



**Mid-Term Evaluation of the ‘Strengthening and  
Enhancing Torture Prevention, Rehabilitation and  
Accountability in East Africa’ Project  
(ACTV/ IMLU/CVT)**

**Submitted to**

African Centre for Treatment of Torture Victims  
Plot No. 113, Owen Road  
P.O. Box 6108, Kampala

**by**

CME Consult Group Ltd  
Plot 7B, Acacia Avenue  
Innovations House  
P.O. Box 3419, Kampala

June 2015



# Table of Contents

**ACKNOWLEDGEMENTS ..... III**

**ABBREVIATIONS AND ACRONYMS ..... IV**

**EXECUTIVE SUMMARY ..... V**

**EVALUATION PURPOSE AND QUESTIONS..... 1**

*The Consultancy Assignment* ..... 1

    GENERAL OVERVIEW AND PURPOSE ..... 1

    METHODOLOGY ADOPTED ..... 1

    LITERATURE REVIEW ..... 2

    STAKEHOLDER CONSULTATIONS ..... 3

    FOCUS GROUP DISCUSSION (FGD) ..... 3

    KEY INFORMANT INTERVIEWS ..... 4

    FINANCIAL MANAGEMENT CAPACITY ASSESSMENT ..... 5

**FINDINGS ..... 6**

    PROJECT DESIGN ..... 6

    RELEVANCE ..... 11

    EFFECTIVENESS ..... 14

    EFFICIENCY ..... 17

    IMPACT ..... 19

    SUSTAINABILITY ..... 23

**CONCLUSIONS AND RECOMMENDATIONS ..... 25**

**ANNEXES ..... 28**

    TERMS OF REFERENCE FOR CONSULTANCY ..... 28

    DATA COLLECTION INSTRUMENTS ..... 32

    EVALUATION CONTACTS AND KEY INFORMANTS ..... 36



## ACKNOWLEDGEMENTS

CME Consult would like to extend our sincere thanks to African Centre for Treatment and Rehabilitation of Torture Victims, Independent Medico-Legal Unit, Centre for Victims of Torture and the European Union for giving us the opportunity to carry out a mid-term evaluation of the ‘Strengthening and enhancing torture prevention, rehabilitation and accountability in East Africa’ project.

Special thanks go to the staff of the pertinent organisations, but in particular to Mr Herbert K. Nsubuga, CEO of ACTV, Esther Nabwire, Project Officer, ACTV and Mr Peter Kiama, ED of IMLU, for providing support during the entire fieldwork process.

Lastly, the team would like to acknowledge the cooperation of the respondents and the information they provided, without which it would not have been possible to come up with these findings.

Martin M. Lwanga  
Lead Consultant  
June 2015



## **ABBREVIATIONS AND ACRONYMS**

ACTV	African Centre for Treatment and Rehabilitation of Torture Victims
CVT	Center for Victims of Torture
DAC	Development Assistance Committees
DRC	Democratic Republic of Congo
FGD	Focus Group Discussion
IMLU	Independent Medico-Legal Unit
M&E	Monitoring and Evaluation
MTR	Mid-Term Review
OPCAT	Optional Protocol to the Convention against Torture
OSIEA	Open Society Initiative for East Africa
TOR	Terms of Reference
UPDF	Uganda People's Defence Force



## EXECUTIVE SUMMARY

### Introduction

This is a mid-term report on ‘Strengthening and enhancing torture prevention, rehabilitation and accountability in East Africa’. This is a 30-month project, beginning 1 October 2013 and ending 31 March 2016. It is being implemented by African Centre for Treatment and Rehabilitation of Torture Victims (ACTV), the Independent Medico-Legal Unit (IMLU) in Kenya, and Center for Victims of Torture (CVT) in the United States of America.

### The Scope of Evaluation

The evaluation at mid-term covered the activities undertaken during the first half period of project implementation (1 October 2013 – 31 December 2014). This is both an output and process impact evaluation which has been done midway through the project cycle.

### The Evaluation Process Adopted

Execution of this assignment was done through: i) document review; ii) interviews with key informants; iii) focus group discussions (FGDs); iv) stakeholder consultations; and v) field visits to the partner centres.

### Summary Findings and Conclusions – Achievements and Challenges

- The project design correctly identified the problem, the target population and appropriate intervention methods.
- Participation has been overwhelming.
- More cross-learning between the centres should be planned for in the next half of the project cycle for institutional strengthening.
- Providing livelihood support could further enhance project objectives.
- The advocacy budget is being challenged owing to costs and there is need to consider more cost-effective approaches.



- The project strategies have been found to be relevant in addressing the identified problem.
- The project is in line with local, regional and international human rights instruments and efforts are made to provide synergies with other relevant project work.
- The project has meaningful synergies within the programmes of the partners and this should be further strengthened for sustainability.
- The project is on course to meet all the project objectives.
- There is evidence of torture decreasing as the leading cause of human rights violations in Uganda.
- All the partners have a monitoring and evaluation system and have received training in human rights monitoring.
- There are early indicators of impact ascertained from the appreciation of the negative impact of torture among security forces in both Uganda and Kenya.
- While adequate resources exist for project implementation, there are instances of emergencies that require attention and hence flexibility
- The budget for advocacy and some training activities has proved inadequate in certain instances to realise project objectives, which calls for consideration of alternative approaches.
- Institutional strengthening is being experienced through capacity-building and material support to the two partners.
- Attitudinal changes are being observed, with key sectors in the criminal justice system becoming more aware of the legislation against torture and showing willingness to be exposed to training.
- There is increased knowledge of and skills in various aspects of work that could culminate in both centres having a training centre for knowledge dissemination.



## Noted Areas of Concern

- The quarterly reports of the partners should be aligned in the same format with specific reference to target numbers/activities, highlighting gaps and the need to address the situation.
- There are a number of specific milestones addressed in the project where effort needs to be doubled to meet the specific numbers. For example, 200 clients are supposed to receive legal assistance and the numbers highlighted in the reports are on the lower side.
- The project has experienced a low absorption capacity of project funds in the first year arising from certain bureaucratic hold-ups. Plans must, therefore, be put in place to ensure these inefficiencies are addressed to absorb the budgeted funds.



**Table 1: Summary of General Findings and Recommendation Action Matrix**

Key Results Area		Findings of Activities Undertaken	Comments
1.	1,000 survivors of torture supported with medical treatment, legal assistance, psychological and social rehabilitation	<ul style="list-style-type: none"> <li>• Holistic treatment that involves medical, psychological, psychotherapy treatment offered to an average of 300 patients</li> <li>• Two home visits conducted</li> <li>• 30 post-mortems conducted</li> <li>• 88 clients accorded legal advice</li> <li>• Two clients identified for litigation</li> <li>• Legal prison camp conducted</li> <li>• Psychotherapist trainer hired</li> <li>• One prison visit conducted</li> <li>• 75 clients assisted with logistical support</li> <li>• Five clients benefited from litigation</li> <li>• 10 cases investigated</li> <li>• One case publicised</li> <li>• Two meetings organised</li> <li>• One press release issued</li> <li>• Two clients protected through witness protection</li> <li>• Two psychotherapist trainers hired</li> </ul>	<ul style="list-style-type: none"> <li>• The project requires a doubling of effort to provide treatment to 1,000 survivors of torture and is likely to meet the target numbers: a) post-mortems (50); client assistance (300); prison visits (9); psychological and psycho-social support (300); psycho-social counselling (300); supplies for psycho-social counselling, care for care givers, home visits, legal support, legal advice (200); litigation of individual cases (30); public interest litigation (6); logistical support to clients (30); field investigations (30); advocacy and publicity of cases (4); witness protection (8).</li> <li>• Progress is noted in certain areas (post-mortems) but noticeable gaps exist in others (legal advice).</li> </ul>
2.	National laws, policies and insitutionals are more aligned with the UNCAT principles and guidelines	<ul style="list-style-type: none"> <li>• Monitoring reports produced</li> <li>• Advocacy session for OPCAT held</li> <li>• UN Anti-Torture Day held</li> <li>• African Commission meeting attended</li> <li>• Community and public dialogue on torture held</li> </ul>	<ul style="list-style-type: none"> <li>• Progress is noted in: a) monitoring reports on state of torture; b) Advocacy OPCAT; and c) attendance and advocacy of African Commission meeting.</li> <li>• Gaps are noted in:a) the</li> </ul>



			dissemination of Robben Island guidelines
3.	Capacity of national actors to prevent and respond to torture enhanced	<ul style="list-style-type: none"> <li>• A conference held with participation from EA region on criminal justice actors</li> <li>• 20 magistrates trained</li> </ul>	<ul style="list-style-type: none"> <li>• Training of 50 magistrates not yet achieved</li> <li>• Training of 400 actors in the criminal justice system needs stepped up</li> <li>• Training of 50 actors in media yet to take place</li> </ul>
4.	Increased opportunities for torture victims in East Africa to seek redress and reparation	<ul style="list-style-type: none"> <li>• 30 counsellors trained</li> <li>• 20 lawyers trained</li> <li>• 2,000 copies of Anti-Torture Law produced</li> <li>• 3,000 brochures produced</li> <li>• Two banners produced</li> <li>• 2,000 fact sheets produced</li> <li>• 1,000 T-shirts produced</li> <li>• 2,000 stickers produced</li> <li>• 2,000 folders produced</li> <li>• 1,000 bags produced</li> <li>• 1,000 notebooks produced</li> <li>• 2,000 posters produced</li> <li>• Two radio talk shows organised</li> <li>• Two television shows organised</li> <li>• Two panellists attended each show</li> <li>• One newsletter produced</li> <li>• One audio clip produced</li> <li>• Four translations conducted in Lwo, Kiswahili, Runyakitara and Luganda</li> </ul>	<ul style="list-style-type: none"> <li>• Progress is noted in the area of training of counsellors and production of publicity materials However, it has been noted that:</li> <li>• Training of 20 doctors yet to take place</li> <li>• Doctors manual yet to be developed</li> <li>• Training of peer support workers yet to be undertaken</li> </ul>
5	Staff and institutional capacity built to provide quality services to survivors of torture	<ul style="list-style-type: none"> <li>• A baseline survey conducted</li> <li>• One car purchased</li> <li>• Two desk top computers purchased</li> <li>• Two laptops purchased</li> <li>• Two desks purchased</li> <li>• Two chairs purchased</li> <li>• One guitar procured</li> </ul>	<ul style="list-style-type: none"> <li>• Progress is noted in: a) building staff capacity skills in mental health expertise, human rights monitoring and counselling skills; and d) strengthening the organisation through the provision of logistical</li> </ul>



EUROPEAN UNION



		<ul style="list-style-type: none"><li>• One keyboard procured</li><li>• One drum procured</li><li>• Two fireproof cabinets purchased</li><li>• Two digital cameras purchased</li></ul>	support
--	--	--	---------



## EVALUATION PURPOSE AND QUESTIONS

### The Consultancy Assignment

African Centre for Treatment and Rehabilitation of Torture Victims (ACTV) is a non-governmental organisation that advocates against torture from security agencies and provides physical and psychological treatment as well as the rehabilitation of survivors of torture in Uganda and the Great Lakes region. With support from the European Commission, ACTV, in partnership with the Independent Medico-Legal Unit (IMLU) in Kenya and the Center for Victims of Torture (CVT) in the United States of America, is implementing a human rights project that aims at ‘strengthening and enhancing torture prevention, rehabilitation and accountability in East Africa’. This is a 30-month project, beginning on 1 October 2013 and ending on 31 March 2016.

### General Overview and Purpose

The purpose of the mid-term evaluation is to assess the performance of the project in terms of its implementation and the results achieved midway through its life span. The evaluation seeks to provide information that is credible and useful, thus enabling the incorporation of lessons learnt into the decision-making process of the partners in this project’s implementation.

### Specific Objectives

This evaluation seeks to achieve the following specific objectives:

- a. To enhance the project’s relevance, efficiency and effectiveness.
- b. To demonstrate the project’s mid-term achievements, challenges and lessons learnt.
- c. To suggest improvements for the next implementation period.
- d. To indicate any risks that may compromise the successful implementation of the project and suggest actions to overcome them.

### Methodology Adopted

The methodology for the mid-term evaluation involved:



- Harmonising understanding of the terms of reference with the client.
- Formulation of issues and concerns for evaluation based on the baseline indicators determined and provided in the project log-frame.
- Determining information and data collection protocols and tools for collection.
- A review of relevant documents from ACTV, IMLU and CTV as well as from the sub-sector stakeholders.
- Visiting the two countries where interviews and FGDs were held to seek perceptions from staff on the progress of the project, and observations/inspections made to appreciate the status of the project.
- Compiling and analysing the information and data collected from the above to arrive at findings and draw conclusions.

The findings arrived at through this approach are intended to be used to help plan for the next half of the project cycle and thus for the basis for achieving the best anticipated results.

## Literature Review

Before embarking on the data collection exercise through visits to centres and sub-sector stakeholders, the consultant carried out a document review to develop an information platform on which the evaluation process was implemented. The key documents that were obtained from ACTV and reviewed included:

- An application to the European Union for funding for a project on: ‘Strengthening and enhancing torture prevention, rehabilitation and accountability in East Africa’ on 23 January 2013.
- European Union quarterly and annual reports on the project from ACTV, IMLU and CTV.
- Financial Audit Reports (ACTV).
- A two-year Project Budget.
- A Baseline Survey Report (2014).
- Annual Work Plans (ACTV).
- The 17<sup>th</sup> Human Rights Report (2014).



The document review exercise gave the consultant a broad understanding of the project, the environment through which the project objectives are to be accomplished, the nature of the organisation and the limitations facing the project so far. Some of the critical factors for evaluation were identified at this point.

## **Stakeholder Consultations**

The consultant carried out a stakeholder expectations and aspirations analysis of the project as a background for undertaking stakeholder consultations. The stakeholders included, but were not limited to, ACTV management, IMLU management, key stakeholders in respective centres and key sub-sector stakeholders linked to the project.

The sub-sector stakeholders who were consulted were purposively sampled with the help of both centres basing on knowledge of the centres' activities and the project in particular.

Through these consultations, the consultant was able to analyse the emerging stakeholder priorities that needed to be mainstreamed into the project, determine what the project had realised, establish the missing gaps, capture lessons and make appropriate recommendations for the next implementation phase.

For all partnering centres, the consultant carried out a SWOT analysis. The SWOT analysis information and data were collected through both the literature review and extensive discussions with the key decisions-makers.

## **Focus Group Discussion (FGD)**

FGDs were employed to enable the consultant to solicit general information pertaining to the mid-term evaluation. The FGDs brought on board clients to share their knowledge, skills and experiences about project goals and objectives as well as progress and the challenges that had affected project success.

Through the discussions, the participants drew recommendations for enhancing the effectiveness and efficiency of the project in terms of management, staffing, planning and budgeting, partnership between centres, funding and sustainability, among others.

## Key Informant Interviews

The key informants with whom the consultant carried out interviews are shown in Table 2 below.

**Table 2**

S/N	Centre	Respondent	Designation
1	ACTV	Mr Samuel Nsubuga Ms Esther Nabwire Mr Philip Kateeba Mr Simon Peter Ochwa Mr Kizito Wamala Mr Micheal Bamulangeyo Ms Carol Kabatanya	Chief Executive Officer Project Officer (EU Project) Programme Manager Legal Officer, Gulu Clinical Psychologist Monitoring & Evaluation Officer Communications & Advocacy Officer
2	IMLU	Mr Peter Kiama Ms Carolyn Njange  Mr Joseph Muthuri  Mr Eric Thuo	Executive Director Financial & Admin. Manager  Programme Officer, Communications & Advocacy Programme Officer Rehabilitation/Acting Programme Manager
3	CTV	Ms Karen Abbs  Mr Carzola Jesus M	Psychotherapist trainer (IMLU)  Psychotherapist trainer (ACTV)
4	Partners	Ms Mary Gathegu	Programme Assistant (Open Society Initiatives for East Africa)
	Focus group discussion	Five participants drawn from a cross section of clients and nationalities (one male; four female)  Nationalities represented in the FGD: Uganda, Burundi, DRC	



## Financial Management Capacity Assessment

Project accounts were reviewed together with accountability reconciliations and ledger account extracts pertaining to the financial activities of the programme. The purpose of this was to assess how well the transfer of funds, accountability and financial reporting had been functioning.



## FINDINGS

### PROJECT DESIGN

Design is a concept that seeks to determine the ‘extent and location of problems for intervention, intended target and whether the proposed intervention is suitable’.<sup>1</sup> To address this issue the consultant sought answers from stakeholders and a document review relating to five pertinent questions.

#### Summary of Findings

- The project design correctly identified the problem, target population and appropriate intervention methods.
- Participation has been overwhelming.
- More cross-learning between the centres should be planned for in the next half of the project cycle for institutional strengthening.
- Providing livelihood support could further enhance project objectives.
- The advocacy budget is being constrained owing to costs and there is need to consider more cost-effective approaches.

#### ***Evaluation Question 1: Whose needs are being addressed by the project? Is this the right target?***

The project had four specific objectives which are targeted towards victims of torture. Consultations did indicate that the project is targeting the right participants. These are to be found at three levels. The first level potentially comprise youth below 18, who are mainly from poor backgrounds, and who have got into conflict with the law. The secondary targets are families who suffer trauma, and need support to seek justice. The third are actors within the administrative sector, the criminal system – the police, the prisons service, the judiciary, and prosecutors. Alongside these are the category of professionals who provide support to the survivors of torture – doctors, pathologists, trauma counsellors, lawyers, paralegals and staff, who have received various types of training.

---

<sup>1</sup> Peter, R. & Howard, F. (1989). *Evaluation: A Systematic Approach*. New York: Sage Publications.



Reviewing the database of those who have been receiving support from the project in various ways shows that the project meets this concern.

***Evaluation Question 2: Was the assumption that people are willing to participate in this project valid?***

Participation is critical to the success of any project. As proof of willingness to participate, the following results have been achieved to-date:

**Table 3: Participation of target clients**

Project Objective	Progress
<p><b>Specific Objective 1:</b> To provide holistic rehabilitation to 1,000 survivors of torture in Kenya and Uganda</p>	<ul style="list-style-type: none"> <li>To-date the project has extended medical treatment, psycho-social support and legal advice to over 300 clients</li> </ul>
<p><b>Specific Objective 2:</b> To strengthen mechanisms for the prevention of torture, the response to and legal redress for survivors</p>	<ul style="list-style-type: none"> <li>The project has registered a popular version of the Anti-Torture Law, which has been translated into 4 local languages to include; :Luganda, Luo, Runyakitara and Swahili</li> <li>The Anti-Torture Law has been disseminated</li> <li>The project has started a witness protection assistance programme provided and trained counsellors in psychological counselling</li> <li>The project oversaw a regional conference bringing together individuals and organisations from East Africa to discuss torture</li> <li>Psychological counsellors have been trained in Kenya</li> </ul>
<p><b>Specific Objective 3:</b> To improve the investigation, documentation, reporting and prosecution of incidents of torture in Kenya and Uganda</p>	<ul style="list-style-type: none"> <li>Project clients have received legal assistance, cases of torture have been identified, and lawyers trained in anti-torture litigation</li> <li>In-house training in research, database management and documentation has been provided to staff</li> <li>The process of compiling a medical doctor’s manual is ongoing</li> </ul>

Source: ACTV/ IMLU



***Evaluation Question 3: In your opinion, if this project was to be designed again, what aspects could be added and/or removed?***

No project can be said to be perfect in its design. Although the evaluation has found the design to have identified the right problem, audience and the necessary intervention, it was noted that there was need for measures for improvement.

First, the project should allow for more opportunities for cross-learning between the various partners to strengthen one another. For example, exchange of the various officers to share best practices can enhance the project objectives meant for institutional strengthening. It was noted that there was an apparent need to have first critically assessed the capacities of each implementing agency and to have concentrated in those areas, i.e. exploited what one is good at, instead of duplicating efforts. For example, IMLU has a more advanced witness protection system. Since Uganda has no witness protection law, the project would offer more opportunity to learn from Kenya. Likewise, Uganda has already passed the Anti-Torture Act, while Kenya does not have such legislation. Kenya has the optional protocol that allows access to prisons while Uganda does not. Cross-learning from one another's experiences would help strengthen both parties.

Second, several respondents noted that while the project offers medical and legal treatment, among others, to victims and survivors of torture, it would also enhance the project objectives by offering livelihood support. According to one definition, a livelihood programme comprises the capabilities, assets (including both material and social resources) and activities required for a means of living.<sup>2</sup> In this instance, some of the project beneficiaries felt that the project should go beyond rehabilitation to provide some means to improve their livelihoods.

Third, the advocacy budget has proved insufficient owing to the costs involved. Yet with Uganda having passed the Anti-Torture Act (2014), there is need for a more robust advocacy budget, and Kenya's working towards the passing of the Coroners Bill necessitates the institution of a robust advocacy programme.

---

<sup>2</sup> Chambers, R., & Conway, G.R. (1991). *Sustainable Rural Livelihoods: Practical Concepts for the 21st Century*. IDS Discussion Paper 296.



***Evaluation Question 4: Did the process of designing the projects adequately enlist the participation of all key stakeholder groups besides ACTV/ IMLU?***

The evaluation findings show that the consultations were participatory, with input being sought from all partners. For example, staff from ACTV travelled to the IMLU offices and the proposal was worked on jointly. The input of outside stakeholders was also sought, with, for example, IMLU contacting the OSIEA for their input.

However, instances of lack of adequate consultation were found. For example, as far as advocacy is concerned, the project has suffered from under-budgeting. ‘There have been cases where money for training was under-budgeted. This has been made worse by the inflationary costs.

Although input was sought from all stakeholders at the development stage, at the implementation stage there were certain budget cuts resulting from negotiations, which have affected delivery. The budget trimming has, for example, affected the training of journalists, in second year of the budget cycle (unlike original).

Another major challenge was that a good number of staff were brought on to the project at the implementation stage, which limited their contribution. For example, both the advocacy and clinical officers could have significantly contributed to the project design, although it is noted that they replaced those who had previously held those positions. Any organisation is bound to suffer institutional memory loss upon loss of any member of staff.

***Evaluation Question 5: Is the project in line with local needs and priorities, targeting the right areas and people with the right interventions?***

The evaluation has found that the project design is in line with local needs and able to document cases, seek justice, advocate and dialogue with state actors. The issue of mental health has further broadened the scope of both centres.

‘Prior the idea was to primarily look at physical torture but now improved focus on mental health.’



Advocacy is another example. For example, in spite of its passage, ignorance of the Anti-Torture Law is widespread. For instance, some of the magistrates have been found not to be aware of the law and sensitisation by the project has enhanced their appreciation.



## RELEVANCE

According to the World Bank (2005), '[r]elevance is the extent to which the objectives and design of the program are consistent with (a) current global/regional challenges and concerns in a particular development sector and (b) the needs and priorities of beneficiary countries and groups.' The evaluation sought to determine whether the project met the above standards by asking three pertinent questions:

### Summary of Findings

- The project strategies have been found to be relevant in addressing the identified problem.
- The project is in line with local, regional and international human rights instruments and efforts are made to provide linkages with project work.
- The project has meaningful synergies within the programmes of the partners and this should be further strengthened for sustainability.

*Evaluation Question 1: To what extent are the programme strategies relevant to the needs identified, especially related to the structural causes of torture and violence?*

**Table 4: Relevance of project objective**

Project Objective	Relevance
<b>Specific Objective 1:</b> To provide holistic rehabilitation to 1,000 survivors of torture in Kenya and Uganda	Relevance is evidenced through enabling access to holistic rehabilitation in areas of medical care, psychology and psychotherapy by 300 survivors of torture and their families. . Over 88 clients have also received legal support. In addition, the project has invested in improving the quality of the forensic medico-legal documentation needed for legal redress
<b>Specific Objective 2:</b> To strengthen mechanisms for the prevention of torture, the response to and legal redress for survivors	This objective is being achieved through : i) advocacy sessions for OPCAT; ii) holding the UN Anti-Torture Day; iii) attendance of African Commission meetings; and iv) holding community and public dialogues on torture .

<p><b>Specific Objective 3:</b> To improve the investigation, documentation, reporting and prosecution of incidents of torture in Kenya and Uganda</p>	<p>Effective prosecution of those who abuse torture victims is often hindered by gaps in investigations and documentation. In addition, inadequate skills and knowledge, lack of linkages with relevant institutions and referral centres, constrain the work. Through the strategy of improving the capacity of the centres and the skills of state actors in the criminal justice system, evidence has emerged of more effective prosecution</p>
<p><b>Specific Objective 4:</b> To strengthen the institutional capacity of implementing organisations to execute their mandate</p>	<p>To meaningfully provide holistic services, advocacy, lobbying and monitoring interventions as part of their mandate in holding to account institutions within the administration of justice sector, the capacity of two of the partners (ACTV and IMLU) need to be addressed. Improved capacity will equally enable the partners to make strategic and appropriate strategy and programme choices, to increase the impact on government policies and programmes</p>

Source: ACTV/ IMLU

***Evaluation Question 2: To what extent are the interventions aligned with international human rights instruments and principles (including humanitarian standards in the case of humanitarian action) and compliant with national and local frameworks that advance human rights and gender equality?***

At the local level, Uganda has enacted legislation against torture. The project seeks to create awareness of the law. Whereas in Kenya, which still lacks the law, there is need to create more awareness of the need for such a law. Further, at the local level, the project identified the need to address and improve on counselling for trauma/and documenting such cases. This is being done through the training of counsellors and capacity-building of the mental health services.

Regionally, in East Africa, the need for sharing best practices was identified. To this end a regional conference took place in Naivasha on 25-28 August 2014 to identify the gaps, lessons and developing synergies.



Internationally, the project seeks to address UNCAT implementation; in fact, all the project work is geared towards the implementation of the international work. In addition, the project seeks to ensure that the periodical reviews in Geneva are followed up by Uganda and Kenya, and that the respective governments implement those decisions.

***Evaluation Question 3: To what extent is there a relevant and meaningful synergy and cohesion between the projects in the programmes?***

The evaluation has found that the project is well integrated into other ongoing programmes of the two partners. According to the CEO of ACTV, ‘This was factored in at the design stage so that all activities are in line with our strategic plan – not outside our strategic plan. For example, the project was integrated into the annual work plan. We have a project from DGF that has been found complimentary.’

In the case of Kenya, there was a deliberate involvement of partners at the stage of initiation. Consultations were made with a key partner, OSIEA. The ongoing capacity-building has also been found to be complimentary, and to be beneficial to all clients.

‘We do not implement EU project independently. The project has been integrated along with others.’



## EFFECTIVENESS

Effectiveness is a measure of the extent of realising project outputs. In this context, based on the project design ACTV, IMLU and CTV set out to achieve four specific objectives. The evaluation, guided by three pertinent questions, has come up with the following results.

### *Summary of Findings*

- The project is on course to meet all the project objectives.
- There is evidence of torture decreasing as the leading cause of human rights violations in Uganda.
- All the partners have a monitoring and evaluation system and have received training in human rights monitoring.

### *Evaluation Question 1: How satisfied are you with progress in achieving the objectives?*

The respondents and the verification of reports reveal that the project is on course in achieving most of the intended objectives, as revealed in Table 5 below.

**Table 5: .Achievement of project objectives**

Objective	Overview	Result Progress in Uganda and Kenya
<p><b>Specific Objective 1:</b> To provide holistic rehabilitation to 1,000 survivors of torture in Kenya and Uganda</p>	<p>The interventions under this objective will enable the implementing organisations to make holistic rehabilitation available to more survivors of torture and their families, as well as improve the quality of the forensic medico-legal documentation needed for legal redress</p>	<ul style="list-style-type: none"> <li>• 50 clients assessed; six sessions of psychological counselling carried out</li> <li>• Several prison visits conducted to Gulu Main Prison and Kigo Prison</li> <li>• 100 clients received holistic care</li> <li>• 75 clients assisted with logistical support</li> <li>• Five clients received specialised treatment</li> <li>• 20 clients receiving medical support</li> <li>• 50 clients provided with legal advice</li> <li>• Five clients benefited through litigation</li> <li>• 10 cases investigated</li> <li>• One case publicised</li> <li>• Two meetings organised</li> <li>• One press release issued</li> <li>• Two clients protected through witness protection</li> <li>• Two psychotherapist trainers hired</li> <li>• Psychological treatment given to 38 clients</li> <li>• Two home visits made</li> <li>• Three recent survivors of torture to access specialised medical treatment</li> </ul>

		<ul style="list-style-type: none"> <li>• Medical treatment given to nine persons</li> <li>• 10 post-mortems carried out</li> <li>• 38 clients accorded legal advice</li> <li>• Two clients identified for litigation</li> <li>• A legal prison camp conducted</li> </ul>
<p><b>Specific Objective 2:</b> To strengthen mechanisms for the prevention of torture, the response to and legal redress for survivors</p>	<p>The interventions under this objective aim at medium- and long-term measures for the prevention of and response to torture and other forms of ill-treatment</p>	<ul style="list-style-type: none"> <li>• Two staff attended the African Commission meeting</li> <li>• UN Anti-Torture Day commemorated on June 26<sup>th</sup></li> <li>• One advocacy session for the OPCAT Community and public dialogue on torture held</li> </ul>
<p><b>Specific Objective 3:</b> To improve the investigation, documentation, reporting and prosecution of incidents of torture in Kenya and Uganda</p>	<p>The interventions under this objective aim at filling the gaps in the investigation, documentation, reporting and prosecution of perpetrators</p>	<ul style="list-style-type: none"> <li>• Five cases under litigation</li> <li>• Cases of torture for litigation identified</li> <li>• Training of 20 lawyers in anti-torture litigation undertaken</li> </ul>
<p><b>Specific Objective 4:</b> To strengthen the institutional capacity of implementing organisations to execute their mandate</p>	<p>This action aims at enhancing the capacity of the partners (ACTV and IMLU) to provide holistic services, implement the training of stakeholders, advocacy, lobbying and monitoring interventions as part of the two organisations' mandate of holding to account institutions within the administration of justice sector</p>	<ul style="list-style-type: none"> <li>• A baseline study conducted</li> <li>• Supplies for the provision of psychotherapy and psycho-social counselling secured (two guitars, one recorder, one camcorder)</li> <li>• Training of 15 counsellors conducted</li> <li>• A staff group session of psychological counsellors conducted on the 23 May 2014 at Thayu Conference Centre in Limuru, Kenya.</li> <li>• 10 events organised on UN Anti-Torture Day</li> <li>• 20 staff trained in human rights monitoring</li> <li>• Supplies procured to strengthen the ACTV office (one car, two laptops, two desks, one money safe)</li> <li>• Two mental experts provided</li> <li>• 15 counsellors trained</li> <li>• 20 doctors and lawyers trained</li> </ul>

Source: ACTV/ IMLU reports



EUROPEAN UNION



***Evaluation Question 2: What results have been achieved in terms of reducing the underlying causes of torture/violence? What were the key factors that contributed to the achievement?***

According to the Uganda Human Rights Report (2015) torture has dropped to second place as a leading cause of human rights abuse. Sensitisation of the general populace has certainly played a role. Indeed, a number of advocacy activities have been realised in the course of the project life to-date.

Observable results have also been seen in the medical realm. For example, the medical officer at IMLU pointed out the following:

Last year we got a call about people arrested and tortured. When we got there the prison officials said the arrested had been rioting. On inspection it was clear they had been torture. Our intervention enabled us to address the situation. We have had a good number of survivors finish treatment. For example, some of those in the 1982 group are now empowered to become peer counsellors.

***Evaluation Question 3: To what extent has the monitoring undertaken in the course of the programmes provided management with sufficient information to follow progress towards the desired results?***

Both ACTV and IMLU have received training in human rights monitoring. The mechanism in place is the generation of reports on a monthly basis. Senior managers receive quarterly reports. The EU project officer follows the regular project progress. The programme manager ensures that the project is integrated. The decision to have a specific EU officer attached to the project was informed by the fast-paced nature of the project and the need for someone to oversee its timely implementation.



## EFFICIENCY

Efficiency has been defined as ‘the efficacy of a program in achieving given intervention outcomes in relation to programme costs.’<sup>3</sup> The evaluation provided three pertinent questions.

### *Summary of Findings*

- While adequate resources exist for project implementation there are instances of emergencies that require attention and hence flexibility.
- The budget for advocacy and some training activities has proven inadequate in certain instances to realise project objectives, which calls for consideration of alternative approaches.
- There is a low absorption capacity of project funds. This can be explained as resulting from the non-implementation of a number of project initiatives. Plans must, therefore, be put in place to ensure that these activities take place to absorb the budgeted funds.

### *Evaluation Question 1: Were the human and financial resources adequate for implementing the programmes*

The evaluation has found that the income received has been adequate to meet the intended project objectives, as can be verified from Table 6 below.

---

<sup>3</sup> Rossi; *ibid*



**Table 6: Project Budget Status**

	<b>BUDGET</b>	<b>ACTUAL</b>	<b>VARIANCE</b>
Grant Received from EU		505,527.00	
Expected Partners' Contribution		126,382.00	
<b>TOTAL INCOME</b>		<b>631,909.00</b>	
<b>Expenditure</b>			
Human Resources	211,346	102,464.69	108,881.23
Travel	39,182	15,136.29	24,045.71
Equipment	67,500	64,702.39	2,797.30
Local Office	12,000	11,846.55	153.45
Other Service	78,783	53,868.90	24,914.43
Training, Visibility & Treatment Cost	189,260	149,603.41	39,656.59
Administration	33,838	26,427.83	7,410.14
<b>Total</b>	<b>631,909</b>	<b>424,050</b>	<b>207,859</b>



The above table points to a low absorption capacity of project funds. This can be explained by the non-implementation of a number of project initiatives. Plans must, therefore, be put in place to ensure that these activities take place to absorb the budgeted funds

In terms of human capacity, all the pertinent offices have been filled, for project administration.

Although the project finances have been used effectively, there are instances where the budget has proved insufficient to meet wider project objectives. For example, on 5 July 2014 in Western Uganda, specifically the Rwenzori region covering the districts of Kasese and Bundibugyo, there was an episode of intense violence. Armed assailants attacked villages, police units and army barracks, leading to a death toll of over 70. This led to mass arrests and there were reports of torture. ACTV would have liked to assist but inadequate finances limited its intervention. Our response to hot spots is, therefore, weak owing to limited finances.

As already highlighted, the budget for advocacy has at times proven inadequate owing to inflationary costs.

***Evaluation Question 2: To what extent can one argue that the interventions have been cost-effective and the resources used in an efficient way to address the rights issues identified in the project strategies?***

The project has been able to reach the groups most discriminated against and vulnerable. The IMLU office has been able to fly out three people to the borders in Somalia. Further, the IMLU approach of outsourcing services has proved most cost-effective. However, the high cost of the media campaigns calls for alternative approaches.

## IMPACT

Impact assessments are undertaken to determine whether the project produced the intended effect. Although at mid-term it might be quite early to ascertain impact as a good number of activities are still at the initiation stage, there are indicators to that effect as the project



gathers steam. However, one approach is to use process indicators which, indeed, can guide in determining the anticipated outcomes.

**Summary Findings**

- There are early indicators of impact ascertained from the increased appreciation of torture among the security forces in both Uganda and Kenya.

**Evaluation Question 1: What has been the impact at victims’ level (outcome) and at other levels that were supposedly addressed by the programmes?**

There is emerging evidence of impact as noted in Table 7 below.

**Table 7: Process indicators of impact**

Findings from ACTV & IMLU
<ul style="list-style-type: none"> <li>• Torture dropping to second place as the leading cause of human rights abuse</li> <li>• Requests being made by the UPDF to be given training in anti-torture legislation</li> <li>• Magistrates becoming aware of anti-torture legislation</li> <li>• Torture survivors gaining confidence and returning to normality</li> <li>• The Coroners Bill gaining more appreciation arising from publicity</li> </ul>

Source: ACTV/ IMLU

**STORIES OF CHANGE**

**Story 1 (IMLU)**

\*Keegan is a 17-year-old young man who was shot by the police one evening in July 2013 while at a shopping centre with his friends. The client reported being shot on the neck by a police officer and in the process losing four front teeth. After the shooting incident, the client reported that he was taken to the nearest hospital by his brother and some friends where he was admitted for treatment. While in hospital, the client noted that the police kept monitoring him on the allegation that he was a criminal. Upon being in hospital for a week and a half, Keegan was discharged. He was immediately apprehended by the police and taken to the nearest police station. He was detained there for a night before being arraigned in court the following day and charged with being part of an illegal gang as well as resisting arrest.



Since Keegan was unable to raise the cash bail, the magistrate ordered that he be remanded to the nearest prison. He stayed on remand for about a month before IMLU heard of his case through a journalist who had previously been trained by the organisation. IMLU assisted Keegan's family in raising the cash bail and then IMLU staff accompanied Keegan's mother to the prison to bail him out. Thereafter, IMLU embarked on documenting Keegan's story with a view to offering him a comprehensive package of advocacy as well as medico-legal and psycho-social interventions.

While on remand, Keegan reported feeling hopeless and helpless over the fact that he was now staring a possible prison term in the face whereas he had committed no crime. He confessed that he had at one point contemplated suicide. After an initial assessment by IMLU's psychologist, Keegan embarked on individual counselling sessions which focused on helping him process the psychological trauma that he was manifesting. IMLU's doctor also arranged for the replacement of Keegan's lost teeth. Later on Keegan's mother joined him in therapy for family counselling sessions in a bid to strengthen Keegan's social support. Finally Keegan joined a men's support group for primary survivors of police torture where his initial fear of stigma from members of the society was addressed with the help of other supportive survivors.

This support from IMLU emboldened Keegan's quest for justice and enabled him to face his accuser in court, something that he previously thought he would not be able to do. With an IMLU-contracted lawyer on his defence, the court found Keegan innocent of all the charges the police had trumped up against him and consequently acquitted him on 5 February 2014. During a celebration of this hard-earned acquittal on 26 March 2014, Keegan shared with his men's support group members, as well as IMLU staff, about his new-found positive outlook to life. Keegan, who loves playing football in his free time, is no longer fearful of the police but is optimistic about life. He is very glad that rather than rotting in prison, a fate that would probably have been his had IMLU not intervened, he is now intending to return to school so as to complete high school. IMLU'S lawyers are in the process of filing a compensation suit on behalf of Keegan for the violations he underwent in the hands of the police.

## **Story 2 (ACTV)**

Through the training Client X was able to acquire the knowledge and skills required to help victims of torture and sexual violence. After the training she was able to help many survivors

that presented with psychological symptoms that needed attention, of whom one was her 20-year-old daughter who was gang-raped by six men in 2011 in the DRC.

The daughter had been living with her uncle in the DRC when in 2011 she was attacked by soldiers who gang-raped and she got pregnant. She came to Uganda in 2014, where she joined her mother. Because Client X had gone through the peer support worker training, she was able to recognise that her daughter had a problem and she started engaging her. The daughter presented with signs of depression, would confine herself within the house for long periods of time because she feared the sight of men, deeply hated her child that had resulted from the rape, tended to wake up in the night shouting and also had a phobia for the dark.

Client X was able to start holding sessions with her daughter and also contacted qualified counsellors to come and intervene in her daughter's situation. She held two counselling sessions a week with her for six months and a change in her was realised.

Currently, though she still fears the dark, Client X's daughter no longer hates her child and no longer fears men, and is now able to go out and washes clothes for the neighbours to earn a living.





## SUSTAINABILITY

According to the United Nations, sustainability is defined as the ‘capacity to meet the needs of the present generation without compromising the future’. Sustainable programmes have the capacity to endure while meeting the current needs. The Evaluation sought to answer the question of sustainability through five pertinent questions.

### *Summary of Findings*

- Institutional strengthening is being experienced through capacity-building and material support to the two partners.
- Attitudinal changes are being observed with key sectors in the criminal justice becoming more aware of the legislation against torture and showing willingness to be exposed to training.
- There is increased knowledge of and skills in various aspects of work that could culminate in the establishment of a training centre.

### ***Evaluation Question 1: What evidence is there that the support led to increased efficiency and effectiveness in partner organisations’ operations, and to increased institutional sustainability?***

There are a number of significant developments that are enhancing the efficiency and effectiveness of both partners. In particular, the mental health capacity-building support received from the two psychotherapist trainers will certainly outlive the project life, with a new dimension. The training for counsellors, actors in the criminal justice system and health sector providers is also strengthening the capacity of the trainers to outlive the project life. The project has also provided material support in the form of vehicles and office logistical support which are helping increase efficiency and effectiveness while strengthening the project so that it can outlive its present life span.

### ***Evaluation Question 2: To what extent have the interventions furthered institutional changes (changes in laws, policies, practices, resource levels) for furthering human rights work?***



As a result of project intervention in Uganda, there is increased awareness of the legislation against torture, the need for witness protection and access to prisons without advance notice. In Kenya, lessons are being shared from the Uganda partners on how to promote the enactment of legislation against torture, pass the Coroners Bill, popularise the Robben Island Guidelines, and on the ratification of OPCAT. There are also plans to set up a training centre in Kenya, where people can come in for capacity-building in specific areas related to the work of the two partners.

**Evaluation Question 4: *To what extent have the programmes contributed to attitudinal changes that will further the protection of human rights and gender equality among torture victims after this intervention has ended?***

Attitudinal changes are being observed among several actors in the criminal justice system. For example, the willingness that is being exhibited by the UPDF to receive training is an indication of changing attitudes. A number of magistrates in Uganda were not aware of the new legislation against torture and have now been exposed.

**Evaluation Question 5: *How sustainable are the project objectives – their ability to outlive the project life?***

The project is investing heavily in building knowledge and skills, which would in turn outlive the project life. Furthermore, as a result of the project there are plans to establish a training centre in Kenya, where people can train for certificates. If such training centres were set up, their establishment would enhance the sustainability of partners.



## CONCLUSIONS AND RECOMMEDATIONS

The project set out to achieve four specific objectives, with respect to which it is on course. In conclusion, ACTV and IMLU have consistently met, exceeded or achieved progress towards the planned intervention and response programme objectives and activities during the evaluation period spanning 1 October 2013 to 30 September 2014. Both organisations are on target to achieve current programme activities based on data collected from fieldwork and quarterly reports, inasmuch as they devote time and attention to addressing the highlighted gaps.

The programme objectives were informed by international guidelines, stakeholder consultations, and partnerships among the implementers. However, for both organisations, engaging clients in programme planning – including establishing realistic objectives and activities – would enhance ownership and potentially reduce unintended negative consequences, though this has not been observed. The clients have a felt need for livelihood and income-generation programmes, which if taken into consideration, would not compromise the programme objectives.

In general, from the perspective of representatives and staff from ACTV, IMLU and CTV, as well as the beneficiaries, the project is likely to lead to both short- and long-term positive results in the prevention of torture and to enhance human rights protection.

Below here are recommendations for the implementation of the second half of the project based on the identified findings.

### **Recommendation 1: Expeditious transfer of resources**

Delays in the disbursement of resources do affect the efficient administration of the project. These delays are perceived to be a result of bureaucratic inefficiencies rather than failure on the part of the partners. However, they affect the efficiency of project administration. In fact, the dangerous resort of borrowing from other sources to ensure that the project goes on normally can be devastating for the overall programme. Improvements are desirable in this area.



## **Recommendation 2: More cross-learning experiences for institution-building**

One of the greatest benefits of this project that is based on a partnership is that all the partners bring along their own strengths and weaknesses. To enhance synergies through partnerships it is strongly recommended that more shared learning experiences take place in the next half of the project. For example, as pointed out above, while Kenya has developed a witness protection programme, Uganda lacks such a programme and could, hence, benefit more. On the other hand, Kenya stands to benefit greatly from Uganda's experience of having passed the Anti-Torture Act. In addition, Kenya has the optional protocol that allows access to prisons while Uganda does not have such a protocol; Uganda could, therefore, use the collaboration to learn about this.

## **Recommendation 3: Strengthening systems**

Through the support of CVT, the mental health programme is being strengthened between the two partners. This development of strengthening the clinical programme should extend as well to other critical programmes such as medical.

## **Recommendation 4: Starting a livelihood programme**

The core strategic objectives of the two partners, IMLU and ACTV, do not provide for livelihood programmes. However, there is a felt need that beyond the rehabilitation of the survivors of torture, beneficiaries should be supported with means to establish a meaningful livelihood through programmes such as microfinance support. However, this would mean revisiting the core strategic objectives of both partners.

## **Recommendation 5: Alternative but cost effective communication formats**

The budget for advocacy and certain trainings has been noted to be insufficient in certain respects. It is, therefore, proposed that other, more cost-effective but high-impact strategies be considered. For example, the use of social media platforms would not only be less costly but have an almost equal impact, as attested by taking out adverts in the Press and in the electronic media. In addition, where applicable, the programme can also consider online training.



## **Recommendation 7: Training centres**

The two partners, ACTV and IMLU, have a lot to offer in their respective areas of expertise. Through this consultancy exercise both have received increased knowledge and skills that create for them the opportunity to have a training centre focused on human rights. It is, therefore, proposed that during the next phase of this project, a discussion centred on this possibility should start.



## ANNEXES

### TERMS OF REFERENCE FOR CONSULTANCY

#### Title of consultancy: Project Mid-term Evaluation

#### 1. Background and Summary

African Centre for Treatment and Rehabilitation of Torture Victims (ACTV) is a non-governmental organisation that advocates against torture from security agencies and provides physical and psychological treatment as well as rehabilitation of survivors of torture in Uganda and the Great Lakes region. With support from the European Commission, ACTV, in partnership with the Independent Medico-Legal Unit (IMLU) in Kenya, and the Center for Victims of Torture (CVT) in the United States of America, is implementing a 30-month human rights project that aims at strengthening and enhancing torture prevention, rehabilitation and accountability in East Africa. On behalf of the partnership, ACTV is seeking the services of a highly professional and experienced Monitoring and Evaluation consultant to carry out a mid-term evaluation for the project.

#### 2. Purpose of the Evaluation

The purpose of the evaluation is to assess the performance of the project in terms of its implementation and the results achieved midway through its life span. The evaluation should provide information that is credible and useful, enabling incorporation of lessons learnt into the decision-making process of ACTV and its partners in this project's implementation.

#### 3. Specific Objectives

- e. To enhance the project's relevance, efficiency and effectiveness.
- f. To demonstrate the project's mid-term achievements, challenges and the lessons learnt.
- g. To suggest improvements for the next implementation period.
- h. To indicate any risks that may compromise the successful implementation of the project and suggest actions to overcome them.

#### 4. Key Focus Areas

The mid-term evaluation will assess the performance of the project as per standard evaluation criteria, as elaborated below.

##### Relevance

- To what extent was the project's approach relevant to reducing torture by security agencies? Was the set of activities sufficient? To what extent did the different categories of activities complement each other?
- Examine whether the project responded to the real needs of the beneficiaries.
- Assess the validity of the project approach and strategies and their potential to replicate.
- Assess whether the problems and needs that gave rise to the project still exist or have changed.
- Did the project target the right group of beneficiaries?
- What unexpected results did the project lead to?



### Effectiveness

- Review whether the project has accomplished its outputs and indicate any emerging effect of the project on beneficiaries, including both men and women.
- Assess the performance of the project so far with particular reference to qualitative and quantitative achievements of outputs and targets as defined in the project documents and work plans and with reference to the project baseline.

### Efficiency

- Assess whether the project has utilised project funding as per the agreed work plan to achieve the projected targets.
- Assess the timeline and quality of the reporting followed by the project.
- Analyse the performance of the Monitoring and Evaluation mechanism of the project and the use of various M&E tools.
- Assess the qualitative and quantitative aspects of management and other inputs (such as equipment, monitoring and review and other technical assistance and budgetary inputs) provided by the project vis-à-vis the achievement of outputs and targets.
- Identify factors and constraints which have affected project implementation, including technical, managerial, organisational, institutional and socio-economic policy issues in addition to other external factors unforeseen during the project design.

### Sustainability

- Assess the sustainability of the project interventions thus far in project implementation.
- Assess preliminary indications of the degree to which the project results are likely to be sustainable beyond the project's lifetime, and provide recommendations for strengthening sustainability.

## **5. Scope**

The mid-term evaluation is in-built in the project design as clearly outlined in the Project Document and Detailed Work Plan. It will assess the contribution of activities to the achievement of project objectives analysing the period from the start of project to its full implementation from **1 October 2013 to 30 December 2014**. The analysis should consider diverse aspects such as geographical spread (rural/urban), socio-economic factors (age, gender, ethnicity, poverty levels) and their impact on torture occurrences. The evaluation shall focus on activities implemented maintaining, however, the constant link with their contribution to achieve the overall project goal in both Kenya and Uganda.

## **6. Methodology**

We require a participatory methodology, whereby the work engages all key stakeholders who should be provided with an opportunity to provide input and comment to the evaluation team. The evaluation should include a field visit to the project sites in Uganda and Kenya.

## **7. ACTV Responsibilities**

ACTV will work with IMLU and CVT to make available all the necessary project documentation relevant to the assignment. The work will be supervised by the Chief Executive Officer of ACTV.



## 8. Consultant's Tasks

- a. Carrying out a literature review of secondary data related to the project being implemented.
- b. Development of the mid-term project evaluation methodology.
- c. Mid-term project evaluation, including data collection through in-depth interviews and focus group discussions with various stakeholders.
- d. Producing a draft project mid-term evaluation report for review by ACTV and its implementing partners.
- e. Presenting findings from the draft report to the consortium of partners and donors.
- f. Completing a full report based on study findings stipulating the project's mid-term achievements.
- g. Treating the availed documents in a confidential manner.

### Expected deliverables

The following are the expected key deliverables from the consultant:

- a. A detailed inception report outlining the overall evaluation approach including methodology, work plan and division of responsibilities.
- b. A draft mid-term project evaluation report.
- c. A final mid-term evaluation report written in proficient English, professionally edited and presented in a way that directly enables publication.
- d.

### Structure

- I. Executive summary
- II. Project description
- III. Evaluation purpose
- IV. Evaluation methodology
- V. Findings per objective and per country
- VI. Lessons learnt
- VII. Recommendations
- VIII. Annexes

### Expertise required

1. Extensive knowledge of applying qualitative and quantitative evaluation methods.
2. Experience of working on research with human rights organisations, preferably in the field of torture.
3. Strong command of the English language. Knowledge of Kiswahili is an added advantage.
4. Commitment to and understanding of internationally recognised human rights values and principles.



**Duration:** The consultant is expected to complete the assignment within 30 working days after being contracted.

Any further information regarding this assignment can be obtained by contacting the CEO of ACTV at [ceo@actvuganda.org](mailto:ceo@actvuganda.org)

Qualified and interested candidates may send their:

(1) Cover letter expressing interest to undertake the assignment; (2) Curriculum Vitae; (3) a Technical Proposal; and (4) a Financial Proposal by 23 January 2015 to:

**The Chief Executive Officer,  
African Centre for Treatment and Rehabilitation of Torture Victims (ACTV)  
Plot No.113, Owen Road,  
Off Tufnell Drive-KAMWOKYA  
P.O. Box 6108  
KAMPALA-UGANDA  
Telephone +256 312 263918/+256 312 263620  
E-mail:[actv@actvuganda.org](mailto:actv@actvuganda.org) and [ceo@actvuganda.org](mailto:ceo@actvuganda.org)  
Cellphone: +256-712-200641**



## Data Collection Instruments

### Key Informant Interview Guide (Police, NGO, Clients, Partners)

My name is \_\_\_\_\_ and I work for CME Consult and we are conducting a mid-term programme evaluation for the Human Rights Project. You have been purposively selected to participate in this study. The purpose of this interview is to obtain current information about the implementation of the project. The interview is voluntary and the information that you give will be confidential. The information will be used to enable better future programming. I would like to assure you that whatever information you will provide in this interview will be kept confidential.

#### Design and relevance

- Are you aware of the Human Rights Project implemented by ACTV/ IMLU?
- If yes, in your opinion whose needs do they address in the project?
- Is it the right target?
- In your opinion, if this project is to be designed again, what aspects could be added and/or removed?

#### Efficiency and programme implementation

- In your opinion, what is the capacity of the staff to implement the project?
- What is the strength of the management structures and support mechanism of the project?
- How coordinated are the implementers of the project implementation and monitoring?
- How effective are existing structures in the implementation of this programme?

#### Effectiveness

- In your opinion, do you think the project has achieved its objectives in raising human rights awareness.
- What has been their strengths and weaknesses in implementation?
- What can be improved in their delivery approach?

#### Impact

- What are the observable achievements of this programme?
- What changes in lives of the beneficiaries have resulted as a result of programme/project interventions?



**Key Informant Interview Guide (ACTV/ IMLU Staff)**

My name is \_\_\_\_\_ and I work for CME Consult and we are conducting a mid-term programme evaluation for the Human Rights Project. You have been purposively selected to participate in this study. The purpose of this interview is to obtain current information about the implementation of the project. The interview is voluntary and the information that you give will be confidential. The information will be used to enable better future programming. I would like to assure you that whatever information you will provide in this interview will be kept confidential.

<b>Design and relevance</b>		
Broad question	Sub-questions	• Probing questions
What is the relevance of the project from the perspective of different stakeholders?	Whose needs are being addressed by the project? Is it the right target?	
	Was the assumption that people are willing to participate in sponsorship in this project valid?	•
	What are the real needs of the affected clientele?	
	In your opinion, if this project is to be designed again, what aspects could be added and/or removed?	
<b>These questions are to be asked to ACTV/ IMLU staff only</b>		
	<ul style="list-style-type: none"> <li>- What were the key components of the programme design; how are they related to the needs identified before the HR Project started?</li> <li>- Did the process of designing the projects adequately enlist the participation of all key stakeholder groups besides ACTV/ IMLU?</li> <li>-</li> <li>- Was the project design in line with the WV mandate and mission?</li> </ul>	<ul style="list-style-type: none"> <li>- Probe for how appropriate the programme / project was to the situation in the community</li> <li>- How well were the root causes of poverty identified and addressed?</li> </ul>
<b>Efficiency: What are the strengths and weaknesses of the project management and implementation?</b>		
What are the average costs of monitoring activity implementation?		
What other unforeseen costs are involved in implementing this project?		
What factors or elements contributed to the results you have achieved in this project?		
What have been the obstacles /constraints on implementing this programme?		

<p><b>Assess capacity of staff and community for programme coordination and management</b></p>	
<ul style="list-style-type: none"> <li>- Are the management structures in place operational to support the programme?</li> <li>- Do the structures at different levels work well together?</li> <li>- Is the programme implemented well by the existing infrastructure, staff and the institutional arrangements in place?</li> <li>- Is the overall technical supervision and policy direction of the staff effective?</li> </ul>	
<p>How coordinated are the implementer's of the project implementation and monitoring?</p>	<ul style="list-style-type: none"> <li>• Probe how do actors work with each other?</li> </ul>
<p>How effective are community structures in the implementation of this programme?</p>	<ul style="list-style-type: none"> <li>• Do community structures exist</li> </ul>

<p><b>Effectiveness: To what extent were the project's objectives achieved and why?</b></p>		
	<ul style="list-style-type: none"> <li>- Have the planned outputs led to the achievement of intended outcomes?</li> <li>- Are there revisions that were made during implementation? If yes, what were these revisions?</li> <li>- What is the appropriateness of the delivery approach?</li> <li>- How did implementation for different project outcomes and outputs contribute to the project outcomes and goals?</li> </ul>	<ul style="list-style-type: none"> <li>- Probe for what has exactly been achieved</li> <li>Is it feasible? Is it changing? What drives this approach? What really motivates the implementers?</li> </ul>
<p><b>Impact</b></p>	<ul style="list-style-type: none"> <li>- <b>Has the project achieved the desired results</b> – Can the changes (in attitudes, capacities, institutions etc.) be casually linked to the project's interventions?</li> </ul>	
	<ul style="list-style-type: none"> <li>- To what extent was the community empowered in issues of human rights work?</li> <li>- How equitably has the programme /project benefited the women, men, boys and girls, of different religious and tribal backgrounds?</li> <li>- Have unexpected outcomes occurred – intended and unintended, positive and negative?</li> <li>- What contributed to the achievement of the outcomes?</li> <li>- What changes in the lives of the beneficiaries have resulted from the implementation of th</li> </ul>	<ul style="list-style-type: none"> <li>- Have the programme/project theory and assumptions affected project achievements?</li> </ul>

	programme/project interventions?	
<b>Programme ownership, sustainability</b>	<ul style="list-style-type: none"> <li>- <b>Are the project results, achievements and benefits likely to be durable?</b></li> </ul>	
	<ul style="list-style-type: none"> <li>- What does programme success mean to different stakeholders or constituents?</li> <li>- How effective and realistic is the transition strategy of the project in terms of building capacity among the community/partners to take up roles and responsibilities?</li> <li>- Are there other factors, partners or stakeholders contributing to the change?</li> <li>- What mechanism has ACTV/ IMLU put in place to prepare communities for transition?</li> </ul>	
To recommend any other alternative process through which the results could have been achieved and any other specific aspects relating to design and management	<ul style="list-style-type: none"> <li>- Is there sufficient attention given to overall policy issues?</li> <li>- What were some of the unexpected outcomes?</li> <li>- How will the lessons learnt be applied?</li> </ul>	



### Evaluation Contacts and Key Informants

S/N	Centre	Respondent	Designation
1	ACTV	Mr Samuel Nsubuga Ms Esther Nabwire Mr Philip Karteebe Mr Simon Peter Ochwa Mr Kizito Wamala Mr Micheal Bamulimgeyo Ms Carol Kabatanya	Cheif Executive Officer EU Officer (Uganda) Programme Officer Legal Officer, Gulu Clinical Psychologist Monitoring & Evaluation Officer Advocacy Officer
	ACTV clients		
2	IMLU	Ms Carolyn Njange Mr Joseph Muthuri	Financial & Admin. Manager Programme Officer, Communications & Advocacy
3	CTV	Mr Peter Kiama Ms Karen Abbs Mr Eric Thuo	Executive Director Counsellor Programme Officer Rehabilitation/Acting Programme Manager
4	Partners	Ms Mary Gathegu	Programme Assistant