Projects		
3-5	To implement the Pilot Projects in selected pilot sub-counties and provide on-the-job training for CDOs and DCDOs through the Pilot Projects	The Japanese Side	Pre-conditions
3-6	To organize review workshop on community development projects for all CDOs in each District	(a) Dispatch of Experts (b) Counterpart Personnel Training(s) in Japan and/or the third country (c) Equipment (d) Project Operation Cost	1. Adequate local human resources are available to undertake project activities.
3-7	To conduct thematic workshops on specific themes to share good practices and lessons-learned drawn from the Project's activities among relevant officers (e.g. DCDOs and CDOs) in the Sub-Regions		
3-8	To conduct trainings/exchange visits in Japan/other countries on implementation of community development		
3-9	To compile Handbook on implementation of community development projects		

*1-3: (1) Collection, analysis and utilization of data, (2) Utilization of standardized selection criteria for prioritization of projects, (3) Feedback from sub-county to parishes and villages, (4) Monitoring of the planning process, (5) Compilation of comprehensive district and sub-county development/work plans based on the data and priorities

ANNEX 2: Evaluation Grid

1. Achievement of the Project

Evaluation Item	S.N.	Narrative Summary	Indicators	Data Needed	Data Sources	Data Collection Methods
Achievement/ Prospect of achievement of Overall Goal	1	The extent of achievement or the prospect of achievement of Overall Goal "Trust between the local government and community, among communities are strengthened in the region"	a. People in communities where the Project is implemented realize that planning of development plan by local governments benefit communities.	• People's recognition whether planning of development plan by local governments benefit communities	• The End-line Survey and Project reports • Counterpart Personnel (C/P), Japanese Expert Team (JET)	• Review of documents and reports • Questionnaire • Interview with stakeholders
	2		b. People in communities where the Project is implemented feels cohesion with other community members.	• People's recognition whether they feel cohesion with other community members	• The End-line Survey and Project reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders
	3		c. Social and psychological impacts of the armed conflict decrease in Acholi.	• People's recognition whether social and psychological impacts of the armed conflict decrease in Acholi	• The End-line Survey and Project reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders
	4		d. Discontent among local population towards refugees is decreased in the target districts in West Nile.	• People's recognition whether discontent among local population towards refugees is decreased in the target districts in West Nile	• The End-line Survey and Project reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders
Achievement (Project Purpose)	5	The extent and the prospect of achievement of Project Purpose "Capacity of local government for planning and implementation of inclusive and accountable community development in Acholi and West Nile Sub-Regions is strengthened."	a. More than 60 per cent of the LC1 chairpersons interviewed recognize that Local Governments' planning process and implementation of development projects are more inclusive and accountable than before.	• Comparison data of proportion of LG1 Chairpersons who recognized that Local Governments' planning process and implementation of development projects are inclusive and accountable	• The End-line Survey and Project reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders
	6		b. Level of recognition of core project counterparts of the District Local Governments (CAOs, District Planners, DCDOs) and Lower Local Governments (Sub-County Chiefs/Town Clerks, CDOs) has increased as to the importance of accountability and inclusiveness in planning and implementation, in comparison to the one at the commencement of the Project.	• Comparison data of C/Ps' (District and Lower Local Governments) recognition to what the accountability and inclusiveness in planning and implementation are important	• Project documents and reports • C/P and JET • Other stakeholders	• Review of documents and reports • Questionnaire • Interview with stakeholders
	7		c. Level of recognition of core project counterparts of the District Local Governments (CAOs, District Planners, DCDOs) and Lower Local Governments (Sub-County Chiefs/Town Clerks, CDOs) has increased as to the improvement of their capacity in planning and implementation of community development activities.	• Comparison data of C/Ps' (District and Lower Local Governments) recognition about their capacity in planning and implementation of community development activities	• Project documents and reports • C/P and JET • Other stakeholders	• Review of documents and reports • Questionnaire • Interview with stakeholders
Achievement (Outputs)	8	The extent of achievement of Output 1 "Utilization of planning tools is promoted in all districts in West Nile Sub-Region."	1-a. Problems of the flow and mechanism of planning and way forward are identified in West Nile sub-region.	• Identified problems and mechanism of planning and way forward	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders
	9		1-b. Sub-county Chiefs/Town Clerks and CDOs of all LLGs receive training related to planning.	• Status of implementation of training for all Sub-county Chiefs/Town Clerks and CDOs	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders

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Achievement (Outputs)	10		1-c. More than 75 per cent of sub-counties in the 9 districts use the planning tools introduced by the Project (Inventory Sheet, Selection Criteria and Monitoring Sheet) by July 2019.	• The proportion of Sub-counties in the 9 districts which use the planning tools at the End-line Survey	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders
	11	The extent of achievement of Output 1 "Utilization of planning tools is promoted in all districts in West Nile Sub-Region."	1-d. More than 60 per cent of LC2 chairpersons realize that feedback from Local Governments is improved compared to before the Project started.	• The proportion of LC 2 Chairpersons who realize the feedback from Local Governments is improved compared to before the Project started	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders
	12		1-e. District and LLG development plans and/or annual work plans are informed by the outputs produced by utilizing the planning tools.	• The extent of outputs produced by utilizing the planning tools are used for or incorporated into 1) District development plans, 2) LLG development plans, 3) District annual work plans and 4) LLG annual work plans	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders
	13		2-a. Current issues of planning are identified.	• Identified current issues of planning	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders
	14	The extent of achievement of Output 2 "Utilization of planning tools is sustained in all districts in Acholi Sub-Region."	2-b. Sub-county Chiefs/Town Clerks and CDOs of all LLGs are oriented about LG planning through training, workshops, or TPC meetings.	• Status of implementation of orientation about LG planning for all Sub-county Chiefs/Town Clerks and CDOs	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders
	15		2-c. More than 75 per cent of sub-counties/town councils use the planning tools to inform LLG work plans and budgets.	• The proportion of Sub-counties which use the planning tools	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders
	16		2-d. More than 60 per cent of LC2 chairpersons realize that feedback from Local Governments is improved compared to before the Project started.	• The proportion of LC 2 Chairpersons who realize the feedback from Local Governments is improved compared to before the Project started	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders
	17		3-a. CDOs of all sub-counties receive trainings on planning, implementation and monitoring of community development activities and utilize them in their actual work.	• Status of implementation of training for CDOs of all Sub-counties • Status of utilization of the contents of training by CDOs in their actual work	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders
	18	The extent of achievement of Output 3 "Methodology of implementing community led development activities is improved and capacity of relevant LG officers is strengthened, with a view to contributing to social cohesion and inclusion in Acholi and West Nile Sub-Regions."	3-b. 136 pilot projects are implemented in the target districts with the community driven development approach.	• Status of implementation of 136 Pilot Projects	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire
	19		3-c. All target districts use method and forms for assessment of groups applied for community development funds introduced by the Project.	• Status of application of the methods and forms for assessment of groups for community development funds/DDEG	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders
	20		3-d. At least 10 good practices/lessons learnt are identified through the implementation of the pilot projects with the community driven development approach by the end of the Project period.	• Compilation of 10 good practices/lessons learned	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders

ANNEX 2: Evaluation Grid

Achievement (Outputs)	21	The extent of achievement of Output 3 "Methodology of implementing community led development activities is improved and capacity of relevant LG officers is strengthened, with a view to contributing to social cohesion and inclusion in Acholi and West Nile Sub-Regions."	3-e. Socially vulnerable people (e.g. female headed households and minorities) are involved more in community development activities compared to before the Project started.	• Comparison data of the extent of what socially vulnerable people are involved in community development activities	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders
	22		3-f. Livelihoods of group members are improved through the pilot projects implemented by the Project.	• Status of improvement of livelihoods of group members through the Pilot Projects	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders
Achievement (Inputs from the Government of Uganda)	23	• Assignment of counterpart personnel (C/P) • Allocation of operational cost for the Project • Provision of land, building, and other necessary facilities	Actual inputs including comparison with the description of Record of Discussion (R/D)	• List of counterpart personnel • Operational cost borne by the Ugandan side • Office space and facilities provided by the Ugandan side	• Project documents and reports • C/P and JET	• Review of documents and reports • Interview with stakeholders
	24	• Number and professional field of Experts • Provision of equipment (list and total cost) • Number of training participants in Japan • Allocation of operational cost for the Project	Actual inputs (including comparison with the description of R/D)	• Number of dispatched Experts and professional field • List of equipment • List of training participants • Operational cost borne by the Japanese side	• Project documents and reports • C/P and JET	• Review of documents and reports • Interview with stakeholders

2. Process of Project Implementation

Evaluation Item	Evaluation Question (Main Question)	Evaluation Question (Sub Question)	Data Needed	Data Sources	Data Collection Methods
Project management and progress of activities	1	• Overall project management • Contributing and hindering factors from the operational and technical aspects	• Have the project management and the technical transfer been conducted smoothly? • If they have been smoothly conducted, what are contributing factors? If not smoothly conducted, what are hindering factors?	• Project management system (internal factors) • Divergence between original PDM and current activities • Changes of important assumptions and other external factors that might influence the Project	• Review of documents and reports • Questionnaire • Interview with stakeholders
	2	• Progress of activities • Contributing and hindering factors for implementation of activities • Any challenges arisen during implementation of activities	• Have the activities of each output been smoothly conducted? • What are the contributing and hindering factors which might influence implementation of activities? • Are there any activities that have not been completely conducted? If not completely conducted, what is a cause?	• Divergence between original Plan of Operation and current activities • Changes of inputs and important assumptions • Other internal factors such as contributing and hindering factors and countermeasures • Process of modifying activities and relevant documents describing such modification	• Review of documents and reports • Interview with stakeholders
Monitoring of progress of activities	3	• Monitoring mechanism	• How have the monitoring activities been conducted? (including methods and frequency) • How have the PDM indicators been monitored? • How were the results of monitoring fed back to the Project? • Is there any room for improving monitoring methods?	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders

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Monitoring of progress of activities	4	• Response to changes of Important Assumptions	<ul style="list-style-type: none"> • Were there any changes of Important Assumptions? If there were any changes, who responded to them and how? • Were there any changes caused by external factors that were not originally described in the PDM as Important Assumptions? If there were such changes, who responded to them? 	<ul style="list-style-type: none"> • Changes of Important Assumptions and countermeasures • Whether or not there are any records, and methods of recording/reporting 	<ul style="list-style-type: none"> • Project documents and reports • C/P and JET 	<ul style="list-style-type: none"> • Review of documents and reports • Interview with stakeholders
	5	• Pre-conditions	<ul style="list-style-type: none"> • Were there any changes of Pre-conditions? If there were any changes, who responded to them and how? 	<ul style="list-style-type: none"> • Views of Project Manager and Chief Advisor about preconditions of the Project 	<ul style="list-style-type: none"> • Project documents and reports • Project Manager (C/P) and Chief Advisor of JET 	<ul style="list-style-type: none"> • Review of documents and reports • Interview with stakeholders
Communication among project stakeholders	6	• Communication and common understanding about problems/concerns related to the Project	<ul style="list-style-type: none"> • Have the JET and the C/Ps communicated sufficiently? • Have the JET and the C/Ps had common understanding about problems/concerns related to the Project? • Have the C/P organizations (MoLG and DLGs) had common understanding about problems/concerns related to the Project? • Has the JET communicated within the team sufficiently? • Has the JET had common understanding about problems/concerns related to the Project within the team? • Have the Project, JICA Headquarters and JICA Uganda Office communicated sufficiently? • Have the Project, JICA Headquarters and JICA Uganda Office had common understanding about problems/concerns related to the Project? 	<ul style="list-style-type: none"> • Whether or not there are any communication tools • Frequency of various meetings for project management and methods of recording/reporting • Views of JICA Headquarters, JICA Uganda Office, C/P and JET 	<ul style="list-style-type: none"> • Project documents and reports • C/P and JET • JICA Headquarters and JICA Uganda Office 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders
	7	• Progress of knowledge, knowhow and expertise exchange	<ul style="list-style-type: none"> • What type of knowledge and skills that should be transferred to which level of C/P? • Have knowledge and skills that should be transferred to C/P been changed compared to the beginning of the Project? • Have such knowledge and skills been transferred to C/P in an appropriate manner? • How did the JET work out to transfer knowledge and skills mentioned above? 	<ul style="list-style-type: none"> • Target groups of knowledge and skills transfer, detailed information on knowledge and skills that should be transferred to C/P • Whether or not there are any changes in knowledge and skills that should be transferred to C/P by comparison with the original plan • Methods of transfer of knowledge and skills 	<ul style="list-style-type: none"> • Project documents and reports • C/P and JET 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders
Ownership of implementing organizations	8	• Progress of nurturing a sense of ownership among the implementing organization and the responsible organization	<ul style="list-style-type: none"> • Extent of recognition of the Project among DLGs in Acholi and West Nile Sub-regions, MoLG, OPM and NPA • Extent of participation of the Project among the above organizations • Appropriateness of assignment of C/Ps • Operational costs borne by the Ugandan side 	<ul style="list-style-type: none"> • Frequency of each meeting, participants of each meeting, and issues discussed • Whether or not there are any case examples that might indicate the ownership of implementing agencies has been enhanced. • Number and duty position of C/Ps • Project operational costs borne by the Ugandan side 	<ul style="list-style-type: none"> • Project documents and reports • C/P and JET 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders

Evaluation by Five Criteria

Evaluation Item	S. N.	Evaluation Question (Main Question)	Evaluation Question (Sub Question)	Data Needed	Data Sources	Data Collection Methods
Relevance (Are the Project Purpose and the Overall Goal valid for the Project?)	1	Necessity of the Project	Does the Project, focusing on capacity development of the Local Governments (LGs) in the aspect of planning and development of community-led livelihood activities meet the needs of the MoLG and the target LGs?	<ul style="list-style-type: none"> • Perceptions and views of MoLG and the target LGs in Acholi and West Nile Sub-regions about the Project • Perceptions and views of JET about the Project 	<ul style="list-style-type: none"> • Project documents and reports • C/P and JET 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders
	2		Are the Project Purpose and the Overall Goal consistent with the National Development Plan, the PRDP 3 and other related policies?	<ul style="list-style-type: none"> • The Second National Development Plan (2015/16 – 2019/20) • The PRDP 3 (2015/16 – 2019/20) 	<ul style="list-style-type: none"> • Project documents and reports • C/P and JET • Relevant policies and strategies 	<ul style="list-style-type: none"> • Review of documents and reports • Interview with stakeholders
	3	Priority of the Project	Are the Project Purpose and the Overall Goal consistent with Japanese Government's as well as JICA's aid policies for Uganda? Are the Project Purpose and the Overall Goal in line with the JICA's assistant policy in the aspect of peacebuilding?	<ul style="list-style-type: none"> • Japan's Country Development Cooperation Policy for Republic of Uganda (2017) • Rolling plan for Republic of Uganda (2018) • JICA's REAP Phase 2 (2016 – 2021) 	<ul style="list-style-type: none"> • Website of Ministry of Foreign Affairs • Website of JICA 	<ul style="list-style-type: none"> • Review of documents and reports
	4	Appropriateness of strategies and approaches of the Project	Are the approaches* adopted by the Project relevant as means for improving the individual and institutional capacity of the target LGs? Do the approaches meet the national and local needs? (*institutional arrangement for the Project, the bottom-up and evidence-based planning, community-led livelihood Pilot Projects, training, OJT, development of tools and forms, and approaches of inclusiveness)	<ul style="list-style-type: none"> • Views of C/P, JET and other stakeholders 	<ul style="list-style-type: none"> • Project documents and reports • C/P and JET • Other stakeholders 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders
	5		Does Japan have the adequate experiences and know-how of development of planning capacity and planning and implementation capacity of community-led livelihood activities for LGs?	<ul style="list-style-type: none"> • Japan's similar cooperation • C/P's perceptions and views about the Japanese support for capacity development of LGs • Application of experiences and lesson from the A-CAP 	<ul style="list-style-type: none"> • Project documents and reports • C/P and JET 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders
	6	Appropriateness of timing for implementation of the Project	Was the timing of implementation of the Project appropriate in terms of support for the conflict affected area of the North Uganda?	<ul style="list-style-type: none"> • The PRDP 3 (2015/16 – 2019/20) • JICA's REAP Phase 2 (2016 – 2021) 	<ul style="list-style-type: none"> • Project documents and reports • C/P and JET • The PRDP 3 • The REAP 2 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders
	7	Appropriateness of selection of the target areas and the target groups for the Project	Was the selection of the target areas and the target groups whose capacity needs to be improved, and the selection of the target groups for Pilot Project appropriate?	<ul style="list-style-type: none"> • Views of C/P, JET and other stakeholders 	<ul style="list-style-type: none"> • Project documents and reports • C/P and JET • Other stakeholders 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders

ANNEX 2: Evaluation Grid

Relevance	8	Appropriateness of scope of the Project in terms of support for the conflict affected areas	• Were the needs of the communities which were affected by the conflict specified? Has the Project adversely influenced the unstable factors?	• Views of C/P, JET and other stakeholders	• Project documents and reports • C/P and JET • Other stakeholders	• Review of documents and reports • Questionnaire • Interview with stakeholders
Effectiveness (Has the target group received benefits from implementation of the Project? Has the Project Purpose been achieved or going to be achieved? Did or does the achievement of the Project Purpose result from Outputs?)	9	Achievement of the Project Purpose	Is there a good chance that the Project Purpose would be achieved?	• Achievement Grid	• Achievement Grid	• Achievement Grid
	10	Contribution of Outputs	Has the Project Purpose been achieved due to the effect of achievement of each Output?	• Achievement of Outputs • Stakeholders' views	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid
	11	Contribution of Outputs	In order to achieve the Project Purpose, are there any Outputs that were not described in PDM but should be added in PDM?	• Comparison between original Plan of Operation and actual performance of activities • Views expressed by the stakeholders	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid
	12	Influence of Important Assumptions from the Project Purpose	Did the Important Assumption, i.e., "District and sub-county officers are not transferred on a vast scale" influence implementation of activities?	• Influence of transfer of officers of the target DLGs and the target LLGs	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid
	13	Outputs to the Project Purpose	Except for the Important Assumptions, were there any external factors that have influenced the Project positively or negatively? Was the influx of refugees from South Sudan?	• Identification of external factors that contribute to and impede the achievement of the Project Purpose • Influence of influx of refugees from South Sudan	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid
Efficiency (Was input converted to efficient activities? Was the Project carried out efficiently?)	14	What are the contributing and hindering factors that have influenced effectiveness of the Project?		• Identification of external factors that contribute to and impede the achievement of the Project Purpose	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid
	15	Achievement of Outputs	Is there a good chance that four Outputs would be achieved?	• Achievement Grid	• Achievement Grid	• Achievement Grid
	16	Efficiency of the inputs from the Japanese side in terms of quality, quantity and timing, judging from the achieved outputs	Were the number of experts dispatched, their special fields of expertise, and timing of dispatch appropriate?	• List of dispatch of experts • Stakeholders' views about the experts	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid
	17		Were the type, quantity and timing of the procurement of equipment appropriate?	• List of equipment provided • Usage and condition of equipment • Stakeholders' views about equipment	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid

ANNEX 2: Evaluation Grid

<p>Efficiency (Was input converted to efficient activities? Was the Project carried out efficiently?)</p>	18	Were the number of trainees of counterpart' training in Japan, the training content and the training period appropriate?	<ul style="list-style-type: none"> • List of C/P training in Japan • Stakeholders' views about the C/P training 	<ul style="list-style-type: none"> • Project documents and reports • C/P and JET 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid
	19	Was the project operational cost borne by the Japanese side appropriate?	<ul style="list-style-type: none"> • List of project operational costs borne by the Japanese side • Stakeholders' views about project operational costs 	<ul style="list-style-type: none"> • Project documents and reports • C/P and JET 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid
	20	Were the number of counterparts, their assignment and their capabilities appropriate?	<ul style="list-style-type: none"> • List of C/P • Stakeholders' views about assignment of the C/P 	<ul style="list-style-type: none"> • Project documents and reports • C/P and JET 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid
	21	Were there any problems related to the land, the buildings and facilities provided by the Ugandan side in terms of area, quality and convenience?	<ul style="list-style-type: none"> • Current state of buildings and facilities provided by the Ugandan side • Stakeholders' views about the buildings and facilities provided by the Ugandan side 	<ul style="list-style-type: none"> • Project documents and reports • C/P and JET 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid
	22	Was the project operational cost borne by the Ugandan side appropriate?	<ul style="list-style-type: none"> • List of project operational cost borne by the Vietnamese side • Stakeholders' views about project operational costs 	<ul style="list-style-type: none"> • Project documents and reports • C/P and JET 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid
	23	Were sufficient activities planned to produce the Outputs? Were these activities carried out in a timely manner?	<ul style="list-style-type: none"> • Comparison between the Plan of Operation and the actual performance • Stakeholders' views 	<ul style="list-style-type: none"> • Project documents and reports • C/P and JET 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid
	24	Were there any activities that were not described in PDM but contributed to the achievement of Outputs? If there were, should such activities have been additionally described in PDM?	<ul style="list-style-type: none"> • Comparison between the Plan of Operation and the actual performance • Stakeholders' views 	<ul style="list-style-type: none"> • Project documents and reports • C/P and JET 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid
	25	Were there any activities that have not been carried out but need to be added in PDM in order to achieve the Outputs?	<ul style="list-style-type: none"> • Comparison between the Plan of Operation and the actual performance • Stakeholders' views 	<ul style="list-style-type: none"> • Project documents and reports • C/P and JET 	<ul style="list-style-type: none"> • Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid

ANNEX 2: Evaluation Grid

Efficiency (Was input converted to efficient activities? Was the Project carried out efficiently?)	26	Did Important Assumptions such as "Conflicts and wars do not happen on a regional scale" and "Severe disasters do not happen in the region" influence implementation of activities?	• Influences of Important Assumptions	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid
	27	Were the Pre-Conditions including " Adequate local human resources are available to undertake project activities" met?	• Status of Pre-condition	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid
	28	What are the contributing and hindering factors that have influenced efficiency of the Project?	• Identification of external factors that contribute to and impede efficiency of the Project	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid
Impacts (Has the Project generated the long-term, indirect and ripple effects? Is there a good chance that the Project would generate these impacts?)	29	Prospect of achievement of the Overall Goal	• Achievement of the Overall Goal Indicators • Stakeholders' views	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid
	30	Influence of Important Assumptions	• Confirmation of Important Assumptions and prospects of their influence	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid
	31	Except for the Overall Goal, were there any positive effects brought about by the Project?	• Identification of other impacts and prospects for their influence	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid
	32	Were there any unexpected and negative effects brought about by the Project?	• Identification of negative impacts and prospects of their influence	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid
	33	Are there any impacts on improvement of relationship and trust between community people and LGs?	• Examples which indicate improvement of relationship and trust between community people and LGs	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid

ANNEX 2: Evaluation Grid

Impacts	34	What are the contributing and hindering factors that have influenced or will influence the achievement of the Overall Goal?		• Identification of internal contributing and hindering factors	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders • Achievement Grid
				• Stakeholders' views • Any relevant policies • Community Livelihood Improvement Component (CLIC) Operational Manual, District Discretionary Equalization Grant (DDEG) Guidelines and revised Local Government Development Plan (LGDP) Guidelines	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders
Sustainability (Is there a good chance that the effects of the Project would be sustained after the termination of the Project?)	35	Policies	Are there any policies that can ensure sustainability and expansion of the Project's effects?			
	36	Institution	Will the various Project's activities and deliverables be sustained, including the bottom-up and evidence-based planning, its tools and forms as well as community-led livelihood activities, their tools? Have the central government and LGs taken initiatives in institutionalization of the Project's effects?	• Stakeholders' views • Examples of sustainability in the institutional aspect	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders
	37	Organization	Will the target DLGs and the target LLGs be able to continue to carry out the bottom-up and evidence-based planning and implementation community-led livelihood activities?	• Stakeholders' views • Examples of sustainability in the organizational aspect	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders
	38	Finance	Have the target DLGs and the LLGs allocated sufficient budget to sustain the Project's effects?	• Stakeholders' views • Examples of sustainability in the financial aspect	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders
	39	Knowledge/Skills	Will C/Ps of the DLGs and the LLGs be able to utilize and sustain the knowledge and skills transferred by JET and obtained from the Project after the completion of the Project? Are there any areas for improvement of capacity development related to planning and implementation of community-led livelihood improvement activities?	• Stakeholders' views • Case examples of sustainability in the technical aspect	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders
	40	What are the contributing and hindering factors that have influenced or will influence sustainability of the Project?		• Identification of internal and external factors, and contributing and hindering factors for sustainability of the Project	• Project documents and reports • C/P and JET	• Review of documents and reports • Questionnaire • Interview with stakeholders

ANNEX 3 List of the Counterparts

ANNEX 3: List of the Counterparts

Counterpart List (MDAs)

No.	MDA	Section/department	Main Counterpart	Designation	Term	Remarks
1	MoLG	Permanent Secretary	Mr. Benjamin Kumumanya	Permanent Secretary	6/2016~	Project Director
2		District Administration	Mr. Emmuel Tugabiirwe	Assistant Commissioner	6/2016~	
3		District Administration	Mr. Andrew Kaggwa	Principal Assistant Secretary	6/2016~	
4		Policy and Planning	Mr. Babito Samuel	Senior Economist	6/2017~12/2019	Transferred
5	OPM	Northern Uganda Rehabilitation (NUR)	Mr. Odur Bernard	Monitoring & Evaluation Officer	6/2016~10/2017	Finished his contract
6		Northern Uganda Rehabilitation (NUR)	Mr. Tayebwa Julius	Principal Assistant Secretary	6/2016~	
7		Northern Uganda Rehabilitation (NUR)	Mr. Horace Bashaija	Senior Economist	12/2018~	
8	NPA	Local Government Planning	Mr. Katungi David	Head	6/2016~	
9		Local Government Planning	Mr. Chris Nokrach	Senior Planner	6/2016~	

Counterpart List (Achoh)

	District	Office	Main Counterpart	Designation	Term	Reason to change
1	Agago	CAO	Mr. Kizito Mukasa Fred	CAO	6/2016–6/2017	Transferred
2			Mr. Oryono Grandfield Omonda	CAO	7/2017–1/2020	Transferred to Amuru
3			Mr. Kalyesubula Fred	CAO	1/2020	
4		Planning	Mr. Lakony Lino	Acting (senior)	6/2016–7/2019	New D. Planner recruited
5			Mr. Bongomin Richard Akal	District Planner	7/2018~	
6		Community Based Services	Mr. Ojok Geoffrey	Acting DCDO (Senior)	6/2016~	
7	Amuru	CAO	Mr. Kiplangat Martin	CAO	6/2016–6/2019	Transferred
8			Mr. Oluka Francis Andrew	CAO	7/2019–12/2019	Retired
9			Mr. Oryono Grandfield Omonda	CAO	1/2020	Transferred from Agago
10		Planning	Mr. Oyoo Samson	District Planner	6/2016~	
11		Community Based Services	Mr. J.B. Olum Okello	DCDO	6/2016~	
12	Gulu	CAO	Ms. Ajwang Dorothy Magola	CAO	6/2016–6/2017	Transferred
13			Mr. Kato M. Milton	CAO	7/2017–12/2019	Retired
14			Mr. Okaka Geoffrey	CAO	12/2019~	
15		Planning	Mr. Komakech Ceaser Ochiti	Acting	6/2016–5/2017	New Senior Planner recruited
16			Mr. Omal David Livingstone	Acting District Planner(Senior)	5/2017~	
17		Community Based Services	Ms. Goreti Okech	Acting DCDO (Senior)	6/2016~	
18	Kitgum	CAO	Mr. Lomongin Joseph	CAO	6/2016–6/2018	Transferred
19			Ms. Roseline Luhoni Adongo	CAO	7/2018–6/2019	Transferred
20			Mr. Martin Jacan	CAO	7/2019~	
21		Planning	Mr. Kilama Christopher	District Planner	6/2016~	
22			Mr. Paul Kibwuta	Senior Planner	10/2019	From Lamwo
23		Community Based Services	Mr. James Okello P'Okidi	DCDO	6/2016~	
24	Lamwo	CAO	Mr. Olela Patrick	CAO	6/2016–12/2019	Transferred to Moyo
25			Mr. Uma Charles	CAO	12/2019~	
26		Planning	Mr. Paul Kibwuta	Planner	6/2016–9/2019	Resigned (S. Planner in Kitgum)
27			Mr. Onywaronga Albon	Acting District Planner (Senior)	9/2019~	
28		Community Based Services	Mr. Ocean Jakeo	DCDO	6/2016–1/2020	Retired
29			Ms. Aluku Anthony	Acting DCDO (Senior)	1/2020~	
30	Nwoya	CAO	Mr. Bwayo Gabriel Rogers	CAO	6/2016–2/2018	Transferred to Adjumani
31			Mr. Asaba Innocent	CAO	2/2018–1/2020	
32			Mr. Norbert Robert	CAO	1/2020	
33		Planning	Mr. Opira Francis	District Planner	6/2016–12/2018	Retired
34			Mr. Onen Godfrey	Acting (Statitian)	12/2018–8/2019	New Senior Planner recruited
35			Mr. Lakony Lino	Acting District Planner (Senior)	8/2019~	From Agago
36	Community Based Services	Mr. Akena Geoffrey	DCDO	6/2016~		
37	Omoro	CAO	Mr. Akera John Bosco	CAO	6/2016~	
38		Planning	Ms. Achan Stella	Acting District Planner(Senior)	6/2016~	
39		Community Based Services	Ms. Akumu Christine Okot	DCDO	6/2016–?	Resigned (Recruited by the Ministry)
40	Mr. Obong Bonny Patrick		Senior CDO	4/2019~		
41	Pader	CAO	Mr. Adoko George	CAO	6/2016–6/2017	Transferred
42			Mr. Okumu Christopher	CAO	7/2017–12/2019	Transferred to Maracha
43			Mr. Chelimo Alex	CAO	12/2019~	Transferred from Moyo
44		Planning	Mr. Ochen Morrish	Acting District Planner	6/2016–8/2017	Resigned (Recruited by the Ministry)
45			Ms. Amony Catherine	Acting District Planner	8/2017–1/2020	Transferred
46			Ms. Achan Clare Acaye	Acting (Statitian)	1/2020~	
47		Community Based Services	Mr. Okidi Festo	Acting DCDO (Senior)	6/2016~	

Counterpart List (West Nile)

	District	Office	Main Counterpart	Designation	Term	Remarks
1	Adjumani	CAO	Mr. Mawenje Andrew	CAO	6/2016–2/2018	Transferred
2			Mr. Gabriel Rogers Bwayo	CAO	2/2018~	
3		Planning	Mr. Moini Fred	District Planner	6/2016~	
4		Community Based Service	Mr. Mawadri Ramadhan	Acting DCDO (Senior)	6/2016–8/2017	DCDO came back
5			Mr. Habib Abubakar	DCDO	8/2017–6/2019	Promoted to D. CAO
6			Mr. Mawadri Ramadhan	Acting DCDO (Senior)	7/2019~	
7	Arua	CAO	Mr. Ochengel Ismael	CAO	6/2016–1/2019	Transferred
8			Mr. Eswilu Donath	CAO	1/2019	
9		Planning	Mr. Shaphan Andeku	District Planner	6/2016–6/2019	Retired
10			Mr. Kefa Adule	Acting District Planner	7/2019~	
11	Community Based Service	Mr. Obia Richard	Acting DCDO (Senior)	6/2016~		
12	Koboko	CAO	Mr. Denis Ssebunya	CAO	6/2016–6/2017	Transferred
13			Mr. Can Adoko George	CAO	6/2017–6/2019	Transferred
14			Mr. Bimbona Simon	CAO	6/2019~	
15		Planning	Mr. Bada Fred	District Planner	6/2016~	
16	Community Based Service	Ms. Atayi Jane	Acting DCDO (Senior)	6/2016~		
17	Maracha	CAO	Ms. Unzia Martine	CAO	6/2016–6/2017	Transferred
18			Mr. Kasule artine	CAO	7/2017–6/2018	
19			Mr. Lomongin Joseph	CAO	7/2018–12/2019	Transferred
20			Mr. Okumu Christopher	CAO	12/2019~	Transferred from Pader
21		Planning	Mr. Kato Alfred	Acting District Planner	6/2016~	
22		Community Based Service	Mr. Dramani Sam	Acting DCDO (Senior)	6/2016~	
23	Moyo	CAO	Mr. Grandfield Oryono Omonda	CAO	6/2016–6/2017	Transferred
24			Mr. Chelimo Alex	CAO	7/2017–12/2019	Transferred
25			Mr. Olila Patrick	CAO	12/2019~	Transferred from Lamwo
26		Planning	Mr. Lemeriga George	Acting District Planner	6/2016–6/2019	Transferred to Obongi
27			Mr. George Ireku Mbaya	Acting District Planner	7/2019~	
28		Community Based Service	Mr. Nyango Ernest	Acting DCDO (Senior)	6/2016–6/2019	Transferred to Obongi
29	Nebbi	CAO	Mr. Anyama David Tabbe	DCDO	7/2019~	
30			Mr. Okaka Geoffrey	CAO	6/2019–12/2019	Transferred to Gulu
31			Mr. Odap Francis	CAO	12/2019~	
32		Planning	Mr. Olley Ben R	District Planner	6/2016~	
33	Community Based Service	Mr. Okiria Peter Joseph	DCDO	6/2016~		
34	Yumbe	CAO	Mr. Batemyeto Jacob	CAO	6/2016–6/2017	Transferred
35			Mr. Lubuka David	CAO	7/2017–1/2019	Transferred
36			Mr. Jalwiny Silimani	CAO	1/2019–12/2019	Retired
37			Mr. Asaba Innocent	CAO	1/2020~	Transferred from Nwoya
38		Planning	Mr. Albert Franco Odongo	Acting District Planner (Senior)	6/2016~	
39		Community Based Service	Mr. Bakole R. Tahir	Senior CDO	6/2016~	
40	Zombo	CAO	Mr. Mussa Ismal Onzu	CAO	6/2016~	
41		Planning	Mr. Openjuru Godwin	Acting District Planner (Senior)	6/2016~	
42		Community Based Service	Mr. Ocaki Samuel	DCDO	6/2016~	
43	Pakwach	CAO	Mr. Ogwang Okello Godfrey	CAO	7/2017–8/2018	Transferred
44			Mr. Norbert Robert	CAO	8/2019–6/2019	Transferred
45			Ms. Sella Abyeto	CAO	7/2019~	
46		Planning	Mr. Oryem Richard	Acting District Planner (Senior)	7/2017~	
47	Community Based Service	Ms. Awor Bernardette	DCDO	7/2017~		
48	Obongi	CAO	Mr. Charles Ouma	CAO	7/2019~	
49		Planning	Mr. Lemeriga George	Acting District Planner (Senior)	7/2019~	Transferred from Moyo
50		Community Based Service	Mr. Nyango Ernest	Acting DCDO (Senior)	7/2019~	Transferred from Moyo
51	Madi Okollo	CAO	Mr. Jack Byaruhanga	CAO	7/2019~	
52		Planning	Mr. Maisha Godfrey	Acting Planner	10/2019~	
53		Community Based Service	Ms. Atochoni Freda	Acting DCDO (Senior)	7/2019~	Transferred from Arua

ANNEX 4: List of the Japanese Experts

(1) Total Assignment of the Japanese Experts (As of January 31, 2020)

1. Assignment of Long-term and Short-term Experts	129.00 Man Month
2. Assignment of Experts (Consultant Team) *	55.97 Man Month
Total	184.97 Man Month**

(2) List of the Long-term and Short-term Japanese Experts

S.N.	Name	Position	Period	Assignment (Man Month) as of January 31, 2020
1	Dr. Yusuke Kubo	Chief Advisor	• August 1 2016-August 2017 • June , 2019-June 9, 2020	18.00
2	Dr. Atsushi Hanatani	Chief Advisor	• July 25, 2017-May 25, 2019	23.00
3	Dr. Satomi Kamei	Development Planning	• August 2, 2016-June 9, 2020	42.00
4	Mr. Toshinori Katsumata	Project Coordination /Peace Building	• September 12, 2016-September 11, 2017	12.00
5	Ms. Misaki Kimura	Project Coordination /Peace Building	• September 1, 2017-June 9, 2020	29.00
6	Mr. Keiichi Takagi	Social Survey	• June 29-September 24, 2016	3.00
7	Mr. Keiichi Takagi	Monitoring	• July 13, 2017- September 15, 2017	2.00
	Total			129.00

Source: Data obtained from the Project

(3) List of the Japanese Experts (Consultant Team)

S.N.	Name	Position	Period	Assignment (Man Month) as of January 31, 2020)
1	Ms. Naomi Ichimiya	Community Development	• July 19, 2016-, June 2020	26.47
2	Ms. Isa Imazato	Livelihood Improvement	• July 19, 2016-June 2020	29.50
	Total			55.97

Source: Data obtained from the Project

ANNEX 5: Costs borne by the Japanese side

(1) Total Costs borne by the Japanese Side

1. Cost of Operation in Uganda managed by JICA Experts	108,660,355 JPY*
2. Cost of Operation in Uganda managed by JICA Consultant Expert Team	22,691,000 JPY**
Total	131,351,355 JPY

Note: * Expenses as of the end of January 2020

** Estimated costs based on the contract with Consultant Company

Source: Data obtained from the JICA Headquarters

(2) Costs of Operation in Uganda managed by the JICA Experts

Japanese FY 2015	Japanese FY 2016	Japanese FY 2017	Japanese FY 2018	Japanese FY 2019	Total
124,000JPY	18,564,000JPY	30,718,000JPY	36,493,000JPY	22,761,355JPY*	108,660,355JPY*
Remarks	Including inputs for Pilot Projects such as oxen, ploughs, maintenance of vehicles, transportation, development of deliverables, implementation of surveys, JCC meetings, workshops, training, salary of staff members and office operation costs.				

Note: * Expenses as of the end of January 2020

Source: Data obtained from the JICA Headquarters

(3) Cost of Operation in Uganda managed by the JICA Consulting Team

Total	Remarks
22,691,000 JPY**	Including maintenance costs of vehicles, transportation costs, training, workshops, development of deliverables, and others.

Note: ** Estimated costs based on the contract with the Consultant Company

Source: Data obtained from the JICA Headquarter

ANNEX 6: Equipment provided by the Japanese side**(1) Total Costs of Equipment provided by the Japanese Side**

1. Cost of Equipment provided by the Japanese Side	36,093,000 JPY*
Total	36,093,000 JPY

Note: * As of January 2020. The exchange rate was adopted by JICA's monthly procurement rate respectively.

Source: Data obtained from the JICA Headquarters

(2) List of Equipment provided by the Project (as of January 2020)

No	Item	Qn	Unit Price (UGX or USD)	Total Price (UGX or USD)	Total Price (JPY)**	Location	Frequency of Use*1	Condition *2
Japanese Fiscal Year 2016								
1	Motorbikes	31	2,612 USD	80,972 USD	8,860,604 JPY	Sub-counties in Adjumani (9), Zombo (11), and Arua (11)	A	A
Japanese Fiscal Year 2017								
1	Motorbikes	26	2,662.55 USD	69,226.28 USD	7,575,293 JPY	Sub-counties in Koboko (6), Maracha (7), Nebbi (8), and Pakwach (5)	A	A
2	Generators	7	3,480,428 UGX	24,363,000 UGX	735,275 JPY	Sub-counties in Pakwach (1), Zombo (3), and Yumbe (3)	A (Except for one in Athuma S/C in Zombo which was stolen)	A (Except for one in Athuma S/C in Zombo which was stolen)
3	Solar power equipment	11	10,048,400 UGX	110,532,400 UGX	3,335,867 JPY	Sub-counties in Nebbi (1), Zombo (2), Arua (3), Koboko (2), Yumbe (2), and Adjumani (1)	A	B (Ones in Vurra S/C and Ayivuni S/C in Arua indicate low voltage so may need maintenance and repair)
Japanese Fiscal Year 2018								
1	Motorbikes	23	2,380 USD	54,740 USD	5,990,088 JPY	Sub-counties in Moyo (8) and Arua (15)	A	A
2	Generators	2	3,439,864.5 UGX	6,873,729 UGX	207,449 JPY	Sub-counties in Nwoya (2)	A	B

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ANNEX 6: Equipment provided by the Japanese side

3	Solar power equipment	1	33,000,000 UGX	33,000,000 UGX	995,940 JPY	Maracha District Planning Department	A	A
4	Solar power equipment	1	11,542,060 UGX	11,542,060 UGX	348,339 JPY	Sub-county in Nwoya (1)	A	A
Japanese Fiscal Year 2019								
1	Motorbikes	28	2,432 USD	68,096 USD	7,451,609 JPY	Sub-counties in Yumbe (12) and Nwoya (3); and Town Councils in Adjumani (1), Moyo (1), Yumbe (1), Maracha (1), Pakwach (1), Zombo (2), Lamwo (2), Agago (3), and Omoro (1)	A	A
Total costs of procurement of equipment					35,500,464 JPY			

Note*1: A-Frequently (almost every day), B-Sometimes (1-3 a week), C-Use concentrated on particular period, D-rarely (1-3 times a year), E-No use due to particular reasons

*2: A-Always possible to use with sufficient maintenance, B-Almost no problem in use, C-Possible to use if repaired, D-Difficult to use

** : Calculation used JICA's monthly exchange rate for January 2020: 1USD=109.428USD, 1UGX=0.03018JPY

Source: Obtained by WACAP

ANNEX 7: List of the Participants of the Trainings in Japan

1. Counterpart Training Course in Japan for WACAP from February 5th to 25th, 2017

No.	Name	Agency	Position
1	Mr. Grandfield Omonda Oryongo	Moyo District Local Government	CAO
2	Mr. Joel Musisi	Nebbi District Local Government	Deputy CAO
3	Mr. Andrew Mawejje	Adjumani District Local Government	CAO
4	Mr. Jacob Batemyeto	Yumbe District Local Government	CAO
5	Mr. Ismal Mussa Onzu	Zombo District Local Government	CAO
6	Mr. Charles Uma	Arua District Local Government	Deputy CAO
7	Mr. Loyuma Alonga	Koboko District Local Government	Acting Deputy CAO
8	Mr. Cosmas Mukili	Maracha District Local Government	Acting Principal Human Resource Officer
9	Mr. Benard Odur	Office of the Prime Minister (OPM)	Monitoring and Evaluation Officer
10	Mr. Andrew Kagwa	Ministry of Local Government (MoLG)	Principal Assistant Secretary

Note: Position as of February 2017

Source: Provided by the Project

2. Counterpart Training Course in Japan for WACAP from November 27th to December 20th, 2017

No.	Name	Agency	Position
1	Mr. Adule Kefa	Arua District Local Government	Planner
2	Mr. Olley Ben Robinson	Nebbi District Local Government	District Planner
3	Mr. Oryem Richard	Pakwach District Local Government	Senior Planner
4	Mr. Openjuru Godwin	Zombo District Local Government	Senior Planner
5	Mr. Kato Alfred	Maracha District Local Government	Acting District Planner/Population Officer

ANNEX 7: List of the Participants of the Trainings in Japan

6	Mr. Beda Fred	Koboko District Local Government	Senior Planner
7	Mr. Odongo Franco Albert	Yumbe District Local Government	Senior Planner
8	Mr. Lemeriga Origason George	Moyo District Local Government	District Planner
9	Mr. Moini Fred	Adjumani District Local Government	District Planner
10	Mr. Katungi David	National Planning Authority (NPA), Local Government Planning Department	Manager (to be)
11	Mr. Babito Samuel Akiki	Ministry of Local Government (MoLG), Policy and Planning Department	Senior Economist

Note: Position as of December 2017

Source: Provided by the Project

3. Counterpart Training Course in Japan for WACAP from November 3rd to 17th, 2018

No.	Name	Agency	Position
1	Mr. Ocaki Samuel	Zombo District Local Government	District Community Development Officer
2	Mr. Obia Richard	Arua District Local Government	District Community Development Officer
3	Mr. Bokole Rajab Tahir	Yumbe District Local Government	Senior Community Development Officer
4	Mr. Dramani Sam	Maracha District Local Government	District Community Development Officer
5	Ms. Atayi Jane Butigah	Koboko District Local Government	Acting District Community Development Officer
6	Mr. Habib Abubakar	Adjumani District Local Government	District Community Development Officer
7	Mr. Okiria Joseph Peter	Nebbi District Local Government	District Community Development Officer
8	Mr. Nyango Ernest	Moyo District Local Government	Senior Community Development Officer

ANNEX 7: List of the Participants of the Trainings in Japan

9	Ms. Anyayo Prisca	Panyango Sub County, Pakwach District Local Government	District Community Development Officer
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Note: Position as of November 2018
Source: Provided by the Project

4. Counterpart Training Course in Japan for WACAP from October 19th to November 2nd, 2019

No.	Name	Agency	Position
1	Mr. Ojok Geoffrey	Agago District Government	District Community Development Officer
2	Mr. Akene Geoffrey	Nwoya District Government	District Community Development Officer
3	Mr. Obong Bonny Patrick	Omoro District Local Government	CDO/SPWO
4	Mr. Okello John Bosco Olum	Amuru District Local Government	District Community Development Officer
5	Ms. Labol Sarah	Kitgum District Local Government	Community Development Officer
6	Mr. Okidi Festo	Pader District Local Government	District Community Development Officer
7	Ms. Goretti Okech	Gulu District Local Government	District Community Development Officer
8	Ms. Amedo Florence	Lamwo District Local Government	Community Development Officer

Note: Position as of November 2019
Source: Provided by the Project

