



## **TERMS OF REFERENCE FOR A CONSULTANCY TO CONDUCT END OF PROJECT EVALUATION FOR THE PROJECT TITLED “ENHANCING A SUSTAINABLE RELATIONSHIP BETWEEN THE NATIONAL BUREAU FOR NGOS AND THE CIVIL SOCIETY SECTOR IN UGANDA THROUGH DIALOGUE.”**

### **1. Introduction**

The Human Rights Centre Uganda (HRCU) is a non-profit organization that has operated in Uganda since 2008. HRCU's mandate is to contribute to the protection and promotion of the rights of Human Rights Defenders (HRDs) in Uganda.

Since its establishment, HRCU has been implementing a number of activities through four major focus areas namely; Capacity building for HRDs to understand their rights, responsibilities and the mechanisms available for their protection at national, regional and international level; Research, documentation and reporting on the environment in which HRDs operate; advocacy for an enabling operating environment for the work of HRDs in Uganda and; Legal aid and referrals for HRDs and indigent persons who seek remedies for violations and abuses of their rights.

NGOs contribute numerously to the development of Uganda. Despite their contribution, NGOs continue to face numerous challenges like the continued growth of mistrust and misunderstanding of their work from the Government and communities. Over the last decade, there have been increasing cases of NGO leaders being arrested in peaceful assemblies, break-ins into NGO offices, shut-downs, suspension of activities, and incidences of district security attachés threatening NGOs with closure.

There is also largely lack of knowledge and awareness about the NGO regulatory framework by the Government, CSOs, and communities. This has as a result continued to fuel mutual mistrust among the above stakeholders and as such, government officials especially at the local level carry out actions against the NGOs which are in contravention of the provisions of the NGO Act, 2016. The NGO Act 2016 under Section 6(f) mandates NGO Bureau to coordinate establishment and functions of NGO consultative and dialogue platforms for harmonious partnerships amongst stakeholders.

### **2. The project**

The Human Rights Centre Uganda, the Uganda National NGO Forum, and the National Bureau for NGOs are implementing a project entitled “**Enhancing a Sustainable relationship between the National Bureau for NGOs and the Civil Society Sector in Uganda through Dialogue.**” The 12 months' project is being implemented in the districts of Jinja, Hoima, Moroto, Lira, Mbarara and Kampala in Uganda running from January 2023 to December 2023. The primary beneficiaries of this project are the District NGO Monitoring Committees, the National Bureau for NGOs, NGOs, Government Ministries, Departments and Agencies, Security agencies and communities. This project therefore sought to:-

- i. Operationalize section 6(f) of the NGO Act, 2016;
- ii. Establish a platform for sustained dialogue between the civil society sector and government through the Ministry of Internal Affairs.



- iii. Improve the understanding of NGOs regulatory framework through capacity building meetings and trainings.

Through a series of dialogues between CSO leaders and minister of internal affairs, trainings of CSOs and NGO Monitoring committees and community engagements, it is expected that the project will realize:

- i. Regular and sustainable dialogue between CSOs and the Ministry of Internal Affairs;
- ii. An improved understanding of the NGOs regulatory framework amongst stakeholders;
- iii. Well informed communities about the contribution of CSOs to development; and
- iv. An enhanced understanding by the NGO Monitoring Committees and Ministries, Departments and Agencies about their roles and responsibilities.

HRCU therefore is set to undertake an end of project evaluation exercise with the aim to evaluate how the project contributed to the set goal, reached set objectives and impact. This end of project evaluation is aimed at evaluating how the project contributed to the set goal, objectives and impact. Examine its relevance, effectiveness, efficiency, coherence, impact and sustainability. Also, Key lessons learnt will be recorded, and recommendations for future projects.

### **3. Project goal**

The overall project goal is improved relationship between the NGO Bureau and the Civil Society sector in Uganda.

### **4. Project objectives**

The project aimed to achieve the following objectives:

1. To create a better understanding of the CSO regulatory framework.
2. To increase knowledge and awareness in communities about the contribution of CSOs.
3. To build sustainable dialogue between CSOs and the Ministry of Internal Affairs.
4. To enhance the understanding of NGO Monitoring Committees about their roles and responsibilities

### **5. Project outcomes**

The project contributed to four outcomes which include;

- i)Regular and sustainable dialogue between CSOs and the Ministry of Internal Affairs;
- ii)An improved understanding of the NGOs regulatory framework amongst stakeholders;
- iii)Well informed communities about the contribution of CSOs to development; and



iv) An enhanced understanding by the NGO Monitoring Committees and Ministries, Departments and Agencies about their roles and responsibilities.

## 6. Project activities and indicators

Results	Indicators
<p><b><u>Impact:</u></b> Improved relationship between the Government and the Civil Society organisations (NGO sector) in Uganda.</p>	<p><b><u>Impact indicator:</u></b> Proportion of stakeholders who rate the relationship between Government (NGO Bureau) and NGOs as good, very good and excellent.</p>
<p><b><u>Outcome 1:</u></b> Improved understanding of the regulatory Framework of CSO amongst stakeholders</p>	<p><b><u>Outcome indicator 1.1:</u></b> Proportion of targeted key stakeholders knowledgeable about the NGO Regulatory Framework. <b><u>Outcome Indicator 1.2:</u></b> Proportion of targeted CSOs stating at least one compliant measure they undertook following the intervention</p>
<p><b><u>Outcome 2:</u></b> Regular and sustainable dialogues between CSOs, the Ministry of Internal Affairs and the NGO Bureau</p>	<p><b><u>Outcome indicator 2.1:</u></b> Number of issues raised and presented to the minister of internal affairs by NGOs. <b><u>Outcome indicator 2.2:</u></b> Number of resolutions/commitments made from engagement with the Ministry of Internal Affairs. <b><u>Outcome indicator 2.3:</u></b> Number of resolutions implemented from engagement with the Ministry of Internal Affairs and the NGO Bureau.</p>
<p><b><u>Outcome 3:</u></b> Enhanced understanding of the District NGO Monitoring Committees and MDAs about their roles and responsibilities as per the CSO regulatory framework.</p>	<p><b><u>Outcome indicator 3.1:</u></b> Proportion of targeted stakeholders (NGO Monitoring Committees and MDAs) aware of their roles and responsibilities as per the CSO regulatory framework <b><u>Outcome indicator 3.2:</u></b> Number of mechanisms put in place to address challenges in registration of NGOs by the city authorities and districts <b><u>Outcome indicator 3.3:</u></b> Number of illegalities/ Irregularities involved NGO registration process at the district identified and resolved</p>
<p><b><u>Outcome 4:</u></b> Well informed communities about the contribution and role of CSOs</p>	<p><b><u>Outcome indicator 4.1:</u></b> Proportion of community members knowledgeable and aware about the contribution of CSOs amongst the targeted communities</p>
<p><b>Output 1</b></p>	



<p><b>Activity 1.1:</b> Print and disseminate 200 copies of Volume 1 of the compendium of laws containing the NGO Regulatory Framework.(NGO Act, NGO Policy, NGO Regulations and the NGO Fees Structure)</p>	<p><b>Indicator 1.1.1:</b> Number of copies of the compendium of laws containing the NGO Regulatory Framework printed and disseminated.</p>
<p><b>Output 2</b></p>	
<p><b>Activity 2.1:</b> Conduct three meetings between CSO leaders, the Minister of Internal Affairs and the NGO Bureau.</p>	<p><b>Indicator 2.1.1:</b> Number of CSO leaders, representatives and government officials participating in the meetings <b>Indicator 2.1.2:</b> Number of meetings conducted between NGO leaders and the Minister of Internal Affairs.</p>
<p><b>Output 3</b></p>	
<p><b>Activity 3.1:</b> Conduct two regional follow up District reflection meetings between NGO Bureau, NGO Monitoring Committees, Key MDAs, and CSOs</p> <p><b>Activity 3.2:</b> Conduct three (3) regional reflection meetings between NGO Bureau, NGO Monitoring Committees, Key MDAs, and CSOs. (Mbarara, Moroto and Lira) on the regulatory framework and issues affecting NGOs in the region.</p>	<p><b>Indicator 3.1.1:</b> Number of reflection meetings held. <b>Indicator 3.1.2:</b> Number of individuals from the District NGO Monitoring Committees and MDAs participating in regional reflection meetings.</p>
<p><b>Output 4</b></p>	
<p><b>Activity 4.1:</b> Conduct 3 Pre-visits in selected districts <b>Activity 4.2:</b> Conduct three community dialogue in selected communities of Lira, Mbarara and Moroto</p>	<p><b>Indicator 1.2.1:</b> Number of community dialogues conducted on the contribution and role of NGOs. <b>Indicator 1.2.2:</b> Number of pre-visits conducted. <b>Indicator 1.2.3:</b> Number of men, women, youth and PWDs participating in the community dialogues.</p>

## 7. Evaluation purpose

The purpose of the evaluation is to assess the overall project performance, and to provide feedback for new strategic directions or implementation designs, and delivery. The evaluation will assess what has worked, what did not work and why, key lessons learned and what should be emphasized or adjusted, in the prospective related project(s).

This will essentially cover the analysis of the process of implementation, the changes that have occurred as a result of the project's intervention, opportunities and constraints that have been encountered, key lessons that have been learnt and key recommendations as well as success stories.

Specifically, the evaluation aims;



1. To assess the relevance and appropriateness of the approaches employed by the project to achieve the project objectives and to assess how well the project addressed the key issues or problems identified at the inception of the project.
2. To assess the effectiveness/extent to which the project objectives as spelt out in the project proposal were achieved; Critically assess the performance of the Project in meeting its objectives;
3. To review the efficiency in the utilization of resources to produce the required quality of outputs/outcomes; Assessing whether the project has been cost effective in achieving the desired outcomes; undertake operational efficiency and financial sustainability.
4. To assess whether the project outputs, have yielded into outcomes, both intended and unintended.
5. To assess project sustainability; to assess the extent to which the project's contribution on the targeted DNMCs and CSOs will continue after the end of project.
6. To document key challenges, best practices and lessons learned and make recommendations

## 8. Evaluation criteria

The following OECD DAC standard criteria; (relevance, coherence, effectiveness, efficiency, impact and sustainability) will guide this evaluation exercise. This criteria must be observed as a matter of principle.

- a. **Relevance:** the assessment of the extent to which project outputs and objectives address issues identified in the national Context and Problem analysis at the onset of the project
- b. **Coherence** (How well does the project fit with other (development) policies in a country, region or sector?)
- c. **Effectiveness:** assessment of the whether the project met its set objectives.
- d. **Efficiency:** assessment of how economically project resources/inputs (funds, expertise, time) have been converted into outputs.
- e. **Impact:** assessment of the positive and negative, planned and unplanned primary and secondary effects produced or likely to be produced by the project
- f. **Sustainability:** assessment of the likelihood of the continuation of impacts or benefits from the project after its closure.

## 9. Key evaluation Questions

In light of the purpose of the evaluation highlighted above, the evaluation should answer the following questions to assess the performance of the project. The listed standard questions have to be adapted and answered in the evaluation.

### Relevance (Does the project do the right thing?)

1. To what extent are the project objectives aligned with the needs of the target group?



2. To what extent are the project objectives geared to the needs of particularly disadvantaged or vulnerable target groups (possible differentiation according to income, gender, ethnicity, etc.)?
3. To what extent is the project design plausible, appropriate and realistic (in technical, organisational and financial terms)?
4. To what extent was the project adapted to changing conditions during implementation?

**Coherence (How well does the project fit?)**

1. To what extent does the project fit with other (development) policies in a country, region or sector?
2. To what extent are the project design and its implementation coordinated with the activities of other donors?
3. To what extent is the project consistent with international and national norms and standards (such as human rights)?
4. To what extent will existing systems and structures of partners used for the implementation of the activities?

**Effectiveness (Does the project achieve its objectives and indicators?) (project objective on use of output or outcome level)**

1. To what extent have the project objectives and indicators been or are expected to be achieved?
2. To what extent were or are the outputs of the project expected to be delivered?
3. To what extent did the activities or outputs contribute to the achievement of the project objectives and indicators? Which factors were decisive for the achievement or non-achievement of the project objectives and indicators?
4. To what extent did the project contribute to the achievement of the objectives among the direct target groups?

**Efficiency (How economically are resources used?)**

1. To what extent were the project's inputs (financial, human and material resources) used sparingly in relation to the outputs produced (products and services) (production efficiency)?
2. To what extent were the outputs produced on time and within the timeframe envisaged?
3. To what extent could the outputs of the project have been increased through alternative use of inputs?
4. To what extent is the relationship between the inputs and the outcomes/impacts achieved by the project appropriate (allocative efficiency)?

**Overarching developmental impact (What difference does the project make?) (overall objective on impact level)**



1. To what extent are overarching intended/unintended or positive/negative effects/outcomes identifiable or foreseeable?
2. Which factors were decisive for the achievement or non-achievement of the developmental impacts?
3. To what extent has the project led to structural or institutional changes?
4. To what extent was the project exemplary and/or broadly effective?
5. Any changes in project course of action?

**Sustainability (Are the effects lasting?) (project objective on use of output or outcome level; and overall objective on impact level)**

1. To what extent can the positive effects/outcomes of the project be assessed as lasting?
2. To what extent has the project contributed to the target groups' ability and willingness to sustain the positive effects of the project over time?
3. To what extent has the project contributed to strengthening the resilience of the target groups?
4. What risks and what potentials are emerging for the sustainable effectiveness of the project?
5. What bottlenecks and lessons learned during the implementation of the project?
6. Do the project assumptions still hold?

**10. Methodologies and approaches**

This Evaluation will be largely participatory, employing both qualitative and quantitative approaches to establish the extent to which the project outcomes indicators were achieved.

The approach will allow for the complementarity of data sources, thus ensuring reliable and valid conclusions based on findings from three different methodologies. The study design will assume a three-pronged approach: **1)** Desk research entailing review of relevant documents; **2)** Quantitative survey to determine the change in Knowledge, Attitudes and Practices of the CSOs, Members of NGO monitoring committees, MDAs and communities; and **3)** Qualitative interviews (Focus Group Discussions (FGDs) and Key Informant Interviews (KIIs) to provide a more in-depth discussion about perceptions of NGO Bureau, Ministry of internal affairs, MDAs, NMCs, CSOs and communities regarding the NGO sector.

The approach will be also based on the consultant's personal experience. HRCU is open to innovations and other approaches but specifically to applications that have a combination of qualitative and quantitative approaches for data collection and analysis.

The main evaluative evidence will be obtained from detailed review of the implementation and outputs of the project. This will encompass an analysis of existing data, interviews and discussions with key project implementing team and management, field visits to target districts as well as discussions with project target beneficiaries and key stakeholders at national level.



To enhance likelihood of achieving the evaluation objectives stated above, the consultant(s) shall work closely with the M&E desk at HRCU to ensure effective coverage of the project areas.

In order to objectively achieve the purpose above, the evaluation methodology will be guided by the following key principles/considerations: **Utility: Accuracy: Integrity/honesty: Respect for ethics: Completeness and fair assessment: Respect for Environmental and Social Safeguards; Respect of Persons: and Gender Equality and Social Inclusion.**

## 11. Scope of the review

The scope of this evaluation will include:

- a) Review and analysis of legal, institutional and regulatory framework affecting the work of NGOs in Uganda
- b) An analysis of the political, social, economic and legal environment in which NGOs in Uganda operate
- c) A highlight of contextual issues, key changes and impact in the CSOs working environment
- d) Needs and problems of the NGOs /CSOs which hinder the effectiveness in their work
- e) Underscore the understanding of the CSO regulatory framework.
- f) Underscore the understanding of District NGO Monitoring Committees about their roles and responsibilities
- g) Underscore the knowledge and awareness in communities about the contribution of CSOs
- h) Document the new and emerging regulatory issues affecting NGOs in Uganda
- i) Explore the relationship between CSOs/ NGOs working with the Government
- j) Analysis of the attitude/perception and practices of the Government towards the work of the civil society sector in Uganda
- k) Document the Risks, restrictions, challenges and barriers CSOs/NGOs are still faced with when doing their work

Overall,

- An overview of the project's on goals and objectives;
- Assessment of the project in light of agreed result framework/targets/expected outputs and outcomes and its ability to demonstrate results and impact;
- Evaluation of project indicators as presented based on impact, outcomes and outputs of the project
- Assess how CSOs, DNMCs, Communities benefitted from the project and results achieved.
- Identify positive and negative external factors and un-intended outcomes which have greatly impacted on the level of achievement of project results.
- Identify key lessons learnt and good practices which should be replicated in any future project.
- An assessment of the approach and results of the project
  
- A review Results Framework in order to establish whether the project was able to demonstrate the impact and results achieved
  
- Present the main findings and recommendations





## 12. Timeframe

This assignment is scheduled to take not more than 30 days from the date of signing the contract. Refer to the summary below for details;

KEY DELIVERABLE	TIMELINE
Application submission	Within 5 working days of running the advert
Signing of the contract	Within 2 days of notice of award of contract
Inception report	Within 5 days of signing contract
Submission of draft report	Fifteen (15) days after the data collection and field work
Presentations of the Evaluation report (summary of findings and recommendations, key lessons) with HRCU. This will either be physical or online	Five (5) after submission of the draft report
Submission of the final report	Five (5) after receiving HRCU's comments

## 13. Consultancy deliverables

- Inception report and a presentation
- Data collection tools
- Draft report
- Qualitative information available and all the data sets of the Evaluation
- Power point presentation of the draft report presented
- A comprehensive final report

## 14. Outputs

- -Final end of project evaluation report with key findings, lessons learnt and recommendations and success stories
- -Project performance Monitoring and Evaluation matrix reflecting how much the project achieved at output and outcome levels.

## 15. Qualifications and experience

- The consultant should possess qualifications in Monitoring and evaluation, human rights, Public policy, Development studies or any other relevant field of study.
- At least 5 (five) years of experience in participating in field-based evaluations, or Five (5) years' experience in monitoring development projects.
- Good understanding of human rights defenders' context in Uganda
- Familiar with legal framework in Uganda
- Good analytical skills
- Excellent written and oral communication skills in English

## 16. Application process

*Interested Applicant(s) should send their technical and financial proposals (in Ugandan shillings) with a copy of the recent similar work /report and a CV by email to [snalukwago@hrcug.org](mailto:snalukwago@hrcug.org) and copied to [info@hrcug.org](mailto:info@hrcug.org) and this should not be later than **Sunday, 26<sup>th</sup> November 2023 by 11:59 PM***

