

PROJECT COMPLETION REPORT

for

Strengthening Performance and Accountability through Community Engagement (SPACE)

Reporting Period:

1st January 2020 – 30th June 2022

FED/2016/038-781

Submission date: 30th December 2022

Action Details

Programme Title	DEVELOPMENT INITIATIVE FOR NORTHERN UGANDA (DINU)
Action Title:	Strengthening Performance and Accountability through Community Engagement (SPACE)
CRIS No:	FED/2016/038-781
Implemented by:	KONRAD ADENAUER STIFTUNG (KAS)
Area of Implementation	<p>Sub-region: West Nile, Acholi, Lango, Teso and Karamoja.</p> <p>Districts: Arua, Gulu, Lira, Amuria, Napak and Moroto.</p> <p>List of Sub-counties attached in Annex 8</p>
Starting date:	1st Jan 2020
End date:	30th June 2022
Implementing partner(s):	MAYANK Anti-Corruption Coalition (MACCO), RIAMIRIAM Civil Society Network-Karamoja, Lira NGO Forum
Total budget for action:	<p>EU Financial contribution : 400,000 EUR</p> <p>Partner Financial contribution : 133,071 EUR</p> <p>Total: 533,071 EUR</p>
Total expenditure for the entire action:	533,071 EUR
Specific Objective(s) of DINU targeted by this Action:	To strengthen downward accountability of LGs to their constituents by empowering citizens, civil society, media, non-State Actors (NSAs) and the private sector in their interaction with LGs

Programme Title	DEVELOPMENT INITIATIVE FOR NORTHERN UGANDA (DINU)
Specific Result(s) of DINU targeted by this Action:	<ul style="list-style-type: none"> a. Open and dialogical exchanges occur regularly at the district and sub-county level b. Non-State Actors (NSAs) capacities are strengthened by having an in-depth understanding of the legal framework surrounding accountability processes and by stronger networks among NSAs which allows them to continuously watch over downward accountability processes
Specific Activity(ies) of DINU targeted by this Action:	<ul style="list-style-type: none"> Act 1.1.1: Development of a simplified compendium Act 1.1.2: Training of Trainers for CSOs Act. 1.1.3: Training of Local Council leaders Act 1.1.4: Sensitisation workshops for members of SUCs Act. 1.1.5: Women's Trainings Act. 1.1.6: Media Actor Trainings Act 1.2.1: District Client Charters Act 1.2.2: Design and implementation of a District Peer Review Mechanism Act 1.2.3a: Regular District Dialogues Act 1.2.3b: Annual Northern Uganda Accountability Conference Act 1.2.4: Community Engagement Platforms Act 1.2.5: Facilitation of radio shows
OPM Programme Outcome:	To contribute to improved downward accountability and performance of Local Governments (LGs).

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List of Abbreviations and Acronyms

CAO	Chief Administrative Officer
CEP	Community Engagement Platforms
CSO	Civil Society Organisation
DCC	District Client Charter
DD	District Dialogue
DDP	District Development Plan
DINU	Development Initiative for Northern Uganda
DPRM	District Peer Review Mechanism
EU	European Union
GAIN	Governance and Accountability Network
IGG	Inspectorate of Government
KAS	Konrad Adenauer Stiftung
LC	Local Council
LG	Local Government
HLC	Higher Local Council
LLC	Lower Local Council
LGs	Local Governments
MOU	Memorandum of Understanding
NSA	Non-State Actor
NU	Northern Uganda
OC	Outcomes
OPM	Office of the Prime Minister
OAG	Office of the Auditor General
RDC	Resident District Commissioner
SMEs	Small Medium Enterprises
SUC	Service User Committee

Executive Summary

of the Action

Background:

Decades of civil unrest in Northern Uganda destroyed the socio-economic and political systems in the region. While there have been considerable efforts by the government and other development partners to rehabilitate and develop the region, the region remains fragile and vulnerable to various shocks from poverty, climate change and environmental degradation further exacerbating the presence of refugees from neighbouring countries, especially in the West Nile sub-region.

With the adoption of a decentralised system of governance, there is an expectation for improved accountability systems, service delivery and citizen-state interaction. Taking cognisance of the effect of the conflict on service delivery and accountability, the government of Uganda and development partners have continued to undertake various initiatives to address the gaps in service delivery, and accountability through improved governance. However, despite these efforts, citizen participation in service delivery processes remains low and does not meet the demand for accountability and good governance. This has largely been due to the negative effects of the conflicts on the operations

of the governance-oriented Civil Society Organisations (CSOs) in northern Uganda. CSOs focus shifted from providing oversight functions to government, a critical role for accountability in service delivery and good governance, to humanitarian assistance. This impacted the urgency of communities holding governments under the decentralised system accountable during the conflict periods and post-conflict settings.

The collapse of the CSOs as agents of citizen engagement with the state for community transformation, promotion of gender-responsive service delivery and accountability became a challenge. This led to civil society-led governance interventions in the region to be conducted by national level CSOs with a limited understanding of local realities thus affecting sustainability of the results of these interventions. Where some local CSOs attempted to engage in advocacy work, their effectiveness was affected by capacity gaps in human resource, information, and financial capacities. Despite these gaps, the CSOs engaging in governance, accountability and advocacy work are independent of each other, with limited interaction with public authorities. This undermined the effectiveness of the CSOs and citizens' engagement with

the state actors thus non-responsive LGs to issues of governance and accountability.

The SPACE project targeted the sub-regions of Lango, Karamoja, West Nile, Teso and Acholi specifically because of the tumultuous years of insurgency that broke down any semblance of civil society and institution. As expected, there are high levels of apathy owing to the information vacuum between government and the ordinary person, weak or non-functional service provision structures and systems, corruption, low participation of citizens in planning and budgeting processes for service delivery, weak district and sub-county councils with inadequate knowledge of their mandates, the existing legal frameworks for service delivery and accountability as well as an unfavourable working environment for governance-related CSOs. Admittedly, the gaps were wider than theorized. What we found was not just a lack of information, but a lack of comprehension of the initiatives entirely. Most ordinary people had no basic understanding of the government initiatives in place and how they could benefit from them. The first thing to do therefore was to talk to the people. We had community level dialogues where everyone was encouraged to communicate what they believed to be their problems. From these meetings, we identified representatives depending on the level of influence and trust exhibited between them and their peers. The next phase was to facilitate communication between them and their designated government officials. The dialogues were met with enthusiasm by the community, with

many calling for more dialogues of this nature in the future.

To address the identified issues, the project sought to implement three clusters of activities. These included:

- i. Development of collaborations among CSOs in undertaking LG service delivery and accountability performance assessments.
- ii. Establishing and strengthening platforms for communities, CSOs and LGs engagement to exchange information and opinions, and
- iii. Introduction and application of a sound and comprehensive monitoring and assessment package that strengthens the collaboration between LGs, CSOs and members of the communities in monitoring and assessing implementation of service delivery plans by LGs.

The design and implementation of the project activities aimed at leveraging the existing structures on the ground through ownership and participation by the different stakeholders; enhancing partnerships; improving gender equality and empowerment of women; and alignment of all stakeholders to a common results framework for the project.

With funding from the European Union (EU) through the Government of Uganda's Development Initiative for Northern Uganda (DINU) under the Office of the Prime Ministers (OPM). *The SPACE project was implemented in a period of 30 months in the sub-regions of West Nile, Acholi, Lango, Teso and Karamoja by the Konrad-Adenauer-Stiftung (KAS) as the*

primary implementor, together with regional partners namely; Mayank Anit-Corruption Coalition (MACCO) in Arua and Gulu, Lira NGO Forum Lira and Amuria, and Riamriam Civil Society Network in Napak and Moroto.

The goal of the project was to contribute to improved downward accountability and improved performance of Local Governments (LGs). The project aimed at building synergies and complementarities between the LGs, CSOs, media and communities in realising Uganda's national development efforts. The actions under the project focused on provision of technical assistance and capacity development to strengthen CSOs interactions with relevant state institutions and actors involved in local service delivery and accountability. This was achieved using a citizen-centred approach for an accelerated and sustainable development in the northern region, through efficient and effective resources utilisation.

The project objectives were:

- *To strengthen the downward accountability mechanisms of LGs to their constituents.*
- *To empower citizens to seek accountability from their leaders on the service delivery and development plans and budgets execution, and*
- *To create platforms that strengthen the Civil Society Organisations (CSOs), media, non-state actors and the private sector in their interaction with LGs.*

The project had two overall key result areas, these included:

- *RA1 - Improved downward accountability and performance of LGs. Under this result area, several activities were implemented including: Trainings on service delivery and accountability of which 369 local councilors out of the 300 planned were trained, 156 sub county Councilors out of the 150 planned, 122 CSOs out of the 120 Planned, 32 media house representatives out of the 30 planned and 25 women leaders out of the 18 planned.*
- *RA2- The oversight role of CSOs and other actors is fostered: Activities included here were 6 DCCs updated (6 planned), developed and disseminated 10,700 Legal compendiums (6000 planned), 2 DPRMs conducted in 6 districts (2 planned), 122 radio shows held (100 planned)*

Data collected during the project implementation indicates that all of the targets were achieved over 100%. Specific to this is the number of beneficiaries reached during project activities, to mention but a few:

Planned for 120 CEPs but conducted **205 (171%)**, the accountability conference where we planned to reach 200 beneficiaries attracted 1,824 people (912%);

69 more Local Councillors were trained on their roles and mandate **(123%)**, 22 more radio talk shows were held across the six action districts **(122%)**;

Planned to disseminate 6,000 copies of the Legal compendium but printed and shared 10,700 copies **(178%)** due to high demand.

An independent evaluator concluded the project as satisfactory through the mid-term evaluation. With approval for the strength of our sustainability mechanisms, possible due to our choice to leverage already existing local governance structures. Further commendation for our “robust” capacity building of target groups, partners and professional networks. The expected outcomes of the project will be the long term accessibility to benefits, strengthened accountability mechanisms and louder citizen voices. A success would look like a resilient community with more accountable leaders and fitting service delivery.

One of the major challenges was the COVID-19 pandemic. Despite the disruptions caused by the pandemic, we were able to find innovative ways of successfully implementing project activities by re-planning, re-scheduling, and using virtual engagements including trainings, pre-recorded videos, display of posters and radio formats.

Other challenges included but not limited to: the general presidential election period where internet was shut down, without any connection to social media; we also halted some of the activities to enable citizens participate in rallies and exercise their voting rights. The high level of Insecurities in Karamoja; resistance from participants because of a lack of a sitting allowance and other handouts such as per-diems. The frequent transfer of appointed district stakeholders also caused a set back to the project as new officials had to be oriented into the project intention and status on a regular.

Key lessons and recommendations include but are not limited to the involvement of key stakeholders from project start, clarifying expectations of all stake holders right from the start of the project, Sensitisation of the stakeholders on the project objectives and activities was an ongoing process throughout the life cycle of the project, constant and effective documentation of project activities helped to improve reporting, accountability, and learning.

For purposes of sustainability, the project was implemented within the existing systems and structures, conflict management mechanisms were integrated within the project design. Both the elected and appointed officials were included as target groups during project activities such as knowledge sharing trainings and dialogues for continuity and forward thinking. They will project and apply the acquired through the project knowledge and skills beyond the project lifetime.

Our strongest efforts went towards sustainability. The project leveraged existing systems, investing in the people with power as well, enough to ensure that the principles of our discussions could carry on after the project. We extended ourselves beyond the institutions making use of our long term partner GAIN that has concerned itself with grassroots networks, partnerships and whose mandate is to increase their capacity. Through this partnership, we were able to facilitate constructive governance exchanges with certainty that they would be carried forwards. At the time of reporting and post project, GAIN continues on with work

in Teso, Karamoja and West Nile. The effectiveness of our trainings was felt by the requests for both continuous DPRMs by district leaders specifically from Moroto, Napak, Gulu, Lira and even beyond our target groups in order to facilitate their own trainings and comprehension of governance structures. Lastly, there was also requests for the legal compendium, which we met by further distribution beyond target group districts such as Abim, Nakapiripirit, Mbarara, Kisoro.

We are thankful to all the actors who contributed towards the success of this project namely, EU, OPM, local partners that we have worked with at the community level; Riamriam Civil Society Network, Mayank Anti-Corruption Coalition Unit, Lira NGO Forum and all our beneficiaries for the warm reception and cooperation over the project period.

Significant Changes of the Action During Implementation

All our activity changes were as a result of the COVID-19 Pandemic that followed with three lock downs. To mitigate the inability to implement physical engagements while also adhering to the SOPs, we revised some of the initial formats as below;

Act 1.2.3b: Annual Northern Uganda Accountability Conference

In a letter dated 19th January 2022, we notified the National Project Coordinator, Pius Ongom about a revised format where instead of organizing a big conference in one venue, with support from the local partners, we held an Accountability Week from 7th to 11th of February in all six districts of the project. The changes associated with Act 1.2.3b have been communicated to and agreed by the Contracting Authority prior to activity planning

and execution. Refer to **Annex 11 attached**, for the correspondences.

The Accountability Week was designed as a series of public dialogues and other different activities implemented by each partner of the project in their respective districts. The activities were organized as follows;

- **7th** February: University Lecture on the importance of youth participation in political processes. Involvement in these processes involves influencing government decision making that affects the lives, education, growth and development of youth and through participation, young people are empowered to play a vital role in their own development as well as in that of their communities.

- The youth groups that engaged highlighted challenges in participation in political processes such as monetization of political processes, limited youth representation at national level and a lack of information among others. More voices can be heard here; <https://bit.ly/3GAPI37>
- **8th** February: District Dialogue that involved a presentation and discussions on good governance and accountability; DPRM report; Key findings, Ratings and Recommendations
- **9th** February: CSO Trade Fair where we invited different CSOs to showcase what their works and how they would like the public to get involved.
- **10th** February: CSO monitoring of key sectors; Roads, Education, Health & Water which was followed with radio talk shows where findings from the monitoring session were publicly discussed.
- **11th** February: Two Parallel sensitization workshops with one on Improving Gender Equality

and another on Prevention of Corruption were held.

On each day of the SPACE Accountability week, we organized Community Engagement Platforms at village level within different sub counties. All activities were conducted with the strictest observance of the SOPs.

With this approach we created more awareness among the target groups and reached 1,824 beneficiaries (out of 200 planned), increased visibility of the project in all districts and provided other grantees the flexibility to attend and participate in any of the activities at a location of their choice within the action districts.

Follow the hashtag **#SPACEAccountabilityWeek** on twitter for more insights on the activities. Refer to **Annex 10** for a pictorial impression.

This format however, did not change the intention and target of the project. This involved a series of activities.

Summary of beneficiaries;

District	Female	Male	Youth	Total Participants	No. Sub-counties Represented
Amuria	166	287	137	453	13
Lira	114	165	70	279	12
Arua, Terego & Madi-Okollo	106	191	102	297	16
Gulu	128	136	96	264	11
Moroto & Napak	265	266	233	531	14

The project over achieved its target in this activity. We reached **1,624** participants over the planned group of **200** under this format. This was attained through the different interactive and inclusive networking activities that were organized between youth, women, elected leaders, CSOs and the general citizenry. For more statistics, please refer to **Annex 9 attached to this report.**

Act 1.2.3a: Regular District Dialogues

Initially we had planned to have physical district dialogues involving different stakeholders at different levels however, due to the lock down and a need to ensure project continuity, we shifted from physical engagements (which were not possible at the time) to radio dialogues. The new format did not affect our planned targets, it instead provided room for a wider outreach to beneficiaries within the region that could access the radio frequency and tune in. This was evidenced in the feedback from callers that specified their locations.

During radio talk shows, we mobilised two to three key stakeholders to speak to their areas of expertise, experience and knowledge or even share updates on district performance, sensitisations on COVID-19 and generally provide feedback to communities. The conversations and engagements over radio were not different from what happens in a physical dialogue, except there were no physical movements of beneficiaries, however, we registered a bigger outreach,

directly and indirectly, beyond the action districts. This was seen through the number of people that called in to share feedback and ask question. We conducted a total of 16 radio dialogues across the six action districts. The new format of district dialogues has been agreed upon by the Contracting Authority prior to planning and execution. (Refer to the attached **Annex 11** for this communication)

Act 1.2.4: Community Engagement Platforms

We designed and displayed posters carrying key take-home messages that we expect would have been delivered through the attendance of a physical CEP. The messages, which appear in both English and the local languages, centre on issues of accountability, service delivery, gender-responsiveness and citizen-state-interaction. To replace 62 CEPs which could not take place physically, we printed a total of 6,000 posters and displayed them in 62 sub counties in all the 6 action districts; Please access the Posters here; [Our Approach – SPACE \(dinospace.org\)](https://dinospace.org)

Pictures for Posters displayed at health centres, police, water points, schools, universities, busy shops, markets and other public places **(Annex 10)**

As a commitment to observing and adhering to the COVID-19 SOPs, we accompanied the poster portrayals with the distribution of 600 branded facemasks (50 per district).

Act. 1.1.3: Training of Local Council leaders

On 22nd & 23rd July 2021, we conducted a pilot virtual training with Lira Lower Local Councillors to evaluate whether an online format could feasibly replace the LC trainings. We invited over 30 councillors, however only 15 were able to attend the virtual training due to lack of digital infrastructure and poor network connectivity. Participation comprised of 10 men and 5 women. These results point to a disproportionate training, even though we mobilised more women than men. This could also be an indicator of the technological divide between men and women. Other challenges the participants encountered include poor network, poor technical infrastructure, and the lack of access to smart devices. Despite the glitches, we were able to keep the participants engaged with the training content. Read more on: [Training of Lower Local Councils – Lira District – SPACE \(dinuspace.org\)](#)

Picking up lessons from the virtual training, we revised the format.

We invited experts in the areas of Local Government systems, accountability, service delivery, and gender inclusiveness to record short video sessions that condense the material we intend to deliver to participants. We shared the videos with the councillors so they would be able to download them when they enter a place with a stable internet connection. We provided USB sticks with the video material for those councillors who did not have access to a smartphone but would be able to access the video content through their work computers.

We later conducted a physical follow up training where we used the videos as additional resource materials. We have six videos that run for a total of 1 hour and 12 minutes. Watch the videos here; [Local Councils Training Videos – SPACE \(dinuspace.org\)](#)

The new format of the trainings were been communicated to and agreed by the Contracting Authority prior for planning and execution per **Annex 11** attached. Training Reports, videos and pictures can be accesses under **Annex 10**

Topic	Number of people reached	Link
Gender & Equity Responsive Budgeting	1,923	https://www.facebook.com/1383562538631581/posts/pfbid0g-pqhRn6srfT54MGxkFTkh29G6GNgiXPKwErbEqFvYVMeokb3Kxmz-WAzdn2CKazzgl/
The Budget Cycle	3,920	https://www.facebook.com/1383562538631581/posts/pfbid0ee-3hzUrY27Y9Ng1xxK7VjSJM8QIF2VmwZnjwrfTDFVTQJXhabt-3GCDGuEkadeqbl/
Leadership Code of Conduct	2,216	https://www.facebook.com/1383562538631581/posts/pfbid02Rh5n-WKfMuZ7FufmLnprkRrKxfD36g2Sg3nrWRZdrj8m5cs7JutB-33ZqK994K5sjo/
Decentralisation & LG Systems	2,316	https://www.facebook.com/1383562538631581/posts/pfbid0sST-WjDYT5x4Cxkko1Uww9jEsM4Db71jEuTWs9qmgTEh2fRryTHx18oivrt-BZaL9nl/
Understanding Service Delivery	2,147	https://www.facebook.com/1383562538631581/posts/pfbid0BLig-6ChzWyeUY7yiT6LS6RavFawfG3B88C9jBhgrbP6UMjHc9gV2Vz826i-17U6CK/
Understanding Accountability	14,769	https://www.facebook.com/1383562538631581/posts/pfbid-02kuc9swU78hCBW9tQtzu2EYiD5ayB38jficGsEetLQCTjBWcfehp-wKqkTdac9YtXtl/

Results Achieved

Oc 1: Downward accountability mechanisms are enhanced through strengthening the role of CSOs, media, members of local councils and SUCs and other civil society actors in local governance and through the promotion of accountable and responsive services delivery.

The project has achieved its overall target to full satisfaction as intended for the 30 months completed.

Overall, the project activities implemented were able to strengthen the role of the target groups in local accountability processes and promote accountable and responsive service delivery among the target communities.

The specific achievements under the indicators of Outcome 1 justify this claim and are listed below.

All activities and trainings planned were implemented in relation to the indicators that are under the log frame assigned to outcome 1.

M & E tools were developed and used to plan, track progress and measure performance of the project throughout the implementation

period. This has enabled us to transparently account to DINU.

Attached to the report is the financial narrative indicating all expenditures in Annex 13.

A major unforeseen challenge was the COVID-19 pandemic and as the country responded to the pandemic, the Ministry of Health (MoH) developed guidelines and SOPs that were to be followed and observed. As a COVID-19 curbing measure, all social, political and economic activities that involved physical gatherings were suspended, followed by a series of lockdowns in the country between March 2020 and August 2021. The lockdown was later eased but with few restrictions still in place like no public transportation, no gatherings of more than 20 persons. The introduction of curfew also affected our radio talk shows as the invited stakeholders were not able to make it for the shows (Most of the talk shows were at peak hours-late evenings, 6PM to 9PM)

In the month of January 2021 during the country general elections, we paused implementation of activities in the different districts due to uncertain political environment and security concerns following the several riots around the country reported on different media platforms. This was also to allow citizens follow through and exercise their rights of attending to rallies and participate in elections without interruptions.

After the general elections, we resumed activity implementation however this was cut short by the 3rd phase of the lockdown from May to August. This halted our field

activities for about 7 months in the 3 progressive lockdowns in the country.

Despite all the above mentioned challenges, we still managed to re-plan, reschedule and implement different activities to meet the outcome.

Oc 1 - Indicator a)

Understanding of and adherence to the legal framework for LG accountability, gender-responsive service delivery, and good governance on behalf of mandated representatives

This indicator was operationalised by

- (1) measuring the number of LC and SUC activity participants trained on the legal framework,
- (2) recording their understanding of the legal framework and
- (3) checking the quality of adherence of LGs to the legal framework.

Results:

Ad 1) In two (2) training cycles for LCs, we trained 162 LC III (150 planned) and 212 LC V (150 planned) in training cycle one and 206 LC III and 163 LCV (150 planned) in training cycle two.

In two (2) training cycles for SUC, 146 of 150 planned were trained. 4 women from Moroto and Napak districts were invited but were unable to attend the training. The women registered absent however made it to the 2nd cycle of the training on accountability and service delivery. In the 2nd cycle, 156 of 150 planned

SUC members were trained.

This is 100% attainment of the goal under this indicator.

Ad 2) In both trainings, 100% of LC and SUC participants responded „Yes, the training has improved my understanding of the legal framework“ and have acquired new knowledge on their specific roles within LG accountability and service delivery. (This is evident in the Kobo data collected). Most participants requested for more of the legal compendium to share with their counter parts who did not get the opportunity to attend the training.

Ad 3) In both trainings, 100% of the LC participants responded „Yes, after the training, I was able to better adhere to the legal framework“ and increased quality of adherence to the legal framework.

Oc 1 - Indicator b)

Adherence of LGs to statutory standards and recommendations on accountability and service delivery

This indicator was operationalised by

- (1) recording the number of participants trained on statutory recommendations and standards and
- (2) measuring the quality of adherence to statutory recommendations and standards.

Results:

Ad 1) Out of the 600 targeted direct beneficiaries, the project trained 679 participants on statutory recommendations and standards (122 CSOs, 156 SUCs, 32 media actors, 369 LC III and LC V councillors).

Ad 2) After completion of the second cycle of the trainings, data collected indicates that 100% of the participants trained are adhering to statutory recommendations and standards.

Oc 1 - Indicator c)

Network-based, multi-stakeholder civil society advocacy work for gender-responsive, inclusive, and accountable governance through improved capacities of CSOs, media and other civil society actors related to accountability mechanisms

This indicator was operationalised by

- (1) recording the number of overall CSO representatives that were trained,
- (2) recording their amount of knowledge on the legal framework and
- (3) following up on the networks that were created among CSO stakeholders.

Results:

Ad 1) 122 out of the targeted 120 CSO actors were trained twice.

Ad 2) All participants rated the training inputs as “insightful” or “highly insightful”, thus indicating that their knowledge on the legal framework was improved through the trainings.

Ad 3) All participants who attended both trainings confirmed that they were able to use the trainings to network.

Oc 1 - Indicator d)

Representation of minority voices (youth, women, persons with disability, ethnic minorities) on accountability issues in public discourse

This indicator was operationalised by

- (1) measuring youth participation,
- (2) recording the diversity of participants in activities 1.2.3a and b and
- (3) recording the amount of female participation in all training activities.

Results:

Ad 1) Out of 4540 beneficiaries targeted, 1758 youths were reached. Youth participation has been particularly challenging in terms of attracting youths to be present and participate in all activities. Whereas the youths are active in all activities where they are present, their level of motivation to intentionally be part of the activities was low. Deliberate

efforts to target youths during mobilisation were put in place like use of social media (Facebook & Twitter) and citing the need to have youths’ representation as part of the activities in invitation letters to districts.

Ad 2) The diversity of participants in activities has been high, with full representation from each sub-county in districts with few sub-counties such as Moroto (9) and Arua (4). Lira, Amuria, Gulu and Napak always had a representation from 5 to 14 sub counties. Attached to the report is a list of all sub-counties reached under **Annex 8.**

Additionally, the project was able to ensure inclusive participation and representation from various areas, ethnic groups, and different social backgrounds. This was possible through calls during the radio talk show programmes. The radio talk shows were also popularised during community meetings, dialogues, community meetings at village level and word of mouth (Project trained participants cascading information to the community members).

This resulted into a wide coverage with regional diversity and exceptional citizen participation across all action districts.

Judging by the figure alone, the total number of women may appear to be low. This is not entirely due to inability to mobilise the women but mostly due to the patriarchal system in place where majority top leadership positions are dominated by the men except for affirmative action positions which are designated for the women. Additionally, the COVID-19 pandemic

has negatively impacted the lives of women in regard to household roles, as they try to fend for their families amidst this pandemic. With all these, we have achieved 48% female representation and participation throughout the project.

Ad 3) In all 38 trainings, female participation was 50% or higher.

The 15 trainings where this goal was missed recorded rates of 30% absent females that were mobilised to partake in the workshops. Overall, events (training and dialogues), 2205 women and 2321 men have been reached. A summary of M&E data collected is attached under **Annex 9**.

Oc 2: The oversight role of CSOs and other actors is fostered by strengthening their collaboration with LGs to undertake LG performance assessments and coordinated approaches to monitoring of service delivery and implementation of LG plans or national programmes.

The project has achieved its overall targets for Outcome 2 to full satisfaction throughout the planned 30 months. In a nutshell, the undertaken project activities were able to initiate and maintain a dialogue culture between state, citizenry, and civil society and empowered CSOs to monitor service delivery and undertake performance assessments.

The specific achievements related to the indicators of Outcome 2, justify this statement and are listed below.

All activities planned in relation to empowering CSO were implemented. In addition, we held a CSO trade fair which provided a platform in each of the action districts where different CSOs were invited to show case their work to the public but most importantly, it was an opportunity for the CSOs to engage the citizens and chart ways of better collaboration with the citizens in improving service delivery within these action districts.

A major unforeseen challenge was the COVID 19 pandemic and as the country responded to the pandemic, the Ministry of Health (MoH) developed guidelines and SOPs that were to be followed and observed. This halted our field activities for about 7 months in the 3 progressive lockdowns in the country.

Publishing the first DPRM report was also delayed by the contracted consultant.

Oc 2 - Indicator a)

Updated DCCs between civil society and LGs in the districts

This indicator was operationalized by

- (1) recording the number of target districts with updated and signed DCCs and
- (2) the number of disseminated copies of the signed DCCs.

Results:

Ad 1) All districts possess written and signed DCCs.

Ad 2) The goal to print 1200 copies of the DCCs was exceeded to 3870 copies printed as the unit cost was significantly negotiated to accommodate more copies. All the copies printed for all the districts were disseminated. The dissemination was done during project activities in the districts, through the regional coordinators and finally during the accountability conference.

Oc 2 - Indicator b)

Citizen-State engagement between different levels and actors of civil society and LGs as well as dialogue culture on issues of accountability and performance

This indicator was operationalised by

- (1) recording the number of engagement activities with participants from both, citizenry, and state, and
- (2) examining the quality of these activities.

Results:

Ad 1) The project held 143 CEPs, 24 physical DDs, which altogether exceeds the goal of 100 engagement activities. Additionally, some engagement activities were replaced due to the lockdown: 16 additional radio DDs were conducted, and 62

additional CEPs were replaced by posters.

Ad 2) Out of 167 physical CEPs and DDs, 162 were rated by facilitators as “open exchanges”. This leads us to believe that the exchanges had a high quality for an open exchange between citizens and duty bearers. This is supported by the large amount of duty bearers (usually more than 5) attending CEPs and DDs.

Oc 2 - Indicator c)

Active citizenship on community platforms to promote accountable local governance

This indicator was operationalised by

- (1) reviewing the number of re-occurring participants in DDs and
- (2) examining the quality of participation in CEPs.

Results:

Ad 1) Due to many DDs having been conducted online, we are unable to truly verify the number of re-occurring participants. The question was asked in random sampling of DDs. The DDs that were randomly sampled to test this indicator recorded rates as high as 40-50% of participants having attended a DD before. With such high rates of re-occurring participants, we regard this goal as “on track”.

Ad 2) We relied on the participatory observation of our staff from our co-applicants and of facilitators for this indicator. The overall observation

confirmed by Riamriam Civil Society Network, Mayank Anti-Corruption Coalition Unit, Lira NGO Forum and project staff in attendance is that citizens are highly interested in participating actively, bringing forward issues, gathering new knowledge and searching for solutions for existing challenges. The fact that we observed various cases of citizens from CEPs carrying their issues and suggestions forward to radio shows and to DDs indicates that citizen engagement is high and qualitative. These citizens also utilised these fora as an opportunity to reach to their leaders and hold their leaders accountable especially regarding issues of service delivery.

Oc 2 - Indicator d)

Monitoring of service delivery and implementation of LG and national plans by civil society in 6 districts

This indicator was operationalised by

- (1) the number of DPRMs carried out and
- (2) the number of organisations joining the umbrella organisation GAIN.

Results:

Ad 1) Two DPRM were carried out with one in 2021 and another in 2022. The results were compiled, published, and presented to the project's target groups. The two publications have also been attached to this report in **Annex 5**.

Ad 2) Conclusive results in this area indicates that all the three co-applicants (MAYANK Anti-Corruption Coalition (MACCO) based in Arua district, LIRA NGO Forum based in Lira District and RIAMIRIAM Civil Society Network based in Moroto District are passionate to continue and be part of the Umbrella Organisation. Nine CSOs, namely; Amuria CSO Network (ACSONET), Community Water shade Development Organisation (COMWO), Agency for Development of Young Farmers in Uganda (ADYOFU), Teso Diocese Planning and Development Organisation (TEDDO), Young women creating opportunities and network for economic transformation (YWCONNECT), Community Empowerment Education Development (CEED) Uganda, Canadian Physicians for Aid and Relief (CPAR) Uganda, Karamoja Community Initiative for Development (KACIDE), Karamoja Integrated Development Programme (KIDEP) also expressed their interest in joining the Umbrella Organisation GAIN.

Summary of Project Outcomes per activity

Activities	Outcomes
1.1.1 A simplified legal compendium is developed	<p>Local government leaders have embraced the Legal Compendium that was produced in English and translated in five local languages. It is on high demand beyond the project districts as one of the key reference materials for decision makers and power holders in CSOs and LGs.</p> <p>Local leaders are now making informed decisions guided by the law, regulations and policies all contained in the Legal Compendium.</p>
Act 1.1.2: Training of Trainers for CSOs	<p>The training improved on the relationships first within CSOs themselves & between CSOs & LGs.</p> <p>The training also helped CSOs to build networks, partnerships and synergies. The CSOs WhatsApp groups formed during CSO trainings are still extremely active and useful for the CSOs in not only sharing information but also collaboration.</p> <p>Our TOTs built capacities and skills have been exhibited by them mobilising resources that are sustaining their organisations after the end of the action. For example, Lira Ngo Forum and Riamriam Civil Society Network replicated some of the SPACE activities like radio programs and dialogues in their current running projects with USAID through Uganda NGO forum .</p>
Act. 1.1.3: Training of Local Council leaders	<p>The local government leaders now have strong appreciation of their roles and responsibilities as a result of the trainings.</p> <p>The relationships between the leaders and technical staff have improved and both teams are now enjoying a conducive working environment since the training clarified on the roles and responsibilities that was causing conflicts in the project action districts.</p> <p>The trained leaders are now empowered and they are also being called to share their stories and experiences before and after the orientation.</p> <p>Before the SPACE project trainings, the district councillors in Amuria could not sit together and discuss but now after the training harmony has returned and is retained to date.</p> <p>Additionally, in Moroto the district council had been divided and failed to approve the district chairperson but as a result the training council approved the district vice chairperson.</p>
Act 1.1.4: Sensitisation workshops for members of Service User Committees (SUCs)	<p>The sensitised members of the SUC are now encompassed with skills and knowledge in providing oversight in the performance of their respective organs</p>
Act. 1.1.5: Women's Trainings	<p>Trained women are now able to debate and articulate the matters, issues affecting their electorates</p> <p>Women leaders' capacities are now enhanced.</p> <p>Women leaders have built caucuses as a result of women training and the same are still very active and useful in championing women concerns across the action districts. A WhatsApp group created during these trainings is to-date still a very active platform for the empowered women.</p>

Act. 1.1.6: Media Actor Trainings	The trained media actors have in several places praised the training for enhancing their skills and competencies in covering and reporting on the issues of public service delivery, Gender responsive reporting and investigative journalism.
Act 1.2.1: District Client Charters (DCCs)	District Client Charters are currently being referred to during annual assessment of District Local Governments and there is visible improvement in the performance and ranking of the SPACE action Districts.
Act 1.2.2: Design and implementation of a District Peer Review Mechanism (DPRM)	<p>The team and tools developed during and for the assessment are still in place to be referred to by any authority.</p> <p>The skills gained by the assessment teams are still being used by the assessors in all other surveys and their capacity was built to collect data and information concerning human rights, accountability, democracy, rule of law etc.</p> <p>DPRM contributed to the pool of community researchers that have remained in the action districts explaining and clarifying issues to stakeholders hence causing sustainability of the project.</p>
<p>Act 1.2.3a: Regular District Dialogues (DDs)</p> <p>Act 1.2.3b: Annual Northern Uganda Accountability Conference</p>	<p>As a result of district dialogues, the LGs have admitted the CSOs in their monthly district technical planning committee meetings and this has translated the relationship between the CSOs and LGs in addition to minimising mistrust.</p> <p>District dialogues and the accountability conference provided interface between the leaders and the ordinary citizens and the 6 action districts have still maintained this platform which they now call the "district budget conference" where they account to the citizens what was planned and implemented in the previous year and what is in the pipeline for the next coming year.</p>
Act 1.2.4: Community Engagement Platforms	<p>The Community engagement platforms planted seeds of active participation to the citizens at village and parish levels in demanding not only for better service delivery but also accountability.</p> <p>The participants who attended our CEPs are now very active members of Parish development committees in all our action districts.</p>
Act 1.2.5: Facilitation of radio shows	<p>The radio talk shows created the listeners' clubs in the respective action districts and the same are still very active in the rural areas in reporting the gaps in service delivery.</p> <p>Citizen's journalism has been re-awakened in the project action districts. The citizens are now empowered to ask and demand for information and accountability from leaders both appointed and elected.</p> <p>The radio talk show programs have been mainstreamed into popular programs in the respective partner radio stations.</p>

Summary of the project results and indicators

	The direct/tangible products (Baseline 2019	Current Value	Target June 2022	Sources of information and methods used to collect and report	Remarks
Output	1.1.1 A simplified legal compendium is developed	Complicated legal documents available	Legal compendium was produced both in English and translated in 5 local languages (Ateso, Ngakarimojong, Luo, Acholi and Lugbara). 10,700 copies were printed and disseminated across the action districts. Distribution lists available	A compendium will be available in print and online in simplified languages and translations with 6000 copies disseminated in 5 languages	Internal Monitoring	More copies were printed as demand was high and the printing rate was negotiated to accommodate at least 1,700 more and KAS made an additional contribution of 3,000 copies.
	1.1.2 ToTs have been implemented for CSOs	Civil society holds increased capacities in knowledge of accountability frameworks and statutory recommendations Civil society establishes strong networks to exercise watchdog role	122 CSO representatives have gathered knowledge from the trainings and have begun to build networks; Two training cycles completed Status: the indicator has been over achieved by 178%	120 civil society actors acquire knowledge of accountability frameworks and statutory recommendations Trained actors link up, build networks and join the GAIN network	Internal Monitoring Media Report Civil Society Reports Participants' Feedback Participant lists Internal interviews	Some members of the CSO expressed interest to join the GAIN network for continuity in knowledge sharing
	1.1.3 24 trainings for local council leaders have been conducted	Varying amount of understanding from non-existent to decent	162 LC III and 212 LC V councillors were trained for LC V were trained for the second time. Two training cycles completed Status: the indicator has been over achieved by 108%	150 LC III and 150 LC V officials acquire in-depth understanding of frameworks and recommendations on accountability within which they operate 12 trainings with 25 participants each occurring twice		The number trained was demand driven and this affected the planned resources for the trainings. Thus, the number increasing drastically from the initially planned 300 to 369

	The direct/tangible products (Baseline 2019	Current Value	Target June 2022	Sources of information and methods used to collect and report	Remarks
1.1.4 Programme for sensitisation for SUCs, has been developed and implemented	SUCs are sensitised and trained on their roles within LG accountability and service-delivery	Minimal understanding	156 SUC members sensitised and trained on their roles within LG accountability and service-delivery through two training cycles. Status: the indicator has been over achieved by 104%	SUCs in the six target districts are all sensitised and trained on their roles within LG accountability and service delivery 6 trainings occur twice; 25 pax trained per training, total 150 SUC are trained		This activity provided a platform for SUCs to discuss challenges and come up with practical solutions. The SUCs acquired new knowledge on local government accountability mechanisms as most of them were newly elected to these positions.
1.1.5 Training of district women councillors; youth female councillors and female CSO representatives	Female decision-makers become focal persons for advocating for gender-responsive LG accountability and service delivery Female decision-makers become "go-to" persons for ordinary female citizens	Female decision-makers are sometimes disconnected from their female electorate and are marginalised in LG decision processes	25 female decision makers were trained twice. The women were empowered to demand for gender responsive service delivery and also use their leadership positions to provide accountability to the citizens. The women's capacity was built on understanding legal frameworks and political dynamics. Status: the indicator has been over achieved by 139%	District women councillors, youth female councillors and female CSO representatives from the six-target districts are trained on gender-responsive LG accountability and service delivery which enables them to defend issues from the grassroots all the way to the decision-making level; 18 female decision makers trained twice		The women are very active. We created a WhatsApp platform where these women continue to share different learnings and information. The women also continue to act as our voices on ground in the communities that they serve. They are proactive as evident in their zeal to appear on Radio talk shows on individual initiative.

Output

	The direct/tangible products (Baseline 2019	Current Value	Target June 2022	Sources of information and methods used to collect and report	Remarks
1.1.6 Training of media actors	Media holds increased capacities in knowledge of accountability frameworks and statutory recommendations. Media establishes strong networks to exercise watchdog role	Very limited knowledge. Weak networks	32 media representatives were trained twice. They have acquired knowledge of accountability frameworks and statutory recommendations. Trained actors began to link up and build networks amongst themselves. Status: the indicator has been over achieved by 107%	2 trainings with 30 pax, twice, 30 media actors acquire knowledge of accountability frameworks and statutory recommendations. Trained actors link up, build networks and join the GAIN network		The Media representative trained are now the moderators/facilitators of the SPACE project radio programmes which was not the case at the beginning of the project. The trained representative has also contributed to visibility through sharing out information and forwarding feedback to SPACE. We are confident that we have built a network with journalist in the media fraternity.
1.2.1 Development and review of District Client Charters	Citizens and mandated representatives possess written accord on their goals and working relationship	Updated DCCs not in place	6 districts possess written citizen-representative accord in form of a DCC; 3870 copies produced and disseminated.	6 districts possess written citizen-representative accord in form of a DCC 3870 copies	Internal Monitoring Media Report Civil Society Reports Participants' Feedback Minutes from Meetings	These have been successfully disseminated through different activities.

Output

	The direct/tangible products (Baseline 2019	Current Value	Target June 2022	Sources of information and methods used to collect and report	Remarks
1.2.2 DPRM	Leaders are made aware of shortcomings in accountability and service delivery in their districts and address them accordingly	Numerous shortcomings not addressed	The first and second DPRMs were conducted in 6 districts. The 2 reports for 6 districts were produced and presented to leaders to make them aware of shortcomings. Both reports have been printed and disseminated. They are also available online at www.kas.de/uganda Status: the indicator has been achieved by 100%	Leaders become responsive to shortcomings that they are made aware of and demonstrate verifiable and significant efforts to address them 12 DPRM evaluation rounds: twice in each district 1200 DPRM copies		All reports disseminated
1.2.3a and b 36 District Dialogues and 2 Regional Accountability conferences	Citizens of Northern Uganda and the six districts in particular hold regular exchanges to scrutinise LG accountability and service delivery	Exchanges are irregular and limited in scope	24 DDs were held (4 in Amuria; 4 in Arua; 4 in Gulu, 4 in Lira; 4 in Moroto; 4 in Napak). An additional 16 DDs were held via radio due to the COVID-19 pandemic. Status: the indicator has been over achieved by 111% One accountability week (instead of a conference) took place in February 2022 and the second accountability conference was held in June 2022. Status: the indicator has been achieved by 100%	District Level exchanges happen tri-annually – 6 in total and regional exchanges annually (two conferences) to ensure regular and thorough assessment of LG accountability and service delivery		Instead of two accountability conferences, we held one accountability conference and one accountability week. The accountability week however attracted huge masses of citizens/ More numbers than the conference.

Output

	The direct/tangible products (Baseline 2019	Current Value	Target June 2022	Sources of information and methods used to collect and report	Remarks
1.2.4 Community Engagement Platforms	Citizens in the target districts engage on accountability and service delivery on the sub county and village level and leverage baraza-meetings	Engagements are irregular	143 Community Engagement Platforms were held (24 in Amuria; 22 in Arua; 23 in Gulu; 24 in Lira; 25 in Moroto; 25 in Napak) 62 additional CEPs were held in poster format during the lockdown, (9 in Amuria; 12 in Arua; 12 in Gulu; 13 in Lira; 6 in Moroto; 10 in Napak) Status: the indicator has been over achieved by 171%	Engagements occur regularly and at least every two months. A minimum of 20 CEP meetings per district will be held		The poster CEPs were put in place to ensure continuity of citizen engagement and these posters are in public places in English and all the 5 translated local languages. In general, the CEPs were a great contribution to this project as it was an open for a for all citizens to comfortably air out their issues and concerns.
1.2.5 Facilitate radio shows	Media regularly and proactively portrays different issues of LG accountability and service delivery in Northern Uganda	Issues portrayed irregularly and without depth	Radio shows were held in all 6 districts with 122 talk shows (26 in Lira, 32 Arua, 17 Gulu, 30 in Amuria, 17 Moroto & Napak) aired over the project period. Status: the indicator has been over achieved by 122%	Weekly radio shows on issues of LG accountability and service delivery in Northern Uganda inform the citizens in the region About 100 radio shows will be on air		This activity contributed to the project visibility and covered topical issues around the 3 key project areas (Improved Service delivery, Accountability and Gender responsiveness)

Output

Activities Implemented:

A0.1: Inception Workshop and Project Launch



Figure 1: Group picture of partner project & OPM staff.



Figure 2: LG stakeholders; chief administrators signing the MOUs

In March 2020, an inception and administration workshop with the project team, co-applicants and key stakeholders from OPM and the target districts' Local Government stakeholders was organised at Fairway Hotel, Kampala. During the workshop, we built a rapport and established a mutual understanding of the project objectives, intended impact, activities planned & EU project management guidelines. The project was officially launched at the end of the workshop. Access the report: <https://bit.ly/3vY0jRT>

Act 1.1.1: Development of a simplified compendium of laws, policies and regulations concerning LG accountability, public resource management and gender inclusion.

Towards Output 1:

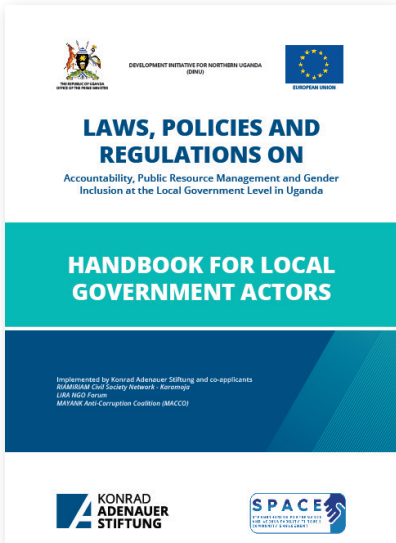


Figure 3: Act 1.1 Simplified Legal Compendium developed, printed and used as a training resource.

With support from the project team, the simplified compendium was developed by Yusuf Kiranda, an expert in the Local Government frameworks. This handbook covers pertinent laws, policies and regulations relating to LG accountability, public resource management and gender inclusion; in a plainer and graspable approach for our target groups. Link: <https://bit.ly/3DUFC8d>

It was planned to print 6,000 copies for dissemination and usage during different project activities such as Act 1.1.2 (CSO training), 1.1.3 (LC training), 1.1.4 (SUC training), 1.1.5 (women's training) and 1.1.6 (media actors training) however, these would later not be sufficient. The demand was high from both within and beyond our action districts. We received requests to support LG leaders with this publication in several districts such as Ntungamo, Mbarara, Kasese, Bushenyi, Abim, Nakapiripit, Kapelebyong and Terego. To meet the demand, we printed an additional 1,700 copies under the SPACE project budget and 3,000 from the KAS BMZ budget. In total, 10,700 copies were translated and printed in different languages namely; English, Lugbara, Acholi, Luo, Ateso and Nga'karimojong.

To access the different translations: [Publications – SPACE \(dinuspace.org\)](https://dinuspace.org)

Copies of this publication in the five languages have also been attached to this report under **Annex 5**.

The compendium comprises of sustainable content that serves as a point of reference and information in regard to laws, policies and will go a long way into strengthening accountability mechanisms by users, even long after project closure.

Overview of the training and workshop activities facilitated with the Legal Compendium at a glance:

Activity	# of trainings conducted	Districts where trainings were performed	Offline / Online and when	# of pax	Comment
Act 1.1.2 Training of Civil Society Actors Concluded	Two Training Cycles	Lira Gulu Amuria Napak Moroto Arua	Offline training in December 2020 for the first Cycle and October 2021 for the second cycle.	122 CSO representatives	Translation of the Legal Compendium to the local dialect was highly useful and reliable for both the actors and the citizens. It is being used as a reference tool.
Act. 1.1.3: Training of Local Council leaders completed	Two training Cycles with 24 sessions altogether; the LCllis (12) and LCVs (12) groups that were trained separately.	Lira Gulu Amuria Napak Moroto Arua	1 Training Online for LCllis in Lira in July 2021. Physical trainings for cycle 1 were conducted in May 2021 (Amuria) & October 2021 (Gulu, Arua, Napak, Moroto & Lira LCVs)	369 altogether with 162 LC III and 212 LC V councillors were trained once; 206 for LC III and 163 for LC V	We trained the LCllis and LCVs in separate groups and in addition both requested to mix HLC & LLC within the same induction training for all of them to understand their different powers & relationships in the district council. We do understand the importance of this and would encourage trainings of this nature to continue within the respective districts.
Act 1.1.4: Sensitisation workshops for members of SUCs	Two training cycles per action district.	Lira Gulu Amuria Napak Moroto Arua	All trainings were conducted physically in May 2021 (Cycle 1) and January 2022 (Cycle 2)	156 SUC members	As newly elected SUC members, the training was the first of its kind to them. They obtained very good insights, networks and knowledge requested for more trainings of this nature.

Activity	# of trainings conducted	Districts where trainings were performed	Offline / Online and when	# of pax	Comment
Act. 1.1.5: Women's Trainings	Two regional training cycles.	<p>Cycle 1: Participants from Amuria, Moroto and Napak converged in Soroti district; those from Arua, Gulu and Lira met in Gulu district.</p> <p>Cycle 2: Trainings were conducted in each of the six districts.</p>	All trainings were P conducted physically in late November and early December 2021 for Cycle 1 and May 2022 for Cycle2.	25 Female leaders	Participants identified gaps some of which they could be able to bridge as female leaders. They were further empowered to voice out their concerns more. Each of the groups was given an opportunity to further empower fellow women over radios in the region under the project.
Act. 1.1.6: Media Actor Trainings	Two regional training cycles.	<p>Cycle 1: Media actors from Amuria, Moroto and Napak were trained in Soroti district; those from Arua, Gulu and Lira in Gulu district.</p> <p>Cycle 2: Trainings were conducted in each of the six districts.</p>	Offline trainings conducted in March 2021 for Cycle 1 and November 2021 Cycle 2.	32 Media Actors	Media actors trained appreciated the content, choice of experts and remained vital resources throughout the project.

Act 1.1.2: Training of Civil Society Actors Concluded;



Two trainings for CSO actors were conducted during the 30 months of the project. Out of 120 representatives targeted, 20 each of the six districts, the first phase across Lira, Arua, Gulu, Amuria, Napak and Moroto was conducted in November and December 2020. Here we reached 124 (70 women and 54 men) and the second and last phase in October 2021 was attended by 122 CSO representatives (67 women and 55 men) within the 6 action districts.

The training content involved understanding accountability, service delivery, gender responsiveness and interpretation of information to better equip CSO actors, while performing their oversight role. The legal compendium was one of the resource tools used during both trainings to enhance the participant's knowledge on laws, policy frameworks and LG accountability. Each one of the trainees received a copy of the handbook.

There was a slight change however, from the initially planned first phase of trainings due to the COVID-19 pandemic. We planned to train two groups of 40 CSO actors from two

different action districts together, but instead trained one group of 20 actors from each action district per the COVID-19 guidelines on minimal gatherings to curb the spread of the virus. Participants created a network among themselves where they continue to engage and share knowledge. We have also had several other platforms under the project such as during dialogues, accountability conferences, radio talk shows, community engagements and women trainings where some of the CSO actors trained have been hosted to speak to their oversight role, but also engage and network with like-minded individuals, organisations and LG actors from different action districts on mutual issues affecting their communities.

During the second phase of the trainings, we gathered some feedback on how the first training in December 2020 influenced their roles as CSO actors. Videos and pictures attached in **Annex 10**. In addition, please refer to **Annex 4** for the field report.

Act. 1.1.3: Training of Local Council leaders completed.



Figure 4: Arua Local Councils group picture after the training

Two LC training cycles were initially planned for a period after the newly elected councillors took office in April 2021 across all the six action districts of Amuria, Moroto, Napak, Lira, Gulu and Arua. However, after concluding the first training for both LLC and HLC in Amuria, the remaining trainings in Moroto, Napak, Lira, Gulu and Arua districts were postponed due to the second lockdown.

A pilot virtual training for Lira Lower Local Councillors was conducted during the lockdown, in July 2021, to test the viability of remote trainings in the remaining districts. As anticipated, it was very difficult and posed challenges such as poor network, lack of internet-connected devices, resistance to change of mode of training, among others. We then revised the format to producing pre-recorded videos on key topics. In October 2021, when the lockdown restrictions were eased, we resumed the physical trainings and successfully completed the first training cycle across the five districts. Out of 300 planned, 362 Higher and Lower Local Councillors were trained; of these 171



Figure 5: Tony Okwir addressing local councils in Arua

were women and 191 men.

During these trainings, the pre-recorded videos on different topics were played, watched and jointly discussed by participant. The sessions were facilitated by local experts that translated technical information into the local languages for easy understanding, but also provided additional content using relevant examples on ground. The videos are available on [Local Councils Training Videos – SPACE \(dinuspace.org\)](https://dinuspace.org)

The last of two planned training cycles was completed in March 2022. 369 Higher and Lower local councillors across the action districts, including councillors from Madi-Okollo, Terego and Kapelebyong districts, which were initially part of Arua and Amuria districts at the time of project design, were trained.

Training content was tailored to participant needs and stakeholders within the action districts after several consultations. The trainings were delivered through highly participatory adult learning processes that included

interactive lectures by field experts, group exercises, presentations and wrap up sessions. During the training course, participants exhibited a high level of commitment to the training and pledged to put what they learned into practice; and also share the knowledge and skills with those that did not have the opportunity to attend.

Participants knowledge on performance and accountability mechanisms was enhanced. Additionally, the training expounded on the need for segregation of duties between politicians and technocrats, councillors and civil servants and how all this has a bearing on the delivery of services in the respective Local Governments.

The training evaluation pointed out that participants understood their roles more clearly and that the training exceeded their expectations in areas of accountability, district performance evaluation and lobbying for improved service delivery. As a result, participants further expressed the need for additional trainings of this nature.

Annex 4 & 10 attached will give you a more detailed report, training videos and pictorial impression.

Act 1.1.4: Sensitisation workshops for members of SUCs completed



Figure 6: Sensitization workshops for members of SUCs in Arua district

Two / workshops were conducted across the six action districts in April 2021, 146 (70 Female and 76 Male) and January 2022, 156 (77 Females and 79 Males). This included both the existing and newly elected Service User Committee members, ranging from; Local Government Public Accounts Committee, Water User Committees, School Management Committees, Parent – Teacher Associations, Health User Management Committee, and Boards of Directors as the executive body; these were trained on their roles within Local Government accountability and service-delivery; and given a platform to discuss problems and practical solutions within their direct surroundings. Overall, the training enhanced the capacity of SUCs in northern Uganda on their oversight roles and responsibilities within Local Government accountability and service-delivery.

Feedback collected from the training evaluation was that the consultants had a good expertise of the content, very good insights, networks and knowledge were also obtained. "Eye-opening, informative and interesting", is how members from Gulu simply described the training.

Annex 4 & 10 attached will give you a more detailed field report, training videos and pictorial impression.

Act 1.1.5: Women's trainings-completed.



Figure 7: Trained female leaders from Lira, Gulu and Arua.



Figure 8: Trained women leaders doing group work.



Figure 9: Happy Ainomugisha-Women Leaders Training Consultant.

The trainings under this activity targeted a total of 18 women leaders but had 25; 13 district female councillors, 6 civil society representatives, 6 women's rights activists at the grassroots. Initially, the first training should have taken place within the 3rd quarter of 2021 but we postponed it due to the third lockdown in July to August 2021. The dates did not affect the planned method of training however. We conducted joint trainings of women leaders from three districts namely; Napak, Moroto and Amuria as one group, then Arua, Gulu and Lira as the second group in November and December. Both groups were able to form

networking connections among themselves and also created a long standing WhatsApp platform. The training strengthened their individual capabilities on gender equality and empowered them to carry out their mandate in ensuring gender-responsive good governance. Report is attached under **Annex 4** with more activity pictures in **Annex 10**

Act. 1.1.6: Media Actor Trainings implemented.



Figure 10: Media consultant Tegulle Gawayu



Figure 11: Media practitioners from the 6 action districts in a media training session led by Tegulle Gawayu



Figure 12: Tegulle Gawayu, the training facilitator with Media Actors after the training.

32 of 30 targeted media actors were trained twice, (15 women and 17 men) in March and November 2021. The COVID-19 pandemic affected the initial schedule and as a result, the first cycle of training was moved forward from 2020 to 2021. Both trainings were conducted in a regional format where we had participants from Moroto, Napak and Amuria meet in Soroti and those from Arua, Gulu and Lira meet in Lira. This format brought together different media actors; broadcast, print, public relations; built their capacities in as far as understanding their role, publicizing information to citizens in ways they can easily relate to, and influencing citizens' participation to promote government accountability and service delivery. The project

established closer linkages with participants who also hosted and facilitated radio programmes on accountability, gender equality and responsive service delivery topics. More reports and pictorial impression in **Annex 4 & 10**.

Towards Output 2:

Act. 2.1.1 District Client Charters (DCC) developed and printed

In close collaboration with action district stakeholders, all District Client Charters were updated, 3,870 copies were printed and disseminated during activity implementation. All the 6 DCCs have been attached to this report under **Annex 5**.

1.2.2 District Peer Review Mechanism (DPRM) Report



The first and second DPRM reports were completed and published, openly discussed and shared with stakeholders during both the accountability week and conference that took place in February and June 2022 respectively. The forum analysed findings and interpretations from the peer review reports that evaluated performance of the six action districts across areas of responsive service delivery, accountability, citizen participation

and democracy. Beneficiaries of the report include duty bearers and civil society but also the entirety of the target districts. Initially, we planned to print 1200 copies for both DPRM 1 & 2 reports but instead printed 700 copies; a sufficient number to the need. Download the Reports here: <https://bit.ly/3fRmBQf> & [District-Peer-Review-Mechanism-Report.pdf](https://bit.ly/3fRmBQf) ([dinospace.org](https://bit.ly/3fRmBQf)) & **Annex 5** of this report

Act. 2.1.3a: 6 District Dialogues (DD) implemented



RDC Amuria – Eyal Lillian chairing a district dialogue in Amuria. To the right are participants.

In 40 DDs, 24 were physical dialogues and 16 were held over radio stations across all the six action districts; The dialogues targeted different actors such as technical and political district officials, representatives from DINU, OPM, OAG, IGG, MoFPED and works and ordinary citizens from all sub counties within the action districts. It was a forum for district performance evaluations with the citizens, feedback sessions, demands and updates on accountability. Participants exchanged ideas, built networks and challenged themselves to come up with practical solutions to the problems emerging in their communities.

The DDs conducted on radio were a revised format to continue activity implementation during the lockdown from June to August 2021.

1,153 beneficiaries were physically reached and of these, 462 were women and 691 were men. This data was collected only from the four physical dialogues in Gulu, Arua, Amuria, Lira, Moroto & Napak. We also estimate to have reached over of 4 million of the population/citizenry across our action regions including men, women, youth, children and marginalised groups over the radio dialogues.

Act 1.2.3b: Annual Northern Uganda Accountability Conference



The first NU Accountability Conference format was revised from a big conference in one venue to an Accountability week in February 2022 with a series of activities namely; a University Lecture on the importance of youth participation in political processes, District Dialogue, CSO Trade Fair, CSO monitoring of key sectors, and two parallel sensitization workshops with one on Improving Gender Equality and another on Prevention of Corruption. With support from the local partners, these activities were conducted for five consecutive days in all six districts of the project. The conference brought together key stakeholders from government, civil society, academia, media, private sector and ordinary citizens for dialoguing and engaging on how accountability shapes service delivery. It provided an exceptional forum for public involvement in accountability, provided a platform for peer review amongst the district leaders and different stakeholders with a view of identifying and bridging gaps in accountability processes. 1,824 participants attended the different set of activities during the accountability week with 453 from Amuria, 279 from Lira, 297 from Arua, Terego and Madi-Okollo, 264 from Gulu and finally 531 from Moroto & Napak.

In June 2022, we closed our project activities with the second NU Accountability Conference. This was a regional platform organised in Gulu district. We brought together 52 different stakeholders and representatives namely; Chief Administrative Officers, Principal Assistant Secretaries, RDCs, LCV Chairpersons, Office of the Auditor

General, IGG representatives and project local partners from all the action districts to share experiences, review and exchange information and best practices on strengthening accountability and gender-responsive service delivery. Participants did not only exchange ideas but also helped each other solve emerging challenges in their different entities as well as learn from each other. The conference increased awareness of the necessary legal and regulatory frameworks and empower key stakeholders to pursue accountability-related issues and inform the public about the same. We also discussed findings of the second DPRM report during the conference. Different stakeholders present appreciated the platform and pledged to push for, and adopt the recommendations from the report. Exchanges of this nature are important towards strengthening accountability mechanisms and improving service delivery and therefore should be continued.

Please refer to **Annex 9** for statistics collected under the project M&E data tool, **Annex 10** for videos and more pictures & **Annex 6** for success stories and Interviews.

Act. 2.1.4 Community Engagement Platforms (CEP) implemented



Figure 13: Physical community engagement at Agweng and Widoyek subcounties in Lira district .



Figure 14: CEP in Matany subcounty district in Napak district



Figure 15: Physical community engagement in Nadunget and Lopotuk sub-counties in Moroto district

Citizens in Amuria district drawn to the project CEPs posters at a Health Centre. We organised open spaces and a forum for grassroots civic education at community level. Through these forums, we conducted 143 Community Engagement Platforms were held; 24 in Amuria; 22 in Arua; 23 in Gulu; 24 in Lira; 25 in Moroto; 25 in Napak.

The project provided relevant information such as locally

translated workbook with policies and regulations, sensitizations through radio talk shows, use of local facilitators to guide the conversations and thought provoking messages on posters were displayed in communities; These invigorating methods and platforms empowered citizens to hold their leaders accountable, demand for improved service delivery with an opportunity for their leaders to discuss and respond to the issues at hand.

“Conversations such as these, brought at community level give

us an opportunity to convene our own ‘parliament’ where we address issues that directly affect us here.” Said Prisca Loyer LCV Chairperson, Napak district while participating in a community dialogue in Lorengecora sub-county.

62 additional CEPs were held in poster format during the lockdown.

For more information on the reports, feedback and to get a pictorial impression, please refer to **Annexes 4 & 10.**

Act 1.2.5: Facilitation of radio shows



Figure 16: Physical engagement in Uriama sub-county, Arua district.

The action aired 122 radio talk shows on Mega FM in Acholi, QFM in Lango, Youth FM in Amuria, Radio Pacis in Arua, Ateker FM in Moroto & Napak; 26 in Lira, 32 Arua, 17 Gulu, 30 in Amuria, 17 Moroto & Napak starting from 14th June 2020 until the end of the project.

The talk shows covered topics of; Democracy, Accountability, Service delivery, Gender inclusion and responsiveness, budgeting and planning processes, COVID-19 awareness, Parish Development Model, Youth and Women Empowerment. Together with the regional local partners, we designed topics within the project's areas, identified a balanced panel of a minimum of three experts or duty bearers or youth or opinion leaders and or active local citizenry; invited them to speak to these topics and respond to caller's questions. We already had MOU's with the different scheduled time for the SPACE Project shows twice a month in Moroto, Arua, Lira, Amuria and once a month on MEGA FM in Gulu. Changes or adjustments to the programmes was communicated to the respective radio programme teams for reschedule.

The public radio debates amplified citizen voices. This is evidenced in their participation through text messages and toll free calls on the respective radio stations during our programmes, feedback and questions asked during the programmes. Accountability related topics

especially on the district sectoral (education, health, works, water) performance were scheduled in a series; where we had one or two talk shows per sector because content and discussions per sector could not be covered in just 1 or 2 hours of the air time scheduled.

During the accountability talk shows we managed to examine the performances of different government programmes such as SAGE, to understand how older persons can be served better and the lessons registered. We looked at budgeting and planning processes, right from consultative meetings to budget execution and what role each one played; issues and updates on commitments raised as a performance analysis per district per sector, after each financial year.

This also allowed listeners to keenly follow the discussions, understand accountability mechanisms in place and hold their leaders accountable for their actions and inactions.

Radio Recordings link: [Radio Shows – SPACE \(dinuspace.org\)](https://dinuspace.org).

Attached to the report is a list of topics discussed in each of the 6 districts and panellists present, recordings & pictures, under **Annex 7** and **Annex 10**.

Financial Performance:

The total project funding received from the contracting authority was EUR 337.980,62 which is 84,50% of the projected contributions of the contracting authority at the start of the action.

The total project funding received from the KAS was EUR 133.061,86, which is 100% of the projected contributions of the KAS at the start of the action.

The actual expenditure of direct eligible costs was EUR 498.415,65 which is 100,04% of the approved

budget (EUR 498.197,38)

The ratio of operating costs (Budget lines 1,3,4) and programmatic costs (budget lines 2,5,6) is EUR 243.991,42 and EUR 254.424,23, which is 48,95% and 51,05 % respectively.

The total indirect costs expense is EUR 34,889.10

The amount and percentage of funds from the contracting authority that remained unspent at the conclusion of the action is EUR 0,00

The main variances at the main budget heading level:

Budget category	Approved Budget	Real Budget	Variations	%	Justification
Subtotal Human Resources	227.295,18	207.645,93	19.649,25	8,64%	no need
Subtotal Travel	35.350,00	42.259,83	-6.909,83	-19,55%	As indicated in the Q4 2021 report, the format of the Accountability Conference was changed from a big two-day conference to having various events in each of the target districts. This implies the accommodation costs for the big conference were not incurred, thus budget line 1.3.3.2-Accommodation for participants in regions; has a positive balance. Instead, smaller Transport refunds were paid to the 1824 participants of the accountability week, thus the excess number of units. districts.

Budget category	Approved Budget	Real Budget	Variations	%	Justification
Subtotal Equipment and supplies	6.600,00	8.053,87	-1.453,87	-22,03%	As indicated in the 1st interim report, The computers were more expensive because they had to be compatible with the KAS IT systems. A new mobile phone was bought as per notification and allocated under the budget line.
Subtotal Local office	25.396,00	28.291,62	-2.895,62	-11,40%	The over expenditure is attributed to costs to distribute printed Legal Compendiums and District Client Charters to the six districts done in 2021; additional expenditure due to COVID-19 requirements on face masks and hand sanitizer for physical events.
Subtotal Other costs, services	139.256,20	148.858,18	-9.601,98	-6,90%	The increased numbers of participants from the accountability week and Local Council trainings led to increased expenditure on this budget line. However, sufficient planning ensured that the total budget heading was not exceeded by 25%. In addition, a lower unit price negotiated with service providers helped in accommodate the high numbers of participants on this budget line.
Sub-total others	64.300,00	63.306,22	993,78	1,55%	no need

The total interest earned on pre-financing from the contracting authority is EUR 0,00

The total amount of disallowed costs/ineligible expenditure as identified in the EVRs, including the basis for non-compliance against which the cost was disallowed and the expected recovery/payment to the contracting authority is EUR 0,00

The total amount and description of unpaid commitments at the end of the Expenditure Verification Report was EUR 4,699.49 - (i.e. Audit fees of EUR 4,000 & Consultancy fees for conducting end of project evaluation of EUR 699.49.) The two service providers were Empacta GmbH and Andama Felix respectively.

By the time of submitting this report, all unpaid commitments were paid

to a tune of EUR 0.00 (Empacta GmbH was paid after the audit on 4.11.2022 & Andama Felix after the evaluation on 31.08.2022) Proof of these payments has been attached to this report in both hard copy and soft copy

The unspent fund balance is EUR 0.00.

Total amount due/owed from the grant to the contracting authority after deducting any fund balance and any ineligible expenditures the amount of which is attributable to the contracting authority is EUR 62,019.38

For all financial reporting, please refer to **Annex 12 to 15** attached to this report.

Mainstreaming of Cross-cutting issues

Mainstreaming of cross-cutting issues was an integral part of the project with women, Children, persons living disability, youths, persons living with HIV participating in project activities. There is generally an increase in the number of citizens engaging in community dialogues to hold their leaders accountable and demand for better service delivery which significantly is an element of good governance.

Throughout the project implementation period, there was considerable and intentional mainstreaming of cross-cutting issues as mentioned. Through community mobilizations, use of gender sensitive language during implementation, gender sensitive IEC materials (Posters) and giving equal opportunities to communities (Men, women, youths). We hosted female leaders on radio talk shows to empower fellow women but also

strike a balance in terms of gender considerations.

There were intentional actions to have the youths both male and female on board. Through the use of social media platforms, we were able to reach out to the youths. All persons including Persons living with HIV/Aids were able to be part of the activities much as the project did not intentionally and statistically identify and single them out.

For environmental mainstreaming, the project minimized the use of printed materials such as programmes, concept notes, invitation letters (some materials that could be share and used electronically were not printed). To avoid car emission of fumes, the project utilized sharing of cars while in the field, minimal travel than was originally planned where we combined activities in one field visit, to avoid the back-and-forth movements.

During the trainings for LCs, and SUCs the project incorporated basic environment protection sessions that highlighted the need to conserve the environment through less use of plastics, paper and planting more trees.

For children's rights and inclusion, the project invited school children to join the district dialogues and raise

their concerns as children. In addition to consent for children's attendance, they were always accompanied by their head teachers or school representative throughout the engagements. In addition, the project also advocated for girls' and boys' involvement and inclusion especially during the service delivery budgeting processes.

All the activities and resources used during the project period portrayed messages of democracy and good governance from encouraging citizens to holding their leaders accountable, posters out in communities for citizens to be aware of their rights and responsibilities in improving service delivery within their communities.

In terms of disability inclusion, the project intentionally put considerations while choosing venues for trainings and meetings in as far as accessibility and reach. Hotels and all other venues in buildings needed to have ramps to be considered.

During Invitations and mobilizations of participants, the project intentionally made mention of interest in reaching out to women and youths as part of the community engagements and other project activities.

Partnerships and Synergies

During the project, great partnerships and synergies were built in the project action districts (Arua, Gulu, Lira, Napak, Moroto, and Amuria) These included different stakeholders not only in the DINU programs but other development programs in these districts. The different District local governments were one of the strongest partners during this implementation on ground as we were able to directly engage through informing them of the different activities taking place within the project.

Over the last two years, we conducted trainings to strengthen the capacity of Civil Society Organisations, Service User Committees, female leaders, local media and local councils. With the trained participants, we have expanded our networks across different stakeholders, shared sustainable content produced under the project during these trainings - even beyond the action districts: Content such as the LC training videos and Legal Compendium are still on high demand and in circulation around our action districts and beyond.

In addition, we have collaboratively worked with organisations such as Community Empowerment Education Development (CEED) Uganda, Canadian Physicians for Aid and Relief (CPAR) Uganda,

Karamoja Community Initiative for Development (KACIDE), Uganda National Teacher's Union (UNATU), Straight talk foundation, Karamoja Integrated Development Programme (KIDEP) and COMWO to achieve our project objectives. To mention but a few, these organisations have taken responsibility in mobilisation of our target groups to our scheduled activities, provided panellists for our radio talk shows, partaken in facilitation of activities such as district dialogues, circulation of awareness materials and sensitisation of communities. We have received invitations from some of these organisations, through local partners to participate in their own activities whose goals are shared with those of the SPACE project such as community barazas.

KAS, Lira NGO Forum, Riamiriam and MACCO maintain a good working relationship with other DINU partners and participate in the quarterly meetings with the partners where we share updates and compare activity schedules. We fully participated in the DINU coordination meetings where we networked and exchanged knowledge with both lot 1 and lot 2 grantees who were also regularly invited for selected activities like the district dialogues and the Northern Uganda Accountability week. Additionally, we also had two M&E workshops and quarterly C&V

meetings with OPM & partners, during which we presented project progress, challenges, recommendations and received prompt feedback.

Different district based organizations are happy to instrumentally carry on with engaging communities using the materials that we have provided them (Legal compendium and other IEC materials)

Sustainability mechanisms and Operation and maintenance plans

Key local and national stakeholders are better placed to take up their roles and responsibilities of the action to ensure there is improved service delivery, accountability, and gender inclusiveness in their work. This is due to a number of trainings that have been provided to them, different capacity knowledge, capacity enhancement dialogues, knowledge and information materials, Legal Compendium, the DPRM has recommendations that will be used even after the project end, the recorded videos and the networks built between stakeholders across the action districts.

During community engagement platforms, the community leaders took charge of the mobilization and facilitation of the entire process. This created trust and in anticipation created continuity, where these community facilitators can continue engaging the citizens on how to discuss their issues, engage their leaders and come up with practical solutions to their challenges.

We supported all stakeholders trained to create WhatsApp groups where they continue to share experiences and better support in service delivery and accountability issues. This is mostly with the trained participants. (CSOs, LCs, Media, women leaders). These groups continue to bring up topical issues for discussions and frame ways on how to handle these issues.

Communities/Citizens are better placed and encouraged to call in during radio talk shows. Citizens are now aware of the importance of these interactions and the need to continuously engage with their leaders.

Our co-applicants continue to implement other projects within the same districts leveraging the SPACE project's efforts already in place.

Best practices and Lessons learned

Best Practices.

- Project flexibility: Our initial design, prior to the COVID-19 break out, was to implement the project through traditional community/physical gatherings. Given the nation-wide government restrictions put in place for our safety we adjusted the format of implementation to ways that adhered to the advisable social distance rules. This is how we came up with the idea to use radio shows in place of district dialogues. The idea was effective as it meant that people were safe but radio shows surprisingly proved to have more reach than district dialogues and cost less to carry out. For awareness we re-strategized to posters which we distributed at health centres, markets, schools and water sources. For the trainings, we created videos compiled by experts to break down the critical project areas of accountability, service delivery, LG structures, laws and regulations as well as gender responsiveness. Our flexibility was a best practice made evident by the fact that some of our approaches were sustained post-covid, such as the use of the radio to disseminate information and hold space for citizens to anonymously but also comfortably hold their leaders accountable.
- Clear and transparent communication with stakeholders and co-applicants is a good practice as all implementers are on board throughout the project life. i) Our biggest challenge was adjusting to the frequent rotation of CAOs, RDCs and other administrative human resources, as is the structural machination of the Uganda local council government. In the beginning, we struggled to catch the new officials up to their roles before training and a lot of time was wasted explaining who we were, what the project was about, its objectives, activities, budget, etc, to the officials when we arrived on location. With time, we developed concept notes, proposals and letters that we systematically sent out to the new officials before hand easing the process and saving us time. ii) Another challenge we faced was the break from “per-diem” culture in Uganda. It has become commonplace that members receive pay in compensation for their time taken by attending workshops. We broke from this, by compensating members for their transport to and fro the event as well as meals and in the event that it was overnight: accommodation that was inclusive for women, caretakers and people with disabilities. While

we did express at convening that we would not be paying them to attend, many members felt entitled to that compensation, at times derailing the activities. Recognizing that we were dealing with something ingrained in the culture, we responded with persistent communication and doubled down by including within the invitations to the trainings; a detailed program as well as clearly stating out the expectations.

- Making use of existing systems and structures in order to sustain the project. While the existing systems are flawed, and the bureaucracy may slow down the immediate delivery of a project, systems such as the decentralised structure of local government outlive most projects and have the best chance at pushing project intentions and agendas forward. For example, we trained local government leaders, CSO representatives, media personnel and citizens that will continue to use and build upon this capacity and collectively transform societies.

Lessons:

- Conflict management mechanisms need to be integrated within the project design. (This is especially relevant for projects with more than one implementing body) Given the political nature of the project as well as the timing so soon after elections, the tensions remained and many personalities hijacked conversations, with

someone going so far as trying to stop fellow local councils from attending the training sessions. The project team together with district officials were able to confront and effectively stop his influence, but there should be a mechanism of guidance in place to inform other project implementers on how to tackle such an issue.

- Cultural adaptation. When in Karamoja especially, we encountered cultures of work that were in direct contradiction of what we were doing. The strict hierarchical structure of their work meant that people from higher up in the structures, felt offended to be in space with their lower colleagues. Upon this realisation on arrival, brawls would break out and many a time, some higher councils and technical team members would abstain from meetings. We noted that most of the conflicts and poor relations between executives and councils are mainly on their roles and responsibilities, for example Moroto district did not have a district Vice Chairperson at the early stages of the project; but given the clarifications on the roles of each player in the trainings, harmony and normalcy has returned. Truthfully some of the issues between leaders especially in Karamoja were not fully resolved but in hindsight, accepting to work within their structures and slowly introducing a collective way of doing things might have yielded better results.

- Resources generated from such projects can be produced and utilised by similar projects, made available to other interested stakeholders from areas outside the project area. The legal compendium for example, that was produced under the project is still being used even beyond the project action districts, training videos have been shared countrywide, something that may not have been foreseen outside the project scope. Our ToTs have spearheaded dissemination and usage of materials generated during the project.

Visibility and Communication of the action

The Communication and Visibility Strategy aimed to address citizen apathy and the information vacuum about government initiatives. The desired outcome is that with more information, and with more rewards for citizen participation, the citizens: the ordinary people, media houses CSO actors, local and religious leaders, and other thought leaders whatever form they take including social media, will be successfully equipped to hold their governance structures accountable. Our task was at project conclusion, to inform the public about the project successes.

The strategy was informed by seven key principles. Know your audience, purpose and topic. Anticipate objections. Present a rounded picture and achieve credibility. Follow through on what you say, only communicating a little at a time. We presented information in several ways and developed a technique for feedback.

We orchestrated consistency in message by maintaining uniform content, tone, and language. English was used on every platform. Some materials such as the Legal Compendium was translated from English to Langi, Acholi, Lugbara, Ateso and NgaKarimajong, physical communications during workshops and trainings were made in local languages and in some cases professional translators were hired for relatability.

Below is a discussion of our communication platforms.

Online communication: One of our tangible outputs was a project website that we drew attention to with routine news as well as official institution communication; [SPACE – Strengthening Performance and Accountability through Community Engagement \(dinuspace.org\)](https://dinuspace.org) including a sound cloud for the radio recordings on the talk shows [Radio](#)

[Shows – SPACE \(dinospace.org\)](http://dinospace.org). This is also supplemented with the KAS main website www.kas.de, where event reports, articles & activity schedules are also posted.

The second output was an online presence, which we announced through the KAS social media pages of Twitter (@kasuganda) and Facebook (Konrad-Adenauer-Stiftung Uganda & South Sudan) with 7,400 twitter followers and 31,000 total Facebook page likes, 9,568page reach, 107 page views and 326 page check-ins to date.

We made use of already existing platforms, like regional radio programs, community groups such as SACCOs. We scheduled space to spread the use of the project as well as draw attention to our social media platforms for greater and lasting detail.

We made use of press releases as well as smaller press clubs like WhatsApp groups and twitter that made use of thought leaders.

We also put out two publications: 1) A legal Compendium ii) A DPRM iii) Fact sheets each with our logos for increasing visibility.

There are several C & V activities implemented including materials produced, to mention:

- Active interaction and collaboration with district, sub-county officials and other key stakeholders maintained a good project visibility, acceptability, and continued support from

- Community Engagement platforms was one of the community activities that put out great visibility strategy for the project and duty bearers.
- Production of Banners, flayers, branded facemasks.



- Production of Information, Education and Communication materials (Posters, the Legal Compendium, the DPRM Report, DCC). For wider visibility and coverage, some of the materials were translated into five local languages of the action districts namely; Nga'karimojong, Acholi, Luo, Ateso and Lugbara.
- **Posters:** Branded posters on good governance, accountability, service delivery and citizen-state interaction were created and displayed in our areas of operation to create more awareness and visibility. Link to the Posters; [Our Approach – SPACE \(dinospace.org\)](http://dinospace.org)
- Informative videos were also produced. This was disseminated to the trained participants that could also access and use them after the training. Link: [Local Councils Training Videos – SPACE \(dinospace.org\)](http://dinospace.org)

Topic	Number of people reached	Link
Gender & Equity Responsive Budgeting	1,923	https://www.facebook.com/1383562538631581/posts/pfbid0g-pqhRn6srft54MGxkFtkh29G6GNgiXPkWErbEqFvYVMEokb3KxmzWAZdn2CKazzgl/
The Budget Cycle	3,920	https://www.facebook.com/1383562538631581/posts/pfbid0ee-3hzUrY27Y9Ng1xxK7VJSJM8QiF2VmwZn-JwrftDfTVTQJXhabt3GCDGuEkadeqbl/
Leadership Code of Conduct	2,216	https://www.facebook.com/1383562538631581/posts/pfbid02RhSnWkFmuZ7FufmLnprkRrKXf-D36g2Sg3rwVRZDrj8m5cs7JutB-33ZqK994K5sjol/
Decentralisation & LG Systems	2,316	https://www.facebook.com/1383562538631581/posts/pfbid0sST-WJDYT5X4CxKko1Uww9JEsM4Db71JeuT-Ws9qmgfEh2fRryTHx18oivrtBZaL9nl/
Understanding Service Delivery	2,147	https://www.facebook.com/1383562538631581/posts/pfbid0BLig-6ChzWyeUY7yiT6LS6RavFawfG3B88C9jBh-grbP6UMJHc9gV2Vz826i17U6CKl/
Understanding Accountability	14,769	https://www.facebook.com/1383562538631581/posts/pfbid-02kuc9swU78hCBW9tQtzu2EYiD5ayB-38jfcGsEetLQCTjBWcefhpwKqKTdac9YTkxll/

Challenges

The main challenges faced in the process of the project implementation included the following:

- Project delay due to the pandemic. We adjusted, redesigned our spaces in consideration of the virus, practised social distancing among other things and managed to fulfil the project's intention by re-adjusting within the time constraints.
- Despite our best efforts to get on the same page with workshop facilitators about allowances, there were still disagreements on the day of, with some participants going as far as demanding pay. Many participants felt cheated as other ongoing projects were paying their participants. We addressed this by reconvening with top leadership to remind them of the importance of these activities beyond pay.
- The frequent transfer of appointed district and sub-county officials meant frequent orientations and start-overs in rapport building. Many times, we were met with officials whose expectations we did not meet. To better our relationships we consistently shared with the officials the overarching impact of the project as well as the need to continuously engage with the community.
- Some community members feared to convene authentically in project activity that involved their local leader. This defeated our intent to promote downward accountability to local leaders. We sought to solve this by encouraging participants both leaders and their flocks, of the importance of holding leaders accountable. Nonetheless, the Radio Talk shows were most effective as they maintained the anonymity of callers.
- The time period of project implementation left it susceptible to politicization. Given that the project came at the heels of the national and local elections, its implementation was not looked at as independent from the new leaders, with those opposing the election results, undermining it in continued resistance. On the other hand, some community members attributed the project's successes to political efforts and leaders.
- Insecurity in parts of Karamoja affected some of the project activities such as community dialogues, accountability forums and engagements, and data collection for DPRMs. The review was made due with limited data assiduously collected from the outskirts in the sparsely populated region.
- We did not anticipate the success of the project. There was high demand for the project from neighbouring districts that most engaged during radio talk shows. Some of the planned materials were less than the originally planned due to demand for example we had to print more to meet the existing demands.
- While we successfully implemented the project despite the delay caused by COVID, admittedly, it could have been done better with more time.

Location of records, accounting and supporting documents

Accounting and fiscal records	KAS Uganda
Physical records and supporting documents	KAS Uganda
Online records	KAS Berlin

Signature of the report

Anna Reismann, Head of Project

Bernard Mukhone, Project Manager

Anisha Alinda, Project Officer

Annexes


Annex 1	Final Logical Framework (ENG)
Annex 2	Final evaluation of the action (ENG)
Annex 3	Mid-term Evaluation Report
Annex 4	Field, Quarterly and Annual Project Reports
Annex 5	Project Publications
Annex 6	Success Stories and Interviews
Annex 7	Radio Topics discussed and panelists present per district
Annex 8	List of Sub-counties reached under the SPACE Project
Annex 9	Summary of M&E data collected
Annex 10	Activity Pictures, Videos, CEPs Posters and visibility items
Annex 11	Communication and correspondences for activity format change between KAS and DINU
Annex 12	Final Financial Report
Annex 13	Report for an Expenditure Verification
Annex 14	Transfer of Ownership
Annex 15	Final Payment Request



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 [@KasUganda](https://twitter.com/KasUganda)

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